

Management (ERM), manages the anonymous [hotline reporting system](#) to ensure DU compliance with state and federal laws. They also manage the [Conflict of Commitment and Interest Policy](#). DU expects the highest standards of conduct, and University representatives must fulfill their institutional responsibilities with loyalty and avoid activities that conflict with, or appear to conflict with, those responsibilities.

The BOT and senior leadership approve and promulgate [policies](#) related to Business Operations, Fiscal and Business Affairs, and Funds and Accounts [examples: [Budgetary Responsibility and Structure](#), [Consolidated Endowment Fund: Management and Distribution](#), and [Business Expense Policy](#)]. [Limits of Authority](#) defines roles and responsibilities of contractual authority for University positions and is updated annually upon approval by the Finance and Budget (F&B) Committee.

Three BOT committees meet regularly to ensure financial integrity through governance and oversight of University operations:

[F&B Committee](#): Responsible for financial governance of the University, adoption of the annual budget, review of budget variance to actual performance, and oversight of capital project planning and execution

[Investment Committee](#): Responsible for endowment and policy development, including selection of investment managers, specific investment decisions, spending distribution rate, and allocation of financial assets.

[Audit Committee](#): Responsible for ensuring a sound internal control environment through consultation with the Chancellor and Senior Vice Chancellor for Business Affairs and University Treasurer. Reviews development and implementation of ERM framework, selects and retains external auditors, reviews audit documents and accounting changes, and examines internal audit results

To demonstrate financial soundness, discussed in Criterion 5, Moody's and Fitch, bond rating agencies, have recently rated the University of Denver A and AA.

DU is committed to transparency and engaged collaboration. The Office of the Provost annually and welcomes questions from the community [2019-2020 Budget Transmittal](#), [2020-2021 Budget Transmittal](#)].

The Office of University Budget, Planning, and Administration works with the Office and Shared Services to provide information, planning tools, and training on budget, finance, and human resource systems for business officers through an online [course](#) and the [Business Officer Training Schedule](#), [Location of Key Systems and Processes](#), and [ACH and Wire Transfer Form](#).

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The [intellectual property \(IP\) policy](#) and support available via the Technology Transfer Office provide

The institution presents itself clearly and completely to its students and to the public.

1. The institution ensures the accuracy of any representations it makes regarding academic offerings, requirements, faculty and staff, costs to students, governance structure, and accreditation relationships.
2. The institution ensures evidence is available to support any claims it makes regarding its contributions to the educational experience through research, community engagement, experiential learning, religious or spiritual purpose, and economic development.

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2.B.1. The institution ensures the accuracy of any representations it makes regarding academic offerings, requirements, faculty and staff, costs to students, governance structure, and accreditation relationships.

DU uses various processes to ensure the quality and accuracy of data used for internal decision-making and external communications. The BOT and [Senior Leadership](#) institutionalize data integrity and transparency with the University community and a shared governance structure to provide checks and balances for decision-making. Including student voices through Undergraduate Student Government (USG), Graduate Student Government (GSG), and other student associations further ensures quality of information and accountability to students.

Administratively, units ensure data used for decision-making and communication is consistent and accurate. Key data stewards such as the Office of the Registrar, Human Resources,

, Office of Financial Aid, Student Financial Services,

Office of University Advancement, and Office of Research and Sponsored Programs (ORSP) ensure data are entered correctly through department audits and trainings. Data shared between units for institutional operations and analyses are examined for accuracy and consistency during

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Requirements for degree and certificate programs, admission standards, enrollment policies, [major and minor requirements](#), and course descriptions are published in [Undergraduate](#) and [Graduate](#) bulletins. DU publishes information outlined in [Higher Education Opportunity Act of 2008 online](#) to help students make informed decisions.

Academic units publish unit-specific policies and requirements on their websites, including handbooks and coursework plans [[Josef Korbel School of International Studies \(JKSIS\) 2019-2020 Handbook](#), [Graduate School of Social Work \(GSSW\) Advanced Standing Course Planning Worksheet 2020](#), [Two Year Course Planning Worksheet 2021](#)]

currently undergoing a significant update. In partnership with IR, ODEI created the [Diversity Dashboard](#), a snapshot of [student demographic composition](#), [student engagement benchmarks](#), and [student outcomes](#).

Many departments, centers, and units produce annual reports that evidence their impact. The Center for Community Engagement to advance Scholarship and Learning (CCESL) produces publicly accessible [end-of-the-year reports](#) on the impact of programming such as community-engaged learning mini grants and community-engaged fellows [[2018-2019 Report](#)]. The [Interdisciplinary Research Institute for the Study of \(in\)Equity](#) (IRISE) also produced [an annual report](#) in 2018-2019 that highlights the work of faculty fellows and post-doctoral students. Office of International Education (OIE) annual reports detail activities of study abroad and Cherrington Global Scholars [[2018-2019 Report](#)]. With 77.4% of students participating, Open Doors [ranked DU third in the nation](#) for study abroad. The [Cherrington Global Scholars initiative](#) is key; in 2018-2019, 86.59% of students who studied abroad were Cherrington Global Scholars [[Cherrington Data](#)].

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disqualification, resignation, or removal [[Article 4](#)]. Trustees may serve no more than three consecutive terms; however, a Trustee may be re-elected Board service.

**2.C.2.
institution.**

[BOT bylaws](#) inform decisions in the best interest of the institution and ensure integrity. For example, the September 2019 board meeting included a discussion of operating margin and enrollment, which included an update from the Vice Chancellor of Enrollment; the group subsequently discussed responses to enrollment deficits. Working with the Board of Trustees regarding COVID concerns has been essential to protect core academic functions while making budgetary decisions.

Throughout the DU IMPACT 2025 planning process, ongoing consultation with the BOT occurred in meetings of the full board and executive committee. The Strategy Committee engaged in the process, and two committees (CLASS and FEAC) contributed to regular meetings [[Strategic Planning Process](#)].

The Board has made two significant decisions regarding Chancellorship over the last ten years. In January 2014, Chancellor Coombe announced his retirement. The search committee was
Throughout the process, representative groups of faculty, staff, students, and administration met with candidates. In June 2014, the BOT [hired Chancellor Rebecca Chopp](#).

In April 2019, Dr. Chopp [announced her decision](#) to step down due to a serious health condition. The BOT executive committee worked with Faculty Senate, campus leadership, affinity groups,

After evaluating the highly competitive nature of the higher education landscape and considering the importance of sustaining the focus and momentum of DU IMPACT 2025, the Board concluded with confidence that Provost Jeremy Haefner, a national thought leader in student and faculty success and a champion of University goals, would chart a successful future for the University as Chancellor. In June 2019, the BOT [voted to appoint](#) Jeremy Haefner, the sitting Provost, effective July 15, 2019.

groups to communicate the decision-making process and chart a unified vision for the University. They also embraced three recommendations made by the Faculty Senate which have been implemented, [[Provost Search Leadership](#), [Establishing R1 Discussion Processes](#), and [Shared Governance Understanding Process](#)].

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To ensure the governing board reviews reasonable and relevant interests during its decision-making deliberations, the BOT follows a [yearly agenda cycle](#). At the beginning of each year, the Chancellor and BOT create work plans. At quarterly FEAC meetings, academic unit deans provide a written report and one or more units present orally. Standard reports are scheduled for three FEAC meetings:

2.D. Core Component

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1. Institutions supporting basic and applied research maintain professional standards and provide oversight ensuring regulatory compliance, ethical behavior and fiscal accountability.
- 2.

complete training before approval for any new project or new personnel are added to a protocol. The [Collaborative Institutional Training Initiative \(CITI\) Program](#) provides training for faculty,

research offices (ORSP and IRB) provide support for faculty and students in addition to their compliance function.

robust seed-funding system supports faculty research, including a variety of mechanisms from broad to targeted areas and small to large investments. For consideration of funding, faculty members go through peer review and post-award reporting to ensure ethical behavior [[Professional Research Opportunities for Faculty](#), [Faculty Research Fund](#), [Public Good Fund for Faculty \(RFP\)](#), [Internationalization grants](#), and Knoebel Institute for Healthy Aging pilot grants (2016, 2019)].

The

The [DU Writing Program](#)

information resources through course instruction and assessment, and the [Writing Center](#) offers guidance through individual, group, and class consultations that explain rationales and strategies for thoughtful source integration and proper citation [[Writing Program Enrollments](#), [Writing Program Assessment Report](#), [Writing Center Data](#)].

Some academic programs provide more specific research guidance. Psychology Ph.D. students complete a departmental orientation that includes training in FERPA and Title IX. All students complete CITI training in research ethics and take a course in ethical behavior ([PSYC 4920 Ethics in Psychological Research](#)