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University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus



August 2018

Dear %%First Name%%:

When I announced last month that I intend to retire as president of the University of Colorado in July 2019, media and others naturally had a look back at some of the notable accomplishments from my decade-plus on the job. While there is a lot to be proud of (resulting from a great team effort, not one person), I find myself focused on what's ahead rather than the past 10 years.

It might strike some as odd that someone whose association with CU began in 1961, when I arrived on the Boulder campus, would rather look forward than back, but I do.

I'm not only looking at what we have to do over the next year to continue CU's substantial momentum, but also what the university will look like in 15 and 30

years. We are preparing a study to do some educated speculation to that end.

Looking forward is more than the musings of a president who will retire in a year. We are continuing the push we have made over the past 10-plus years to make CU more efficient -- through program cuts, improving our business practices, operations and legislation.

We worked with the Colorado Legislature in the past decade to advance nearly 20 pieces of legislation that allow us to operate more efficiently in areas ranging from procurement to capital construction to our bond rating (which improved to Aa1). We've also been active in other legislative measures that have a substantial impact on us, such as the hospital provider fee and reform to PERA, Colorado's public employee pension.

We're also looking around nationally to see what innovations at universities around the country might work for CU, since we're running out of ideas. We have a list of about 36 ideas we are circulating on our campuses to see which ones we may want to adopt.

Looking forward also involves an amount of gazing into the crystal ball. It's important to consider what higher education will be like in the future. I sometimes think about my predecessors in this position. George Norlin was CU president for nearly 20 years. When he retired in 1939, CU had 4,400 students and a budget of just over \$1 million. When President Robert Stearns retired in 1953, we had grown to 7,400 students and a \$4.3 million budget. Probably neither of them envisioned CU with four campuses, more than 70,000 students and a \$4.5 billion budget.

I do know the pace of change in higher education, an enterprise not known for rapid change, will accelerate tremendously. Technology will continue to be a game changer. CU has 46 degree programs completely online, up from 30 a decade ago. We also offer 52 certificate programs, up from 38. Those numbers should continue to escalate as we ride that wave to the future.

This fall, CU Boulder will launch a revenue-generating electrical engineering master's degree program for credit delivered completely by massive open online courses (MOOCs), the first of its kind in the world. Most of the MOOCs we offer are not for credit, yet we have 32 courses with more than 2 million enrollments, with students from around the world. A decade ago, there were no MOOCs at CU (or any other Colorado public university).

Along with new and better delivery methods, we must also focus on how to enhance learning. Our faculty have improved learning outcomes with innovative ideas such as flipped classrooms (where students view lectures online before attending class, so the focus is on robust discussion), clickers (which allow faculty to more quickly gauge how many students grasp a concept they present) or learning assistants, essentially in-class tutors who have been through the course and can help students who are stuck. I have no doubt our faculty will continue to innovate.

We may see a change in credentials we issue. The bachelor's degree may be augmented by a series of certificates that demonstrate competence in a particular area. You'll probably see a significant increase in students testing out of topics they know.

We also expect a significant increase in our partnerships with other colleges and universities to deliver our strong programs at their institutions.

It's been an honor and privilege to lead our alma mater for the past 10-plus years, but I'm also excited for CU's next chapters. With all that's ahead, I know one thing that won't change: CU will continue to offer the high-quality education that has served our students and state, as well as one retiring president, for 142 years.

For feedback, contact officeofthepresident@cu.edu

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In the news



Private support reaches record high of \$440.4 million

Continuing an unprecedented run of philanthropic growth, the University of Colorado for the ninth consecutive year saw a record-breaking total of private contributions: \$440.4 million. We are extremely grateful to our donors, whose generosity helps us change lives and improve our state and nation through scholarships, endowments and research projects.



CU Denver's Lola and Rob Salazar Student Wellness Center opens

Congratulations to the students of CU Denver on the opening of the Lola and Rob Salazar Student Wellness Center. This was a studentled initiative that opened its doors in July and celebrated its official grand opening Aug. 1. A big thank you to Lola and Rob Salazar for helping make the students' vision a remarkable reality.



With the passing of John Buechner, the CU community loses a noble leader

I was saddened to learn of the passing of CU President Emeritus John Buechner. He was a long-time friend who made a significant impact on the University of Colorado, our communities and our state. He had an abiding love for CU and made his mark on the university in many ways - as CU president, CU Denver chancellor and faculty member, and CU Boulder faculty member and administrator. <u>Read my full statement</u>.



Survey says: alumni satisfaction increases

Thanks to those of you who completed our survey of alumni from all four CU campuses. The results are in and the bottom line is that we saw improvement in attitudes toward the university among our graduates. It's important to note that we didn't have too much room to improve. When we first conducted the survey in 2016, 95 percent of alumni reported they had "very favorable" or "favorable" feelings toward the university (69 percent "very favorable"). This year, the number increased to 96 percent, and those "very satisfied" increased from 69 percent to 73 percent.

We saw increases in most other areas of the survey as well, including how connected alumni feel to the university (79 percent felt a "very strong" or "some" connection, up from 78 percent). Alumni also increasingly feel the money spent on their degrees was well spent and the work of getting a degree was worth the time and effort.

The survey results also give us insight into how our alumni view CU at various points in their career journeys. It also tracks with a related survey we completed in March, which showed the university had an approval rating of 75 percent among Colorado registered voters. That was up from 69 percent the previous year.

CU has a sound reputation and a solid brand. The people of Colorado agree, as do those who know us best, our alumni. That doesn't mean we can't improve, because we certainly can. What it does mean is that CU has a high value proposition – for our alumni and our state.

CU On the Air Podcast



The opioid epidemic: How did we get here? How do we stop it?

Dr. <u>Robert Valuck</u>, professor at the Skaggs School or Pharmacy and Pharmaceutical Sciences, discusses the origin and prevalence of the opioid epidemic, how to stop it, save lives and prevent addiction.



Learning from coexistence in Medieval Spain

CU Colorado Springs associate professor of history <u>Roger Martinez</u> discusses the coexistence of Christians, Muslims and Jews in Medieval Spain – the good and not-so-good – and offers important insights on coexistence today.

FOUR CAMPUSES UNITED ALL FOUR: ONE



Mini Law School returns: New curriculum addresses hot topics in the law

The University of Colorado Law School's popular Mini Law School will launch its seventh season this fall with a new curriculum that addresses some of today's most pressing legal issues. Taught by members of the faculty, the courses look at such topics as artificial intelligence and law, over-incarceration in America, immigration law and more. Participate inperson in Boulder, via live telecast from CU South Denver in Lone Tree, or via livestream from your own computer. Register for the Mini Law School here, or email mini-law@colorado.edu for more information.

Spotlight on Alumni



CU Boulder alumnus transitions from art student to drone racer

Eager to distinguish himself from his fellow art students during his senior year at CU, Jordan Temkin (Art'14) realized he could use drones to capture footage from unique angles. He envisioned aerial action shots of his friends on mountain bikes and skis. All he needed was a drone of his own. So he built one.

CU Advocates Program

Colorado needs healthy research universities that produce a highly educated workforce, grow our economy, attract business and industry, and engage in research that generates jobs, creates companies and improves lives. With your help we can keep CU - and Colorado strong.

Become an advocate for CU

News from the campuses

CU BOULDER

Mars terraforming not possible using

<u>today's technology:</u> A study led by Bruce Jakosky found Mars does not retain anywhere near enough carbon dioxide that could be put back into the atmosphere to warm the planet.

CU DENVER

Engineering cleaner rivers: Students and professor collaborate on water-powered trash-removal device.

CU COLORADO SPRINGS

Mountain Lion Fieldhouse to open this fall:

The track is 200 meters with eight sprint lanes, two long/triple jump pits and a pole vault pit on the infield of the oval.

CU ANSCHUTZ

<u>CU Anschutz awarded \$8 million for end-of-</u> <u>life and palliative care:</u> The five-year continuation grant from the National Institute for Nursing Research will refine and expand the Palliative Care Research Cooperative Group.



Make a difference. Support CU today!



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