ACTION TEAMS
ROLES OF TEAMS, CHAIRS, LIAISONS AND LEAD IMPLEMENTER

Action Team Chair
- Lead the action team, through an inclusive process, to create timelines, work products, and measurable results based upon recommendations of the working group
- Enlist support of the leadership liaison when the action team needs assistance in moving projects forward or in engaging leadership in policy-focused discussions

Leadership Liaison
- Ensure that the action team chair and members are getting adequate response and commitment from officials within the campus
- Advise action teams about the appropriate mechanism to move policy discussions to the appropriate leadership level

Action Team Member
- Serve as collective owners of the desired state expressed by the relevant working group
- Collaboratively recommend a prioritization of recommendations offered by the working group
- Keep the user (often the student) and the university perspective in mind when participating in decisions
- Provide feedback to units and the point person(s) relative to timelines and measurable goals

Lead Implementer
- Serve as the go-to, lead person who assumes responsibility for
  o completing recommended items,
  o leading process improvements at the appropriate units/levels,
  o ensuring continued success of the process or project, and,
  o eliminating or reducing unnecessary duplication and ambiguity
- Apprising leadership and the action team(s) relative to progress and completion
ACADEMIC ADVISING ACTION TEAM

Desired State (as crafted by the Working Group): CU Denver students are a unique group. Many are first generation, non-traditional, and/or members of traditionally under-represented minorities. About half of our students are transfers and half are first time first years, although a significant proportion of the latter enter with college credit earned in high school. These students need consistent advising. The National Academic Advising Association (NACADA) recommends student-to-advisor ratios of no more than 300 to 1. Universities such as Georgia State and CSU Fullerton, which have student populations similar to CU Denver, have seen significant increases in retention and enrollment after utilizing predictive analytics, inserting proactive advising, and increasing the number of advisors to reach the NACADA recommendations.

From the moment a student enrolls at CU Denver, every contact with an advisor should be helping to move that student through graduation. The institution needs to meet the student where the student is and not require the student to meet the institution where it is. To do this, CU Denver needs to approach as a standard 300:1 student-to-advisor ratio and have consistent messages and policies across all the units. All students should have mandatory advising at least through the first year of enrollment as well as the year before graduation, and CU Denver should use predictive analytics to drive intrusive advising. Ideally, the student would have one advisor throughout their time at the institution, but regardless, the student should get consistent information.

Policy Changes Needed
1. Create common advising language, deadlines, policies and processes
2. Analyze centralized, decentralized or hybrid advising
3. Consistent post-admit letters across schools and colleges
4. Limit degree changes to once per year to better utilize DARS

Operational Changes Needed
1. Create campus-wide process and deadlines for drop/add/withdraw
2. Standardize UG degree plan docs
3. Communicate at 85 credit hours near graduation via Starfish
4. Finish centralized Academic Advising website
5. Add advising link to Admissions website
6. Make DARS fully functional
7. Send out post-advising survey
8. Create committee to assess student holds
9. Audit active and inactive student holds and create policy
10. Assess and improve advising for international students
11. Create Advising app
Chair: Sarah Fields, Associate Dean, CLAS
Leadership Liaison: Pam Jansma, Dean, CLAS
Lead Implementer: Sam Kim, AVC, Student Retention and Success
Members:
- Stacie Amaya, Student Government Association
- Linda Brooker, Assistant Dean, Business School
- Leo Darnell, Assistant Dean, CAP
- Jeff Franklin, AVC, Undergraduate Experience
- Sneha Hamilton, CLAS advisor
- Roxann Hayes, Senior Instructor, CEAS
- Nimol Hen, ASAC
- Sam Kim, AVC, Student Success
- Sam McGuire, Associate Professor, CAM
- Patty McKissock, Academic Advisor, CAP
- Nicole McWhirter, OIT
- Omar Montgomery, Student Services Program Director
- Jenn Park, VC, Administration, CU South Denver
- Nora Scanlon, CJ advisor, SPA
- Brian Schaeffer, Academic Services Senior Professional, Registrar’s Office
- Sandy Snyder-Mondragon, Academic Services Director, SEHD
- Julie Wilbers, International Students and Scholars Services, OIA
K-12 PIPELINE DEVELOPMENT ACTION TEAM

Desired State: CU Denver is widely perceived as offering a high-quality, affordable college education that takes full advantage of our location in the heart of Denver, our status as a CU campus, the quality of our faculty, and our diverse and talented student body. We have engaging degree programs that address a variety of needs and interests and we market them effectively. We actively recruit prospective students in an individualized way that highlights our unique programs, the availability of scholarships and other financial support, and provides exposure to CU Denver faculty and staff and our campus. We give every prospective student the information they need to know why CU Denver is a good fit for them, and we make admissions and enrollment easy and exciting for them.

Many of our prospective students are very familiar with CU Denver, having engaged with our faculty, staff, and campus multiple times during their K-12 education. We serve Denver through strong and long-lasting community partnerships with school districts, schools, and nonprofits serving school-age youth, and these partnerships help us understand the needs of our communities and our prospective students. The schools, districts, and other community partners we work with know why CU Denver is a good option for their students, know that we care deeply about their students and their outcomes, and believe that our partnerships add significant value to their students both in terms of enriching their current lives and in preparing them to be college students. Our current students and alumni appreciate the practical and relevant education they receive and serve as our best ambassadors to the larger metro-area community, both formally and informally.

Policy Changes Needed
1. Expand pre-health programs with admission pathway to CU Anschutz
2. Create new programs (CU in the City Scholars, Honors College)
3. Formalize the First Gen Network as a university-supported program

Operational Changes Needed
• Develop compelling messaging to distinguish us as first choice
• Alert CU Denver community about our distinguishing factors
• Create K-12 Outreach Steering Committee
• Expand CU Denver Works programs
• Assign a point of contact within each school or college for K-12 outreach and campus visits
• Develop segmented recruiting plans involving both Admissions and the academic units, at least for students indicating interest in particular fields
• Inventory available work-study positions to start matching students with appropriate positions [coordinate this effort with the Scholarship Action Team]

Chair: Kelly Hupfeld, Associate Dean, SPA
**Leadership Liaison:** Rebecca Kantor, Dean, SEHD  
**Lead Implementer(s):** TBD  
**Members:**
- Joann Brennan, Associate Vice Chancellor, CU South Denver  
- Margarita Bianco, Associate Professor, SEHD  
- Mike Ferrara, Associate Professor, Mathematics, CLAS  
- Anthony Fontana, Associate Director, Admissions, Student Services  
- Kate Goodman, Assistant Professor, Inworks  
- Cindy Gutierrez, Academic Services Director, SEHD  
- Rachael Kuroiwa, Manager of Admissions and Outreach, CAP  
- Marjorie Levine-Clark, Associate Dean, CLAS  
- Dominic Martinez, Sr. Director, Office of Inclusion and Outreach, CU Anschutz  
- Jason Robinson, Director of K-12 Outreach, Student Services  
- Tanida Ruampant, Assistant Dean for Outreach, CAM  
- Catherine Wilson, Director, Undergraduate Admissions
COMMUNITY COLLEGES PATHWAYS ACTION TEAM

**Desired State:** To be the “university of choice” for students at all 15 Colorado community colleges through offering a seamless pathway supported by easy to use tools, transparent processes and accessible staff who provide a welcoming, stress less and mentor rich relationship.

**Policy Changes Needed**
1. Establish equivalencies honored across all majors/programs
2. Ensure core/GT pathway applicability across all CU Denver programs
3. Reinvent current transfer website

**Operational Changes Needed**
1. Reinvent transfer policies and clarify and improve basic resources
2. Create joint admission program with CCD to leverage Admissions Program
3. Expand Transfer Admissions Center for all things transfer-related

**Chair:** Margaret Wood, Center for Faculty Development  
**Leadership Liaison:** Raul Cardenas, Vice Chancellor, Student Affairs  
**Lead Implementer:** TBD

**Members:**
- Krista Busch, CAP
- Ritu Chopra, Assistant Professor, Research, SEHD
- Camden Farmer, Academic Services, Registrar’s Office
- Sarah Fields, Associate Dean, CLAS
- Quintin Gonzalez, Associate Professor, Visual Arts, CAM
- Tyler Hensley, CAM student
- Abby Muro, Transfer Admissions
- Genny Parker, International Admissions
- Ron Ramirez, Associate Professor, Business School
- Lori Ryan, Senior Instructor, SEHD
- Rey Salvidrez, Student
STRATEGIC USE OF SCHOLARSHIPS/AID ACTION TEAM

Desired State: How do we recruit target students, address their financial needs, help them succeed and stay at CU Denver, and graduate on a schedule that achieves their goals? Imagine that students who visit the CU Denver website understand the menu of scholarships and financial aid available to them, complete a basic financial aid information form and are contacted immediately about scholarships and aid for which they are eligible to apply. After application, they are notified of the award of aid and scholarships in time to influence their decision to accept admission or return for the next academic year. These scholarships are competitive with in-state and peer institutions and are strategically designed to meet institutional goals and help students continue successfully by flexibly meeting financial needs as they arise and by rewarding students who successfully progress through their programs. All of this happens in a world where the transmission of data is seamless and available as appropriate to student applicants, faculty and staff award committees, the staff who process awards and notify students, and the donors who generously support these students. We are able to effectively communicate with prospective donors and make the case for additional support. Support services for students are seamlessly integrated to provide financial assistance, financial education and employment from the time they set foot on campus until they enter their professional positions post-graduation as needed.

Policy Changes Needed
1. Align institutional strategies with scholarship practices
2. Allocate a proportion of new tuition dollars to institutional aid/scholarships

Operational Changes Needed
1. Maintain a student portal to see all scholarships, criteria, deadlines
2. Provide staff to compile and monitor all awards and assist with work study
3. Develop uniform application
4. Provide financial literacy training
5. Synchronize admissions, fin aid and scholarship deadlines and timing
6. Pilot recruitment, retention and graduation incentive scholarships
7. Pilot graduate student recruitment scholarships

Chair: Laura Argys, Professor and Associate Dean, CLAS
Leadership Liaison: Andrea Wagner, VC, Advancement and Brenda Allen, VC, Diversity and Inclusion
Lead Implementer: TBD
Members:
- Tom Altman, Professor, CEAS
- Aswad Allen, Assistant Dean, SEHD
- Tawnya Boulier, Scholarship Office
• Malena Brohm, Chief of Staff, Business School
• Teresa DeHerrera, Director, TRiO
• Julie DeWoody, Senior Professional, Advancement Office
• Brendan Hardy, Academic Services Director, SPA
• Justin Jaramillo, Financial Aid
• Liz Marsh, CAP
• Samantha Moreno, AVC, CU South Denver
• Kaitlin Otto, IT Systems and Support, Registrar’s Office
• Tony Smith, Student Services Director, Experiential Learning Center
• Diana White, CLAS and member, Faculty Assembly