Project Scope

1. Vision
   - What is the vision for the consolidated institution?

2. Current State
   - Describe the current state of consolidation between the Downtown Campus and the Anschutz Medical Campus.

3. Initial Goals
   - What were the strategic goals behind the consolidation of the Downtown Campus and Anschutz Medical Campus?
   - Where are we in attainment of stated goals for consolidation?
   - What was the initial timeline?
   - Where are we in comparison to initial timeline?
   - What is the experience of other institutions that have undergone consolidation; i.e. What benefits have accrued to them?
   - Where is UC Denver in comparison to these other institutions?

4. Financial
   - What were the anticipated cost savings/revenue increases related to the consolidation? Have these cost savings/revenue increases been realized?
   - What has been the impact on funding for the Downtown Campus and the Anschutz Medical Campus as a result of the consolidation?
   - What is the current funding needed for the consolidated institution?
   - What is the anticipated increase in funding needed to achieve the strategic plan as a consolidated institution?

5. Students
   - What benefits have accrued to students from the consolidation?
   - What has been the impact, if any, on student services?
   - What has been the impact, if any, on student recruitment and enrollment?
   - Are students beginning to embrace UC Denver as a brand?
6. Academic/Research Outcomes

- Describe new programs and collaborations.
- Describe new research grants and opportunities as a result of consolidation.

7. Academic/Leadership

- Does either UC Denver Downtown Campus or Anschutz Medical Campus receive significantly more time and attention in Leadership Team meetings?
- Are there processes that cannot be integrated because of significant differences in the academic missions of the two campuses?
- What processes have been consolidated? How effective has this consolidation been? What are the metrics used for effectiveness? What remains to be done? What is the anticipated timeline? What costs are associated (savings or new costs) with the remainder of the consolidation?
- Has leadership on campuses been strengthened or weakened as a result of consolidation?

8. Public

- What is the public benefit from the consolidation?
- What are the perceptions of major donors?
- How is the consolidated UC Denver viewed by peer institutions?
- How is UC Denver viewed by Colorado legislators?
- How is UC Denver viewed by national organizations, e.g. NASULGC?

9. Faculty

- How do faculty view the consolidation?
- Do they feel it is one institution?
- What impacts have there been on faculty recruitment and retention as a result of the consolidation?
- Has faculty governance changed as a result of consolidation? If so, is the change viewed positively or negatively?

10. Staff

- How do staff view the consolidation?
- Do they feel it is one institution?
- Are staff treated similarly on both campuses?
- What impacts have there been on staff recruitment and retention as a result of the consolidation?
- Has staff governance changed as a result of the consolidation? If so, is the change viewed positively or negatively?
11. Organizational Culture

- How are the cultures of the two campuses different? How are they similar?
  Consider how goals are accomplished, how progress is measured and rewarded,
  how people interact with one another, how power and status are conveyed, what
  values are paramount, etc.
- Can these cultures be integrated? Should they be given their own different
  missions and goals?
- How does the above compare with other universities with large academic health
  centers?

12. Assessment

a. Is the consolidated UC Denver
   - exceeding goals?
   - meeting goals?
   - not meeting goals?
b. What is the future capacity of UC Denver to meet goals?

13. Recommendation

- Based on the total assessment, the following recommendations will be considered
  - Continue the consolidation as planned.
  - Continue the consolidation with a revised plan.
  - Determine the feasibility of separating the consolidation.
  - Examine hybrid models.
  - Other options.

Project Methods

1. Briefs Prepared by Chancellor

- current state of UC Denver overall
- current state of student services
- current state of administration
- current funding analysis
- current state of faculty/staff/policies/practices
- current state of research
- current state of academic programming
2. **Material of Record**

- consolidation study
- strategy and goals
- financial
- policies/procedure review
- communications analysis
- strategic plan

3. **Surveys**

- students
- faculty
- staff

4. **Interviews/Focus Groups** (should include an assessment of organizational culture)

- students
- faculty
- staff
- administration (both UC Denver and system)
- public (legislators, donors, community leaders)

Final assessments and recommendations should be based on analysis of briefing documents and collected data.