

UNIVERSITY OF DENVER
DANIELS COLLEGE OF BUSINESS
A VISION AS DYNAMIC AS
THE MARKET ITSELF



DANIELS
in
FOCUS

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DANIELS IN FOCUS

A Vision as Dynamic as the Market Itself

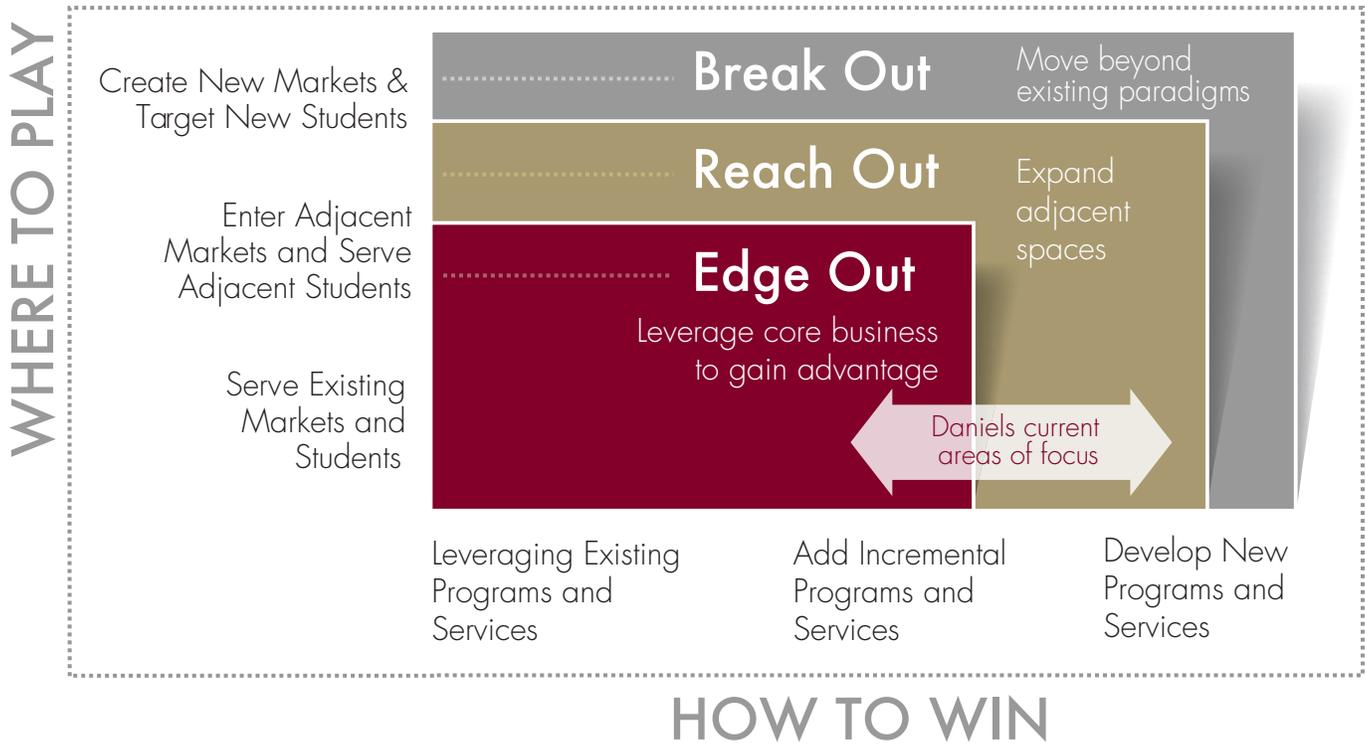
An Introduction from Dean Chrite

The Daniels College of Business, like the University of Denver (DU), is at a critical point in its long and rich history. Today, we have an unprecedented opportunity to selectively abandon past orthodoxies and to imagine, create and claim an enduring and exciting future. In a marketplace defined by extraordinary competitive pressures and profound demographic and technological shifts, the Daniels College of Business is uniquely positioned to seize upon these disruptions and to leverage our capacities as innovators, collaborators and thought leaders, thereby distinguishing ourselves in the management education marketplace. Our roadmap to this future is our ambitious strategic plan, Daniels in Focus, and I am delighted to share this document with you. From the earliest stages of this planning process, our intention was to ensure the alignment of Daniels' strategic positioning activities with the University's forward-thinking and comprehensive strategic plan, DU IMPACT 2025. We are thrilled at the opportunity to contribute to Chancellor Chopp's bold vision for DU.

Our community is extraordinarily fortunate in that we have benefited from the energetic and sustained support of critical stakeholders over the past 18 months in the co-creation of Daniels in Focus. Contributors to this effort include faculty members and staff, alumni and corporate partners, University leadership and our many supporters and benefactors. Two discrete but highly related objectives served as catalysts of this process. They include establishing a new standard of performance in the preparation of students and professionals for a volatile, global and uncertain economic marketplace, and creating an institutional design structure in support of the development and delivery of academic programs with the pace, timeliness and dexterity of the very marketplace we serve. These objectives are precursors to a singular aspirational outcome for the College: to elevate our reputational capital, market performance and impact to the next tier of excellence. In seeking to strengthen the convergence between Daniels in Focus and our many operating areas across the College, our community has coalesced around four core priorities, representing the cornerstones of Daniels in Focus. These core priorities address the following areas:

- **Student Experience.** Delivering an unparalleled student experience aimed at preparing them for the demands of today's global economic marketplace;
- **Market Connectivity.** Creating reciprocal, mutually beneficial relationships and connections between our students, faculty as well as local and global public and private sector enterprises;
- **Research Quality and Impact.** Hiring and retaining faculty members who create exceptional intellectual capital through their research and scholarly endeavors while simultaneously impacting the human condition, and;
- **Curricula and Programs.** Designing and delivering differentiated, innovative degree and non-degree academic programs through various platforms to meet the individual and institutional capacity building needs for tomorrow's economic marketplace.

DANIELS' AMBITION MATRIX



Daniels in Focus will result in a sustained and upward sloping performance trajectory for the College. That trajectory is summarized by the Daniels' Ambition Matrix, which identifies market opportunities and performance standards. The matrix summarizes the alignment of the **how** and the **where** of market opportunity/penetration in the context of our existing versus our desired portfolio of academic programs. Our commitment is to migrate toward the "northeast quadrant," focusing on what we define as the breakout space in which we will create and deliver a new standard of management education programs.

Our strategic plan affirms and strengthens our commitment to many of the essential tenets required of an exceptional management education institution. Our promise of market connectivity, for example, is not only about the development of our students' adaptive capacities but also reflects our intention to become an essential partner to enterprises around the world. As a result, our engagements with public and private enterprises will serve to inform our curricular activities while simultaneously contributing to the competitiveness of our various industry partners.

Our commitment to delivering an unrivaled student experience is, by definition, an extension of the University's and of Daniels' institutional DNA. We know that connectivity with faculty while at DU is always at the top of the list of alumni recollections. In many instances at Daniels, these highlights reflect individual faculty interactions or the engagement in a research or an action-based experience around the world. However, these experiences also reflect an unambiguous commitment to creating an inclusive culture that recognizes and celebrates the vital contributions of all members of our community. Among other things, this culture is critical to the development of deep, personal and authentic leadership capacity among our students. These principles are reflected in the ability of our

students to create a compelling and powerful personal narrative while at Daniels. The process of self-discovery and self-reflection will distinguish the Daniels student experience.

The need to create an academic design structure facilitating the development of frame-breaking and boundary-spanning academic programs and curricula reflects, in part, our commitment to differentiating ourselves in today's management education marketplace. More important, it serves as an homage to many of our deeply held principles and values. Daniels has long been a market leader in the development of innovative academic programming. We were the first business school that fully incorporated ethics throughout the curriculum. We were early adapters in the area of integrated curricula and our faculty have effectively harnessed the rich culture and landscape of Colorado to create high impact learning programs and professional experiences. The programs and curricula that we are currently developing, however, are also a reflection of the increasing divergence between what most business schools offer and the actual needs of the market. We accept the reality that our academic portfolio and delivery platforms over the next five years must be fundamentally different from our previous experiences. And we recognize that we have no alternative but to migrate from a linear operating model to one that is exponential and scalable.

Our focus on research quality and impact is a powerful affirmation of Daniels' institutional legacy of operating at the intersection of academic rigor and market relevance. The work of the faculty represents the heart and soul of any academic enterprise. At Daniels, we recognize that supporting and investing in quality scholarship is not mutually exclusive with market impact. In fact, we posit that there is an inextricable link between the best management education scholarship and engagement and practice. Our proposed Consumer Insight and Business Innovation Center (CiBiC) lab, for example, reflects the commitment of our faculty to create space that not only supports faculty/student research collaboration, but that also provides our corporate partners with valuable insights into consumer behavior/preferences.

Thank you for reviewing this document. We are tremendously excited about Daniels' future as well as the future of this extraordinary University. I hope that you will consider joining us in the execution of the grand vision for the Daniels College of Business. I look forward to your feedback on this document, and I am grateful for your support of the College.

Sincerely,



Elrie LaBrent Chrite, PhD
Dean, Daniels College of Business

VISION, MISSION AND VALUES

The College's vision, mission and values reflect the enduring principles that have guided Daniels throughout our long and distinguished history. As part of this process, they too have been updated to reflect the vitality of today's economic marketplace.

VISION

Pioneering business for the public good.

MISSION

To benefit the public good by developing business pioneers through impactful scholarship, challenge-driven education and lifelong learning.

VALUES

- ▶ Culture of innovation and engagement
- ▶ Learn through doing
- ▶ Interact with integrity
- ▶ Diversity and inclusion as a source of strength
- ▶ Global action and influence

The vision, mission and values are the foundation that links the Daniels, DU and global communities together as a cohesive unit with a shared past, present and future. They reflect what we fundamentally believe is our core purpose. We will hold ourselves and each other responsible for leading professional lives that uphold these tenets.

BUILDING DANIELS IN FOCUS

The global marketplace is anything but business as usual. From disruptive innovations and emerging market economies, to global instability and climate change, businesses are asking, "What now?" and "What's next?" And that's what makes the Daniels College of Business a great place to be. We are developing leaders who are not only able to address these challenges, but who thrive in them. Our graduates are game-changers for a changing world.

Employers are hungry for business school graduates who are innovative, who possess a powerful sense of self, and who have the grit and capacity to engage and lead in a global and connected world. Our market-ready graduates meet these requirements—that is the Daniels Difference.

Our plan will succeed because it's built on Daniels' proven strengths. We leverage our ingenuity in developing relevant, frame-breaking academic programs. Our faculty's passion for meaningful research is taking center stage. Our students are stepping out of the classroom and into the marketplace. And we are there beside them, championing their personal development and inspiring them with action-based learning.

Daniels in Focus reflects perspectives from across our campus and beyond. Business leaders, students, faculty and alumni spent months reflecting, engaging and developing new pathways for a new marketplace. The process was iterative and the plan was debated and refined through multiple stakeholder interactions. Daniels in Focus reflects a vision that lives at the intersection of thought

leadership and impact: challenging, action-based learning in real time that's as scalable and dynamic as the marketplace itself.

The four Transformative Directions that emerged from DU IMPACT 2025 inspire and guide us.

One: Learning and Leading in a Diverse and Global 21st Century

Two: Discovery and Design in an Age of Collaboration

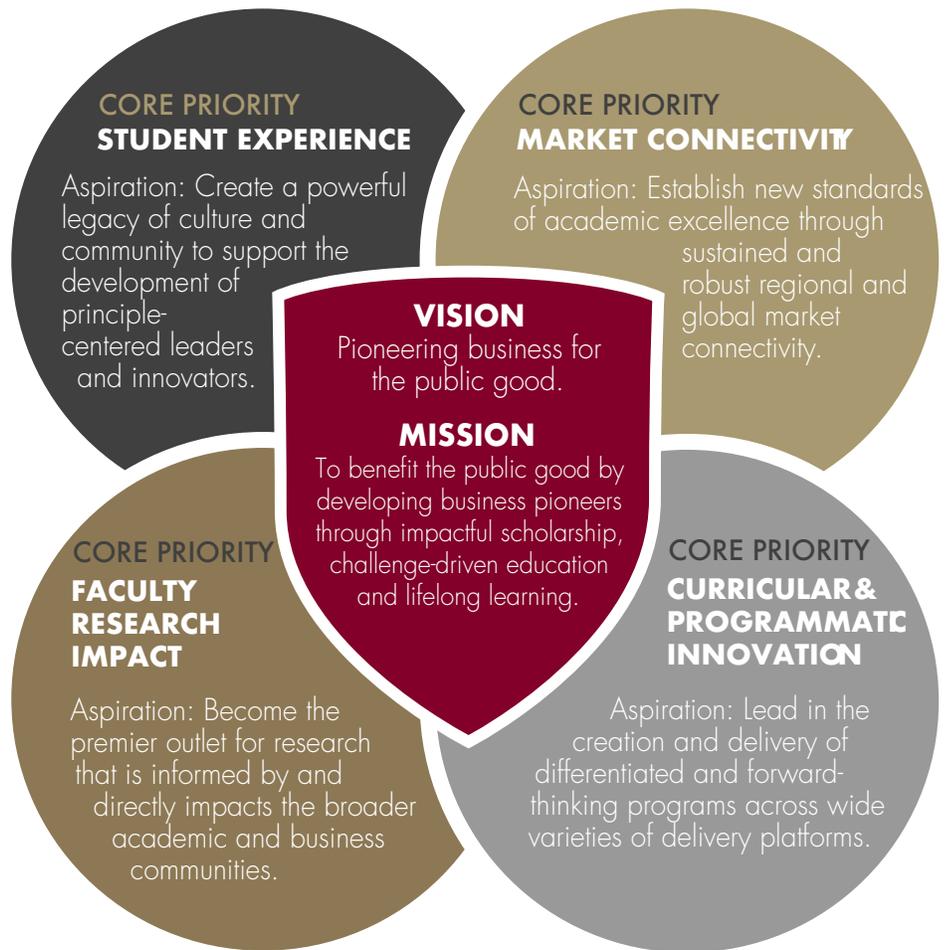
Three: Engagement and Empowerment in Denver and the Rocky Mountain West

Four: One DU

These Transformative Directions are closely connected to Daniels in Focus and we fully leverage this convergence.

DANIELS STRATEGIC PRIORITIES

DANIELS IN FOCUS



CORE PRIORITY 1

AN UNRIVALED STUDENT EXPERIENCE

Create a powerful legacy of culture and community to support the development of principle-centered leaders and innovators.

Daniels has always been a recognized school of choice for exceptional management education experiences. Faculty and student interaction results in a culture that is both supportive and stimulating. Sustained and reciprocal engagement with the broad Daniels community, as well as with our many local and global external partners, is a vital part of equipping students for the current workplace. Our commitment to our students' personal and professional development is absolutely central to our institutional mandate. Our faculty support each and every student on their Daniels journey. At its core, the student experience at Daniels is geared toward the individual, enabling each to excel in a volatile global marketplace and to become immediate value creators. The experience for Daniels students is nothing less than transformative.

Our approach to learning has never been "old school." Today, we're harnessing the pioneer spirit that created best-in-class standards as integrated curricula, ethics and our reinvented Denver MBA, each resulting in an immersive new world of experiences. Students are rolling up their sleeves, stepping into the marketplace and tackling the challenges of the moment. They are moving beyond geographic boundaries to embrace global opportunities and challenges. At Daniels, students are exposed to a kaleidoscope of business practices, cultures and expectations. It's a hyper-connected world—and we connect our students to all that it offers.

Strategic Imperatives:

1. Community and Culture
 - Support technology and human interaction
 - Value all members of our community
 - Align academic mission with the physical environment
2. Leadership and Professional Development
 - Develop adaptive capacities and technical skills
 - Move students out of their comfort zone
 - Supplement teaching with coaching
3. Challenge-Driven Education
 - Build curricula to pass the market test
 - Co-create the learning experience
 - Address global economic and non-economic problems
4. Immediate Value Creators
 - Strengthen communications and client engagement skills
 - Cultivate student capacities to self-narrate
 - Develop cross-cultural sensitivities and experiences

Selected Actions:

- Renovate the Graduate Studio. (2017 – 2018, *Advancement, Office of the Dean*)
- Re-imagine and renovate Marcus Commons, including the Collaboratory. (2020, *Franklin L. Burns School of Real Estate and Construction Management, Advancement, Office of the Dean*)
- Identify and support protocols for diverse faculty hiring. (2017, *Office of the Dean, Department Heads*)
- Improve the culture for recruitment and support of diverse students. (2017, *Graduate Admissions, Advising*)
- Strengthen and increase the level of 1:1 coaching for graduate students. (2018, *Leadership Development*)
- Expand the Leadership Fellows program. (2018, *Leadership Development*)
- Build accountability into the student job search, creating a culture of accountability. (2017, *Career Services*)
- Broaden and deepen our use of challenge-driven projects throughout curricula. (2017, *Departments*)
- Design and construction of hotel operation. (2020, *Fritz Knoebel School of Hospitality Management, Advancement*)
- More global opportunities for graduate students. (2020, *Departments*)

CORE PRIORITY 2

MARKET CONNECTIVITY

Establish new standards of academic excellence through sustained and robust regional and global market connectivity.

Daniels is well recognized beyond the classroom—our ties to the business community are decades strong. Our students are an active and contributing component of Denver’s energy and dynamism. With the call for engagement outlined in DU IMPACT 2025, the College has been expanding its reach as the center of thought-leadership and impact in the heart of Denver. After all, we are more than a campus. We are part of Denver’s thriving, growing community.

This sense of place fuels our vision, feeding and elevating the exchange of ideas. We provide broad access to our resources and intellectual capital, which cultivates strategic partnerships and opportunities. Faculty, students, business leaders and other critical stakeholders are working together, creating a vibrant hub that serves the public good.

One of the most important requirements of today’s hyper-connected world is the ability to achieve international impact from one’s own backyard. And Daniels delivers. Our regional partnerships fuel our global reputation. They highlight our ability to contribute to—and define—global discourse on today’s critical issues.

Strategic Imperatives:

1. Engage at the intersection of academic rigor and market relevance throughout the College
 - Integrate real-world context across the curriculum
 - Support faculty migration from teacher to facilitator
 - Leverage action learning as a revenue stream
2. Expand global engagement
 - Create new opportunities for faculty and student engagement
 - Focus on frontier and emerging regions
 - Pursue dual and joint degree opportunities
3. Enhance individual and institutional capacity building through challenge-driven education
 - Establish a new and forward-thinking academic design structure
 - Learn by doing
 - Fail fast
4. Leverage Daniels as a catalyst for the public good
 - Harness the power of the market to improve lives
 - Exemplify DU’s commitment of a great private university dedicated to the public good
 - Affirm the essential role of business in the global marketplace

Selected Actions:

- Redesign the Executive Summit. (2017, External Relations)
- Manage and integrate corporate outreach efforts throughout the College. (2017, External Relations)
- Create two Azeez Conferences. (2018, Office of the Dean)
- Expand Graduate Management Education experiences in Herat and other frontier markets. (2017, Office of the Dean)
- Extend Challenge-Driven projects across undergraduate programs. (2018, Undergraduate Programs)
- Increase revenues from Challenge-Driven projects by an additional \$100,000. (2019, External Relations)
- Open social enterprise restaurant to benefit refugee community. (2019, Fritz Knoebel School of Hospitality Management)
- Create at least one reciprocal dual or joint degree program with an international higher education partner. (2019, Office of the Dean, Departments)
- Incorporate Project X-ITE activities throughout the College’s programmatic offerings. (2017, Departments)

CORE PRIORITY 3

ENHANCING THE QUALITY AND IMPACT OF FACULTY RESEARCH

Become the premier outlet for research that is informed by and directly impacts the broader academic and business communities.

DU IMPACT 2025 is committed to retaining and recruiting the best in faculty and promoting the body of knowledge they create through research. Innovation and impact begins with our faculty, and we will continue to attract the very best in the world. At Daniels, the faculty are more than teachers—they are partners and collaborators in the academic and professional journey of our students. The knowledge and insights produced by our faculty, combined with their demonstrable commitment to student and stakeholder impact, affirms their work at the intersection of academic rigor and market relevance.

The global marketplace is increasingly defined by the principles of volatility, uncertainty, complexity and ambiguity—VUCA. At Daniels, faculty research into business and competitive trends extends beyond the academic environment. Our educators provide actionable insights for public and private sector enterprises, enabling companies to effectively migrate through marketplace obstacles. By making faculty research an integral component of the experience at Daniels, we further engage our students and ignite their passion for discovery. Above all, Daniels celebrates a culture of scholarship—which means giving faculty research the visibility and recognition it deserves.

Strategic Imperatives:

1. Strengthen academic structure and strategy
 - Strengthen academic leadership
 - Promote and reward interdisciplinary research
 - Create consistent and aspirational performance metrics
2. Commit to long-term faculty development
 - Support faculty interaction with market enterprises
 - Institute faculty mentoring opportunities
 - Minimize new preps for young faculty members
3. Harness original and primary data through new research methods that enhance quality, output and impact
 - Create new opportunities for faculty data collection
 - Identify areas for reputational capital development
 - Promote and support corporate partnerships
4. Increase access to faculty and research
 - Increase our research output
 - Expand faculty Colloquia
 - Effectively promote faculty research

Selected Actions:

- New academic leadership (Reiman School of Finance, Management, Marketing). (2017, Office of the Dean, Departments)
- Create more Faculty Fellowships. (2017, Office of the Dean, Advancement)
- Construct lab space for CiBiC (Consumer Insights and Business Innovation Center). (2017, Office of the Dean, Marketing Department, Advancement)
- Support faculty externships with private sector entities. (2017, Office of the Dean, Departments)
- Invest in joint faculty and practitioner research projects. (2018, Office of the Dean, Departments)
- Create new academic role of Assistant Dean for Research. (2017, Office of the Dean)
- Increase proportion of A and B tiered publications. (2019, Faculty)
- New funds to support cross-disciplinary research. (2020, Advancement)
- Create selected areas of excellence in the College. (2020, Faculty)

CORE PRIORITY 4

CURRICULAR AND PROGRAMMATIC INNOVATION

Lead in the creation and delivery of differentiated and forward-thinking programs across wide varieties of delivery platforms.

DU IMPACT 2025 defined how critical and creative thinking are vital in the 21st century business world. In an evolving marketplace, new challenges arise by the moment. There isn't a guidebook—only ingenuity. We give our graduates the intellectual flexibility to adapt. To take tough problems apart and reconstruct them as opportunities. They can adapt to new careers, or adapt their careers to fresh possibilities. Being ready for anything: that's what puts our graduates at the top of recruiters' lists.

Daniels' programmatic portfolio will always uphold the DU tradition of a rigorous, stimulating and holistic academic experience. The center of gravity will be the marketplace—not the classroom. We will activate these principles through real-world challenges. By melding classroom with boardroom, we turn learning into action-based experiences.

Our legacy of faculty engagement continues to champion each student's individual development. Mentoring and coaching builds confidence and emotional intelligence, helping students find their footing as problem-solvers and leaders. We integrate traditional pedagogy with the latest technologies—because today, market-ready also means technology-adroit.

Strategic Imperatives:

1. Be market leaders in the design and delivery of the next generation of graduate management education programs and activities
 - Recalibrate the alignment of academic departments and programs
 - Establish JIT protocols for programmatic development
 - Anticipate instead of react to market needs
 - Reduce academic risk aversion
2. Define new standard in the non-degree management education market
 - Adopt a model of experimentation in short course program development
 - Leverage short course development as a gateway to new degree programs
 - Expose more faculty to non-degree short course teaching opportunities
3. Strengthen and revitalize program delivery
 - Adopt new models of delivery
 - Create new partnerships in the delivery of academic programs
 - Leverage asynchronous modalities to expand the reach of Daniels

Selected Actions:

- Develop and implement blended/on-line PMBA program. (2018, Faculty)
- Fund and implement the Center for Leadership. (2018 – 2019, Office of the Dean, Advancement)
- Create and implement at least one new MS Program by 2018, and additional programs in 2019 and 2020. (2018 – 2020, Faculty, Departments)
- Conduct market analysis of DBA or Executive PhD programs. (2018, Faculty)
- Perform sustained due diligence on new and emerging programmatic opportunities. (Ongoing, Executive Education)
- Develop faculty capacities and comfort in the delivery of academic programs via emergent, innovative platforms. (2017, Faculty)
- New facility for Executive Education. (2020, Executive Education, Advancement)
- Business Communications Center in Undergraduate Programs. (2018, Undergraduate Programs, Advancement)

CONCLUSION

Thank you for taking time to review Daniels in Focus. This is not just a strategic planning document. It represents the embodiment of an audacious commitment to be among the best business schools in the country and to be recognized for it. It represents a scaffolding of sorts that will need to be periodically buttressed and even reconfigured. We will review and renew this plan as necessary to remain integrated with and ahead of the environment in which we're competing. We view this as an evolving document to guide our positioning in a marketplace defined by uncertainty, risk and volatility. While we will periodically need to recalibrate the specific protocols and tactics outlined in this document to effectively meet the changing needs of the market, we will not waver from our commitment to elevate the performance of the Daniels College of Business in order to ensure our sustained and long-term viability and competitiveness.

THE DANIELS DIFFERENCE

CHALLENGE-DRIVEN EDUCATION:

Take on real-world business challenges via action-based learning.

MARKET-READINESS:

Hit the ground running, armed with knowledge and tools from programs that directly align with marketplace expectations and opportunities.

LEADERSHIP & LEGACY:

Find your greatness at Daniels, where we have more than 100 years of business leadership development.



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