

[Five questions for President Bruce Benson](#)<sup>[1]</sup>

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Friday marks the end of Bruce Benson's presidency of the University of Colorado. He presided over the four-campus system for more than 11 years, making him the longest-serving CU president in more than 65 years. Yet many thought he wouldn't make it near that long. He went through a contentious selection process in which some questioned his lack of academic credentials (he earned a bachelor's degree in geology from CU in 1964), his partisan political background (he was the 1994 Republican gubernatorial candidate in Colorado and four times led the state Republican party), and his career as an oil-and-gas man. Benson proved the doubters wrong during an 11-plus year run at the helm of the university.

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Enrollment hit record levels on all four campuses. Some 160,000 women and men earned CU degrees. Internally generated financial aid increased from \$88 million in 2008 to \$202 million today. Research funding topped \$1 billion. Fundraising set several annual records, increasing from \$135 million to what is expected to be more than \$500 million. Benson and his wife, Marcy, chaired the Creating Futures fundraising campaign, which exceeded its \$1.5 billion goal in 2013. In January, he kicked off the public phase of Essential CU, a \$4 billion campaign already more than halfway to its goal. CU's budget went from \$2.2 billion to \$4.8 billion.

Benson focused on the promoting and protecting CU's reputation, launching the All Four: One marketing campaign. He established the CU Advocates program, a 5,000-member grassroots group that helps advance the university around the state and beyond. CU for Colorado is an interactive map that shows all the sites where the university has outreach programs and health care locations. He continually preached the importance of CU's campuses as forums for the free exchange of ideas. And he never missed an opportunity to talk about the importance of teaching students how to think, not what to think.

Benson, who turns 81 on the Fourth of July, said he's retiring from CU but he's not retiring. He intends to go back to Benson Mineral Group, the oil-and-gas company he founded 1965, and to look for opportunities where he can continue to contribute to his community, as he has done throughout his life. As the CU presidency transitions next week from Benson to Mark Kennedy, the incumbent talked with CU Connections about his 11-plus years on the job.

**1. What surprised you most about CU?**

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I have told people this a lot, but I was pleasantly surprised by the quality of the people at CU. In my long association with the university, I have known and been impressed with many of its people. But after getting an up-close look at them and working with them, I was even more impressed. And it's not just the leadership teams, it's everyone from the custodians to the chancellors. Across the board, the people at CU are first-rate.

I also knew about the quality of the faculty before I came here, but serving as president has given me a particular insight that comes with meeting with, talking with and interacting with faculty and seeing them in action. My takeaway is that we have one of the best faculties anywhere, bar none. An amount of focus tends to be placed on Nobel laureates, MacArthur "Genius" Award winners and National Academy of Sciences Fellows, and rightfully so, but all our faculty members are dedicated, accomplished and committed to student success. I've always said to be a great university you need a great faculty, and I believe that's true at CU on both counts.

I was also surprised a little by the breadth of our operation. When you have campuses in four cities, a system administration office, affiliate partners like the hospitals, it gets pretty complex pretty quickly. We're a \$4.8 billion annual operation. And while we are not a business in the traditional sense of making widgets, we are a business in terms of operating efficiently and effectively. The goal in running this business is creating an environment where the fundamental activities of teaching, learning, research and service can thrive, and I think we've done that. We've managed the growth of the university well over the past decade-plus. Our budget has more than doubled in that time – from \$2.2 billion to \$4.8 billion – but we have been able to accompany that growth with some effective management. We've had great success ensuring efficiencies and sound business practices. We also secured more than 100 pieces of legislation from the Colorado General Assembly to drive efficiencies and find new revenue streams. All that helps us

foster effective teaching, learning, research and serving our state and beyond.

## **2. What is the most important thing the university does?**

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It's pretty simple really. We educate students, preparing them for their future but also developing the highly skilled workforce Colorado and the nation needs. We conduct research that improves lives, helps us understand our world and addresses societal issues. And we contribute to our state with that education, research and service. One result is that CU has a \$12 billion annual economic impact on Colorado. But more important, we are a key part of the fabric of our state. We've been here since 1876 and as Colorado has grown, so has CU. It's been a great relationship that's mutually beneficial. With all the change occurring in our state, CU is a constant. That doesn't mean the university doesn't change with the times. Quite the opposite – it means that in many ways we drive change or lead change. But at the end of the day, the mission of a public university such as ours is to serve the state.

I would also note that one of the most important things CU does is to provide students with a broad, liberal arts education in the traditional sense. While there is lots of justified demand for meeting needs in STEM fields, we should never lose sight of the value of a classical education. In fact, I think it's more important than ever that we prepare people with a well-rounded education. The skills that emerge from that tradition – communication, problem solving, teamwork and a broad view of problems and solutions – are more essential than ever in our world.

## **3. What should people who work at CU know about the university that perhaps they don't know?**

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How well regarded we are. When we work in a place, we don't always see or understand or appreciate how we are viewed, particularly outside the organizations. One of the great things about being president is that I have been able to get a broad perspective inside and outside CU. I can't tell you how many times over the past 11 years – at events, donor meetings or business and community activities – that people go out of their way to tell me how pleased they are with the direction of CU or things we are doing.

Coloradans are proud of their flagship university system. And it's not just alumni, it's people all over the state. A big part of that is that everyone in the organization plays a role in shaping our reputation, and they've done a great job with it. We all know we had some rough times a dozen or more years ago and that our reputation took a hit. Polling at that time showed an "approval rating" hovering around 25 percent. Polling we did just over a year ago shows it's now at 75 percent. Our most recent alumni satisfaction survey shows 97 percent of graduates of all four campuses report that they are either "satisfied" or "very satisfied" with their CU education. And I think a lot of that has to do with the efforts of the people in the organization to pay attention to our reputation. People who work at CU should be proud of how we are viewed.

## **4. What were some of the personal highlights for you?**

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There are really too many to list, but a few stick out. Our collective effort to foster efficiencies and effective business practices not only saved hundreds of millions of dollars, but also led to an upgrade in our bond rating to Aa1. It will result in tens of millions of dollars in savings in the long run. I was thrilled to see us successfully complete the \$1.5 billion Creating Futures fundraising campaign in 2013 and kick off the public phase of the \$4 billion Essential CU campaign in January, which is already more than halfway to its goal. I am also pleased that the restructuring of our fundraising activities that we started in 2012 continues to bear fruit.

I have appreciated the progress we have made on all our campuses. CU Boulder has grown the BioFrontiers program, which is a collaborative among several disciplines and other CU campuses. Boulder also joined the Pac-12 athletic conference, which I think is a big deal that has ripple effects beyond athletics. California is CU's largest feeder state. Our alumni footprint is more than 50,000, compared with 12,000 in the Big 12. We also have important partnerships with other research institutions like Stanford, Cal, UCLA and the University of Washington. The campus is ready to proceed with a new conference center. I loved the New Horizons mission to Pluto, which was conceived when Alan Stern was a graduate student on campus. Now he's leading the effort.

CU Colorado Springs is at the forefront of efforts in cybersecurity, partnering with other universities, business and government to turn out graduates in this high-demand area. I'm also impressed by the Ent Center for the Arts, which is a remarkable facility. And I think the development along north Nevada is a game changer for the campus and community. It took a run-down strip mall and turned it into a vibrant retail corridor. The nursing program's work on campus and in rural areas is critical to the state's health, literally.

CU Denver is our most diverse campus, and its place as Denver's only urban research university opens the doors to all manner of collaborations with business and opportunities for students and faculty. The physical face of the campus has changed dramatically with the Business School building at 15th and Lawrence, the Student Commons Facility, and the Lola and Rob Salazar Wellness Center, among others. The recently approved plan for a 550-bed residence hall on the campus will further elevate CU Denver.

CU Anschutz is just amazing, from advances in personalized medicine and cancer care to bionic eyes. We have a particular responsibility as the state's only public university that prepares physicians, pharmacists and dentists, and we meet that responsibility well. Our efforts in mental health are impressive, and the campus is a leader in that area that is so crucial to society. Our relationship with our partner hospitals is as strong as ever. The Fitzsimons Innovation Community just north of the campus will be the next crown jewel in the campus crown. We expected the build-out of the campus to take 50 years; it happened in 12. Still, CU Anschutz is one of the pre-eminent academic medical centers in the country and its reputation and reach continue to grow.

## **5. What are you most proud of?**

Three things: reputation, culture and collaboration. As I mentioned previously, our reputation took some hits a dozen or so years ago. We've worked hard to earn back people's trust in us. We know we're going to have problems with an organization the size and scope of CU, but the trick is, how do you deal with them? We've faced them, addressed them, fixed what we needed to and apologized when we needed to, and moved on. I think our reputation is sound and our brand is well-respected.

The culture at CU, in my mind, is headed where higher education in this country needs to head, which is back to our roots. Colleges and universities in America need to live up to their promise as a marketplace of ideas. We've lost a big part of that in recent decades, but I think CU is leading the way. Our campuses are places where free expression and the civil discussion and debate of big ideas happens in open, respectful ways. We all should be proud of that. As I often say, it's incumbent upon us to teach students how to think, not what to think.

The Center for Western Civilization, Thought and Policy (recently renamed the Bruce Benson Center for Western Civilization) exemplifies our commitment to the open exchange of ideas. And our Visiting Scholar in Conservative Thought and Policy program, which was initially a three-year pilot, will enter its seventh year in the fall and feature its eighth visiting scholar. It's influencing other campuses around the country, including Cal Berkeley, where CU's first visiting scholar is starting a program modeled after ours.

I'm also proud of the collaboration I see within our campuses and across them. When I started, I learned that one campus chancellor didn't want to pursue a large grant because it meant sharing it with another CU campus. That mindset is no longer prevalent. As one of our senior academic leaders recently told me, the siloes are coming down. We're better off when we collaborate, and so are our students and state.

But I'm most proud to be part of the CU team. No one person makes things happen at the university. It takes teamwork. And it's been a privilege and a pleasure for me to be part of the CU team these past 11-plus years.

[Board of Regents June meeting coverage: Budget approval, civics initiative, more](#)[8]

[Regents approve \\$4.8 billion budget](#)[9]

The University of Colorado Board of Regents approved a nearly \$4.8 billion budget for fiscal year 2019-20. It includes a 3% compensation pool for faculty and staff.

[\*\*Regents' civics initiative set to advance at UCCS\*\*](#)<sup>[10]</sup>

A slate of civics education initiatives is moving forward at the University of Colorado Colorado Springs following approval by the Board of Regents.

[\*\*Regents approve letter affirming freedom of expression for students\*\*](#)<sup>[11]</sup>

After six months of deliberation and compromise, the regents voted 9-0 to send a letter to all incoming CU freshmen, beginning this fall, affirming the university's commitment to freedom of speech and academic freedom.

[\*\*CU Boulder leading way on student-athlete health and wellness, panel tells regents\*\*](#)<sup>[12]</sup>

CU Boulder, through its research and Athletic Department practices, is recognized as a national leader for student-athlete health and wellness programs, a panel of university experts told the University of Colorado Board of Regents on Thursday.

[\*\*Regents roundup: Gallegos elected chair; law and policy changes approved\*\*](#)<sup>[13]</sup>

Glen Gallegos, a Grand Junction Republican, was elected chair of the University of Colorado Board of Regents.

[\*\*Regents approve \\$4.8 billion budget\*\*](#)<sup>[9]</sup>

The University of Colorado Board of Regents approved a nearly \$4.8 billion budget for fiscal year 2019-20. It includes a 3% compensation pool for faculty and staff.

The regents voted 8-0 – Regent Linda Shoemaker was absent – to approve the budget during the board's meeting June 14 at CU Boulder.

The largest portion of revenue for the upcoming year is health services, at 25%, followed by federal, state and local grants (14.5%) and nonresident tuition (12.9%).

Despite higher education gaining a 13% increase overall (\$98 million; CU's share \$30 million), Colorado remains 48th in the nation in state funding for higher ed, said Todd Saliman, vice president of finance and CFO. Direct state funding accounts for \$263 million of CU's revenue, or 5.5%.

The state budget, approved by Gov. Jared Polis in April, called for no tuition increase and flat mandatory fees for resident undergraduate students. The 3% merit increase for faculty and staff is in line with the mandatory classified staff increase in the state's FY 2019-20 budget, and will increase salaries across CU by \$36.4 million.

CU's 2019-20 budget by campus:

CU Boulder, \$1.9 billion CU Colorado Springs, \$271.6 million CU Denver, \$330.2 million CU Anschutz Medical Campus, \$2.3 billion CU system administration, \$201.4 million

The full budget presentation can be [found here](#)<sup>[14]</sup>.

[\*\*Regents' civics initiative set to advance at UCCS\*\*](#)<sup>[10]</sup>

A slate of civics education initiatives is moving forward at the University of Colorado Colorado Springs following approval by the Board of Regents.

UCCS Provost Tom Christensen presented [details of the campus proposal](#)<sup>[15]</sup> during the board's meeting June 14 at

CU Boulder.

The UCCS proposal – which includes offerings of certificates by way of current courses, as well as the expansion of existing efforts and future additions – was the first to be voted on by the board, which also has requested proposals from CU Boulder and CU Denver. Leadership at those two campuses last month brought proposals to the board's University Affairs committee, which asked that the efforts be further developed before advancing to the full board for votes.

As presented, the UCCS proposal would cost \$2 million over the first five years. Todd Saliman, vice president of budget and finance and chief financial officer, told the board that a funding source for the initiative has yet to be determined.

Regents approved the proposal 6-3, with Regents Irene Griego, Linda Shoemaker and Lesley Smith voting against. Griego said it's not the board's job "to dictate curriculum." Smith questioned student demand for such offerings. Shoemaker said she was uncomfortable with the estimated cost.

Regent John Carson, who began advocating for improved civics education over two years ago, stressed what he said is "a crisis in civics literacy in this country among college graduates and student in college. I believe it's absolutely critical that universities take a lead ... and I want the University of Colorado to be a leader in this."

#### [Regents approve letter affirming freedom of expression for students](#)[11]

After six months of deliberation and compromise, the regents voted 9-0 to send [a letter to all incoming CU freshmen](#) [16], beginning this fall, affirming the university's commitment to freedom of speech and academic freedom.

Regent Chance Hill, R-Colorado Springs, initiated the letter and stressed that it was a bipartisan effort.

"The aim is to signal to all first-year undergraduate students at all four CU campuses that the senior leadership ranks of this university, in the form of the Board of Regents, remain committed to wanting to continue to build and foster a campus culture that sincerely values free speech and free expression in all its forms," Hill said.

Regent Irene Griego, D-Lakewood, thanked Hill for his work leading up to the final letter, and recommended it be revisited annually.

"This is a conversation we should have yearly based on where we're at and what we think," she said.

Regent Lesley Smith, D-Boulder, said she didn't feel like the letter was necessary and was concerned about email overkill for incoming freshmen and wondered if the process was time well-spent.

"A lot of energy and time has been spent on freedom of expression, but I do think we need to make room for other initiatives," Smith said.

#### [CU Boulder leading way on student-athlete health and wellness. panel tells regents](#) [12]

#### [Regents roundup: Gallegos elected chair; law and policy changes approved](#)[13]

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Glen Gallegos, a Grand Junction Republican, was elected chair of the University of Colorado Board of Regents.

The chair of the nine-member board, which met June 13 and 14 at CU Boulder's Williams Village, sets meeting agendas, assigns regents to board committees and serves as spokesperson for the board.

The board voted 8-0, with Regent Heidi Ganahl, R-Superior, abstaining.

"Thank you for your confidence," Gallegos said to his fellow regents. "I'm thinking we will be able to work together for the betterment of the University of Colorado."

Irene Griego, a Lakewood Democrat, was elected vice chair, 9-0. The vice chair assumes the chair's duties in his absence.

The CU Board of Regents is elected by the people of Colorado, making it only one of four states in America that elects university governing boards. All other Colorado higher education governing boards are appointed by the governor. Regents are elected from each of Colorado's seven congressional districts, with two members elected statewide.

In 2016, Griego, as chair, and Gallegos, as vice chair, became the first Latinos to hold the board's top leadership spots in the university's history.

Gallegos is a former educator and retired president of operations at a family-owned construction company. He was first elected to the board in 2012 and re-elected in 2018, representing Colorado's 3rd Congressional District, which encompasses large sections of western and southern Colorado.

Gallegos worked for 26 years as a teacher, coach, principal and executive director of instruction for Eagle and Mesa County school districts. He retired in 1997 and joined the family construction business, The Gallegos Corp., as president of operations, overseeing multiple projects and a workforce of up to 1,000.

Griego represents the 7th Congressional District. Most of the regents come from the Front Range, where the bulk of Colorado's population lives. The Board of Regents is responsible for the overall operations and budget of the university, in addition to selecting and evaluating the president.

Gallegos succeeds Regent Sue Sharkey, R-Castle Rock; Griego succeeds Regent Jack Kroll, D-Denver.

In other business at this month's board meeting:

**The board approved proposed changes** to Regent Laws - Article 14: Property and Facilities and Article 15: Treasury of the University; and Regent Policy 13.A: University Investments – effective June 13, 2019. The Budget and Finance working group had recommended only minor revisions to Regent Article 14 and no changes for Regent Article 15 or Regent Policy 13.A. These laws and policies were previously reviewed by University Counsel, the University Treasurer, and system and campus chief financial officers. For more detailed information, go to <https://www.cu.edu/regents/rlpreview#tabs-2>[18]. For more detailed information concerning the ongoing review of Regent Laws and Policies, go to <https://www.cu.edu/regents/rlpreview>[19]. **The board approved plans for five** capital construction projects at CU Boulder addressing major renovation and renewal of five campus buildings. New degrees in biomedical engineering from the CU Boulder College of Engineering and Applied Science also were approved. Read more in [CU Boulder Today](#).<sup>[20]</sup> **A new Human Physiology and Nutrition Department** at UCCS earned approval. Read more in [Communique](#).<sup>[21]</sup> **Two outgoing leaders of governance groups** were honored by the board with resolutions of appreciation. Sierra Brown, a senior English student at UCCS, and Nancy Moore, CRM specialist for Admissions Services at UCCS, were recognized for their service as systemwide representatives. Joanne Addison, chair of faculty council, continues in her role after winning re-election. Read more in [Communique](#).<sup>[22]</sup>

[Benson-Kennedy presidential transition continues apace](#)<sup>[23]</sup>



The transition of CU's presidency is proceeding apace, with outgoing President Bruce D. Benson completing events and projects as he winds down 11 years at the helm, and incoming President Mark Kennedy visiting campuses and meeting people inside and outside the university. Kennedy officially becomes president July 1.

Benson's final duty as president will be a speech to the Heritage Society, a group of donors who have CU in their estate plans. His service to CU was recognized recently at separate events hosted by the CU Foundation Board and business and community leaders. Also this week, Benson and others from CU attended the funeral in Grand Junction of CU Regent Emeritus Tillie Bishop, who [passed away June 16](#)[24].

Benson urged the CU community to support Mark Kennedy through the transition and beyond.

"He's had a great set of experiences to prepare him for this job and his background is similar to mine, with work in business, politics and higher education," Benson said. "It's important that the CU community comes together to support Mark and work together going forward. We've made a lot of progress in recent years and we need to maintain our momentum."

Kennedy arrived in Colorado in mid-June and has been meeting with a variety of people inside and outside the university. He has visited most of the campuses, meeting with chancellors' leadership teams and governance leaders. He also attended the Capitol Conference in Washington, D.C. (which CU co-hosts) and met with most every member of Colorado's congressional delegation.

"I am doing a lot of listening and learning and will continue to as I transition in," Kennedy said. "The more I have learned about the university since the selection process – its history, people and activities – the more impressed I am with CU and the more excited I am about what's ahead."

One of Kennedy's early focuses will be to begin building the framework for a system-wide strategic plan, which the CU Board of Regents determined to be a priority. Kennedy led the successful development of a strategic plan at the University of North Dakota, where he served as president before being selected for the CU job.

The strategic planning process will get into full swing in September, when the formal process begins. Until then, Kennedy said he wants to engage with internal and external groups to get perspective on how CU can best serve the state, and the role each campus plays in that effort.

The strategic planning process aims to develop a plan that will work as seamlessly as possible with campus strategic plans. To facilitate the process, Angelique Foster, Kennedy's former chief of staff at North Dakota, will join CU and serve as assistant vice president for strategic initiatives. One of her primary responsibilities is to serve as project manager for the strategic planning process. She starts July 1 and will report to Senior Vice President and Chief of Staff Leonard Dinegar.

"Angelique has a demonstrated track record of facilitating successful strategic planning processes, from development to follow-through, which will be an advantage to CU as we embark on our effort," Dinegar said. "She also has worked closely with President Kennedy at UND and George Washington University, which will give her a head start on what promises to be a wide-ranging planning effort."

Foster said she is excited about joining the CU team.

"I'm excited about the opportunity to join such a dynamic university and to work with a variety of people and groups to develop a sound strategic plan that will help CU effectively meet the needs of the state and beyond, as well as guide the university's efforts," Foster said.

Gov. Jared Polis appointed Angie Paccione as the executive director of the Colorado Department of Higher Education (CDHE) in January 2019. Since then, she already has made her mark on the agency, shepherding key higher education bills through the General Assembly and making progress toward the state's goal of reaching 66 percent attainment by 2025.

She has more than 20 years of experience in secondary and postsecondary education, having worked as a teacher, coach and administrator at Smoky Hill High School in Aurora before earning a Ph.D. in education and human resource studies from Colorado State University. Paccione then served on the CSU faculty for nine years as a teacher educator in Project Promise, a nationally recognized program of excellence in teacher preparation for mid-career professionals.

Paccione left higher education to pursue public service and was elected to two terms in the Colorado House of Representatives (2003-07), rising to become house majority caucus chair. She served on the Education Committee during all four years in the Legislature, helping guide the education environment for the state.

From 2007 to her appointment as CDHE executive director, Paccione worked for Verus Global, specializing in leadership development, diversity and inclusion, talent development and change management.

In August, she'll be the keynote speaker at the [Colorado Learning and Teaching with Technology \(COLTT\) Conference](#) [27] at CU Boulder, where she'll express her vision for the department and how technology use in education advances the agency's goals.

### **1. What motivated you to take this job?**

In my previous position as a corporate trainer, I had only one bad day in 12 years. I wasn't planning on leaving that job, but when the governor called and asked me to apply to serve in his cabinet, I jumped at the opportunity.

My current role requires experience in K-12, higher education, industry and government, and I've had the privilege to lead in all four areas. The directorship seemed like the perfect way to give back to our state and forge new partnerships among all these important domains.

### **2. The state has set a goal of reaching 66 percent attainment by 2025. How do you plan to get there?**

First, we have to recognize that this is an economic imperative. Industry researchers tell us that 75 percent of jobs now require a certificate or degree. To keep our economy humming, we'll need to hit that 66 percent mark and go even higher.

Right now we're sitting at 56.9 percent, so we have a little under 10 percent to go. We reach this goal in two main ways: 1) by focusing on completion and 2) erasing equity gaps for our students of color.

I know the CU system has launched several programs that connect students with mentors and coaches throughout their education — that kind of wraparound service often means the difference between debt and a degree. We also must drastically increase the number of students of color who enroll in our colleges and universities and support them across the finish line. Our students — young and old, urban and rural — are eager to learn and work hard, they just need opportunity. By working together and being committed to their success, we can meet this goal.

### **3. You are speaking at [COLTT](#) [27] in August. How do technology and innovation play a role in achieving the statewide goal?**

Technology in education will play an enormous role. We hosted our first Colorado Open Educational Resources (OER) conference last month, and I was blown away by what campuses are already doing and what they can achieve with additional support.

As a former teacher, I'm especially excited about what technology means for teaching and learning. A good portion of Colorado students fall outside that "traditional" label and are coming back to the classroom after years in the



workforce. We have an obligation to adapt our models for these students to attract and retain them through completion.

Beyond the academic support, technology can help us contain costs and make college more affordable. OER alone can save students thousands of dollars a year on textbook costs. And with smarter, better software solutions, institutions can cut down on licensing expenses and pass those savings onto students. I'm calling on faculty to continue to be innovative with technology and practices so we can bring down costs and encourage more Coloradans to pursue — and complete — postsecondary education.

#### **4. What are some of the coolest technology innovations you've seen so far?**

I'm a huge fan of Colorado Community College Online's Z Degree program, which is entirely OER. That means learning materials are free throughout a student's college career!

As a former education professor, I was excited to hear that the University of Colorado Colorado Springs program offers a Teaching Online Certificate to bring tech into pedagogy; modernizing our teaching practices is so important for connecting with the younger generations. I'm certainly eager to learn more at the COLTT Conference.

#### **5. What are some priorities for the upcoming year?**

Last year we knocked down many barriers within our higher education system, like making sure all concurrent enrollment credits earned in high school transfer to every state institution. We also granted in-state financial aid to our undocumented students.

Next year, look for us to tackle industry credentials, badging, and alternative ways to demonstrate knowledge and competencies. We're also kicking off a statewide tour of Colorado institutions, so I'll be visiting all four CU campuses soon!

#### **[Tenure list: June 2019](#)**[28]

The CU Board of Regents on June 13 approved 67 appointments or awards of tenure.

#### **CU Boulder - [Awards of tenure](#)**[29]

Effective Aug. 19, 2019, unless otherwise noted.

Jennifer Balch, Geography, College of Arts and Sciences John Bernthal, School of Law Thora Brylowe, English, College of Arts and Sciences Clinton Carroll, Ethnic Studies, College of Arts and Sciences Julia Comerford, Astrophysical and Planetary Sciences, College of Arts and Sciences Emmanuel David, Women and Gender Studies, College of Arts and Sciences Philip Fernbach, Leeds School of Business Peter Hamlington, Mechanical Engineering, College of Engineering and Applied Science Mans Hulten, Linguistics, College of Arts and Sciences Andrew Johnson, University Libraries, effective July 1, 2019 Jennifer Kay, Atmospheric and Oceanic Sciences, College of Arts and Sciences Eric Keller, Electrical, Computer and Energy Engineering, College of Engineering and Applied Science William Kleiber, Applied Mathematics, College of Arts and Sciences Rebecca Kuglitsch, University Libraries, effective July 1, 2019 Minhyea Lee, Physics, College of Arts and Sciences Sungyun Lim, History, College of Arts and Sciences Nicole Lovenduski, Atmospheric and Oceanic Sciences, College of Arts and Sciences Donna Mejia, Theatre and Dance, College of Arts and Sciences Soyeon Park, Molecular, Cellular and Developmental Biology, College of Arts and Sciences David Pyrooz, Sociology, College of Arts and Sciences Harumi Rhodes, College of Music Kevin Rich, Theatre and Dance, College of Arts and Sciences Gregory Rieker, Mechanical Engineering, College of Engineering and Applied Science Rachel Rinaldo, Sociology, College of Arts and Sciences Sarah Sokhey, Political Science, College of Arts and Sciences Natalia Tingle, University Libraries, effective July 1, 2019 Erin Tripp, Ecology and Evolutionary Biology, College of Arts and Sciences Alexander Watkins, University Libraries, effective July 1, 2019 Charles Wetherbee, College of Music Erin Willis, Advertising, Public Relations and Media Design, College of Media, Communication and Information Jianliang Xiao, Mechanical Engineering, College of Engineering and Applied Science

#### **CU Denver I Anschutz Medical Campus - [Awards of tenure](#)**[30]

Effective June 14, 2019

Timothy Benke, Pediatrics, School of Medicine John Fluke, Pediatrics, School of Medicine Cristina Gillanders, Early Childhood Education, School of Education and Human Development Katherine Gunny, Business School Nancy Hadley-Miller, Orthopedics, School of Medicine Jay Hesselberth, Biochemistry and Molecular Genetics, School of Medicine Catherine Jankowski, College of Nursing Elizabeth Juarez-Colunga, Biostatistics and Informatics, Colorado School of Public Health Matthew Kennedy, Pharmacology, School of Medicine Karl Lewis, Medicine - Medical Oncology, School of Medicine Krishna Mallela, Pharmaceutical Sciences, Skaggs School of Pharmacy and Pharmaceutical Sciences Timothy McKinsey, Medicine – Cardiology, School of Medicine Abigail Person, Physiology and Biophysics, School of Medicine Andrew Rumbach, Urban and Regional Planning, College of Architecture and Planning Laura Saba, Pharmaceutical Sciences, Skaggs School of Pharmacy and Pharmaceutical Sciences Ivana Yang, Biomedical Informatics and Personalized Medicine, School of Medicine

**CU Denver I Anschutz Medical Campus - [Appointments with tenure](#)**[31]

Effective June 14, 2019, unless otherwise noted

Leslie Berg, Immunology and Microbiology, School of Medicine Eduardo Davila, Medicine - Medical Oncology, School of Medicine Cynthia Neill Epperson, Psychiatry, School of Medicine Peter Kopp, History, College of Liberal Arts and Sciences, effective Aug. 19, 2019 Glen Mays, Health Systems, Management and Policy, Colorado School of Public Health Shawn McCandless, Pediatrics, School of Medicine Michael Rogers, Physics, College of Liberal Arts and Sciences, effective Sept. 1, 2019 Marc Swackhamer, Architecture, College of Architecture and Planning, effective Sept. 1, 2019

**UCCS - [Awards of tenure](#)**[32]

Effective June 15, 2019

Oksana Bihun, Mathematics, College of Letters, Arts and Sciences Dustin Bluhm, College of Business Joseph Craig, Economics, College of Letters, Arts and Sciences Michelle Escasa-Dorne, Anthropology, College of Letters, Arts and Sciences Edward Hoang, Economics, College of Letters, Arts and Sciences Anna Kosloski, School of Public Affairs Jane Rigler, Visual and Performing Arts, College of Letters, Arts and Sciences Kristin Samuelson, Psychology, College of Letters, Arts and Sciences Kristen Walcott-Justice, Computer Science, College of Engineering and Applied Science Monica Yoo, Teaching and Learning, College of Education

**UCCS - [Appointments with tenure](#)**[33]

Effective Aug. 19, 2019

Kathy Liu, Health Sciences, Helen and Arthur E. Johnson Beth-El College of Nursing and Health Sciences Sean D. Williams, Technical Communication and Instruction Design Program, College of Letters, Arts, and Sciences

**[Staff Council reflects on year's progress, elects officers](#)**[34]

University of Colorado Staff Council (UCSC) members reflected on what was accomplished this year and goals going forward during their May 30 meeting at system administration offices in Denver. The group also elected new officers for the upcoming year.

Perhaps the biggest achievement was the UCSC's work in helping to push forward the university's paid parental leave program, which grants four weeks of leave to eligible employees.

"We received some feedback from staff members who used the benefit, and just hearing their joy about not having to worry financially and being able to enjoy adjusting to that new little person in their lives was a gift," said Nancy Moore, council chair. "They said they appreciated working for an organization that values family."

Council also revamped its traditional all-council annual conference, including the presentation of the Service Excellence Awards, which honor nominated staff members for their work.

This year's event included workshops on professional development, which has been an employee benefit that council has been focused on improving for several years. Moore said the shift was well-received by event participants.

Also, instead of honoring four staff members for excellent service, eight people – two from each campus – received awards, and all nominees were invited to attend the event.

Council members collaborated with Employee Learning and Development to support opportunities for employees and are working with individual campus councils to implement specialized projects, including a mentorship program at CU Denver | Anschutz Medical Campus.

The council also continued efforts to involve staff members in community service. This year, for instance, campuses collected more than 1,000 coats for local charities, continued blood drives and conducted a book drive.

While UCSC's specific goals for the upcoming year will be determined during a retreat in August, Moore said, broad agenda items likely will include advocating for pay equity, a more equitable tuition waiver benefit, and a more defined benefit regarding flexible hours and work locations. Currently, such work flexibility is extended to employees at a supervisor's discretion.

Another of council's main thrusts will be to educate staff members about the benefits available to them, including, for instance, policies that set aside hours for volunteer work.

"With the rest of the campus communities, we are all shifting gears to refocus and work with new leadership while keeping in mind what it means to be part of CU and to hold those core values so that people, whether they are staff, faculty or students, feel safe to express who they are on the CU campuses without fear," Moore said.

The council always is open to feedback about how it should move forward to support staff members, Moore said. Anyone with concerns or who wants to be part of shared governance should contact their campus councils.

During the meeting, council announced the results of officer elections. For the upcoming academic year, officers are: **Ryan Untisz**, CU Denver | Anschutz, chair **Tara Dressler**, system administration, vice chair **Alejandro DeJesus**, UCCS, secretary **Jeni Webster**, CU Boulder, treasurer **Kevin Young**, CU Denver | Anschutz, communications chair

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