



Five questions for Gloria Main^[1]

[2]

In the middle of graduate school in California, Gloria Main found herself with a big decision. She had received a marriage proposal from a former professor, but she had always toyed with the idea of not marrying and continuing her studies in economics to become a professor.

“The times that you are living in shape your future in lots of ways. If I had been born a good deal later, I think my whole career would look very different. Because he was so much older, the marriage and the children would have to come right away. I postponed everything and got married and had children,” said Main, now a CU-Boulder professor emerita. “I couldn’t go back to graduate school until the kids were in school because in those days there weren’t nursery schools and his parents and my parents lived far, far away. So I stayed home like a good girl.”

When the children were old enough, Main decided to resume her studies, working toward a master’s degree in American history. Her husband was an American historian and she fell in love with the field of study. She went on to earn her Ph.D. from Columbia University.

“By that point, I was 40 years old, and the whole New York City-area was a disaster zone for new Ph.D.s. I couldn’t get a job. I did part-time teaching here, there and everywhere. When I got the job offer from CU, it was very, very welcome. My husband could retire and moved with me to Colorado in 1983.”

A few years later, while serving on the vice chancellor’s advisory committee, she befriended Bruce Ekstrand, at the time the vice chancellor for academic affairs. He confessed, “When the history department wanted to make you an offer, they had to clear it through me, and I almost nixed it... You were 50 years old, you had published a number of articles and you had a book coming out. I just didn’t think you were going to stay here for very long.”

She’s grateful he changed his mind. Main spent 20 years at the university as a professor, teaching and researching in a history department in which she still expresses great pride.

“I worked out,” she said.

1. How did you choose history as an area of research and what did some of your studies find?

I have had a most unusual career by modern standards. As any historian would tell you, life was different when I was young. I majored in economics and went on to graduate school at Berkeley. I was the only female graduate student and there were no female professors. As much as I loved economics, because it structured reality as I understood it, I realized being the only woman in the department was going to be rather tough. What I did enjoy that year was economic history, especially early economic history – the pre-industrial days.

I could apply my economic structures idea to early American history, and at that point, very few people were doing that, so it was a wide open field. That’s what I did my first two books on. The first one, “Tobacco Colony: Life in Early Maryland, 1650–1720,” compared a plantation economy with a farming economy. I had a good time contrasting one with the other.

I love research, I really love research; writing is hard work. I could do the research forever and never write. I used a much under-used resource when I began — probate records. In both Maryland and Massachusetts, because of the way the system was set up, the coverage was pretty good. Most people were modest property holders who showed up in the probate records, so it wasn’t a case of looking at what the well-to-do and rich were doing. I could look at the records as an economist. I could look at the insides of peoples’ houses and look at the furniture and the kinds of kitchen equipment that was there. Working with probate records and inventories of the state and wills told me a lot about family life. I found room-by-room inventories so I could actually relate the level of wealth with the size of the house, and the furnishing could tell you what kinds of functions went on in each room.



One thing I got interested in was using genealogy to track family formation. I could track over time the age at marriage for men and women and the number of months after the marriage date until the birth of the first child. There was a real surprise there in that there was a big explosion of premarital pregnancy rates. In the 1600s, the rate was very low, but in the 1700s, it expanded to 1 out of 3 marriages where the bride was pregnant. The rate declined rapidly in the early 1800s, and I also found that the size of families was shrinking. I uncovered quite a bit of evidence of fertility control of one kind or another, and there was a very different attitude emerging toward family relationships, toward children and toward sex. Another interesting thing is that it wasn't the urban middle class leading everyone else; the trend was everywhere – rural, urban, suburban — throughout New England.

2. What other topics did you study?

I looked at gender and the kinds of work that women did versus children versus men and the kinds of wages that were earned. And this I did for New England because by that point, I had built up a very large data file for early New England. I'm still following up on that because I'm pursuing research on children's lives and child labor.

3. As a professor emerita, you are still connected with the university through the CU Retired Faculty Association (CURFA). What is your role with the organization?

I joined CURFA a couple of years after I retired in 2003. I was 70 years old and my husband, who was considerably older, was ill and needed me at home. I simply had to retire to help him out. Unfortunately, he passed on a few months after my retirement.

I became very active in CURFA and became an officer. I'm currently the CURFA representative to the Faculty Council.

CURFA's first function is social, providing a platform for talks and socializing. Secondly, we are advocates. I'm supposed to be able to give the point of view of retired folks to the Faculty Council or to any administrator who wants to sit down and talk to me about it. Mostly, however, we feel the same about the issues as we did when we were active faculty. First and foremost, we care a lot about the university and that is always No. 1 in our activities and discussions. Universities across the country are going through all kinds of troubles – political and financial. Teaching has been almost transformed. All of these things are of great concern to us.

We're very concerned about the relative decline of tenure. Something like half the teaching credits at Boulder are being taught by non-tenure track folks. They have doctorate degrees and are otherwise well qualified but they don't have the benefits or the security.

Serving on Faculty Council has really been illuminating. This upcoming year will be my third year, which means my term will be up, but I can serve for another term and would like to continue serving. I enjoy it, meeting people from all over and different departments and listening to what's going on now as opposed to what I remember from 10 years ago.

4. Do you have a favorite memory or achievement from your time working at the university?

My husband was an early Americanist, and when he came out here, he had retired. One of the first things he noticed was the kind of relative isolation of Colonial and other early-period historians. Most of the action was going on on the East Coast. We put together a mailing list of other early Americanists in the West and we invited them to come to CU for the weekend. We'd throw a big dinner party and we'd have our own conference – people giving papers, discussions of books and teaching. It became an annual event. They chose a most delightful name: Front Range Early American Consortium or FREAC. So we were FREACs and the organization is alive and well after all these years. We held our first meeting in 1985 and this year's meeting is at the University of Arizona in Tucson. We have about 30 active members. It's wonderful. It's what we remember from grad school days but without the grades and the professors. Every year, the excitement of why we started in the first place comes bubbling to the surface and I thoroughly enjoy it. No other history conference is this much fun.

5. In what other ways are you enjoying your retirement?



I grew up in California and I had never traveled. My parents didn't own a car. I married this cosmopolitan professor who whisked me off, and we took the California Zephyr from Oakland to Chicago. We did all kinds of things I'd never done before, like fishing in a rowboat. We toured all of his relatives so I saw a lot of the United States. We ended up at the family's cottage on the coast of Maine. His mother had inherited it from her father, who was a Harvard professor. We practically raised our kids there every summer and I continue to go back there every summer. That cottage is like a time machine, furnished the same and without major changes. It's a lovely place.

Dalai Lama a hot ticket at CU-Boulder^[3]

Tickets already are going fast for events featuring the Dalai Lama at the University of Colorado Boulder.

Tickets have sold out for public events, hosted by the Tibetan Association of Colorado, to be held Oct. 21. (Check DalaiLamaColorado.com regarding the possibility of more seats becoming available.)

The Dalai Lama also will speak at 1:30 p.m. Oct. 20 in an event open to CU-Boulder students, faculty and staff.

Free tickets for CU-Boulder students will be available on a first-come, first-served basis. Student tickets will be distributed to enrolled students at no charge on Sept. 19. Reminders with more details will be shared with students as the date gets closer.

CU-Boulder faculty and staff tickets will be available for \$20 in early September. Faculty and staff will receive an email with instructions on how to purchase tickets.

The CU Student Government, Cultural Events Board and the Tibetan Association of Colorado are hosting the two-day campus visit called "Compassion in Action." The Oct. 20 event is targeted to enrolled CU students, run by the university and funded by student fees; the second day of events is open to the public and run by the Tibetan Association of Colorado.

Attendees are encouraged to use alternative modes of transportation to get to campus due to limited on-campus and nearby parking. For the Oct. 21 events, a shuttle bus service will be available from remote lots; see DalaiLamaColorado.com for ticket details.

The Dalai Lama's teachings are rooted in the importance of promoting compassion, wisdom, tolerance, self-discipline and religious harmony as ways to achieve lasting happiness. In Colorado, the Dalai Lama will focus on methods of incorporating compassion and ethics into daily life.

Key details:

Oct. 20 CU-Boulder-run event The Dalai Lama will speak at 1:30 p.m. at the Coors Events Center, 950 Regent Drive. Students, faculty and staff must present a ticket for admission. **Oct. 21 Tibetan Association of Colorado-run event** The Dalai Lama will conduct a morning teaching on the "Eight Verses of Training the Mind" from 9:30 to 11:30 a.m. and a talk on The Wisdom of Compassion: Creating Peace, Happiness and Meaningful Lives in the 21st Century from 1:30 to 3:30 p.m. at the Coors Events Center. These events are open to the general public. **Student tickets** Tickets will be distributed on the first-come, first-served basis beginning at 9 a.m. Sept. 19 in the Glenn Miller Ballroom at the University Memorial Center, 1669 Euclid Ave. (corner of Broadway and Euclid). The event is free to enrolled CU-Boulder students with a valid Buff OneCard. Each student can receive one ticket. **Faculty and staff tickets** A portion of the Oct. 20 tickets will be available to CU faculty and staff for \$20 in early September. Faculty and staff will receive an email with instructions on how to purchase tickets. Faculty and staff who want to guarantee a seat



should consider purchasing a full-price ticket for the public events on Oct. 21. **Tickets for the public** can be purchased at DalaiLamaColorado.com. Tickets for remote-lot parking, shuttle buses and Tibetan-style vegetarian boxed lunches are available for an additional charge. All tickets must be printed out in advance of the event. Single event tickets go on sale Aug. 10. **A festival** celebrating Tibetan culture through music, food, merchandise and exhibitions will be held 9 a.m.-3 p.m. Oct. 20 and 9 a.m.-5 p.m. Oct. 21 on the field adjacent to the Leeds School of Business. Entry is \$1. Vegetarian lunch boxes may be purchased for \$10.

More information:

Find information about the Oct. 21 public events and purchase tickets at DalaiLamaColorado.com.^[4]

CU students, staff and faculty member may find more information about the Oct. 20 event at www.colorado.edu/dalailama.^[5]

#cuboulder, #dalailama

HCM Transactions Workshops walk users through everyday tasks^[6]

[7]

With the HCM rollout just a few months away, HCM Transaction Workshops will walk users of CU's finance and human resources systems through new workflow and approval processes that will change the workday for the better.

The HCM upgrade is part of the two-year Elevate project, which will overhaul how the University of Colorado tracks time, pays employees, manages talent and more. Along with the HCM rollout, CU also will upgrade its existing financial system and hiring/recruiting software in early November.

The fourth of six sessions in the HCM training series, HCM Transactions Workshops will be available Aug. 19-Sept. 1 on all four campuses and the CU system. Registration directions are below.

The workshop focuses on completing basic tasks using transaction pages, which allow you to make several changes in one window. This means you'll no longer need to toggle among different modules to do your job. Transactions pages will vastly improve CU business processes – and will be an important part of HCM community jobs in the future – so users are encouraged to attend.

What you'll learn

We'll show what transaction pages look like and how they work. You'll learn about new approval processes that route data for review before they're updated in HCM tables, helping curb errors and corrections. A demonstration will walk you through performing common tasks using transaction pages, so you'll get a better idea of what's similar and what's different compared to your current workflow.

What's next?

After the HCM Transactions Workshop, the final two workshop sessions will focus on paying employees and running reviews and reports. Later this fall, you'll have the opportunity to test drive the system yourself at Structured and Open labs, where subject-matter experts will be available to answer your questions and share tips for success.

Ready to register? Here's how:

Log in to the employee portal On the right-hand menu, click Training Click Start SkillSoft Click Catalog Click CU Instructor Led Training (the second folder in the list) Click Elevate: HCM Campus Workshops There are six training topics. Click on the topic you'd like to attend. Once you've found a session that works for your schedule, click Enroll on the furthest column to the right. You'll be emailed an enrollment confirmation, which you can link to your



Outlook calendar. Click on the small calendar icon in the left corner of the window. It will open a table that displays the dates, times, and locations of the workshops.

Questions?

Email HCM_Community@cu.edu^[8] or visit www.cu.edu/elevate^[9] to learn more about HCM Campus Workshops and the CU Elevate project.

Lightner to lead academic affairs as Bollard resumes full-time teaching, research^[10]

Fulfilling a plan she initiated last year, Kathleen Bollard is departing her role as vice president for academic affairs in system administration, with Michael Lightner taking over effective Sept. 1.

Lightner joined the CU President's Office last summer as associate vice president for academic affairs. He now will serve as interim vice president, with a search to follow.

Bollard, a 20-year CU faculty member, is returning to a full-time role as associate professor of Spanish at CU Denver. She had planned on making that change last year. But when President Bruce Benson asked her to remain at the post in his cabinet, she agreed to stay part time, taking on a half-time faculty role and welcoming Lightner to assist with the duties of the Office of Academic Affairs.

Bollard previously chaired the Department of Modern Languages, served as associate dean of the College of Liberal Arts and Sciences and won the campuswide teaching award in 2001. Last year, she received the Leadership in Public Higher Education Award from Faculty Council, which also named her administrator of the year in 2009. Her research area is 16th- and 17th-century Spanish literature.

Lightner is a professor of electrical, computer and energy engineering at CU-Boulder. He has served as director of the ECEE graduate program, associate dean for academic affairs and ECEE department chair. He helped found the Coleman Institute for Cognitive Disabilities and served as its associate executive director. Lightner also served as chair of the System Privilege and Tenure Committee, on the Boulder campus planning commission, and spent over 20 years as co-director of the Faculty Teaching Excellence summer workshop on technology-enhanced learning.

New CU Connections launching this month^[11]

On Aug. 20, CU Connections will relaunch in a new, mobile-friendly Web platform with added features and more ways for faculty and staff to connect with news and information from across the University of Colorado

The redesign follows months of development, with goals informed by reader surveys and input and involvement from faculty and staff governance.

Among the additions and improvements:

Mobile-responsive design: Like cu.edu, CU Connections will boast a display that recognizes and adjusts to the screen you're using, be it a desktop, laptop, tablet or phone. Text, photos and other media on each page will automatically resize to make accessing content simple and swift. The weekly email – automatically delivered to all faculty and staff – also is redesigned to be responsive, providing easy reading and direct access to individual stories.

Reader polls: Make your voice heard with a click by taking part in regular reader polls, where Connections will pose questions prompted by hot topics and issues around CU, Colorado and higher education. **Better commenting**



capability: Give instant feedback to posts with commenting powered by Disqus, the Web's favorite discussion system. **New calendar:** Keep tabs on events and happenings that matter to faculty and staff. **Integrated campus content:** CU Connections will continue to highlight news from across the campuses. Whenever possible, we'll link directly to campus-based Websites, where you can discover more of the news that's important to you. **Headlines from elsewhere:** Besides continuing to provide original content and a digest of what's going on within CU, CU Connections will point you toward relevant media postings from local, state and national news organizations. **Twitter feed:** Get a live look at social media activity across CU. **Tailor your experience:** Sample a wide array of news and information from the CU system and campuses, or quickly sort just the posts that interest you – by campus, peer group or story type.

CU Connections this week resumes its weekly publication schedule. Watch for the all-new CU Connections on Aug. 20.

gaugewear Inc. to commercialize wearable technology prototype^[12]

Gala to celebrate former dean, endowed chair effort^[13]

Planning and Design Professor Awarded Fulbright Scholar Grant^[14]

End-of-Life Planning^[15]

A study out of the University of Colorado College of Nursing at the Anschutz Medical Campus has examined advance-care planning for congestive heart failure and shown a lack of clear triggers alerting providers to when it's time to begin end-of-life discussions.

"The study findings shed light on an alternate way to look at the future, beyond the way doctors and other professionals have talked about it," said Jacqueline Jones, PhD, associate professor at the CU College of Nursing (at right).

Earlier this month, the Centers for Medicare and Medicaid Services proposed a rule that would reimburse doctors for talking about advance care planning, which will go into effect in January. While doctors are trained to maintain health and fight illness, they do not receive much guidance or incentives on how to communicate with dying patients and their caregivers. The researchers hope the study will increase the frequency of discussions between providers and patients to better understand their preferences about end-of-life care planning.

The study suggests key transition points for when to introduce and discuss such planning. It's critical to know how much a patient understands their disease before beginning the conversation.

When first diagnosed, many patients and caregivers shared that "because it's so new, I don't even know what questions [about the future] to ask my doctor." The study said providers should encourage a patient to appoint a surrogate, educate the patient about forms of life support, and begin an ongoing discussion about the patient's general goals of care and life plan. As the disease progresses, the conversation evolves to how they live with the disease and eventually how and where a patient wants to die.



Providers can use the following four transition points to frame the illness trajectory and inform advance care planning discussions with heart failure patients:

When a patient is first diagnosed - a diagnosis of congestive heart failure is confusing and difficult to absorb.

The future as "coming to terms with and learning to adjust to life" with heart failure.

Owning their future, reframing and taking back control of one's life.

Understanding and accepting that death is inevitable.

According to the study, many physicians have little or no training in end-of-life conversations. Researchers found that cross-discipline providers can help physicians hone the skills required to have these discussions with patients suffering chronic illness.

The article, "The Future as a Series of Transitions: Qualitative Study of Heart Failure Patients and Their Informal Caregivers," was originally published in the February 2015 issue of the Journal of General Internal Medicine. M. Jane Markley, RN, MEd, FACHE, and Maria Silveira, MD, MPH, Assistant Professor of the Bioethics Program at University of Michigan, Ann Arbor are co-authors of the study.

About the College of Nursing at the University of Colorado Anschutz Medical Campus: Founded in 1898, the CU College of Nursing offers bachelor's, master's and doctoral (DNP and PHD) programs to more than 900 students in two locations and online. Our master's programs and online graduate programs are ranked nationally by U.S. News & World Report. New programs include a certificate in palliative care, and a DNP/MPH interdisciplinary dual degree and new master's specialties in acute care and military and veterans' health.

General counsel adds attorney Luber^[16]

Tia Luber, a former legal researcher for CU-Boulder, has been named the new assistant general counsel at UCCS.

Luber served as research counsel for CU-Boulder from August 2014 until her June appointment at UCCS. Previously, she served as a law clerk in Arapahoe County and as a student attorney and teaching assistant at the CU School of Law. She also has worked as a professional accompanist.

Luber earned a bachelor's degree from the University of Oregon and juris doctor from CU-Boulder. She joins Jennifer George, associate university counsel, in representing UCCS on legal issues. Luber fills the role vacated by Julie Papa, who left UCCS to pursue other career interests.

Hirsch honored for lifetime contribution to cancer research^[17]

Fred R. Hirsch — professor, member of the University of Colorado Cancer Center and CEO of the International Association for the Study of Lung Cancer (IASLC) — has been awarded the Addario Foundation Lectureship Award by the Addario Lung Cancer Foundation (ALCF).



Hirsch was honored for his lifetime contribution to lung cancer research and his engagement in promoting international collaborations in lung cancer research and education. He has been involved in translational-clinical research in lung cancer since he was medical student in Copenhagen, Denmark. His Ph.D. thesis, which was partly done at the U.S. National Cancer Institute in Bethesda, Maryland, included studies on heterogeneity in lung cancer, particularly small-cell lung cancer (SCLC), and broke ground in the understanding of lung cancer carcinogenesis. He has made significant contributions to the clinical development of etoposide in small-cell lung cancer, which remains the cornerstone of SCLC therapy.

Hirsch joined the Cancer Center in 1999 and focuses on development and validation of biomarkers for early detection and particularly on new targeted therapies in lung cancer in order to find the most optimal selection of patient populations to the different new drugs, mostly focused on EGFR inhibitors. Most recently, Hirsch was co-principal investigator (PI) for the clinical development of a new human antibody, necitumumab, for patients with squamous lung cancer.

Berning, Stavrositu, Ilyasova to lead UCCS efforts at CU South Denver^[18]

Three UCCS faculty members representing two colleges will be the first to offer courses at the new CU South Denver campus in Douglas County.

Jacqueline Berning, professor and chair of health sciences, Helen and Arthur E. Johnson Beth-El College of Nursing; **Carmen Stavrositu**, associate professor, Department of Communication; and **Alex Ilyasova**, associate professor, Department of English, will each offer courses this fall at the Liniger Building at CU South Denver.

The courses are intended to show the breadth of UCCS academic offerings as well as complement courses offered by faculty from CU Denver, CU-Boulder and the CU Anschutz Medical Campus, according to David Moon, senior associate vice chancellor, Academic Affairs.

Berning, a longtime Douglas County resident who also consults with professional sports teams and premier athletes, will teach Nutrition for Health Professionals. The undergraduate-level course is designed for health care professionals and health sciences students as an introduction to the biological and environmental influences on nutrition needs. She will cover the role of nutrients in energy metabolism as well as the role of the professional in counseling others about diet. The course will include a personal diet assessment for students.

Berning is a registered dietician nutritionist who has consulted with the Denver Broncos and Cleveland Indians. She also initiated a healthy cooking program with the CU Buffaloes football team.

Ilyasova, who also directs the UCCS Professional and Technical Writing Program, will teach "Technical Writing and Presentation." The undergraduate-level course is designed for those who work in technical fields or those interested in learning how to effectively compose technical information. The course is taught with access to software tools to assist in the design of written and visual text.



Stavrositu will teach “Emerging Communication Technology,” where she will introduce both undergraduate and graduate students to the latest trends and communication technologies, including social media. Practical applications as implications of new communication technologies will also be covered.

Stavrositu joined UCCS in fall 2007. She teaches courses in media effects, emerging communication technologies and statistical data analysis. Her research pertains to the social and psychological effects of traditional and new media.

Dropping names ...^[19]

D. Ross Camidge, director of thoracic oncology at the University of Colorado Cancer Center, recently traveled halfway across the world to discuss niche-busting drugs at a Medicines New Zealand breakfast at Parliament. Some researchers believe New Zealand could become a mecca for clinical trials as “niche-busting” cancer drugs replace blockbusters. Camidge says if it set up a database of all cancer patients’ medical histories, along with genetic profiles of their cancers, this country could attract companies wanting to trial new personalized drugs. ...

Brenda Bucklin, professor of anesthesiology, has been named associate dean for Continuing Medical Education and Professional Development at the CU School of Medicine. She has been assistant dean of CME, working with Ron Gibbs, professor of obstetrics and gynecology, until he retired earlier this month. ...

Larry Hunter, a professor of pharmacology at the School of Medicine Department of Pharmacology, recently was in Dublin, Ireland, where he received the inaugural Outstanding Contributions to ISCB Award from the International Society for Computational Biology. The award recognizes Hunter, a founding father of the group, for exemplary leadership, education and service to the organization. ...

Bev Kratzer, director, Career Center at UCCS, recent was honored by the Colorado Career Development Association. Kratzer received the Rich Feller Award in recognition of her contributions to the career development field and service to others as mentor and colleague. Since 2007, the award is given annually at the group’s convention. ...

At UCCS in June, 10 people accepted teaching and non-teaching positions. They are: **Ashley Andersen**, success coach, Office of Student Retention and First Year Experience; **Teri Biedermann**, student success coordinator, Helen and Arthur E. Johnson Beth-El College of Nursing and Health Sciences; **Stephanie Chervenyak**, police officer intern, Police Department; **Kenitra Keeney**, assistant residential dining manager, Dining and Food Services Department; **Christina May Montoya**, accounting technician, Office of Financial Services; **Michael J. Mooney**, environmental services manager, Facilities Services; **Alana Chase Moran**, general merchandise buyer, Bookstore; **Marsha Ostovich**, instructor, Helen and Arthur E. Johnson Beth-El College of Nursing and Health Sciences; **William Prenevost**, managing director, Theatreworks; and **Rebecca Wilder**, assistant data analyst, Southern Colorado Economic Forum, College of Business. ...

A School of Medicine administrative leadership team in the Department of Neurology — **Kathy Illian, David Vu, Zachrey Baud and Alina Rich** – recently received a CU Shared Practices (CUSP) award. CUSP rewards CU employees for innovative thinking and for developing practices and tools that can be used by colleagues to improve their work performance. The team in neurology was recognized for an event management system that improves conference registration and manages the reporting and surveys from those events.



How did the garden grow?^[20]

[21]

A few months back, an old building was torn down off of Montview Boulevard, across from the large apartment complex and next to an old chapel and library. In the deserted lot is a plethora of wild flowers.

I'm wondering who planted the seeds as I've never seen anything so beautiful on the CU Anschutz Medical Campus. Someone must have spread seeds. Have you seen this? A gorgeous mystery.

Stephanie E. Warnell

University of Colorado Cord Blood Bank, CU Anschutz Medical Campus

EDITOR'S NOTE:

Readers, any explanations for the spontaneous flower garden? Comment below or email connections@cu.edu^[22].

Letters to the editor always are welcome. Email yours to connections@cu.edu^[22].

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- [4] <http://dalailamacolorado.com/>
- [5] <http://www.colorado.edu/dalailama/>
- [6] <https://connections.cu.edu/stories/hcm-transactions-workshops-walk-users-through-everyday-tasks>
- [7] https://connections.cu.edu/sites/default/files/hcm-workshops_top.jpg
- [8] mailto:HCM_Community@cu.edu
- [9] <http://www.cu.edu/elevate-cu-hcmfin-upgrade-project>
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