Five questions for Katie Sauer[1]

Trade-offs. Opportunity costs. The consequences of different decisions and actions.

It's how Katie Sauer has always viewed the world and the reason she believes she was born to be an economist.

"When I was a young child, maybe 5 or 6, I was very strong willed and my parents would give me an extra household chore as a consequence for not listening. I very clearly remember weighing the punishment of having to unload the dishwasher or fold a basket of laundry against the satisfaction I got from talking back to my parents or not sharing a toy with my sister. And I'd often choose to continue my behavior because it was worth the cost." She adds that her parents caught on quite quickly and changed tactics.

Today, she is director of Financial Wellness, Education and Research in Employee Services for the CU system.

She took her first formal economics class in high school (Bismarck, North Dakota) – it was a requirement for graduation – and did well. When she went to college (St. Cloud State University), her heart was set on majoring in dance. It had been her hobby growing up, and she excelled in it. But her parents steered her away from that idea.

"They said, 'No, you can't do that. You can keep dancing as a hobby, but you need to choose something else that has a higher probability of supporting you financially.' I ended up choosing economics. It was fantastic! I loved it! And it made a lot of sense."

When she graduated, she went to work for a mortgage company. That lasted eight days. She quit when she realized the job wasn't a good fit for her. Instead, she decided to become a high school economics teacher. She enrolled in a secondary education licensure program and a master's program in economics. During the first fall semester of coursework, she realized she wanted more. Her department chair steered her toward an economics doctoral program, and that brought her to the University of Colorado Boulder the next fall. (As she prepared to move to Colorado, she was offered a position in a Russian character ballet company in Minneapolis. She had kept dancing all through college as a hobby.)

After graduating, she went to the University of Southern Indiana where she worked with first-generation students as a faculty member teaching undergraduate economics. She also did work for the university's Center for Economic Education, which provided economics and personal financial literacy professional development and training for K-12 teachers.

"Of all the places I lived in my life – North Dakota; Minnesota; Washington, D.C.; Colorado; Indiana – I realized that I really wanted to get back to Colorado. I was able to secure a faculty position at Metropolitan State University of Denver in 2009 and I was also co-director of their Center for Economic Education. Then a year ago, I made the transition to the University of Colorado administration in Employee Services as director of Financial Wellness, Education, and Research, tying in my background as an economist and faculty member and all the work I had done with K-12 teachers and economic and personal financial literacy education."

1. As director of Financial Wellness, Education, and Research, you support employee financial wellness programs for all campuses and system administration. Are there other programs like this around the country? What are some of the current or future programs you are developing?

I wouldn't say workplace financial wellness programming is a trend yet. But at many employers, there is movement around a more comprehensive definition of wellness, which includes financial aspects outside of a traditional understanding of employer-provided benefits. But Employee Services at CU is working to create this type of programming and is committed to demonstrating how much we care about our employees and their well-being. I'm very excited to be in on the ground floor. It's challenging because there aren't well-established models of employer-sponsored workplace financial programs. A lot of different things are being tried. At the national level, the Department of Labor, the Financial Literacy and Education Commission (22 Federal agencies), and the National Endowment for Financial Education are all taking an interest in workplace financial wellness.

This first year has been planning and getting the lay of the land. One of the first priorities is to get the word out that all of our employees are eligible to meet one-on-one with financial professionals through our investment sponsors. People often think these sessions are solely for retirement planning and investing advice, but they can meet with these individuals about everything from managing credit card debt to saving for kids' college to everyday budgeting. These meetings are purely educational and shouldn't be sales in any way. (To learn more about this service or provide feedback on a one-on-one meeting that you've previously had, visit http://www.cu.edu/employee-services/financial-consultations[2].)

A couple of months ago, my team rolled out a "financial seminar by request program" where any manager or supervisor of a division can request a financial speaker to talk about any topic the group would be interested in learning about. While understanding the university's retirement benefits or PERA benefits are popular topics, we've also had requests for the very basics of investing, understanding credit scores, 529 plans, and year-end tax considerations – to name just a few. We work with our investment sponsors and credit union partners to utilize their network of professional financial educators. With the Boulder campus's Faculty and Staff Assistance Program (FSAP), we've developed a unique home-grown workshop series called "Mind Your Money Behaviors." It combines counselors from FSAP who share how to deal with the emotional side of finances, including healthy communication strategies for when you discuss finances in your household, with presenters from the Financial Wellness division and includes a panel of financial experts discussing "what it's like to meet with a financial professional" – including common myths and how to prepare. We've also done some training for the state of Colorado's Employee Assistance Program (EAP) counselors to increase their awareness of financial wellness and will be working with them to bring a version of "Mind Your Money Behaviors" to the other CU campuses.

And we're working on building our Web resources. The first iteration will be rolling out in phases over the next year.

2. Why is it important to provide financial education in the workplace?

Because humans are busy. We all have the best of intentions and then life gets in the way. I can say there are several things on my own financial to-do list that I've been putting off because of other more pressing demands in my life – schedule a coverage audit with my insurance agent, get my third free credit report for the year, discuss holiday spending plans with my husband. Even though I haven't done these things yet, they are on my mind. When they are on my mind, my mind is not fully on my work – even though I love what I do.

Regardless of job title, educational level or affluence, basically everyone is concerned with three things financially: the sufficiency of their money, the sustainability of their financial resources, and whether they're making the right financial decisions for themselves and loved ones. If CU can provide access to programming or resources while in the work environment, making a tiny bit easier to take finances off your mind, that's just another way we can provide a benefit to our employees. We recognize that financial well-being is an important part of a person's health well-being. There's a lot of research that has started to tie them together so we are looking through the lens of holistically supporting our employees.

3. You've also done some work for the U.S. Department of Commerce, with the Colorado Council for Economic Education, and with faculty in China. What did the work entail?

Katie Sauer practicing yoga last year in a rice field in Bali. On the home page: detail of her painting "Tariff."

When I was in grad school working on my dissertation, the Department of Commerce was charged with writing a report for Congress about the importation of pharmaceuticals from Canada. My graduate adviser, Keith Maskus, connected me with that project. I spent four months in Washington, D.C., helping analyze the potential pricing impacts and other consequences that might occur if the U.S. decided to allow the importation of pharmaceuticals from Canada.

The Colorado Council for Economic Education is an affiliate of the national Council for Economic Education. This organization trains K-12 teachers to teach economics and personal financial literacy. Only about half of the states have content standards for economics and financial education, and Colorado is only one of a handful of states that has

mandatory testing of those subjects. Many K-12 teachers have never taken a personal finance course or economics course, yet now they are supposed to teach.

This organization offers graduate-credit-bearing courses taught by university faculty paired with mentor teachers who have taught the topic in specific K-12 grades, so teachers get a continuing education professional development credit and also get a lesson plan so they know how to teach the topic at a grade-appropriate level. Last summer I worked with the council to create an online course for an elementary teacher to learn to teach economics and personal financial literacy. It was a video-based course and we did a lot of filming and storytelling. It was one of my favorite projects I've done for them.

I should point out that several CU faculty members are involved with the Colorado Council and there is an active Center for Economic Education on the UCCS campus.

4. I understand that you're also a yogini. When did you begin to practice and what style do you favor?

I grew up as a dancer and so yoga never held much appeal to me. When in Indiana, I suffered a knee injury and I turned to yoga to rehabilitate it. Before long, I was hooked, not necessarily for the physical benefits but more so for the mental ones and the stress reduction I felt. That was in 2009. I did my yoga teacher training in 2012 to deepen my practice. I am a registered yoga teacher at the 200-hour level.

I practice vinyasa or flow yoga. Each movement is linked to an inhale or an exhale. It is a great way to "get out of your head." I know hot yoga is very popular but I don't practice it because it makes me feel like I want to pass out and die. The other style I like is yin yoga. Basically all of the poses are done on the floor using props like blankets and soft bolsters and yoga blocks. It is very relaxing and very good for the fascia and connective tissue of the body. It is the No. 1 best release I've found for the tension that I carry in my upper back.

I teach classes for friends and family here and there and I also teach office yoga and meditation at the system administration office for the people in the building. It's a come-as-you-are class. You don't need to change clothes and you don't get sweaty. Last summer, I also did a workshop for the Boulder campus through FSAP's Work/Life programming series.

5. Your website mentions that you are a painter. What is your medium and do you have favorite subjects?

I work predominately with acrylic on canvas. Basically everything I paint is geometric in nature. I really like to paint economic theory graphs. I see so much beauty in the shapes and patterns. Right now the canvases are just hanging in a closet in my home but I hope to someday professionally digitize them and put them out there for economists who might like to have this kind of art on a coffee mug or hanging in their office.

DPA's Nesbitt named VP of Employee and Information Services[3]

[4]
Kathy Nesbitt, most recently executive director of the Department of Personnel and Administration and personnel director for the state of Colorado, is set to join the University of Colorado at the end of this month as its new vice president of employee and information services.

She'll take over for E. Jill Pollock, who has announced a slate of initiatives that she'll pursue, both at the CU system and the campuses.

President Bruce D. Benson announced Nesbitt's appointment on Nov. 20.

"Kathy Nesbitt has a remarkable depth and breadth of experience and expertise that will serve the University of Colorado well," Benson said. "She will allow us to build on the significant progress we have made in employee

services, health care and information technology."

Nesbitt will be responsible for a wide range of services, including payroll for CU employees, employment policy, compliance education, leadership and organizational development, benefits design, information security and enterprise technology systems, and employee data management and metrics. She also will be responsible for the CU health plans offered through the University of Colorado Health and Welfare Trust.

"I'm excited to join the CU team and continue the momentum the university has in key areas related to employees and technology," said Nesbitt, a CU-Boulder alumna. "CU has a talented faculty and staff and I look forward to helping meet the needs of Colorado's third-largest employer and my alma mater."

Pollock said Nesbitt "brings a wealth of experience, a leadership tradition and the determination and outcomes focus to take her areas of responsibilities to the next level. I am confident she will."

Nesbitt gained a variety of experiences in the public and private sectors before she served on Gov. John Hickenlooper's cabinet as the state's chief personnel director. She was human resources director for Kaiser Permanente for nearly a decade, served as staff attorney for the Mountain States Employers Council, and was an attorney for Qwest Communications.

Nesbitt was named a 2013 Public Official of the Year by Governing Magazine and received the National Association of State Personnel Executives' 2013 Eugene H. Rooney Jr. Leadership Award for her work to craft and pass a constitutional amendment to reform the state personnel system. In October, she was named a Woman of Distinction by the Girl Scouts of America, which honors community leaders for their contributions to girls and young women in Colorado.

During her tenure at the state, Nesbitt also created an employee wellness program and oversaw replacement of the state's 23-year-old financial system with a state-of-the-art, integrated financial system that manages $29 billion in financial transactions annually.

Besides her CU-Boulder degree, Nesbitt earned her juris doctorate degree from Southern University Law Center. She also completed the Executive Program at Harvard's Kennedy School of Government.

Kathy Nesbitt and E. Jill Pollock in October at the Girl Scouts Denver Women of Distinction Thin Mint Dinner. Nesbitt and CU first lady Marcy Benson were among the honorees.

Pollock has accepted another officer role at CU to develop and implement strategic university initiatives for executive succession planning, recommending changes to ensure a more inclusive workforce, and taking advantage of technology to generate operational efficiencies, some of which could be offered to other public-sector entities.

Benson said he appreciates that the university will continue to benefit from Pollock's expertise and experience.

"Jill has been a great asset to CU and has had some wonderful accomplishments that have made the university a better place," he said. "I'm happy that she will be able to turn her focus to improving some critical areas for the campuses, system administration and our employees."

Pollock said her first task will be leading succession planning for senior administrators.

"Higher education until recently enjoyed an ability to post an opening and wait for applicants or conduct a search and believe the most qualified prospects would be nominated. Today's market is quite different," Pollock said. "Demand exceeds supply, requiring us to know who is doing work that might benefit CU, from other universities, government and, in some instances, private for-profit and not-for-profit organizations. Although the university will follow regent policy regarding search protocols for senior leadership, CU has an opportunity to be proactive in networking among those who demonstrate the core competencies required of our top positions."

Pollock will work with the campuses on these efforts, as well as with the Board of Regents on presidential succession planning, and with the president on succession planning for chancellors and vice presidents. She also will work with the campuses on technology collaboration opportunities, and team with Faculty Council in achieving key objectives. She'll also continue as chair of the CU Health and Welfare Trust.

ELP Award winner Rankin uses data to drive leadership[6]

Rankin with Cynthia Husek, right, assistant vice chancellor for research operations.

Patricia Rankin, the associate vice chancellor for research at the University of Colorado Boulder, will be the first to tell you that she's data-driven. She's a physicist, after all. While Rankin's drive may be fueled by data, her leadership has yielded major transformations with a very human impact.

Rankin recently won the annual Excellence in Leadership Award, which is given to an alumnus of the systemwide Excellence in Leadership Program[8] (ELP). The award recognizes exemplary leadership at the university in one or more areas: leadership of organizations, departments or teams; leadership of projects, programs and/or research; fiscal management and/or fundraising; and student instruction.

Rankin credits ELP with teaching leaders the skill set they need to be effective.

"Today, we're much more cognizant of the fact that you come into leadership roles probably because you have got a propensity to solve problems, but that doesn't necessarily mean you come in with the skill set to solve those problems," she said. "I tended to view things as very much black or white, and one of the things that I really got out of the ELP program and some of my later experiences was the value of understanding compromise."

In a letter of support for her nomination, CU-Boulder Chancellor Phil DiStefano credited Rankin's leadership with transforming many aspects of the Boulder's research functions. These efforts culminated in growing the campus research operations by 15 percent in fiscal year 2013-14 to $412 million in research awards.

Rankin was instrumental ensuring the Office of Contracts and Grants and Sponsored Project Accounting shared a common mission and goals, which wasn't always the case. The organization underwent "Lean Six Sigma" training and incorporated those results to streamline processes and improve turnaround and response rates. Today, the two offices have gone paperless and will implement the Info-Ed online tool to process research proposal submissions and awards in early 2015 – a project that stalled for six years before Rankin took the reins.

"When you go to the Office of Contracts and Grants now, there is a bell that they ring whenever they've accomplished something like a faculty member getting their first grant or when a major award has come in or we've hit the submission deadlines for NIH," Rankin said. "There is just an infectious feeling of enthusiasm there and an understanding of just how key they are to the overall university activity on research. And having been part of setting up that turnaround is definitely something I'm counting as an accomplishment."

Rankin had a key role in the effort to establish the Boulder Campus Office of Industry in September 2013. The goal of this office is to provide a single point of contact for industry partners and to help faculty members who want to partner with industry. The office has helped to increase and diversify funding sources.

"While this project is in its infancy, there are already clear signs that the successes realized to date will be scalable for the benefit of the Boulder campus," DiStefano wrote.

While she has thrived in her academic and leadership roles, Rankin placed an emphasis on mentoring and encouraging diversity in the sciences. Growing up in the United Kingdom, her parents supported her interest in science

and she attended the all-girls Queen's School. This built her self-confidence and gave her a breadth of female role models in leadership positions. When she entered Imperial College, Rankin experienced some culture shock – less than 10 percent of her class was female. However, the support and encouragement she'd received to that point kept her driven and successful, which bred more encouragement. As an assistant professor, she began to realize her experiences weren't typical.

This idea really sunk in when she took on her role as principal investigator for Leadership Education for Advancement and Promotion (LEAP), a five-year ADVANCE Institutional Transformation grant that aimed to help women move into leadership roles in the science and engineering fields. She learned that women in the sciences face stereotypes and micro-aggressions that affect their success.

"If you're a woman in science, people are always asking you why there aren't more women in science. And I really couldn't answer that question until I had spent the five years on the ADVANCE program because that was my first exposure to what the research was saying," Rankin said. "And that was the point when I really began working effectively on making sure that more women got the encouragement and support they needed."

When NSF funding for the LEAP program ended, Rankin leveraged its success to permanently institutionalize the program at CU-Boulder. She introduced a leadership program for assistant professors – men and women – that gave them insights into university operations and helped them build support networks to solve challenges in their research and their lives.

"Patricia strongly supports both men and women in pursuing their career goals, but appreciates the unique challenges that women face in advancing their careers," said Cynthia Husek, assistant vice chancellor of research, who nominated Rankin for the ELP award. "However, her most enduring legacy is what she has done for others by teaching them the pursuit of excellence, thoughtful risk-taking, innovation and creativity, transparent communication, and, most importantly, accountability for oneself."

In her free time, Rankin loves taking long walks – using her Fitbit to measure her steps – and avidly reads mysteries. Even in her free time, she's data-driven.

"With many of these mystery series I enjoy, you have to admit that if you were actually living there and the village had that high of a murder rate, you'd be moving," she said, laughing.

CU honors six faculty as Distinguished Professors[9]

Six University of Colorado faculty members have been named 2014 Distinguished Professors, the most prestigious honor for faculty at the university.

Each year, the recognition goes to faculty members who demonstrate exemplary performance in research or creative work, a record of excellence in classroom teaching and supervision of individual learning, and outstanding service to the profession, university and its affiliates.

CU President Bruce D. Benson reviewed nominations from CU's campuses; with the recommendation of a committee of Distinguished Professors[10], he forwarded the candidates' names to the Board of Regents, which voted in favor of the nominees on Nov. 20 at the board's meeting at the University of Colorado Colorado Springs.

The 2014 honorees are:
[11]
Daniel Baker, Ph.D., professor, Laboratory for Atmospheric and Space Physics (LASP), Department of Astrophysical and Planetary Science, University of Colorado Boulder. As director of LASP, one of the world's premier space sciences organizations, for two decades, Professor Baker has ensured that hundreds of undergraduate and graduate students engage in hands-on research and learning unique to CU-Boulder. His scholarly publications have

demonstrated great influence in the space sciences community, and his voice is highly respected in the development of space policy at the federal level. His research and management successes have earned him several awards nationally and at CU. [12]

Kurt G. Beam, Ph.D., professor, Department of Physiology and Biophysics, School of Medicine, CU Anschutz Medical Campus. His research focuses on unlocking the mechanisms of electrical signals in nerve and muscle cells, as well as understanding mutations that hinder function and cause disease. Professor Beam's work has shown significant influence, with one discovery contributing to the removal of a widely used antibacterial chemical from soaps and personal care products. His exemplary approach to discovery science, training and service benefit faculty and students across several departments, divisions, centers and programs at CU Anschutz. His scientific contributions have garnered him numerous awards, including election to the National Academy of Sciences. [13]

Kris Gutiérrez, Ph.D., professor, Educational Psychology and Learning Sciences (EPSY), and Literacy, School of Education, CU-Boulder. Professor Gutiérrez is a member of the National Academy of Education and holds the Inaugural Provost's Chair at CU-Boulder. Her groundbreaking interdisciplinary work on sociocultural theories of learning and their applications in literacy, bilingual education and science education is known nationally and internationally. Such praised research has led to the reorganization of classroom spaces to promote consequential learning and engagement for students from nondominant communities. She has received distinguished teaching and mentoring awards from UCLA and CU-Boulder, where she also earned her doctorate. [14]

Leslie Leinwand, Ph.D., professor, Department of Molecular, Cellular and Developmental Biology, chief scientific officer for BioFrontiers Institute, CU-Boulder. Her research opens the door to the possibility of personalized treatment for heart disease. As an international leader in the study of the molecules involved in muscle contraction and their role in the development of heart disease and other muscle diseases, Professor Leinwand has shown that the mechanisms of heart disease differ between males and females and that the genetic risk of the disease is impacted by gender and diet. She maintains a strong commitment to teaching and training, and is influential nationally in the shaping of biomedical research policies and focus. [15]

Daniel J. Scheeres, Ph.D., professor and A. Richard Seebass Endowed Chair in the Department of Aerospace Engineering Sciences, Colorado Center for Astrodynamics Research, CU-Boulder. Professor Scheeres is an international leader in astrodynamics and celestial mechanics; he is currently the gravity science team lead for NASA's OSIRIS-REx mission, which focuses on collecting samples from an asteroid and returning them to Earth. Professor Scheeres has published extensively in the fields of astrodynamics, dynamical astronomy and celestial mechanics. He coordinates the Smead Fellows program, supporting outstanding junior faculty and doctoral students in aerospace engineering sciences at CU. A Fellow of the American Institute of Aeronautics and Astronautics and the American Astronautical Society, he has an asteroid named in his honor. [16]

Thomas Wynn, Ph.D., professor of anthropology, College of Letters, Arts and Sciences, University of Colorado Colorado Springs. He is recognized as one of the founders of the field of cognitive archaeology, which studies the evolutionary development of cognition in humans and other primates through the lenses of psychology, anthropology and philosophy. Since 1977 as a faculty member at UCCS, Professor Wynn has distinguished himself in teaching, research and service, while also serving in several administrative posts. He is credited with establishing the UCCS archaeology curriculum and its first field course. He has published extensively and continues to teach.

Baker, Scheeres and Wynn were present at last month's Board of Regents meeting to be honored in person. Beam, Gutiérrez and Leinwand will be recognized and speak at a future meeting of the board.

With these six new designees, the number of CU Distinguished Professors is 79. The program was established in 1977.

Regents hear latest on program prioritization efforts[17]

Leaders at the University of Colorado Denver last month were the latest to present findings of program prioritization to the CU Board of Regents, which also heard updates on the process from the University of Colorado Boulder and the

University of Colorado Colorado Springs.

Regents heard the presentations at their Nov. 19-20 meeting at UCCS.

While the CU Denver presentation[18] included a scoring chart that plots academic programs on a graph, Provost Roderick Nairn stressed that this first attempt at an assessment process as requested by the regents underscored the need for better data systems to inform future studies.

“One of the most important things we got from this is, not everything that’s important could you make a quantitative judgment about,” Nairn said. Or, as Chancellor Jerry Wartgow later put it, “Not all things that count can be counted – and not all things that can be counted count.”

Implemented by a committee that included faculty members, the scoring criteria considered the cost of delivering education; student demand, success and diversity; and scholarship and service by faculty. Unit heads also were asked for quantitative input, provided in short, written responses to several questions.

The higher scoring end of the spectrum was led by business management, psychology and communication; at the lower end, bioengineering in the College of Engineering and Applied Science, undergraduate licensure in the School of Education and Human Development, and health and behavioral sciences.

Nairn cautioned that the bioengineering program was brand new in FY 2013, so it could not yet be credited with undergraduate students, which factored in the scoring. At the high end, the management program in the Business School was credited with all MBAs, even though those are shared with other segments of the business school. “So we have to be careful about some of the extremes,” he said.

Those three lower-scoring programs were highlighted as “emerging,” as were three others. Another three were flagged as requiring further study, including physics.

“Physics generates a large number of credit hours, and it’s a critical program for a lot of engineering and science students, but it has a small faculty. We’re quite concerned about it,” Nairn said. So even though it ranked ninth among the 43 programs, it may require greater investment, specifically adding more faculty.

Now serving in an interim role since Chancellor Don Elliman became full-time chancellor at the CU Anschutz Medical Campus, Wartgow noted he wasn’t at CU Denver during the process. “But I have had a chance to discuss and review this extensively,” he said. “It’s one of the most thorough projects I’ve encountered in terms of involving faculty at all levels. We will use this as one more tool in the toolbox to improve things.”

That will include incorporating the findings into future budget planning, while also sharing the data with deans, enhancing faculty data this year and exploring improved systems for gathering and sharing of faculty information.

In his update to the regents, CU-Boulder Chancellor Philip DiStefano said program prioritization at the campus has been “extremely helpful,” and mentioned related accomplishments over the course of the months since first presenting findings to the regents last spring.[19]

A comparative literature degree, for instance, which ranked at the bottom in several categories, is being discontinued. The ATLAS program did not rank high, but is undergoing changes to grow more efficient. He also pointed to a “major redesign” of the environmental design program, which will continue but with a reduced budget and reduced space, enabling growth for another academic unit requiring expansion. “So we’ll preserve that degree program, but on a smaller scale,” he said.

In her presentation.[20] UCCS Chancellor Pam Shockley-Zalabak said program prioritization is influencing reorganizations of administrative and academic units across the campus, including “major consolidation” at the College of Education. “The lowest ranked program, the distributed studies (bachelor’s) degree, has the most potential for growth,” she said. “But it requires reorganization.”

More financial aid, student accountability help contain student debt[21]

Student debt is a continued concern, but efforts such as CU's increased financial aid and steps students have taken to offset costs are helping to keep their debt in check, said Todd Saliman, vice president and chief financial officer.

Saliman told the Board of Regents at its Nov. 20 meeting at UCCS that in the past decade, the state's investment in financial aid has seen a slight gain, from $14.1 million to $18.1 million, while institutional aid at CU has more than doubled, from $28.7 million to $63.2 million. Including federal grants and institutional aid from tuition, financial aid at CU has grown from $77.7 million in 2004 to $204.7 million in 2014.

Among students who took out loans, student debt at CU is lower than many institutions in the state – including Colorado School of Mines, Metropolitan State University of Denver and Colorado Mesa University. The CU debt level does not include CU Denver | Anschutz Medical Campus, which includes medical student debt.

An indicator of CU student success is the loan default rate in the state and nation among students who entered repayment in 2009, 2010 or 2011, Saliman said. The cohort default rate nationally three years after entering repayment was 13.7 percent and the state's was 14.6 percent. However, CU student default rates were well below the state and national averages: CU-Boulder, 4.7 percent; UCCS, 2.7 percent; and CU Denver | Anschutz Medical Campus, 5 percent.

Besides part-time employment, Saliman said, steps being taken by students to minimize student debt include living with their parents, additional roommates, earning college credit in high school or competency testing, alternative transportation, and remaining on their parents' insurance plans.

See the complete presentation here.[22]

In other business at the board's meeting Nov. 19-20 at UCCS:

- Todd Saliman, vice president for budget and finance and chief financial officer, updated the board on efforts related to House Bill 1319, which will result in 13 percent of state funding for higher education being allocated based on performance. He said a recommendation made to the state by CU and the state's other institutions would result in CU receiving a funding increase of 10 percent in Fiscal Year 2016. "We should not bank on that, but it's good news for us," Saliman said. "Everyone agreed on the result." The Colorado Commission on Higher Education is expected today to vote on whether to forward the formula as recommended to the Legislature, which opens the 2015 session on Jan. 7.

- The board approved two new degrees at CU-Boulder, and name changes for two other degrees. Regents also approved $55 million in improvements to the CU-Boulder Engineering Center and Carlson Gymnasium. Read details at the CU-Boulder features page.[23]

- In her campus report to the board, Chancellor Pam Shockley-Zalabak traced the history of UCCS from fledgling outpost to a robust institution with more than 11,000 students and an annual economic impact of more than $400 million. Read the story in Communique.[24]

- The board passed resolutions expressing appreciation to outgoing board members James Geddes and Joe Neguse, whose six-year terms end in January.

- Jay Dedrick contributed to this report.

Tenure list: November 2014[25]

At its meeting Nov. 20 at the University of Colorado Colorado Springs, the CU Board of Regents approved two appointments with tenure:

University of Colorado Boulder
Sara Sawyer, molecular, cellular and developmental biology, effective Jan. 5, 2015
University of Colorado Denver l Anschutz Medical Campus
Yubin Miao, Department of Radiology, effective Jan. 1, 2015

Ten ways to keep from being fleeced online: Expert at CU Denver offers tips[26]

[27]
As the holiday shopping season gets underway, the importance of avoiding hackers, phishing scams and phony websites while buying online becomes increasingly important.
University of Colorado Denver[28] cyber security expert Jason Lewis, Ph.D., a computer science instructor, has put together a list of 10 ways to
stay safe while shopping online this season.
Remember: If it seems too good to be true, it probably is. Ensure that you don't become a victim of a phishing scam: go to the correct website (watch for typos) and be sure that the link in your email is legitimate. Know your store/seller. Research the store if it is not one of the large national chains. Ensure it is legitimate before you make a purchase. Consider checking the Better Business Bureau. Use a credit card, not a debit card: credit cards offer more protections, plus if your debit card is compromised it can be a lot of work to clear up (your bank account might be frozen or have all of its funds depleted). Many credit card companies offer a one-time credit card number to use online. Consider using this feature. Designate one credit card for all on-line purchases, if compromised, it's the same card. Always sign up for 2-factor authentication with online sites, and especially banking. When creating a new account on the sellers' site don't use the same password you use for your email and banks. That way if the store is "hacked" the hacker won't get your passwords. Don't use public browsers to make your purchase. Keep Antivirus software up to date and scan for malware before/after major purchases.

Executive MBA in Health Administration a unique program in the state[29]

[30]
Jobs that are projected to rise at the healthiest clip in the next decade are those focused on keeping the population, which is rapidly aging, healthy.

At the top of the health care employment pyramid are the leaders—managers tasked with improving health care outcomes, dealing with insurance changes under the Affordable Care Act, and adjusting to sweeping changes in clinical care and the health care marketplace.

Producing dynamic, business-savvy health care leaders for this vibrant and expansive field is the mission of CU Denver's Executive MBA in Health Administration program. It is the only program in Colorado that offers an MBA that's tailored specifically for health care.

This unique program will celebrate its 30th anniversary in July 2015. The program typically has 30 to 35 students per annual cohort, said Roger Japp, MBA, director of the recruitment and operations of the Executive MBA in Health Administration.

"Our students are generally professional leaders in health care," Japp said. "They are looking to increase their marketability or position in their current organization."

The two-year, hybrid program conducts 90 percent of its coursework online, with two weeks each year of on-campus study. "It's really designed for people who are working full time," Japp said. "Our online coursework is asynchronous, so it's done on the students' own time, at their leisure."

According to Forbes magazine, the Bureau of Labor Statistics projects the health care sector to produce 28 percent of the new jobs in the United States through 2020, or about 5.7 million more jobs.

The CU Denver Executive MBA in Health Administration program attracts students from across the country. About a third of each cohort is Colorado-based, while the remaining students come from other states. "This diversity allows our students to enjoy a really good networking component to the program, which is essential in business," Japp said.

He said many similar programs are campus-based and require much more travel for students. Japp said that because it's an Executive MBA program, using faculty from 17 accredited health administration programs at universities around the nation, tuition is a slightly higher than a traditional MBA program. However, CU Denver's program tuition is competitive with, or lower than, similar health administration programs nationwide.

Japp pointed out that the vibrant spectrum of health care taking place on the Anschutz Medical Campus—from education to clinical care to research—makes the campus's professionals strong candidates for the Executive MBA in Health Administration program. In addition to covering the traditional business disciplines such as finance, economics and marketing, the curriculum goes deep into health policy, managing healthcare outcomes, health law and other health-specific areas.

Japp, being new to his position, having started in September, said he was somewhat surprised to find that some CU Anschutz colleagues were unfamiliar with the program, which is accredited by the Commission on Accreditation of Healthcare Management Education and the American Assembly of Collegiate Schools of Business (AACSB).

"We essentially combine the traditional MBA with the traditional MHA programs that are out there," he said. "It's perfect for people on the Anschutz Medical Campus in the research or clinical capacity—anyone who wants to learn more about the business side of health care."

Learn more: An **informational session** about CU Denver's Executive MBA in Health Administration will be held on the Anschutz Medical Campus from **4:30-5:30 p.m. Dec. 19 in Academic Office Building One, Room 2101**. Director of Recruitment and Operations Roger Japp is also available to answer any questions via email—roger.japp@ucdenver.edu[31]—or by phone, 303-623-1888.

Alumnus gifts more than $6 million to CU-Boulder to bolster economics, Baroque music[32]

An estate gift of just over $6 million from a music-loving economics alumnus will create three major new endowments benefiting the Department of Economics and the College of Music at the University of Colorado Boulder.

Funding from the gift will endow two faculty chairs—one in economics and one in Baroque music—and create a unique travel sabbatical program for undergraduates.

The $6 million commitment by donor Eugene D. Eaton Jr. is the largest gift CU-Boulder has received since 2007 and represents a remarkable statement by the donor of the value of the fine arts and social sciences to his life's trajectory.

"This cross-disciplinary gift from an alumnus who remembered us in his will is leaving a legacy for generations of students," said Chancellor Philip P. DiStefano. "Bequests like this shape the future of CU-Boulder and we are

grateful."

Eaton earned three economics degrees from CU-Boulder: a bachelor's in 1965, a master's in 1967 and a doctorate in 1971. While economics engaged his mind and led to his successful career as a consultant in Alaska, it was music that riveted the economist outside of the classroom. As a student, Eaton attended many of the College of Music's concerts and embraced deep discussions with the economics faculty; from afar he continued his interest in CU until his death in 2013.

Professor Nicholas E. Flores, chair of the Department of Economics, said the $2.36 million endowment to economics will substantially enhance the department's ability to attract the most distinguished scholars and practitioners. Also, a $1.36 million endowment will fund a new travel sabbatical program, which will enable undergraduate students in economics to broaden their knowledge of the marketplace in a culture other than their own.

"On all levels, this gift is huge for us," Flores said. "You get expertise and a record of scholarship immediately from a senior scholar, and I'm unaware of any place that has a sabbatical program like this for undergraduates. This is a game-changer."

The gift's remainder of $2.36 million will fund an endowed chair of Baroque music in the College of Music. It is the college's fifth gift of more than $1 million in the past 18 months. Last month, the college received gifts to establish endowments for the Eklund Opera Program and the Ritter Family Classical Guitar Program. Last December the college unveiled a scholarship endowment for elite performing student-musicians and in early 2013 an endowment for the Thompson Jazz Studies Program was established.

"The CU-Boulder College of Music deeply appreciates Eugene Eaton's significant bequest, which will enable us to expand our offerings in Baroque music through the creation of a new faculty position in this area," said Robert Shay, dean of the College of Music. "This gift is a real testament to the impact of music, which in this case crossed disciplinary lines and clearly touched the life of a former CU student in a lasting and meaningful way."

The Department of Economics is one of the largest departments on the CU-Boulder campus, with more than 1,200 undergraduate majors and 90 doctoral students. The department's faculty members have research expertise in a range of niches including health economics, transportation and energy economics, development economics and core areas of microeconomics, macroeconomics and econometrics. The department has received top-15 rankings in environmental/resource economics, international trade and economic history.

Since its founding in 1920, the CU-Boulder College of Music has earned a reputation not only for preparing students for successful careers in music but also for providing them with an outstanding liberal arts education. With 300 undergraduate and 250 graduate students, the college features a 6-to-1 student-to-faculty ratio. Faculty members include renowned performers, composers, educators and scholars who take a deep and lasting interest in their students. With seven degree plans and more than 23 fields of study, programs cover virtually all areas of music.

November forum highlights changes in research support[33]

The Office of Sponsored Programs will move, add staff, and change its name as part of an effort to meet campus strategic plan goals and meet the needs of faculty conducting scholarly works.

Mary Coussons-Read, executive vice chancellor, Academic Affairs, and Kelli Klebe, associate vice chancellor for research and faculty development, Academic Affairs, shared a variety of changes designed help faculty be successful in research and creative works during a Nov. 11 campus forum.

The Office of Sponsored Programs will move from Main Hall to the Academic Office Building Nov. 25 and be renamed Office of Sponsored Programs and Research Integrity, Klebe said. Additionally, the department will double its staff to four individuals dedicated to helping faculty with sponsored program activity. A research compliance specialist search

is underway and a pre-award specialist search will begin in December.

“We’re really here to help you do your research with integrity and to stay out of trouble,” Klebe said. “And, do good research.”

Coussons-Read and Klebe also emphasized electronic tools that are available to help faculty connect with each other or to learn who else on campus might have similar interests.

A website, http://vivo.uccs.edu[34], uses faculty professional activity reports to create a database of faculty members across CU campuses and their interests.

Klebe demonstrated the database by typing “criminal justice” into the site’s search box. The search produced expected results of faculty members in the School of Public Affairs, home to criminal justice studies. But it also showed a College of Education faculty member.

“If you’re interested in finding other people on campus who are doing similar research to you or complimentary research to you when you’re trying to put together a team, you can search in Vivo under topic, department or researcher,” Klebe said. “You can also search the faculty at Boulder.”

Coussons-Read emphasized that while UCCS will not be a large graduate-intensive institution, the campus should develop its strengths in specific areas, develop opportunities, and embrace the connection between teaching, research and student experience.

“A lot of the research that we do never gets a lot of external funding,” Coussons-Read said. “But it’s still transformation for faculty and for students. I don’t want us to forget that when we discuss research and creative work.”

– Video provided by the Media Services Department

Rabinovitch invited as visiting professor, cancer expert[35]

[36]
Rachel Rabinovitch, professor of radiation oncology, School of Medicine, has been invited to serve as a visiting professor and expert consultant in breast cancer diagnosis and management at several medical centers in Israel during December and January.

Rabinovitch will represent the CU Cancer Center in Jerusalem and Tel Aviv, delivering lectures to students and trainees and collaborating on research projects with scientists and clinicians who have expertise with the BRCA+ (genetic mutation) population. Israel’s population has the highest BRCA+ prevalence of any nation in the world.

Rabinovitch is a member of the University of Colorado Hospital’s Breast Center, Multi-disciplinary Breast Cancer Clinic, and Hematopoietic Malignancy and Stem Cell Transplantation Team. She also is active in national breast cancer research and serves in leadership positions on numerous national research committees.

Otañez at international conference on tobacco control[37]

Marty Otañez, assistant professor of anthropology, College of Liberal Arts and Sciences CU Denver, recently returned from Moscow where he participated in the World Health Organization (WHO) conference on tobacco control. He attended as a representative of the Framework Convention Alliance, a group of nearly 500 non-government organizations from more than 100 countries.

As a delegate to the sixth session of the Conference of the Parties (COP6) to the WHO Framework Convention on Tobacco Control (FCTC), Otañez joined discussions related to public health treaty protocols. The focus was on supporting ways for tobacco farmers and farm workers to earn living wages, find ways to exit tobacco farming and to grow healthy crops.

Otañez's continuing research and advocacy work on the matter also includes analysis of strategies U.S.-based cigarette manufacturers and tobacco leaf buyers use to profit from unpaid- or low-paid adult laborers and child laborers in the African nation of Malawi.

"The meetings showcased policy options and recommendations to address tobacco and the tobacco industry and their detrimental effects on public health, gender inequality, poverty and development," Otañez said. "Additional work is needed to develop implementation steps related to livelihoods that are sustainable alternatives to tobacco growing as well as documentation of country-level experiences moving toward healthy crops and environmentally friendly agriculture in time for COP7 in India in early 2017."

Otañez has co-authored a chapter in the new book "Tobacco Control and Tobacco Farming: Separating Myth from Reality" (Wardie Leppan, Natacha Lecours and Daniel Buckles, Anthem Press, 2014). He and colleague Laura Graen, a researcher and campaigner with For Changemakers, wrote the chapter titled, "'Gentleman, why not suppress the prices?': Global leaf demand and rural livelihoods in Malawi."

The book as an exposé on how the tobacco industry uses tobacco-farming myths to dissuade countries from implementing policies aimed at curbing tobacco consumption.

Otañez said tobacco leaf cultivated in Malawi ends up in cigarette brands such as Marlboro and Camel, and it is the focal point of global efforts to raise public awareness of tobacco industry practices to undermine health at the farm level in Malawi and other developing countries where growing tobacco is prevalent.

Nicol publishes results of treatment for atopic dermatitis[38]

[39]
CU College of Nursing's **Noreen Heer Nicol** recently published results of a study on the benefits of supervised Wet Wrap Therapy (WWT) as an acute intervention in improving atopic dermatitis severity. Atopic dermatitis (AD) is the most common chronic, relapsing inflammatory skin disease among children.

Results of Nicol's work with National Jewish Health colleagues Mark Boguniewicz, Matthew Strand and Mary D. Klinnert were published in an article, "Wet Wrap Therapy in Children with Moderate to Severe Atopic Dermatitis in a Multidisciplinary Treatment Program," in "The Journal of Allergy and Clinical Immunology: In Practice."

Nicol presented the work at the American College of Allergy, Asthma and Immunology 2014 Annual Scientific Meeting in Atlanta on Nov. 9.

The study included 72 children, ages 6 months to 12.8 years, who have been diagnosed with acute moderate-to-severe atopic dermatitis. Each had been treated previously with multiple therapeutic interventions that had failed.

For the study, the participants were given a 10- to 15-minute bath in warm tap water, and as needed, a gentle cleansing bar or wash, formulated for sensitive skin was used. The bath was followed immediately by application of a topical medication to their lesions and moisturizers to the clear areas.

Depending on the severity of the lesions, the patients were prescribed two or three supervised baths per day, with each bath followed by topical medications or moisturizer applications and WWT using children's normal cotton-blend clothing. The only area treated with gauze or dressings was the face. Wet wraps were left in place a minimum of two

hours and, generally, removed after four to six hours, although they could be left on overnight if the patient fell asleep with wet wraps in place.

The researchers found that the WWT allowed these patients' symptoms to be managed without systemic immunosuppressive therapy, and they then were able to transition off of WWT before discharge from the program study. In follow-up, these patients maintained improvement one month after discharge.

Nicol was the former chief nursing officer/clinical officer at National Jewish Health and had worked with the multidisciplinary team in the Atopic Dermatitis Program for more than 23 years. She was one of the first to describe the use of WWT to treat atopic dermatitis in children in the American Journal of Nursing in 1987.

Zamosc-Regueros presents research on Nietzsche[40]

Gabriel Zamosc-Regueros, assistant professor of philosophy, College of Liberal Arts and Sciences at CU Denver, recently presented his latest paper on the writings of Friedrich Nietzsche at the 20th International Conference of the Friedrich Nietzsche Society in Birmingham, UK.

"Zarathustra's Whisper: On the Warring Love that Leads to Pregnancy" is Zamosc-Regueros' paper based on Nietzsche's work "Thus Spoke Zarathustra," originally published in three parts between 1883 and 1885; a fourth and final part was published in 1892.

Zarathustra was a fifth-century Persian prophet and philosopher who defined the universe as a struggle between good and evil. In his 19th-century writing, German philosopher Nietzsche positioned Zarathustra as the protagonist of a poetic and philosophical saga of life-affirmation.

"I defend a new interpretation of the unheard words that Zarathustra whispers into Life's ear at the end of the chapter, 'The Other Dance Song,' that have long kept commentators puzzled," Zamosc-Regueros explained. "I argue that what Zarathustra whispers is that he knows that Life is pregnant with his child. Zarathustra's ability to make Life pregnant depends on his overcoming of the thought of Eternal Recurrence, which threatens to strangle him with disgust of man and all of existence, thereby making him into a spiritual eunuch whose will has turned into not-willing. Zarathustra's overcoming of Eternal Recurrence is, thus, a precondition of his successful insemination of Life."

A German classical scholar, philosopher and critic of culture, Nietzsche is considered by some to be one of the most influential of all modern thinkers.

"My interpretation of Nietzsche tends to deemphasize a prevalent view of him, at least in the English-speaking tradition, as a philosopher who was primarily interested in answering what are rather conventional philosophical questions of metaphysics (i.e. questions about the essence of reality) and epistemology (i.e. questions about the nature of truth and knowledge)," Zamosc-Regueros said. His long-term project of reading Nietzsche as a philosopher has focused on the practical and moral questions about the best way to promote human flourishing and freedom.

Darnell mentors high school students[41]

Leo Darnell, assistant dean of Academic Services and Extended Studies, College of Architecture and Planning (CAP) at CU Denver, has been named to the board of directors for the ACE Mentor Program of Colorado.

Founded in 1994, ACE (Architecture Construction Engineering) is a national program that facilitates mentoring for high school students to inspire them to pursue careers in the fast-growing field of construction and design. ACE program volunteers throughout the U.S. work with more than 8,000 students annually. The members of the ACE Board of

Directors are local industry leaders.

CU Denver CAP students also are involved. “We have five to 10 CAP master’s students participate each year who assist with the mentoring program in Front Range high schools,” Darnell said. The college students earn credit hours toward their degrees by participating as mentors.

Over 17 weeks, high school participants meet weekly with the college students to learn about building industry professions. Together, they plan and design mock projects for actual sites.

CU helps you ditch the paper for (at least part of the) tax season[42]

Here’s the great thing about all the year-end, tax-related tasks CU requires you to complete: You can accomplish most (if not all) of them online without wasting a shred of paper.

The university is asking employees to verify their mailing addresses and names so staff can quickly and easily mail W-2 tax forms. CU also wants you to take a look at your W-4 Form (the one you filled out to choose the amount of taxes withheld from each paycheck) so surprises don’t strike when you do receive your W-2 in January. Fortunately, you can complete both these tasks just by logging in to the employee portal.

Get your W-2 in January…or wait longer to get it in the portal.

By Jan. 31, CU’s Employee Services team will mail your W-2 Form to the mailing address—or, in lieu of that, the home address—you have on file within the portal as of Jan. 5. Avoid mail errors and delays due to outdated addresses by checking your mailing address by Jan. 5. Just log in to my.cu.edu and select the CU Resources tab, followed by the “Personal Information Profile” button to review and/or update your information.

Please note:Postal services will not forward W-2 forms, even if you have filled out a forwarding address card.

Digital copies of W-2 forms will be available within the portal by Jan. 31, 2015.

While you’re logged in, double check the spelling of your name—especially if you changed it in 2014. The name that appears on your Social Security card must also appear on your electronic pay stubs (viewable via the “Pay Advice” link within the “Payroll and Compensation” menu within the CU Resources tab). Please contact your department directly if you need to correct your name.

Check your W-4 to see if you’re withholding the right amount of taxes.

While you can edit your W-4 elections throughout the year, it’s a good idea to review your current choices before you enter a new tax year. Some helpful resources:
View 2015 tax rates[43] Use the IRS Withholding Calculator[44]
Log in to the employee portal any time to see your current choices (Click “Payroll and Compensation,” then “W-4.”). You can enter changes to your W-4 Form here, too.

Two important notes:
International employeesCANNOT make changes to their W-4 forms without first speaking to an international tax specialist. **If you filed as tax exempt in 2014**, you must complete a 2015 W-4 Form—whether to reclaim tax-exempt status or withhold taxes. If you don’t complete a 2015 W-4 Form by Feb. 17, 2015, when your 2014 tax-exempt status expires, your tax withholding will be set to the default tax rate for single and zero exemptions.

Feliu-Moggi, Cota-Torres present publications[45]

Fernando Feliu-Moggi, associate professor, and **Edgar Cota-Torres**, associate professor, both in the Department of Languages and Cultures at UCCS, recently presented the first four volumes of a joint publishing venture between UCCS and the Universidad Autónoma de Baja California (Mexico) at the Sixth Annual Four Corners Conference in October.

The collection, "Nuevas Fronteras/New Borders," is a series of academic studies and literary works examining the literature of the Mexico-U.S. border region. The first four volumes include "En voz propia/In Their Own Words," a bilingual collection of interviews with Mexican border writers co-edited by Cota-Torres and translated into English by Feliu-Moggi. Another volume, "Miradas Convergentes," was also co-edited by Cota-Torres.

Boettcher Investigator eligibility deadline is Dec. 15[46]

The University of Colorado and the Boettcher Foundation have announced the 2015 Boettcher Foundation Webb-Waring Biomedical Research Awards Program.

The program supports early career investigators whose research has a direct impact on human health. The grants are intended to fund translational research that advances a discovery closer to clinical applications and which will improve the understanding, treatment and prevention of human disease. Awardees will carry the prestigious title of Boettcher Investigator.

NEW MANDATORY PROCESS: To determine eligibility, interested applicants are required to submit their Boettcher biosketch document by Dec. 15 to webb-waring@cu.edu[47] for review. Please use the Boettcher-specific biosketch template available on the website.

For purposes of this program, an eligible Early Career Investigator (ECI) is defined as:
An investigator who is within four years of appointment to his/her career-track academic position (i.e. whose career-track appointments began no earlier than Jan. 1, 2010). In general these are faculty appointments with significant expectations regarding research, and/or teaching, and/or clinical activities and may be tenure track or non-tenure track.
An investigator who has not previously received a major independent research award. A major independent research award is determined to be a National Institutes of Health (NIH) RO1 or similar grant that provides independent research support of at least $125,000 (either single-year or multiple-year award), and which was awarded through a rigorous peer-review process conducted by a public or private institution. Multiple independent awards that are each less than $125,000, but that total more than $125,000, will not affect eligibility. The ECI will have received a terminal degree or completed his/her medical residency within the 10 years preceding the application (i.e. on or after Jan. 1, 2004).
Five CU faculty researchers will receive $225,000 each for research conducted over a one- to three-year period. Eligible faculty researchers from all four CU campuses are encouraged to apply.

The Boettcher Foundation has awarded CU's 17 current Boettcher Investigators[48] a total of $3.9 million through the 2010-14 programs.

Full details about the program, eligibility, CU's application construction and submission procedures, CU deadlines, the review process and criteria, the application components, and extensive instructions about how to apply all are available at www.cu.edu/boettcher[49]. Please do not contact the Boettcher Foundation directly.

Please note: The deadline for initial campus submissions for pre-award review is Feb. 6, 2015.

The Office of the President manages this competitive peer-reviewed program for CU grant applications. Please refer to the award program website for additional information at www.cu.edu/boettcher[49]. Inquires may be sent to webb-waring@cu.edu[47].

Free info session precedes next My New Weigh class[50]

Have you tried everything to lose weight, only to regain? Are you ready for a new way?

Discover My New Weigh, medically supervised weight management, available at the CU Anschutz Health and Wellness Center. Specifically designed for those needing to lose at least 30 pounds or those with health issues related to their weight, this effective program is:
medically supervised, includes weekly, small group, lifestyle modification classes uses a science based, nutritionally balanced meal plan focus is on long-term behavior change
My New Weigh provides you with the tools needed for long-term success.
The next class is scheduled for Wednesdays, 5-6 p.m., starting Jan. 14, on the Anschutz Medical Campus. To learn more, please register[51] for a free Information Session set for noon-1 p.m. Dec. 12 in room 4008 at the Anschutz Health and Wellness Center.
For more information, email wellnessclinic@anschutzwellness.com[52] or call 303-724-9008.

Archaeologist to share discoveries at CU-Boulder[53]

13th -century moccasin from the Promontory Caves.

Apachean languages, including Navajo, are today among the most widespread native languages in the United States, but the origin of Apachean-speaking communities has been shrouded in mystery — until now.

Jack Ives, executive director of the Institute of Prairie Archaeology and Landrex Distinguished Professor of Anthropology at the University of Alberta, will give a public lecture on research that is revolutionizing the study of Apachean origins. The free talk will be at 7 p.m. Jan. 24 in the Hale Sciences Building Room 270 at CU-Boulder.

His lecture, titled “The Ninth Clan—Exploring Apachean Origins in the Promontory Caves, Utah,” will discuss remarkably preserved remains from the Promontory caves and their continental-scale implications.

Ives is the Department of Anthropology Distinguished Lecturer in Archaeology for 2014-2015. His visit and lecture are made possible through the generous support of Western Cultural Resource Management. For more information, visit http://anthropology.colorado.edu/[55].

Links
[1] https://connections.cu.edu/spotlights/five-questions-katie-sauer[2] http://www.cu.edu/employee-services/financial-consultations[3] https://connections.cu.edu/stories/dpa%E2%80%99s-nesbitt-named-vp-employee-and-information-services[4] https://connections.cu.edu/file/newvpnesbittpng[5] https://connections.cu.edu/file/newvpnesbitt-pollackpng[6] https://connections.cu.edu/stories/elp-award-winner-rankin-uses-data-drive-leadership[7] https://connections.cu.edu/news/cu-boulders-rankin-receives-excellence-in-leadership-award/rankin01[8]

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