



## Program prioritization is underway at campuses<sup>[1]</sup>

The Board of Regents' program prioritization process is underway on all CU campuses, though some are further along than others, the board heard Tuesday during its meeting at the University of Colorado Denver.

Regent Kyle Hybl explained that the scale of the campuses and disparate years in existence mean that, for example, evaluating programs at the University of Colorado Boulder will require more time than doing the same at the University of Colorado Colorado Springs, which he expects could report findings to the board as soon as next summer.

"Each campus has a different timeline," Hybl told the board. "I think we're heading in the right direction, but we don't have firm dates yet."

Regents James Geddes and Irene Griego indicated that they understood the nature of the varying timelines, but that they wanted to soon see specifics on the calendar.

"There's nothing more important that we're doing than this," Geddes said. "The financial welfare of the university rests on the success of this program. ... We need to have some dates set."

Said Chair Michael Carrigan, "I'd rather have us do it right than do it quick."

Hybl said he will work with each of the campuses "to find dates acceptable both to us and to them, so they don't shortchange the development of the process in terms of involving faculty in determining metrics that will be used to evaluate programs."

In meetings earlier this year, board members have said that ongoing challenges to state funding of higher education compel the board to look closely at how academic programs are evaluated for resource need.

"I'm encouraged by the progress since our last meeting," Hybl said. "This process has the potential to identify which programs are best in class or even world class. We also want to identify the programs we need to develop and nurture, and those that may need to be reviewed and re-examined."

During remarks to the board during the Faculty Council chair's report, Mark Malone – speaking on behalf of Melinda Picket-May – said that some faculty have expressed concerns about program prioritization.

"Melinda appreciates the degree that Faculty Council has been involved, particularly the folks at UCCS," Malone said. "She feels that the Faculty Council can serve as a mechanism to keep the campus assemblies informed so that people understand what the process really is, as opposed to what their fears might be."

## Different visions of CU's online future debated at Board of Regents meeting<sup>[2]</sup>

<sup>[3]</sup>

Leadership recognizes the University of Colorado is at a critical juncture as educators and administrators explore the most effective avenue to enhance and expand higher education opportunities using online technology. Leaders are not in agreement, however, on how to go about it.

At a Tuesday meeting at CU Denver in St. Cajetan's on the Auraria Campus, the Board of Regents heard a task force recommendation on new technologies from a report by Goldstein and Associates, and an alternative proposal by Regent Stephen Ludwig.



In recent months, Phil Goldstein of Goldstein and Associates spent time with each of the campuses, system administration and the systemwide technology committee to help determine the university's best options moving forward as a system and as individual campuses.

"New technologies are about creating new pathways," he said. Those pathways include online degree programs, fully online courses, MOOCs, hybrid courses and online programs developed as high-quality alternatives that let students graduate more quickly, he said. All of these allow enhanced accessibility.

For CU, Goldstein suggested adopting an institution-led model with a shared infrastructure, supplementing it with systemwide coordination and support, and establishing campus-specific online learning strategies within a common framework.

Challenges he sees include developing an enabling structure, faculty support, determining which resources should be shared and which should be unique to each campus, avoiding overlap in program offerings, and securing funding to fuel innovation and new start-up programs.

CU has already taken valuable first steps in exploring and promoting online courses, MOOCs and various other methods and venues for advancing technology in education, Goldstein said.

"It is essential to continue to participate in those things and determine which ones work and which won't, it's also an opportunity – with things like your engagement with Coursera – to influence the direction these online models are taking."

Ludwig, D-Denver, advocated for a more aggressive approach saying the task force report didn't go far enough. He asked the board to consider an online collaborative institution: the University of Colorado Rocky Mountain Campus.

Ludwig said pursuing the path CU is on and that is proposed by the task force for online education would leave the university behind.

"If we are to remain faithful to the commitment to be public educators and fulfill our obligation to the people of the state who have supported us . . . I would strongly argue that a stand-alone online campus is something we must do."

The university was founded on a mission to provide a high-quality education and professional training, public service, advancing research and knowledge to benefit the students and community, he said. The university has done that well, but like the now-defunct Rocky Mountain News, Blockbuster Video and Borders bookstores, it is stuck in the tried-and-true, outdated business model that could prove disastrous, he said.

"I would offer that after a certain age every institution – nonprofit, social club, church, synagogue, government – forgets it was created to serve others and shifts its main focus to one of survival, that as an institution it moves further away from its creating and founding mission," Ludwig said. "It begins to view its existence as the core value rather than the people it was created to serve. We confuse tradition with mission, survival with service."

Goldstein agreed with Ludwig that an aggressive approach to advancing online education in all its forms is needed. He cautioned, however, that the ability to establish an entirely separate infrastructure in an environment with limited resources might create more problems.

"Rather than reinvent everything, it's best to do from within or you have to construct something separate," he said, noting completely online programs may be successful on their own but haven't affected the core.

"Some have been successful, but they're having to double back and decide, 'How do we change the rest of our educational processes?' You will get a force for change, but it will take a lot of time."

Regent Glen Gallegos, R-Grand Junction, expressed concern that a separate, online institution would be done in isolation. "I don't think we create a new school and that will be the answer," he said. "We should move ahead together, not in isolation."



Deborah Keyek-Franssen, associate vice president for digital education and engagement, told the board the technology committee had approved Goldstein's report and plan of action, but was open to reconvening and will ask Ludwig to present his proposal to the committee.

## **Athletics upgrades at CU-Boulder get OK from regents<sup>[4]</sup>**

<sup>[5]</sup>

Artist's rendering of the planned indoor practice facility.

A \$140 million plan for new and redesigned athletics facilities at the University of Colorado Boulder is moving forward.

The Board of Regents voted 9-0 to approve the plan as presented by Athletic Director Rick George to the board during its Wednesday meeting at CU Denver in St. Cajetan's on the Auraria Campus.

"These facilities are extremely important to us," George told the board, calling the plan sustainable, long reaching, and aimed at establishing collaborations with faculty, staff, students and the public. "This isn't a 'want' that we're here for today – this is a need that we have."

When the plan first was presented to the board in February, the project totaled \$170 million; revisions brought down the cost, which will be funded by private fundraising, bonding, corporate partners and new revenue streams. The plan includes a multipurpose, indoor practice facility for football, track and other sports, as well as improvements to Folsom Field including a new club level and rooftop terrace that would generate revenue via non-game-day events.

George showed a video of men's basketball coach Tad Boyle, then introduced football coach Mike MacIntyre to address the board; both stressed the crucial role that quality practice, training and study facilities play in recruiting top student athletes.

"All of these things turn into wins – and we need to win," Boyle said in the video. "I understand that, you understand that."

MacIntyre said the first question he's hearing from recruits is how the facilities plan is progressing; he said he assured a potential player this week that he'd be practicing in a new facility in 2015.

"Your football program is your curb appeal for your university," MacIntyre said. "This is definitely a need and a must."

[Click here to go to CUBuffs.com<sup>\[7\]</sup>](#) and read more on the planned facilities.

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## **Auraria Master Plan expanding opportunities for CU Denver, urban communities<sup>[8]</sup>**



[9]

Auraria Campus is making great strides in building on-campus community, forging collaborations and connecting the urban campus and its three institutions – the University of Colorado Denver, Metropolitan State University of Denver and Community College of Denver – with the surrounding city.

During Tuesday's Board of Regents meeting at CU Denver, in St. Cajetan's on the Auraria Campus, Barb Weiske, Auraria Higher Education Center executive director, reported to the board on the center's master plan, including projects underway and those on the horizon.

"One goal under the Denver-area plan is to connect Auraria with Denver and really weave those factions together as part of the urban setting," Weiske said. "CU has been certainly been instrumental in creating that connection."

Weiske said the master plan, adopted in 2007, began to conceptualize a concept of campus neighborhoods. Initially, CU Denver was delegated a one-block area in this campus, which at the time was a significant move. Updates to the plan in 2012 were more expansive. "The basis of this adopted plan is an expanded neighborhood concept," she said. "Neighborhoods for all three institutions grew quite a bit from the original plan. We've moved fairly rapidly on the plan."

The CU Denver neighborhood is bordered by Speer Boulevard. The Auraria Parkway serves as MSU Denver's front, while Colfax Boulevard does the same for CCD.

In addition to growing the CU Denver neighborhood and the first CU Denver-owned building on campus, Academic Building 1 scheduled to open in fall 2014, advancements that benefit the university include:  
A shared parking garage on 5th Avenue and Walnut Street  
An MSU Denver-owned athletics field that will be shared by all institutions  
Extensive renovations of the Auraria Library Tivoli Park – the field directly east of the Tivoli – that can be shared by all institutions and will host up to 13,000 commencement attendees; CU Denver's spring commencement last year had an audience of 10,000  
New branding that incorporates each institution's unique brand, but brings a standardized look across the campus  
Collaborations between the institutions are thriving, Weiske said. The 5th Street Hub student center now houses the CU Denver Sustainable Motorsports Engineering Program. The 4,000-square-foot motorsports research and a development lab is refining a vehicle that achieved 200 mpg and is developing several other efficient race vehicles.

The program is complemented by an MSU Denver biodiesel fuel program, capturing grease water from campus restaurants to refine into biodiesel fuel. CCD also is developing a sustainable curriculum, coordinating closely with the tri-institutional Sustainable Campus Program (SCP) team.

Projected growth for the Auraria Campus is about 10,000 students between the three institutions in the next five to seven years, Weiske said.

"We're very proud of the direction this campus is going, certainly, thanks to the collaborative efforts of the three institutions that we work with here," she said.

The master plan is administered through the Auraria Board of Directors, which was initiated in 1989. CU Denver Chancellor Don Elliman and Regent Stephen Ludwig represent the University of Colorado on the board.

## Regents Roundup, December 2013<sup>[10]</sup>

[Program prioritization is underway at campuses](#)



<sup>[11]</sup>UCCS furthest along in process; some regents ask for dates to be set in completing reports

### [Auraria Master Plan expanding opportunities for CU Denver, urban communities](#)

<sup>[12]</sup>Regents updated on evolution of campus neighborhoods

### [Different visions of CU's online future debated at Board of Regents meeting](#)

<sup>[13]</sup>Consultant's report followed by counterproposal from Regent Ludwig

### [Carrigan: Regents want improved lines of communication](#)

<sup>[14]</sup>Chair says plans are in works to report on board activity directly to faculty, staff

People:

[Bunn, Medema honored by Board of Regents](#)<sup>[15]</sup>

## Five questions for Randy Nozawa<sup>[16]</sup>

<sup>[17]</sup>

When you're having trouble signing on to your computer or you can't access that important class PowerPoint presentation in your documents folder, who you gonna call? Your IT department.

And if you happen to be on the University of Colorado Colorado Springs campus, Randy Nozawa might come to your rescue. His role includes supporting the open labs, where students do homework, and the smart classroom technology.

Let's face it. Without Randy and his peers, most of us would be lost in today's technological world.

"We're kind of like the wizards behind the curtain," he says. "Nobody thinks about us unless something is broken. It's like the health care website. People say, 'I can't believe that happened.' But I can believe it happened. I've seen much smaller projects have trouble when they start up. None of what we do gets any headlines unless it explodes. But we're down here and working away in the trenches, making sure people can do their day-to-day work. We keep the wheels turning."

Nozawa says there are chances for everyone to make a little bit of a difference, and that's one of the reasons he serves on the University of Colorado Staff Council and the Colorado Springs Staff Council.

### 1. What was your pathway to CU?

I came here in a roundabout way. I'm a Colorado native so I've always known about CU. My parents and sister are all alumni. I went to Colorado School of Mines but ended up withdrawing and moving on to work. I opened a business – a gaming center/cyber café – with a friend of mine in Colorado Springs. But when the economy turned, unfortunately, the business went south, too. During that time, I met my wife, who was attending the university. When the business went under, she encouraged me to go back to school. I decided to enroll here in the same program that I was in at Mines, but I realized it wasn't a good fit for me. I ended up getting my degree in information systems from the business school. While I was doing that, I was lucky enough to get a job here as a student employee working in the IT department. When I graduated, I moved into a full-time staff position and I've been here for three years.



## 2. How did you become interested in computers/technology?

I really like, and play, a lot of video games. Final Fantasy is probably a favorite. I've played a lot since I was a kid, so moving into computers and tech was a natural progression for me. I like the idea of figuring out how to do something or deciding what I need to do to make certain things happen. The role I played in the business we opened up was centered on that, too.

## 3. It seems that complaints are sometimes unfairly aimed at the IT department. Do people expect you to know everything about systems/computers/programs, etc.?

Sometimes they're probably a little rougher on us than we deserve. But in my position and others in the department, it's all about customer service. People have expectations, and whether or not those expectations are realistic, they want their needs fulfilled. Every once in awhile, I think, "Why are you asking me to do this," or "Doesn't everybody know how to do this?" But not everybody knows what we know, or understand what I'm trying to tell them, because they don't have to do it all the time. I have to remind myself of that every once in awhile.

Technology is a very active field and we have to keep up with it. Even outside of work, I see a new cool thing and I want to learn about it and how I can do different things with it. Sometimes customers ask you to do something and you learn about it by trying to figure it out. So often it's the natural progression of people asking for help and us figuring that out and that's how we stay abreast of the latest and greatest.

A lot of times, what we do is trial and error. It's easier for people to ask us how to do it because we've probably already had to fumble through it and figure out the process of how it's done. But it helps us be sympathetic to users who can't get something to work. It's unfortunate that people feel intimidated by technology. Sometimes they feel that if it doesn't work, it must be their fault. But really, it's time and experience with technology that helps us figure things out. Most technology works in the same way, so it's all about learning the patterns.

## 4. What do you like most and least about your job?

There's always something new out there, something bigger and faster and newer and shinier. I love that. Part of my job is to keep an eye on the newest things and decide if we can use them. We often get demo products and test them.

On the other hand, by default, you are the go-to guy for friends, family and co-workers when IT issues come up. They'll say, "You work in IT, so how do you do this?" They don't understand that we have to go through the process to learn it, too, and that isn't always easy or quick.

## 5. What would you like to be doing 10 years from now?

My wife and I are expecting in February, so I'm not sure I can even think past three months right now. But since we have great tuition benefits here, I'm working on my MBA. We'll see where it goes from there. We've been to Hawaii and I think the 10-year plan might include spending more time there or maybe even moving there.

## Carrigan: Regents want improved lines of communication<sup>[18]</sup>

CU Regent Michael Carrigan, Chair

Board of Regents Chair Michael Carrigan told the Faculty Council that he wants to establish a higher profile for communication from the board to the faculty, staff and Colorado public.

Carrigan attended the council's Nov. 21 meeting at 1800 Grant St., where he talked about current issues involving the



University of Colorado and answered questions from council members.

“The first half of my time on the board, we had the Silver and Gold Record,” Carrigan told the council. “It wasn’t perfect, but it certainly was a prominent line of communication. I’m working with Vice President of Communication Ken McConnellogue to have subsequent communications come out after board meetings so that you’re hearing from us directly.

“Hopefully that will be a better vehicle than what (the media) tends to communicate. We want to try to have better lines of communication – in the absence of that, rumors get going and they’re not always accurate.”

Carrigan also talked about the upcoming legislative session, set to begin Jan. 8, and CU’s budget outlook.

“I’m encouraged by and appreciative of the governor’s efforts to minimize a tuition increase,” Carrigan said, noting Gov. Hickenlooper’s budget request that includes an additional \$100 million in general fund dollars for higher education -- \$60 million for operating expenses; \$40 million for financial aid. “It’s one side of the budget sheet. And it would be nice to take a year off from 5 percent to 9 percent tuition increases.”

He said the biggest legislative issue he’s aware of is the ongoing effort by community colleges to offer select four-year degrees, which he called “significant mission creep.” Such moves in other states have led to “drastically higher tuition and fees,” making it a substantial concern. He said he believes CU and other four-year institutions in the state should be able to reach a compromise with community colleges on the matter.

CU Denver’s Joanne Addison asked about the prospect of Colorado State University offering classes in the south metro Denver area, and how CU Denver might deal with such a change. He said CU is exploring opportunities for a facility in the same area.

“We want to create the right opportunity to have a presence there,” Carrigan said. “There clearly is a demand. But also there is the ever-present question of, how do we use technology to make facilities less necessary? ... I’m confident that we will beat CSU in that area.”

Carrigan also touched on program prioritization, which was [discussed at length by Regents Glenn Gallegos and Stephen Ludwig at the Faculty Council’s Oct. 24 meeting](#).<sup>[20]</sup>

“We’re not looking for an excuse to discontinue a particular program,” Carrigan said. “But we’re asking, is a program serving students and how is it serving students?” Such a process is necessary given expectations for continued long-term drops in state funding for higher education, this year’s expected boost notwithstanding, he said.

In other business at the Faculty Council’s Nov. 21 meeting:

- Vice Chair Laura Borgelt asked for feedback to a review of the Faculty Council’s Bylaws. “It’s been over 10 years since we looked at our bylaws for changes,” she said. “Do they appropriately reflect what we’re trying to do at this university?” The review [may be read here](#).<sup>[21]</sup> The bylaws are [available here](#).<sup>[22]</sup>
- CU Vice President of Communication Ken McConnellogue updated the council on the upcoming redesign of the cu.edu website, which is slated to roll out in the next several weeks. The site is being rebuilt on a new content management system that will improve functionality for faculty, staff and external audiences.
- Boulder Faculty Assembly Chair Paul Chinowsky said the BFA is looking at collaborating with Faculty Affairs and administrators to develop better evaluation of faculty service participation. “There’s been a lot of talk on our campus about culture and values,” he said. “Over the next 10 years, do we really have the right culture and values in place to make the campus and system succeed? Or do we need to change perspectives at all levels? ... This is not the era of faculty on a pedestal, but of helping students prepare for lifelong, multiple careers.” Read more on the topic in his Letter to the Editor in today’s issue.

The council’s next meeting is at 11 a.m. today at 1800 Grant St.



## Obstetrics professor cooks up recipes for a good life<sup>[23]</sup>

<sup>[24]</sup>

University of Colorado Maternal-Fetal Medicine Specialist John Hobbins, M.D., has helped hundreds of families realize their dreams of having a baby through his specialized medical care. He is widely recognized as an early pioneer in developing obstetrical ultrasound.

Like many physicians, Hobbins has a penchant for gourmet cooking. But unlike many physicians, Hobbins acts on this impulse every Thursday — from the clinic where he works, and using a tool not often associated with gourmet cooking, a hot plate.

His clinic staff members look forward to his Thursday lunches, which he dishes up from his office kitchen. Each meal includes lively discussions about local ingredients such as striped bass, farmers' market tomatoes, and artisan seasoning.

The former chief of obstetrics at University of Colorado Hospital from 1992 to 2005, Hobbins now works as an OB-GYN at the Platte River Perinatal Clinic. High-profile doctors, business leaders and basketball coaching legends have benefited from Hobbins' specialized medical care, and they have each shown their appreciation for him through their philanthropy. Over 100 donors gave nearly \$500,000 in gifts to endow a professorship for Dr. Hobbins.

"I just love what I'm doing. I'm 77 years old — when I was 40 years old, I would not have expected that I would be so engaged," Hobbins says. "When I stop having fun, I'll step away. This little family that I work with keeps me going. I whistle on the way to work."

One of the world's most successful businessmen, Ron Perelman, and his wife, Anna Chapman, donated to Dr. Hobbins' perinatal research in gratitude for his care. With basketball coach Rick Pitino, Hobbins also co-founded the Daniel Pitino Foundation, an organization that has donated to perinatology research, in memory of Pitino's infant son who died from a heart defect.

Patients travel from other states for appointments at Hobbins' clinics — even calling in during snowstorms to see if any cancellations might open up last-minute appointments. Though the Platte River clinic is popular, Hobbins makes available services for a broad range of patients. Affiliated clinics offer similar services in Parker, Littleton, Boulder and Greeley.

Hobbins also has made personal financial contributions to support maternal-fetal medicine at the CU School of Medicine. His colleagues and former students were among the many donors to his endowed professorship.

"He is very bright, and he is also very unselfish in sharing his expertise," says Gregory DeVore, M.D., who contributed more than \$100,000 in Hobbins' honor. "When he was a professor at Yale University, I was one of his first fellows that he trained. He basically launched my career with what he taught me, and I felt it was appropriate to support him."

As a maternal-fetal medicine specialist, Hobbins also has written 15 books in his medical specialty. He is working on a cookbook featuring hot plate lunch recipes as well as a book that helps doctors explain uncomfortable medical statements to patients.

"What challenges me most is telling bad news to people, and in a situation like this, it happens once or twice a day," Hobbins says. "For every one of these, there are 12 other patients where you are telling them good news or that things are better."





## Sie Foundation funds \$2 million music endowment at CU-Boulder<sup>[25]</sup>

Anna and John J. Sie (Photo: Steve Peterson)

Some of the University of Colorado Boulder's most promising musicians will receive scholarships thanks to Anna and John J. Sie, who have committed \$2 million to establish the Daniel and Boyce Sher Distinguished Musicians Endowment.

Beginning in fall 2014, these Sher Distinguished Scholars – either undergraduate or graduate students – will be awarded full-ride scholarships to the College of Music based on their demonstrated exceptional ability and potential to excel at a national and international level.

The endowment honors a former dean and continuing faculty member whose efforts have transformed the college for the better over 20 years.

"Anna and I have greatly valued Dan and Boyce Sher's leadership and friendship as they have led the CU-Boulder College of Music to its current stature as one of the nation's top 25 music conservatories," says John J. Sie, co-trustee of the Anna & John J. Sie Foundation. "We believe this endowment will continue the college's ascent and is a well-deserved honor for Dan and Boyce."

During Daniel Sher's tenure as dean from 1993 through June of this year, the College of Music established the Entrepreneurship Center for Music – the nation's first of its kind – and Thompson Jazz Studies Program, and added new graduate programs in music theory and collaborative piano. Sher's own collaborative piano acumen was on frequent display with his wife, Boyce Reid Sher, as they played duo piano recitals in such prestigious venues as Lincoln Center's Alice Tully Hall.

"Boyce and I are humbled by — and deeply grateful for — the support from community leaders and philanthropists such as Anna and John J. Sie," Sher says. "I am confident this new endowment will have a major impact on our ability to recruit and retain outstanding musicians, from Colorado and around the world."

The College of Music gift is only the latest generous commitment the Sie family has made to the University of Colorado. They are the founding donors of the Linda Crnic Institute for Down Syndrome at the Anschutz Medical Campus, the first medical and research institute with the mission to provide the best clinical care to people with Down syndrome, and the Anna & John J. Sie Center for Down Syndrome at Children's Hospital Colorado, the Crnic Institute's medical care center and the largest multidisciplinary team of medical professionals helping people with Down syndrome in the U.S.

Earlier gifts to CU Denver established the Anna and John J. Sie Film Studies Program. They also are longtime supporters of CU-Boulder's opera program and helped fund the BioFrontiers Institute.

John J. Sie is the founder and former chairman of Starz Entertainment, a leading integrated global media and entertainment company based in Englewood, and is considered the father of digital television. Anna M. Sie is involved in many Italian-related endeavors in Colorado, including endowing the Anna Maglione-Sie Chair in Italian Language and Culture at the University of Denver, and establishing the Maria and Tommaso Maglione Italian Filmmaker Award at the Starz Denver Film Festival.



## Campus Alerts system test slated for Friday<sup>[27]</sup>

The University of Colorado Boulder will test the Campus Alerts system on Friday, Dec. 6, at noon to raise awareness of how the campus community will be notified in case of a campus emergency. The test will include text messages, emails, social media and website announcements. Annual testing of emergency notification systems is required by the Clery Act, a federal law.

“As we saw during the recent floods, emergencies can happen quickly and without warning,” said Stuart Pike, CU-Boulder emergency management director. “The Campus Alerts system is our most effective means of communicating key safety messages to the campus community. It’s important for students, faculty and staff to be aware of this critical messaging platform.”

If the emergency involves a threat to personal safety or a campus closure, a campus alert will be sent using one or all of the communication methods available. Text messaging is the backbone of the system as it reaches the most individuals in the least amount of time.

More than 90 percent of CU-Boulder students, faculty and staff are registered for the Campus Alerts system and over 90 percent of those have at least one mobile device registered, according to Pike.

During an emergency that affects the campus, critical updates, additional details, and any necessary instructions regarding the nature of the emergency will be posted at <http://alerts.colorado.edu><sup>[28]</sup>, university social media sites, and on the campus Emergency Information Line at 303-492-4636 (303-492-INFO).

Active CU-Boulder student email addresses (@colorado.edu) are automatically registered and the university encourages students to add mobile phone numbers in order to receive text notifications as well. Faculty, staff, or affiliates of the CU-Boulder community with an @colorado.edu (or cufund.org, or cu.edu) e-mail address are encouraged to register on a voluntary basis. Additional information is available at <http://alerts.colorado.edu><sup>[28]</sup>.

Details on the decision process for determining a closure, how administrative leave should be handled for essential personnel and other employees, and answers to questions that frequently arise are covered in “Campus Closing Procedures During Emergencies” located at <http://www.colorado.edu/policies/campus-closing-procedures-during-emergencies><sup>[29]</sup>.

Any user who expected to receive an alert and didn’t, or who needs help signing up for the system, should call the IT Service Center at 303-735-HELP or email [help@colorado.edu](mailto:help@colorado.edu)<sup>[30]</sup>.

## Grant to support pediatric stroke research at CU<sup>[31]</sup>

Richard J. Traystman, Ph.D., and his research group have been awarded \$2.5 million over four years from the American Heart/Stroke Association and the Bugher Foundation. This award forms the basis of the new University of Colorado Denver | Anschutz Medical Campus ASA/Bugher Foundation Stroke Collaborative Research Center of Excellence.

The grant focuses on pediatric stroke and involves investigators from seven different departments or specialties on the Anschutz campus -- Anesthesiology, Biostatistics, Cell and Developmental Biology, Neurology, Pediatrics, Pharmacology and Radiology.

“We will use this funding to explore stroke in children,” said Traystman, vice chancellor for research for University of Colorado Denver | Anschutz Medical Campus. “Stroke in children can have devastating lifelong consequences and there is much to be learned in this area.”



Specifically, the goal of this grant is to determine mechanisms of brain injury, protection and repair of brain tissue following stroke in children and to begin to train a new generation of pediatric stroke physicians and researchers to better understand and treat children with stroke.

Traystman's group previously has shown differences between adults and children in clinical aspects of pediatric stroke, mechanisms of injury to the brain, protection of the brain and recovery, and repair of brain tissue (plasticity).

Timothy Bernard, M.D., will study the neuropsychological and quality of life outcomes in childhood acute stroke. Traystman and Paco Herson, PhD, will investigate neuronal injury and functional recovery following stroke in a pediatric mouse model. Wendy Macklin, Ph.D., will study white matter injury and mechanisms of repair following stroke in a pediatric mouse model.

The center includes a Stroke Research Training Fellowship component, directed by Sharon Poisson, M.D. Once this group understands more about the mechanisms of injury, recovery and repair with stroke, they can then try to restore function to injured brains and try to determine how to restore some of the remarkable brain plasticity that is lost with age.

## **U.S. News ranks UCCS a top school for veterans**<sup>[32]</sup>

The editors of U.S. News & World Report consider the University of Colorado Colorado Springs among the best Western regional universities for veterans.

In its inaugural rankings of the Best Colleges for Veterans published Nov. 11, U.S. News listed UCCS as the only public university in Colorado on its list of best Western regional universities for veterans. UCCS was ranked 13 among public and private universities in the Western U.S. Regis University, Denver, a private university, also made the list.

"We appreciate the recognition of our efforts to help veterans achieve their goals through university education," said Phillip Morris, director, Office of Veteran and Military Student Affairs. "We take pride supporting our veterans holistically to help them successfully transition into the workforce."

The new rankings provide data and information on schools that offer federal benefits, including tuition and housing assistance, to veterans and active service members. To qualify for the new rankings, the schools must be certified for the GI Bill and participate in the Yellow Ribbon Program and Servicemembers Opportunity Colleges (SOC) Consortium.

In addition to offering benefits described above, UCCS recently established a Veterans Resource Center on campus and developed a host of programs to help veterans orient to campus and successfully transition into the university and on to a career.

In total, there were 234 ranked schools across all 10 U.S. News ranking categories: National Universities, National Liberal Arts Colleges, Regional Universities (North, South, Midwest and West) and Regional Colleges (North, South, Midwest and West). For further details on how the rankings were calculated, see <http://www.usnews.com/education/best-colleges/articles/2013/11/11/best-c...><sup>[33]</sup>.

To see a full list of the Western regional universities cited by U.S. News, visit <http://colleges.usnews.rankingsandreviews.com/best-colleges/rankings/reg...><sup>[34]</sup>.

In August, U.S. News ranked UCCS as a top 10 Western regional public university and its College of Engineering and



Applied Science a national leader in undergraduate engineering education. For more information, visit <http://pressreleases.uccs.edu/?p=1668><sup>[35]</sup>.

The University of Colorado Colorado Springs, located on Austin Bluffs Parkway in Colorado Springs, is one of the fastest growing universities in the nation. The University offers 37 bachelor's degrees, 19 master's and five doctoral degrees. UCCS enrolls about 10,500 students on campus annually and another 2,000 in online programs. For more information, visit [www.uccs.edu](http://www.uccs.edu)<sup>[36]</sup>.

## Topsy Turvy Bus gets STEM wheels rolling for students<sup>[37]</sup>

<sup>[38]</sup>

Arun Karunanithi and Jonathan Dubinsky

Captain Red Beard boards his bus with students in tow. The interior is modestly finished—some cushy seating, a television monitor, a sink and a fully functioning chemistry hood. The message, however, is clear: green chemistry, sustainability and science, technology, engineering and mathematics (STEM) education are all around us, and they are something to get excited about.

“The Topsy Turvy Bus Tour brings innovative environmental education to local middle and high schools,” says Jonathan Dubinsky, program leader and civil engineering doctoral student. “We use the unique features on the bus to demonstrate engineering and chemistry concepts.”

Dubinsky, whose alter-ego Red Beard leads the presentations, is the mastermind behind the program, which is also sponsored by civil engineering assistant professor Arun Karunanithi's National Science Foundation (NSF) CAREER Award. The program's mission is to get students excited about the STEM disciplines while teaching them about green chemistry and engineering.

Photo: Arun Karunanithi and Jonathan Dubinsky (Red Beard)

Since its inception in 2012, Dubinsky and the Topsy Turvy bus have enlightened the minds of nearly 1,000 middle- and high-school students in the Denver-metro area.

The focus of the presentation is all about natural cycles and waste reduction, and the bus is a real-life laboratory for what the program represents. For starters, it runs on used vegetable oil collected from local restaurants with which Dubinsky has built relationships. He transports the waste oil for free and then, in a self-designed centrifuge system, converts the oil to a useable biofuel that powers the bus.

“The process to convert 20 gallons of oil takes about two hours,” says Dubinsky. “In the first year of the program we spent \$100 on fuel, but we haven't purchased fuel since October 2012.” Not too shabby for an 18,000-pound bus. And an added bonus? Instead of exhaust, the bus smells like your favorite fried food when it runs.

The bus is also home to an on-board composting system. The waste that's separated from the oil during the centrifuge process is fed to worms, whose waste then feeds plants in Dubinsky's vegetable garden, which then feed people. This cycle of reusing waste to nourish something else is a concept called industrial ecology.

“We can mimic natural systems in our own design,” says Dubinsky, whose background is in environmental science and education.

There are also chemistry and video demonstrations as part of the sessions. Karunanithi's NSF-funded research is

focused on the “green” aspects of ionic liquids, which are solvent alternatives to petroleum. Because they are organic, they cause less pollution. Dubinsky demonstrates this through prepared experiments.

“I love seeing students expand their minds, answering their questions, and seeing how they develop after learning. Through the hands-on structure of the program, they’re getting out of the books and are able to think creatively about sustainability.”

For most students, it’s the first time they’ve been exposed to these engineering and chemistry concepts. “The goal is to get kids excited about STEM, not necessarily to teach them about it,” says Karunanithi. Through program feedback from faculty and students, Dubinsky and Karunanithi say that the distinctiveness of the program is an effective way to accomplish that.

“Typically they ask a lot of questions and think it’s really cool,” says Dubinsky. “They’re immediately hooked by the looks of the bus, and they want to know more.”

According to one 7th-grade student, “It was a really cool experience being on the bus learning new things. It would be cool to go to CU and learn all of that...Thanks for the awesome experience!” Another says, “I used to think that being an engineer was boring, but now I believe that is can be kind of fun to do!”

College administration values the program as a prime outreach and educational opportunity.

“The Topsy Turvy bus is one of the best examples of what the College of Engineering and Applied Science should be doing in outreach,” says Marc Ingber, dean of the college. “The bus certainly catches the imagination of middle- and high-school students, and it gives them a unique perspective of how engineers can be of vital importance in solving important problems in sustainability.”

“The ultimate goal is to get kids excited about green engineering and the STEM fields,” says Karunanithi. “Hopefully, it translates to career choices.”

For more information about the Topsy Turvy Bus Tour, email [jonathan.dubinsky@ucdenver.edu](mailto:jonathan.dubinsky@ucdenver.edu)<sup>[40]</sup>.

## CAM’s Daniels inducted into Colorado Music Hall of Fame<sup>[41]</sup>

Judy Collins and Chris Daniels

**Chris Daniels**, an assistant professor in the CU Denver College of Arts and Media (CAM) and the area head for the music business program, recently was inducted into the Colorado Music Hall of Fame. He and Judy Collins were members of the fourth class of inductees and joined the group that already includes John Denver and legendary music promoter Barry Fey.

Daniels’ fame includes his continuing performing career with Chris Daniels and the Kings.

He began teaching music business at CU Denver in 2007 and is the first educator included in the Colorado Music Hall of Fame. G. Brown, the hall of fame’s director, said Daniels’ dual role of musician and teacher made him the perfect inductee. “Chris is an outstanding musician but a huge part of his legacy is his work as an educator,” Brown explained. “That’s why we’re inducting him now.”



## Let's change CU's culture of isolation<sup>[43]</sup>

Fifty years ago John F. Kennedy was assassinated. Although much has been written about his legacy, one component that remains as relevant today as it was 50 years ago is his call to service. President Kennedy understood that a society's greatness grew out of its commitment to create a collective greatness. Success could not happen in isolation. And now, 50 years later, CU must confront its own internal commitment to collective greatness. Specifically, the CU faculty must address whether we are going to continue to build a culture of isolation or if we are going to choose to build a culture of engagement.

The CU community is composed of many hard-working, dedicated, and noted individuals. I am proud to be a part of this community. However, there is also a fatal flaw in our community. Facing a new education reality of reduced state funding, increasing competition for students, and shifting preferences for majors and delivery mechanisms, CU must rethink its future. Specifically, CU must collectively address what education success will look like for the next generation of students.

Unfortunately, as we all know but are hesitant to discuss openly, we work in a culture of isolation. We work in a culture that often values individualism and personal achievement over institutional achievement. We work in a culture where positioning for retention packages or expanded lab space receives more attention by faculty than how to contribute to the overall success of the campus. We live in a culture that divides rather than unites. This is not the fault of a specific individual or even of today's campus. Rather, this is a result of long-held cultural norms that have shaped the growth and success of CU, but which threaten to hold us back from achieving collective greatness.

What I am putting forth is intended to be the start of a discussion. It is a charge to the faculty to start discussions with your peers, with your department, with the CU community at large on how to change our culture of isolation. Faculty need to challenge the cultural norm that says individual achievement is worth more than spending extra time with students contemplating their future plans. Faculty need to debate why success is equated with the number of graduate students, the amount of lab space, the size of a start-up package or the ability to command a retention package. I want faculty to engage in discussions that address the dichotomy of how higher education today can succeed as a business, but remain at its core a service to the next generation of societal leaders.

Changing cultural norms will not occur overnight. However, we are at a crossroads and we cannot make effective decisions by ignoring critical questions. We are an institution that challenges students to question why norms exist. I am asking faculty to respond to these same challenges. History tells us that excessive individualism ultimately leads to a decline in any society. So I put forward that the time has come for CU faculty to come together and build a culture of engagement. We need to remember the JFK legacy and establish a focus on collective greatness.

### **Paul Chinowsky**

Chair, Boulder Faculty Assembly

## Greenwood joins team at CU Denver Ombuds Office<sup>[44]</sup>

<sup>[45]</sup>

**Katherine Greenwood** has joined the CU Denver | Anschutz Ombuds Office. Greenwood is assuming the responsibilities formerly held by Mary Chavez Rudolph.

The Ombuds Office is a resource available to all members of the university community to provide informal conflict resolution. The Ombuds Office provides a forum for prompt, impartial and confidential discussion for individuals to



review options for informal resolutions of differences.

Greenwood has more than 20 years of experience as an attorney, mediator and executive coach. Additionally, she has experience working in higher education as an adjunct professor at Loyola University Chicago.

“My first step here is to invite students, staff and faculty to the Ombuds Office. We have designed the space to be a welcoming, personal, and safe place for individuals or groups to express their concerns, small or large, about university-related issues,” Greenwood said.

The office emphasizes independent assistance to people who are experiencing conflicts, interpersonal issues, or who have complaints, which might include academic issues, administrative policies and procedures, or workplace disputes.

Greenwood completed her undergraduate work in Sociology at Tulane University where she also earned a juris doctorate degree. She holds a master’s degree in humanities and is presently completing her doctoral degree at Pacifica Graduate Institute. She was granted a certificate in Conflict Resolution from the Chicago Center for Conflict Resolution.

## Bunn, Medema honored by Board of Regents<sup>[46]</sup>

Paul A. Bunn Jr., M.D.

The CU Board of Regents on Tuesday officially named the [two newest Distinguished Professors<sup>\[48\]</sup>](#), the most prestigious honor given to faculty across the CU system.

**Paul A. Bunn Jr.**, M.D., professor, James Dudley Chair in Cancer Research, Division of Medical Oncology, University of Colorado School of Medicine, CU Anschutz Medical Campus; and **Steven Medema**, Ph.D., professor of economics, College of Liberal Arts and Sciences, University of Colorado Denver; were presented with the honors during the board’s meeting at CU Denver in St. Cajetan’s on the Auraria Campus.

The recognition goes annually 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, the university and its affiliates. CU President Bruce D. Benson reviewed nominations from CU’s campuses; with the recommendation of a committee of [Distinguished Professors<sup>\[49\]</sup>](#), he forwarded the candidates’ names to the Board of Regents, which voted unanimously on the nominations at Tuesday’s meeting.

Steven Medema, Ph.D.

- Photos by Cathy Beuten/University of Colorado

## In memoriam<sup>[51]</sup>

Names of current and former University of Colorado faculty and staff who have died in recent weeks. List compiled by Employee Services.



### CU-Boulder

**Lee Jessor**, 91, faculty retiree. Oct. 13, 2013. **Ellsworth G. Mason**, 96, faculty retiree emeritus. Nov. 1, 2013.

### CU Denver

**Candelaria Elizabeth Abeyta**, 61, classified retiree. Oct. 19, 2013.

### CU Anschutz Medical Campus

**M. Maxine Arrowsmith**, 88, classified retiree. Nov. 10, 2013. **Thomas R. Kautzky**, 66, classified retiree. Oct. 10, 2013.

## CU-Boulder students to demonstrate engineering projects Saturday at Design Expo<sup>[52]</sup>

More than 350 engineering students at the University of Colorado Boulder will demonstrate their innovations and inventions to the community at the annual fall Engineering Design Expo on Saturday.

The student-developed projects, ranging from a passive solar heating system for a Native American community to devices designed to assist individuals with disabilities, will be presented to the public from 10:30 a.m. to 12:30 p.m. at the Integrated Teaching and Learning Laboratory, located at Regent Drive and Colorado Avenue in Boulder. The event is free and a great interactive and educational event for children.

A total of 77 team projects will be demonstrated, including those created by students in the First-Year Engineering Projects course.

CU-Boulder students have been working in teams throughout the fall semester to develop engineering solutions to an array of challenges. One class designed a handicapped accessible playhouse for a local client, with each team of students in the course working on a different aspect or subsystem of the project. Other students have created clean-energy projects, computer input devices and prosthetic hands, to name just a few.

Volunteers from industry, government and the community will serve as judges, rating each project on its originality and craftsmanship, as well as the students' understanding of engineering principles, presentation and effectiveness.

An awards ceremony will be held at 12:30 p.m. Members of the community can vote for their favorite project to win the People's Choice award.

Free parking is available across the street from the ITL Laboratory in lot 436. For more information call 303-492-7222.

### Links

- [1] <https://connections.cu.edu/stories/program-prioritization-underway-campuses>
- [2] <https://connections.cu.edu/stories/different-visions-cu%E2%80%99s-online-future-debated-board-regents-meeting>
- [3] <https://connections.cu.edu/file/cu-onlinef.png>
- [4] <https://connections.cu.edu/stories/athletics-upgrades-cu-boulder-get-ok-regents>
- [5] <https://connections.cu.edu/file/new-ath-factop1.png>
- [6] <https://connections.cu.edu/file/new-ath-facfpng>
- [7] [http://www.cubuffs.com/ViewArticle.dbml?DB\\_OEM\\_ID=600&ATCLID=209331807](http://www.cubuffs.com/ViewArticle.dbml?DB_OEM_ID=600&ATCLID=209331807)
- [8] <https://connections.cu.edu/stories/auraria-master-plan-expanding-opportunities-cu-denver-urban-communities>
- [9] [https://connections.cu.edu/news/auraria-master-plan-expanding-opportunities-for-cu-denver-urban-communities/auraria\\_top](https://connections.cu.edu/news/auraria-master-plan-expanding-opportunities-for-cu-denver-urban-communities/auraria_top)
- [10] <https://connections.cu.edu/stories/regents-roundup-december-2013>
- [11] <https://connections.cu.edu/news/program-prioritization-is-underway-at-campuses>
- [12] <https://connections.cu.edu/news/auraria-master-plan-expanding-opportunities-for-cu-denver-urban-communities>
- [13] <https://connections.cu.edu/news/different-visions-of-cus-online-future-debated-at-board-of-regents-meeting>





- [14] <https://connections.cu.edu/news/carrigan-regents-want-improved-lines-of-communication>
- [15] <https://connections.cu.edu/people/bunn-medema-honored-by-board-of-regents>
- [16] <https://connections.cu.edu/stories/five-questions-randy-nozawa>
- [17] <https://connections.cu.edu/file/5qnozawapng>
- [18] <https://connections.cu.edu/stories/carrigan-regents-want-improved-lines-communication>
- [19] <https://connections.cu.edu/news/carrigan-regents-want-improved-lines-of-communication/regent-carrigan-2>
- [20] <https://connections.cu.edu/news/program-prioritization-raises-concerns-for-faculty>
- [21] <file:///R:/Newsletter/12-05-2013%20Newsletter/CONNECTIONS%20FINAL%20EDITS%2012-05-2013/FACULTY%20COUNCIL%20BYLAWS%20REVIEW%2011-18-13.docx>
- [22] <https://www.cu.edu/facultycouncil/bylaws/>
- [23] <https://connections.cu.edu/stories/obstetrics-professor-cooks-recipes-good-life>
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- [25] <https://connections.cu.edu/stories/sie-foundation-funds-2-million-music-endowment-cu-boulder>
- [26] <https://connections.cu.edu/file/siepng>
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- [28] <http://ucolorado.pr-optout.com/Tracking.aspx?Data=HHL%3d%3e1%3b8%3f%26JDG%3c95%3a473%3b%26SDG%3c90%3a.&RE=MC&mp;RI=4100720&Preview=False&DistributionActionID=8742&Action=Follow+Link>
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- [33] <http://www.usnews.com/education/best-colleges/articles/2013/11/11/best-colleges-for-veterans-methodology>
- [34] <http://colleges.usnews.rankingsandreviews.com/best-colleges/rankings/regional-universities-west/veterans>
- [35] <http://pressreleases.uccs.edu/?p=1668>
- [36] <http://www.uccs.edu>
- [37] <https://connections.cu.edu/stories/topsy-turvy-bus-gets-stem-wheels-rolling-students>
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- [40] <mailto:jonathan.dubinsky@ucdenver.edu>
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- [44] <https://connections.cu.edu/people/greenwood-joins-team-cu-denver-ombuds-office>
- [45] <https://connections.cu.edu/file/pgreenwoodpng>
- [46] <https://connections.cu.edu/people/bunn-medema-honored-board-regents>
- [47] [https://connections.cu.edu/people/bunn-medema-honored-by-board-of-regents/p\\_bunn](https://connections.cu.edu/people/bunn-medema-honored-by-board-of-regents/p_bunn)
- [48] <https://connections.cu.edu/news/leaders-in-health-care-economics-recognized-as-distinguished-professors>
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- [51] <https://connections.cu.edu/people/memoriam-11>
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