



Benson stresses collaboration, cooperation at Staff Council appearance^[1]

President Bruce D. Benson emphasized teamwork and collaboration during his university update to members of the University of Colorado Staff Council during its regular monthly meeting Feb. 12 at CU Denver's Business School.

Within the university community, Benson said he is working to remove silos, push campuses to nurture many points of view and robust discussions, and encourage joint marketing and fundraising efforts. He's also pushing for collaboration between the university and the general community in order to develop more opportunities for youth to obtain an education and more sources for funding.

"All of us in higher education need to work together" because the state has drastically reduced the amount of funding that goes to institutions, he said. To remain viable, the university wants to develop new sources of funding, especially for research, which, because of possible federal budget sequestration, may lose even more money in upcoming years. Benson said that, along with considering all types of revenue-generating programs, university officials also are discussing the idea of introducing a ballot initiative that would provide money for CU's labs and researchers.

At the same time, he said, America needs to ensure that youth get the best education possible before entering college. In Hong Kong, for instance, "parents talk about what kindergarten their children get into, not what college they want them to attend."

The president said he is happy with efforts so far to introduce all types of thought into the university process. He mentioned the Visiting Scholar in Conservative Thought and Policy, now in its second year. He also mentioned other ways to create dialogue, including possibly team-teaching selective classes in order to air varying ideas. He also praised John Griffin, the director of the Conference on World Affairs, who he said has excelled at bringing together many voices for the upcoming April event.

He also gave kudos to CU-Boulder's Rick George, whom he called a "world-class athletic director" for building a good business model for the sporting side of the university, and praised efforts by a reorganized fundraising operation to combine efforts to raise his goal of \$4 million a year.

Other university goals include:

Beefing up lobbying efforts to increase funding; Developing a joint marketing effort to promote the collective value and contributions of the University of Colorado; Continuing to move forward with capital projects, including the renovation of the CU-Boulder Ketchum Arts and Sciences building and construction of the Visual and Performing Arts Building at UCCS; Attempting to keep tuition increases in the 3 percent to 5 percent range; Continuing to build necessary offerings for CU South Denver; and Developing a larger online presence

In other business, CU Staff Council members continue to gather information about tuition benefits and professional development programs at other universities across the nation in order to compare to current CU benefits.

The group feels that more development opportunities and a more consistent approach to offering programs at the university will not only benefit employees but also strengthen CU. In most cases, development opportunities are determined by department or by supervisors.

Members contacted higher education institutions at random and found a variety of benefits. For instance, Arizona State University pays 100 percent of tuition costs for employees. At Washington State University, employees pay a \$5 fee for up to six credit hours, except for dissertation credits. The University of Iowa holds a lottery for tuition benefits after a 100-year flood damaged much of the campus and money was diverted from other areas into restoring buildings. In Texas, a state training act helps employees get funding for tuition and development needs.

Council members will continue to contact other institutions as well as learn more about what CU offers before determining council's next step, which might include recommending a policy for development standards. The Faculty



Council already is working on a refined tuition benefit proposal that would offer more equity across the campuses.

In other matters, Tricia Strating, council vice chair and a member of the Staff Council's policy committee, said that only one of several policies currently under review for a proposed July implementation – and which are being tracked by council – has been red-lined and posted to the [Office of Policy and Efficiency website](#)^[2] for viewing. Governance groups, including the staff council, provide input on the policies, including revision suggestions. Council members have complained that, in some previous instances, they have not had enough time to discuss changes with constituents and campus councils, thereby allowing for substantive comment before the policies are implemented. Council members agreed that the group would recommend that policy implementation be postponed if employees and the council were not given enough time to thoroughly review a policy and make recommendations.

Strating noted that the parental leave policy ([APS 5019](#)^[3]), has important implications for staff on all campuses, and is one that council has previously targeted for change. Currently, campuses follow their own rules or revert to Colorado state policy to allow employees time off for school activities or volunteering. The council would like policies to be consistent on all campuses.

The other policies that council is tracking for review are [APS 5014](#)^[4] (sexual harassment and sex discrimination), [APS 5015](#)^[5] (amorous relationships) and [APS 5024](#)^[6] (tuition benefit).

Strating said APS 5014 has been posted and said the policy addresses campuses, but does not specifically mention system administration. She said council should recommend that the policy address system administration or that it offer a better explanation as to where system administration employees would seek help if discrimination issue discussions are needed.

Council members also reviewed candidate applications for Service Excellence Awards. Winners of the award, which recognizes exemplary volunteer efforts by employees on campus and in the community, will be announced at the council's April conference.

Technology conference calling for proposals^[7]

The 2015 Colorado Learning and Teaching with Technology (COLTT) Conference call for proposals is now open.

Organizers of the conference, set for Aug. 5-6 at CU-Boulder, welcome your innovative ideas, relevant experiences and sharable expertise pertaining to teaching with technology. Past COLTT participants can look forward to catching up with one another while welcoming new attendees and speakers at the CU-Boulder Wolf Law Building.

Over the past eight years, COLTT has become a vital professional development and networking event for the educational technology community in postsecondary institutions across Colorado and the Rocky Mountain region. This promises to be a fantastic year for COLTT, with the program committee discussing topics such as open educational resources, best assessment practices, and tech-enhanced learning spaces.

Deadline for proposal submission is April 6. Learn more about presentation proposals – including session types, topic suggestions and FAQs – [here](#)^[8].

The 2015 submission form has been updated and is on the COLTT website [here](#)^[9]. The form cannot be saved in-process, so applicants are encouraged to prepare responses in a separate document before copying and pasting.

Send questions to coltt@cu.edu^[10].



Unlock the secrets to building a video game with CU MOOC^[11]

It's a common thought among gamers: Sure, this video game is wicked cool, but it would have been better if only the programmer had (fill in the blank). So, here's what to do: Learn to program your own video game in a course offered by Tim "Dr. T" Chamillard, associate professor of computer science at the University of Colorado Colorado Springs.

[Chamillard is the first UCCS faculty member to develop a Massive Open Online Course^{\[12\]}\(MOOC\)](#), a free, 12-week course on beginning game programming. Contrary to pop culture stereotypes, programming is pretty cool on its own, Chamillard said. Even better, though, is learning to program video games.

The Beginning Game Programming with C# course is all about learning how to develop video games using the C# programming language. Why use C# instead of C++, Java, ActionScript or some other programming language you might have heard of? First, using C# lets us use the Microsoft XNA and open-source MonoGame frameworks, which help us quickly develop games for Windows, Android, iOS, Mac OS and others. Second, the Unity game engine is very popular with indie game developers, and C# is one of the programming languages you can use in the Unity environment. And finally, C# is a really good language for learning how to program.

"This course doesn't assume you have any previous programming experience," Chamillard said. "Don't worry if you've never written code before; we'll start at the very beginning and work our way up to building a small, complete game by the end of the course."

Course participants will learn core programming concepts that apply to a lot of programming languages, including C#, and how to apply those concepts when developing games: drawing all the entities in the game world, updating the game world based on user input and simple physics, playing music and sound effects in your games, and so on.

You can check out the syllabus for the [course and sign up here^{\[13\]}](#). It begins Feb. 23; students may still sign up after that, but by about mid-March they won't be able to earn a certificate, Chamillard said, adding they can still learn all the "stuff."

He left the first session of the course open after it officially ended so learners could explore the course material on their own. When he finally closed the first session to start signing up students in the upcoming session, he had more than 120,000 enrolled students in the first session.

"Computer programming is really fun in general," he said, "and programming games is even better."

Leeds School Evening MBA Program to expand to CU South Denver^[14]

The [Evening MBA Program^{\[15\]}](#), offered by the University of Colorado Boulder's [Leeds School of Business^{\[16\]}](#), is going south — in a good way.

Beginning in May, the program — offered since 2000 on the CU-Boulder campus — also will be available at the [Liniger Building at CU South Denver^{\[17\]}](#), 10035 Peoria St., Parker.



The two-year program is designed for busy working professionals. Courses, which include everything from Socially Responsible Enterprise to a seminar in Global Perspectives, meet two nights per week. The cohort-based structure brings together students who navigate their studies through a committed and collaborative network they develop during the program. Class topics often spill over into helping students with business challenges they might face in their daytime jobs, said David Ikenberry, dean of the Leeds School.

“We’re very excited about this expansion,” Ikenberry said. “This top program offers busy professionals who cannot accommodate the drive to Boulder the opportunity to earn the same excellent MBA delivered by some of our best faculty in this new Parker location. Furthermore, we are thrilled to provide our south Denver corporate partners with a new tool for them to better retain and develop the next generation of leaders in their firms, a critical talent-development challenge we hear.”

The Evening MBA Program traditionally yields a graduation rate greater than 90 percent, which officials attribute to students’ experiences with their cohorts and top-tier Leeds School faculty, as well as the entrepreneurial culture and team dynamic that influence many of the courses.

The Leeds School’s Evening MBA Program currently is ranked No. 39 in the nation among part-time programs, according to U.S. News & World Report.

“We’re very proud of the Evening MBA Program’s reputation, not only from what we hear from our students, alumni and industry partners, but also in how we perform in national rankings,” said Richard Wobbekind, economist and senior associate dean for academic programs at the Leeds School. “A signature component of this program is the service and support we deliver to busy professionals so they can better focus on their studies. We handle all course registration details, provide course books and all class materials and even cater evening meals. We provide an on-site staff assistant prior to each session to answer questions and provide as much support as we can to these high-achieving students.”

The Liniger Building at CU South Denver continues to offer services of The Wildlife Experience, which was founded in 2002 and is designed to be a cultural and educational center and a community asset for south Denver. The facility continues to host exhibits in fine art, natural history and interactive science, and provide space for private and community events. The first CU South Denver classes in the facility took place in August 2014; the University of Colorado’s four campuses offer a supply of quality higher education options for residents of south Denver, ultimately combining quality higher education with community service and events.

Besides the Evening MBA Program designed for working professionals, the Leeds School continues to offer its Full-Time MBA Program on the Boulder campus. The application deadline for the first class of the Evening MBA Program at CU South Denver is April 1. For more information and to apply visit <http://www.colorado.edu/leedsmba/evening-mba>^[15].

CU-Boulder ranks sixth nationally for Peace Corps volunteers^[18]

UCCS joins with Army Reserve to create future computer security experts^[19]

School of Dental Medicine gives kids healthy smiles^[20]



Clauset study: Alma mater's prestige highly predictive of faculty placement^[21]

Aaron Clauset, assistant professor of computer science at CU-Boulder, was the lead author of a study that found that small differences in institutional prestige have an enormous impact on the likelihood that a person who graduates with a doctoral degree will land a coveted faculty job.

The advantage of alma mater prestige in finding a job is so great that it cannot be explained solely by a difference in educational quality between the universities, according to the study, published in the journal *Science Advances*. Instead, the findings indicate that the social status of universities plays an important role in the faculty hiring process among their alumni.

"We're not talking about a huge difference in quality between the top 10 institutions and the next 10," Clauset said. "And yet, in terms of the ability to place people in tenure-track faculty positions, it is a huge difference."

The study relied on hand-collected data about the educational histories of 19,000 current faculty members in three disciplines at hundreds of doctoral degree-granting institutions across the country. Clauset and his colleagues found that only 25 percent of doctoral degree-granting institutions across the country produce 71 percent to 86 percent of tenure-track faculty, depending on the field.

The study also showed that the top 10 schools in each of the fields studied—computer science, business and history—produced between 1.6 and 3 times more faculty than the second tier of 10 schools and between 2.3 and 5.6 times more faculty than the third tier of 10 schools.

The research team found that, on average, women graduating from the same elite institution as men had a more difficult time obtaining sought-after faculty appointments than their male counterparts.

For the study, institutions were ranked based on the faculty hiring networks themselves. An institution's prestige was calculated from its ability to hire candidates from better ranked programs and its ability to place its graduates in desirable faculty positions elsewhere.

"We're looking at evaluations of the output of a program," Clauset said. "When a Ph.D. goes out on the job market, other institutions evaluate how well that person's institution did in training them. The more people hired as faculty, and at more prestigious places, the more the community is saying the institution is doing a good job. By focusing on faculty hiring decisions, we're basically leveraging the experts in the field to make these program evaluations."

This output-based system of ranking institutions differs from more traditional rankings, like those used by U.S. News & World Report, which have been criticized for heavily relying on educational "inputs," such as standardized test scores and the financial investment made per student.

The ranking system created by Clauset and his colleagues better predicted the placement of doctoral graduates than either the U.S. News & World Report rankings or the National Research Council rankings.

Clauset first became interested in the factors that influence faculty hiring decisions when he was a graduate student at the University of New Mexico. He and two other doctoral students looked into what data were available to answer the question, but found there were none and let the question drop.



"We wondered who actually got hired into faculty jobs," Clauset said. "I think this is a pretty common question for doctoral students, since getting a Ph.D. is a major life investment, and many of us aspired to become faculty and have our own research groups."

Clauset picked up the question again after being hired at CU-Boulder in 2010. He hired graduate students to collect data on three disparate academic disciplines. In all, the data collection effort took thousands of hours over several years.

"In addition to satisfying my own curiosity about these questions, our findings of systemic biases and fundamental hierarchies in faculty hiring provide a more clear picture of how academia works," Clauset said. "And the network-based technique we developed for ranking doctoral programs, which is based on expert evaluations of educational outcomes, provides a nicely data-driven approach to comparing institutions."

"These findings may help individuals who are contemplating a faculty career, and I hope they encourage a frank discussion more generally on whether the system is operating the way we want it to."

The study was funded in large part by the Ewing Marion Kauffman Foundation. Other co-authors of the study are Samuel Arbesman of the Kauffman Foundation; and Daniel B. Larremore, Harvard School of Public Health.

Thayer publishes on stress of racial discrimination during pregnancy^[22]

Zaneta Thayer, assistant professor of Anthropology, College of Liberal Arts and Sciences at CU Denver, recently published two articles addressing effects of stress during pregnancy.

One article, "Ethnic Discrimination Predicts Poor Self-rated Health and Cortisol in Pregnancy: Insights From New Zealand," is in *Social Science and Medicine*. It looks at the relationship between a woman's experience of racial discrimination and her stress hormones in pregnancy as well as her offspring's stress hormones in infancy.

Thayer found that both maternal and offspring stress hormones were associated with maternal experience of racism. This is the first study to look at intergenerational effects of discrimination on stress hormones.

Thayer's work also appears in the Jan. 27 edition of *The Conversation* and is titled "Discrimination is bad for your health – and your kids too," and was referenced in numerous other publications.

In 2014, Thayer co-authored another article, "Preterm delivery as a predictor of diurnal cortisol profiles in adulthood: Evidence From Cebu, Philippines." It is a methods piece on epigenetics for anthropologists. It was accepted as part of the "toolkit" methods section at the *American Journal of Human Biology*.

Rice selected as a fellow by American Pharmacist Association^[23]

Peter J. Rice, professor in the Department of Clinical Pharmacy at the Skaggs School of Pharmacy and



Pharmaceutical Sciences, was selected as a 2015 Fellow by the American Pharmacists Association (APhA).

Fellows must demonstrate exemplary professional achievements and service to the profession through activities with APhA and other national, state or local professional organizations. In addition, fellows must be members of the APhA Academy of Pharmacy Practice and Management (APhA-APPM) or the APhA Academy of Pharmaceutical Research and Science (APhA-APRS) and have a minimum of 10 years professional experience.

The APhA-APPM is dedicated to assisting members in enhancing the profession of pharmacy, improving medication use and advancing patient care.

Butler featured in video on how math models predict storms^[24]

Troy Butler, assistant professor in the Department of Mathematical and Statistical Science, College of Liberal Arts and Sciences at CU Denver, is in a new video detailing how to improve the predictive capabilities of mathematical models that can help in severe storm forecasting.

The Society for Industrial and Applied Mathematics (SIAM) produced the video featuring Butler along with University of Texas, Austin's Lindley Graham. They address how to quantify uncertainties in the mathematical models used in the prediction of storm surge resulting from hurricanes and tropical cyclones in the Gulf of Mexico, and they offer insight on how this type of analysis may lead to reductions in the human and monetary costs associated with natural disasters.

The video was produced at the SIAM 2014 Annual Meeting, where Butler and Graham presented their work at a mini-symposium on inverse problems for coastal engineering and subsurface flow.

Herndon, Huff named to Denver Business Journal's 40 under 40 list^[25]

Two staff members at CU campuses have been named to the Denver Business Journal's [40 under 40 list for 2015](#).^[26]

Genia Larson Herndon, assistant vice chancellor for University Advancement and Student Engagement, University of Colorado Denver and Anschutz Medical Campus, and **Ryan Huff**, CU-Boulder spokesperson and issues manager, join a group of metro Denver professionals, each under age 40, who will be honored for their business success and community contributions.

They were selected from a pool of 375 nominees.

Recipients will be recognized at an [awards luncheon March 16](#)^[27] and profiled in a special Denver Business Journal report publishing March 20.

Labrador goes to lab: How did Ariel end up in General Chemistry I?^[28]

Dropping names ...^[29]

Daphne Greenwood, professor, Department of Economics at UCCS, recently led a community discussion based on the book she co-authored, "A Brighter Future: Improving the Standard of Living Now and for the Next Generation." Greenwood and co-author Richard P.F. Holt explored the causes behind a faltering standard of living in the United States since the early 1980s and what can be done to restore it. The different chapters in the book show the standard of living as being more than income, to include many non-market aspects such as access to public goods (roads, clean air and water, schools, parks, and museums), intangible aspects of quality of life such as equity and a sense of community, and broadly based economic opportunities.

Lawrence Hunter, professor in the Department of Pharmacology, School of Medicine, received the 2015 Outstanding Contributions to the ISCB Award from the International Society for Computational Biology. The award recognizes a member of the society community each year who has exhibited exemplary leadership, education, service, or a combination of the three. Hunter's research interests involve the development and application of advanced computational techniques to biomedicine, particularly the application of machine learning and statistical inference techniques to high-throughput molecular assays.

Anthem breach update: How to enroll in credit protection services^[30]

Anthem Inc., parent company of one of the health insurance administrators for University of Colorado faculty and staff, has announced that current and former Anthem members dating back to 2004 can now enroll in two years of free credit monitoring and identity theft repair services through AllClear ID.

Affected members can visit AnthemFacts.com^[31] to learn more about credit monitoring and identity theft repair services provided by AllClear ID. Please carefully review all information presented on the website.

Details of the services, and instructions on how to enroll, are listed below.

Identity theft repair services are available to Anthem members who feel they have experienced fraud. For members who have been impacted by the data breach, these services are automatically available and do not require enrollment. Please visit AnthemFacts.com^[32] and carefully review the page to learn how to access these services. Members may access identity repair services by calling 877-263-7995. Credit monitoring services require a member to actively enroll because the member must provide their personal information and consent to have their credit monitored. Members can enroll at any time during the 24 month coverage period, and can learn how to sign up at AnthemFacts.com^[33]. Members who do not have access to the Internet may call 877-263-7995 for assistance. The free identity protection services provided by Anthem include two years of:

- Identity Repair Assistance:** Should a member experience fraud, an investigator will do the work to recover financial losses, restore the member's credit, and ensure the member's identity is returned to its proper condition. This assistance will cover any fraud that has occurred since the incident first began.
- Credit Monitoring:** At no cost, members may also enroll in additional protections, including credit monitoring. Credit monitoring alerts consumers when banks and creditors use their identity to open new credit accounts.
- Child Identity Protection:** Child-specific identity protection services will also be offered to any members with children insured through their Anthem plan.
- Identity theft insurance:** For individuals who enroll, the company has arranged for



\$1,000,000 in identity theft insurance, where allowed by law. **Identity theft monitoring/fraud detection:** For members who enroll, data such as credit card numbers, Social Security numbers and emails will be scanned against aggregated data sources maintained by top security researchers that contain stolen and compromised individual data, in order to look for any indication that the member's data has been compromised. **Phone Alerts:** Individuals who register for this service and provide their contact information will receive an alert when there is a notification from a credit bureau, or when it appears from identity theft monitoring activities that the individual's identity may be compromised. Members who have provided e-mails to Anthem and have opted in to receiving communications may receive an e-mail directing them to visit AnthemFacts.com^[34] to sign up for services. This e-mail is scheduled to be distributed the week of Feb. 16. This email, sent due to state notification requirements, will not ask for personal information and will not contain a link to any websites other than AnthemFacts.com^[35]. Spanish-speaking members may access information at AnthemInforma.com^[36], or receive assistance in Spanish at 877-263-7995. (A nuestros miembros que hablan español pueden obtener información yendo a AthemInforma.com o recibir asistencia llamando al 1-877-263-7995.) Phone lines will be open from 7 a.m. to 7 p.m. Monday through Saturday. CU is continuing to work closely with Anthem Blue Cross and Blue Shield to better understand the data breach and its impact on our employees. We will continue to keep you updated on Anthem's ongoing investigation.

Center for STEM Learning sets education workshop series for faculty^[37]

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Interested in scholarly teaching in STEM?

The Center for STEM Learning at CU-Boulder is offering a new spring education workshop series; sign up for individual workshops, or the whole series. Three tracks allow in-depth exploration of the use of clickers, approaches to assessment, and education research, including classroom observations.

For the complete schedule, registration, and downloadable flier, see <http://www.colorado.edu/csl/workshops.html>^[38]

Links

- [1] <https://connections.cu.edu/stories/benson-stresses-collaboration-cooperation-staff-council-appearance>
- [2] <http://www.cu.edu/ope/policy/aps-under-review>
- [3] <http://www.cu.edu/ope/efficiency-and-effectiveness/presidents-task-force-efficiency/aps-5019-parental-leave-faculty>
- [4] <http://www.cu.edu/ope/efficiency-and-effectiveness/presidents-task-force-efficiency/aps-5014-sexual-harassment-policy>
- [5] <http://www.cu.edu/ope/efficiency-and-effectiveness/presidents-task-force-efficiency/aps-5015-conflict-interest-cases>
- [6] <http://www.cu.edu/ope/aps-5024-tuition-assistance-benefit>
- [7] <https://connections.cu.edu/stories/technology-conference-calling-proposals>
- [8] <http://www.alumniconnections.com/links/link.cgi?l=6316996&h=10014711&e=UCO-20150216083421>
- [9] <http://www.alumniconnections.com/links/link.cgi?l=6316997&h=10014711&e=UCO-20150216083421>
- [10] <mailto:coltt@cu.edu>
- [11] <https://connections.cu.edu/stories/unlock-secrets-building-video-game-cu-mooc>
- [12] <https://connections.cu.edu/news/five-questions-for-tim-chamillard>
- [13] <https://www.coursera.org/course/gameprogramming>
- [14] <https://connections.cu.edu/stories/leeds-school-evening-mba-program-expand-cu-south-denver>
- [15] <http://www.colorado.edu/leedsmba/evening-mba>
- [16] <http://www.colorado.edu/leeds/>
- [17] <http://www.ucdenver.edu/about/southdenver/Pages/default.aspx>
- [18] <https://connections.cu.edu/stories/cu-boulder-ranks-sixth-nationally-peace-corps-volunteers>
- [19] <https://connections.cu.edu/stories/uccs-joins-army-reserve-create-future-computer-security-experts>
- [20] <https://connections.cu.edu/stories/school-dental-medicine-gives-kids-healthy-smiles>



- [21] <https://connections.cu.edu/people/clauset-study-alma-mater-s-prestige-highly-predictive-faculty-placement>
- [22] <https://connections.cu.edu/people/thayer-publishes-stress-racial-discrimination-during-pregnancy>
- [23] <https://connections.cu.edu/people/rice-selected-fellow-american-pharmacist-association>
- [24] <https://connections.cu.edu/people/butler-featured-video-how-math-models-predict-storms>
- [25] <https://connections.cu.edu/people/herndon-huff-named-denver-business-journal%E2%80%99s-40-under-40-list>
- [26] <http://www.bizjournals.com/denver/news/2015/02/13/dbjs-40-under-40-honorees-for-2015-announced.html>
- [27] <http://www.bizjournals.com/denver/event/118011>
- [28] <https://connections.cu.edu/stories/labrador-goes-lab-how-did-ariel-end-general-chemistry-i>
- [29] <https://connections.cu.edu/people/dropping-names-110>
- [30] <https://connections.cu.edu/stories/anthem-breach-update-how-enroll-credit-protection-services>
- [31] <http://www.alumniconnections.com/links/link.cgi?l=6314672&h=10005148&e=UCO-20150213170230>
- [32] <http://www.alumniconnections.com/links/link.cgi?l=6314673&h=10005148&e=UCO-20150213170230>
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- [34] <http://www.alumniconnections.com/links/link.cgi?l=6314675&h=10005148&e=UCO-20150213170230>
- [35] <http://www.alumniconnections.com/links/link.cgi?l=6314676&h=10005148&e=UCO-20150213170230>
- [36] <http://www.alumniconnections.com/links/link.cgi?l=6314677&h=10005148&e=UCO-20150213170230>
- [37] <https://connections.cu.edu/stories/center-stem-learning-sets-education-workshop-series-faculty>
- [38] <http://www.colorado.edu/csl/workshops.html>