Regents consider budget options[1]

University of Colorado leadership last week recommended salary increase pools of 3.1 percent to 3.6 percent for the coming fiscal year as part of the proposed budget, which was outlined for the Board of Regents during its meeting Feb. 21 at the University of Colorado Colorado Springs.

The pools would be applied to merit salary increases. The amount of the 3.6 percent pool reflects the state-required increase for classified staff, while the 3.1 percent pool represents Gov. John Hickenlooper's recommendation, and would apply to faculty and exempt staff.

The salary proposal is part of the mid-range option, or "market" option, presented to the regents, who had requested multiple budget options to review. A "mandatory costs" budget includes less compensation and would not maintain current service and quality levels; a "market plus" option adds a 3.6 percent salary pool for faculty and exempt staff.

Todd Saliman, vice president and chief financial officer for the university, presented the budget proposals after describing the systemwide budget priorities, including accounting for cost increases in utilities, allowing for some strategic initiatives at the campuses and minimizing tuition increases while also boosting need- and merit-based financial aid.

The recommended market plan includes resident undergraduate tuition increases of 6 percent at UCCS and CU Denver, and a combination of a slight rate increase and a linearity shift – from 11.25 credit hours to 12 credit hours –amounting to roughly an 8.7 percent tuition increase at CU-Boulder. Schools and colleges at the Anschutz Medical Campus still are determining tuition rates.

Campus leadership stressed that salary needs for faculty are at a critical point because of an increasingly competitive market.

"We need that pool to be competitive in faculty salary – end of story," said CU Denver Chancellor Don Elliman.

CU-Boulder Chancellor Philip DiStefano said the number of top faculty being recruited away from the university climbed from 10 last year to 17 this year. "It costs much more to replace a senior faculty member who leaves the university," he said.

Lilly Marks, vice president for health affairs at CU and executive vice chancellor of the Anschutz Medical Campus, said some exempt professionals are in the position of being able to leave the university and work for hospitals on the campus at higher salaries. "Internally, we're cannibalizing each other," she said. "We need to keep our salaries competitive."

The board won't take action on a budget plan until a special meeting, likely to be set for April. After hearing hours of budget presentation at the meeting, regents commented primarily on the difficult position the university is in because of years of diminished state funding. About 5.3 percent of CU's current budget comes from the state.

"When we talk about underfunding, it is truly a strong statement and should not be falling on deaf ears," said Regent Vice Chair Sue Sharkey, R-Windsor. "Underfunding (from the state) cannot be stated strongly enough."

Regent Glen Gallegos, R-Grand Junction, said the board has tough decisions to make.

"I don't think (the discussion) can end here: We have to take this above and beyond out of here," he said. "It's time for some leadership to emerge."

During the Feb. 20 meeting, Saliman presented a forecast of the state's fiscal future and the potential impact on state funding for CU. Only 5.3 percent of CU's budget is funded by the state; Saliman said that if state budget balancing leans exclusively on higher education in the coming years, state funding for higher education would be eliminated by 2023.

When Gallegos asked whether the situation already is dire, Saliman confirmed it.

“We are absolutely at risk now and will be at risk much sooner than 2023, you’re absolutely right,” Saliman said.

“How will future policy makers balance the budget? It’s impossible to say. But higher ed is by far the largest discretionary portion of the state budget, which is why higher ed is on the front burner and always will be on the front burner.”

President Bruce D. Benson noted that the university is actively pursuing new revenue streams.

“We’re pulling out all the stops,” Benson said. “We want to better monetize our research. And we’re looking at what California did with local tax districts.”

When presenting the detailed budget proposals at the Feb. 21 meeting, Saliman again emphasized the state’s fiscal reality.

“Colorado is at a turning point in terms of what higher education and the University of Colorado is going to look like,” Saliman told the board. “It’s a huge conversation we need to have.”

Regent Steve Bosley, R-Broomfield, said the core of the discussion within CU must revolve around the question, What do we want to be?

“Internally, we need to ask ourselves, what are we committed to? Let’s get it on the table and say what our commitment is,” Bosley said. “What do we owe the state of Colorado? Because we’ve got an unsustainable (financial) model here.”

Allen: CU needs more women across all levels[2]

[3]

[4]
A double feature from CU Denver’s Brenda Allen[5], Ph.D. – presenting in dual roles as keynote speaker and Elizabeth D. Gee Memorial Lectureship Award winner – highlighted the 11th annual CU Women Succeeding symposium, which drew about 400 attendees from across the CU system Friday to the University Memorial Center on the CU-Boulder campus.

Allen, professor of communication and associate vice chancellor of diversity and inclusion at the University of Colorado Denver l Anschutz Medical Campus, received the award, which honors an outstanding faculty member for efforts to advance women in academia, interdisciplinary scholarly contributions and distinguished teaching.

She devoted most of her award speech, the second of two during the professional development symposium, to celebrating the many women who have provided support and guidance during her life and career, including 24 years as part of the University of Colorado. She also said CU must continue to strive toward including more women across all levels of faculty and staff.

“Every job is a valuable and important job,” she said. “However, we absolutely need to have many more women across all levels of our campuses. And we need to have a variety of women in those positions. How we get to that is, becoming more empowered.”

Gee was among the several CU women Allen honored in her speech, along with several other names familiar across the CU system: Elaine Tompkins, Polly McLean, Anna Spradlin, Karen Lee Ashcraft, Pam Shockley-Zalabak, Ellen Stevens and many others.

“What’s really important to me is to think about the variety of ways all these women are the wind beneath my wings. I hope that I am that as well for them,” Allen said.

When women recognize the other women supporting them, Allen said, that habit “can disrupt some of the kinds of things I hear women saying about women: ‘You know how women are …’ Stop doing that! We have to transcend that. The backbiting and gossiping and negative qualities that get attributed to women happen partially because sometimes we do that. Sisterhood denies that we engage in those kinds of behaviors.”

Allen recounted her life story, being raised in Ohio by her mother after her father died, and becoming the first person in her family to go to college. She still is the only family member to have master’s and doctoral degrees.

She said she was recruited to CU-Boulder in 1989 “as a two-fer – colored and curved! Black and female.” To laughter from the audience, she acknowledged that she frequently plays with the ideas of self-confidence and vanity in how she presents herself. After strutting across the stage to show off her dress, she said, “Don’t hate – emulate. … We, as women, should celebrate one another, support one another.”

Workshops throughout the daylong event found faculty and staff from across the system, as well as visitors from other universities and organizations, offering presentations that ranged from research about women in higher education to leadership and achieving balance between career and personal life.

CU Denver’s Laura Argys and UCCS’s Mary Coussons-Read offered perspectives on women’s careers in higher education, including research findings that women are less likely than men to be full professors.

“There are gaps in pay, too, but they’re really related to progressing through the ranks,” Argys said. “Some people would call it a glass ceiling; it’s certainly quicksand – you don’t get there fast.”

Coussons-Read offered guidance on how to negotiate: “No matter what you’re negotiating for, you have to separate the people from the problem,” she said.

Tamara Moore of UCCS presented “Opening the Door to Now,” in which she stressed the benefits of focusing on the present moment, rather than dwelling on past failures or worries about the future.

“The only legitimate reason for fear is built around immediate danger in the present moment,” Moore said while showing a slide of a roaring grizzly bear. “This present moment is the only place you have influence at all. That knowledge becomes pretty powerful.”

Loraleigh Keashly of Wayne State University presented research on – and tactics for dealing with – workplace bullying.

She said women and men are equally likely to be on either end of workplace bullying, but there are differences within those groups. Direct, overt behavior is more likely by men; women are more likely to rely on indirect behavior, such as spreading rumors or gossip. Women who bully are more likely to target other women.

However, similar behavior can be characterized differently depending on gender: Men acting one way are often described as “assertive,” while women showing the same behavior are seen as “aggressive.” Because of that, Keashly said, women are punished more severely than men for the same behavior.

Keashly suggested the Workplace Bullying Institute’s website[6] as a good source of information where people can assess whether certain behavior qualifies as general work conflict or bullying.

Next year’s CU Women Succeeding will be hosted by the CU Anschutz Medical Campus.

Five questions for Elise Graninger[7]

[8]
On Friday, Elise Graninger will wake up a different woman: She won't have to worry about CU-Boulder students who don't get along with their roommates or anxiety-ridden parents trying to help their children navigate the realities of living away from home.

This is not to say that Graninger – manager of occupancy management, Housing and Dining Services – doesn't love her job. She does, and she will miss the university, her staff and, especially, the students. But after 21 years at CU, Graninger is retiring, and is excited to no longer "work at 100 miles per hour."

Graninger attended CU-Boulder, beginning in 1977. She graduated with a degree in political science and was involved in residence hall student government. She began working as a hall director in 1981 and earned her master's in education and college student personnel. Later, as her children were growing up, she took an eight-year hiatus from the university, working instead at a Louisville elementary school with gifted and talented children who were "all smarter than me." When her children entered college, an opportunity arose to return to the university to help coordinate housing assignments.

"I've been so blessed and so fortunate for this opportunity and I've learned so much. CU certainly has given me a lot more than I've given it," she says. "But I'm excited to take the next step."

She'll still bleed black and gold, especially when it comes to "her" men's basketball team, and she would love to "help out CU if there's a way to give back." But tomorrow, the first day of her retirement, she'll be ready and waiting for what else might be on the horizon.

1. One part of your duties is to help coordinate dormitory room assignments. How does that work?

We have about 6,500 spaces in residence halls and most are for freshmen since we require our freshmen to live on campus. I mostly work with parents and students to make sure they get the best assignment possible depending on when they applied and what is available and what they desire. I work a lot with special requests, for instance, medical or special needs. As a parent of college kids, I can relate to both parents and students. I really listen to their concerns and try to educate them. It may be the tenth time we've heard it today, but for that parent or student, it's their first time, so it's important to help them navigate the process and the system. CU may be a big place, but we really care about our students and our families. It's one of the things I really enjoy about working at CU: There are so many caring, dedicated people here.

Once students are admitted to CU, they apply for housing and can pick up to six preferences for where they want to live. Basically, it's first-come, first-served. So we look at their application date and what they are eligible for. Farrand Hall is for arts and sciences students only. Andrews is for engineering and honors students only.

Some of them have a roommate request. We also ask them a few lifestyle questions. Are you messy or neat? Do you study at the last minute or every day? Are you a smoker? We've found that's the most critical question. Even though you can't smoke in the rooms and, now, you can't smoke on campus, people who smoke smell like they smoke. We use an auto-assign process, but sometimes we make manual assignments. It's a challenge, like putting a puzzle together, that's ongoing.

Farrand Hall is the one everyone wants to get into. I personally believe it's all about urban myth. Don't get me wrong. Farrand has a fantastic RAP (Residential Academic Program) and it has a long legacy. It started in 1980 and is our oldest RAP. The location is beautiful, but if we renamed the field next to it "Libby Field," then I think Libby would be the most popular. What makes the halls and living there great are all the people you meet and the lifelong friendships you

make.

2. How has housing and the university changed since you've been there?

The biggest change is the expectation of instant communication. When I went to school, you called your parents before 5 p.m. on Sunday because that's when the rates went down. Now students are constantly texting and e-mailing their parents whenever they think of something, or if they're upset because they had a bad day at school, or they're having roommate issues. I get emails from parents and students on nights and weekends. I'll answer right away because a response de-escalates things and they won't stew about the problem. But that expectation puts a lot of demand on staff and the university to respond quickly.

3. What are some of your favorite memories of the university?

I think it's seeing the staff I work with and students succeed and knowing that I had a little bit to do with that. I've been in this position for five years, so I see students come in as freshman, convinced they couldn't live in a certain hall, and now they're active in the university or community. Lots of students who really struggled in the summer or fall come back to visit. They are doing well and they love CU. We've helped make their transition successful.

I'll miss the students and the residence life staff. And just the energy of working at CU; it's a wonderful community, a community of people who really care. And I love the students. I've been blessed and honored to work with them.

4. As you pack up to leave, what are some of the things that you'll always treasure?

I have some notes that kids have left me. Some say "thank you" or "Stopped by to say 'hi.'" They remind me of why I do this job. Sometimes on those more difficult days, the really nice notes help. I have a lei from Hawaii that a family sent me this year for helping their son. All we did was our job. We were able to move him to a hall that he wanted. He was next in line and it was the right thing to do. We didn't go above and beyond, but they were so appreciative. It's great to know we make a difference.

5. What are your plans for retirement?

I'm excited to take the next step and not work so many days and so many hours. I'll do volunteer work at the elementary school in Louisville, and I hope to visit my son and daughter and my parents more often. My husband and I will look at traveling a little bit more. I like to read and I want to spend more time with girlfriends. I love shopping, although now I'll have time and no money. I do want to stay busy and find ways to volunteer, but I'm not sure what this new chapter holds.

Series of campus forums to explore CU funding[9]

The CU Advocates program on Wednesday launched a series of Funding in Focus education forums continuing through the spring.

More than 70 people attended the hourlong program at UCCS to learn about funding trends for public higher education, how the university spends a state dollar, how CU is doing what it can to be efficient and affordable, and the fiscal outlook for the state and the campus.

The education forums, planned for each campus and then at locations across the state, aim to help build a network of informed CU constituents. Those who attend will be better prepared to promote the university's educational, research and economic contributions, as well as raise awareness about the state's and CU's funding challenges.

"We want people to leave with information that will help them influence public opinion about CU and higher education," said Michele McKinney, advocacy and external affairs director. "This is important because the value of public

education in Colorado is not a self-evident truth, and it will take all of us to continuously demonstrate the evidence of the value CU brings to this state and beyond."

CU Advocacy Funding in Focus events are free and open to the public. The schedule of upcoming forums:
CU-Boulder
4 p.m.-6 p.m. March 12
Program: 4 p.m.-5 p.m.
Reception: 5 p.m.-6 p.m.
University Memorial Center
Glenn Miller Ballroom **Anschutz Medical Campus**
11:30 a.m.-1 p.m. April 10
Registration and lunch: 11:30 a.m.-noon
Program: Noon-1 p.m.
Research Center 2
Trivisible Room, Second Floor **CU Denver**
11:30 a.m.-1 p.m. May 3
Registration and lunch: 11:30 a.m.-noon
Program: Noon-1 p.m.
Business School, 1475 Lawrence St.
4500 Classroom

Health assessment could land winners $300 in airfare[10]

[11]
Knowledge is health. Be Colorado invites you to take a few important minutes out of your day to learn more about your health by taking the annual online SUCCEED Health Assessment (HA).

If you take the HA by March 29, you will be entered into a drawing to win one of 12 airfare vouchers, each worth $300. If you already have submitted your HA you have been automatically entered into the drawing.

Almost 200 people already have completed the HA and another 300 have started the process before the airfare voucher drawing was announced. That's almost 30 percent of last year's total participation. It's clear our community values its health.

Last year, we had a friendly competition among the campuses to see which campus would achieve the highest employee participation rate. The Denver campus ran away with the competition with over 21 percent of employees participating.

The competition is on again this year, and the systemwide goal is 30 percent participation.

Some employees have questioned the value of the HA. The Be Colorado wellness team sees the HA as a starting point for all employees. It's hard to know where you're going if you don't know where you are.

And besides a chance to win a $300 airfare voucher and a way to learn more about your health, the HA is a foundational requirement of the new Be Colorado. Move. campaign. It's the next step in supporting your health – investing in your health.

Through Be Colorado. Move., employees in a CU Health Plan can earn $25 a month to meet baseline movement goals – 30 minutes or more of moderate to intense movement 12 times per month. So whether you're skiing, walking, running, dancing, biking, hiking or doing hot yoga – whatever your preferred choice of getting your heart rate up – you can earn this incentive.

The Be Colorado team is finalizing the Move. campaign details; more information will be available soon at

www.becolorado.org[12]. To start earning your incentive on April 1, take the health assessment by March 29.

Click here NOW[13] to learn more about your health, help your campus win the participation competition, and take the first step in earning up to $300 a year to Move. (Note: New users, click “Sign Up”; returning users, click “Log In.”)

The HA is free and **absolutely confidential** - **your employer will not have access to any individual health data**. It will take about 15-20 minutes to complete, and you will receive a full report detailing where you are doing great and where there is room for improvement.

Talk to your colleagues. Help us spread the good word about the HA and Be Colorado. Move.

For more information about the HA and the airfare drawing, visit the Be Colorado website[14].

Trouble logging in? Contact Customer Service 24/7 at 866-433-9284.

Free mobile app to launch soon[15]

Fourth-year pharmacy student Andrew Webb spent hundreds of hours developing the app for the Anschutz Medical Campus.

Update: The Anschutz Med Campus mobile app has launched and is now available now through Google and iTunes.

Rolling out soon to a mobile device near you: a user-friendly and flexible app that features information about the University of Colorado Anschutz Medical Campus.

The official Anschutz Medical Campus app, which is free, is being fine-tuned for launch. It includes a GPS finder, top campus contacts, photo album, directory links, Health Sciences Library information and campus safety lines. It also offers access to the CU Portal, which has tuition, financial aid, class schedule and other information.

“We are very excited with the app and believe students will find it very helpful,” said Dana Brandorff, director of communications and alumni affairs for the CU Skaggs School of Pharmacy and Pharmaceutical Sciences. “Thanks goes to IT, ATEL[17] (Academic Technology and Extended Learning), the library, Student Senate and many others for making this project a reality.”

Brandorff said most of credit goes to fourth-year pharmacy student Andrew Webb, who spent “hundreds of hours spearheading the project.”

Webb said he began working on an app for the School of Pharmacy two years ago, largely centered around providing campus geographic information via GPS. But after talking with Brandorff, they decided to broaden the project’s scope. It was clear that other campus constituencies should be consulted, including members of the Student Senate, faculty and various schools, colleges and departments.

“We wanted everything that had to do with the Anschutz Medical Campus in one app rather than having apps for each school,” Webb said. After also consulting with the University Police, Health Sciences Library and the Bookstore, “we basically figured out what every department needed and what the students needed and made it available for the app.”

Webb also looked at what other universities' apps looked like.

The Health Sciences Library, which has worked with mobile friendly apps within the university, proved to be a critical resource -- especially Jerry Perry, Jeff Kuntzman and Cathalina Fontenelle, Webb said. The library staff includes employees with expertise in handling app updates, fixing bugs and implementing changes.

"We wanted to make an app that was able to evolve within the student body, and if the students wanted it could be changed," Webb said, noting that the university will own the code. "... It's something we can change whenever we need to."

The university's Information Technology Services[18] department will also help handle coding changes and updates.

"When I first came to school at CU (Anschutz Medical Campus) I was lost -- I had no idea where anything was," said Webb, explaining part of the impetus for the app. "It was hard to find where Financial Aid was; it was hard to find anything. ... Everybody on campus, from students to faculty to people in the hospitals, needs to know where certain things are located on campus."

He also was frustrated by contact listings that directed him to offices at the Denver Campus, only to be redirected to a similar office at the Anschutz Medical Campus.

Some of the app's features include:
GPS finder Top 70 on-campus contacts (email, phone numbers, website) University directory University Police CU Portal
Eventually, the app will be improved with more features, Webb said. "The map might get more detailed, the contacts list might change. For now it's just a good starting point. It's a foundation. Having it here makes it so much easier to add onto."

To download the app go to www.ucdenver.edu/mobile[19] or go to the iTunes store and search under "CU-Anschutz."

Groundbreaking STEM study to expand with aid of $4.3 million grant[20]

Early next month, researchers from the University of Colorado Boulder will begin the painstaking process of interviewing hundreds of undergraduates in an effort to understand why the rates of students switching out of science, technology, engineering and math (STEM) majors has remained troublingly high over the last couple of decades despite widespread efforts to address the problem.

The five-year, $4.3 million project, undertaken in partnership with the University of Wisconsin-Madison, replicates and expands on a study begun by a couple of CU-Boulder researchers two decades ago and published in 1997 as a book. “Talking About Leaving: Why Undergraduates Leave the Sciences” has since become a seminal text in the field of STEM education.

“Part of the reason why we’re undertaking this study is that the rate of students switching out of STEM majors has remained so persistent,” said Anne-Barrie Hunter, co-director of Ethnography and Evaluation Research at CU-Boulder and principal investigator for the Colorado research team. “Here we are now, 20 years on, and the rates are still roughly the same. They’re very, very stubborn.”

The study, which is being funded by the National Science Foundation and the Alfred P. Sloan Foundation, is the first to be based at CU-Boulder’s new Center for STEM Learning.

When the original study began in the early 1990s, the high rates of students leaving STEM majors — between 40 percent and 60 percent, depending on the discipline — were known, but the reasons for the switching were just conjecture. Some thought that the students who switched didn’t have the necessary ability to succeed in tough science classes, while others blamed teaching assistants with difficult-to-understand accents or the lack of experience of teaching assistants in general.

CU-Boulder researchers Nancy Hewitt and Elaine Seymour set out to determine whether any of the speculation was true by asking those who should know: the students. The pair led a research team that interviewed more than 400

undergraduates, both “switchers” and “persisters.”

“Our evidence didn’t support what they thought,” said Seymour, who also is involved with the new study. “We were really surprised.” As it turned out, “switchers” and “persisters” were equally bright and teaching assistants were often a much-needed lifeline for struggling students. Both sets of students faced the same set of challenges, the largest of which was the way science classes were taught.

“What we discovered was that an incoming interest in the sciences was dissipated over the course of the first two years by the way the courses were taught,” Seymour said. “The teaching in those days was predominantly stand-and-deliver lecturing.”

Since Seymour and Hewitt’s book was published, there has been a nationwide effort to improve the quality of undergraduate science education. “Change is going on all across the country,” Seymour said. “But it may not be sufficient to move the needle.”

For “Talking About Leaving Revisited,” the researchers will interview undergraduates at the seven institutions that hosted the original study to find out if the reasons for switching have changed. But the new study also will go further by interviewing course instructors, observing classroom teaching practices and analyzing the transcripts of students across institutions to look for patterns among switchers and persisters. When the study is concluded, the research team plans to publish another book.

Talking About Leaving Revisited is one of the inaugural grants affiliated with CU-Boulder’s Center for STEM Learning, which was officially formed in December. The center, which was organized over four years with the backing of a $1 million institutional transformation grant from the National Science Foundation, aims to provide an infrastructure that will support the more than 75 existing STEM education programs on campus and allow them to more easily collaborate.

“We will provide a network and support structure designed to catalyze and provide links among these people, ideas, tools and resources,” said physics Professor Noah Finkelstein, one of the people who helped lead the effort to create the new center.

The Center for STEM Learning, which also will strive to be a state, regional and national resource, has three main thrusts: to transform the way STEM classes are delivered, to support research into the best practices for STEM education, and to help recruit the brightest to become STEM teachers.

For more information on the study visit http://wceruw.org/projects/projects.php?project_num=956[21].

University Center to create one-stop event shop[22]

Megan Bell

Planning an on-campus event will soon get easier, thanks to the broadening of the mission of the University Center Event Services staff.

Effective Friday, University Center Event Services will be responsible for scheduling and supporting all campus events including those in classrooms. In one phone call or email, faculty, staff, and students looking to book space at UCCS will be able to get information about room availability, catering, audio/visual support, room set up, and myriad other details.

“This is really a customer service decision,” said Megan Bell, director, University Center. “Our previous divisions between scheduling a space that received General Fund support or operated as an Auxiliary Enterprise was confusing

to nearly everyone. By having one, centralized location, our goal is to make the process seamless for the customer, share resources and to ultimately have better campus events."

Bell emphasized that there are no changes in scheduling rooms for classes. Those duties remain with the Office of Admissions and Records in coordination with academic deans and department chairs. Scheduling space for classes remains the highest priority for UCCS.

But when faculty, staff and students want to schedule a room for an event such as a guest lecture or a catered lunch for an advisory board meeting, a single call to 255-3664 or email to events@uccs.edu[24] will connect to event services staff. They will work to accommodate the request and arrange for various amenities ranging from microphones for speakers to wireless Internet access and room cleanup.

There will be no charge for basic event set up. Large events, or those that require extra time or support, may require charges. For more information, contact Bell, 255-5179 or mbell4@uccs.edu[25]

As an example of confusion, Bell cited a November CU Board of Regents candidate debate. The Student Government Association sponsored the debate and booked a room in Centennial Hall. But because the space was General Fund supported, University Center staff could not provide wireless microphones or other AV support for the event. Eventually, UC staff assisted but the process was unnecessarily confusing to event organizers who were bounced back and forth between departments, she said.

A single event services/scheduling office will also allow better coordination of events. In the past, University Center staff booked events in auxiliary-funded areas such as the University Center or the Lodge without knowing what events were scheduled in general fund supported areas such as the lobby of Dwire Hall. The resulting influx of confused campus visitors competing for parking spaces can now be avoided, Bell said.

To support the broadened responsibilities of the University Center staff, the department hired an additional audio-visual technician and an additional scheduling coordinator. In addition, Facilities Services will hire two new weekend custodians and the IT department will be staffed on nights and weekends to better accommodate special events.

Study: Early human burial practices varied widely[26]

Man in an Upper Paleolithic burial in Sunghir, Russia. The site is approximately 28,000 to 30,000 years old.

A new study from the University of Colorado Denver shows that the earliest human burial practices in Eurasia varied widely, with some graves lavish and ornate while the vast majority were fairly simple.

"We don't know why some of these burials were so ornate, but what's striking is that they postdate the arrival of modern humans in Eurasia by almost 10,000 years," said Julien Riel-Salvatore, Ph.D., assistant professor of anthropology at CU Denver and lead author of the study. "When they appear around 30,000 years ago some are lavish but many aren't and over time the most elaborate ones almost disappear. So, the behavior of humans does not always go from simple to complex; it often waxes and wanes in terms of its complexity depending on the conditions people live under."

The study, which examined 85 burials from the Upper Paleolithic period, found that men were buried more often than women. Infants were buried only sporadically, if at all in later periods, a difference that could be related to changes in subsistence, climate and the ability to keep babies alive, Riel-Salvatore said.

It also showed that a few ornate burials in Russia, Italy and the Czech Republic dating back nearly 30,000 years are anomalies, and not representative of the earliest Homo sapiens burial practices in Eurasia.

“The problem is that these burials are so rare – there’s just over three per thousand years for all of Eurasia – that it’s difficult to draw clear conclusions about what they meant to their societies,” Riel-Salvatore said.

Most burials were fairly plain and included mostly items of daily life as opposed to ornate burial goods. In that way, many were similar to Neanderthal graves.

Early humans and Neanderthals put bodies into pits sometimes with household items. During the Upper Paleolithic, this included ornaments worn by the deceased while they were alive. When present, ornaments of stone, teeth and shells are often found on the heads and torsos of the dead rather than the lower body, consistent with how they were likely worn in life.

“Some researchers have used burial practices to separate modern humans from Neanderthals,” Riel-Salvatore said. “But we are challenging the orthodoxy that all modern human burials were necessarily more sophisticated than those of Neanderthals.”

Many scientists believe that the capacity for symbolic behavior separates humans from Neanderthals, who disappeared about 35,000 years ago.

“It’s thought to be an expression of abstract thinking,” Riel-Salvatore said. “But as research progresses we are finding evidence that Neanderthals engaged in practices generally considered characteristic of modern humans.”

Riel-Salvatore is an expert on early modern humans and Neanderthals. His last study proposed that, contrary to popular belief, early humans didn’t wipe out Neanderthals but interbred with them, swamping them genetically. Another of his studies demonstrated that Neanderthals in southern Italy adapted, innovated and created technology before contact with modern humans, something previously considered unlikely.

This latest study, “Upper Paleolithic mortuary practices in Eurasia: A critical look at the burial record” co-authored with Claudine Gravel-Miguel (Arizona State University), will be published in The Oxford Handbook of the Archaeology of Death and Burial in April. The book reveals intriguing variation in early human burial customs between 10,000 and 35,000 years ago. And this study raises the question of why there was so much variability in early human burial practices.

“There seems to be little rhyme or reason to it,” Riel-Salvatore said. “The main point here is that we need to be careful of using exceptional examples of ornate burials to characterize Upper Paleolithic burial practices as a whole.”

CU-Boulder to introduce MOOCs with Coursera in fall semester[28]

Editor's note: This story first appeared as an update to the Feb. 21, 2013, issue of CU Connections.

The University of Colorado has entered the age of massive open online courses, or MOOCs. On Feb. 21, CU-Boulder announced it had joined Coursera and will begin offering four or more MOOCs starting this fall.

Coursera is a social entrepreneurship company that partners with top universities around the world to offer courses online for anyone to take for free. Its technology enables the best professors to teach tens of thousands or hundreds of thousands of students. CU-Boulder was one of 29 institutions announced last week as being added Coursera to its online learning platform, bringing the total number of Coursera school affiliates to 33.

The news was announced to the CU Board of Regents during the second day of its meeting at the University of Colorado Colorado Springs.

“These courses are open and are completely free to anyone who wants to participate,” said Kathleen Bollard, vice president and academic affairs officer, during the meeting. “In any course we offer, the faculty provides the curriculum

and develops the learning environment."

MOOCs, initiated in 2008 by the University of Manitoba, have grown in size and popularity, leaping from fewer than 20 courses in 2011, to 180 in 2012 and standing at about 300 courses today.

Besides easy access, mass student bases and affordability, MOOCs offer the advantage of providing analytic data quickly, Bollard said. "If you have 2,000 students registered in a course and you give a quiz, you immediately know what point people didn't get; you can go back and revise teaching methods. You have more data than anyone has ever had before into how students learn. A whole new scholarship around this is growing."

CU-Boulder Chancellor Phil DiStefano worked with Coursera's founders, Stanford professors Daphne Koller and Andrew Ng, to bring MOOCs to the university. Coursera, launched in April 2012, was started with $22 million in funding and now offers more than 220 courses, serving 2.68 million.

"We have a faculty committee that is working with faculty from engineering and arts and sciences in the area of physics and computer science to get these courses up and running," DiStefano said. Courses to be offered are:
Intro to Physics Graphic Novels and Comics Linear Programming Power Electronics
At this point, MOOCs are not eligible for college credit, but Bollard said that could be changing.

"There are people who say this will change the way we look at what a degree is," Bollard said. "Is it a collection of badges that speak to competencies you have? Is it the liberal arts education we value? This is why it's so important to make sure we are part of the cutting edge of that conversation, to drive that conversation.

"There is still huge value in a university degree, especially a University of Colorado degree; it's just a matter of making sure that we find smart ways to work with changes that are coming in and to monetize what we can."

Orphan Technologies to develop CU treatment for life-threatening metabolic disorder[29]

The University of Colorado has signed exclusive, worldwide licensing and collaboration agreements with rare-disease research-and-development firm Orphan Technologies Ltd.[30] to develop an enzyme replacement therapy for Cystathionine Beta-Synthase (CBS) -deficient homocystinuria, a rare, inherited metabolic disease that is often fatal at a young age. The collaboration was initiated in 2010 and includes sponsored-research funding by OT to continue development of the treatment approach pioneered by Jan P. Kraus, a professor of pediatrics at the CU School of Medicine. Orphan Technologies plans to begin first-in-human trials in 2014.

CBS-deficient homocystinuria is a rare genetic disorder caused by low levels of active CBS enzyme. Individuals with this disease are unable to fully metabolize the amino acid methionine, which is found in nearly all foods. That leads to the accumulation of toxic levels of related metabolites (molecules that are the product of metabolism), and deficits in others.

Patients with homocystinuria suffer major multi-systemic disorder, including mental retardation, dislocation of the lens of the eye (leading to blindness if not treated), seizures, osteoporosis and stroke. Taken together, these lead to a significantly shorter life expectancy; almost one fourth of untreated patients die before the age of 30.

About 40 percent of patients with homocystinuria benefit from vitamin B6 supplementation. But for the rest, treatment is limited to a methionine-restricted (low protein) diet and supplementation with cystine, folate, and betaine (Cystadane) which partially restore metabolic balance; however, these treatment approaches do not repair the broken methionine metabolic cycle and don't resolve all metabolic abnormalities, so patients still suffer from severe, life-threating symptoms.

Professor Kraus has devised an enzyme replacement therapy to correct the underlying cause of the disease. This approach has the potential to restore the normal metabolism of methionine, which could avoid the accumulation of toxic

levels of metabolites, prevent the appearance or worsening of symptoms, normalize life expectancy, and eliminate the need for diet restrictions.

“Today the therapy for homocystinuria concentrates on lowering the concentration of a single metabolite, homocysteine, while metabolites further downstream are unaffected by the available treatment,” said Professor Kraus. “However, these downstream metabolites may be of considerable clinical significance, and our approach has the potential to restore all the affected metabolites to their normal level, and as such reduce or prevent symptoms and enable a return to a normal diet.”

CBS-deficient homocystinuria impacts at least 1 in 300,000 people worldwide (though prevalence may be higher due to under-diagnosis). It is designated by the U.S. Office of Rare Diseases Research (part of the National Institutes of Health) as a rare disease. Because of the smaller market, drugs to treat these ‘orphan diseases’ are eligible for special financial and clinical trial incentives (including fast-tracked FDA approval) and extended exclusivity periods in the U.S, Europe and other countries.

"We are excited to partner with CU and Professor Jan Kraus, a pioneer in the field of homocystinuria, in order to advance the development of a potential therapy for this tragic disease," said Josef Rosenberg, Director of Orphan Technologies. "Our collaboration is intended to accelerate the translation of fundamental advances in enzyme biochemistry at CU into the introduction of a new clinical therapy. Our alliance with CU constitutes another important step towards the reinforcement of Orphan's presence in the field of rare diseases worldwide."

David Poticha, a senior licensing manager at CU’s technology transfer office, said, “We are encouraged by the preclinical data for this technology and believe that it could bring hope for a patient population desperately in need of clinical alternatives. We are very pleased to be working with Orphan to develop this technology for those patients.”

Service Excellence Award includes $1,000[31]

The University of Colorado Staff Council (UCSC) requests nominations of classified staff and professional exempt employees for the annual Service Excellence Award. The award is presented to one qualified person from each campus and system administration, and includes a $1,000 cash award to be presented at the All Staff Council Conference on April 12. Each of the recipients will be invited to the luncheon, along with his/her nominator, supervisor, and one additional guest.

UCSC is pleased to recognize and reward individuals who have provided outstanding volunteer service to their campus, community/civic/professional activities, and the university as a whole through involvement in staff issues, committee work, teamwork, professional development of peers and community relations.

2013 Service Excellence Award Nomination Form[32]

Any active, certified, classified staff or professional exempt employee of the university, excluding the current members of UCSC, is eligible to receive this award. Nominations will be accepted from any staff, faculty, student or administrator within the university. For best results, nominators may need to work with their nominee for a complete nomination packet.

Nominations will be judged on the candidate’s service. (Note: Service does not include activities that are part of an employee’s job description or that are directly related to the employee’s current job duties.) Service includes: Service to the employee’s home campus including but not limited to, membership and leadership within standing and ad-hoc committees, staff governance organizations, and by the importance of the activity and its benefit to the campus community (50 percent); Service to the community/civic and professional organizations (30 percent); and Service to the university including but not limited to, membership and leadership within standing and ad-hoc committees, staff governance organizations, local and statewide organizations, and by the importance of the activity and its benefit to the university community (20 percent);

Nomination packets (10-page maximum) must be received by **Friday, March 8,** and **MUST INCLUDE**:
A completed nomination describing the nominee's service to the three areas listed above. A paragraph describing the nominee's current job responsibilities. One letter from the nominator and one additional letter of support from a staff member, a faculty member, or an administrator, based on the award criteria.
The nomination materials will be reviewed by the University of Colorado Staff Council and recipients will be chosen based on the above criteria. Accuracy of the nominee's qualifications will be verified by UCSC.

Submit nomination packets to your UCSC Campus Representative by March 8, 2013:
Boulder: Dana Drummond
[33]**Colorado Springs:** Rhea Taylor
[34]**Denver | AMC:** Deserae Frisk
[35]**System:** Leo Balaban
[36]

COLTT call for proposals now open[37]

The Colorado Learning and Teaching With Technology Conference (COLTT) is requesting proposals for the 2013 event, set for Aug. 7 and 9 at the Wolf Law building on the CU-Boulder campus.

Deadline for proposal submissions is April 9. For details, requirements, and more information, please visit the COLTT 2013 wiki: **http://coltt2013.pbworks.com/w/page/61544581/FrontPage**[38]

COLTT engages participants in learning about teaching practices and technologies, challenging the way they think about both. By attending presentations and hands-on workshops, attendees are able to network and gather effective practices that change the way they teach and learn in classrooms, online, and in virtual environments.

Attendees join us each year from a broad range of educational institutions and private organizations. Many Colorado colleges and universities are well-represented, as are numerous post-secondary schools and community colleges from the Rocky Mountain region. We also host a scattering of attendees from as far away as California, Canada, Pennsylvania, and Germany. Renewal credit for educators is available where applicable, and upon request by attendees.

The COLTT 2013 Keynote Speaker will be CU Regent Stephen Ludwig. See the COLTT website[39] for more information.

Book Arts in Collaboration presentation, exhibit at Norlin[40]

[41]
Most artistic endeavors are solitary pursuits. Kitty Maryatt and Sammy Lee create opportunities to collaborate in order to produce artists' books that are reflective of multiple perspectives. With "Joining Forces: Book Arts in Collaboration," you can hear their stories and see examples of their work at 7 tonight in the Norlin Library fifth floor Center for British and Irish Studies. The event is free and open to the public.

Maryatt will describe how she works with her students at the Scripps College Press (Claremont, California) to create limited edition letterpress books each semester. She also will show how her own work influences – and has been influenced by – her projects at the college.

Sammy Seung-min Lee of Studio SML | k, Denver, works hand-in-hand with South Korean artists to create sculptural book works that reflect their philosophies and artistic processes as well as her own. She will talk about her synergetic experiences in partnering with other artists while respecting and preserving creative boundaries.

An open house in the Special Collections Rare Books Room from 1 p.m. to 7 p.m. today will feature examples of artists' books from the department's extensive collection.

Exhibits of Maryatt's and Lee's work are now on display in the Norlin Library until March 8 during regular Libraries hours as posted on the website. "Kitty Maryatt and Limited Editions From the Scripps College Press" is in the Norlin east lobby and "Artists' Books by Sammy Seung-min Lee of Studio SML | k" is in the Norlin west lobby.

The event and exhibition is sponsored by University Libraries ScriptaLab, Rocky Mountain Chapter of the Guild of Book Workers, Book Arts League, Friends of the Libraries, and Archives and Special Collections.
http://ucblibraries/news/JoiningForcesEvent.pdf[42]

PSC open houses mark Procurement Month[43]

This year marks the 5th Anniversary of the PSC Open Houses held on CU campuses during March to celebrate Procurement Month.

This is your chance to meet staff, discuss your department-specific procurement needs and learn what's new at the PSC. Staff from the OUC's Finance and Procurement Business Services also will join in the fun. You also can meet with reps from the university's strategic suppliers. **New this year:**Meet reps from the new University-specific Temporary Labor Agencies.

Registration is available online [44]

The Open House schedule is as follows:
Anschutz Medical Campus: 9 a.m.-noon Tuesday, Research Center 2, second floor conference room CU-Boulder: 9 a.m.-noon March 14, UMC, Room 235 CU Denver and system administration: 2 p.m.-4 p.m. March 15, PSC Offices, 1800 Grant St., fifth floor UCCS: 9:30 a.m.-11:30 a.m. March 19, University Center, Berger Hall Ballroom
Event questions: Charlene.Lydick@cu.edu[45]. Registration issues: Michael.Fox@cu.edu[46].

Zhang, Person awarded Sloan Research Fellowships[47]

Zhang

Person

Wei Zhang, an assistant professor in the Department of Chemistry and Biochemistry at the University of Colorado Boulder, and **Abigail Person**, assistant professor of neuroscience in the Department of Physiology and Biophysics at the CU Denver School of Medicine, have been awarded prestigious Sloan Research Fellowships.

Awarded annually since 1955, the fellowships are given to early career scientists and scholars whose achievements and potential identify them as rising stars, the next generation of scientific leaders. The 2013 fellowships were awarded to 126 U.S. and Canadian researchers.

“The Sloan Research Fellows are the best of the best among young scientists,” said Paul L. Joskow, president of the Alfred P. Sloan Foundation. “If you want to know where the next big scientific breakthrough will come from, look to these extraordinary men and women. The foundation is proud to support them during this pivotal stage of their careers.”

Winners were selected through close cooperation with the scientific community. To qualify, candidates must first be nominated by fellow scientists and are subsequently selected by an independent panel of senior scholars. Fellows receive $50,000 to be used to further their research.

Sisemore appointed director of Internal Audit[50]

Kevin Sisemore last week was named director of Internal Audit. The Board of Regents voted on the appointment during the board’s meeting last week at the University of Colorado Colorado Springs.

Sisemore has been with CU’s Internal Audit Department since 2003. He was appointed to the position after an extensive search.

The director of Internal Audit reports directly to the Board of Regents and the Regents Audit Committee.

Dropping names ...[51]

Komara

Dass

Johnson

Ann Komara, associate professor and chair of landscape architecture at CU Denver, wrote an essay, “Water Events: Flow and Collection in Skyline Park,” for a special issue of Landscape Journal examining the influence of Lawrence Halprin on the philosophy and practice of Landscape Architecture. The park was a signi?cant component of the Downtown Denver Urban Renewal Authority’s work in 1970 for the revitalization of a 37-block area in the heart of the once thriving downtown. The article includes images of those early renderings. … **Carol Dass**, instructor, Department of Visual and Performing Arts at UCCS, will present “Mother: Photographs by Carol S. Dass” through May 19 at the Colorado Springs Fine Arts Center. For more about the exhibit, visit http://www.csfineartscenter.org/Exhibitions/dass.asp[55]… **Heather Johnson**, assistant professor at the CU Denver School of Education and Human Development, has been invited by the International Commission on Mathematical Instruction to present her refereed paper, “Designing covariation tasks to support students’ reasoning about quantities involved in rate of change,” at the University of Oxford in the United Kingdom this July. The forum in Oxford is designed to promote reflection, collaboration, exchange and dissemination of ideas on the teaching and learning of mathematics, from primary to university level. At CU Denver, Johnson teaches mathematics for elementary teachers as well as curriculum and methods in secondary mathematics. … **Senga Negundi-Fittz**, lecturer in the Department of Visual and Performing Arts at UCCS, had several pieces of her work on display at the Thomas Erben Gallery, New York City. The exhibit, “Senga Nengudi: Performances 1976-81,” features photographs of Negundi-Fittz as well as her sculptures made of sand-filled and stretched pantyhose. The exhibit was recently reviewed in the New York Times and is available at http://www.nytimes.com/2013/02/15/arts/design/senga-nengudi-performances-1976-81.html?emc=eta1

[56]

Obituary: Norman Bender[57]

[58]
Norman Bender, a founding member of the Department of History at the University of Colorado Colorado Springs, died Feb. 15, 2013, in Colorado Springs. He was 85.

Bender joined the UCCS Department of History in 1971 as an instructor. He was later a visiting assistant professor, assistant professor, associate professor and professor before his retirement in 1992. Following his retirement, he continued to teach part-time in the Department of History until 2003.

He primarily taught U.S. history including a popular Civil War and Reconstruction course. His publications included “Winning the West for Christ: Sheldon Jackson and Presbyterianism on the Rocky Mountain Frontier, 1869-1880” (University of New Mexico Press, 1996) and “Missionaries, Outlaws and Indians: Taylor F. Ealy at Lincoln and Zuni, 1878-1881.”

Before joining UCCS, Bender was a teaching assistant at the University of Colorado Boulder, and assistant business manager for Fort Lewis College, Durango. He served in the U.S. Air Force from 1946-47 and 1953-1957 and was an instructor at the Air Force Finance School. He was credited with establishing the cadet payroll system for the U.S. Air Force Academy, then at Lowry Air Force Base.

A native of St. Louis and an avid St. Louis Cardinals fan, he earned an undergraduate degree from Washington University, St. Louis, and master’s and doctoral degrees from CU-Boulder.

Survivors include his wife, Eugenia; a son, Norman C.; a daughter, Elizabeth C. Connnell; two grandchildren. Donations may be made to the CU Foundation’s UCCS History Gift Fund. Checks should be made to “CU Foundation” with “In memory of Dr. Norman Bender” in the memo line or in an accompanying letter. Gifts can be mailed to the CU Foundation, 1420 Austin Bluffs Parkway, Colorado Springs, Colo., 80918 or delivered to Main Hall 312.

Obituary: Thomas M. Howerton[59]

[60]
Thomas M. Howerton, a lecturer in the College of Education at UCCS from June 1985 to May 1994, died Feb. 12, 2013. He was 79.

A firm believer in education, he graduated from Otero Junior College and the University of Colorado, eventually earning his Ed.D. from the University of Northern Colorado. He was a teacher and administrator with School District 11 in Colorado Springs and after retirement, taught at UCCS.

Howerton also was a public servant, receiving numerous distinguished service awards and serving on countless educational boards, including the National Association of School Boards of Education. He served on the Colorado State Board of Education for 16 years.

Tom is survived by his wife, Connie, three children; Steve, Karen Kennedy (Jim), and Kent (LaQuitta), and five grandchildren: Sarah Anderson, Nicole Baca, Lindsey Howerton, Cole Kennedy, and Quinn Kennedy.

In memoriam[61]

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

CU-Boulder
Kevin F. Burns, 49, facilities management. Feb. 6, 2013. **Phyllis J. Pittman,** 80, retired staff. Feb. 11, 2013. **Wendell A. Stewart,** 89, retired staff. Feb. 15, 2013.

Links
[1] https://connections.cu.edu/stories/regents-consider-budget-options[2] https://connections.cu.edu/stories/allen-cu-needs-more-women-across-all-levels[3] https://connections.cu.edu/file/womenallen-toppng[4] https://connections.cu.edu/file/womenallenpng[5] https://connections.cu.edu/people/allen-to-receive-gee-award-deliver-keynote-at-cu-women-succeeding-symposium[6] http://www.workplacebullying.org/front-page/[7] https://connections.cu.edu/stories/five-questions-elise-graninger[8] https://connections.cu.edu/news/five-questions-for-elise-graninger/5q-graninger[9] https://connections.cu.edu/stories/series-campus-forums-explore-cu-funding[10] https://connections.cu.edu/stories/health-assessment-could-land-winners-300-airfare[11] https://connections.cu.edu/did-you-know/be-colorado-wellness-program-offering-free-health-screenings/beco-2[12] http://www.becolorado.org/[13] https://my.healthmedia.com/index.html?au=CUAUTHCD[14] http://becolorado.org/news-info/success-health-assessment/[15] https://connections.cu.edu/stories/free-mobile-app-launch-soon[16] https://connections.cu.edu/across-cu/free-mobile-app-to-launch-soon/anschutz_new-app[17] http://www.ucdenver.edu/about/WhoWeAre/Chancellor/ViceChancellors/Provost/executiveteam/OARS/atel/Pages/Atel.aspx[18] http://www.ucdenver.edu/about/departments/ITS/Pages/index.aspx[19] http://www.ucdenver.edu/mobile[20] https://connections.cu.edu/stories/groundbreaking-stem-study-expand-aid-43-million-grant[21] http://ucolorado.pr-optout.com/Tracking.aspx?Data=HHL%3d%3e.58%3a%26JDG%3c95%3a473%3b%26SDG%3c90%3a.&RE=MC&RI=4100720&Preview=False&DistributionActionID=6127&Action=Follow+Link[22] https://connections.cu.edu/stories/university-center-create-one-stop-event-shop[23] https://connections.cu.edu/file/uccs-bellpng[24] mailto:events@uccs.edu[25] mailto:mbell4@uccs.edu[26] https://connections.cu.edu/stories/study-early-human-burial-practices-varied-widely[27] https://connections.cu.edu/file/ucdburialpng[28] https://connections.cu.edu/stories/cu-boulder-introduce-moocs-coursera-fall-semester[29] https://connections.cu.edu/stories/orphan-technologies-develop-cu-treatment-life-threatening-metabolic-disorder[30] http://www.orphantechnologies.com/[31] https://connections.cu.edu/stories/service-excellence-award-includes-1000[32] https://www.cusys.edu/ucsc/docs/2013-Service-Excellence-Award-Nomination.doc[33] mailto:dana.drummond@colorado.edu[34] mailto:rtaylor@uccs.edu[35] mailto:deserae.frisk@ucdenver.edu[36] mailto:leonid.balaban@cu.edu[37] https://connections.cu.edu/stories/coltt-call-proposals-now-open[38] http://coloradolearningandteachingwithtechnologycoltt.createsend4.com/t/t-l-cjyilk-irjiqji-w/[39] https://www.cusys.edu/coltt/2013/index.html[40] https://connections.cu.edu/stories/book-arts-collaboration-presentation-exhibit-norlin[41] https://connections.cu.edu/file/dykjoining-forcespng[42] http://ucblibraries/news/JoiningForcesEvent.pdf[43] https://connections.cu.edu/stories/psc-open-houses-mark-procurement-month[44] http://www.surveymonkey.com/s/PSC2013OpenHouse[45] mailto:Charlene.Lydick@cu.edu[46] mailto:Michael.Fox@cu.edu[47] https://connections.cu.edu/people/zhang-person-awarded-sloan-research-fellowships[48] https://connections.cu.edu/file/pzhangpng[49] https://connections.cu.edu/file/ppersonpng[50] https://connections.cu.edu/people/sisemore-appointed-director-internal-audit[51]

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