



Five questions for Brian Cadena^[1]

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A framed certificate of appreciation hangs on the wall of Brian Cadena's office at the University of Colorado Boulder, where he has worked since 2008. He served as an adviser to a first-generation college student who "did an incredible job on his thesis." Cadena was invited to the honors student's graduation party where the young man presented "awards" to all the people who had helped him complete his dream.

"I was really touched that he had made (a certificate) for me. He went on to law school at UT-Austin, and I couldn't be prouder of him," says Cadena, an assistant professor of economics, who has won a variety of awards and honors, including a Stanford Calderwood Faculty Teaching Award in 2012.

Cadena says he stumbled into economics. "I was a psychology major in college and, at the time, I thought I would become a lawyer. A friend suggested that I take an economics class so that I could relate better to people in the business world. When I did, I realized that most students found the material difficult and boring. I thought it was fun, intuitive and really interesting. Like a good budding economist, I realized my comparative advantage, and I never looked back."

Much of Cadena's research focuses on poverty, immigration and the labor market, interests that he says likely were sparked by his mother, who is a social worker. As an undergraduate, he conducted an empirical investigation into whether reform helped the material living conditions of single mothers (it did). He followed his interests at the University of Michigan's department of economics, which had won several years' worth of funding to establish a National Poverty Center that would support poverty-related research. There he began working with affiliated faculty on projects related to low-income families' experiences with the social safety net and the reforms of the 1990s.

"I became interested in immigration because I wanted to see how two important sets of new entrants to the labor market – welfare leavers and new immigrants – influenced each other. I ended up finding that immigrants were quite good at choosing labor markets (cities) where they would face less competition from this other set of new entrants," he says.

1. There has been lots of discussion about raising the minimum wage for workers. What are the pros and cons of this idea in relation to workers and the economy?

The pros: First, increasing the minimum wage would increase living standards for minimum wage workers, which would help reduce income inequality. There's a nice study showing that when the minimum wage fails to keep up with inflation, it tends to exacerbate inequality. Having said that, we would want to consider how these changes would affect the Earned Income Tax Credit (EITC) as well. Under current law, someone working full-time, full-year at the minimum wage is eligible for the full credit, but that credit starts to phase out for people earning around \$17,500 or the equivalent of full-time, full-year work at roughly \$8.50 an hour. Also, there's some evidence that an increase in the minimum wage reduces turnover (quits, firing, hiring), which could lead to additional training and career advancement opportunities as well as increasing the efficiency of the economy.

The cons: On the other hand, there's some new evidence that increasing the minimum wage would reduce future employment growth even if it doesn't lead to people losing their jobs immediately. Also, we'd expect to see price increases for goods and services in industries that rely on minimum wage employees. Finally, in the long run, it's possible that a higher minimum wage would encourage employers to implement labor-saving technology. There's actually some nice evidence for this type of behavior from the immigration literature. In parts of the country where immigrants tend not to settle, businesses are faster to adopt automation technology. A substantially higher minimum wage could easily lead to similar results.

2. Reports show a growing economy but many people are still struggling. What do you consider important factors for a robust economy and what needs to be done to reach a more prosperous condition?

Inequality is certainly a big problem, as is the lack of mobility out of the income class into which people are born. I think



when we're thinking about prosperity, we want to separate the question of how to get the labor market back to full speed (and unemployment down) versus the question of how to address the longer-run trends that have been contributing to increased inequality even when the labor market is healthy.

In the short-run, I think there are relatively straightforward policies that could increase the level of demand in the economy. Interest rates are really quite low – in fact, it's been common to see “real” (inflation-protected) interest rates that are negative in the past couple of years. So, with the world willing to lend the U.S. money at incredibly low rates, it seems obvious that we should take advantage and invest in infrastructure and other long-run determinants of growth. There doesn't seem to be much political will to do this, but the fact that Congress is reducing the impact of the sequester is at least a step in the right direction.

In the long run, though, there are some important ongoing trends that have had a significant impact on income inequality. Two primary concerns are an increase in labor-saving technology (automation) and increased access to foreign markets, which leads U.S. firms to produce in countries with lower wages. Economic theory says that these changes are increasing the efficiency of the economy and leading to a higher growth rate. The difficulty, though, is that each of these trends also leads to fairly concentrated losses among the groups most affected, especially middle-class workers without a college degree.

Because of the increased growth, though, it should be possible, in theory, to share the gains in efficiency across the board so that everyone is better off. But, that won't happen automatically. Instead, what we've seen is that these concentrated losses are offset by either small diffuse gains (e.g. lower prices) or concentrated gains among a select few, especially those at the top of income distribution who own most of the nation's financial capital. I think there are a number of ways of addressing this imbalance, but I'm generally in favor of solutions that allow the economic forces toward better efficiency to continue to operate and then to address the unequal distribution of the gains through taxes or similar policy.

3. You published a paper about “Human Capital and the Lifetime Costs of Impatience.” Tell me about the research, your findings and the implication.

This paper looks at how short-run impatience or difficulty delaying gratification affects how people invest in education. In particular, my co-author and I were interested in dropout behavior, especially among people who drop out very close to finishing a degree. We used data from the NLSY (National Longitudinal Survey of Youth, a nationally representative survey of those aged 14-22 in 1979) and we found that a simple measure of impatience – whether the interviewer coded the respondent as impatient following the interview – had a great deal of predictive power for all sorts of behaviors that are linked to trouble delaying gratification, including smoking, drinking to excess, failing to save, and failing to live up to commitments. We also found that this measure was a strong predictor of dropout behavior, including dropping out of high school and especially dropping out of college after completing at least three years of a four-year degree.

This was an important finding because, contrary to standard economic models of educational investment, we found that people were unable to complete degrees that they realized were worth the cost. The findings imply that providing students incentives to finish school or even changing how much schooling is compulsory could actually make people happier, not just better off financially. The paper also implies that investments in soft skills like the ability to delay gratification can have a large impact on people's lifetime well-being. We found that, controlling for a host of family background and demographic factors, the impatient respondents earned around 13 percent less over their careers than did similar patient respondents.

4. Some of your recent research deals with labor and mobility. What have you found?

I have a new paper (joint with Brian Kovak from Carnegie Mellon) that looks at how low-skilled immigrants affected the labor market during the Great Recession. We started this project because we knew that Americans, especially those without a college education, were not very geographically mobile in response to economic conditions. In fact, there is talk in Washington of whether it would make sense to pay people who have been unemployed for a long time to move to places where the labor market is stronger.



We found that, unlike the United States-born population, immigrants from Mexico were extremely flexible when it came to choosing where within the United States to live and work. From 2006 to 2010, the Mexican-born population shifted markedly from cities that experienced big job losses to cities with smaller job losses. This movement was clearly good (at least on average) for the mobile immigrants, but we also found that it helped smooth out outcomes for the native-born population. Immigrants' mobility worked like a form of labor market insurance: Among cities with sizable Mexican-born populations, the immigrants' mobility reallocated employment probability from places with smaller job losses to places with larger job losses. The result was stronger labor markets in places that would have otherwise been hardest hit by the recession.

5. Where do you see yourself 10 years from now?

Of course I'd like to be recognized as a leader in my fields of research and to have an increasing influence on the types of questions that people find interesting. I've also chosen to do work in an area that gets a lot of attention by the media and policymakers, and it would be great to expand my influence there as well. (My new immigration paper has been written up in several media outlets, and I did an interview discussing the results with the local Univision affiliate).

On a personal level, though, I hope that in 10 years I'll have taken advantage of many of the things that living in Boulder has to offer. Being from the Midwest, I never learned to ski, so I'd like my kids to learn, and it would be great to learn along with them. I also really do enjoy hiking, and I'd like to have checked off several 14ers by 2023. Someday, I want to learn to play the piano – I can play well enough to figure out my part in a piece of choral music, but I'd like to learn to play "for real."

First week of lawmaking session puts spotlight on higher education^[3]

The first week of the Legislature's 2014 session brought early arriving bills with implications for the University of Colorado and other higher education institutions across the state.

Senate Bill 14-001^[4]: This is the vehicle for Gov. John Hickenlooper's requested \$100 million increase for higher education in next year's budget. Of this increase, \$60 million would be allocated toward operating costs and \$40 million would go toward a variety of financial aid programs, such as merit, need-based, and work study. CU's portion of the \$60 million increase, if approved, would be \$16.5 million, an 11 percent increase over last year.

Named the College Affordability Act, the bill would tie the funding to a mandated cap of 6 percent on any tuition increases next year; CU and all other institutions have agreed to the limit. CU supports the bill, and the [Government Relations](#)^[5] team monitoring its details as it moves through the Legislature.

Senate Bill 14-004^[6]: The state's community colleges are working to add four-year degrees to their offerings. CU and others had concerns over last year's version; as introduced this year, the legislation limits the scope of the expansion to bachelor of applied science degrees, which CU doesn't offer. The bill also calls for a thorough evaluation process that would enable CU and others to weigh in on whether added degree programs are cost-effective and of benefit to the state. The Colorado Commission on Higher Education has expressed support of the bill. CU is not opposed to it, though concerns remain from faculty and deans regarding the general policy direction. Government Relations will monitor the bill closely.

Capital construction: CU is working to secure more funding for capital construction projects, as well as funding for controlled maintenance. The Legislature will begin the process of prioritizing state-funded capital projects and determine how much to appropriate for those projects in the next several weeks so that it can ultimately be included in the budget bill in March.

CU-Boulder athletics facilities: CU this week will seek cash spending authority from the state for new and redesigned athletics facilities at CU-Boulder. The Board of Regents [approved the \\$140 million plan](#)^[7] last month.



Vision for CU discussed by regents at retreat^[8]

The University of Colorado Board of Regents began the process of setting broad goals for the university at its mid-winter retreat late last week at President Bruce Benson's ranch in Silverthorne.

Board Chairman Michael Carrigan said the aim is to coordinate larger, systemwide goals with campus strategic plans to better serve the people of Colorado and beyond.

The session was facilitated by Dr. Ellen Chaffee, a senior fellow with the Association of Governing Boards of Colleges and Universities.

"A system plan has to identify the things the system does best and help the people of Colorado have an integrated understanding of the university," she said.

The board identified six broad areas as priorities: student success, diversity, advancing Colorado's economy, reputation, advancing the health of Colorado and beyond, and fiscal stability. In the coming weeks and months, the board will work with university leadership and others to turn the priority areas into goals. The goals would complement the board's already established [mission statement and guiding principles](#)^[9].

Board members indicated they want to end up with a formal set of goals they adopt, which would be accompanied by metrics and timelines. Vice President for Academic Affairs Kathleen Bollard suggested the board consider using some of the many internal and external metrics now in place, such as the state's performance contract with the university and metrics from campus strategic plans. Board members agreed, and asked the administration to inventory existing metrics.

The board will continue to refine the priority areas at its meetings in February and March, with an eye on turning them into actionable goals by the summer. Carrigan said the discussions, which will include the university community, will continue through the spring. The board hopes to have goals solidified by early summer.

"We believe this process will give us all a better sense of direction and will help us meet our mission to the people of Colorado," Carrigan said.

Donors give \$2 million to fuel research in childhood diabetes^[10]

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The University of Colorado School of Medicine has received \$2 million in gifts – a \$1.5 million lead gift from an anonymous donor and \$500,000 from The Battin Trust – to establish an endowed chair at the Barbara Davis Center for Childhood Diabetes (BDC).

The inaugural holder of the Richard Abrams and Marian Rewers Endowed Chair for Clinical Research to Eradicate Childhood Diabetes will be Marian Rewers, M.D., Ph.D., who will continue his groundbreaking research at CU toward prevention of the disease.

The chair is named in honor of Rewers and his longtime colleague Richard Abrams, M.D., who founded Colorado Preventive Medicine at Rose Medical Center. During his career of more than 30 years, Abrams has been dedicated to management of diabetes during pregnancy and preventing and treating complications from diabetes. Abrams wrote



and edited several books on the management of diabetes and led the American Diabetes Association Council on Pregnancy.

The gift supports the implementation of results from two National Institutes of Health (NIH)-funded research projects led by Rewers at CU's Anschutz Medical Campus. His research has narrowed down the search for possible environmental causes of type 1 diabetes and ways to prevent it.

"Eradication of type 1 diabetes is a lofty goal, but we want to set the bar high," said Rewers, who is a professor of pediatrics and medicine and BDC clinical director. "The endowed chair will help us take the next step from knowing the cause to taking action and more specifically, action here in Colorado that can help Colorado kids avoid diabetes."

In type 1 diabetes, the body's immune system attacks insulin-producing cells in the pancreas. Affected persons produce little or none of the insulin needed to convert sugar into energy. The most severe chronic disease affecting children and young adults, type 1 diabetes has no cure and must be managed with daily insulin injections.

The BDC was founded in 1978. Currently it provides treatment for 3,600 children and 2,400 adults with type 1 diabetes.

"The donor is a strong supporter of the Barbara Davis Center and the Children's Diabetes Foundation, whose core purpose is to support the work of the BDC," Rewers said. "This person would like to see action fast and results in the near future. We were chosen because we have something that is already very advanced and promising."

In 1993, Rewers initiated the NIH-funded Diabetes Autoimmunity Study in the Young (DAISY), which screened for genetic markers of diabetes in 30,000 newborns and tracked the health of 2,500 who had a high genetic risk. Rewers and his colleagues were able to exclude routine immunizations, childhood obesity and baby formula made from cow's milk as triggers of type 1 diabetes. Their research findings linked certain viral infections to an increase in the risk for diabetes, while also determining that omega-free fatty acids may protect against the disease.

On the foundations of research from DAISY, the NIH funded The Environmental Determinants of Diabetes in the Young (TEDDY). That research has incorporated data from 424,000 children in Europe and America and the team is following 8,766 children who have the highest risk for diabetes. TEDDY is on track to produce new findings helping to prevent type 1 diabetes in the near future.

Rewers said he expects the endowment to help children avoid diabetes, though he added that it may take many more years to bring about eradication of the disease.

"The impact we hope for," Rewers said, "is to shorten the time it takes from making major discoveries to implementing in human lives. We want to shorten the pathway to prevention of diabetes."

CU leaders oppose boycott of Israeli academic institutions^[12]

University of Colorado leadership is stating its strong opposition to a national association's recent call for a boycott of Israeli academic institutions.

The American Studies Association last month voted to boycott Israel's higher-education institutions as a protest of Israeli treatment of Palestinians, a resolution that prompted outcries from many U.S. universities, including CU.

"The University of Colorado community values open inquiry, vigorous debate and the free exchange of ideas," CU President Bruce Benson [said in a statement](#).^[13] "The boycott of Israeli academic institutions proposed by the American Studies Association is not only antithetical to our university's mission and values, but also limits the dialogue that is so critical to understanding and common ground."



Said CU-Boulder Chancellor Philip DiStefano [in a statement](#)^[14], “This is a violation of academic freedom for American, global and Israeli scholars, an unnecessary injection of politics into the research process itself, and an obstruction to the spirit and substance of academic inquiry.”

The CU Board of Regents [also issued a statement](#)^[15], which expressed endorsement and support of the statements from Benson and DiStefano.

“One of the board’s guiding principles is to promote diversity ‘... to ensure the rich interchange of ideas in the pursuit of truth and learning, including diversity of political, geographic, cultural, intellectual, and philosophical perspectives.’ The boycott runs counter to that ideal, and to the entire notion of why the university exists,” the board’s statement reads.

New policy brings consistency to hiring of retirees^[16]

A new University of Colorado policy consistently enforces rules for retirees who return to CU as staff members.

The policy – [APS 5054](#)^[17], “Hiring Working Retirees Into Staff Positions” – ensures all CU campuses follow the same employee management process and holds returning retired workers to the same standards. It fosters an environment where veteran employees with expertise can maximize their time training new staff, and expands career-advancement opportunities for staff members in general.

The policy re-enforces current work-limit maximums by requiring returning retirees to:
Work only the number of days that their contracts allow. In most cases, this will be 110 days each calendar year.
Another group of 50 returned CU retirees — 10 on each CU campus and system administration offices — are granted special approval to work a maximum of 140 days a year. Work for no more than a nine-month or 12-month period, or another defined and approved project timespan. Fully understand their benefits eligibility, based on whether they are a member of the Public Employees’ Retirement Association (PERA) or the University Retirement Plans. Enter working hours in My.Leave or another department-required time-entry system. Forgo accrual of sick or vacation leave. (If you are a retiree who has returned to work at CU in a classified staff position, talk to your manager about whether this section of the policy applies to you.) With the exception of some classified staff, as of Jan. 1, 2014, all retirees who have returned to work in a temporary staff position — regardless of when they returned to CU — cannot accrue leave. Retirees will forfeit any accrued sick leave that is not used by June 30, 2014. Retirees will receive a payout before this deadline for any remaining vacation balance on June 30, 2014.

How to use APS 5054

If you’ve returned to CU after retiring, or plan to do so, here is how the policy will affect you as of Jan. 1, 2014:

[\[18\]](#)

Galloping COLTT offers training in digital publishing, video^[19]

[\[20\]](#)

The CU system’s COLTT (Colorado Learning and Teaching with Technology) Conference next month brings two of its [Galloping COLTT](#)^[21] events to CU-Boulder and CU Denver, both featuring training in Adobe applications.



Wednesday, Feb. 26, CU-Boulder, Norlin Library E 113

9 a.m.-11:30 a.m. – Advanced Photoshop Creative Cloud 1 p.m.-3:30 p.m. – Adobe InDesign & Digital Publishing
Audience: Publishers who wish to gain a greater understanding in the digital publishing workflow and how to create mobile apps using InDesign. (Communications department, journalism, athletics, alumni, marketing)

This course will introduce you to the Adobe Digital Publishing Suite and Adobe InDesign. Learn how to make engaging, interactive publications/apps for the iPhone, iPad and Android devices.

Thursday, Feb. 27, CU-Denver, 1380 Lawrence St., third floor, CLC

9 a.m.-11:30 a.m. - Adobe Acrobat XI – Digital Forms, Digital Signatures, PDF Creation and Automating Acrobat through Actions 1 p.m.-3:30 p.m. - Video Editing Basics – Want to learn how to tell a better digital story, edit your video and possibly become the next George Lucas? This class will introduce you to the basics of video editing with Adobe Premiere Pro.

Participants who do not currently have access to the Adobe Creative Cloud (CC) should prepare prior to the sessions by downloading a trial copy from the Adobe website at <http://www.adobe.com/downloads.html?promoid=KEWBH>^[22].

Attendees are advised to set up and install trial Adobe software on your own device before the session, and bring that device to the classes, given limitations of bandwidth, staff and time. A few MacBooks will be available for use during the session. If you are not a regular Mac user, please be sure to bring your PC, again with the software trial downloaded.

To sign up or ask any questions, email Jill.Lester@cu.edu^[23].

Dean Krugman to step down at School of Medicine^[24]

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Richard D. Krugman, M.D., University of Colorado vice chancellor for health affairs and dean of the School of Medicine, announced in his Monday email to campus that he has asked the university's leadership to begin the process of hiring his successor.

Krugman became dean of the University of Colorado School of Medicine on March 1, 1992, after serving as acting dean for 20 months. His is currently the longest-serving dean of a medical school in the United States.

He came to the School of Medicine in July 1968 as an intern in pediatrics. He completed his residency at the School of Medicine and joined the faculty in 1973. In 1981, he became director of the C. Henry Kempe National Center for the Prevention and Treatment of Child Abuse and Neglect.

In an announcement to the university, Don Elliman, chancellor for the University of Colorado Denver and Lilly Marks, University of Colorado vice president for health affairs and executive vice chancellor of the Anschutz Medical Campus, thanked Krugman for serving with distinction as dean for more than two decades and said they will soon form a committee to conduct a nationwide search.

"Dr. Krugman is an outstanding colleague, a valued administrator and a treasured friend," Elliman and Marks wrote. "His passionate and effective leadership has helped build one of the premier centers of academic medicine in the country, a school that consistently ranks among the top 10 public medical schools in grants from the National Institutes of Health and is a leader in research, learning and clinical care. His careful stewardship has attracted top talent from across the country and fostered a culture of respect. It is a legacy that will pay dividends for Colorado and future generations of physicians and researchers."



"We are fortunate that Dr. Krugman will not be leaving the university after he retires as dean," they continued. "He says he plans to return to the Kempe Center in the Department of Pediatrics and pursue the long-deferred projects he put on hold in 1990. We thank him for his many years of outstanding service to our university, we look forward to his ongoing scholarship and we wish him the very best."

UCCS hires first-ever food service director ^[26]

Mark Hayes

A 24-year veteran of the food service industry will be the first director of university-operated food services at the University of Colorado Colorado Springs.

Mark Hayes, currently director of dining and summer conferences at the University of Wisconsin, Stevens Point, was selected following a national search. His appointment was announced Monday by Susan Szpyrka, vice chancellor, Administration and Finance.

"Mark brings a wealth of experience to UCCS," Szpyrka said. "He led the transition of a campus from vendor-operated to university-operated and is a leader in sustainability and local food movements. I look forward to his arrival and encourage the campus community to both welcome him and embrace his ideas."

Since 2009, Hayes has directed dining and summer conferences at UW-Stevens Point, a campus of 9,400 students. In that role, he led a team of 32 staff, 75 student managers and 375 student employees.

Previously, he served as general manager with Harvard University Dining Services, Cambridge, Mass., and worked as a managing partner and general manager for privately owned restaurants in Pittsburgh, including Lidia's Pittsburgh, owned by James Beard Award-winning chef Lidia Bastianich. Hayes also opened restaurants in the Netherlands and Singapore.

Hayes earned a bachelor's degree from Slippery Rock University, Slippery Rock, Pa., and a master's degree from Indiana University, Bloomington. He has completed coursework for a doctoral degree in higher education leadership from Edgewood College, Madison, Wis., and earned certificates from Harvard University and the Federal Emergency Management Administration. He is a certified Foodservice Management Professional.

In 2013, Hayes led UW-Stevens Point to a National Association of College and University Food Services gold medal for residential dining, the first gold medal in the UW System. He developed a local foods and sustainability program that contributed to recognition on the Princeton Review's Green College Honor Roll and the Association for the Advancement of Sustainability in Higher Education Stars. He also led the food services department to superior scores on a national college food service benchmarking survey.

"I am very excited about the opportunity to lead the university's transition to self-operations and look forward to developing strategic partnerships on and off campus," Hayes said. "We will need the support of the entire community to make UCCS Dining and Food Services a tremendous success."

In October 2013, UCCS announced plans to operate its own food services beginning in May 2014. Previously, campus food services were handled by third-party contractors.

The seven-member search committee for the director of food services position was chaired by Tamara Moore, executive director, Auxiliary Services. Other members were Russ Saunkeah, executive chef and associate director, Food and Dining Services; David Leupp, senior instructor, College of Business; Janel Owens, assistant professor, Department of Chemistry and Biochemistry; Nan Kerr, customer service specialist, University Center; Jason Adams,



student government representative; Sarah Morehead, administrative assistant, Admissions Services Department; and Iryse Naro, executive assistant, Office of the Vice Chancellor for Administration and Finance.

Related articles

[Campus to operate food service](#)^[28]

[Sodexo manager to join UCCS food service](#)^[29]

John Bowlen credits CU Denver for shaping his sports business expertise^[30]

John Bowlen with Wendy Guild, director of the Sports and Entertainment Management program at CU Denver, in the Denver Broncos' conference room at Sports Authority Field at Mile High. Bowlen is a 2012 graduate of the SEM MBA program. (Photo: Tyghe Boone-Worthman)

John Bowlen kicked off his [Denver Broncos](#)^[32] career at age 10 as a ball boy. He has since worked in nearly every facet of the beloved franchise, and Bowlen points to a period of hitting the books -- in the [Sports and Entertainment Management](#)^[33] MBA program at the University of Colorado Denver -- for helping launch his current success.

Like Peyton Manning and the playbook, Bowlen absorbed all aspects of the sports industry in the program -- marketing, finance, accounting and management. "The environment that CU Denver fosters is incredible," he said. "I took those face-to-face interactions in class and I learned from them on a day-to-day basis. Probably my biggest attribute is my ability to communicate with other people, and I can attribute that to CU Denver, along with riding light rail to school and getting to do things I hadn't done before."

Executive rotation

Bowlen, son of team owner Pat Bowlen, is a spring 2012 CU Denver graduate. He is currently in the Broncos' executive rotation, learning the decision-making ropes of every department. Ironically, since he's now on rotation for the Broncos' Stadium Management Company, Bowlen will spend most of Sunday's playoff game working the parking lots and other facilities at Sports Authority Field at Mile High. "I'll be helping with the underground stuff you don't see," he said. "I'll watch the game in the fourth quarter from the field."

Bowlen played football at the University of San Diego, under current 49ers coach Jim Harbaugh, before an injury cut his playing career short. He earned a business management bachelor's degree at the University of Denver and flirted with law school before realizing that he wanted to pursue an MBA in Sports and Entertainment Management (SEM). "The CU Denver program was very interesting to me because not only was Professor ([Wendy](#)) [Guild](#)^[34] the director, but it really stood out how the professors, students and graduates were very closely tied and they created a notoriety in the Colorado sports community. It made me want to be a part of that."

He quickly came to learn that CU Denver, in the heart of the vibrant city he calls home, delivered an unparalleled education. Guild's "Managing Individuals and Teams" class taught him invaluable leadership skills and in "Sports Marketing" Bowlen and his classmates put together a World Cup soccer bid. "That bid project has played into every concert and every Super Bowl bid I've looked at. Also, every kind of venue-oriented event that goes on within the building, that project plays into how I evaluate it."

A hallmark of SEM is the London Calling travel-study program, and Bowlen made the most of it. He said some of the consumer-friendly approaches he observed at Emirates Stadium, home of Arsenal, an English Premier League team, have been applied at Sports Authority Field at Mile High.

'Different perspective'

"The knowledge I've gained from the MBA program at CU Denver has given me a different perspective than anyone



else," Bowlen said. "A lot of times people will come up to me after a meeting and say, 'Gosh, that question you asked was fantastic, nobody would have thought of that.' I think I owe that to the MBA program for really broadening my horizons."

Graduate school challenged him like no previous experience. He said the course work at CU Denver prepared him exceptionally for the real world of sports and entertainment. "Now anyone can hand me anything and I wouldn't be afraid of it," Bowlen said. "That's something I've gotten from CU Denver, and I find that very important to kind of create that confidence and allow yourself to flourish."

He loves meeting the challenges of serving a fanbase in the fast-changing arenas of sports and entertainment, along with technology and globalization. "What's going on right now in technology is changing the way people experience things, so unless you embrace the technology, you're really not going to get anywhere," he said.

Bowlen used the flexibility of CU Denver's MBA program -- many classes are offered online -- to complete his degree in two years. "It was great how I was able to travel with the team while still doing my schoolwork."

He's a down-to-earth guy who bleeds orange and blue and loves football, but at his core Bowlen is workaholic. Guild said Bowlen displayed an incredible work ethic and enthusiasm in the MBA program. She recalled that in his internship in the Broncos' equipment department he even did the team's laundry.

"Students learn from the program what part of the industry is going to best suit them," Guild said. "They learn where their attributes and interests are going to fit and where the opportunities are that they hadn't thought of before."

'You've got to be dedicated'

Some people realize they aren't cut out for the industry because, far from the seeming glamour and the TV spotlight, it's not a field for the meek or 9-to-5ers. "You've got to be a dedicated person and you've got to be driven. You've got to be creative and willing to move," Bowlen said. "There's only so many positions available for people in Denver. Also, the hours we work are unbelievable. I've worked 14-hour days for weeks on end and not had a day off for 10 weeks."

When it came time to do a class project that critiqued a business, Bowlen chose to zero in on his family's own -- the Broncos. It was yet another eye-opening experience. "There were things that I had never looked at or never thought of that students in the class brought to my attention," he said. "It allowed me to bring them to other people's attention and improve what we're doing here."

A desire to constantly improve and be the best, both personally and as a key member of the Denver Broncos, is what drives Bowlen to get up each day with the sun and stay at the office until 10 p.m. or later -- whenever the laundry is done.

"Understanding how you can make people feel special at the end of the day is the business that we're in, and that's the service industry," he said.

Faculty, staff invited to explore recreation center expansion^[35]

The newly remodeled weightlifting room in the Recreation Center at the University of Colorado Boulder. (Photo: Casey A. Cass/University of Colorado)

The University of Colorado Boulder's expansion of the Student Recreation Center, a project initiated by students,



opened Friday. The southwest addition, the second and largest phase of the project, is located just north of the Ramaley Biology Building and east of Sewall Hall and provides an additional 83,000 square feet of indoor recreational space.

The campus community is invited to attend “Reconnect with the Rec” Tuesday, Jan. 21, through Friday, Jan. 24. CU-Boulder faculty and staff members are invited to use the facility for free during this time. The event will provide the opportunity to experience and learn more about the southwest addition.

Festivities at the free event will include personal trainers and equipment vendors on site, group exercise demonstrations, facility tours, climbing wall competitions, giveaways, snacks and more. For a full schedule of events go to www.colorado.edu/recreation^[37].

The portions opening this month include a three-level weight and cardio area; three new wood floor all-purpose indoor courts for basketball, volleyball and badminton; a climbing wall and bouldering area; three fitness studios; wellness suites; new locker rooms and a spacious entrance and lobby.

“Recreation facilities have always been extremely popular among CU-Boulder students and over the years we found that our current facilities were not keeping up with the demand,” said Chris Schaeferbauer, CU Student Government tri-executive. “In surveys of our peers, we found CU students participate in recreational activities at a rate higher than the national average, but that our indoor recreation and fitness space per student was lower than the national average.”

The new ice rink opened in November and the Rental and Resource Center, which will rent camping and outdoor equipment, opens in mid-February. The final phase of the project, which consists of an indoor turf field, tennis courts, outdoor pool and the renovation of the existing basketball courts, is on track for completion in April.

The \$63.5 million project was funded through the sale of bonds to be repaid through student fees collected over a 25-year period. In April 2011, the CU-Boulder student body voted to support the expansion and renovation of the Recreation Center. Nearly 37 percent of eligible student voters participated in the election, the largest ever student turnout, and over 70 percent voted “yes” to increase student fees in support of the expansion and renovation.

“With this state-of-the-art addition and the significant improvements to the Recreation Center, the students and the campus community will indeed have a remarkable facility at their disposal,” said Gary Chadwick, interim director of recreation facilities. “This is certainly an exciting time for the Recreation Services staff, who are anxious to begin offering the students the numerous opportunities that this center provides.”

Students will have 30,000 square feet of state-of-the-art cardiovascular and strength training equipment, a lower-level strength area, several additional cardiovascular and stretching spaces, and a “cardio equipment green zone” that captures user energy produced during exercises to feed back into the power grid and offset some power consumption within the facility.

A 4,000-square-foot-climbing wall built by Eldorado Designs contains areas for bouldering, lead climbing and top-rope climbing. The lead and top-rope areas reach up to 38 feet. The beginner to advanced bouldering terrain reaches a maximum height of 14 feet. The northeast corner consists of shot rock and is designed as an educational area for anchor building, lead climbing and multi-pitch climbing along with gear anchor building.

Three additional multipurpose fitness studios and a mind-body studio will provide members many opportunities to participate in fitness, mind-body, martial arts, Pilates reformer and dance classes.

The Wellness Suite will provide fitness assessments, nutrition clinics, personal training consultations, and the muscular skeletal clinic. The Wellness Suite also will serve to support student success in living a healthy, balanced lifestyle.

Cech named to new national science commission^[38]



Thomas Cech, Distinguished Professor at CU-Boulder, has been named by the U.S. Department of Justice and the U.S. Department of Commerce's National Institute of Standards and Technology (NIST) to the newly created National Commission on Forensic Science.

The commission will work to improve the practice of forensic science by developing guidance and recommendations for the U.S. Attorney General on forensic specialties ranging from DNA analysis to firearms and toolmarks.

Members of the commission will work to improve the practice of forensic science by developing guidance concerning the intersections between forensic science and the criminal justice system. The commission also will work to develop policy recommendations for the U.S. Attorney General, including uniform codes for professional responsibility and requirements for formal training and certification.

The commission is co-chaired by Deputy Attorney General James M. Cole and Under Secretary of Commerce for Standards and Technology and NIST Director Patrick D. Gallagher. Nelson Santos, deputy assistant administrator for the Office of Forensic Sciences at the Drug Enforcement Administration, and John M. Butler, special assistant to the NIST director for forensic science, serve as vice-chairs.

The commission includes federal, state and local forensic science service providers; research scientists and academics; law enforcement officials; prosecutors, defense attorneys and judges; and other stakeholders from across the country. This breadth of experience and expertise reflects the many different entities that contribute to forensic science practice in the U.S. and will ensure these broad perspectives are represented on the commission and in its work.

Nagpal, Vernerey win NSF's prestigious CAREER award^[39]

Nagpal

Vernerey

Two faculty members in the University of Colorado Boulder's College of Engineering and Applied Science have been honored with the National Science Foundation's prestigious CAREER award.

The NSF Faculty Early Career Development, or CAREER, award supports junior faculty members who demonstrate excellence in research and who effectively integrate their research with education. CU-Boulder's recent recipients are Prashant Nagpal, an assistant professor of chemical and biological engineering, and Franck Vernerey, an assistant professor of civil, environmental and architectural engineering.

Nagpal is being awarded \$499,077 over five years to work on improving the amount of energy from the sun that photovoltaic panels can convert into electricity. Nagpal's work focuses on using "hot carriers" in quantum-confined semiconductor nanostructures to capture the waste energy that cannot be captured by the bulk semiconductors used in today's solar panels.

Nagpal also will investigate if semiconductor nanostructures can be used as photocatalysts to split water, creating clean hydrogen fuel, or to generate other hydrocarbon solar fuels using carbon dioxide, water and sunlight in an artificial photosynthetic process.



Vernerey is being awarded \$400,000 over five years to develop mathematical models that can predict and control the regeneration of damaged tissues from a patient's own cells in a hydrogel scaffolding.

Vernerey's work could eventually enable personalized medicine by introducing a new generation of algorithms that can learn from the behavior of specific cell populations and predict the type of scaffolding that will lead to successful tissue regeneration. In the long term, this strategy could provide an alternative to tissue or organ transplants.

Ho-a, Zak in new posts at CU-Boulder^[42]

Ho-a

Zak

Carla Ho-a has been appointed assistant vice chancellor for administration auxiliaries and **Melissa Zak** is now police chief for the University of Colorado Police Department at CU-Boulder.

Ho-a, who joined the Boulder campus last March as director for administrative projects, will now oversee Parking and Transportation Services, the CU Bookstore and Imaging Services. Previously, Parking and Transportation Services reported to the executive director of public safety, who also oversaw Police Services and Emergency Management.

Prior to coming to the Boulder campus, Ho-a served as the associate dean for finance and administration at the University of Colorado College of Nursing at the Anschutz Medical Campus, where she oversaw the strategic planning and day-to-day operations of the college including human resources, payroll, budget, finance, facilities, marketing, communications, alumni relations and information technology. Ho-a's experience also includes budget and planning for the Denver campus, the Colorado Community College System and the Facilities Operations Department at the Anschutz Medical Campus. Ho-a holds a bachelor's degree in finance and a master's degree in business administration from the University of Colorado Denver.

"Bringing these areas together strengthens our ability to serve the CU-Boulder community," Ho-a said. "I am excited to have the opportunity to build on best practices within these enterprises and develop a shared vision for the future."

Zak, who came to CU-Boulder last July as the deputy police chief, is a 21-year veteran of the Los Angeles Police Department. She will oversee both police and emergency management services. The full-service police agency with 46 commissioned officers provides the university community with round-the-clock police patrol and dispatch communications, criminal case investigations, crime prevention programs, emergency and disaster preparedness planning, hostile threat assessment and response, and event security oversight.

"During my six-month tenure as deputy chief, the campus experienced several significant events, including September's floods, that demonstrated its ability and depth to come together as a community to respond to these incidents. As police chief, I look forward to building upon the established partnerships and finding ways to improve our communication and responsiveness to CU affiliates," Zak said. "Ultimately it takes each and every one of us to keep our community safe and ensure our students have an environment that is free from distractions to their academic success."

As a captain in the southwest area of the LAPD, Zak oversaw gang operations, detective operations, community relations, critical incident and special events, and administrative investigations for a territory that included the University of Southern California and more than 400 LAPD employees. Zak has experience managing safety at large incidents and events, including USC football games, the Academy Awards and LA Marathon. In her LAPD position, she worked



very closely with USC's Police Department on reducing theft and investigating major crimes. She also is a graduate of the FBI National Academy and Senior Management Institute for Police.

Zak holds a master's degree in conflict negotiation from California State University, Dominguez Hills, and a bachelor's degree in criminal justice from the University of California, Santa Barbara.

Kassan earns highest honor for CU clinical faculty member^[45]

Stuart S. Kassan has been named a Distinguished Clinical Professor of Medicine at the University of Colorado School of Medicine. This is the highest award a clinical faculty member at CU can achieve.

In addition to his role as a clinical professor of medicine at CU, Kassan also serves as medical director at the Infusion Center of Denver and chief medical officer of Multispecialty Physician. He also is in private practice at Colorado Arthritis Associates.

The award of Distinguished Clinical Professor is given to faculty members who demonstrate exemplary performance in research, have a record of excellence in clinical teaching and outstanding service to their field and to the University of Colorado. Kassan began teaching at the School of Medicine in 1978. He recently was elected as a Master of the American College of Rheumatology.

Mohon to join School of Medicine in April^[46]

Ricky Mohon, a pediatric pulmonologist and sleep medicine physician, will officially join the University of Colorado School of Medicine as the Department of Pediatrics Pulmonary Division on April 1. He will become the university's pediatric pulmonary fellowship program director and its pediatric sleep program medical director.

Mohon, a resident of Johnson City, Tenn., treats ailments of the lungs and respiratory system in children. He currently is one of only 14 of these specialists in Tennessee who also practice pediatric sleep medicine. Pediatric sleep medicine deals with the same sleep disorders as adults, including sleep apnea, narcolepsy and other complications.

Gruntfest honored with White award^[47]

^[48]

Eve Gruntfest, a research scientist at the Trauma, Health and Hazards Center at UCCS and professor emerita, recently was awarded the Gilbert White Public Service Award from the Association of American Geographers.

The award recognizes outstanding contributions to the advancement or welfare of geography. The AAG honor will be



presented to Gruntfest on April 12 at the organization's annual meeting in Tampa, Fla.

White was a distinguished professor at CU-Boulder and was considered one of the leading environmental geographers of the 20th century. Gruntfest was a doctoral student of White's and received the award in recognition of her career achievements in the study of hazard warnings and response to natural disasters. She began her career with an important study of public response to the 1976 catastrophic Big Thompson Flood in Colorado and was a faculty member in the Department of Geography and Environmental Studies from 1980 to 2007.

Harvey book named outstanding academic title^[49]

^[50]

Editors of "Choice: Current Reviews for Academic Libraries" recently named the "The Color of Christ: The Son of God and the Saga of Race in America" one of the Top 25 Books in its annual Outstanding Academic Titles List.

"The Color of Christ" was written by **Paul Harvey**, professor in the UCCS Department of History, and Edward Blum, associate professor, Department of History, San Diego State University. The book explores the nature of Christ worship in the U.S. and addresses how his image has been visually remade to champion causes of white supremacists and civil rights leaders alike, and why the idea of a white Christ has endured.

Choice is a leading source for reviews of academic books, electronic media, and Internet resources of interest to those in higher education. More than 22,000 librarians, faculty, and key decision makers rely on Choice magazine and Choice Reviews Online for collection development and scholarly research.

Dropping names ...^[51]

Shelby

Martinez

Alcott

Fields

Candice Shelby, associate professor of philosophy at CU Denver, published the article "Addiction: Beyond Disease and Choice," in the Fall 2013 issue of "Philosophy in the Contemporary World" (20:2). Shelby has also been awarded a dissemination grant to present her work on biological coding at the social level, at the Code Biology 2014 conference in May at Universite de Paris Descartes in Paris. ... **Donna Martinez**, professor and chair of ethnic studies, College of Liberal Arts and Sciences at CU Denver, recently spoke on "Historical Trauma and the Impact on Families" for the Colorado State Indian Child Welfare Act Training Workshop, sponsored by the Colorado Department of Human Services and the Denver Indian Family Resource Center at the Larimer County Department of Human Services.



Martinez was honored with a day in her name, Jan. 31, 2013 -- an acknowledgement of the service and dedication she has shown in her career to American Indian students and Ethnic Studies. ... An essay by **Hamilton Bean**, communications assistant professor at CU Denver, has been published in the "International Journal of Intelligence and Counter Intelligence." The essay is titled "The Paradox of Open Source: An Interview with Douglas J. Naquin." Naquin served as the first director of the CIA's (Central Intelligence Agency) Open Source Center from 2005 to 2012. ... **Linda Alcott**, assistant professor of French, clinical teaching track, at CU Denver presented on contemporary Haitian-born francophone women writers at three conferences this fall. The first presentation was at the 70th Annual South Central Modern Language Association Conference in New Orleans, La., in October. Her paper is titled "Haitian Ghetto Dreams: Identity and Illusion in Emmelie Prophète's *Impasse Dignité*." Also in October, Alcott's paper, titled "Pulling Back the Curtain on Haitian Tent City Sins: Degeneration and Deliverance in Kettly Mars' *Aux Frontières de la Soifm*," was presented as part of the Women in French session at 66th Annual Rocky Mountain Modern Language Association Convention in Vancouver, Wash. Most recently, she presented "Un Cri de Nègresse in Marie-Célie Agnant's *Le Livre d'Emma*" at the 111th Pacific Ancient and Modern Language Association Conference in San Diego, Calif., Nov 1-3. ... **Sarah Fields**, associate professor of communication at CU Denver, presented a paper, "The Best Thing to Ever Happen: The Discourse of Title IX's 40th Anniversary" at the National Communication Association Convention, Nov. 21-24 in Washington D.C. Fields also is a co-author of work presented at the American Public Health Association Annual Meeting in Boston held earlier in November. A poster, "Mouthguard Bites (Behavior, Impulsivity, Theory Evaluation Study): What Drives Mouthguard Use Among High School Basketball and Baseball/Softball Athletes," was co-authored with Dawn Comstock at the Colorado School of Public Health and colleagues at Nationwide Children's Hospital in Ohio. Their paper, "State Legislation to Address Concussions in Youth Sports: Current Status and Future Directions," was co-authored with Comstock and Gregory Tung (also at the School of Public Health).

Five Connections readers winners of tickets^[56]

CU Connections has awarded prizes to five respondents of our recent reader survey.

One winner was chosen randomly from each of the four campuses and system administration. Each received a prize package including a pair of tickets to the men's basketball game between the CU Buffs and USC Trojans, which will be Saturday in Boulder.

The winners:

Amanda Lain, CU-Boulder **Stuart Littlefield**, system administration **Yvonne Radcliffe**, CU Denver **Karen Short**, UCCS **Cody Warren**, CU Anschutz Medical Campus

More than 1,300 faculty and staff from across the CU system participated in last month's reader survey. We're compiling responses and will be sharing feedback with the CU community in the weeks ahead – as well as bringing reader-requested improvements to CU Connections.

Thanks to all Connections readers who took part in the survey.

Vermilye's work featured at exhibition, reception^[57]

The first image in a series series that explores the emotional and physical journey of waiting for transplant surgery. By Travis Vermilye

The Center for Faculty Development (CFD) at CU Denver hosts a Spring 2014 Meet and Greet reception noon-1 p.m. Thursday, Jan. 23, featuring a new exhibition of creative work by Travis Vermilye, assistant professor of art in the

College of Arts and Media.

Drawing on more than 10 years of professional practice as a medical illustrator, Vermilye's work examines public health issues and presents health information through a combination of illustrative techniques, information visualization and design process. Stop by during the event to meet the featured artist and learn more about the services that CFD offers Denver campus faculty.

[CFD^{\[59\]}](#) is the CU Denver campuswide professional development center providing tenured, tenure-track and non-tenure track faculty with the support they need to excel as teachers, scholars, mentors and leaders.

Links

- [1] <https://connections.cu.edu/stories/five-questions-brian-cadena>
- [2] <https://connections.cu.edu/file/5qs-cadenapng>
- [3] <https://connections.cu.edu/stories/first-week-lawmaking-session-puts-spotlight-higher-education>
- [4] http://www.leg.state.co.us/CLICS/CLICS2014A/csl.nsf/fsbillcont3/040C5229C1B8F2E087257C360075B2B8?Open&file=001_01.pdf
- [5] <https://www.cu.edu/governmentrelations>
- [6] http://www.leg.state.co.us/CLICS/CLICS2014A/csl.nsf/fsbillcont3/0C59CC10D4D1292387257C30000622DE?Open&file=004_01.pdf
- [7] <https://connections.cu.edu/news/athletics-upgrades-at-cu-boulder-get-ok-from-regents>
- [8] <https://connections.cu.edu/stories/vision-cu-discussed-regents-retreat>
- [9] <https://www.cu.edu/regents/mission.html>
- [10] <https://connections.cu.edu/stories/donors-give-2-million-fuel-research-childhood-diabetes>
- [11] <https://connections.cu.edu/file/barb-davispng>
- [12] <https://connections.cu.edu/stories/cu-leaders-oppose-boycott-israeli-academic-institutions>
- [13] <https://www.cu.edu/>
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- [23] <mailto:Jill.Lester@cu.edu>
- [24] <https://connections.cu.edu/stories/dean-krugman-step-down-school-medicine>
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- [35] <https://connections.cu.edu/stories/faculty-staff-invited-explore-recreation-center-expansion>
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