Meeting summary: Boulder Staff Council[1]

Editor's note: In addition to news coverage of meetings of the systemwide Faculty Council and Staff Council, the Faculty and Staff Newsletter posts meeting summaries or minutes as provided by faculty and staff councils and assemblies at the campus level. To submit material, please e-mail Jay.Dedrick@cu.edu[2].

Boulder Staff Council Meeting – Jan. 12, 2011

Visitor(s): Emily Bell, UCB Bursar's Office

Vice Chair Report

Vice chair welcomes guest speaker E. Jill Pollock, senior associate vice president and chief human resources officer. Office, 303-860-5644 jill.pollock@cu.edu[3]

Speaker Topics (see full version minutes at www.colorado.edu/staffcouncil[4] / meetings and minutes tab):

Health trust New staff portal Hewitt benefits review Legislative session Shared services Student health insurance task force FYI Q&A

Action Items

A request to put minutes in the Faculty and Staff Newsletter has been received. Communications committee/Staff Council administrator will condense minutes and submit to Newsletter with link to full version on Staff Council site.

Chancellors Advisory Committee on Multi Cultural Affairs

Meeting on Jan. 21 with Chancellor and Provost[5].

Chancellor's Executive Committee

The Broadway overpass design was shown. Link to preview[6]. This is a city project/site[7].

Communication Committee
Drummond / McKee –

Survey Monkey results show in favor of Communication Committee screening and sending Staff Council information to constituents to control many repeat communications being sent. Atomic sender is being considered with two other services being reviewed. Hoping for final decisions on university branding in order to go forward with website design. A form will be available for brief committee info to be posted to website. Executive board also will send updates. A quarterly employee listing report will be requested in order to keep sending list current.

Election Committee
Douvres –

New campus geographical areas for Staff Council representation have been completed and previously sent via email to reps for review. Some members will be representing different areas due to change. Douvres will contact those with changing areas. Motion to approve area representation changes by Hill, McKee seconds. All are in favor, one abstention. Election nomination process will begin immediately. Encourages Staff Council members to make nominations. Members are encouraged to begin thinking of officer nominations and elections for July.

Health/Wellness
Bo –

Survey results from staff indicate highest interest in healthy eating options on campus with second choice on walking maps through campus. Inquiries for maps for the walking paths have begun. Tree and architectural highlights will be incorporated in routes. Jill Pollock (still at meeting) states there may be funding available for wellness developments at campus level with possible stipulation that programs be monitored, data recorded and reports prepared, possibly with comparison to other campuses. Within the survey was information from individual CU-Boulder buildings about what they are doing for wellness promotion. Networking will be promoted. Pollock: System office created walking trails that are architecturally oriented due to proximity to state/government buildings near 1800 Grant St.

PBRL
Douvres –

PBRL is working on a PERA resolution stating that 2.5 percent employee contribution not be renewed. Some hesitancy not wanting to push too many budgetary resolutions in one year. A resolution for clearer communication is being worked on. Difficult as many of the issues are state rules. Two field trips to the Capitol are being arranged. Feb. 16 and April 15, both of which are during the legislative session. Tours of city buildings also are being arranged. Administrative leave for work-related function is used by many members. Speak to supervisor. Staff Council can send info letter if requested.
For a full version of the Jan. 12 minutes and other Staff Council information, please visit our website, www.colorado.edu/staffcouncil[4].

Five questions for Travis Vermilye[8]

Travis Vermilye

Travis Vermilye teaches five courses each year in his area of expertise – medical illustration. He admits that's currently a bit tricky since the department of visual art at the College of Arts and Media at the University of Colorado Denver doesn't have a medical illustration program. There are, however, classes offered in design and drawing that relate to the field, including one titled "Anatomy for the Artist." He also teaches in design, 3-D motion design and animation.

He developed a course titled "Science Visualization Projects," which focuses on introducing students to various methods of scientific visualization and connects them with professionals around campus for work in real-world projects. Beginning this fall, he'll head a Scientific Media Design program that brings focus to the world of biological and medical illustration.

Vermilye serves on several campus committees, including the Research and Creative Activities Symposium committee, and he continues to develop his medical illustration work through a variety of projects ranging from existing clients to new connections within the university system.

The incorporation of 3-D animation, he says, is one of the greatest advances in his field.

"There is no other way I can think of that allows us to explore the world of the unseeable like an immersive animated piece," he says. "It allows us to literally fly though the human body, cellular landscapes and molecular scenes in ways that were impossible, or at least extremely difficult to do before." (View his work here[10].)

He loves the university experience, from meeting new people in numerous areas of study to being exposed to the excitement and energy of students as well as colleagues. "There are so many exiting research projects being conducted around campus. I can't imagine a more interesting and engaging place to be," he says.

He spends his free time fly-fishing; snowboarding; exploring the Rockies with his wife, Alicia; cooking; traveling to new locations; running; and attempting to play the guitar.

— Cynthia Pasqual

An illustration of a heart valve by Travis Vermilye.

I've always been interested in art and science. While working toward an undergraduate degree in drawing, I stumbled across the Association of Medical Illustrators website and was hooked from that point on. It is the perfect combination of art and science and allows me to continuously develop my illustration skills while learning new information and exploring areas of science and medicine.

2. You've done illustrations on conjoined twins that were used by the media and also on mummies for the Denver Museum of Nature and Science. Do you have a favorite?

Working on the Egyptian conjoined twins case at Medical Modeling Inc. in Golden is the one project I am most proud of being part of. It was both a learning experience as well as an emotional one as I watched the twins go through their journey toward separation during a four-year period. Although I didn't really know them on a personal level, I was so deeply involved in the process and multiple procedures that it felt like I knew them well. Being able to meet them in person near the end of their stay in the United States was a climactic highlight and something I will never forget.

3. Describe the process of illustrating your subjects. What medium do you work in?

My process always starts with researching my topic, meeting with clients and sketching out an initial idea or ideas in graphite on paper. This is true whether I'm doing an animation or a still illustration. Once the client signs off on the sketch or story board, I then begin the final piece. For still illustration, I almost always start with a detailed graphite drawing that is then scanned in to the computer for rendering and color in Photoshop. Animation projects start with 3-D modeling and setting up the scenes inside 3-D software, much like creating a scene for a movie or Claymation sequence.

Travis Vermilye with his wife, Alicia, in Rocky Mountain National Park.

4. You will be starting a new emphasis area in Scientific Media Design in Fall 2011. What will the program entail and why do you believe it is necessary?

The Scientific Media Design program area will allow students who have an interest in science and art to combine the two areas with opportunities to find work for science and medical companies or marketing and design firms that focus on medicine and science-based clientele. I also see this emphasis area as a pathway toward entry into graduate work in both medical illustration as well as scientific visualization. When I started out, there were few options for me to gain the training I needed and this remains true today. It is my hope that this program will provide a strong and valuable experience for students and will allow them to follow their passion for science through creative artistry and expression.

5. What is a goal, either in your personal or professional life, that you would like to reach?

Now that I'm at the university, I would like to push my work in new directions, potentially bringing medical illustration to the gallery setting. A goal for me is to have a solo show in a reputable gallery.

CU EthicsLine: Somewhere to turn when things don't look right[13]

It's something an employee hopes never to need, but can take comfort in knowing is there.

The CU EthicsLine is a mechanism enabling members of the university community to anonymously report suspected violations of the law, or serious or recurring policy violations.

"It's a way for employees to report things when they don't look right," said Louise Vale, director of Internal Audit.

From August 2006, when the effort launched, through October 2010, some 145 reports were made via the toll-free phone number, 800-677-5590, or website, www.EthicsPoint.com[14]. Statistics from reports are provided quarterly to

the Board of Regents' audit committee.

"We never would have received this many reports without EthicsLine in place," Vale said.

Karen O'Dell, audit manager with Internal Audit, describes EthicsLine as "a place to ask uncomfortable questions."

Employees may anonymously report such instances as:
Suspected fiscal misconduct by university employees Violations of federal or state law Serious or recurring violations of university policy in the performance of university duties Gross waste of university funds and property Serious or recurring abuse of university authority (improper conduct)
Once an employee contacts EthicsLine, a report is created and assigned a unique number, enabling the reporting employee to revisit it and post or respond to additional questions from those investigating. An employee may remain anonymous or provide contact information.

EthicsPoint[15] is the vendor for CU's EthicsLine, and all information is kept offsite on EthicsPoint's secured server. CU's Internal Audit maintains the infrastructure so that questions and concerns are routed to the appropriate contact person. Most cases have fallen under the umbrella of Human Resources.

CU's EthicsLine isn't intended as the only, or even best, way to resolve conflicts. Employees are encouraged to speak with a supervisor or manager when issues arise. Personnel issues, such as complaints of discrimination or harassment, also should be addressed with a supervisor or Human Resources. But when an issue arises calling for an independent investigation, EthicsLine is there.

"We strive to be as open and transparent as possible, and these missions are embodied in the university's codes of conduct, policies and laws," CU President Bruce D. Benson wrote about EthicsLine. "However, on the rare occasion that something does not seem right, faculty and staff should be comfortable communicating their concerns, asking questions and reporting unresolved problems.

"One place to start is the CU EthicsLine, and I encourage all who need it to use it."

Diversity and Excellence grant winners named[16]

CU's Diversity and Excellence grants, awarded by the Office of the President and designed to help faculty and/or staff projects promoting diversity and inclusion, have been announced for this year. Awards of up to $3,000 are made for one calendar year, but may be funded one additional year.

The 2010 awardees and their projects:

CU-BOULDER

Psychological Health and Psychiatry: Offering culturally relevant mental health services through the convergence of psychosocial and cultural factors
Dellena Aguilar, Wardenburg Health Center

Wardenburg Health Center is working to create a model of inclusivity within the center, specifically within Psychological Health and Psychiatry. The goals are to increase access to ethnic minorities by collaborating with organizations across campus and the city of Boulder, including the CU-Leadership Excellence Achievement and Diversity Alliance and by providing scholarships for their services. They will be reviewing and making changes to their policies by hosting focus groups. They will work to visually enhance the climate of culture by hiring employees who reflect the populations being served. Multicultural and diversity sensitivity trainings and seminars also will be held for employees and students.

The Colorado Advantage: A graduate preview weekend
Barbara Kraus, biology
Jana Watson-Capps, chemistry and molecular biology

The proposed Colorado Advantage will allow underrepresented minority seniors interested in graduate education to preview STEM (Science, Technology, Engineering and Math) doctoral programs at CU-Boulder during a fall weekend.Â Participants will have the opportunity to meet individually with faculty, tour laboratory facilities, take part in a workshop on preparing competitive graduate school applications and meet current underrepresented STEM doctoral students. The Colorado Diversity Initiative will administer the program, with financial support from its NSF AGEP grant, the Graduate School, the Colorado Initiative in Molecular Biotechnology, the College of Engineering and Applied Sciences, and enthusiastic commitments from faculty across all STEM departments.

CU Research at the Speed of Light: A faculty outreach partnership to engage underrepresented students with electromagnetism
Stacey Forsyth, science discovery
Juliet Gopinath, electrical, computer and energy engineering

The purpose is to develop, teach and sustain a summer laboratory experience in electromagnetism with 16 students (ages 13-15) from groups underrepresented in STEM fields. They will be exposed to current research in physics and optics on the Boulder campus. The students will participate in a five-day, 15-hour class that will include activities such as making pinhole cameras to explore optics, reproducing an original experiment from 1800 to demonstrate the existence of infrared light, creating 3-D holograms and building imaging systems to look at cells, measuring the speed of light with marshmallows and building a microscope using basic principles of imaging.

Undergraduate Involvement in Informal Science Activities for Middle School Children
Noah Finkelstein, physics
Laurel Mayhew, JILA

The program is a continuation of a previous grant. It works to engage children from underrepresented populations in the sciences and to promote a university identity that includes informal science education as part of the culture for scientists and science teachers in training. Undergraduate physics majors receive training and go on to teach K-12 students in science and computer skills through a for-credit, service learning course. The program works with local communities, K-12 partners and organizations such as the I Have a Dream Foundation. The goal is to engage youth and work with their parents to create a better understanding of how to successfully learn in math and science related subjects.

UCCS

PLACES (Fall 2011 Collection at Gallery of Contemporary Arts)
Caitlin Green, Gallery of Contemporary Art

PLACES is an eight-week lecture series presented by the Galleries of Contemporary Art (GOCA) that examines notions of place through diverse perspectives. The purpose of the program is to create an accessible, fun and engaging forum for diverse audiences (including the CU and Colorado Springs communities) to discuss the concept of place through underrepresented, potentially marginalized and unique perspectives. The idea of place can be intimate, culturally specific and an opportunity to share diverse experiences with a broader audience.

Sephardic Memory and Movement: The Spanish Jewish Diaspora and Its Cultural and Artistic Contributions to the American Southwest
Roger Martinez, Ph.D., history

The "Sephardic Memory and Movement" program will be a two-day cultural and scholarly event at UCCS that highlights the history of the Sephardic Jews and their contributions to the American Southwest.Â The program intends to expose students and the Southern Colorado Community to this underappreciated history that speaks to the complex

ancestry of Latinos. The event also will provide a venue for a discussion on the state of Jewish Latino community relations in Colorado.

Poetry for the People at UCCS
Kirsten Bartholomew Ortega, English

Poetry for the People is currently a class offered at UCCS that encourages students to read, think and write diversely. The class reads poetry from authors of diverse backgrounds and engages in discussions regarding the diversity of the authors' writing. The students also volunteer their time with local middle and high school students and produce a teaching lesson to present to the students. Poetry for the People will expand beyond the classroom by bringing in Tara Bracco, founder of "Poetic People Power," to be a guest speaker on campus and host seminars and writing workshops for the CU and Colorado Springs communities. This event will provide a way for the students in Poetry for People to host a poetry reading to present their work to the middle and high school students they teach, as well as the community.

The Colorado Coalition of Blacks in Higher Education
Susan Harvey, Black Student Union
Stephany Spaulding, Ph.D., women's and ethnic studies

The formation of the Colorado Coalition of Blacks in Higher Education is a statewide organization that promotes collegiality, collaboration, mentorship and support among black faculty, staff, students and communities of color in Colorado. It impacts black faculty, staff and student well-being and success, improving retention at UCCS and other member institutions. Currently, no statewide organization exists to promote and enhance identity, sense of community, professional well-being and development among black faculty, staff and students in higher education institutions.

UC-DENVER

Opening Pathways to Teaching: A Collaborative Pipeline Project for Diverse Future Teachers
Margarita Bianco, School of Education and Human Development
Danny Martinez, CU Succeed programs

The purpose of this project is to respond to a state and local need to increase the number of diverse teachers in Colorado and to address the urgent need to increase the diversity within the student population in the School of Education.Â This project will support the development of an Introduction to Urban Education course that will be offered through CU Succeed for a group of diverse high school students who are interested in becoming teachers. Two teachers from the school will act as mentors to the students in the course and help nurture the students' desire to enter the teaching field.

Pre-Collegiate Middle School Summer Academic Program
Larry Armenta, Pre-Collegiate Development Program
Junior Reina, Pre-Collegiate Development Program

The primary focus of the Pre-Collegiate Middle School Summer Academic Program is to expose 50 eighth-grade, first-generation, college-bound students from six middle schools throughout the Denver area to various academic courses. These courses are designed to enhance and augment their college entry requirements once they enter their host high school for their freshmen year. The summer academic program will be held for two weeks at UC-Denver. Participants in the Summer Academic Program will be provided lunch on campus and any required books or materials.

Community College Nontraditional Student Transfer Ambassador Program
Theresa Gutierrez, Native American Student Services
Sam Kim, Asian Student Services
Angela Marquez, Hispanic Student Services
Omar Montgomery, Black Student Services

The primary focus is to inform potential transfer students about the advantages of attending UC-Denver and the

support services available to students that will assist them in their academic endeavors. The CU Student Ambassadors will meet the transfer students at an information day with staff, faculty, administration and students, and after they will assist the students throughout their application and financial aid process. Once admitted, the new students will be matched with an ambassador who will mentor and help them adjust to college life from registration to finding housing. There also will be a special Nontraditional Student Community College Transfer Orientation hosted by the Educational Opportunity Programs prior to the first day of classes. The student ambassadors, EOP and Student Advocacy Center will continue to mentor the students throughout their duration at the university.

Narrative and Counter-narrative in the Debate about Urban School reform
Suzanne Arnold, Education and Human Development
Ashley Babjack, Education and Human Development
Antwan Jefferson, Education and Human Development
Jenna Ream, Education and Human Development
Hannah Withrow, Education and Human Development
Shelley Zion, Education and Human Development

The Center for Culturally Responsive Urban Education (CRUE) is collaborating with the School of Education and Human Development, and other groups across campus to host a two-day film festival at the STARZ/Tivoli Complex in spring 2011. The focus of the film festival is to bring together a variety of participants in the debate about education reform, to engage in authentic dialogue and uncover the multiple perspectives of various stakeholders-policy makers, academics, school personnel, community members, families and students. The films will be introduced by facilitators and be followed up with engaging dialogue about urban school reform. The festival will end with a final panel discussion, comprised of local education leaders and activists, to pull together the conversations and suggest a direction for the work ahead.

ANSCHUTZ MEDICAL CAMPUS

Bridge to Dentistry – A P-20 Initiative
Eugene Brooks, School of Dental Medicine
Christian Valtierra, Office of Diversity and Inclusion

This is a continuation of a previous grant. A continuous goal for the School of Dental Medicine is to increase enrollment of qualified minority and low-income students to align with the general population demographics and Colorado's community needs. The School of Dental Medicine has a pilot program in place to recruit and better prepare underrepresented students for the academic rigors of Dental School. The school is increasing its recruitment activities by hosting five or more groups of students from the Denver Metro area and Southern Colorado for hands-on activities and presentations throughout the summer of 2011.

CU Women Succeeding Symposium promises learning, networking[17]

The CU Faculty Council Women's Committee has announced its eighth annual CU Women Succeeding Symposium, two days of learning, networking and celebrating on the University of Colorado Colorado Springs campus.

This year's symposium features the addition of a Thursday, Feb. 24, evening event, in addition to the Friday, Feb. 25 symposium. Both are free for all members of the CU community.

Faculty, staff and students will learn tips for success at CU through participation in a series of workshops addressing many aspects of academic life.

For more information about the pre-symposium networking event, the symposium and hotel accommodations in Colorado Springs, please visit https://www.cu.edu/FacultyCouncil/Women/symposium/[18] or e-mail facultycouncil@cu.edu[19].

To register, go to http://www.surveymonkey.com/s/cuwomen2011[20].

The schedule:

Pre-Symposium Networking Event
Thursday, Feb. 24
5:30-6 p.m. Registration
6-9 p.m. Event program
UCCS - The Lodge

Enjoy dinner and a chance to network with other attendees through Network Café. Through intellectual speed-dating, participants will explore issues facing women at the university. Participate in a fun and creative drum circle facilitated by performance artist Crystal Lardy to finish off the evening.

CU Women Succeeding Symposium
Friday, Feb. 25
7:45-8:15 a.m. Registration
8:15 a.m.-2 p.m. Program
UCCS Ballroom, University Center

Featuring:
Keynote speaker: Susan Avery, president and director, Woods Hole Oceanographic Institute, "From the Prairies to the Mountains to the Oceans: One Journey Through American Science (with apologies to Irving Berlin)" Luncheon keynote speaker: Elizabeth Gee Memorial Award Recipient – TBA
Long Sessions:
Negotiating an Academic Career, Perspectives From Women Leaders Excellence in Leadership: Creating and Sustaining Change at the International Level Unicycling through the Big Top: Managing Life, Work and the World in the Higher Ed Circus Beyond the Cookie Cutter: Innovative Strategies for Women's Health Women Don't Ask: Negotiation and the Gender Divide
Short Sessions
I Think, Therefore I Am: Understanding the Language of Academic Success Managing Power at Work: Bullying Others or Building Relationships Intriguing Adventures in Administration Keys to Being a Great Mentor The Mad Hatter: How to Prioritize the Many Hats You Wear Career and Motherhood: Balancing the Changes and Challenges Ahead Designing an Interactive Elective Course by Beginning With the End in Mind Teaching Gender in the Classroom: Toward New Solutions Using Technology to Engage in Personal and Professional Development: Personal Learning Environments and You Unique Opportunities for NTT Faculty: No Griping Allowed

Office of Policy and Efficiency announces 19 new policy changes[21]

The Office of Policy and Efficiency (OPE) has announced changes to 19 administrative policy statements (APS) from the areas of academic affairs, facilities, fiscal, human resources and legal. The changes, approved by President Bruce D. Benson, took effect Jan. 1; they reduce the total number of system administrative policy statements from 101 to 98.

There are six policy eliminations, 10 revisions and three new policies:

Eliminations
University-wide Faculty Personnel Review Procedures (Academic Affairs) Presidential Review of Faculty Personnel Decisions (Academic Affairs) Implementation of Tenure Policies for Librarians (Academic Affairs) Controller Function Decentralization (Fiscal) Gift Revenues (Fiscal) Intercampus Implementation of Regents' Policy on Employees with Delinquent Financial Obligations (Human Resources)

Revisions
Standards, Processes, and Procedures for Comprehensive Review, Tenure, and Promotion (formerly Standards, Processes and Procedures for Appointment, Reappointment, Tenure and Promotion – Appendix A of the Laws of the Regents) (Academic Affairs) Capital Construction Planning and Projects (Facilities) Fiscal Roles and Responsibilities (Fiscal) Permanent Land Fund (formerly Permanent Land Fund and University Auxiliary Enterprise Investment Fund) (Fiscal) Travel Authorization (formerly International Travel) (Fiscal) Letters of Offer for Officers and Exempt Professionals (Human Resources) Equal Employment Opportunity and Affirmative Action (formerly Affirmative Action, Title IX and Section 504 Programs) (Human Resources) Paid Administrative Leave for Officers, Exempt Professionals, and Faculty on Twelve-Month Appointments (Human Resources) Acting and Interim Appointments for Officer and Exempt Professional Positions (Human Resources) Delegation of Authority for Hearing on Exclusions of Persons from University Property (University Counsel)
New
Acceptance of Payment Card Cost and Risk (Fiscal) Background Checks (Human Resources) Employee Cost Savings Incentive Program (Human Resources)
For more information, go to https://www.cusys.edu/policies/changes.html[22].

An additional five policy changes relating to the University's IT Security Program were conditionally approved in December but have not received final approval from the president, pending a final review by Faculty Council later this month. For more information on the remaining policy revisions, visit the "Policies Under Review" section on the university policy website: https://www.cusys.edu/policies/under-review.html[23].

Questions and/or feedback on policy changes may be directed to OPE at ope@cu.edu[24] or 303-860-5711.

Efficiency Task Force update: The President's Task Force on Efficiency met Dec. 6 and discussed additional recommendations aimed at improving efficiency at the university and within the system administration policy process. Other discussion topics included:
Updates on campus efficiency efforts OPE webpage redesign Improving communication of policy changes Transition of old State Fiscal Rules to the new CU Fiscal Procedures Policy Topics A-Z project status OPE outreach efforts Implementation of the new CU Employee Cost Savings Incentive Program
The latest status report and additional information about the President's Task Force on Efficiency are available at https://www.cu.edu/efficiency[25], including opportunities for community members to provide comments and feedback about how the university might be more efficient and effective in its business.

Personal finance: The Office of Policy and Efficiency periodically shares helpful links to personal financial savings ideas on the President's Task Force on Efficiency website. The latest list, 10 More Simple Ways to Save Money and Cut Spending at Home[26], includes tips provided by CNNMoney.com[27] and AARP.com[28]. Suggestions and/or feedback on the list may be sent to the office at ope@cu.edu[24].

University of Illinois associate dean to lead Leeds[29]

David L. Ikenberry

David L. Ikenberry, associate dean in the College of Business at the University of Illinois at Urbana-Champaign, has been named dean of the Leeds School of Business at the University of Colorado Boulder effective Feb. 14.

Ikenberry succeeds Interim Dean Manuel Laguna after a national search. Laguna has served as interim dean of the Leeds School of Business since November 2009, succeeding Dennis Ahlburg, who accepted the presidency of Trinity University in San Antonio.

"David Ikenberry impressed the committee and me with his vision and desire to take the Leeds School of Business to all new levels of success," said CU-Boulder Provost Russell L. Moore. "His leadership at the University of Illinois as associate dean, and his recognized excellence in the classroom as a professor, give him the kind of student-centered perspective that will inspire our faculty, staff and students. We are delighted to welcome him to the University of Colorado Boulder."

Since 1990, Ikenberry has held faculty and administrative appointments at Rice University, the University of Washington and the University of Illinois. In his present position, Ikenberry oversees degree and nondegree executive education for the University of Illinois College of Business.

"Being named dean of the Leeds School of Business is a true privilege," Ikenberry said. "This business school, one of the oldest in the country, has a reputation for innovative programs and curricula. The school's alumni, faculty and students have worked hard to position the school well. I plan to continue that collaboration as we advance Leeds and its impact as one of the nation's great business schools."

Ikenberry teaches investments and corporate finance and has been recognized for his excellent work in the classroom as a professor. In 2002, Business Week named him one of the best instructors in the nation. He also has been honored with teaching awards during his tenure at both Illinois and Rice University.

Alumnus and member of the school's advisory board Michael Leeds said the new dean has a solid foundation on which to build.

"I am very excited about finding such a qualified individual for the position," Leeds said. "His research and teaching background bodes well for an exciting future for excellence both in the classroom and academically. Additionally, I am enthused with his experience and commitment to corporate and social responsibility and ethics."

Ikenberry's research, widely cited in both the academic literature and the popular press, also is focused on investments and corporate finance. Much of his past research delves into how financial decisions reveal information about corporations and the extent to which that news affects markets.

In addition to his academic career, Ikenberry has been an adviser to numerous executives over the years on a variety of financial matters and serves on the Board of Trustees at Carle Foundation Hospital and on the board of directors of First Busey Corporation, both in Illinois.

Ikenberry earned his doctorate at the University of Illinois at Urbana-Champaign in 1990, his master's degree at Northwestern University in 1985 and his bachelor's degree at The Pennsylvania State University in 1983.

Volunteers wrap up seasonal service project[31]

Holiday Service Project volunteers wrapped up their efforts to support needy University of Colorado Colorado Springs families by assembling gift baskets. The baskets contained donated presents as well as gift cards to local grocers and were delivered last month.

For more information about the Holiday Service Project, visit http://communique.uccs.edu/?p=2549[32].

Mary Lile, accountant in the resource management division, left, and Sheryl Botts, program assistant in the College of Letters, Arts and Sciences, double-check lists of recipients of holiday gift baskets as part of the annual Holiday Service Project.

Heidi Schwab, general professional in the Office of Financial Aid, prepares gift baskets for donation to needy students as part of the Holiday Service Project.

UCCS staff members prepared dozens of gift baskets for needy students as part of the annual Holiday Service Project.

Giving back: Families feast on fruits of Staff Council's food drive[36]

Staff Council members prepared 50 boxes of goods.

The concept of giving back is second nature to the University of Colorado Denver Staff Council. Members have conducted a food drive for needy families for more years than most can remember. Last month, the staff council Adopt-a-School program donated 50 boxes of full, traditional holiday meals to the families at Colfax Elementary. Several boxes of food also were donated to the school's food bank.

"Colfax Elementary was very grateful for the food and is always very excited to participate in this program every year," said Charita Thompson, administrative assistant in the Scholarship Resource Office. "The fifth-graders are always so willing to help transport the boxes."

About 15 departments hosted a box and collected food in their area both on the Anschutz and Denver campuses.

"However when the announcement went out in 'On the Net,' there were multiple donations from various departments and individuals that were not originally designated," said Thompson, who organized the 2010 food drive.

She notes that many people would like to give back, especially around the holidays, but can't find or don't have time to find avenues to give back.

"Adopt-a-School is a great way to give back and know that your donations are going to a great cause; knowing that your donation has truly helped a family have a happy holiday," Thompson said. "Programs such as the Adopt-a-School bring a sense of community to the departments that participate. All employees are working together for a great cause."

Researchers discover way to halt lung inflammation in animal models[38]

Acute inflammation of the lung is a poorly recognized human disease that develops in surprising and unexpected ways. The acute lung injury (ALI) or adult respiratory distress syndrome (ARDS) is a vital new concern for soldiers, but it can develop in anyone during a systemic infection, after severe trauma, as a result of bone fracture, following severe burns and in many other ways as well. The initial cause may have nothing apparent to do with the lung itself. However, an answer to halting lung inflammation may have been discovered, thanks to a University of Colorado School of Medicine researcher and his team.

Recent studies show that between 60,000 and 100,000 people die each year in the United States from ALI/ARDS, more than twice as many fatalities as those from breast cancer. Recognition that the disease represents an uncontrolled inflammation of the lung has led to some important developments for treatment but even today mortality

hovers around 60 percent for those people in whom the disease was identified early enough to initiate treatment.

In a study titled "Xanthine Oxidoreductase Promotes the Inflammatory State of Mononuclear Phagocytes through Effects on Chemokine Expression, Peroxisome Proliferator-activated Receptor-Î³ Sumoylation, and HIF-1Î±,"published recently in The Journal of Biological Chemistry, researchers use animal models of ALI/ARDS to show that the aggressive inflammatory state of specific immune cells can be switched off to control the runaway inflammation.

"We now know that cells of the so-called innate immune system, neutrophils and macrophages, are involved in causing lung injury that can result in lung failure and death," said Richard Wright, Ph.D., associate professor at the University of Colorado School of Medicine and lead study researcher. "While these cells are very important for our natural ability to fight off infection, the circumstances that lead to ALI/ARDS can overwhelm this beneficial role. Study of the neutrophils and macrophages that are responsible for ALI/ARDS has led to important ideas which offer hope for new concepts and options for treatment. For example, it is now known that the macrophage itself can exist in both an aggressive inflammatory state and in a more reparative state that can even help the lung to heal."

The researchers now have several drugs that work to achieve the same effect. Ideally, the researchers would like to see that by switching the state of the macrophages to the more reparative state, the ongoing inflammation will be stopped and the capacity of the lung to repair itself will improve.

"This could provide us with a vital new approach to treating this still devastating disease and reduce the persistent mortality of ALI/ARDS," Wright said.

"The results from this study clearly show how an essential enzyme involved in a vital metabolic pathway in our body can control the inflammatory state of key immune cells responsible for acute inflammatory diseases," said Mehdi Fini, M.D., a research instructor at the University of Colorado School of Medicine and one of the authors of the paper. "The data from this study will also help us understand and dissect the molecular pathway involved in differential behavior of these cells in the pathogenesis of other diseases of the lung including chronic obstructive pulmonary disease (COPD), lung fibrosis and lung cancer."

Other University of Colorado School of Medicine researchers who collaborated on the study include Jenifer Monks, Ph.D., and Sean Colgan, Ph.D.

Donor's gift of sculpture a measure of devotion to UCCS women's athletics[39]

[40]
University of Colorado Colorado Springs supporter Glenn Williams aims to level the playing field with several gifts he has made toward UCCS women's athletics the past five years – including an endowed scholarship for women athletes.

And now, with a gift of a 12-foot-high sculpture that will grace the Four Diamonds Complex on North Nevada Avenue, Williams' legacy will be evident not only to his scholarship recipients but to thousands who use the athletic fields each year.

Williams commissioned Loveland sculptor Denny Haskew and the National Sculptors' Guild to produce a $155,000 bronze sculpture depicting a woman shortstop modeled on a former UCCS player. The CU Foundation facilitated the commission of the sculpture, which will be installed and unveiled at a ceremony at Four Diamonds this spring.

Haskew's work, heavily influenced by his experience as a Native American, is showcased in many high-profile municipal settings as well as in major collections and museums including the Smithsonian Institution in Washington, D.C.

"My inspiration for this sculpture has been to create a museum-quality monument that reflects the intense focus of the student-athlete and has the appeal and respect of the UCCS community," Haskew said.

Williams said he had the idea to commission the sculpture at a UCCS event.

Sculptor Denny Haskew and donor Glenn Williams in Haskew's studio, where the sculpture that Williams commissioned for UCCS is being completed.

"Chancellor Pam Shockley-Zalabak had a dinner one night on campus – I was at the dinner – and for some reason, I started thinking about something I might do for softball," Williams says. "It crossed my mind: Why not put up a sculpture of a woman playing softball at Four Diamonds? I mentioned this to the chancellor, and she said, 'Go for it.'"

Williams has similarly donated athletic sculpture to schools such as Eastern Illinois University, where he spent his career as a high-ranking academic administrator.

The Glenn D. and Joan R. Williams Endowment for Women's Athletics, established in 2007, already has supported UCCS women student/athletes in softball, basketball and volleyball; he has endowed another fund to support the softball coach position.

"Glenn Williams is a special friend of the university and our women's athletic program," Shockley-Zalabak said. "We are deeply appreciative of his continued support."

Co-founder of Center of the American West launches latest book[42]
Photo by Ray Ramirez
Wilkinson
Photo by Ray RamirezWilkinson

The University of Colorado Boulder's Center of the American West will celebrate the release of **Charles Wilkinson's** recently published book, "The People Are Dancing Again: The History of the Siletz Tribe of Western Oregon," on Jan. 27. The program, which is free and open to the public, is at 7 p.m. in the Old Main Chapel on the CU-Boulder campus.In the book, Wilkinson brings to life the history of the Siletz people, a history that in many ways reflects the history of all Indian tribes. The extensively researched account includes oral tradition and personal interviews.

Wilkinson is Distinguished Professor and Moses Lasky Professor of Law at the University of Colorado Law School. Co-founder of the Center of the American West, he also has authored several other books, including "Messages From Frank's Landing: A Story of Salmon, Treaties and the Indian Way" and "Blood Struggle: The Rise of Modern Indian Nations."

[44]
"The fact that Charles Wilkinson teaches at CU constitutes one of the greatest assets of our community," said **Patty Limerick,** faculty director and board chair of the Center of the American West. "As the co-founder of the Center, Charles sets the highest standard in understanding, eloquence, compassion and a commitment to justice. 'The People Are Dancing Again' is a book every Westerner should read."

For more information, visit the Center of the American West's website at http://www.centerwest.org[45] or call 303-492-4879.

Albino takes Hamman's post during search for dean of School of Public Health[46]

Hamman

Albino

Richard Hamman has stepped aside as the founding dean of the Colorado School of Public Health at the University of Colorado Denver and Professor **Judith Albino** will serve as interim dean during a national search for Hamman's replacement. Vice Chancellor and Dean **Dick Krugman** will chair the search.

Since being appointed dean in 2007, Hamman successfully saw the school open and receive accreditation as the first and only school of public health in the Rocky Mountain West. On Dec. 31, 2010, Hamman stepped down in order to return to full-time teaching and research within the department of epidemiology.

The school recently initiated a strategic planning process in order to define future strategic goals. The leadership transition is a natural component to this process, providing a fresh perspective and leadership style to the school's ongoing development.

Albino, who assumed the role of interim dean Jan. 11, is principal investigator and director of the Center for Native Oral Health Research, the only NIH-funded center for research in oral health disparities that is focused on the American Indian/Alaska Native population.

Albino is a health psychologist; her CSPH appointment is in the department of community and behavioral health, and she also is a faculty member of the School of Dental Medicine.

CU doctor named state's Chief Medical Officer[49]

Urbina

Christopher Urbina, M.D., recently was named the state's new Chief Medical Officer and the Colorado Department of Public Health and Environment Executive Director. Said Gov. John Hickenlooper, "Dr. Urbina is uniquely qualified to oversee all aspects of the Department of Public Health and Environment. He is a physician and public health expert who knows Colorado and knows how to build consensus on complicated issues. Chris also has extensive experience finding community-based solutions that involve the environment, systems and policy changes. He will serve our state well."

Since 2004, Urbina has served as the director of Denver Public Health at Denver Health and is known for his community involvement as the co-chair of the Colorado Public Health Improvement Plan – From Act to Action. Among Urbina's extensive professional background, detailed below in Partners for Colorado's article, he also teaches at the Colorado School of Public Health and the University of Colorado School of Medicine.

Can-do attitude leads to employee of quarter honors[51]

Davis

Marcus Davis, HVAC/plumbing supervisor, Facilities Services Physical Plant at the University of Colorado Colorado Springs, earned Employee of the Quarter honors this term for his continuing service and adept management of plumbing emergencies since November 2004.

Davis also assists with campus rental property management and support. **Debbie Lapioli,** executive assistant, Office of the Vice Chancellor for Administration and Finance, nominated him for the award.

"Marcus is amazing," she said. "His great, can-do attitude and incredible customer service have benefited numerous individuals and departments across our campus community. It is a pleasure to work with Marcus and he is truly worthy of this recognition."

Davis is a master plumber and licensed plumbing inspector. Before coming to UCCS, he was a contractor in the private sector.

"I'm grateful for this honor. This is a fun place to work," Davis said. "I was here at UCCS as a transfer student back in 1984. I never would have imagined I'd be working here one day, but life's full of surprises."

Employee of the Quarter award recipients receive a certificate of recognition, a $100 stipend, three months' free campus parking and a day of administrative leave.

Boulder faculty members earn honors from national science association[53]

Friedman

Bierbaum

Two University of Colorado Boulder faculty members have been elected 2010 fellows of the prestigious American Association for the Advancement of Science.

The new AAAS fellows are Professor **William "Ned" Friedman** of the ecology and evolutionary biology department and Professor **Veronica Bierbaum** of the chemistry and biochemistry department, the Center for Astrophysics and Space Astronomy and JILA, a joint institute of CU-Boulder and the National Institute of Standards and Technology.

According to AAAS officials, Bierbaum was honored for distinguished contributions to the field of mass spectrometry through pioneering research, innovative teaching and dedicated editorial and administrative service.

Her studies probe the kinetics, dynamics and energies of reactions fundamental to physical organic, atmospheric and interstellar chemistry. Bierbaum has served as an investigator for the National Science Foundation's Partners in Science Education grant, president of the American Society for Mass Spectrometry and associate editor of its journal.

Bierbaum also is a member of the Boulder Valley School District Scientific Review Committee and the CU Wizards Program, and is committed to the instruction and improvement of large general chemistry courses.

According to AAAS officials, Friedman was honored for important contributions to the study of angiosperm evolutionary

development biology.

His research, conducted at CU-Boulder, on the reproductive biology of flowering plants has resulted in a set of discoveries that have fundamentally altered understandings of the origin and early evolution of flowering plants — what once was described by Charles Darwin as an "abominable mystery."

At CU-Boulder, Friedman taught courses in plant biodiversity and the intellectual history of evolutionary thought. This month, Friedman joined the faculty of Harvard University, where he is a professor of organismic and evolutionary biology, and director of The Arnold Arboretum.

The two new AAAS fellows join 54 active or emeritus faculty members from CU-Boulder previously elected as fellows of the science association. Their official induction will take place on Feb. 19 at the 2011 AAAS annual meeting in Washington, D.C.

Health care reform gets an animated explanation[56]

For anyone seeking an overview of the federal health care reform, Payroll & Benefit Services suggests a video from the nonpartisan, nonprofit Kaiser Family Foundation.

"Health Reform Hits Main Street" offers an animated explanation of the new law in everyday language. To view it, go to: http://healthreform.kff.org/the-basics.aspx[57]

Denver researchers recognized for brain and behavior studies[58]

Three University of Colorado Denver researchers have been awarded NARSAD (National Alliance for Research on Schizophrenia and Depression) Young Investigator Awards for brain and behavior research. Those winning the award: **Kimberly L. D'Anna**, Ph.D., will conduct an in-depth analysis of how prenatal stress exposure affects risk of schizophrenia in offspring. D'Anna will measure cortisol levels in a group of healthy pregnant women and correlate them with an early marker of brain development in infants, acoustic sensory gating. The ability of infants to gate external auditory stimuli, deficits in which are evident in schizophrenia, can help identify who may be at increased risk for the disease. **Jason Tregellas**, Ph.D., will investigate why people with schizophrenia often have trouble paying attention to important information because they become distracted by irrelevant noises. In this study, he will analyze brain activity in schizophrenia patients in response to distracting noise as they perform a simple spatial attention task. He also will study the effects of distracting noise on neuronal responses during a higher-level executive function task involving working memory. **Kristin M. Wildeboar**, Ph.D., is investigating why taking varenicline, a drug for smoking cessation, sometimes exacerbates psychiatric symptoms in schizophrenia patients, 80 percent of whom are smokers. She hypothesizes that a link exists between genetic variants of the neural receptor that varenicline targets and the worsening of symptoms in patients with schizophrenia.

Boulder Staff Council plans blood drive[59]

The Boulder Staff Council will sponsor a blood drive beginning Jan. 31 at the UMC.
From 10 a.m. to 3:30 p.m. Jan. 31, Feb. 1, Feb. 7 and Feb. 9, donations will be collected in room 382-286.
To schedule an appointment, go to www.bonfils.org[60] and use site code 0248, or call 303-363-2300.

Spring Conference on Teaching session proposals due Friday[61]

The President's Teaching Scholars invite proposals from CU faculty for sessions on teaching and learning in the classroom addressing the conference theme, "Critical, Creative and Interactive Student Learning and Faculty Teaching."

The conference will be Friday, March 4, 2011, at the Anschutz Campus, from 8 a.m. to 3:30 p.m. CU faculty will be welcome to register for one of 100 seats (details to be announced soon).

Sessions can be proposed for one hour.

Workshop-style sessions that emphasize active participation by attendees, rather than passive listening, will be strongly favored by the organizing committee.

The conference organizers take a broad view of the conference theme. Aspects of the theme will include individual classroom examples of: inclusion of specific social and cultural issues from the learning and course environment; the development of learning and problem solving; individual differences in learning, on-line course learning, classroom research (Scholarship of Teaching and Learning) on a particular aspect of learning in one's course, how to deal with differential student openness and closure to learning, to name a few. (Proposals regarding programs and their development will not fit the focus.)

To propose a session, please submit the following information by email to ftep@colorado.edu[62], by Friday Jan 21, 2011. Submissions will be selected by the organizers based on relationship to the theme, judged audience interest, and balance with other sessions.
Session Title One paragraph detailed, thick description Name and contact information Other information you wish to provide
Address questions to ftep@colorado.edu[62].

Researchers, business leaders honored at annual awards ceremony[63]

The University of Colorado Technology Transfer Office[64] hosted its annual awards Tuesday, Jan. 18, honoring six faculty researchers, two companies founded on university research, and several members of the local entrepreneurial community.

The CU Technology Transfer Office recognized this year's honorees during a banquet at the historic Tivoli Turnhalle on the Auraria Campus.

Over the past two decades, CU researchers have developed technologies that have led to the creation of 103 new companies. Of these, 79 have operations in Colorado, seven have "gone public," becoming publicly traded companies (either through an IPO or via a reverse merger), and 12 have been acquired by public companies. Companies created based on CU technology have attracted more than $4 billion in financing.

"CU plays a big part in the economy of Colorado and the lives of Colorado's citizens, and technology transfer – the process of conveying university research inventions to companies – is one dimension of that impact," said David Allen, associate vice president for technology transfer at CU. "Most of the companies that license CU technology operate in Colorado. This event recognizes excellence in the people and licensee companies that are part of the CU technology transfer environment."

Faculty and companies recognized this year represent all CU campuses, and are developing technologies ranging from biofuels and hybrid aircraft engines to novel treatments for cancer, heart disease and eye disease. This year's award winners:

Ryan T. Gill[65]**, Inventor of the Year, CU-Boulder.** Gill, an associate professor of chemical and biological engineering, is developing new tools and applications for directed evolution of genomes. In particular, his work focuses on metabolic engineering for sustainable bio-diesel and bio-gasoline production. Technology from the Gill lab has formed the basis of OPX Biotechnologies[66], a venture-backed Boulder company making renewable bio-based chemicals and fuels that are lower cost, offer higher returns and are more sustainable than existing petroleum-based products.

Malik Y. Kahook[67] **and Naresh Mandava**[68]**; Inventors of the Year, Anschutz Medical Campus.** Kahook, an associate professor of ophthalmology, and Mandava, chair of ophthalmology,work on novel treatment for eye diseases including glaucoma, macular degeneration, and retinal detachment.

Jean N. Koster[69]**, New Inventor of the Year, CU-Boulder.** A professor of aerospace engineering, Koster has done work expanding the concepts of hybrid vehicles to airplanes; his team's research is the foundation of a new company, Tigon EnerTec[70].

Dan Theodorescu, New Inventor of the Year, Anschutz Medical Campus. Theodorescu, director of the University of Colorado Cancer Center, has demonstrated efficacy of a new class of drugs in the treatment or bladder, prostate and lung cancer and successfully formed a collaboration team to pursue new compounds to take into clinical trials.

Rory A. Lewis[71]**; New Inventor of the Year, UCCS.** An assistant professor of computer sciences, Lewis developed a social medial platform for addiction recovery that is now optioned to Syberenety Inc., a Colorado Springs startup company that won a Phase I SBIR award to develop the technology.

miRagen Therapeutics[72]**; Bioscience Company of the Year.** Boulder-based miRagen Therapeutics is a biopharmaceutical company focused on improving patients' lives by developing innovative microRNA (miRNA)-based therapeutics for cardiovascular and muscle disease. miRagen has raised $12 million in capital from several top-tier venture firms.

Sundrop Fuels[73]**; Physical Sciences/Engineering/IT Company of the Year.** Louisville-based Sundrop Fuels is a solar gasification-based renewable energy company developing a technology to turn any type of plant material into ultra-clean, affordable liquid transportation fuel for use in today's automobiles, diesel engines and aircraft. In September 2009, Sundrop began operations at an 80 kW (thermal) solar research facility in Broomfield; the company plans to build a full-scale commercial plant capable of producing 100 million gallons of fuel a year by 2015.

Lauren C. Constantini; Business Adviser of the Year. Constantini has over 15 years of experience in pharmaceutical development and is a recognized leader in the area of central nervous system (CNS); she is a frequent participant in review and strategy sessions used to move forward development of CU technologies and start-up companies.

Mikhail "Misha" Plam; Serial University Startup Entrepreneur Award. Plam has built a distinguished career on successfully bringing university innovations to market. He has founded three companies based on inventions from the University of Colorado: AmideBio, BiOptix Inc. and Sievers Instruments (acquired by GE).

James C. T. Linfield; Colorado Technology Infrastructure Leadership Award. Linfield is a partner in the Cooley

LLP Business department and Partner-in-Charge of their Colorado office; he serves on the advisory boards of numerous CU entrepreneurship and innovation initiatives, and is among the leaders promoting new initiatives and collaboration strategies in Colorado.

Links
[1] https://connections.cu.edu/stories/meeting-summary-boulder-staff-council[2] mailto:Jay.Dedrick@cu.edu[3] mailto:jill.pollock@cu.edu[4] http://www.colorado.edu/staffcouncil[5] http://www.colorado.edu/odece/committees/cacma.html[6] http://www.bouldercolorado.gov/index.php?option=com_content&view=article&id=11053&Itemid=3701#GRAPHS[7] http://fm.colorado.edu/planning/Glossary/ChancellorsExecutiveCommittee.html[8] https://connections.cu.edu/stories/five-questions-travis-vermilye[9] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/5q-vermilye.jpg[10] http://www.tvermilye.com/animation[11] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/5q-valve.jpg[12] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/5q-couple.jpg[13] https://connections.cu.edu/stories/cu-ethicsline-somewhere-turn-when-things-dont-look-right[14] http://www.EthicsPoint.com[15] http://www.ethicspoint.com/[16] https://connections.cu.edu/stories/diversity-and-excellence-grant-winners-named[17] https://connections.cu.edu/stories/cu-women-succeeding-symposium-promises-learning-networking[18] https://www.cu.edu/FacultyCouncil/Women/symposium/[19] mailto:facultycouncil@cu.edu[20] http://www.surveymonkey.com/s/cuwomen2011[21] https://connections.cu.edu/stories/office-policy-and-efficiency-announces-19-new-policy-changes[22] https://www.cusys.edu/policies/changes.html[23] https://www.cusys.edu/policies/under-review.html[24] mailto:ope@cu.edu[25] https://www.cu.edu/efficiency[26] https://www.cu.edu/articles/upload/CostSavings_v2.pdf[27] http://www.CNNMoney.com[28] http://www.AARP.com[29] https://connections.cu.edu/stories/university-illinois-associate-dean-lead-leeds[30] https://connections.cu.edu/wp-content/uploads/2014/01/ucb-ikenberry.jpg[31] https://connections.cu.edu/stories/volunteers-wrap-seasonal-service-project[32] http://communique.uccs.edu/%22[33] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/uccs11.jpg[34] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/uccs21.jpg[35] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/uccs3.jpg[36] https://connections.cu.edu/stories/giving-back-families-feast-fruits-staff-councils-food-drive[37] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/ucd-staff-cncl.jpg[38] https://connections.cu.edu/stories/researchers-discover-way-halt-lung-inflammation-animal-models[39] https://connections.cu.edu/stories/donors-gift-sculpture-measure-devotion-uccs-womens-athletics[40] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/foundation1.jpg[41] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/foundation2.jpg[42] https://connections.cu.edu/people/co-founder-center-american-west-launches-latest-book[43] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/people-wilkinson.jpg[44] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/people-wilkinson-book.jpg[45] http://www.centerwest.org/[46] https://connections.cu.edu/people/albino-takes-hammans-post-during-search-dean-school-public-health[47] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/people-hamman.jpg[48] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/people-albino.jpg[49] https://connections.cu.edu/people/cu-doctor-named-states-chief-medical-officer[50] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/people-urbina.jpg[51] https://connections.cu.edu/people/can-do-attitude-leads-employee-quarter-honors[52] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/people-davis.jpg[53] https://connections.cu.edu/people/boulder-faculty-members-earn-honors-national-science-association-0[54] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/people-friedman.jpg[55] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/01/people-bierbaum.jpg[56] https://connections.cu.edu/stories/health-care-reform-gets-animated-explanation[57] http://healthreform.kff.org/the-basics.aspx[58] https://connections.cu.edu/people/denver-researchers-recognized-brain-and-behavior-studies[59]

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