PERA shift of 2.5 percent contribution comes to an end[1]

A change in law that resulted in lower take-home pay for many University of Colorado employees comes to an end this month.

For the past two years, a 2.5 percent salary contribution into Colorado Public Employees' Retirement Association (PERA) accounts -- previously made by state employers – was the responsibility of workers. Gov. Bill Ritter signed the measure into law in 2010 as part of a budget-balancing plan, and Gov. John Hickenlooper continued the change last year.

Because the contribution shift was not included in this year's budget, the 2.5 percent contribution shifted back from employees to employers on July 1.

The change affected about 6,000 CU employees who are PERA members.

For employees who are paid biweekly, the change is reflected in the July 7 pay-end date (pay to be received Friday, July 20). For employees paid monthly, the change will be reflected on July 31.

Any staff or faculty with questions about the PERA 2.5 percent shift are asked to contact Payroll & Benefit Services, 303-860-4200 or toll-free at 1-855-216-7740; select option 2 to speak with a payroll counselor.

Regents OK amicus brief in Lobato case[2]

The University of Colorado Board of Regents on Friday voted in favor of supporting the state in an ongoing lawsuit, Lobato v. Colorado, which claims funding of K-12 schools is so low that it violates the Colorado Constitution.

In a 6-2 vote at 1800 Grant St., Denver, the regents passed a resolution[3] authorizing CU Counsel to file an amicus curiae brief with the Colorado Supreme Court, which is reviewing the Denver District Court's decision in the case. The filing of the brief initially was requested by Gov. John Hickenlooper and Attorney General John Suthers.

Before the vote, Regent Stephen Ludwig, D-Denver, said having a bipartisan request from state leadership – Hickenlooper is a Democrat; Suthers, a Republican – influenced his decision to vote yes. President Bruce D. Benson said he agreed that the bipartisan request "does have impact."

"We have to worry about the funding for the University of Colorado and … make sure we maintain our seat at the table for funding going forward," Benson said. "We have to stand up and be counted when it comes to funding for higher education without taking shots at anyone else."

In a presentation to the board earlier this year[4], Suthers said that a victory by plaintiffs in the Lobato lawsuit could have a potentially devastating effect on state funding for higher education.

Regent Joe Neguse, D-Boulder, said his vote against the resolution acknowledged that K-12 education in the state "is grossly underfunded."

"I don't believe the Board of Regents should pursue an amicus brief in this case because it undercuts the case in Lobato and its rationale," Neguse said. "If anything, we should be assisting the many plaintiffs in this case."

Regent Irene Griego, D-Lakewood, also voted against the resolution. Joining Ludwig in voting yes were regents Tilman "Tillie" Bishop, R-Grand Junction; Steve Bosley, R-Longmont; James Geddes, R-Sedalia; Kyle Hybl, R-Colorado Springs; and Sue Sharkey, R-Windsor. As chair, Regent Michael Carrigan, D-Denver, was not required to vote because no tie-breaker was needed.

Lobato v. Colorado began in 2005 when a group of San Luis Valley residents and others sued the state, claiming that, by underfunding schools, the state was ignoring the Colorado Constitution's promise of a "thorough, uniform" education for all students.

A Denver district judge ruled in favor of the plaintiffs late last year, and the state appealed the decision[5]. Briefs were due to the Supreme Court on Wednesday.

Philanthropy at Work: Ann Komara[6]

[7]

Ann Komara (Photo: John Pechacek)

Ann Komara is an associate professor in the College of Architecture and Planning at the University of Colorado Denver, and chair of the department of landscape architecture. And she is a donor to a project that is close to her heart: a student journal called ROOT.

The journal[9] is a student-run enterprise that started in 2009. In 2011, it won an honorable mention award in a national competition for student journals. She hopes to better that this year.

"I value giving to this because I value writing," Komara said. "I believe that good writing communicates clear thinking, and my profession needs more well-written criticism and discourse. This design journal has become an avenue for students to get jobs. They are the editors and copy editors, they do the graphic design, website, PR and marketing. I value the experience they get."

Komara's contribution, which she makes through monthly payroll deduction[10], supports the production costs of ROOT. Students may also opt to use the funds as an honorarium to sponsor a guest speaker or lecturer whose talk ties into the theme of the publication.

She is proud to support such a quality representation of her students' work and talent.

"I tell people at design firms about it," Komara said. "I often bring copies of the journal as PR for the department. It generates discussion and is a fabulous presentation of our department's interests and quality. Other donors are beginning to materialize."

When asked why she gives, Komara said, "You've got to walk the talk, right? If you are here (at CU Denver) and truly vested in the education goals of the university, then you might as well. It's important to put your money where your mouth is."

To make a charitable payroll deduction toward a CU program of your choosing, click here[10]. Estate gifts also provide a critical pipeline of support— click here[11] for more information on bequests and other planned gifts.

Five questions for Charlene Boudreau[12]

[13]

Editor's note: The College of Business at UCCS launched its first certificate program in business education and leadership for sport this summer, inspiring this story. The interview was conducted before the recent departure of Boudreau, whose iniatitives continue at the university, where many watch with particular interest as the 2012 Olympic Games are set to begin next week.

Charlene Boudreau[14] has been active in the sports industry in Colorado Springs since 1996, working primarily with USA Swimming and U.S. Figure Skating. Early in her career, her work was dedicated almost entirely to national teams and athlete performance, including identifying opportunities for improvement in performance support systems. As her work began to take on a more administrative and strategic tone, she returned to school and earned her MBA in marketing and service management in 2005.

“Eventually, I began to share professional materials, events and other business solutions with a broader sport business audience, including the U.S. Olympic Committee and additional members of the Olympic family,” she said.

Early in her career, she taught a lab in an exercise physiology class offered in the University of Colorado Colorado Springs biology department. After earning her master’s, she taught a graduate marketing communications class in the College of Business for three years. In 2007, she established a consulting company, based on a vision to “optimize the efficiency, productivity and success of athletes, coaches and sports organizations while proliferating the value of planning in athletic and administrative performance.” The following year, she was recruited by the business school to coordinate sport management field experiences and teach courses in Olympic, International and Nonprofit Sport Management and Sport Science for Sport Administrators.

Now, she is bringing her UCCS experience to a job she begins this month, as executive director of the Partnership for Clean Competition, an organization that funds scientific research related to anti-doping in sport. Before leaving the university last week, she was associate director of sport management at UCCS. She worked directly with students, campus administration and the community on professional development and strategy related to sport.

“My passion and impact lie in industry, and my No. 1 career goal is to contribute and affect change in a high-performance environment with a high-performance team,” she said. “Fortunately, I have had the opportunity to integrate all of this into the work I do for the College of Business at UCCS.”

1. UCCS launched the college’s first certificate in business education and leadership for sport this summer. How were you involved, and why is it an important program?

It has always been extremely important to me that my undergraduate students are earning a bachelor of science in business administration with an emphasis in sport management, not the other way around. In 2009, Forbes reported that “the top positions in business are occupied by leaders now, not managers.” Sport is an industry that requires solid business knowledge, acumen and skill. Based on my own experiences as a consultant, followed by my newfound access to academic resources in this AACSB-accredited business school, it was easy to create and get behind the idea of CBELS. The actual program, which runs for the first time this (month), is offered in response to requests for more frequent business education and leadership training for professionals currently working or pursuing work in the sport industry and is designed to help these sports business professionals develop new skills and new perspectives in management, strategy, service and operations.

For example, some of my own most rewarding projects in terms of impact and/or learning have involved the development of multi-disciplinary high-performance teams, guiding tradition-driven committees and departments through culture change, and mentoring students, athletes and young business professionals through large group project dynamics and conflict. These experiences have helped me strengthen my instincts and skills as an active listener, critical thinker, strategist and leader. I hope that CBELS will do something similar for each participant -- empower them to perform at a higher level and meet the rising expectations and demands of our industry.

2. You taught courses in nonprofit sport management. How is sport management different in the nonprofit than in the for-profit sector, and what is taught in the sport science class?

During the past four years our sport management fieldwork program has shared or exchanged services directly and collaboratively with more than 35 local sports businesses, including the United States Olympic Committee, the Colorado Springs Sports Corporation and at least a dozen of the 20-plus local national governing bodies. I recently conducted a Service Exchange Analysis that revealed that UCCS faculty and sport management students have invested more than 33,000 hours in local sport organizations, events and business operations. What is largely unknown about these organizations is that most of them hold a 501(c)3 nonprofit status. In fact, it is largely unrealized by the public that the United States is the only country (i.e. the U.S. Olympic Committee is the only National Olympic Committee out of the 205 worldwide) that does not receive government funding for sport. The USOC and all of the national governing bodies (NGB) rely almost entirely on private-sector support as their primary and ongoing source of revenue. The nonprofit organizations are subject to governance and revenue allocation rules that distinguish them from their for-profit major league sport peers.

For example, NGBs are governed by boards of directors and volunteer committees. They do not have owners, and rely on membership dues as a primary source of revenue and must strive to get financial support from corporate sponsors to cover operational expenses. They ultimately are required to re-invest their profits in activities and programs that will directly benefit their members. Sport management requires an understanding of the political, financial and programming implications associated with both the nonprofit and for-profit business scenarios.

I've always felt that it is important to provide some connection between the performance and administrative sides of sport. Administrators who have even a limited level of understanding of the fundamentals of training – including muscle physiology, nutrition, sport psychology and training principles and methodology – tend to make decisions with the interest of the organization and the athletes in mind. The sport science course pairs instruction of theory in each of the sport science disciplines with deliberate practical application.

For example, we follow several weeks of discussing the physiological role of nutrition in training and performance with a tour of the Olympic Training Center dining hall and kitchen and an executive-style "lab" report addressing and justifying the logistical and financial implications of operating a quantity food service facility.

3. You have been a "team leader" in several championships for a variety of countries. What is a "team leader" and how did you get involved with these countries?

Every once in a while, I walk into work and think to myself, "Whose life is this? Who gets to do this for their job?" At one time, much of my work was dedicated to national teams and athletic performance; my job was to support athletes and coaches in their pursuit of personal bests and championship titles. Oftentimes, this means being on-site for key training sessions or camps. Sometimes it means traveling with a team to the championship event to provide key support services during competition. As a team leader, I had the honor of supporting Team USA (swimming) at the 2004 Open Water World Championships in Dubai, UAE; 2005 World University Games in Izmir, Turkey; 2006 Short Course World Championships in Shanghai, China; 2008 Victorian State Championships in Melbourne, Australia; and 2008 Short Course World Championships in Manchester, England.

My work with these teams ranged from advance team logistics, such as arriving ahead of the team to secure cell phones and finalize transportation and meal plans, to serving as the day-of-travel point person as athletes arrived at our final U.S. departure airport from cities all over the United States, to providing on-event support with post-competition recovery or drug testing. A team leader could be considered one of the more "glamorous" roles. Not only is it an honor to have served in this capacity for Team USA, these experiences have allowed me to develop a keen sense of political and cultural acuity that helps me navigate today's sports business and performance landscape much more intuitively.

4. You will compete in your fourth Ironman Triathlon in August. What was your first Ironman and what about these events interests you? What's your life schedule like when you are in training?

I completed my first Ironman distance triathlon in Colorado in 2002 -- the Boulder 5430. My only goal was (a) to finish and (b) not have to carry a glow stick. I'm not exactly sure how or when I decided to sign up for that race, but I do recall finding a training plan online and convincing myself every day to trust it. I did, and it worked. I enjoy training. It's

productive and often affords me time to think. I've always loved running and cycling, so triathlon is somewhat of a natural fit.

The funny thing is that despite working at USA Swimming for 12 years, I am still a terrible swimmer. But I have an 18-week training plan that I've followed and modified many times but which never requires a workout longer than two hours during the week. There are some hefty time commitments on some weekends, but I find the training manageable, which is especially important for those of us working full-time jobs.

What I love most about race day is that everyone has their own reason for being there. For me, it has been an ongoing learning experience. When you're training for or competing in a long-distance event like this, you will inevitably be tested -- physically, mentally, emotionally. It's all part of the journey. What we get from the depths of tough moments is experience – and confidence in learning that we can survive and are willing to endure. For me, much of this translates into other aspects of my life. After the Boulder 5430, I completed Ironman Canada and Ironman Austria. That was seven years ago. I didn't mean to take such a long break from training. This summer, I am excited to return to British Columbia for Ironman Canada. Hopefully I can finish without a glow stick again.

5. Will you be in London for this year's Olympic Games?

My plans for London this year are still up in the air. I will not be attending the games as part of the official U.S. delegation. However, I do have some strong ties with folks on the ground in London and other parts of the UK, and I have learned to be agile when it comes to games time. If I am needed, I will be there. But for many years I have been proud and fulfilled knowing that while the games are certainly the highlight of many careers, being part of the preparation is also very meaningful. The one thing I know for certain is that whether I am in London, Colorado Springs or elsewhere, I will be watching. And gold or no gold, I will be supporting our Olympians and Paralympians, the principles of Olympism and the Olympic Movement in general.

CU-Boulder seeking new vice chancellor for administration[15]

Kelly Fox, senior vice chancellor at the University of Colorado Boulder, recently announced the launch of an internal search for the post of vice chancellor for administration.

Search committee chair Steve McNally, senior associate vice chancellor for budget and finance, said the search "will focus on current University of Colorado employees throughout the system, allowing us to build upon our internal talent."

The position has been filled since August 2011 by Interim Vice Chancellor for Administration Jeffrey Lipton.

Fox says a permanent appointment to the position "is one of my top priorities."

A position description is available at www.jobsatcu.com[16], job posting number 818466.

The vice chancellor for administration provides leadership and has oversight of many operational and administrative affairs of the campus including: human resources, facilities management, public safety, transportation and parking, environmental health and safety, emergency management, real estate, risk management, environmental sustainability, campus logistics, printing and the campus bookstore.

Applications are being accepted through Thursday, July 26. Successful candidates will be contacted for a phone interview. Phone interviews will take place on Monday, July 30. Final candidates may be asked to participate in campus interviews as early as Aug. 1.

Applications will remain confidential, until finalists are selected for interview. Questions may be directed to McNally, steve.mcnally@colorado.edu[17].

CU-Boulder alumnus gives $2 million to launch endowed chair in theater[18]

Roe Green and Bud Coleman

When a young caller for the University of Colorado Boulder's annual giving program asked Roe Green a decade ago if she would consider increasing her $100 annual gift to $150, he was the first to get the hint that Green might become a key part of the theater program from which she'd graduated in 1970.

"I told the caller, 'Oh, I think I'd like to give more,'" recalled Green.

After launching and funding an annual theater artist residency program now in its eighth year at CU-Boulder, Green took her passion for this art form and for CU even further. Last month, Green committed $2 million to establish an endowed chair in theater at the CU-Boulder Department of Theatre and Dance — the first endowed chair in an arts discipline in CU-Boulder's College of Arts and Sciences. It will be the department's first fully endowed faculty position, and the largest gift ever toward CU-Boulder theater by a large margin.

Green wanted to see department chair Bud Coleman as the inaugural chairholder because of his deep commitment to the artistic success and future careers of his students — an aspect that's very important to Green.

"This is a real game-changer for us," said Coleman, who will hold the Roe Green Chair in Theatre when funding for it begins in 2015. "It's a sign from the donor, from the outside world, that says, 'What you do counts.' It really validates theater training at a liberal arts university."

An endowed chair, which provides reliable and perpetual funding for a specified faculty position, is a prestigious indicator of the strength of an academic program, and can help recruit world-class educators and researchers in a specialized field. CU has roughly 80 endowed chairs, more than 15 of which have been funded since the 2006 start of CU's $1.5 billion Creating Futures campaign.

Green first became hooked on theater as a CU-Boulder sophomore when she volunteered to take notes for a faculty director. She became enamored with various backstage and managerial aspects of the art form during her pursuit of a bachelor of arts in theater at CU-Boulder. She later pursued a master's in theater at Kent State University, where she also has established a residency program and has made a gift to name the Roe Green Center for the School of Theatre and Dance on that campus.

Green speaks passionately of her desire to connect people and her role as a catalyst for new works — her motivation behind the Theatre Artist Residency series. Artists who have spent four- to seven-week residencies at CU as part of this series have included playwright/directors Lee Blessing ("Two Rooms") Ami Dayan ("The Awakening of Spring") and John Cameron ("14").

In a day and age when the arts are often overlooked by those seeking more "career-oriented" pursuits, Green — who is on numerous boards including the College of Arts and Sciences Dean's Advisory Council and the honorary board of the Colorado Shakespeare Festival — stands up for the importance of theater.

"Theater helps in all walks of life," Green said. "It gives you an opportunity to speak in front of people. What makes us human are the arts."

Campus community shines during challenge of state's most devastating fire[20]

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Sandy Berry-Lowe considers UCCS to be her professional home.

But the 22-year campus veteran and associate professor of biology never thought she would actually live on campus in space normally designated for students.

For three nights, June 26-28, Berry-Lowe and her husband, Luis, joined hundreds of other evacuees in UCCS campus housing as the worst fire in Colorado history raged in the hills west of campus, blanketing the city with choking smoke and consuming 346 residences. Five UCCS employees lost their homes, dozens more came home the weekend of June 30 to damaged homes, and hundreds were evacuated. An unknown number of the 3,200 students enrolled for the summer semester were affected.

Classes were canceled the night of June 26 but continued throughout the rest of the week as university officials recognized that air conditioned UCCS buildings provided the safest breathing environment for many faculty, staff and students.

For many, the fire that began June 23 seemed an unlikely campus emergency. That changed June 26 when the fire spread and threatened the entire west side of the city. UCCS became the site for media briefings given by municipal and National Forest Service leaders as well as a site for evacuated city residents, U.S. Air Force Academy cadets, and relief housing for firefighters and National Guard troops. The Gallogly Events Center was the site of an emotional June 28 meeting organized by the city where hundreds of Mountain Shadows residents came to learn the fate of their homes.

The period from June 26 through July 5 provided UCCS the opportunity to shine, Chancellor Pam Shockley-Zalabak, herself an evacuee, said in one of her daily updates on the fire situation and the UCCS response.

"I am proud of our campus response to this disaster and thank each of you for the care that you have shown to each other and to strangers," Shockley-Zalabak said.

For Berry-Lowe, a Rockrimmon resident, signing up for a reverse 911 evacuation message seemed like an unnecessary precaution. But when the call came Tuesday night, she was prepared.

"I remember taking time to pack some personal photos, a picture from high school and a few other good pictures on our way out the door," Berry-Lowe recently recounted. "It was a powerful reminder that I don't really need all this stuff."

When Sandy and Luis arrived on campus, their intention was to spend the night in her office in the Osborne Center for Science & Engineering. However, they were quickly given a room in Alpine Village complete with a view of the fire occurring in west Colorado Springs.

The Berry-Lowes were not alone in receiving university housing. A total of 74 people with UCCS ties stayed on campus. They were joined by 101 community members, 203 United States Air Force Academy cadets and 169 off-duty firefighters and National Guard members.

According to Susan Szpyrka, senior associate vice chancellor, Administration and Finance, providing housing for evacuees and first responders was the right thing to do. Szpyrka was authorized to do whatever it took to make evacuees comfortable, including allowing people who had fled from their homes with pets to stay.

Each evacuee received three nights housing free of charge.

Both Shockley-Zalabak and Szpyrka were quick to credit the more than 40 volunteers and staff members who responded to the campus call for help. Volunteers took on mundane tasks ranging from cleaning rooms to making signs or directing traffic in an effort to make UCCS as welcome, inviting and as prepared as possible.

“I was amazed at the number of volunteers and the camaraderie that we experienced,” said Jackie Crouch, coordinator of technology services, Beth-El College of Nursing and Health Sciences, who cleaned dorm rooms in preparation for off-duty firefighters. “I felt such relief at being spared that all I could think of was to give back in any way possible in support of those who had been affected. No job was too menial. We didn’t care who we were helping. We just wanted to help in any way possible.

“To stand by and simply observe while others suffered loss or put their lives in peril to protect our community was not an option. To be called off because we had too many volunteers was an amazing phenomenon and speaks to the community that we live and work in. I am privileged to be a part of it.”

For more information and photos, see Communique[21].

Board of Regents: June summary[22]

Here are highlights of action taken by the CU Board of Regents during its meeting June 20-21 at the University of Colorado Colorado Springs. For more from the meeting, including newly tenured faculty[23], budget passage[24] and the election of new board leadership[25], click here[26].

The regents approved the following items:
Resolutions of appreciation for Peg Bacon, Ric Porreca and Ajay Thomas Action on recommendations from the Capital Construction Subcommittee: Visual and Performing Arts updated program plan (UCCS), South Hall updated program plan (UCCS), Engineering Building updated renovation program plan (UCCS), Baker Hall renovation program plan (CU-Boulder), Aerospace and Energy Systems Building program plan renewal (CU-Boulder), Atmospheric Chemistry Laboratory program plan (CU-Boulder), Campus Data Center program plan (CU-Boulder), revision to the CU-Boulder FY2012-2013 Two-Year Projection of Cash Needs List, FY 2014 Capital Construction Budget Request and Two-Year Projection of Cash Need List, Five-Year Capital Construction Plan Compensation pools for FY 2012-13 Operating budget for FY 2012-13 UCCS Strategic Plan 2020: Our Commitment to the Future Establishment of new degree programs: Doctoral degree in Integrative and Systems Biology (Anschutz Medical Campus), master of science degree in Mathematics Education (CU Denver) Continuation of the board’s Intercollegiate Athletics Committee
The board’s annual retreat runs today through Saturday in Silverthorne.

CU research helped propel amputee-sprinter to Olympics[27]

CU-Boulder research helped propel South African amputee sprinter Oscar Pistorius into the 2012 Summer Olympic Games in London. Photo courtesy Press Association.

University of Colorado Boulder researchers will be watching closely when South African bilateral leg amputee and sprinter Oscar Pistorius, dubbed “The Blade Runner,” makes his way to the starting block for the 400-meter sprint in the 2012 London Olympics.

Professors Rodger Kram and Alena Grabowski of the integrative physiology department[29] have been involved in several studies analyzing the performance of amputee athletes, including Pistorius, who use blade-like, carbon fiber leg prostheses in track events. In 2007, Pistorius was barred from international competition by officials from the

International Association of Athletics Federations, or IAAF, who ruled his Cheetah Flex-Foot leg prostheses conferred him an advantage over other runners.

The decision was based in large part on a German study commissioned by the IAAF. However, data presented in April 2008 by a team that included Kram and Grabowski to the Court of Arbitration for Sport in Lausanne, Switzerland -- an international group set up to settle disputes in sports -- showed Pistorius gained no physiological advantage from the Cheetah prostheses over competitors. The team's evidence and testimony played a key role in overturning the decision, allowing Pistorius to compete in able-bodied events.

"The methodology of the German study that involved measuring Oscar's oxygen consumption while running was flawed," said Kram, who has been measuring the oxygen consumption of runners since 1983. "When we had a chance to properly measure Oscar we found that while he is quite economical in oxygen consumption compared to your average Joe, his values are well within what would be expected for a high-caliber athlete."

At the arbitration hearings in Switzerland, Kram also argued that if a prosthetic device provides a mechanical advantage, it would very likely provide an energetic or physiological advantage. "Since there is no energetic advantage, it infers that the prostheses do not provide a mechanical advantage either," Kram said.

Although Pistorius subsequently failed to make the 2008 Olympic team, he was selected by South Africa's Olympic Committee last week to run in both the individual 400 meters and a leg of the 4x400 meter relay in the 2012 Olympic Games in London, which begin on July 27.

"I was delighted that Oscar was selected," Kram said. "I was sure he'd be named to the 4x400 meter relay, but being named to the 400-meter individual event was a surprise."

Since 2008, the research team involving CU-Boulder has continued its studies. In a 2010 study led by Grabowski, researchers used force-measuring treadmills to analyze the biomechanics of unilateral amputees -- those with one amputated leg -- over a wide range of running speeds. The team found the force produced by the prosthetic, carbon fiber leg was 9 percent less than that of the unaffected leg. "Applying force to the ground is crucial in sprinting events," Grabowski said.

"We inferred that running-specific prostheses impair force generation and likely limit top sprinting speed," said Grabowski, who received her doctorate under Kram in 2008 and recently returned to CU-Boulder as a research faculty member after doing postdoctoral work at the Massachusetts Institute of Technology. Other authors on the 2010 paper included Kram; Craig McGowan of the University of Idaho; William McDermott of the Orthopedic Specialty Hospital in Murray; Utah, and Hugh Herr of MIT.

In a 2012 paper by the same group and led by McGowan, the leg stiffness of Paralympic sprinters with both unilateral and bilateral leg amputations was compared to non-amputee sprinters across a range of speeds. The team found leg stiffness remained constant or increased with speed in non-amputees but decreased in sprinting amputees.

"During running, the leg behaves much like a spring, and the stiffness of the leg greatly influences the overall mechanics of the runner," Grabowski said. "The study indicates that the prosthetic device limits the ability of a sprinter to change their leg stiffness during running." In the future, she said, researchers might be able to design a prosthetic device with "adaptive stiffness" that would more accurately emulate the mechanics of a biological ankle during sprinting.

Grabowski, whose work is funded by the Veterans Administration, is particularly interested in designing better prosthetic ankle devices for military veterans or those on active duty who have undergone amputations. In collaboration with the Denver Department of Veterans Affairs, Grabowski is beginning a research effort to further develop battery-powered ankle-foot prostheses for walking and running. Such prostheses have the potential to restore mobility to users similar to the mobility they had prior to amputation, she said.

The research team is interested in locating potential test subjects in the Denver-Boulder area with leg amputations to participate in lab studies.

“CU-Boulder is actively pursuing research that aims to improve the lives of amputees, particularly veterans and current military personnel,” she said. Potential study candidates may contact Grabowski at Alena.Grabowski@colorado.edu[30].

Research in Kram’s Locomotion Laboratory on the CU-Boulder campus[31] goes far beyond athletics. Collaborating faculty and students are targeting the energetic costs of walking, including uphill and downhill walking in older adults; the energetics of passive cycling to treat and prevent obesity and heart disease; and studies on animal locomotion, including kangaroos, tortoises and elephants.

Middle school students explore sustainability during second annual visit[32]

Keith Nguyen and Mark Maceda, CU Denver engineering students, stand next to the hydrogen fuel-cell vehicle they built.

Curious students peppered the engineers with questions: "Do you race it?" "How fast does it go?" "Can I take a picture of it?"

The sixth-graders from Cole Middle School flocked around the Mile Highdrogen Car -- a senior design project by a group of University of Colorado Denver mechanical engineering students -- during their visit to CU Denver on July 6.

Keith Nguyen and Mark Maceda, members of Team MileHighdrogen[34], demonstrated how their car's hydrogen fuel-cell battery works, enthralling the enthusiastic middle-schoolers. About 100 students participated in Cole's second annual summer visit to the downtown campus.

Laurel Dodds, director of Initiatives and Continuing and Professional Education in the College of Liberal Arts and Sciences, said Cole approached CU Denver three years ago about forming a partnership focused on the theme of sustainability. Cole is a Denver School of Science and Technology[35], part of a network of high-performing middle-school charters.

Similar partnerships exist with Aurora Public Schools and the Anschutz Medical Campus. Those sessions are geared toward giving students insight into the medical arts and health care careers.

On the downtown campus, Cole students met with faculty in the College of Liberal Arts and Sciences and visited various laboratories, including the biofuels lab, concrete testing lab and an aquaponics demonstration. They also visited the Business School, where they learned how to calculate carbon footprinting.

Later in the day, they toured the Auraria Library, Event Center and Tivoli Student Union, which itself is an example of sustainability, having been converted from a brewery into a student center. "We have sustainability as a focus on this campus ... This is their introduction to CU Denver," Dodds said.

The students learned that the Mile Highdrogen Car took four months to build, gets the equivalent of 500 miles per gallon and took second place for fuel efficiency at the Shell Eco-Marathon Americas Competition last spring. The project, which cost $14,000, was funded by the Auraria Sustainable Campus Program[36]. Joe Bortles, Auraria sustainability officer, said the car project was chosen for funding after being reviewed by the program, which is a subcommittee of the Student Advisory Committee to the Auraria Board. Bortles said the fuel cell from the car may be repurposed elsewhere on the Auraria campus to inspire others to create sustainability projects.

Nguyen agreed, saying, "We'd love to see other students come up with crazy projects using the fuel cell -- see what

kinds of 'save the world' ideas they have."

As for the visit by Cole Middle School students, each wearing a yellow CU Denver daypack on their backs, "We expect that this is an event that will happen every summer as we continue to partner with Cole Middle School," Dodds said. "We welcome all the colleges on the downtown campus to participate in this event."

Master plan process moves into ‘big picture’ phase[37]

Jordan Dietrich, a staff member at Anschutz Medical Campus, studies a long-range planning map of the campus at the visioning forum workshop.

A robust discussion about facilities, transportation, collaboration and other topics took place July 12 as the Anschutz Medical Campus Master Plan moved into its second phase, starting with a visioning forum to gather "big picture" ideas for the world-class campus.

The forum at Education 2 drew about 100 people, including faculty, staff, students and representatives from the city of Aurora, Fitzsimons Redevelopment Authority (FRA), the University of Colorado Hospital, Children's Hospital Colorado and other stakeholders.

The forum was hosted by Lilly Marks, vice president for health affairs and executive vice chancellor of the Anschutz Medical Campus, and Michael Del Giudice, chief planning officer, Office of Institutional Planning.

It's been 10 years since the campus undertook a master plan, Marks said, "so this is our opportunity to look into the future and to envision how should we design this campus for the next decade."

She explained that phase two of the planning process includes two components:
Site-wide component of looking at traffic access and circulation, infrastructure, densification vs. open space and FRA and city development. This portion involves all affected stakeholders -- the university, University of Colorado Hospital, Children's Hospital Colorado, FRA, University Physicians Inc., city of Aurora and the Veterans Administration.
Anschutz Medical Campus component that is university-led and examines growth issues that affect the medical campus's needs and missions. Sub-areas that will be addressed include program growth, space utilization, campus amenities, collaboration and density.
An area that will be revisited during the master plan process is the zoning principle -- putting education, research and clinical care in separate zones -- adopted when the campus was built. "Is that still the right way to do it?" Marks said. "As science changes the way we do discovery, the way we do clinical care and the greater emphasis on translation between them, is this (zoning) the right format?"

That is one of the topics on which faculty, students and staff are being asked to share ideas as the second phase of the process -- focused on the campus's physical and programmatic planning -- continues with three more work sessions (the next being the week of Aug. 13) this fall. The first phase of the planning process, completed early this year, examined the existing conditions and context of the campus to identify issues to address in the second phase. Phase two will also explore alternative development scenarios that best meet goals.

Del Giudice said the Anschutz Medical Campus currently has 8.2 million square feet of constructed space and 17,000 parking spaces. "If we grow to the full extent of this (plan) we'll be at 18 million (square feet) and 30,000 parking spaces," he said. "Also, there will be about 44,000 people working on the campus."

A phase-one survey of stakeholders on the Anschutz Medical Campus gathered 1,790 responses. Many respondents (49 percent) said they would use public transportation, such as light rail, if it were built to serve the campus.

Other results of the survey:
Forty-nine percent said it's challenging to figure out how to get to the Anschutz Medical Campus, and 83 percent said they believe it's challenging for patients and visitors to understand directions and find their final destination on the campus. Amenities most wanted on the campus include more parking, food options, transportation and coffee shops. A favorite gathering spot on campus is the Health Sciences Library.
After the master plan presentation, forum attendees went into a workshop area to look at maps and information about the Anschutz Medical Campus. Following the directive that "everything is on the table" as far as ideas, they wrote suggestions on the flip charts and boards.

Jordan Dietrich, who works in grants and contracts in Building 500, looked at an aerial map of the campus, including the FRA property north of CU Anschutz. He viewed with interest how light rail is ultimately planned to branch through the campus.

"I really like the light rail in Denver, so it's interesting to me how it's going to come here," he said. "It will change the feel of (the campus)."

A private-public partnership to fund an RTD light rail extension along Interstate 225 may get green-lighted by the RTD board as soon as the end of this month. "There's a distinct possibility it will be happening in this decade," Del Giudice said. "That will really transform this campus and create a wonderful gateway and access. But it also comes with the issue of the electromagnetic interference and what that does to our research facilities."

Key areas of emphasis in the master plan process are integration, collaboration, connectivity and sustainability, Del Giudice said.

"I view this as a time to step back, take a breath and say it's been incredibly successful," he said of the campus. "How can we ensure that we're equally successful in the next 10 and 20 years?"

The full Phase One Master Plan Report is available for viewing at the Office of Institutional Planning[39] website. Click here[40] to view the report.

CU asks Cigna to reissue health plan ID cards[41]

Because Payroll & Benefit Services (PBS) identified incorrect and unclear information in the medical ID cards originally mailed for the 2012-13 Plan Year, CU has required Cigna to reissue all members' medical ID cards.

Reissued cards were mailed Friday, July 13. When you receive your new card or cards, please destroy the original and use only new cards when seeing a provider or going to the pharmacy.

The table below shows plan names and the associated Cigna provider network found on your ID. For instance, the 2012-13 CU Health Plan -- High Deductible uses the Cigna Open Access Plus network. Your ID card lists both the name of your plan and the associated Cigna network. For more information about how to read your new ID card, go to www.cigna.com/cuhealthplan[42].
2011-12 Plan Year 2012-13 Plan Year Cigna Network Associated with your CU Health Plan UA Net Plan CU Health Plan - Exclusive Network UA Net Plan - Colorado Springs CU Health Plan - Exclusive Network Lumenos CU Health Plan - High Deductible Open Access Plus HMO Colorado CU Health Plan - Access Network OA Plus In-Network Medicare Primary CU Health Plan - Medicare Indemnity

Success in Boulder Staff Council blood drive goal[43]

The Boulder Staff Council extends a special thanks to all those who participated in the 2012 Bonfils blood drives, with additional thanks to the UMC, Rec Center and the SAFE committee for providing locations and approvals, in addition to the staff at Bonfils Blood Centers.

Randi Viola (ATLAS area II rep), the Staff Council blood drive chair, had set a high yet achievable goal, to collect 1,200 units. Coordinating efforts with Bonfils' Linda Colbert, the total units received for FY12 were 1182, just 18 units shy. Viola's work at establishing promotions, advertising and blood drive locations has shown proven results over the past two years.

Bonfils provided figures for the number of CU donors and the lifetime amount of blood donated:
19 gallons – 1
18 gallons – 1
17 gallons – 1
16 gallons – 2
14 gallons – 1
13 gallons – 1
12 gallons – 5 11 gallons – 7
10 gallons – 9
9 gallons – 8
8 gallons – 8
7 gallons – 25
6 gallons – 21
5 gallons – 24 4 gallons – 37
3 gallons – 10
12 gallons – 206
1 gallon – 663
For perspective, 8 pints to the gallon, the 19-gallon donor has given 152 donations. If this donor contributed every 60 days, it would take just over 25 years to reach those 152 pints. Each donation helped as many as three people needing blood transfusions. Bonfils distributes blood products to nearly 200 hospitals and health care facilities in Colorado and beyond.

For more information about Bonfils Blood Center, visit www.bonfils.org[44] . For general information about blood donor eligibility, contact Bonfils' Donor Relations department at 303-363-2202 or 800-365-0006.

The next Boulder Staff Council[45] drive is scheduled for Sept. 10-13 at the UMC.

Allen named AVC for Diversity and Inclusion at CU Denver | Anschutz Medical Campus[46]

Brenda J. Allen

Brenda J. Allen – professor, Department of Communication and associate dean in the College of Liberal Arts and Sciences (CLAS) – has been named associate vice chancellor for Diversity and Inclusion at the University of Colorado Denver. Provost Rod Nairn announced the appointment, effective Aug. 1.

Allen began her work for CU at the University of Colorado Boulder in 1989 as an assistant professor, then joined the CU Denver faculty in 2001.

"During her 20-plus years as a faculty member at the University of Colorado, professor Allen has served in numerous leadership roles, and she has developed a track record for scholarship, teaching and service in the area of diversity

and inclusion," Nairn said. "She is a highly respected scholar and colleague who will bring experience and expertise to the role of chief diversity officer."

The AVC position reports to the provost as part of the executive leadership team in Academic and Student Affairs to enhance and sustain diversity, promote a culture of inclusiveness and develop strategic initiatives that contribute to the success of faculty, students and staff.

"I am honored to serve in such an important role," Allen said. "I look forward to leading and coordinating a strategic and sustainable institution-wide approach to diversity and inclusion. I also am excited about collaborating with many of my colleagues who already are working diligently to achieve our mission of being a diverse teaching and learning community that creates, discovers and applies knowledge to improve the health and well-being of Colorado and the world."

Allen's scholarship focuses on organizational communication and social identity (e.g., gender, race, sexuality, age, ability, and social class). Named the Carroll C. Arnold Distinguished Lecturer in 2011 by the National Communication Association, she often illuminates and analyzes issues related to communication and diversity in higher education.

Among her publications is a groundbreaking book Difference Matters: Communicating Social Identity, (2nd Ed., 2011, Waveland Press), which is widely used to teach courses about diversity, and to facilitate diversity and inclusion discussions. In addition, Allen developed a website for instructors who teach diversity.

While serving as chair of the Department of Communication, Allen was invited in 2007 to assume the newly created role of associate dean for Planning and Initiatives in CLAS, with the primary responsibility of oversight for the college's strategic plan. She created the CLAS Diversity Council (composed of faculty, staff and students) in 2009 to concentrate on the diversity component of the college's strategic plan.

As master mentor of the Tenure Track Faculty Mentoring Program, Allen works to develop and implement a variety of mentoring activities. Besides identifying and matching mentors with new faculty members and providing resources to optimize mentoring relationships, the program provides specialized programming for groups such as women faculty, faculty of color, and science faculty with education specialties. In 2010, she received the inaugural Annual Award for Excellence in Faculty Mentoring at CU Denver.

Thweatt returns as facilities head at CU-Boulder[48]

Steve Thweatt

Steve Thweatt, the CU-Boulder campus architect and director of planning, design and construction from 1994 to 2007, has returned to the university as executive director of Facilities Management. Thweatt will provide strategic leadership and administrative oversight for capital planning, design and construction, sustainability, engineering, physical plant operations, campus utilities and campus logistics.

His appointment is effective Aug. 1. He comes from Emory University, where he is associate vice president of planning, design and construction.

"Steve provided excellent leadership in his previous role as director of planning, design and construction," said Interim Vice Chancellor for Administration Jeff Lipton. "He led significant facility developments, including ATLAS, Wolf Law and Koelbel Business, and had a demonstrated focus on customer service."

The Facilities Management organization has approximately 500 employees with an annual operating budget of more than $57 million, Lipton said. The department also manages a $548 million, five-year capital development program and a $5 million annual facilities renewal program.

Before his positions at CU-Boulder and Emory University, Thweatt worked at Duke University as director of the facilities design office and assistant dean of facilities from 1988 to 1994.

“It has been an extraordinary privilege to work on three of the most beautiful campuses in the country -- Duke, CU-Boulder and Emory,” Thweatt said. “Returning to CU affords me the unique opportunity to compare the best practices of these great institutions and capitalize on the best of each.”

Thweatt, who received a bachelor’s degree in architecture from Louisiana State University in 1974, is a registered architect and past board member and president of the Association of University Architects. He is a faculty member of the Association of Higher Education Facilities Officers Institute for Facilities Management and authored several chapters in the Higher Education Facilities Management Manual published by the association.

The executive director position was last held by Lipton, who left the post in 2006. At that time the position was left unfilled as a cost-saving measure, but a recent operational review determined the position is an important element in providing overall direction for critical campus operations.

Morris to lead veteran and military student services at UCCS[50]

Phillip Morris

Phillip Morris,currently the project director for University of Colorado Colorado Springs-based SoColo Reach, will lead the Office of Veteran and Military Student Affairs. Morris was selected following a national search.

“Phillip’s combination of experiences, including service as a member of the U.S. Army and the Army National Guard, will benefit UCCS students,” said Brad Bayer, executive director of Student Life and Leadership. “I know he will work diligently to ensure that students, and their families, receive the benefits and the support their service has earned them.”

Since 2011, Morris has served as project director for SoColo Reach, a UCCS-based project designed to encourage southern Colorado youth to enroll in either a two-year college or four-year university in the region. He also worked as a veteran and military student orientation coordinator and taught a statistics and research methods course in the College of Education.

Previously, Morris was an alumni research fellow, program coordinator, training coordinator and assistant lecturer at the University of Florida, Gainesville. He served for five years as a paralegal specialist for the West Virginia Army National Guard and completed three years of active duty in the U.S. Army where he was an ammunition specialist and driver.

Morris earned a Ph.D. in higher education administration from the University of Florida, a master’s in geography from the University of Florida and a bachelor’s degree in political science from Concord University, Athens, W. Va.

“I am honored to fill this important position for UCCS,” Morris said. “My aim is to continue to effectively and efficiently provide financial and academic benefits to eligible students, and seek out new opportunities and experiences that will help these students find success beyond service to our country.”

Morris replaces Lee Ingalls Noble who was named interim director of the Office of Veteran and Military Student Affairs in February. Noble, who retired in 2009 after 31 years in the Office of Student Financial Aid, plans to re-enter retirement after assisting with transition duties within the office.

Linhart fills UCCS dean of students position[52]

Steve Linhart has been named Dean of Students as part of a new organizational structure within the Division of Student Success and Enrollment Management at the University of Colorado Colorado Springs. Homer Wesley, vice chancellor, Student Success and Enrollment Management, announced Linhart's appointment. Previously, Linhart was in a similar position – executive director of judicial affairs and student support – but that post was eliminated in 2010 as part of budget reductions.

"I am pleased to have Steve again fill the role of dean of students," Wesley said. "Steve's patience, collaborative approach and knowledge of the university make him an ideal person to hold to this position."

Since January 2010, Linhart served as student conduct officer and director of emergency management. In that role, he reported to both the director of public safety and the vice chancellor for student success and enrollment management. From fall 2008 to 2010, Linhart was the executive director of judicial affairs and student support services. From 2000 to 2008, Linhart served as police officer, police sergeant and deputy chief of police in the Department of Public Safety. Before joining UCCS, Linhart was an El Paso County Sheriff's officer. He earned a master's degree in public administration from UCCS and a bachelor's degree from the U.S. Air Force Academy.

As a police offer, Linhart was known for his patrolling of campus by bicycle. He also is active in Freshman Seminar and the campus health fair and previously led self-defense training. In 2009, he was selected as Employee of the Quarter. A search is under way to fill Linhart's previous position as director of emergency management.

Albino appointed to Caring for Colorado Foundation Board[53]

Judith Albino

Associate Dean **Judith Albino**, Colorado School of Public Health at the University of Colorado Denver, has been named to a four-year term on the Caring for Colorado Foundation Board of Directors by Gov. John Hickenlooper. As a new appointee, Albino contributes a unique perspective of public health to a board that is composed of other senior health care and business leaders.

Albino "brings expertise to the board as a health researcher who understands the complexities of accessing health services," said Foundation Vice President Susan Hill. "(She) understands the importance of population health and has considerable public policy experience."

Besides her work in development and strategic planning, Albino directs the Center for Native Oral Health Disparities, providing expertise in oral health. As a board member, Albino will be responsible for contributing to grant-making decisions that advance the foundation's statewide mission to promote and serve health care needs of the people of Colorado.

"We are fortunate in Colorado to have major foundations, such as Caring for Colorado, that serve multiple purposes as think tanks and granters of funds to stimulate innovative thinking, insure the effectiveness of access systems, and explore new models and programs for meeting the health care needs of our State," Albino said.

Grant to help Communication Department study evolving U.S.-China relations[55]

From left to right: Patrick S.W. Dodge, Stephen John Hartnett, Lisa Keranen and Donovan Conley, University of Nevada-Las Vegas

Stephen John Hartnett, chair, Communications, College of Liberal Arts and Sciences at the University of Colorado Denver, is the principal investigator (P.I.) for a $10,000 grant from the Waterhouse Family Institute, which is affiliated with Villanova University.

Co-P.I.s are Communication Department colleagues **Lisa B. Keranen** and **Patrick S.W. Dodge,** who also works with the International College of Beijing. The grant will support their research project "The Dilemmas and Opportunities of U.S.-Chinese Communication in an Age of Globalization." The grant will support work conducted in Hong Kong, Lhasa and Beijing regarding modes of public debate about the evolving U.S.-China relationship.

Dropping names …[57]

Pielke

Keranen

Roger Pielke Jr. – professor in the environmental studies program at CU-Boulder, Fellow of the Cooperative Institute for Research in Environmental Sciences (CIRES) and member of the Center for Science and Technology Policy Research – is this year's recipient of the Geological Society of America (GSA) Public Service Award. The award was established in 1998 in honor of Eugene and Carolyn Shoemaker and is awarded for contributions that have materially enhanced the public's understanding of the earth sciences, or significantly served decision-makers in the application of scientific and technical information in public affairs and public policy related to the earth sciences. … **Lisa Keranen,** associate professor of communication at the University of Colorado Denver, organized "Medicine, Health, and Publics," a preconference devoted to understanding how individuals and groups interface with biomedical and health research and practice in late May in conjunction with the biennial meeting of the Rhetoric Society of America (RSA). Keranen will be editing a forthcoming special issue of the Journal of Medical Humanities featuring revisions of the most promising research presented at the conference. … Assistant Professor **Jeffrey Beall**, technical services, Auraria Library, has been honored with the Association for Library Collections and Technical Services (ALCTS) Outstanding Publication Award. His winning work is "Academic Library Databases and the Problem of Word-Sense Ambiguity," published in the Journal of Academic Librarianship 37 (Jan 2011): 64-69. ALCTS and its sections honor librarians and information professionals for outstanding and potential achievement in serials, cataloging, acquisitions, published scholarship, preservation, and general technical services librarianship. Recipients are selected by award juries that are composed of their peers. … **Kevin J. Krizek**, professor of planning and design at CU Denver, co-director of the Active Communities/Transportation (ACT) Research Group, director of the Ph.D. Program in design and planning, and Senior Transportation Fellow in the CU-Boulder Environmental Center, authored the chapter "Cycling, Urban Form, and Cities: What Do We Know and How Should We Respond?" in the book "Cycling and Sustainability," edited by John Parkin. The book is first in the series "Transport and Sustainability" and was published by Emerald Booksin May 2012.

Links

[1] https://connections.cu.edu/stories/pera-shift-25-percent-contribution-comes-end[2] https://connections.cu.edu/stories/regents-ok-amicus-brief-lobato-case[3] https://www.cu.edu/regents/Committees/2012_07-13-SpecialMtg.pdf[4] https://connections.cu.edu/news/suthers-lobato-outcome-could-pose-threat-to-higher-ed[5] https://connections.cu.edu/news/state-files-appeal-in-lobato-education-funding-case[6] https://connections.cu.edu/stories/philanthropy-work-ann-komara[7] mailto:jeremy.simon@cufund.org[8] https://connections.cu.edu/sites/default/files/wp-content/uploads/2012/07/Komara.png[9] http://www.root-land.org/[10] http://www.cufund.org/guide-to-giving/information-for/faculty-staf/[11] http://www.cufund.org/guide-to-giving/information-for/planned-giving/[12] https://connections.cu.edu/stories/five-questions-charlene-boudreau[13] https://connections.cu.edu/sites/default/files/wp-content/uploads/2012/07/5q-Boudreau.png[14] http://www.uccs.edu/~smp/about-us/faculty-and-staff/charlene.html[15] https://connections.cu.edu/stories/cu-boulder-seeking-new-vice-chancellor-administration[16] https://www.jobsatcu.com/applicants/jsp/shared/Welcome_css.jsp[17] mailto:steve.mcnally@colorado.edu[18] https://connections.cu.edu/stories/cu-boulder-alumnus-gives-2-million-launch-endowed-chair-theater[19] https://connections.cu.edu/file/roe-frost-and-bud-photo-system-foundation-07-19-2012jpg[20] https://connections.cu.edu/stories/campus-community-shines-during-challenge-state%E2%80%99s-most-devastating-fire[21] http://communique.uccs.edu/?p=7365[22] https://connections.cu.edu/stories/board-regents-june-summary[23] https://connections.cu.edu/news/tenure-list-june-2012[24] https://connections.cu.edu/news/regents-pass-2-9-billion-operational-budget[25] https://connections.cu.edu/news/carrigan-new-chair-sharkey-new-vice-chair-of-board-of-regents-2[26] https://connections.cu.edu/issue/june-21-2012[27] https://connections.cu.edu/stories/cu-research-helped-propel-amputee-sprinter-olympics[28] https://connections.cu.edu/across-cu/cu-research-helped-propel-amputee-sprinter-to-olympics/track[29] http://www.colorado.edu/intphys/[30] mailto:Alena.Grabowski@colorado.edu[31] http://www.colorado.edu/intphys/research/locomotion.html[32] https://connections.cu.edu/stories/middle-school-students-explore-sustainability-during-second-annual-visit[33] https://connections.cu.edu/across-cu/middle-school-students-explore-sustainability-during-second-annual-visit/car[34] http://milehighdrogen.wordpress.com/[35] http://static.dpsk12.org/gems/teachindenvercom/DeanofStudents.pdf[36] http://www.sustainableauraria.org/about.html[37] https://connections.cu.edu/stories/master-plan-process-moves-%E2%80%98big-picture%E2%80%99-phase[38] https://connections.cu.edu/across-cu/master-plan-process-moves-into-big-picture-phase/jordan[39] http://www.ucdenver.edu/about/departments/InstitutionalPlanning/Pages/AboutUs.aspx[40] http://www.ucdenver.edu/about/departments/InstitutionalPlanning/CampusPlanning/Documents/2011-12-13_master_plan_document_small.pdf[41] https://connections.cu.edu/stories/cu-asks-cigna-reissue-health-plan-id-cards[42] http://www.cigna.com/cuhealthplan[43] https://connections.cu.edu/stories/success-boulder-staff-council-blood-drive-goal[44] http://www.bonfils.org/[45] http://www.colorado.edu/staffcouncil/[46] https://connections.cu.edu/people/allen-named-avc-diversity-and-inclusion-cu-denver-l-anschutz-medical-campus[47] https://connections.cu.edu/people/allen-named-avc-for-diversity-and-inclusion-at-cu-denver/allen-2[48] https://connections.cu.edu/people/thweatt-returns-facilities-head-cu-boulder[49] https://connections.cu.edu/file/servernpjpg[50] https://connections.cu.edu/people/morris-lead-veteran-and-military-student-services-uccs[51] https://connections.cu.edu/people/morris-to-lead-veteran-and-military-student-services-at-uccs/phillip-morris-200x300[52] https://connections.cu.edu/people/linhart-fills-uccs-dean-students-position[53] https://connections.cu.edu/people/albino-appointed-caring-colorado-foundation-board[54] https://connections.cu.edu/file/albinojpg[55] https://connections.cu.edu/people/grant-help-communication-department-study-evolving-us-china-relations[56] https://connections.cu.edu/file/dodge-hartnett-keranenjpg[57] https://connections.cu.edu/people/dropping-names-141[58] https://connections.cu.edu/sites/default/files/wp-content/uploads/2012/07/p-dn_pielke.png[59] https://connections.cu.edu/sites/default/files/wp-content/uploads/2012/07/p-dn_Keranen.png