Coffin appointed CU-Boulder VC for advancement[1]

Deborah "Deb" Coffin has been appointed vice chancellor for advancement at CU-Boulder, effective July 13. The position is the chief fundraising officer for the campus.

Coffin, who has served as vice chancellor for student affairs since 2011, replaces Aaron Conley, who is leaving the university to seek new opportunities.

Previously, Coffin served as assistant vice chancellor for student affairs and executive director of Housing and Dining Services from 2006-08 and executive director of Housing and Dining Services from 2001-2006. Coffin also served in various housing leadership capacities at the University of Northern Colorado (1982-95; 1998-2001) and the University of Wyoming (1995-98).

She earned a Bachelor of Science degree in community health education (1977), a Bachelor of Arts degree in biology education (1985) and a Master of Arts in human communication theory from the University of Northern Colorado. She also served in the United States Peace Corps (1977-78) in the Philippines.

CU-Boulder Provost Russell Moore announced that **Christina Gonzales**, the current associate vice chancellor for student affairs and dean of students, will serve as interim vice chancellor for student affairs. Gonzales has served in her current role since 2012.

Five questions for Mitchell Handelsman[2]
[3]

Nearly everyone can point to an educator who made an impression on them, and that includes Mitchell Handelsman, whose college experiences with mentors and other professors not only pushed him toward the study of psychology, but also prompted him to "pay forward" the courtesies.

"Tons of people influenced me. They opened my eyes to new worlds, including academia and the world of the mind," he said. "The people I liked the most were the psychology professors, so I figured that was a good enough reason to study psychology, and I haven't looked back from there."

Handelsman is a professor of psychology at CU Denver whose scholarship focuses on professional ethics. He has won numerous teaching awards since he joined the university in 1982 and is a University of Colorado President's Teaching Scholar. His publications include several books – two released this year. He also has a blog at Psychologytoday.com titled"The Ethical Professor."

1. Why did you choose to focus your research on ethics? Is ethics something a person is taught or is the foundation inherent?

When I was a kid, my family would buy a lot of board games. When we brought a new game home, they would open the box, spill out all the pieces and start playing. I was the obnoxious kid who said, "Wait! We need to read the instructions first!" As an adult, I'm perhaps a little less obnoxious, but I still want to read the instructions first. So, for example, I did a decade of research on informed consent in psychotherapy. The idea is that when patients start therapy, they should clearly know the rules. That research pointed me toward other ethical issues.

There's a lot of debate about what parts of the brain have to do with moral reasoning and how much is hereditary. What I do know is that the ethical traditions and principles of any profession are not inborn. We don't have legal ethics, we don't have medical ethics and we don't have psychological ethics in our DNA. People need to integrate their professional and personal ethics as they train to become professionals and there are certain ways to influence people in that direction. A lot of the work I've done is focused on how people move from being nice people to being ethical

professionals.

For a long time, people said we shouldn't or needn't teach ethics in graduate training programs or professional schools because "people are either ethical or not." People said ethics is just common sense. But things like HIPAA (Health Insurance Portability and Accountability Act), confidentiality, and all kinds of other ethical and legal issues are not common sense, and thinking about them takes skills that can be learned and practiced.

To say that someone is unethical is making what we call in psychology the "fundamental attribution error": attributing too much of the cause of a behavior to the person rather than to external situations or other factors. There are good people who have lapses of judgment or do really stupid things during times of weakness, or when they are undergoing situational pressures. The vast majority of people who behave unethically don't behave unethically every single day; they sometimes don't make the best decisions they could.

2. What is the state of ethics in professions today?

It's a little bit better than it was before June 15 because that's when our latest book came out! I wrote "Ethical Dilemmas in Psychotherapy: Positive Approaches to Decision Making" with my colleagues Samuel Knapp and Michael Gottlieb. We look at ethics as a more complex process than just following a simple decision-making structure.

In fact, the professions are doing better and better all the time at understanding that ethics is a set of skills that can be taught, that becoming an ethical professional is a developmental process, and that ethical reasoning is not an exclusively cognitive, linear or rational process. More and more we are taking into account the non-rational factors that influence decision making. We're also making use of research in psychology and other fields to make ethics training more effective.

3. You strayed from psychology to co-author an autobiography of Charlie Burrell, a pioneer Black musician in Colorado. How did you become interested in this man?

I play trumpet, and the first time I met Charlie I played with him on live radio during a fundraiser for KUVO. I was playing with Charlie's cousin, Purnell Steen, who is a piano player. One day Purnell mentioned that Charlie should write his memoirs because he is a pioneer: He was the first person of color under contract with a major symphony orchestra (the Denver Symphony) in the United States. I happened to be going on sabbatical that fall – this was 2003 — to write an ethics book, and I offered to help write Charlie's memoirs in my spare time. I went to his house every Tuesday morning to let him tell his stories. Then I transcribed and edited them. It only took 12 years to get it published. Fortunately, Charlie is still alive and kicking, and we published the book about six months ago. It was probably the most fun I've ever had professionally. Charlie is an amazing person who fought racial barriers all over the place. To hear the stories was a privilege and an honor. It was wonderful to be able to put them in a form that that others can access. He's a remarkable person and what he accomplished is remarkable.

I try to impress people by saying I play trumpet, flugelhorn and cornet, but they are all really the same instrument. I play here and there, but my favorite venue is a local ice cream shop where I play on summer Sunday nights. It's wonderful because there are so many kids who watch us play while they eat their ice cream. It feels so good to watch these kids experience music that doesn't come from their phones. It may be their first exposure to live music. Just to have fun and see the kids have fun is incredibly rewarding.

4. You've received many honors, including numerous teaching awards. Do you have a favorite honor? What makes you so passionate about teaching?

Being chosen as a President's Teaching Scholar is an incredible and humbling honor. It happened more than 20 years ago, but I'm still trying to earn it. The President's Teaching Scholars are an unbelievable group of people – amazing teachers and dedicated people. I also know they are the tip of the iceberg in terms of teaching excellence at CU. Together they're at the forefront of society's exploration of what higher education means. Higher education is different than when any of us got our degrees, so it's a privilege and honor to be associated with the Scholars program and join in that exploration.

My college experience opened me up in so many different ways that I've been spending the rest of my career trying to pay forward the favors. Obviously I believe education is really important. What's interesting now is that education is going through such an important shift from primarily the sharing of facts that students can't get anywhere else to the development of skills that students can't practice anywhere else. I've been at this at CU since 1982 and I've got a lot of learning ahead of me about how to teach. We are all still learning.

5. Do you have a favorite artifact that you keep in your office and what is the story behind it?

I have two things in my office and I mention them because they keep me honest. The first is a beautiful lithograph that I received when I was chosen as a President's Teaching Scholar. It's hanging on my wall right behind the seats where students sit when they visit me. When I'm talking with students, I look at the lithograph and think, "I'd better earn this." The second item is a little piece of paper on my bulletin board that says this: "What would I do if I were the kind of professor I would want my students to think I am?" That's right in front of me all the time. When I'm in a bad mood or I have a student come in and complain about a bad grade, I look beyond all that and see my little piece of paper on the wall and remember how my professors treated me. That helps.

Sexual misconduct policy update reflects changing legal landscape[4]

The first update to the University of Colorado's sexual misconduct policy since 2012 reflects new federal, legislative and regulatory requirements and guidance, adding clarity and responsibilities for employees across the system.

Administrative Policy Statement 5014[5] took effect July 1, along with three other policy changes (see story here[6]). The passage of new legislation and regulations, as well as interpretative guidance from the U.S. Department of Education and the Office for Civil Rights, brought about the need to modernize CU's policy.

University Counsel Patrick O'Rourke said the changing legal landscape and the breadth of the issues prompted the Office of Policy and Efficiency to consult with an unusually large group of stakeholders across the system as the policy was revised. Among those involved: campus attorneys, campus Title IX coordinators, student affairs leaders, campus and system directors of human resources, Faculty Council, and Staff Council.

The revisions to the policy – which applies to all faculty, staff and students – include an updated definition of sexual misconduct that specifies intimate partner abuse and gender-based stalking. The policy applies to behavior on campus and in the workplace, but also may extend to conduct at venues and events off-site but still related to university business, such as a conference.

One of the key changes is the requirement that responsible employees – defined as those in a supervisory or advisory role with faculty, staff or students – report any known sexual misconduct. There are some confidential resources that are not subject to the reporting requirement, including medical providers, counselors and ombuds. Under the APS, each campus may designate its own confidential resources, and those who wish to make a confidential report should access the appropriate campus policy.

The policy also for the first time explicitly states the roles and responsibilities of the Title IX coordinators at the campuses. Procedures for reporting sexual misconduct vary by campus, where training will be provided to employees. Because system administration has designated CU-Boulder's Office of Institution Equity and Compliance as its Title IX resource, employees who wish to make a report should contact that office at 303-492-2127.

Here are links to details on reporting options and assistance:
CU-Boulder[7]UCCS[8]CU Denver | Anschutz Medical Campus[9]CU System Administration[10]

Changes to four policies now in effect[11]

The Office of Policy and Efficiency (OPE) last week announced changes to four administrative policy statements (APSs) from the academic affairs, fiscal and human resources areas.

The revised policies were approved by President Bruce Benson and took effect on July 1, 2015.

1017[12]- Procedures for Implementing Regent Actions on Distinguished Professorships

4013[13]- Officer Disclosure of Interests

5014[14]- Sexual Misconduct

5015[15]- Conflict of Interests in Amorous Relationships

For details, go to https://www.cu.edu/ope/policy/aps-changes.[16]

The periodic review of APS 5019[17], Parental Leave for Faculty and University Staff, began last March as part of the July 1 policy cycle. The review will continue into the Jan. 1, 2016, policy review cycle, OPE announced.

The policy, which provides the university's parental leave policy for faculty and university staff in accordance with the Federal Family and Medical Leave Act, was last reviewed in June 2005.

While the policy review has made progress, there still are several items that require more clarification and must be more fully discussed among stakeholders, including Academic Affairs, Employee Services, University Counsel and faculty and staff governance.

Any recommendations that would expand the benefit – and therefore affect the university budget – also would require discussion with the Chief Financial Officers' group.

For more information on system policies, go to: http://www.cu.edu/ope[18].

To receive periodic policy updates from the Office of Policy and Efficiency, please emailope@cu.edu[19] and ask to be added to the OPE Distribution List.

O'Connor named first compliance director at UCCS[20]

Deborah O'Connor, former manager of University of Colorado Health's compliance oversight, has been named the first UCCS campus compliance director and patient privacy officer.

O'Connor will be responsible for helping ensure UCCS follows applicable state and federal laws for issues such as protecting patient privacy, part of the Health Insurance Portability and Accountability Act, Title IX, which protects against discrimination by gender, and myriad laws surrounding federal student financial aid programs and sponsored research. O'Connor will work in conjunction with the UCCS Compliance Coordination Committee to identify key compliance risks and ways to mitigate those risks.

One of her first priorities is to develop a compliance website that will be a resource for faculty, staff, students and volunteers to get answers to key compliance topics.

For 19 years, O'Connor worked at Memorial Hospital/University of Colorado Health in positions that included trauma coordinator assistant, quality research specialist and research compliance manager. Since 2010, she served as

compliance oversight manager and was responsible for establishing systemwide policies and procedures, training and education, creating an integrity hotline, and incident tracking and reporting.

She earned a bachelor's degree in microbiology from Colorado State University and a master's in biology from UCCS. She has been active in several community and professional organizations including the Trauma Nurses Talk Tough High School Program, Toastmasters, and the Think First Brain and Spinal Cord Injury Prevention Program.

Dan J. Wilson named CU treasurer[21]

The University of Colorado Board of Regents has selected Dan J. Wilson as CU's new treasurer, who directs the stewardship and management of the university's financial resources.

Wilson succeeds Don Eldhart, who has served since 2005. He is retiring following a 29-year career at CU. The university's treasurer is responsible for managing banking activities for all campuses, $2.2 billion of the university's investments, and $1.6 billion of bonded debt issued by the university.

Wilson, who also will serve as CU's chief investment officer and associate vice president for budget and finance, comes to CU from the University Corporation for Atmospheric Research (UCAR), the Boulder-based consortium of more than 100 colleges and universities focused on research and training in atmospheric and Earth sciences. As director of treasury operations, he managed finances for the nonprofit organization. He also oversaw UCAR's contributory retirement plan.

"The Board of Regents is pleased to have Dan Wilson as the CU system's next treasurer," said Kyle Hybl, chairman of the CU Board of Regents. "He brings a wealth of experiences that will help him to effectively oversee the university's banking, treasury and debt management systems.

"The board is also grateful for the professional and steady stewardship of outgoing Treasurer Don Eldhart."

Wilson earned master's and bachelor's degrees in accounting, both cum laude, from Brigham Young University. He is a Certified Treasury Professional (CTP) and Certified Public Accountant (CPA) in Colorado.

"I'm excited about the opportunity to join the Treasury Office at CU," Wilson said. "I've admired the work of the university for many years and I look forward to new challenges and being part of the financial team.

"UCAR has been a great home and I'm grateful for the time I've spent there and the people I've worked with and admired over the past 31 years," he said.

Coursera invests $150,000 in CU specialized MOOC track[22]

The University of Colorado is playing an important role in the development of a high-demand MOOC (massive open online course) specialization, partnering with Coursera to create a data warehouse concepts track that will provide learners value in the marketplace.

"We already had a data warehouse MOOC in the works when Coursera approached us – it took off from there," said Deborah Keyek-Franssen, associate vice president for digital education and engagement. CU received $150,000 from Coursera to help launch the specialization.

“That $150,000 can be used for whatever costs we have to develop the MOOC, whether for faculty overload, teaching assistants, video production or additional support,” she said.

The specialization will consist of four individual MOOCS and culminates in a capstone, she said. Students pay for a validated certificate on Coursera’s signature track – for single courses, or for the entire specialization.

“That means we have a revenue source for and from MOOCs,” Keyek-Franssen said.

Michael Mannino, associate professor of information systems, and Jahangir Karimi, professor of information systems in the in the Business School at CU Denver, are facilitating the MOOC specialization and are working with Keyek-Franssen and the CU Denver media team to develop the courses. They plan to launch the MOOC mid-September with courses beginning monthly after that.

“This is a tremendous opportunity to share instruction and research about data warehouses with a larger learning community,” said Mannino, author of a popular textbook Database Design, Application Development and Administration (also found here[23]), which covers material used in four of the five MOOC courses in the specialization. “Corporate training companies charge thousands for this level of education. Thousands across the world will have access to this same level of training at a small fraction of the cost.”

The data warehouse concepts for business intelligence specialization will be a boon for students around the world who are seeking careers in the in-demand fields of data warehousing and business intelligence.

“With this specialization, learners will gain the necessary skills and knowledge in data warehouse design, data integration processing, data visualization, online analytical processing, dashboards and scorecards, corporate performance management, and hands-on experience with leading data warehouse products and business intelligence tools to investigate specific business or social problems,” Karimi said.

“It speaks to the quality of the information systems program at CU Denver and the quality of CU’s MOOCs to be chosen by Cousera to create this high-demand specialization,” Keyek-Franssen said. “More people around the globe will get to know CU through this specialization and discover a pathway to CU’s educational programs.”

The university has previously benefited from individual MOOCs – such as the popular game programming course offered by Tim “Dr. T” Chamillard, associate professor of computer science at the University of Colorado Colorado Springs. His MOOC has seen enrollments nearing 200,000 learners.

The trust Coursera has placed in CU and its $150,000 investment in a cluster of courses is another big step toward being an international leader in MOOCs, Keyek-Franssen said. “This represents a valuable partnership for the university and the campuses.”

COLTT: Early registration discount ends Monday[24]

With COLTT 2015 just a month away, early bird registration rates are set to expire on Monday. Many already have registered for the event, for which attendance is limited. To register, visit:www.cu.edu/coltt/2015-conference-registration[25]

Parking Services is managing parking permits directly for COLTT 2015. Permits must be purchased prior to the Aug. 5-6 conference at the Parking Services website and will not be available for purchase the day of the conference. You must purchase a parking permit for each day you will attend prior to COLTT at: www.cu.edu/coltt/2015-conference-registration[25]

Session listings are posted at: www.cu.edu/coltt/2015-coltt-presenters[26]. This year offers a great lineup that includes sessions such as, “Guild Wars: Addressing the Debate About Gamifying Higher Education,” by Diane Sieber, and

“Teaching, Learning, and Assessment in a Time of Cyborg Learners,” by Janet Corral. The list will have future additions and changes.

Due to an unprecedented number of proposal submissions, the number of session venues has been expanded to include a conference room conducive to small group discussion and debate. Stay tuned: a preliminary conference schedule will be available soon.

If you have questions about the conference, please contact coordinator Jaimie Henthorn atjaimie.henthorn@cu.edu [27].

HCM Workshop covers job descriptions, qualifications, competencies[28]
[29]

With HCM Overview Workshops underway this week, Employee Services is gearing up for the next training session on Non-Person Profiles.

As part of the two-year Elevate project, CU will upgrade its existing Human Resources Management System (HRMS) with Human Capital Management (HCM), an Oracle software system that streamlines recruitment, payroll, time tracking and more. Rollout is slated for early November.

Key users, known as the HCM Community (formerly Business Partners), can expect many changes and improvements to their day-to-day tasks. To help them get up to speed, Employee Services is hosting a series of six HCM Workshops, starting July 7 and running through the fall.

The Non-Person Profiles workshop will have sessions available on all four campuses and CU System from July 22 to Aug. 4. The workshop’s lecture portion reviews what’s new and what’s similar to current processes, as well as how data flows between new systems and modules.

During a live demonstration, HCM Community professionals will learn how to create new positions and handle transfers and promotions for different employee groups. The course also reviews new approval processes designed to improve data accuracy and quality.

Building blocks for success

Non-Person Profiles are essential to CU’s future HR process, according to Elevate project leaders.

Non-Person Profiles bundle job descriptions, job qualifications, competencies and other data in one neat package. These “building blocks” will fundamentally link HR systems through shared, accurate data.

In other words, HCM will interact more effectively with other CU applications, helping cut down on data entry. Information entered in HCM will feed into recruiting tool CU Careers (replacing Jobs at CU) and ePerformance, a tool used to review employees and help them map professional goals and performance benchmarks.

Users also will benefit from new Non-Person Profile templates, which automatically upload data for similar positions, or job families. Not only will templates help save time and work, but also standardize job requirements and descriptions for positions throughout the CU System, according to Employee Services.

Since Non-Person Profiles are essential to new HR processes, Employee Services encourages all HCM Community professionals to attend the training and register as soon as possible. Find registration information below.

What's next?

The workshop series will cover just about every part of HCM, helping employees retool their skill set for a modern, more agile system.

Following the Non-Person Profiles workshop, training sessions will dive into executing specific tasks, such as paying employees, performing HCM transactions and managing talent using CU Careers. HCM Community professionals also will have the opportunity to practice using the system at Structured and Open Computer Lab Sessions later in the fall.

At the end of the training phase, HCM Community members can take a cumulative assessment to identify areas where they excel and where they can make improvements.

Employee Services stresses that spots are filling up quickly and recommends registering for workshops as soon as possible. For a full calendar of trainings, visit www.cu.edu/elevate/hcm-training.[30]

How to register for HCM Workshops
Log in to my.cu.edu On the right-hand menu, click Training Click Start SkillSoft and enter your login information if prompted Click Catalog Click CU Instructor-Led Training (the second folder in the list) Click Elevate: HCM Campus Workshops There are six training topics. Click on the topic you'd like to attend. Click on the small calendar icon on the top left corner of the training window. It will open a table that displays the dates, times and location of the workshops. Once you've found a training that works for your schedule and location, click Enroll on the furthest column to the right. You'll be emailed an enrollment confirmation, which you can link to your Outlook calendar.

Colorado business confidence down but positive for third quarter, says CU-Boulder index[31]

Caution urged when choosing ultrasound testing[32]

'Way Ahead of the Curve': U.S. Secretary of Education praises teacher-preparation programs in the School of Education & Human Development[33]

Grant Creates Program to Improve Health Care in underserved Areas: $3.3M grant creates ECHO Colorado program to improve health care and public health in underserved areas[34]

Mintken honored for excellence in teaching[35]

Paul E. Mintken, associate professor of physical therapy in the Department of Physical Medicine and Rehabilitation at the University of Colorado School of Medicine, recently received the American Physical Therapy Association's Dorothy E. Baethke-Eleanor J. Carlin Award for Excellence in Academic Teaching.

The award was presented during the association's NEXT Conference & Exposition in Maryland in June. The Dorothy

E. Baethke-Eleanor J. Carlin Award spotlights individuals who have made significant contributions to physical therapy education through excellence in academic teaching.

Mintken coordinates and teaches the musculoskeletal track for the doctor of physical therapy program at CU and is affiliated with Student Health on the Boulder campus. His teaching style has been described as highly skilled, respectful, compassionate, and patient.

Enzman Hines chosen as Holistic Nurse of the Year[36]

Mary Enzman Hines, professor emerita, Helen and Arthur E Johnson Beth-El College of Nursing and Health Sciences, received the 2015 Holistic Nurse of the Year Award at the American Holistic Nurses Association annual conference in June.

The Holistic Nurse of the Year Award recognizes an AHNA member with outstanding innovation or a change in the field of holistic nursing and who has demonstrated commitment to the holistic nursing core values. The award is given annually.

Enzman Hines is a 21-year AHNA member, a member of its research committee, and associate editor of research for the Journal of Holistic Nursing.

O'Reilly Herrera's work to be performed[37]

Andrea O'Reilly Herrera's play "Tres Flores" will be read Saturday at Su Teatro Cultural and Performing Arts Center in Denver. O'Reilly Herrera is a professor in the Women's and Ethnic Studies Program.

Chronicling the lives of several generations of Cuban women, "Tres Flores" portrays the cultural fragmentation and traumatic displacement that many diasporic Cubans and their children have experienced. The play also takes up the intertwined themes of history, memory and the perpetuation of culture.

"The recent thawing of U.S.-Cuba relations makes this presentation particularly relevant," O'Reilly Herrera said. The play is co-directed by Candice Brown of the Boston Conservatory and Debra Gallegos of Su Teatro.

Gaudiani named medical director of ACUTE Center[38]

Jennifer L. Gaudiani, associate professor in the Department of Internal Medicine at the School of Medicine, has been promoted to medical director of the ACUTE Center for Eating Disorders at Denver Health. She has been with Denver Health since 2007 and was most recently the assistant medical director of ACUTE, which she helped to open in its current form in 2008.

Gaudiani is board certified in internal medicine and carries the Certified Eating Disorder Specialist (CEDS) designation from the International Association of Eating Disorder Professionals. She is one of only two CEDS-certified internal medicine physicians in the United States.

Dropping names …[39]

Peter Buttrick, the S. Gilbert Blount Professor and head of the Division of Cardiology and professor of physiology and biophysics, has been named senior associate dean for Academic Affairs for the School of Medicine. Buttrick will continue to serve as head of the Division of Cardiology as the Department of Medicine leadership develops a transition plan for that role.

CU-Boulder's **Elizabeth Fenn**, associate professor of history, and Laura DeLuca, lecturer in anthropology, received 2015 Colorado Book Awards. Fenn's "Encounters at the Heart of the World: A History of the Mandan People" won the History category and DeLuca's co-authored "Lost Girl Found" won the Young Adult Literature category. The awards were presented at a ceremony in Aspen. Fenn's book also was awarded the 2015 Pulitzer Prize for history earlier this year.

Lilly Marks has been named to the board of directors of Orthofix International, a diversified, global medical device company. Marks serves as vice president for Health Affairs for CU. She also has served as chair of the board of directors of the University of Colorado Hospital and has previously served as both the senior associate dean for Finance and Administration of the University of Colorado School of Medicine and the executive director of University Physicians Inc.

Links
[1] https://connections.cu.edu/people/coffin-appointed-cu-boulder-vc-advancement[2] https://connections.cu.edu/spotlights/five-questions-mitchell-handelsman[3] https://connections.cu.edu/sites/default/files/5qs_handelsman_top.jpg[4] https://connections.cu.edu/stories/sexual-misconduct-policy-update-reflects-changing-legal-landscape[5] http://www.cu.edu/ope/aps/5014[6] https://connections.cu.edu/news/changes-to-four-policies-now-in-effect[7] http://www.colorado.edu/institutionalequity/reporting-options[8] http://www.uccs.edu/equity/index.html[9] http://www.ucdenver.edu/policy/TitleIX/Pages/Know%20Your%20IX.aspx[10] http://www.cu.edu/sites/default/files/sexual-misconduct.pdf[11] https://connections.cu.edu/stories/changes-four-policies-now-effect[12] http://www.cu.edu/ope/policy/aps-1017-procedures-implementing-regent-actions-distinguished-professorships[13] http://www.cu.edu/ope/policy/aps-4013-officer-disclosure-interests[14] http://www.cu.edu/ope/efficiency-and-effectiveness/presidents-task-force-efficiency/aps-5014-sexual-harassment-policy[15] http://www.cu.edu/ope/efficiency-and-effectiveness/presidents-task-force-efficiency/aps-5015-conflict-interest-cases[16] https://www.cu.edu/ope/policy/aps-changes[17] http://www.cu.edu/ope/aps/5019[18] http://www.cu.edu/ope[19] mailto:emailope@cu.edu[20] https://connections.cu.edu/people/o-connor-named-first-compliance-director-uccs[21] https://connections.cu.edu/stories/dan-j-wilson-named-cu-treasurer[22] https://connections.cu.edu/stories/coursera-invests-150000-cu-specialized-mooc-track[23] http://www.chicagobusinesspress.com/mannino.html[24] https://connections.cu.edu/stories/coltt-early-registration-discount-ends-monday[25] https://www.cu.edu/coltt/2015-conference-registration[26] https://www.cu.edu/coltt/2015-coltt-presenters[27] mailto:atjaimie.henthorn@cu.edu[28] https://connections.cu.edu/stories/hcm-workshop-covers-job-descriptions-qualifications-competencies[29] https://connections.cu.edu/sites/default/files/hcm_top.jpg[30] http://www.cu.edu/employee-services/hcm-campus-workshops[31] https://connections.cu.edu/stories/colorado-business-confidence-down-positive-third-quarter-says-cu-boulder-index[32] https://connections.cu.edu/stories/caution-urged-when-choosing-ultrasound-testing[33] https://connections.cu.edu/stories/way-ahead-curve-us-secretary-education-praises-teacher-preparation-programs-school-education[34] https://connections.cu.edu/stories/grant-creates-program-improve-health-care-underserved-areas-33m-grant-creates-echo-colorado[35]

https://connections.cu.edu/people/mintken-honored-excellence-teaching[36] https://connections.cu.edu/people/enzman-hines-chosen-holistic-nurse-year[37] https://connections.cu.edu/people/o-reilly-herrera-s-work-be-performed[38] https://connections.cu.edu/people/gaudiani-named-medical-director-acute-center[39] https://connections.cu.edu/people/dropping-names-180