Five questions for Maria Caffrey[1]

Growing up in London, Maria Caffrey spent many vacations at the seaside and selected oceanography as a college major, with a minor in geography. As an undergrad at Plymouth University, she later switched her major to geography. Just as she was considering spending a year in Colorado as an exchange student, her advisor talked her into thinking about paleoclimatology, or the study of changes in climate over the entire history of Earth.

“Neil Roberts had just written a very important and popular book, ‘The Holocene: An Environmental History,’ and we talked about what kinds of projects I could do as part of my honors dissertation,” said Caffrey, now a research associate at the University of Colorado Boulder.

She spent her exchange year at the University of Denver then completed an undergraduate thesis that focused on pollen evidence of climate change on the Colorado plateau.

“I pulled the pollen out of sediment cores taken from lakes on the Grand Mesa to see how vegetation changed over the past 20,000 years,” Caffrey said.

After her year at DU, she decided that she liked the state so much, she returned to DU, where she earned her master’s degree. At the same time, she spent time working for the National Park Service in Lakewood.

Caffrey has researched climate change in places as far away as Guatemala and as close as Rocky Mountain National Park. Since 2013, her research has focused on climate change at 118 coastal National Parks, looking at impacts of seal level and storm surge.

1. Your research focuses on past and future climate change. Tell me about how someone in the middle investigates each.

Strategies really do differ. Whenever we write a research proposal or draft our findings into a research paper, it seems that paleo people throw in a line that says the findings will be useful for people doing research on future climates, but they never expand on that. What I wanted to do was see if my results were going to be significant to anyone doing future climate research, so I decided to get into the future side of things as well as looking at the past to make sure that the past information really is informing the future.

I feel the past and future are kind of exclusive from one another. People doing the future research really should understand what happened in the past because it might inform them in ways they would not expect. The University of Denver, where I got my master’s degree, has a heavy focus on GIS (geographic information system, which captures, stores, analyzes and manages spatial or geographical data). Even though it wasn’t something I was interested in, I had to learn it. So I’m proficient at GIS. I can use GIS and use my paleoenvironmental research to inform me about what could be happening in the future.

I don’t know too many people who are trying to straddle the future and the past in their research arena, but I think that it is something that is really important. I’m tired of these throwaway lines in paleo papers that say it will be helpful to future research: You don’t know until you’ve tried it how it is going to be important for future climate projections.

Working with the government also has been important. I get to see how they take our findings and how they interpret them. People sometimes assume that you can send a layperson a research paper and they’ll read it and understand it and make the appropriate changes or adjustments, but I think that’s not always the case. Sometimes you have to be a little more explicit in your recommendations and spell it out a little bit more than you would in a normal scientific paper.

2. How did your research begin to focus on coastal parks, especially since you are in the middle of the country?

I started off as an oceanography major and have always been interested in the coastal environment. It’s so dynamic and really interesting to me. Even thought it might seem strange that I’m in the center of the country, it makes sense

from a National Park Service perspective because the coastal coordinator is here in Lakewood. We work closely together to talk about issues that the NPS is dealing with and the areas where I'm interested in doing research. I wish there was more travel involved – I've visited about a quarter of the parks I'm looking at — but right now my research is focused on crunching numbers.

3. How can we protect coastal resources and how do the strategies for each of these places differ?

There is not a prescriptive, one-size-fits-all kind of approach to protecting the resources. The perfect example would be a place like Alaska, where there's something called isostatic rebound where the land level is rising at a very rapid rate. It's rising because during the last ice age, there used to be large amounts of ice piled onto the continent. As the ice has melted, that weight has been lifted off the land and so the land is still rebounding from that weight. Even as sea levels increase, the land level is rapidly increasing relative to the sea level. The sea level actually is decreasing around southeastern Alaska in areas like Sitka. So if you try the prescriptive approach, say, plan for 1 meter of sea level rise, you would be in trouble in places like Alaska where they are actually going to see a relative decrease in sea level.

My paleoresearch has been really informative on this whole adaptation strategy. To be a paleoenvironmental researcher, you have to take into account a multitude of different factors. You can't just look at the simple physical sea level rise component, you have to take into account things like what will change in terms of vegetation and salinity and how is that going to affect what's going on around that coastal zone. For my Ph.D. research, I looked at a lake – Laguna Saladilla in the Dominican Republic – that changed from saline to fresh over the past 8,000 years. Part of the change was result of the land level moving and part of the change was the sea level. But it was also about the vegetation that was growing and blocked the way for sea water to make its way to the lake. There are so many different factors that you have to think holistically about it; you've got to be inclusive of all these different factors. Every site is going to have unique opportunities and a unique challenge.

One of the NPS projects I was asked to advise on was in the aftermath of Hurricane Sandy. The discussion was about how high they should plan for storm surges as part of their adaption strategy for the area. It's difficult to give precise sea level and storm surge numbers because you don't necessarily know what CO2 emissions will be. We had to give them various scenarios that they could work with, which can be frustrating if you're an engineer or manager tasked with deciding which scenario would be most appropriate to plan for.

The research is really about a multitude of different things and that's one of the things I love about doing what I do.

4. During your research, have you discovered anything that has surprised you? Is there an aspect of the work you enjoy most?

Here's the thing that doesn't come up in my future climate research … I am a huge pollen geek. I love processing it and counting it; I'm really a palynologist at heart. It was something I was really resistant to learning about when I first got into this research and now I just find it so much fun and immensely relaxing. I know a lot of grad students who would think I'm nuts, enjoying spending hours and hours in the lab, but I can really go to town on the pollen. Maybe I'm saying that because I'm finishing up the final article from my Ph.D. dissertation, which focuses on Laguna Saladilla in the Dominican Republic where I examined changes in pollen, microscopic charcoal, diatoms and geochemistry.

5. Do you have a favorite item or artifact that you keep in your office?

My most precious possession is a book published in the 1950s, "The Textbook of Pollen Analysis" by Knut Faegri and Johannes Iversen. I'm really pleased with the book because it is a first edition and these guys are kind of the fathers of modern palynology. I love to look through that book, which outlines all the basic procedures and why we do them. It also has some parts that are totally wrong by OSHA standards today. For instance, it says things like, and I'm paraphrasing, "We would recommend that you wear gloves when handling hydrofluoric acid, although personally we don't, we just wash our hands a lot." Really funny things like that. Hydrofluoric acid is a serious substance, and it can kill a person if it isn't handled properly. So I love looking through the book, seeing how crazy some of these people were back then. They were hardcore palynologists. It was all about the pollen and not thinking about the safety part. Of course there are new editions out now, and they've taken out some of the dangerous passages. Personally, I take lab

safety very seriously, but I really do respect that passion they had for their work. It's a level of obsession that I can identify with.

Enrollment gains pave way for growth in budget[2]

The CU Board of Regents on Tuesday passed an operating budget of $3.55 billion for 2015-16, reflecting expected gains in enrollment and increases in health services revenue and state funding.

The board voted 8-0 (Regent Stephen Ludwig was ill) following a presentation from Todd Saliman, vice president for budget and finance, during the meeting at the CU Anschutz Medical Campus. The budget reflects an increase of $195 million, or 5.8 percent, over the current revised budget.

Saliman said the growth is enabled by key revenue increases, including an expected enrollment increase of 1,500 students across the system, which in turn fuels increases in tuition revenue from residents (up $13.2 million) and nonresidents (up $39.4 million). Also up are health services revenue (up $47.3 million) and increased direct state funding (up $17 million).

"What's driving the tuition revenue increases for us, thank goodness, is enrollment increases," Saliman said. "We're expecting increases at our campuses, and that's not the case at all institutions in the state."

Saliman called CU's tuition increases, which range roughly from 1.6 percent to 3.5 percent for most undergraduate students, "some of the lowest tuition and fee increases in the state, so that's good news for our students."

The 2015-16 budget breakdown by campus and system:
[3]

Diversity numbers highlight successes, challenges[4]

The University of Colorado's Boulder, Colorado Springs and Denver campuses have posted impressive gains the past few years in the number of ethnic minority students both enrolled and awarded degrees, the Board of Regents heard Tuesday.

In the past decade, CU Colorado Springs has more than doubled its minority student population, from 1,143 in 2005 to 2,773 in 2014. CU-Boulder is at 5,595, up from 3,572, and CU Denver enrollment is at 3,954 compared to 2,065 in 2005.

During the annual diversity report[5] presentation at the CU Board of Regent's June 23 meeting at CU Anschutz, regents applauded the campuses' efforts and commended the work of the diversity officers[6]. However, they voiced concern over the minority demographic among faculty and staff. Across its campuses, CU averages less than 20 percent of its faculty and fewer than 25 percent of its staff identifying as ethnic minorities.

"We have lots to celebrate regarding our students' access, but I don't think our numbers for staff reflect the minority population," said Regent Glen Gallegos, R-Grand Junction. "We hear this as an issue every year. When you talk about regent laws and policies and it talks about diversity and inclusion – and as a public university – we need to mirror what the rest of the state looks like." The U.S. Census Bureau reported in 2013 the state of Colorado had a 33 percent minority population.[7]

Robert Boswell, vice chancellor for diversity and inclusiveness at CU-Boulder, said attracting and retaining minority faculty and staff is a challenge at higher education institutions across the country. At CU-Boulder, 19 percent of

instructional faculty – including tenured, non-tenure track and research instructors – and 24 percent of staff identified as ethnic minorities. Minorities are characterized as African-American, Asian-American, American Indian, Hispanic/Latino, Native Hawaiian/Pacific Islander and more than one race.

Boswell said peer institutions across the country, such as the University of Michigan, are collectively averaging 9.1 percent minority representation among faculty. CU-Boulder is taking part in a consortium with peer institutions to encourage faculty diversity though the Chancellor's Postdoctoral Fellowship Program. Through the program, CU-Boulder recruited about 100 candidates whose work, research, teaching and service would contribute to diversity at the university. In comparison, the University of Michigan received only 50 applicants, he said. Positions at CU-Boulder were offered to five candidates, two of whom accepted.

Kee Warner, associate vice chancellor of inclusion and academic engagement at CU Colorado Springs, said the disparity is an ongoing issue. At UCCS, 15 percent of tenured or tenure-track faculty and 21 percent of staff identify as ethnic minorities. He said the minority faculty and staff population had dropped 1 percent from the past year.

"We're working with the Human Resources Office to develop a new program for training 'diversity champions,'" he said. More than 130 faculty and staff have been trained and are regularly assigned to search committees, he reported.

Brenda Allen, associate vice chancellor of diversity and inclusion at CU Denver | Anschutz Medical Campus, said the campuses' percentage of minority faculty was 15 percent of tenure track and 9 percent of non-tenure-track instructors identifying as minorities. She praised the efforts of Faculty Council, which has recommended that diversity and inclusion activities be factored into faculty evaluations.

"The more we do to establish the University of Colorado as a university that is committed to diversity and inclusion in a variety of ways, the word will get out, people will become attracted," Allen said.

The diversity officers and board agreed on the importance of expanding the definition of diversity beyond ethnic minorities to include GLBTI, veterans and diversity of political and philosophical thought.

"We're doing so much better than we have in the past," said Regent Irene Griego, D-Denver. "Sometimes you have to look to growing our own. We have to start with young people, working with them so they can visualize themselves as a professor with tenure at the University of Colorado."

Gallegos asked that CU Anschutz Medical Campus be broken out as an individual campus when reporting the diversity statistics in the future. He also suggested the board determine guidelines or goals, "so every year we don't hear we haven't improved or we haven't gotten anywhere with it."

New School of Medicine dean: Growth management a good problem to have[8]

John Reilly, M.D., new dean of the CU School of Medicine, left a job he loved at the University of Pittsburgh because of the upward trajectory of the school and the CU Anschutz Medical Campus.

"I had a great job at Pittsburgh," Reilly told the Board of Regents at their Tuesday meeting at CU Anschutz. "The reason I came here was because of the trajectory I see on this campus. … The problems we have here are the problems of managing growth. My counterparts across the country are worried about hanging onto what they have.

"We have 15 percent growth of clinical practice per year … and I don't see a reason why that can't continue."

Reilly was Jack D. Myers Professor and Chair of the Department of Medicine at the University of Pittsburgh before succeeding longtime CU School of Medicine Dean Richard Krugman, M.D. During his first public remarks to the board since joining CU on April 1, Reilly outlined his vision for the school.

Among his goals, Reilly said, is to recruit talent to meet clinical needs at the school and partner health care providers while managing infrastructure demands and funding key initiatives.

“We’re going to open up a research competition this summer and pick some big ideas to invest in bringing in more talent,” he said. “It’s a virtuous circle we have going on here. We have started that wheel turning and my job here is to increase the RPMs. It’s exciting.”

During the 2014 fiscal year, the school brought in $1.2 billion in revenue, which accounts for 85 percent of all revenue across CU Anschutz.

“We do have a dominant player on the campus,” Chancellor Don Elliman said of the School of Medicine before introducing Reilly. Because of that, “the role of dean at the School of Medicine is absolutely critical not only to the future of school but of the campus itself.”

Most of the school’s revenue comes from faculty clinics. Reilly said the timing of his arrival and recent appointments of new CEOs at the University of Colorado Health System and Children’s Hospital Colorado provide an opportunity for all three entities to “forge a closer alignment.”

“If you look at the care provided on this campus, our faculty provide all the care at University of Colorado Hospital and 98 percent of the care at Children’s Hospital Colorado,” Reilly said. “We’re going to sink or swim together.”

Reilly alluded to the Affordable Care Act and its role in changing how patients pay for health care. Because of that, he said, “There is going to be more risk involved … so we’re in active conversations with both partners about how we approach the changing clinical landscape.”

Reilly also said he sees a need for the school and its partner health care providers to better coordinate their messaging to external audiences.

“I do think we’re a little bit of the best-kept secret in Denver,” Reilly said. “When we talk to people in the community, they’re pleasantly surprised by what’s going on here.”

Typically strained state funding for CU and higher education across the state, as well as realistic market limits on what medical students can pay for tuition, pose challenges, Reilly said.

“We are resigned to the fact that our state appropriation and the amount of money we generate from student tuition are going to remain relatively fixed,” said Reilly, who aims to build the school’s grant-funding portfolio. He sees opportunity for the school to secure more NIH funding – if and when that funding receives boosts from the federal government – but he also expects increased competition with peer institutions.

“My personal belief is that over the next decade there is going to be a winnowing in institutions who attract a lot of NIH funding,” Reilly said. “The strongest institutions are going to get stronger while the middle and lower tier is going to drop out. My intention is that we’re among the winners in that market, if you think of research as a market.”

To do that, the school must continue to attract top talent, Reilly said.

“That requires money, and that comes from philanthropy and clinical revenues,” he said.

Reilly said he and Elliman are working with Scott Arthur, vice chancellor for advancement at CU Anschutz, “to spread the word about the good work going on on this campus … to tell our story to the community and encourage them to seek clinical care here.”

Regent John Carson asked Reilly about the growth potential for enrollment at the nascent medical school branch at the University of Colorado Colorado Springs, where a cohort of students is just getting underway.

"We have to learn to walk before we run," Reilly said. Once the first class has graduated, if it's determined that the facilities and clinical partners can accommodate larger class sizes, enrollment increases could be considered.

Elliman said there is potential to add similar programs in other parts of the state, too, but that "it's critical we make sure this one is working first."

Wellness center fundraising making progress[9]
[10]

As funding sources continue to be explored to reduce the financial burden on students, the CU Board of Regents unanimously approved the program plan for the CU Denver wellness centerto be built on the Auraria Campus.

Chancellor Jerry Wartgow told the board at Tuesday's meeting that student leaders and administration continue to seek funding sources to offset the $12 per credit hour fee to be paid by CU Denver students. He expects to be able to report on new funding sources in the next three months.

"We've made a lot of progress. President Benson and myself are very active in that," Wartgow said. "We don't have a check yet, but we're working on various proposals and charitable donations. And all this money will go toward reducing the debt."

Of the student fees, 50 percent will go toward paying off the bonds, which will mature in 30 years, and the rest of the funds will go toward maintenance of the center. The student fees will be cut in half when the bonds mature, Wartgow said.

Projected cost of the three-story, 85,000-square-foot center is $42.3 million. Scott Cao, Intercampus Student Forum chair, said the campus is taking bids for design; it will take between 12 months and 18 months to complete the design leading up to the construction. The center is expected to open in winter 2018.

"It's truly a blessing to be at an institution where regents are so supportive of the students," Cao said.

Tenure list: June 2015[11]

At its meeting at the CU Anschutz Medical Campus in Aurora, the Board of Regents approved tenure for 105 faculty members across the system.
University of Colorado Boulder
(Unless noted, effective Aug. 17)

Appointments with tenure
Lori Bergen, Journalism (July 20) Michael Gooseff, Civil, Environmental and Architectural Engineering Chris Long, University Libraries (June 23) Alexis Macklin, University Libraries (June 23) Kristy Tiampo, Geological Sciences
Awards of tenure
Alaa Ahmed, Integrative Physiology Dominic Bailey, Philosophy Carew Boulding, Political Science Sebastian Casalaina-Martin, Mathematics James Cordova, Art and Art History Kendi Davies, Ecology and Evolutionary Biology Lisa Dilling, Environmental Studies Program Lori Emerson, English Katja Friedrich, Atmospheric and Oceanic Sciences (ATOC) David Hekman, Leeds School of Business Daven Henze, Mechanical Engineering Janice Ho, English Matthew Jones, Psychology and Neuroscience Pui Fong Kan, Speech, Language, and Hearing Sciences (SLHS) Javier Krauel, Spanish and Portuguese Abbie Liel, Civil, Environmental, and Architectural Engineering Jeanne Liotta, Film Studies

Program Xiaodong Liu, Economics Alysia Marino, Physics Margaret McDonald, College of Music Donald McKinney, College of Music Daniel Medeiros, Ecology and Evolutionary Biology Deepti Misri, Women and Gender Studies Sanyu Mojola, Sociology Noah Molotch, Geography Alexandra Nguyen, College of Music Myles Osborne, History Beth Osnes, Theatre and Dance Dmitry Reznik, Physics Fernando Rosario-Ortiz, Civil, Environmental and Architectural Engineering Kathleen Ryan, Journalism Sriram Sankaranarayanan, Computer Science Rebecca Scarborough, Linguistics Thomas Schibli, Physics Jingshi Shen, Molecular, Cellular, and Developmental Biology (MCDB) Caroline Sinkinson, University Libraries (July 1) Anand Sokhey, Political Science Anna Spain Bradley, School of Law J. Richard Stevens, Media Studies Christina Sue, Sociology Deborah Whitehead, Religious Studies Rui Yi, Molecular, Cellular, and Developmental Biology (MCDB) Dan Zhang, Leeds School of Business University of Colorado Colorado Springs
(Unless noted, effective June 24)

Appointments with tenure
Valerie Martin Conley, Leadership, Research and Foundations (July 1) Deborah Pollard, Nursing Terry Schwartz, School of Public Affairs
Awards of tenure
Tabatha Farney, Kraemer Family Library Margaret Harris, Health Sciences Maja Krakowiak, Communication Kevin Landis, Visual and Performing Arts Katherine Mack, English Zachary Mesyan, Mathematics Jeffrey Montez de Oca, Sociology Kirsten Ortega, English Stephany Spaulding, Women's and Ethnic Studies Program CU Denver | Anschutz Medical Campus
(Unless noted, effective June 23)

Appointments with tenure
Debashis Ghosh, Biostatistics and Informatics Lorine Hughes, School of Public Affairs Ram Nagaraj, Ophthalmology Eric Poeschla, Medicine Theresa Powell, Pediatrics Jason Watson, Psychology (Aug. 17)
Awards of tenure
Christopher Agee, History Casey Allen, Geography and Environmental Sciences Peter Anthamatten, Geography and Environmental Sciences Linda Barbour, Medicine Michael Berry, Political Science Jared Brown, Pharmaceutical Sciences David Camidge, Medicine Michelle Carpenter, Visual Arts Jorge Di Paola, Pediatrics Alexander Engau, Mathematical and Statistical Sciences Mark Golkowski, Electrical Engineering Janice Hanson, Pediatrics Laurel Hartley, Integrative Biology Kennon Heard, Emergency Medicine Paco Herson, Anesthesiology Xiaojia Hou, History Kendall Hunter, Bioengineering Susan Johnson, Pediatrics Jacqueline Jones, College of Nursing Melanie Joy, Pharmaceutical Sciences Michael Kahn, Pediatrics Chad Kautzer, Philosophy Daniel LaBarbera, Pharmaceutical Sciences Joern Langhorst, Landscape Architecture Laurel Lenz, Immunology and Microbiology Hani Mansour, Economics Wesley Marshall, Civil Engineering Wayne Miller, English Michael Narkewicz, Pediatrics Takeshi Nishikawa, Business School Marty Otañez, Anthropology Denise Pan, Auraria Library Roberta Pelanda, Immunology and Microbiology Florian Pfender, Mathematical and Statistical Sciences Shruti Poulsen, School of Education and Human Development Jennifer Richer, Pathology Elaine Scallan, Epidemiology Scott Schaefle, School of Education and Human Development Gregory Simon, Geography and Environmental Sciences Traci Sitzmann, Business School Jennifer Stevens-Lapsley, Physical Medicine and Rehabilitation Josh Thurman, Medicine Sara Yeatman, Health and Behavioral Sciences

Regents roundup[12]

A CU-Boulder proposal to change Women and Gender Studies from a program to a department was approved by the CU Board of Regents at its Tuesday meeting by a vote
of 7-1.

Regent Sue Sharkey voted against the change, saying it could set a precedent for other programs to request department status. Regent Stephen Ludwig did not attend the meeting.

The move from a program to a department is – and will remain – cost neutral, Provost Russell Moore told the board. The board had previously discussed the proposal[13] at its April meeting.

In other business at Tuesday's meeting at the CU Anschutz Medical Campus:
By acclamation, the board re-elected Regent Kyle Hybl, R-Colorado Springs, as chair and Regent Irene Griego, D-Lakewood, as vice chair, for the coming year. The board approved appointments to the University of Colorado Hospital Board – Don Biester and Steve Meyer – and to the University of Colorado Health Board of Directors – Richard Monfort, Tim Travis, Mary Rhinehart and Ray Baker. These are the first terms for Biester and Meyer, whose approvals will require the advice and consent of the state Senate. Monfort, Travis and Rhinehart have served on the board since July 2012; Baker has served since January 2015. The four were appointed by the UCHA Board of Directors. Kris Gutierrez – professor of Educational Psychology and Learning Sciences (EPSY) and Literacy in the School of Education at CU-Boulder – was recognized by the board as one of CU's Distinguished Professors[14] for 2014. Illness prevented her from attending the meeting, where her achievements were praised by Regent Sue Sharkey and CU-Boulder Chancellor Phil DiStefano. The board passed resolutions of appreciation for two outgoing governance group leaders: Faculty Council Chair Laura Borgelt and Intercampus Student Forum Chair Scott Cao. The board also recognized and thanked interim Staff council Chair Tricia Strating. Click here[15] to see photos of them from the meeting. The board also was introduced to the incoming governance group leaders: Faculty Council Chair John McDowell, Staff Council Chair Denise Thomas and Intercampus Student Forum Chair Chelsea Mitchell. Academic leaders at two campuses presented proposals for three new degrees: master of science in athletic training (UCCS), bachelor of arts in inclusive elementary education (UCCS) and master of arts in Russian studies (CU-Boulder). The board is expected to vote on them at an upcoming meeting.
– Cathy Beuten and Jay Dedrick

Staff Council announces leadership for coming year[16]

New officers were introduced and other business was wrapped up during the University of Colorado Staff Council's June 18 video conference.

Leaders for the next council term, who will take office July 1, are Denise Thomas, chair, CU-Boulder; Anja Wynne, vice chair, UCCS; Dana Drummond, treasurer, CU-Boulder; and Kay Miller, secretary, system administration.

The group continued its discussion from last month's meeting concerning two proposals from the Faculty Council. Tricia Strating, current staff council chair, said she had met with Laura Borgelt, Faculty Council chair, to talk about staff council concerns about the proposals.

The first proposal would create a central "call line" to help university constituents easily access information about discrimination, ethics and other issues. Callers would use an easy-to-remember, universal phone number to quickly find the proper agency or office to expedite their request or report.

Part of the reason for the proposal comes from the fact that each campus has a variety of offices to contact or phone numbers to call depending on the issue, which can cause report delays or non-reporting and confusion. In addition, Strating said faculty members conducted a "test" to determine how well the university's ethics line worked and found it to be a "miserable experience."

Strating said administrators, including Kathy Nesbitt, vice president of employee and information services, will form a working group to consider the proposal. Council members agreed that a member of Staff Council should be part of the working group, especially since staff members likely would be involved in manning the call line.

A second idea proposed by Faculty Council suggests that diversity activities should be included in performance evaluations. For the initial phase of implementation, said Strating, faculty would probably recommend that diversity activities not be included as part of merit consideration but simply be a suggested activity. Including the activities in evaluations also would help capture the levels of activities and inclusion at CU, according to the proposal.

Strating reminded council that the proposal was a response to the Board of Regents' recent climate and culture study and a subsequent board request that faculty and staff council help address these issues. Strating said Borgelt believes

any implementation of the proposal would be a multi-year effort.

Strating said Borgelt suggested that staff council write an appendix to the faculty white paper that discusses examples of how staff could be included in diversity and inclusion work. Some council members expressed concern that not all staff jobs are conducive to these types of activities and that any proposal must equitably address staff positions.

Strating said she will request that staff council be included in any process regarding the proposal. Council members also agreed to consider ways in which staff can effectively be a part of diversity and inclusion activities at the university.

The next staff council meeting will be the governance group's annual planning retreat in August in Golden.

Heath: Ballot initiative might ease strain on state funding of higher ed[17]
[18]

While the 2015 legislative session brought a welcome boost in funding for the University of Colorado and higher education across the state, the long-term outlook for sustained improvement remains bleak.What will it take for that to change? Sen. Rollie Heath[19], D-Boulder, says a ballot initiative in the works for the 2016 election would take aim at loosening the grip of TABOR spending limitations, which leave higher education especially vulnerable to budget cuts.

"What is being discussed at some length … would not take on TABOR directly, but basically would permanently de-Bruce it," Heath told members of the CU Advocates and CU-Boulder alumni during a June 10 presentation at CU-Boulder.

Heath said voters would be asked to allow the Legislature to retain revenue that exceeds limits stipulated in the Taxpayers Bill of Rights, spearheaded in 1992 by Douglas Bruce. Similar de-Brucing efforts have had mixed success in past elections.

"How we unwind this is going to be up to all of us," Heath said. "We're going to try again, and I'm going to need your help."

Heath called Colorado's "one of the most complicated situations in the whole country" given the constitutional spending limits and the requirement of a vote by the people to approve any tax.

"Inflation is at a historic low in the country and we're having growth in Colorado. We are experiencing infinitely higher growth in the economy which is not factored into (TABOR limits) at all," Heath said. "It's putting demands on education, infrastructure, mental health – virtually everything you have – and you're limited to growth plus inflation (for government spending). You know what you're going to have … you know where the squeeze comes."

The TABOR limits have triggered required refunds to taxpayers. Heath and others argue the revenue would better serve the state if lawmakers could steer it toward higher education, transportation and other areas feeling the strain resulting from growth in times of diminished funding.

The June 10 CU Scoop event, jointly presented by the CU Advocates program in the Office of the President and the CU-Boulder Alumni Association's Boulder chapter, drew about 50 to the Wolf Law Building. Todd Saliman, CU vice president for budget and finance, and Kelly Fox, senior vice chancellor and CFO at CU-Boulder, detailed the CU budget and projected possible scenarios for future funding. In charts depicting the expected trend through the 2024 fiscal year, state revenue is shown not keeping pace with mandatory spending.

"We're predicting decline (in higher education funding) over time," Saliman said. "Folks often think that's because K-12 is going to be taking an ever-increasing portion of the budget. But the portion really growing is health care. … We're all getting older, and as we age, we all become more expensive to serve on Medicaid."

What might CU's share of state funding for higher education be in the not-too-distant future? Saliman forecasts CU receiving $248.5 million from the state in FY 2023-24. That's an increase over the FY 2016 total of $184.6 million.

"But over the course of nine years, that's close to flat funding," Saliman said, "which puts a lot more pressure on tuition."

Fox outlined CU-Boulder priorities set by Chancellor Phil DiStefano, including revenue diversification and cost containment, which will better equip the campus for diminished state funding. Examples of revenue diversification: the newly implemented structure of the Office of Advancement working to grow the endowment, efforts to grow industry-sponsored research funding from the current $20 million annually to $100 million, increased recruitment of international students. Cost containment measures include continued movement away from records on paper toward digital records.

New building blocks of human resources on display at July workshops[20]

As the University of Colorado gets ready to roll out upgraded tools and programs that will change the way it pays, manages and hires employees, Employee Services has invited HCM Community members to sneak peeks of the software at HCM Campus Workshops starting in July.

As part of the two-year Elevate project, CU will upgrade its existing Human Resources Management System (HRMS) with Human Capital Management (HCM). Employee Services also will unveil a powerful new hiring tool – CU Careers, currently Jobs at CU – and a paperless performance review system, ePerformance.

With the switch, HCM Community members — the CU professionals formerly called "business partners" who use the software — can expect changes and improvements to their workflow. To familiarize this group with the new software, Employee Services is hosting a series of HCM Campus Workshops and Labs on each campus and at CU system, starting July 7 and running through the fall.

The first workshop, HCM Overview, is set for July 7-21. It will highlight key similarities to and differences from HRMS, as well as preview new features such as WorkCenters and transaction pages. Employee Services staff will demonstrate HCM approvals, queries and position profiles – the building blocks of human resources – to help lay a foundation for in-depth workshops this summer.

HCM Community to develop new skills

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

Following the HCM Overview workshop, training sessions will dive into specific tasks, such as paying employees, performing HCM transactions and managing talent using CU Careers. HCM Community members will practice using the system at fall structured and open computer lab sessions.

To ensure HCM Community members can confidently work with the new tools, Employee Services will offer a post-training assessment to identify areas of strength and opportunities for improvement. Seats are limited, so organizers recommend registering for workshops as soon as possible. Each HCM Workshop will have a morning and afternoon session. (Registration instructions are below.)

Elevating how CU does business with continual change cycles

There's a lot of work ahead, but organizers anticipate big gains in the long term, according to Lisa Landis, Employee Services' associate vice president and chief human resources officer. With more built-in automation and advanced functionality, HCM will improve user experience for administrators and CU Employees.

HCM's tile dashboard, for instance, will clearly display payment summaries, timesheets, benefits information and more. After the initial launch, the responsive interface developed for the portal also will better adapt to mobile devices, so employees can check information on the go.

And thanks to HCM's centralized WorkCenters and Web-based transaction pages, HCM Community professionals no longer will have to toggle among different windows and programs to do their jobs. Streamlined query and approval processes also will improve data quality, according to Employee Services.

More simply, HCM will elevate CU's systems to industry standards. With a little bit of effort today, project leaders say, CU can better support its faculty, staff and students tomorrow.

Spots are filling fast

Register today to take advantage of these expert training courses. To see a full calendar ofHCM Workshops and training locations, visit www.cu.edu/elevate/hcm-training[21].

How to register:

Log in to my.cu.edu.
On the left-hand menu, click Training.
Click Start SkillSoft and, if prompted, enter your login information.
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 for the session you'd like to attend.
This will take you to a course description. Click on the small calendar icon in the left corner of the window, directly below the gold banner with the training topic. This icon will open a table that displays the dates, times, and locations of the trainings.
Once you've found a training that works for your schedule, click Enroll on the furthest column to the right. You'll be emailed an enrollment confirmation, which you can link to your Outlook calendar.

Instructor's son injured: Campus joins support effort[22]

New Study About Children of Same-sex Couples: Research says no evidence they are negatively impacted[23]

Caring Science Institute Coming to CU Anschutz[24]

Pollock steps down as chair of CU Health and Welfare Trust[25]
[26]

It's official E. **Jill Pollock** — 2015 Administrator of the Year Award winner, a champion for the advancement of women in the workplace and a driving force behind the University of Colorado Health and Welfare Trust — has stepped down

as chair of the Trust Committee.

Pollock was instrumental in implementing CU's Health and Welfare Trust, which went into effect in 2010. The forward-thinking, self-funded Trust administers health plans on behalf of 35,000 employees of CU, the University of Colorado Hospital (UCH) and University of Colorado Hospital Authority and University Physicians Inc. (UPI) and their families, with an emphasis on prevention initiatives.

She presided over her last trustee meeting June 2 at the system offices in Denver. Her tenure officially ends June 30.

"The run has been gratifying and as a committee we have accomplished much," Pollock said at the meeting, also attended by fellow Trustees Todd Saliman, Dallis Howard-Crow, Elizabeth Kissick and Anthony DeFurio, among others.

A reflective Pollock characterized the accomplishments of the Trust as "significant," noting that "external financial audits essentially have been flawless; budget performance has been exemplary. We identified operational risks and mitigated them with improved business processes. Rate increases have been among the lowest of our peers, both locally and nationally."

Pollock cited the launch of new health plans, refining of existing ones, addition of a health savings account and integration of "health and wellness — distinct from sick care — to our lineup of benefits" as important milestones. She also applauded increased employee savings and the creation of Brussels+Muscles as the first such employer-sponsored children's nutrition and physical activity program in the country.

"We saw an opportunity to have the young children of our employees adopt early healthy habits that should mitigate health Trust costs as the kids grow… .," she said. "We have saved participants and employers, projected through the end of (June), more than $42 million by going to a self-funded 501(c)9 VEBA structure."

Pollock said she expects the Trust and its CU Health Plans to grow and change in the future, but she also encouraged the remaining Trustees to "remain faithful to what differentiates this organization from others."

Kathy Nesbitt has replaced Pollock as vice president of Employee and Information Services; she officially takes over as Trust Committee chair July 1. Pollock will remain in an officer role at CU. As executive adviser to the president and chancellors, she is charged with developing and implementing strategic university initiatives for executive succession planning and intercampus services.

The next Trust Committee meeting is scheduled for Sept. 1 at CU system offices.

Fiez named vice chancellor for research at CU-Boulder[27]

Terri Fiez, director of strategic initiatives and professor in the School of Electrical Engineering and Computer Science at Oregon State University, has been named vice chancellor for research at CU-Boulder. Fiez (pronounced fees) will begin her duties on Sept 16.

A former National Science Foundation Young Investigator awardee with more than 150 publications, Fiez's scholarly interests focus on analog and mixed-signal integrated circuits and approaches to innovative education. The industry relations program she created at Oregon State University hosts more than 400 industry visitors per year and is highlighted by an engineering expo featuring all engineering seniors demonstrating their senior projects to more than 2,500 industry and community visitors.

"Terri Fiez has an extraordinary track record of not only research and leadership, but also of developing strong partnerships with industry and federal agencies," said Provost Russell L. Moore, who announced the appointment.

“The search committee and I were captivated by her vision, energy and strong abilities in extending the benefits of university research to public and private sector partners, and her commitment to fostering entrepreneurship and innovation. She will be a great fit for CU-Boulder.”

Fiez has been at OSU since 1999 and has served as a research leader, the head of the Department of Electrical and Computer Engineering, the Research Agenda Strategy Consultant to the Vice President for Research and head of the School of Electrical Engineering and Computer Science. In 2008-09 she took a leave of absence from OSU to co-found, launch and serve as CEO of a startup company and since then has helped support several other early stage startup companies as well.

After the departments of Computer Science and Electrical and Computer Engineering merged to become the School of EECS in 2003, her leadership resulted in rapid growth in research and the Ph.D. program by promoting collaboration across disciplines and growing nationally recognized research groups. The research expenditures and Ph.D. program tripled in size during this period.

Before her time at OSU, she was an assistant and associate professor at Washington State University.

Fiez earned bachelor’s and master’s degrees in electrical engineering from the University of Idaho and a Ph.D. in electrical and computer engineering from Oregon State University.

Stein Sture will retire from his current post as vice chancellor for research after 35 years of service to the campus. Sture has agreed to remain in his post through Sept. 15 and then return to the College of Engineering and Applied Science as the Huber and Helen Croft Endowed Professor in the Department of Civil, Environmental and Architectural Engineering.

Wartgow receives Denver Business Journal Legacy Award[28]

CU Denver Chancellor **Jerry Wartgow** received a Denver Business Journal Legacy Award on June 18. He joined five other pillars of the community who were honored for significant lifetime achievement in civic and business leadership in Colorado.

“I’m deeply honored to receive this award and deeply humbled to be recognized with all of these people who have supported me for so long,” Wartgow told the audience of about 200 in the Grand Hyatt Capitol Peaks Ballroom. “I see them out here (in the room). In every one of these positions I was asked to take, people rallied around and supported me. So, to the extent that I’ve had any success since I’ve been here, it’s because of most of the people in this room.”

He highlighted two people in particular: Les Woodward, who was on two boards — Colorado Commission on Higher Education and the Denver Public Schools Board of Education — that hired Wartgow as chief executive 27 years apart, and his wife, Diane, who has “supported and indulged me throughout my career.”

In addition to twice leading CU Denver as chancellor, Wartgow has served as superintendent of Denver Public Schools; founding president and president emeritus of the Colorado Community College & Occupational Education System; deputy and acting executive director of the Colorado Commission on Higher Education; and executive director of the Auraria Higher Education Center.

In a video profile shown after dinner, Wartgow called CU Denver “a star in the higher education field in Colorado” and highlighted progress made while serving in his first stint as chancellor: the opening of the new CU Denver Business School, ground-breaking for the new Student Commons Building, and the launch of the Boots to Suits program.

Wartgow noted that he worked on the group that planned the Auraria Higher Education Center — a unique tri-institutional campus in the heart of the city — several decades ago. “I have 30 years of history on this site — so I have a

huge investment."

Wartgow has taught at both secondary and postsecondary schools and universities. He is a Fulbright Senior Specialist who served as acting director of the Hong Kong America Center at the Chinese University of Hong Kong. He has served as a consultant to public schools, colleges and universities, governmental agencies and community organizations throughout the world. He revitalized the DPS Foundation and founded both the Auraria Foundation and the Colorado Community College & Occupational Education Foundation.

The other honorees were philanthropist Jean Galloway; real estate developer John Madden Jr.; former Denver mayor Wellington Webb; his wife, Wilma, the first African-American member of the Legislature's Joint Budget Committee; and former Denver City Council president Elbra Wedgeworth.

Wienholtz promoted to director[29]

Sabrina Wienholtz, assistant director of the Department of Student Life and Leadership, recently was promoted to a newly created position as director of student clubs, organizations and leadership, effective June 1.

Wienholtz will provide oversight of student clubs and organizations, the Student Government Association, the Launching Integrity, Values and Excellence Leadership Program, the Scribe student newspaper, and the Media Advisory Board.

Wienholtz joined UCCS in 2007 as a program assistant in the Department of Student Life and Leadership and later held specialist and assistant director positions. She is president of the Professional Exempt Staff Association and earned a bachelor's degree from the University of Wisconsin and a master's degree from UCCS.

Gatlin to direct Chancellor's Leadership Class, UCCSlead[30]

Garrett Gatlin was appointed director of the Chancellor's Leadership Class and UCCSlead on June 1 following a national search.

UCCSlead expands on the Chancellor's Leadership Class scholarship program to reach students of all academic levels. Eventually, Gatlin hopes to reach as many as 1,000 students with leadership training similar to what an executive might receive mid-career. Students can participate at three different levels and be eligible for recognition upon graduation.

Prior to joining UCCS, Gatlin worked as a research, design and delivery intern for the Center for Creative Leadership, Colorado Springs. He has also worked as the coordinator for communication across the curriculum in the Center for Excellence for Communication and as an academic lecturer at UCCS. He was an assistant director of operations for Pure Rebellion Ministries, a local non-profit, and previously worked as both a marketing manager for an insurance company and as a restaurant trainer.

Gatlin earned bachelor's and master's degrees in communication from UCCS. He replaces Kristi Kremers who returned to the University of Minnesota to pursue a doctoral degree dissertation.

INVST Community Studies program celebrates 25th anniversary[31]
[32]

For the past 25 years, CU-Boulder's INVST Community Studies[33] program has worked with CU students to help them learn to become engaged citizens and leaders.

The program, which is housed within the newly formed Center for Community-Based Learning and Research[34] in the School of Education[35], has more than 340 alumni who have fanned out all over the world. Partnering with organizations including Boulder Food Rescue, the Rocky Mountain Peace and Justice Center, the Safehouse Progressive Alliance for Nonviolence, New Era Colorado and Project YES!, INVST students have contributed well over 225,000 hours of community service over the past 25 years.

"We are so humbled to be celebrating 25 years as part of the CU-Boulder community," said Sabrina Sideris, program director of INVST.

In celebration of its 25th anniversary, INVST held several events earlier this month, including a community service day at the Cure Farm[36] in east Boulder and an anniversary dinner and gala. See photos from the events on Facebook.
[37]

Dropping names …[38]

Stephen Cucchiara, assistant director, Office of Student Activities at UCCS, recently published "Co-Curricular Participation Drives Adult Student Excellence" in "The Evolllution," an online newspaper focused on higher education topics. See the article athttp://www.evolllution.com/opinions/co-curricular-participation-drives-a...[39]… **Mitch Handelsman**, professor of psychology at CU Denver, co-authored a book, "Ethical Dilemmas in Psychotherapy: Positive Approach to Decision Making" (American Psychological Association). This is his second book of 2015; he recently co-authored "The Life of Charlie Burrell: Breaking the Color Barrier in Classical Music," the autobiography of Charlie Burrell, the first person of color to play with a symphony orchestra in the United States. … **Robert Friesen**, School of Medicine professor of anesthesiology and vice chair of the section of pediatric anesthesiology, recently was awarded an honorary membership of the Association of Paediatric Anaesthetists of Great Britain and Ireland at a meeting in Aberdeen, Scotland. The organization confers honorary membership on pediatric anesthesiologists and others who have made an outstanding contribution to pediatric anesthesiology. Friesen is only the second American to receive this honor. … **Mary Jane Sullivan**, an instructor in the Department of Visual and Performing Arts and lecturer at the Department of Philosophy at UCCS, recently was appointed a faculty member of the Institute of Critical Philosophy at the Global Center of Advanced Studies, a new online educational institution based in Grand Rapids, Michigan. Sullivan's appointment was announced by Sigrid Hackenberg, professor of philosophy, poetics, and performative practices and director, Institute of Critical Philosophy. Sullivan will continue her work at UCCS. … **Paul Mintken**, PT, DPT, School of Medicine, was honored last week at the American Physical Therapy Association conference, receiving the Dorothy E. Baethke-Eleanor J. Carlin Award for Excellence in Academic Teaching. … Twelve people joined UCCS in May. They are: **Alice Bradley**, strengthening institutions proposal project director, Office of Academic Affairs; **Nicklaus Diede**, materials, acquisition and distribution manager, Department of Facilities Services; **Jody Doster**, assistant field manager, Police Department; **Kathryn Gordon**, wellness promotion coordinator, Student Health Center; **Alexander Koehler**, assistant athletic director, Athletic Department; **Gregory Krems**, financial and operational assistant, Computing Services Department; **Jinan Mardan**, cook, Dining and Food Services; **Mark Means**, materials handler, Department of Facilities Services; **James Neville**, professional research assistant, School of Public Affairs; **Deborah O'Connor**, director of campus compliance, Office of the Chancellor; **Courtney Vanous**, communication technician, Police Department; and Dannon Zurek, communication technician, Police Department.

In memoriam[40]

Names of current and former University of Colorado faculty and staff who have died in recent weeks. List compiled by Employee Services.
CU-Boulder Howard Snyder, 85, faculty retiree/emeritus professor. May 23, 2015. **CU Anschutz Medical Campus** Virginia E. Callaway, 76, classified staff retiree. June 7, 2015.

CUSP Challenge highlights best practices across university[41]

CU Shared Practices (CUSP) closed out another successful program year June 12 with the annual CUSP Expo at system administration offices. The expo, which is open to attendees from all campuses, highlighted the top 10 finalists for the 2015 program year. Finalists were a diverse group, united in their dedication to improve business processes and practices that were deemed "less than efficient," ranging from the provision of accommodations for disabled students to oversight of travel processes (the focus of two teams this year).

The top cash prize ($1,500) for 2015 was awarded to DocuSign, a collaborative effort between members of CU-Boulder's Human Resources and Business Services staff (Michael Murray, Nancy Portner, Ron Ried) and the CU-Boulder Office of Information Technology (Mark Diekhoff, Dan Jones and Desiree Robinson) to identify a secure and efficient document signing and tracking technology. Since its publication on the CUSP website, inquiries have been flowing in steadily to the DocuSign team, and it has been successfully implemented in a number of CU departments.

The remaining four $1,000 cash prizes were awarded to:
CU Denver's Department of Neurology Event Management System (Kathy Illian, David Vu, Zachrey Baud and Alina Rich), which utilizes iPads and scanners to expedite event and conference registration, as well as managing the reporting and surveys associated with these events. **CU-Boulder's Green Labs Initiative** (Kathryn Ramirez Aguilar), a pioneering program for energy and resource conservation in CU's extensive laboratory systems; it's now being promoted at a number of colleges and universities across North America. **CU-Boulder's Research Administration On Boarding Process** (Dave Christopher, Joan Eaton, Patricia Dodson, Laurie Clauson, Regina Montano, Chyrl Taylor, Charlotte Wiebeck and Jeni Comly), designed to enfold new hires in the professional business processes and culture of research administration. **CU-Boulder's Intro to Engineering Online Course** (Cory Pavicich), a revitalized redesign of a large lecture hall-based survey course, now delivered to students online through a collection of professional-quality videos and interactive activities and projects.
See all submissions to CUSP, past and present, at http://www.cu.edu/controller/cusp[42].

Personalized bricks to line new Buff Walk at Folsom Field[43]

Colorado Athletics is inviting Buffs fans to etch their names in CU-Boulder history by securing a personalized Legacy Brick on the new Buff Walk at Folsom Field.

A featured landmark of the Sustainable Excellence Initiative, the new Buff Walk on Folsom Field's east side will transform the game-day experience for fans. Connecting south to north for the first time – from Colorado Avenue all the way to Boulder Creek – the Buff Walk will serve as a unique passageway that will celebrate the rich heritage of Colorado Athletics for decades to come.

Legacy Bricks[44] are available in three styles. Each brick can be inscribed with your personal message and will be installed prior to the 2016 football season. Replica bricks can be purchased for all styles, and are created with the same material and message as the Legacy Bricks on the Buff Walk. Display cases are also available to showcase this special keepsake in your home or office.

Your engraved brick is a tax-deductible contribution to the Sustainable Excellence Initiative and qualifies you as a Buff Club member. Your membership includes exclusive benefits, will earn you Annual Excellence Giving priority points, and will be good through June 30, 2016.

For more information about the Legacy Bricks, go to CUBuffClub.com.

CSF's 'Othello' opens Friday[45]
[46]

Lisa Wolpe[47] — a FIRST (Faculty-in-Residence) Scholar[48] at CU-Boulder — brings a career of directing and acting in Shakespearean productions to her directorial debut with the Colorado Shakespeare Festival. In her interpretation of "Othello," audiences can expect "a show that is going to be heartbreaking and beautiful."

"Othello," which opens Friday at the Mary Rippon Outdoor Theatre[49], also stars Los Angeles-based, Emmy Award-winning Peter Macon as Othello in his CSF debut. The Yale-trained television and stage actor previously played the noble and tragic title role with the Oregon Shakespeare Festival (2008) and the Guthrie Theatre in Minneapolis (2014).

"Peter Macon is a truly magnificent actor, a world-class Othello," says Wolpe, an international advocate for women and diversity onstage. In 1993, she founded the Los Angeles Women's Shakespeare Company[50], an award-winning, all-female company that has been featured on PBS, CNN, ABC, NBC, CBS and London's International News. "His onstage identity is fluid, intensely powerful, intelligent, loving and dangerous…moving from monumental dignity to wild agony in a heartbeat, at once achingly tender and hard-hearted in the extreme."

This season's "Othello" the CSF's first outdoor production of the play since 1996 runs through Aug. 8. Single tickets start at $20 and discounts are available. Visit coloradoshakes.org[51] for more information and to purchase tickets. Tickets may also be purchased from the CU Presents box office by calling 303-492-8008. The box office is open from 10 a.m. to 5 p.m. Monday through Friday and is located in the University Club on the CU-Boulder campus.

Links
[1] https://connections.cu.edu/spotlights/five-questions-maria-caffrey[2] https://connections.cu.edu/stories/enrollment-gains-pave-way-growth-budget[3] https://connections.cu.edu/sites/default/files/2015_budget_piechart.jpg[4] https://connections.cu.edu/stories/diversity-numbers-highlight-successes-challenges[5] http://www.boarddocs.com/co/cu/Board.nsf/files/9X4PKE5986E2/$file/2014-15%20Diversity%20Report.pdf[6] https://www.cu.edu/office-academic-affairs/diversity/diversity-officers[7] http://quickfacts.census.gov/qfd/states/08000.html[8] https://connections.cu.edu/stories/new-school-medicine-dean-growth-management-good-problem-have[9] https://connections.cu.edu/stories/wellness-center-fundraising-making-progress[10] https://connections.cu.edu/sites/default/files/wellness_top1-600x281.jpg[11] https://connections.cu.edu/stories/tenure-list-june-2015[12] https://connections.cu.edu/stories/regents-roundup-3[13] https://connections.cu.edu/news/regents-roundup-4[14] https://connections.cu.edu/news/cu-honors-six-faculty-as-distinguished-professors[15] https://www.facebook.com/CUPresident/posts/846279172125619[16] https://connections.cu.edu/stories/staff-council-announces-leadership-coming-year[17] https://connections.cu.edu/stories/heath-ballot-initiative-might-ease-strain-state-funding-higher-ed[18] https://connections.cu.edu/sites/default/files/heath_top.jpg[19] http://senrollieheath.com/[20] https://connections.cu.edu/stories/new-building-blocks-human-resources-display-july-workshops[21] http://www.cu.edu/elevate/hcm-training[22] https://connections.cu.edu/stories/instructor-s-son-injured-campus-joins-support-effort[23] https://connections.cu.edu/stories/new-study-about-children-same-sex-couples-research-says-no-

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