UCCS, UIS partner to simplify grade-change workflow process[1]

One of the inevitable truths of university life is that at the end of each semester there will be grades that don't align with student or faculty expectations, and they will need to be changed.

At the University of Colorado Colorado Springs, the process to change grades was manual and cumbersome. In partnership with UIS, Krista Farmer, senior campus solutions specialist in the Office of the Registrar, partnered with UIS's Rana Silver, CU-SIS[2] student records application manager; Soumya Suresh, student records technical lead; and Brad Baker, assistant director of student system development, to change that. The result was a seamless and real-time workflow process that eliminates manual grade changes and significantly improves efficiency.

Before the new process, a grade-change request was initiated by an instructor/faculty member or other academic authority using a paper form. The signed form was then routed to the dean's office for final approval and the approved form was then updated in the student's record in Campus Solutions[3] by the Office of the Registrar. As you might guess, there were many places within this process where the paper form could be delayed during routing. This was a problem for students, faculty and staff, especially when the loss resulted in late grade changes for campuses without a late grade-change policy.

With the new process piloted by UCCS, faculty log into their faculty self-service portal and enter the grade change into Campus Solutions Student Records. UIS developed a Campus Solutions integration with PeopleSoft Portal Forms and Approvals Builder to generate a workflow that goes directly to the appropriate dean's office for that course. The dean's office then logs in and approves or denies the grade change electronically, generating a notification to the faculty member and campus registrar's office. This results in an electronic grade change on the student's record and electronic communication with the student.

There are no more paper forms to get lost with this easy, efficient process. The UCCS pilot was so successful, the workflow process is planned to roll out to all CU campuses.

"We've had a very enthusiastic response from instructors," Farmer says. "We've needed this automation for a long time and it has really helped with instructor workload. Feedback has been very positive."

The new workflow laid the foundation for future improvements in faculty interactions with student records in Campus Solutions. When Campus Solutions upgrades to Version 9.2, faculty will be able to process grade changes via the portal directly, without the integrated customization through Forms and Approvals Builder.

CU-Boulder students, elementary schoolers discover ties that bind[4]

Zora Eckert opens her storybook and begins to read aloud, her voice assured but quiet, leading the audience to lean in. Seated beside her on a bench, Serena Lewis holds up a second copy of the book, giving the circle of listeners a chance to peek at the crayon-colored illustrations floating above the text on crisp, white pages.

"The Cat and the Duck" is a rare volume, not sold on Amazon.com, nowhere to be found on bookstore shelves – nor on those just a few steps away in this space at the Boulder Public Library. But that's not why the books are priceless to Zora and Serena.

The two bonded while creating the book. Zora wrote the story and drew the pictures; she's a second-grader at Jarrow Montessori. Serena helped with the editing and binding; she's a freshman at CU-Boulder.

Like dozens of other pairs, they became friends this past semester by way of Reading Buddies[6], a Boulder Public Library-based community program that benefits from strong ties to the University of Colorado Boulder. By spending time at the main library with CU-Boulder undergraduates who are studying linguistics and writing and rhetoric, the participating elementary school students from Boulder County turn a page in discovering the joy of reading.

“Through this program, these children find motivation to read,” says Kira Hall, associate professor in the departments of linguistics and anthropology, and program director of Culture, Language and Social Practice (CLASP)[7], an interdisciplinary forum on language and society. “They come to see reading as desirable or even cool – something that college students do. It makes for a powerful collaboration.”

Hall’s students may choose Reading Buddies from a list of programs that meet the service learning requirement in the LING 900 Literacy Practicum[8]. Catherine Kunce’s students in the Program for Writing and Rhetoric[9] at the Farrand Hall Residential Academic Program[10] are required to participate in Reading Buddies.

“The first-year college students are totally adored by their Little Buddies, and I know that the CU students’ affection and concern for the children does indeed change children’s lives for the better,” Kunce says. “As frequently happens in ‘teaching,’ though, the ‘teachers’ learn more from the students than the other way around. The college students exercise patience, understanding and, in short, become admirable role models and selfless educators.”

Reading Buddies is just one facet of Boulder Public Library’s BoulderReads! Program[11], which includes tutoring for adult learners of English. When that effort was underway 20 years ago, parents often needed child care during literacy sessions. That’s how Reading Buddies began, the brainchild of former BoulderReads! director Diana Sherry in collaboration with CU’s Kay Ann Short. Made possible by grants from the Boulder Library Foundation, the program has since grown to include children from roughly ages 6 to 11 who are enrolled in elementary schools in Boulder County and who may be at risk for reading difficulty. The program is so popular, there’s a waiting list.

Each semester, a CU student is paired with a Reading Buddies participant. In mandatory, 90-minute sessions each week, they meet at the library to explore books together, take part in literacy activities, share storytelling and play games.

“The goal is not to teach children to read, but for them to have an enjoyable exploration with books,” says Shelley Sullivan, manager of BoulderReads!

In the final weeks of each semester, imagination moves to the forefront, with the little buddies developing a story for a book, and big buddies helping to develop the narrative, and, eventually, typing and printing. Each semester culminates with a group reading of the books, when parents and siblings applaud the debuts.

“The feedback we hear from parents is that their child was so excited to get to Reading Buddies each week – their big buddy was cool, they were fun, they listened and got to know the child,” Sullivan says. “Parents say they notice their children are more curious about books. And that’s exciting.”

The mother of a 9-year-old and 6-year-old who took part in the program said her kids didn’t want their time in Reading Buddies to end; one shed tears when the day came.

“My young children love to be with the ‘cool’ college kids,” the parent wrote in a feedback letter. “They have someone who will read any book they pick!”

Cierra Weiss, a freshman in Hall’s linguistics course, was paired with last semester’s youngest Reading Buddy, 4-year-old Sami Luckenbill. The two collaborated on “Unicorn Has Wings.”

“Sami was a real joy to work with – just adorable,” Cierra says. “Sometimes she would be really interested in reading anything and everything. The next week, she would just want to sit and color. So trying to find a happy medium between the two, and making sure Sami was happy, was a challenge. I noticed that my ability to read out loud got a lot better as we went through the semester.”

Up to 90 CU students participate in Reading Buddies each year. Kunce says involvement leads to their growth into “model citizens.”

“They recognize,” Kunce says, “that the fulfillment of the privilege of being at an institution of higher education is to

share the knowledge they acquire – to become leaders – and to recognize that 'giving' is sometimes neither easy nor totally fun. Welcome to the world of parenthood and teaching! But ultimately, that giving is richly rewarding.

"Students also learn about themselves. They learn that they are needed in the world, and that their unique talents will last well beyond their college years."

Hall says the Big Buddies become more engaged in her department's course, which looks at the social life of language in the United States.

"The academic material becomes real for them and they begin to feel responsibility for the child they're working with," Hall says. "A lot of students express that it's a life-changing experience for them. As I tell them, it's one thing to learn about a problem in books and lectures, but in this case they have the opportunity to be part of the solution."

Five questions for Robert Vogt[12]

[13]

Robert Vogt recently finished his first year as a member of the University of Colorado Denver's English Department at the school's International College at Beijing.

The courses there are taught in English and degrees earned are awarded by CU Denver. He taught Core Composition I and II and Great Works in British and American Literature, and worked 10 hours each week in the Writing Center.

While he says he is not close to being fluent in Chinese, he is "working to fix" that. Vogt said he applied to the international position "largely because – like many people – I was frustrated by the way that colleges and universities exploit adjunct professors in the continental U.S. I had no idea how much I would love teaching in Beijing."

[14]
One of the many highlights of the year was the publication of Lynx, the school's first English-language literary magazine[15], featuring student poetry, prose and personal essays. The title refers "partially to the University of Colorado Denver's mascot, but also, in a homophonic sense, to the links we hope to create – between countries (China and the United States), languages (Chinese and English), and campuses (in Denver and Beijing)," wrote Vogt in the edition's introduction. The 44-page magazine also includes photographs.

Vogt said he was inspired to become an educator by his parents – both educators. "My father was a P.E. teacher-turned-administrator and my mother was the 'writing expert' at a local elementary school. Although both of my parents are currently retired, I still ask them for advice on a regular basis. They are the best teachers I have ever known."

1. Why did you choose to publish a literary magazine? What kinds of challenges did you face?

Last fall, several of my students expressed interest in a creative outlet, something they did not have access to in elementary, middle or high school because of the National College Entrance Examination (commonly referred to as the Gaokao), a high-stakes test that makes the SAT look like a walk in the park.

The challenges I faced were minimal – namely, that students didn't have much experience with this type of writing. The rewards, on the other hand, were fantastic. When I saw the beaming faces of our student-writers at our publication party, I realized that we had stumbled into something good.

Because our magazine was a first-time effort, there was no formal theme. To be honest, I wasn't sure we would receive enough material to produce an entire magazine. Fortunately, we had 10 writers and one photographer (all students) submit creative work. Next year, we hope to publish material from faculty members as well.

2. What are some of the things you love about teaching in China?

[16]
The thing I love the most about teaching in China is the level of commitment we get from our students. As a former newspaper copy editor, I am compulsive about identifying the errors in my students' essays. It is not at all uncommon for a student to correct every single error that I identify then schedule an office-hours appointment to make sure he or she did so correctly. I often receive late-night emails from students who have questions about the connotations of English words they're not familiar with. It is incredibly fulfilling to work with students who are so engaged.

3. What is it like working thousands of miles away from the university's base?

The work environment at ICB is the most intellectually stimulating one I've ever encountered. At the end of finals week I went out for pizza with a group of economics professors, and the topic of conversation at dinner was … economics. During their "leisure time," my colleagues couldn't help talking shop! I cherish the time I spend in my office because the energy and passion of my fourth-floor colleagues is incredibly contagious.

4. What are some leisure activities you enjoy?

I write a weekly sports column for The Global Times, an English-language newspaper published in Beijing. I also enjoy cooking, possibly because it's so similar to writing. In each case, you create something from scratch, and the finished product either meets your expectations or it doesn't. My recipes probably have more red ink on them than my students' essays because cooking, like writing, is all about revision.

5. Do you have a favorite item or artifact that you keep on your desk, and if so, what is it and what is the story behind it?

On my desk, I keep Polaroid photos that my students have randomly taken with me. At the risk of dating myself, I'm thrilled that Polaroid cameras still exist. I didn't realize this was the case until I discussed Amy Tan's short story, "A Pair of Tickets," with my students. And the fact that my students carry Polaroid cameras in their backpacks is pretty cool.

Sharing of better business practices on display at annual expo[17]

Danielle Rocheleau Salaz talks shop with Denitta Ward at the CU Shared Practices Expo and Awards Ceremony on June 13 at 1800 Grant St. (Photo: Cathy Beuten/University of Colorado)

A record number of submissions made. A record number of submissions posted. And an exciting event where finalists described their best practices to a host of interested colleagues.

CU Shared Practices (CUSP) held its fourth annual Expo and Awards Ceremony June 13 at 1800 Grant St. With a record 33 submissions and 19 award finalists, it was truly a banner year for CUSP.

Technology dominated the field this year, with Google Apps for Education playing a big part in submissions from CU-Boulder. YouTube also was a big presence this year, with two groups converting traditional training and step-by-steps into easy-to-follow and readily available YouTube video trainings.

Still, a number of submissions demonstrated the program's ongoing commitment to improving customer service and communications, as well as streamlining business processes.

This year's CUSP Expo culminated in the announcement of five award winners. Top honors – the University

Controller's Award for Excellence – went to **E-Storage for Research Administration**, submitted by a team from the Office of Contracts and Grants at CU-Boulder: Steve Sheldon, Garrett Steed, Melissa Englund, Roger McCormick, James Uhes, Stefanie Furman, Beth Kingsley, Sharon DeCarlo, Justin Mack, Andy Wang and Bev Baran. The team shares a $1,500 award.

Other award winners, with each team receiving a $1,000 award, were:
Annual Financial Reporting Online, submitted by Office of University Controller-CU System (Travis Chillemi) **APInvoice@cu.edu**[19], submitted by Procurement Service Center-CU System (Charlene Lydick, Amy Gannon, Kaye Stewart-Hicks, Elizabeth Bentley, Carolyn DeTemple, and Pamela Andrade) **Expense Clearing Training Videos,** submitted by Accounting & Business Support-Boulder Campus (Jenny Shao, Rebekah Martino, and Chris Zetterholm) **CU Denver Events Management System,** submitted by Office of Associate Vice Chancellor for Administration-Anschutz Medical Campus (Layna Breyare)
Most of the accepted submissions were represented at the event, and staff from all campuses took advantage of the opportunity to learn about them. During the formal program, Leonard Dinegar, senior vice president and chief of staff, spoke about the importance of sharing successes in redesigned business processes. Frances Chapman, CUSP program coordinator, applauded the finalists for their hard work, noting that all were truly winners since their submissions had been well-vetted before being posted to the CUSP website. Robert Kuehler, assistant vice president and university controller, underscored his commitment to support and expand the program and highlighted the ingenuity and talents of employees throughout the university.

See all of the current and past CUSP submissions here[20].

CU to review retirement plans[21]

CU's 401(a) plan, also known as the Optional Retirement Plan, is the mandatory retirement savings vehicle in which faculty and most university staff (formerly called officers and exempt professionals) participate. The university contributes 10 percent and the employee has 5 percent deducted from pay.

The 403(b) Plan is an additional retirement savings choice that is available to all CU employees.

Both offerings have not been extensively reviewed for adequacy of choice, plan performance, fees and plan fund sponsors in over two decades.

At the direction of E. Jill Pollock – vice president, Employee and Information Services – Employee Services, therefore, is undertaking a study this year to conduct a comprehensive analysis of the plans' components.

In addition to contracting with Innovest Portfolio Solutions, a national firm specializing in such work, Employee Services has assembled a project advisory team to assist with the review:
Geoff Barsch, associate vice president, Budget and Finance, system Peter Bowers, contract manager, Employee Services, system Gary Colbert, associate professor, Accounting; director of the 11-Month MBA Program, CU Denver Erin Foster, finance manager, Academic Affairs, CU-Boulder John Lynch, director of the Center for Consumer Financial Decision Making and Ted Anderson Professor of Free Enterprise, CU-Boulder William Marine, professor (retired), Colorado School of Public Health, CU Anschutz Medical Campus Thomas Martinez, pension/savings specialist, Employee Services, system Michael Preston, emeritus professor, English, CU-Boulder Bryn Samuelson, director of business operations, University Information Systems, system Katie Sauer, director of financial education, Employee Services, system Ravinder Singh, associate professor, MCD Biology, CU-Boulder Thomas Zwirlein, professor, Finance, UCCS
As part of its role, the committee may request the current vendors for the CU retirement plans to submit formal proposals, to identify and ultimately retain a vendor or vendors with extensive experience in serving higher education to act as vendor(s)/recordkeeper(s) for CU's plans.

Details will be provided in the coming weeks at www.cu.edu/retirement-vendor-review[22].

Denver philanthropist Frederic C. Hamilton donates $3 million to CU Anschutz[23]

Denver philanthropist Frederic C. Hamilton committed his support for research and patient care at the University of Colorado Anschutz Medical Campus with a multi-year, $3 million gift in May to support two major campus initiatives.

Hamilton pledged $2 million to the CU Eye Center, which is building a new five-story facility on the Anschutz Medical Campus that will more than double its 45,000 patient capacity and greatly expand research programs. His gift establishes the Frederic C. Hamilton Macular Diagnostics Center Fund to help bring new diagnostic equipment and other equipment to the CU Eye Center.

The energy-industry pioneer and long-time Denverite gave an additional $1 million to the Frederic C. Hamilton Endowed Chair in Endocrinology Research at the CU School of Medicine Department of Endocrinology. The inaugural chairholder is E. Chester Ridgway, M.D., MACP, and professor of medicine. Endowed chairs, of which the University of Colorado has roughly 100, are a public bellwether of faculty accomplishment and help universities recruit and retain top talent.

Hamilton, also known for his contributions and board service to the Denver Art Museum, has been a patient at the Eye Center and wished to express his gratitude to the CU Department of Ophthalmology.

“I chose to make my gift to the Macular Degeneration Center, because I have Macular in one eye,” Hamilton said. “It is the dry kind, untreatable, and a very serious impairment to one’s life. It is vital that a treatment be developed for the future of other persons. I am fortunately in the hands of one of the world’s experts, Dr. Naresh Mandava, and by supporting him and his efforts, I hope to make a difference to people in the future that develop this horrible disease.”

Naresh Mandava, M.D., professor of ophthalmology and department chair, has spent more than 15 years researching age-related macular degeneration—a leading cause of vision loss in people over age 60, for which there are therapies but currently no cure—and other retinal diseases.

Mandava has focused his research on new technologies in imaging, drug therapy and artificial vision. As executive director for the University of Colorado Eye Center, he has pioneered retina stimulation concepts that have the potential to restore sight in blind people.

“Frederic Hamilton’s generosity to establish the Frederic C. Hamilton Macular Diagnostics Center will enable us to provide the most advanced treatment for our thousands of macular degeneration patients and build important clinical capacity to serve many more patients into the future,” Mandava said. “In addition, Mr. Hamilton’s gift will expand our age-related macular degeneration research program by acquiring the state-of-the-art equipment necessary for us to build the best retinal research program in the world. Mr. Hamilton is a true friend to the Eye Center and a steadfast supporter of our mission to help improve vision and restore patients’ sight.”

Contributions may be made to the CU Department of Ophthalmology at http://bit.ly/1pIzffy[24] and to the Frederic C. Hamilton Endowed Chair in Endocrinology Research at http://bit.ly/1kPo0l2[25].

Employee feedback helps improve Benefits Enrollment tool[26]

Work is underway to develop CU's Benefits Enrollment tool for year-round use, which will accommodate employees with major life events.

The tool debuted for new employees last spring and was used during Open Enrollment. Employee Services is using employee feedback gleaned during that time to improve the user experience for the year-round version.

More than 13,274 employees (about 91 percent eligible employees) used the Benefits Enrollment tool in the portal during the three-week enrollment period. Those who took no action were automatically enrolled in the plans that most closely fit the previous year's selections.

The enrollment tool had many advantages over the previous version, said Michelle Martinez, director of Benefits Administration.

"It was easier to use than the old tool," she said. "You did not have to go through the entire process to make a change to one specific area. It only displayed available plans specific to the employee's eligibility and it provided links to materials that aided in the decision-making process without exiting you from the system."

Other improvements with the new tool:
Instead of requiring a PIN number for access, employees could enroll by logging into the portal. Employees could see their benefits summary immediately. The tool allowed employees to make changes in real time until Open Enrollment closed.
With the new enrollment tool's debut, there were some minor stumbling blocks. In the first days of Open Enrollment, a group of employees who had taken summer teaching positions were blocked from using the enrollment tool because of an override action in their employment records. This problem was identified and manually corrected until a resolution was identified during the Open Enrollment period.

In the new tool, employees who waived coverage needed to note why they waived coverage, per Affordable Care Act requirements. The wording in this area confused some employees and will be revised for clarity.

Another issue arose when employees wanted to decrease their Optional Life Insurance Coverage amounts. They were not able to do so, and instead were instructed to use a paper form. Employee Services will implement the ability to reduce coverage amounts in the year-round tool.

In past years, when enrollment completed, employees would receive an email confirmation. The new tool does not send an email, instead allowing the user to view enrollment choices immediately in the portal. This change confused some employees. In the updated version, instructions will be added to guide enrollees to their confirmation statements.

Benefits for the 2014-15 plan year will go into effect July 1.

Board of Regents meeting coverage[27]

The CU Board of Regents is meeting today and Friday on the CU Denver campus.

See the meeting agenda here.[28]

CU Connections will be updated with meeting coverage through the end of this week. Check back for these stories, which also will be included in the next regular issue on July 10.

English alumnus Dick Shahan donates funds to celebrate Boulder and support graduate students[29]

Dick Shahan (Photo: Kim Elzinga/University of Colorado)

English alumnus Dick Shahan recently made a $75,000 gift commitment to CU-Boulder — $50,000 of which has established an endowment to create the Dick Shahan CU-Boulder Undergraduate Writing Competition, expected to generate an annual prize of $2,000 for a prose piece that features Boulder. The additional $25,000 will fund the Shahan Graduate Fellowships in the CU-Boulder English Department, providing an annual $1,000 research grant for an English graduate student.

The writing competition gives all undergraduate students at the university a chance to use their imaginations and to demonstrate their writing skills in a variety of different genres, because the competition will alternate between fiction and nonfiction each year. The graduate fellowship, offered to Ph.D., MFA and MA English students, provides financial assistance for research necessary to complete their graduate degree.

“The writing competition is the first to involve all CU-Boulder undergraduate students in a competition that focuses on the Boulder community, and it’s one of the larger prizes awarded to undergraduates from our department,” says Interim Chair David Glimp. “The graduate fellowship is another welcome source to help students relieve the financial pressures they face when pursuing higher level education. It’s an added incentive to complete their graduate degree.”

Says Shahan, “I started writing fiction while I was in a creative writing class as a sophomore at CU-Boulder, and as I continued writing, I never saw an opportunity or competition of this sort, especially one offered at a college or university and with a financial prize this large. This writing competition will help make wonderful connections between the university and the Boulder community, and will offer a great financial incentive plus the fun of competing to all university undergraduates.”

Shahan’s decision to initiate the two funds was triggered by a three-year span of severe adversity. Between 2011 and 2013, both of his parents passed away, and he suffered through several physically and emotionally draining experiences, including treatment for a broken jaw and stressful cyberknife radiation treatments for prostate cancer.

“When you go through the kind of adversity I went through, you develop a different perspective on life,” comments Shahan. “With the support of the inheritance from my parents’ estate, I really wanted to do something positive for others in my lifetime. What could I do that would bring joy and fun to others? A writing competition to celebrate Boulder seemed to be the perfect fit. Plus, I remember some very financially tough years that I went through as a graduate student. I wanted to offer support to those students who struggle to make it through. I wanted to send the message, ‘Don’t give up.’ ”

With the exception of two years between 1972 and 1974, Denver-native Shahan has lived in Boulder since 1967, when he enrolled as a freshman at the university and continued his education to earn a BA (double major in English literature and psychology), MA and PhD degrees. He completed his doctorate in 1985. Fifteen years of his life were spent on the university’s campus. He was an enthusiastic participant in CU-Boulder's Trivia Bowl in the late 1980s and remembers several high-water marks during the politically charged 60s and 70s, such as the takeover of the highway bridge into Boulder and the march from CU-Boulder to the city courthouse.

Shahan has strong ties to the Boulder community, working for several years in different retail businesses, teaching fiction-writing workshops and editing manuscripts. He has written music reviews and articles for the Colorado Daily and the Camera. He now works for the Boulder Public Library, as he has for more than 14 years.

“Dick’s gift will be an incredible boost for our department and CU-Boulder students,” says Glimp. “Those of us who have been involved in the discussions with Dr. Shahan have been inspired by his generosity, as well as his ingenious approach to meeting students’ needs and creating connections between the university and the Boulder community. He is an extraordinary person and an incredible friend to our department, and students will benefit from his gift for many, many years to come.”

The Department of English will open the writing competition to undergraduate students beginning this fall with an entry deadline of Dec. 31. Judging of all entries will take place in early 2015 with a winner announced in the spring. English graduate students can apply for the fellowship opportunity in February 2015 with the winning recipient announced in April.

Living with cancer: Survival rates at CU Cancer Center beat national rates[31]

[32]

In the five years since Ellen Smith was diagnosed with Stage IV lung cancer, she has been busy.

[33]
She traveled the world, indulging her love of art and art history. She celebrated the births of four more grandchildren, expanding her large family even more. She married Ben Smith, the man she calls her “best friend.”

None of this seemed possible in June 2009 when she learned that the lung cancer, which had been initially diagnosed in 2008, had spread to her abdomen and brain.

“You hear ‘Stage IV’ and you say ‘How many months or days do I have left?’” Smith said.

“But between the Anschutz Medical Campus[34] and the good Lord, I am still here.”
Ellen’s Story: Diagnosis
Smith called in late to work on April 1, 2008—April Fools’ Day. She had a nagging cough, and her primary care physician, who suspected she might have pneumonia, sent her to the hospital for tests.

Smith did have pneumonia. She also had a mass in her left lung. Five biopsies later, she learned that she had non-small cell lung cancer. She was 58 years old, with no other health problems, and she had never been a smoker.

“After you hear the ‘C’ word, you just think that’s synonymous with death,” Smith said. “But I still felt like I had a lot to live for and a lot to do.”

Smith underwent chemotherapy to shrink the tumor, and in August 2008, surgeons removed her entire left lung. Five months later, when the cancer returned under her sternum, doctors treated her with radiation. But despite this aggressive treatment, the cancer advanced to Stage IV.

Smith’s three adult children had been researching lung cancer, and their investigation led them to the website for the CU Cancer Center[35] at the Anschutz Medical Campus, where they found a number they could call for a second opinion. The good news? D. Ross Camidge[36], M.D., PhD, was doing a clinical trial for the treatment of non-small cell lung cancer. The bad news? There was only a 4 percent chance Smith’s cancer would have the specific molecular markers that would qualify for the trial.

She was in Scotland on what she thought might be a final vacation when her son called her with the news. She was a match for the clinical trial. “I went from terror to ‘Oh my gosh, there is hope,’” Smith said.
Ellen’s Story: Clinical Trial

Smith started the clinical trial at the end of July 2009. She was one of the first people in the world to take crizotinib[37], an ALK inhibitor which is designed to block the gene that drives the lung cancer. Two months later, Smith sat with two of her children, Camidge, and Ben Smith, whom she had been dating since the summer of 2005, and stared at PET scans of her entire body.

“The cancer had disappeared off the scans,” Camidge said. “I was delighted.”

“Dr. Camidge said to me, ‘We cannot cure your cancer, but we can control it,’” Smith said. “I understood that this would be the new norm—living with cancer.”

A year later, Ben came over to her house with a serious look on his face. Ellen Smith suspected that their relationship was about to end, a casualty of cancer. Instead, he proposed with words that could easily double as vows. “I will be here with you and for you,” he said. “You’re not going to journey through this alone.”

Through the years, Ellen Smith’s cancer has gone through phases, sometimes outwitting the drugs. During those periods, she has had traditional infusion chemotherapy and radiation and then returned to an ALK inhibitor. When that drug stopped working, she began another clinical trial with a second-generation ALK inhibitor.

“Lung cancer has been treated as one disease for decades,” Camidge said. “We know now there are different types of lung cancer, so you can’t apply the dogma of the last 20 years. You need to be a clinical pioneer, looking over the next mountain, exploring. You’re on a journey with the patient, their family and the drug company, and no one knows the outcome. You’re trying to figure it out together.”

Smith praises Camidge for his willingness to “think outside the box and be open to all sorts of options” with her treatment.

“Dr. Camidge is brilliant,” she said. “He is also compassionate. I think of him as my brother.”

Today, Ellen Smith has two missions: to enjoy every minute with her family (“I am a grandma who is gaga for her grandchildren”) and to spread the word about the CU Cancer Center on the Anschutz Medical Campus.

“Anschutz (Medical Campus) is the place to go,” Smith said. “They know that when dealing with cancer, one size doesn’t fit all. It’s very personalized care, individualized to the type of cancer. It’s a whole new way of thinking.”

“Ellen has helped other people,” said Camidge. “The data we have published about her case has changed the world multiple times.”

Study: More cyclists on road can mean fewer collisions[38]

A University of Colorado Denver study examining collisions between bicycles and motorists, shows bicyclist safety significantly increases when there are more bikes on the road, a finding that could be attributed to a “safety in numbers” effect.

The study focused on Boulder, which has one of the highest rates of bicycling in the country at about 12 percent of the population. That makes it one of the few U.S. cities with enough bicycling to achieve the safety benefits already documented by researchers in Europe, said study co-author Wesley Marshall, Ph.D., PE, assistant professor of civil engineering at CU Denver’s College of Engineering and Applied Science.

And Boulder’s close proximity to CU Denver’s downtown campus offered an ideal opportunity for the researchers and students.

"I was glad to be able to do this practical, hands-on research on bicyclist safety while a student at CU Denver," said

study co-author Krista Nordback, Ph.D., PE.

The researchers wanted to create safety performance functions (SPFs) for bicycles in Boulder. SPFs model the mathematical relationship between the frequency of crashes and major factors related to them. Yet while there are SPFs for vehicles, there are none for bikes.

The authors created their SPF for Boulder by studying crashes at intersections throughout the city where more than two-thirds of collisions occur. They compared the crash data to bicycle count data.

“Fortunately, Boulder was one of the first cities to establish a bicycle counting program back in the late ’90s,” Marshall said.

The researchers found that the chance of collision decreased with more bicyclists.

The risk of accident was relatively high at intersections with less than 200 bicyclists per day.

“Anywhere above this threshold is where we are seeing the largest safety benefits,” Marshall said.

The reasons for this remain unknown.

“Other studies have hypothesized that when drivers expect to see a significant number of bicyclists on the street, their behavior changes,” Marshall said. “They are more likely to look over their shoulder for a bicyclist before taking a right turn.”

Cyclists may also be attracted to safer areas.

“But we think there is even more to the story and we’ll be looking for that in our next study,” said Marshall.

As bicycling increases in cities across the U.S. each year, the results could have national implications.

“In fact, we are beginning to find that cities with a high level of bicycling are not just safer for cyclists but for all road users,” he said. “Improving the streets to better accommodate bicycles may enhance safety for everyone.”

The study was co-authored by CU Denver’s Bruce Janson, Ph.D., professor of civil engineering and Krista Nordback, Ph.D., PE. It was published last month in the journal Accident Analysis & Prevention. The study is available upon request.

Vice Chancellor Burnett selected for Missouri position[39]

Burnett

Brian Burnett, senior executive vice chancellor, Administration and Finance, was named vice president for finance and chief financial officer for the University of Missouri System June 20.

MU President Timothy M. Wolfe announced Burnett’s appointment following a meeting of the University of Missouri Board of Curators. Burnett is expected to begin the Columbia, Mo.-based position in late August. His last day at UCCS is Aug. 1. Plans for a farewell celebration are pending.

UCCS Chancellor Pam Shockley-Zalabak lauded Burnett for his service to Colorado, CU and UCCS.

Shockley-Zalabak said:

“For more than 11 years, Brian Burnett provided exemplary service to the University of Colorado and its Colorado Springs campus. As vice chancellor for administration and finance and, later, as senior executive vice chancellor, Dr. Burnett helped guide the unprecedented growth of UCCS as a member of my leadership team. Under his direction, UCCS fulfilled its mission as the designated growth campus of the University of Colorado. He led the addition of new buildings, renovation of existing facilities, and added important infrastructure to support a robust and growing campus.

In the UCCS way, he did this while also teaching, supervising our intercollegiate athletic program and being an active member of the Colorado Springs community through service on many high profile boards and organizations.

He is a creative problem solver.

I am deeply appreciative of Dr. Burnett’s committed service to the University of Colorado and wish him continued success at the University of Missouri.”

Burnett said:

“I am grateful to have had the opportunity to work with so many great faculty, staff, administrators and students during my career at UCCS. It has been an incredible decade of growth, excellence, and advancement for our campus and I am happy to have played a small part in where UCCS stands today and what it is poised to achieve in its future. I am deeply appreciative of the opportunities the Chancellor has afforded me and to have a made a difference in this university and in this community.”

The University of Missouri is a land grant institution composed of four universities in Columbia, Kansas City, Rolla and St. Louis, a health care enterprise, 10 research parks and incubators, 19 agricultural research stations, a network of Small Business and Technology Development Centers and MU Extension offices. The system enrolls more than 75,000 students and has an annual operating budget of $3 billion.

As the University of Missouri’s CFO, Burnett will be responsible for setting strategy and long-term planning of the financial functions of the university system.

Burnett joined UCCS in 2003 as vice chancellor for administration and finance. In 2013, he was named senior executive vice chancellor. Previously, he served as the chief financial officer of the Colorado Commission on Higher Education, held several leadership positions within the Colorado Department of Corrections and served as a budget analyst for the Joint Budget Committee of the Colorado General Assembly. He earned a bachelor’s degree in economics from CU-Boulder, a master’s in finance from CU Denver and a doctoral degree in educational leadership from UCCS.

See the University of Missouri announcement

http://www.umsystem.edu/ums/news/media_archives/062014_news[41]

Pollock shares education style with CU Advocates[42]

Steven Pollock chats with CU Advocates following his presentation at 1800 Grant St. (Photo: Michele McKinney/University of Colorado)

CU-Boulder physics professor **Steven Pollock,** named a 2013 U.S. Professor of the Year by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education, spoke to a group of about 80 CU Advocates[44] during a June 17 program at 1800 Grant St.

Following an introduction in which his colleague Noah Finkelstein called him “one of the rising stars of our institution,” Pollock distributed clickers to everyone in the audience, most of whom likely never used the technology during their own school years. He asked survey questions and showed off the immediate response-gathering capabilities of the devices, which help educators gauge when and how a classroom is engaged.

“We must know our audience,” he said. “Teaching is an art and a science – it’s not either/or.”

After his presentation and a Q&A session with the audience, Pollock stayed for a reception and continued the conversation.

Update: Social climate survey shows many positives, some room for improvement[45]

The University of Colorado has a tolerant, respectful social climate, according to a recent systemwide survey of students, faculty and staff requested by the Board of Regents, though some areas present opportunities for improvement.

The board was presented with the Social Climate Survey results on Thursday, June 26, during the first day of a two-day meeting at CU Denver on the Auraria Campus.

McLaughlin & Associates conducted the survey in April and May, and provided a summary presentation of results at the meeting. John McLaughlin provided an overview.

“In looking at this environment of respect you’re creating, you’re doing pretty well across the board, but you have some areas with room for improvement,” McLaughlin told the board.

The report’s executive summary[46] indicated that the survey was successful, with 9,301 total respondents, representing more than 12 percent of the CU community (1,984 faculty, or 13 percent; 2,247 staff, or 28 percent; and 5,070 students, or 10 percent).

Across the campuses, the majority believe CU promotes on-campus environments that respect students, faculty members and staff. Students were most in agreement, with 82 percent indicating that belief, followed by faculty (75 percent) and staff (74 percent).

Among the key positive findings:

Respect on campus: Most students, faculty and staff that reported that CU promotes an environment of respect regardless of social identity.

Respect within units: The majority of students, faculty and staff reported that their particular academic or work unit promotes an environment of respect regardless of social identity.

Diversity of population: Survey results demonstrated broad ranges of diversity across many social identities, including race and ethnicity, age, religious affiliation, gender identity, sexual orientation, political affiliation and political philosophy.

Among the findings that identify areas with room for improvement:

Perceived prejudice and discrimination: The overwhelming majority of the CU community reported that they have not been subject to prejudice or discrimination, though “significant numbers of respondents reported that they have experienced prejudice or discrimination ‘sometimes’ or ‘frequently.’”

Bases of prejudice and discrimination: Among those who reported they had experienced some time of prejudice or

discrimination, the types of discrimination varied. Students indicated gender (34 percent) and religion (32 percent) most; faculty responded gender (48 percent) and age (33 percent) most; staff responded age (44 percent) and gender (41 percent) most.

Political affiliation and political philosophy: CU is unique in recognizing political affiliation and political philosophy as protected characteristics under the Laws of the Regents, McLaughlin said.

“Although in the minority, significant numbers of students, faculty, and staff, particularly students on the Boulder campus, disagreed with the premise that they are respected regardless of their political affiliations and political philosophies,” the summary reports.

Knowledge of complaint mechanisms: On average, 61 percent of students across all campuses indicated they would not know how to make a complaint of discrimination.

McLaughlin said this first survey of its kind establishes valuable benchmarks that can be used for comparison in the future. Potential follow-up questions might address who engages in prejudicial or discriminatory conduct, where the conduct occurs and what constitutes such conduct.

“This provides us a baseline – that’s what’s really important,” said Regent Irene Griego, D-Lakewood. “This survey gives a message to our entire community that we care about these areas.”

The board is recommending that CU conduct a Social Climate Survey every two years to track progress over time.

Said Regent James Geddes, R-Sedalia, “I’m glad to see how responsible our faculty has been with their conduct in the classroom and with their students. That’s a real feather in the cap of this university.”

Geddes asked for figures on the political affiliation reported by faculty; across the system, McLaughlin said, 42 percent of faculty self-identified as Democrats, 9 percent as Republicans.

With the survey complete, the board now is asking the campuses and system administration to analyze the data and report on any efforts being made to address findings of concern. In the executive summary, the Board of Regents encourages the campuses to share the data with campus constituents and to invite discussion on how to improve the campus culture and how to increase diversity in all forms.

The summary also lists several points of contact for the reporting of instances of discrimination and prejudice. “The Board of Regents encourages any member of the University of Colorado community who has experienced prejudice or discrimination in an educational or employment setting to report their experience to the officials charged with investigating these allegations. There are also counseling services and other resources available to members of the University of Colorado community.”

The Social Climate Survey originated last September with a regent resolution, which passed unanimously. While surveys have been conducted previously on campuses, this was the first to measure progress on a systemwide basis.

Kutner named chief medical officer of UCH[47]

[48]
Jean Kutner, head of the University of Colorado School of Medicine’s Division of General Internal Medicine, will become University Hospital’s first chief medical officer beginning July 1.

Kutner is a nationally recognized leader in geriatric medicine and palliative care and co-chairs the Palliative Care Research Cooperative (PCRC) Group, a National Institutes of Health-funded consortium that has broken new ground in interdisciplinary studies in the field.

Kutner's appointment puts a School of Medicine faculty member at the center of decision making for the hospital, the School of Medicine and the UCHealth system. It follows an early 2013 Provider Satisfaction Survey at UCH that showed some providers felt they weren't adequately involved in the hospital's decision-making process, and that the priorities of faculty and the hospital were not always aligned.

"This appointment puts a physician at the table," said UCH President and CEO John Harney. "There will be one point person who intersects with medical staff."

Kutner will sit at the crossroads of all strategic, clinical, and operational decisions for the hospital and system, representing "the academic perspective." She will be one of four members of Harney's senior management team, along with Chief Nursing Officer Carolyn Sanders, Chief Operating Officer Tom Gronow and Chief Financial Officer Barbara Carveth.

Board approves $3.28 billion operating budget[49]

The CU Board of Regents on Friday approved a $3.28 billion operating budget for the 2014-15 fiscal year (FY); CU's operating budget for the 2013-14 FY was $3.04 billion. The vote was 8-0, with Regent James Geddes not in attendance.

The FY 2014-15 operating budget reflects an overall increase of $147.5 million, 4.7 percent more than the current-year June estimate. Resident tuition revenue is projected to increase by $8.3 million or 2.1 percent and nonresident tuition by $30.2 million or 8.1 percent. Direct state funding is increasing by $16.1 million or 9.8 percent.

Other areas of increased revenues include clinical services ($49.0 million), and auxiliary operating revenues ($16.8 million). State tobacco funding is an area with decreasing revenues ($468,452).

"One of the areas where CU's spending has increased dramatically the past 10 years is financial aid," said Todd Saliman, vice president and chief financial officer. "The campuses have really increased their financial aid, in part because the state has not been keeping up over time."

CU's contribution to financial aid is collectively greater than the state's financial aid contributions to all higher education institutions in the state, he said.

"The state of Colorado does not put as much money into financial aid as CU does alone," Saliman explained. "Since FY 2004-05, CU has invested an additional $90.3 million in financial aid, a 180 percent increase. "

In the last legislative session – in addition to the 11 percent operating increase for higher education – the state approved its largest increase in financial aid.

"I would love to see those kinds of increases in the future," Saliman said. "I think it's unlikely. So this is probably the largest increase in financial aid that we'll see in a while."

CU-Boulder will receive about 5 percent of its general fund budget from the state; UCCS's allocation is about 10 percent, CU Denver's is near 10 percent and CU Anschutz Medical Campus is about 5 percent. CU Anschutz will receive $70.3 million, or 31 percent of its operating budget, from the state to support the infrastructure.

"Thirty percent of the budget sounds like a big number," explained Lilly Marks, vice president for health affairs and executive vice chancellor at Anschutz Medical Campus. "But it's not 30 percent of our budget, it's 30 percent of the unrestricted budget, and that's hard money to replace."

Other than Colorado School of Mines, which approved a 3.0 percent tuition increase, and CSU-Pueblo, which has yet

to vote on a tuition increase, CU kept tuition rates at the lowest in the state – between 3.2 and 3.5 percent.

With the $100 million in additional higher education funding approved earlier this year by the Legislature, institutions were to put a cap on tuition at 6 percent for the next two years. Tonya Kelly-Bowry, vice president for government relations, told the regents that legislators appreciated the low increase in tuition.

“Both sides of the aisle said that they were appreciative of the regents and the setting of tuition that you chose,” she said.

CU Board of Regents Chair Michael Carrigan emphasized the board’s appreciation for the increase in funding.

“It was a historic investment in higher education and it is appreciated,” he said. “There is a direct line between the amount of state appropriations we get and the amount of tuition we must charge students. We hope that this small correction will be a change in course for the state of Colorado to get serious about investing in higher education.”

The board will discuss the budget at its September meeting including compensation and enrollment.

Lee honored for leadership[50]

Terry Lee, assistant vice president and chief risk officer for the University of Colorado system, recently received the RMI Leadership Award, an honor that is given to an individual who has been instrumental in the success of the Risk Management and Insurance (RMI) Program.

Lee, who has been associated with the RMI Program from its inception, also has served on the RMI Advisory Council for the group’s duration. He was instrumental in making initial industry professional organizations and has played a role in fundraising.

Lee also was honored because he “tirelessly supports” and “should be given maximum credit for the growth and development” of the RMI Program.

Bunn earns 2014 Giants of Cancer Care award[51]

[52]

University of Colorado Cancer Center investigator **Paul A. Bunn Jr.**, a University of Colorado Center Center investigator, is one of 16 people nationwide selected by oncology industry peers for remarkable achievements in research and/or clinical practice, and has been honored with one of the 2014 “Giants of Cancer Care” awards.

The awards, which recognize and celebrate individuals who have achieved landmark success within the field of oncology, were presented in May by OncLive, the official home of Oncology and Biotech News, OncologyLive, Urologists in Cancer Care, Oncology Nursing News, Oncology Business Management and Contemporary Oncology.

Bunn’s research interests focus on novel therapies for lung cancer. He has published more than 300 articles in peer-reviewed journals, over 122 reviews and editorials, and 90 book chapters on lung cancer. His studies have set standards for the treatment of lung cancer, have identified issues of natural history and have identified biomarkers of prognosis and therapy selection. Bunn is the principal investigator on numerous national and local therapeutic trials

and is also the principal investigator for the SPORE grant in lung cancer that is designed to conduct translational research in lung cancer.

Awardees were chosen by an advisory board of 29 oncology educators, clinicians and researchers. In evaluating criteria for selection to the inaugural class of Giants, the board considered individuals who have made a significant contribution to patient care, clinical trials or translational research.

Title IX compliance, efforts to reduce sexual harassment and assault outlined[53]

The University of Colorado Board of Regents last week reinforced its commitment to Title IX compliance, including ending sexual harassment and sexual assault on its campuses and working with victims to ensure speedy and fair investigations into allegations of misconduct.

“There’s no greater priority for the university than the safety of our students; to make sure there's a safe learning environment,” said Michael Carrigan, board chair, at the board’s meeting last week at CU Denver. “There's an increasing concern nationally about sexual assault in particular, but also student safety generally.”

At its April meeting, the board asked for chancellors to report on steps being taken by each campus to ensure the safety of its students. Two days later, the Department of Justice announced that CU-Boulder and CU Denver were included on a list of 55 campuses under investigation for potential Title IX violations.

CU-Boulder Chancellor Phil DiStefano outlined processes underway to improve Title IX compliance, victim support and prevention.

“CU-Boulder began a review of its responsibilities a year ago,” he said, noting the university had an external review of its efforts. “The reviewers liked our processes and, as we asked them to do, identified areas where we further could strengthen our processes.”

The first step was the hiring of Valerie Simons[54], director of institutional equity and compliance. Simons will serve as Title IX officer. But the process will continue to evolve, he said.

“Prevention training must happen many places at many times,” DiStefano said. While much of the training is focused on incoming freshmen during orientation, all the chancellors acknowledged that the information needs to be reinforced throughout the campus communities the year.

“We're committed to creating and maintaining a positive learning, working and living environment for our campus community,” DiStefano said.

UCCS Chancellor Pam Shockley-Zalabak said she ultimately is responsible for prevention and support.

“I hold myself responsible for the environment on the campus and accountability,” she said, adding all faculty staff and students are also responsible for student safety and support. “It is important that we talk about this very, very seriously. “

CU Denver | Anschutz Medical Campus Chancellor Don Elliman said Title IX requirements are evolving, and it’s imperative that campuses keep on top of what is expected of them.

“We’re looking at a moving target. I don’t know if any of us know where that line is going to be in the months and years ahead,” Elliman said. “Where this is going to line up in the future, heaven alone knows. We need to be prepared.”

Steps being taken across the campuses include ongoing training of students, including behavior and access to

resources, changing the culture on the campuses and bystander training so that people can recognize incidents and react responsibly.

Regent Kyle Hybl stressed the need to consistently remind the campus communities that programs and processes are in place and encourage them to seek assistance and support, suggesting text messages or other means of communication periodically to reinforce the available resources.

Sue Sharkey, board vice chair, asked campuses to make an effort to examine ways to shorten the investigative processes to find a resolution for the victims and the accused.

Update your phone numbers in my.cu.edu before security upgrade[55]

[56]

More than 17,500 University of Colorado faculty and staff have verified their phone numbers using the pop-up window in the CU Resources area of my.cu.edu. The university is asking employees who haven't yet done so to update their information as soon as possible.

Later this summer, the university will roll out Duo Security's multi-factor authentication tool, which greatly increases the security of personal information by requiring two layers of authentication before allowing access.

Update your phone numbers now: Multi-factor authentication's success and usefulness hinges on keeping up-to-date phone numbers in the portal. If you haven't validated that your phone numbers are correct using the pop-up window in CU Resources, please do so by taking the following steps:

Select your campus portal at my.cu.edu[57] or from your campus portal link and log in. Go to the CU Resources area. A pop-up alert window will ask you to verify your phone information. Is your information correct? Check the box next to the statement, "This information has been validated and is up to date." Is your information incorrect? Click the "Update My Information" link and enter the correct phone numbers. What if you didn't see a pop-up window? First, make sure you're in the CU Resources area. From there, select "Employee Profile" from the "Personal Information" menu and verify your phone number(s) and/or update phone numbers, as necessary. Home, cellular, campus 1 and campus 2 phone types will be available for use with the new security tool. Once you've updated your information, you're all set.

Find out more: Get the latest information on this project at www.cu.edu/es/it-takes-two[58].

CU-Boulder Facilities Management Mentor Program graduates its second class[59]

[60]

A group of staff from Facilities Management marked completion of the department's Mentor Program on May 23 with a celebratory luncheon. It was the second round of staff to complete the nine-month month program, which launched in 2012 and is unique as one of the few formal mentoring programs at CU-Boulder housed within an individual department.

The program pairs mentors with mentees in an opportunity for professional growth and development. Mentors help their partners identify career goals, involve them in hands-on learning opportunities, and facilitate internal and external networking. Some of the program's broader goals are fostering teamwork, transferring institutional knowledge, and planning for succession as key leaders retire.

Several program participants spoke during the luncheon about how the program impacted them.

"When I came to CU, I had never worked for a government, had a state job, or worked at an institution of higher learning," said Jim Hayden, a custodial team lead. "You might say that I needed a navigator."

Lori Black, lead project coordinator for the department, said that the program helped her feel more comfortable training

and supervising new staff. Through her mentor, Lori had the chance to meet people she'd been exchanging email messages with for seven years. "I was inspired and now feel more connected to the university and the people with whom I work," she said.

David Danielson, interim assistant vice chancellor for Facilities Management, stressed how much he learned from serving as a mentor. "We all have the opportunity to impact each other," he said. "If we interact and get our different divisions to work together, everyone gets a better understanding."

Some 14 mentor/mentee pairs participated in the program. The next round of applications will be accepted in August, with the program set to begin in September. For more information, contact Andy Mead (Andrew.mead@colorado.edu[61]; 303-492-7697).

Art + Maps exhibit open now at CU-Boulder[62]

Night Three – by Alan Paine Radebaugh, featured in the Art + Maps exhibit

A new exhibit, Art + Maps, is open now through Dec. 12 at the University of Colorado Boulder Jerry Crail Johnson Earth Sciences and Map Library.

Works by four local and regional artists are exhibited with items from the Map Library collection. Corresponding maps range from antique maps to aerial photographs; celestial charts to contemporary expressions of map design.

The exhibit, curated by Naomi Heiser, features:
Enhanced remote-sensing images by Karl Mueller, CU-Boulder Geological Sciences Department Quilts by Barbara Olson, Boulder fiber artist Paintings by Alan Paine Radebaugh, New Mexico painter Pen and watercolor works on paper by Michael Theodore, CU-Boulder College of Music, Theory and Composition Department
Natural forms and earth processes inform the work of these four artists. The juxtaposition of art and maps highlights their formal similarities, yet also reveals elements and functions showing where the purposes of the two formats diverge. A selection of maps emphasizes artistry in cartographic production from various time periods and cultures. Several attributes particular to maps, such as decorative borders, cartouches, and directional signs are displayed.

Click here for more information.[64]

Links
[1] https://connections.cu.edu/stories/uccs-uis-partner-simplify-grade-change-workflow-process[2] http://www.cu.edu/university-information-systems/cu-student-integrated-systems-cu-sis[3] http://www.cu.edu/university-information-systems/service-catalog/isis-campus-solutions[4] https://connections.cu.edu/stories/cu-boulder-students-elementary-schoolers-discover-ties-bind[5] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/06/ucb_reading-buddies_top.png[6] http://www.boulderreads.org/services/buddies.html[7] http://www.colorado.edu/clasp/[8] http://www.colorado.edu/linguistics/ling1900/index.html[9] http://www.colorado.edu/PWR/[10] https://farrandrap.colorado.edu/[11] http://www.boulderreads.org/index.html[12] https://connections.cu.edu/stories/five-questions-robert-vogt[13] https://connections.cu.edu/file/5qvogttoppng[14] https://connections.cu.edu/file/5qvogt01png[15] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/06/Lynx-FC8_vogt.pdf[16] https://connections.cu.edu/file/5qvogt03png[17]

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