Using our expertise to fight the opioid crisis [1]

Jabs' pledge of $10 million a record gift for CU Denver[2]

[3]
The University of Colorado Denver Business School[4] is poised to dramatically expand its entrepreneurship education, research, programmatic reach, and caliber — thanks to a $10 million pledge by Jake Jabs, founder and CEO of American Furniture Warehouse, to CU Denver.

With the gift, the newly renamed Jake Jabs Center for Entrepreneurship will expand its annual Business Plan competition[5] to encompass universities throughout Colorado and the West. It will enable the build-out of a named marquee space for the new Business School building. It will fund new endowments for a professorship, faculty research, programming and operations.

In sum, Jabs' gift will strengthen all aspects of the entrepreneurship center, foster connections between entrepreneurs and students region-wide, and bolster the center's stature as it progresses toward becoming one of the top academic entrepreneurship centers in the nation.

Jabs's gift is nearly double the total of the largest prior cash commitment to CU Denver, and leads a wave of more than $20 million in private support toward the CU Denver Business School within two years.

"Jake Jabs is a highly accomplished and well-regarded businessman who has done a considerable amount for Colorado and the Denver community," CU President Bruce Benson said. "His contribution to the Business School will help CU Denver nurture the next generation of business leaders and deepen our connections with the Denver business community."

Jabs has supported an entrepreneurship center at Montana State University in addition to numerous charities. He chose to make this transformative gift to CU Denver's Jake Jabs Center for Entrepreneurship, where he has guest-lectured on occasion, as part of his broader personal goals of celebrating entrepreneurial values, and of raising the bar to keep American university graduates competitive in a global marketplace.

"What motivated me to get more involved with CU, frankly, is Madhavan Parthasarathy," said Jabs, referring to the center's director, a CU Denver associate professor of marketing. "We think a lot alike. We both come from humble beginnings. We believe in living below our means. We have quite a bit in common, in terms of our philosophy of life."

Parthasarathy, who has known Jabs for seven years, thinks the gift's most immediate and visible impact will be on the annual Business Plan Competition; the 2013 competition will culminate June 18.

"The goal is to get as many students involved as possible, whether within the Business School, or in engineering, music, or other fields," Parthasarathy said. "Next year, the business plan competition will be open to a much broader range of schools, which will give our center a real regional impact."

Until the last 30 years, few American universities had formal entrepreneurship programs. Since the 1980s, there has been increased prevalence and interest in entrepreneurship education, responding to the notion that in a highly competitive landscape, the launch of new businesses (and innovation of existing ones) requires more than just vision. Entrepreneurship also requires fluency with business planning, financing, regulation, and other systemic factors that are taught and nurtured in an academic setting, in conjunction with exposure to start-up companies, family businesses, and small business operations.

CU Denver launched its entrepreneurship center in 1996 with an initial gift by Richard H. and Pamela S. Bard. In the 17 years since, more than 2,500 CU Denver students have participated in programs including more than a dozen courses, the business plan competition, speaker series, and a business incubator among other activities. Several growing

Colorado businesses got their start thanks to this center, including Elevated Third, Viktorian Guitars, and Nokero.

“Jake Jabs’ story and vision will inspire many future entrepreneurs at the Center,” Richard Bard said. “Pam and I feel honored to have launched this entrepreneurship program for CU Denver, and we know it has had a positive impact for both the students and the state in transforming ideas into economic results.”

Jake Jabs is an appropriate namesake for an entrepreneurship center in the heart of the Rocky Mountain region. Jabs was born one of nine children in an immigrant family in a small, hardscrabble Montana ranch town, and through military service and early business experiences operating a music store, he developed an ethic of hard work and a respect for the start-up spirit.

From the vestiges of a defunct furniture business, Jabs started American Furniture Warehouse in 1975. Throughout 38 years of sustained business growth, Jabs has become a recognized icon throughout Colorado, sometimes appearing in advertisements with a live tiger on his lap. Today, American Furniture Warehouse has 12 Colorado stores, $350 million in annual sales, and plans for out-of-state expansion.

Jabs’s gift is one of more than 275,000 gifts made during Creating Futures[6], a $1.5 billion fundraising campaign to enhance University of Colorado education, research, outreach, and health programs benefiting citizens throughout and beyond Colorado. Visit cufund.org for more information.

Boulder Campus Staff Council celebrates 50 years[7]

[8]

[9]
The Boulder Campus Staff Council hosted a reunion of past and current members on April 18 to celebrate 50 years of service.

One attendee, Margaret Kneebone, has the distinction of having the earliest service date. She started at CU in 1969 and began serving on the council a few years after that. She served on council one elected year and 26 additional years in a non-elected support role. Later, she was honored as an honorary lifetime member of staff council.

What began as a celebration evolved into an educational session where current Staff Council members could learn from the experiences of our predecessors. In addition to Ms. Kneebone, 27 other past members attended the reunion, where they shared numerous and inspiring experiences and memories. Some recounted their memories of rallies held to expand staff rights while others talked about Staff Council’s role in educating staff on how to contact legislators and advocate for themselves. Everyone reminisced about the pride they felt regarding the accomplishments during their time serving staff.

What type of person volunteers to serve on Staff Council? This past year, Boulder Campus Staff Council officers were invited to participate in a research project regarding shared governance. As it turns out, many different types of employees chose to serve. The research showed that no defined length of service, type of occupation, or gender predetermines a council member. Rather, the defining quality is a desire to make a difference on the campus via researching and contributing ideas that can improve work life and streamline work processes. Staff Council members all have different backgrounds, experiences and talents. What brings them together is the common goal to use these talents to ensure that a place everyone loves continues to grow and evolve; and that staff positions, also continue to grow and evolve.

Was it worth adding the role of council member on top of regular work duties? The 28 past council members said “yes” over and over again as they shared their experiences and the bonds that they formed with their fellow members. As current members listened to the experiences, it felt like a family reunion where the older generations told of the good

'ol days, with a slight hint of hyperbole to get the next generation to wish they had been there. Staff Council is currently developing a pamphlet that recaps a timeline of the first 50 years' accomplishments and hopes to have this ready for issue in the fall.

Highlights from the University of Colorado Staff Council's First decade:

[10]
Staff Advisory Council's (SAC) only statutory authority was to exist as an advocacy group for staff. For it to change anything, it needed to influence administration regarding the issue being discussed. Some early accomplishments involved updating the personnel manual, reviewing benefits within an overall budget and recommending changes based upon staff surveys, the researching of compensation within comparable universities and advocating for increases to both administration and the legislature, joining the CU Presidential Search Committees, serving as delegates within campus committees and thereby further expanding the voice of staff, and representing staff at Board of Regent meetings. SAC's advocacy added another voice along with the Student and Faculty Councils which were already in place. Staff were a critical and until this time overlooked voice.

In 1962, the Staff Advisory Council (SAC) was created and authorized by the Board of Regents to represent the staff of the University of Colorado's Boulder Campus. The primary purpose was to improve productivity by alleviating the frustrations due to cumbersome bureaucracy, gathering ideas for streamlining processes, eliminating inefficiencies, and being the conduit for improved communication between the staff and administration, therefore improving morale by allowing staff to have a voice within administration. The secondary purpose was to review the personnel manual and to recommend changes to the Personnel Department regarding general policies and benefits offered by CU.

SAC stabilized through the '60s, transitioning from the founders to newly elected members, updating and enforcing bylaws on its members in order to remain a strong advocacy group on campus. The other campuses formed similar staff councils but ran their resolutions through the Boulder SAC until the Board of Regents formed the CU System Council in 1972. At that time, CU Denver, Medical Center and UCCS requested that their staff councils become autonomous from the Boulder Campus SAC. The campus staff councils formed a committee to recommend how all this would work and the result is the current systemwide organization. Each campus council plus the system council elects three representatives to the University of Colorado Staff Council (UCSC), thereby creating a 15 member council that reports to the Board of Regents and works with the University System's HR Department.

How does University of Colorado Boulder Campus Staff Council represent staff?
By always serving as a viable communication conduit between staff and administration. BSC surveys provide representatives with valuable insights that are shared within campus ad hoc issue committees, Chancellor's Executive Cabinet, Statewide Liaison Council, etc. Because of the increased speed of business, there is now an increased need for quick, but informed decision-making by administration. Many times throughout the year, BCSC reps who are serving as staff delegates on committees are asked to provide a voice on how staff would react to a campus committee decision. By staying informed on shared governance issues impacting the campus. Being informed takes research and training. Speakers are invited to monthly meetings as needed to keep the council up to speed. Council members are encouraged to broaden their perspective to the campus and CU System level while representing their geographic area on campus. By maintaining campus morale by hosting annual staff appreciation events such as the Fall Welcome, Winter Breakfast, Spring Luncheon, and Years of Service. By hosting or lending support to events that promote the personal and professional development of staff such as the Bullying in the Workplace Workshops, Diversity Events, Women in Leadership Events, Healthy Workplace Fairs, etc. By advocacy for issues such as supporting University Benefits Advisory Board (UBAB) in being maintained as an organization when it was thought by administration to no longer be needed, lobbying to improve the tuition benefit, stressing the importance of supervisor training and review to make sure evaluations are consistent with CU goals, and advocating to allow UCB employees to purchase equipment at auctions, etc. By writing articles to keep staff informed of what Staff Council is working on to support them and also articles to recognize the accomplishments of our great staff.
You do not need to be elected to the Staff Council to serve on our committees: Please check out our website if you are interested in our work. www.colorado.edu/staffcouncil[11] or send an email to scouncil@colorado.edu[12].

Submitted by Boulder Campus Staff Council

UCCS finds way to SUCCEED[13]

Be Colorado's Mark Gelband presents UCCS Chancellor Pam Shockley-Zalabak with the health assessment trophy won by the campus.

Faculty and staff at the University of Colorado Colorado Springs have bragging rights in one measurement of health and wellness.

The campus was tops in the friendly competition for most participation in the Be Colorado SUCCEED Health Assessment. Led by Chancellor Pam Shockley-Zalabak, who motivated the campus with inspiring messages, UCCS exceeded its goal of 25 percent participation, reaching 27 percent.

Mark Gelband, director of the Be Colorado wellness program, last week presented Shockley-Zalabak with the health assessment trophy.

“I appreciate the recognition and having the ability to accept the SUCCEED award on behalf of UCCS faculty and staff members,” Shockley-Zalabak said. “More important than the award, however, is that faculty and staff are taking an active role in improving their health and the health of the campus.”

This year participation increased on every campus and at system administration (which was not eligible to participate in the contest). The results:

[15]

Strong leadership support is essential to the success of any wellness program. Be Colorado thanks all the chancellors for support of and participation in the SUCCEED Health Assessment.

Besides the friendly campus competition, Be Colorado also sponsored a drawing for $300 airfare vouchers. The 12 lucky winners are: Kristi Chapin, William Wan, Michael Zoppa, Nikki Snortum, Mary Shkapich, Makoto Miyazaki, Adam Holliday, Gwen Kerby, Joseph Brown, Chisya Delamarte, Sherry Lee and Miriam Maslanik.

The second month of the new Move. program is in full swing, with more than 1,200 participants signed up for the program.

Key points about the Move. program:
You still may register for the program[16] – there is no deadline. You must take the SUCCEED health assessment[17] in order to qualify for the $25 monthly incentive. Only two manual entries will count toward the requirement each month – the rest must be recorded in real-time by the app or by another compatible device such as a Fitbit, Garmin or Body Media device. Unsure of how to use the app? iPhone users click here[18] and Android users click here[19] for a how-to guide that explains how to use the app to track your activity. Once you download the app and create an account, make sure you officially enroll in the program by signing in at http://becolorado.digifit.com[20] with your app login and click on “Groups” then click “Join Move Program.” You must complete 30 minutes of physical activity on 12 different days of the month. You can meet the 30 minutes of physical activity in no less than 10-minute increments. You can track your progress towards the monthly goal by reviewing the progress bar located on your Dashboard as well as in the Calendar section. The Calendar section will display a yellow ribbon on each day you met the requirement.
Questions or comments: email questions@becolorado.org[21].

Realignment of CU's fundraising organization set to begin[22]

The University of Colorado is taking another step in an ongoing process of increasing revenue streams it has some control over in light of one it has little influence on, declines in state funding.

CU President Bruce Benson this week announced recommendations from a months-long assessment of the university's fundraising and advancement operations conducted by Grenzebach, Glier and Associates (GG+A), a leading advancement and philanthropic services firm.

Its primary recommendation is to realign the fundraising organizational structure to allow for more engagement and accountability in operations. Doing so will require moving campus-based fundraisers and their support staff, now CU Foundation employees, to the university, where they will become CU employees. The move will provide clear and direct reporting lines from fundraisers to academic leadership, chancellors and the president, leading to greater accountability and results, Benson said. The first phase of the transition is expected to be complete by July 1.

"We've got to raise the bar in our efforts to attract private support for CU," he said. "We've shown strong fundraising results in recent years, but I believe we can and will do significantly better."

The impetus for the move is Colorado's ranking of 48th nationally in state funding per student. CU is expected to receive $150 million from the state in the coming fiscal year, which includes a modest increase, the first in five years. Yet projections show an ongoing downward trend in state funding. In 2008, CU received $229 million. Benson said that when inflation and enrollment growth are factored in, CU should be receiving about $350 million annually. A study conducted by the University of Denver last year, the national Race to the Bottom report and CU's internal analysis all predict the state could run out of funding for higher education within a decade.

"The state doesn't have the money to help us, so we have to do what we can to help ourselves so we can continue to deliver on our educational and research missions," he said.

Enhancements to fundraising join a series of moves the university has made in recent years to increase revenues and cut costs, including securing legislation to allow for better business practices, increasing the number of international students, strategically reducing staff and services, realizing internal efficiencies, and furthering outreach and engagement efforts with key constituents. Additionally, many faculty are teaching and advising more for minimal additional compensation and staff are taking on more, reducing administrative costs to 44 percent below peer averages. CU is also beginning the process of improving the administration of its research enterprise and diversifying research partners beyond federal agencies.

Benson said efforts to improve fundraising are another step in the process, with the goal to significantly increase the private support it attracts. Last year, the university received a record $221 million in private support and is some $1.4 billion toward reaching the $1.5 billion goal of its Creating Futures fundraising campaign. Yet it still lags behind national peers such as the University of California-Berkeley ($405 million), UCLA ($344 million), Ohio State University ($334 million) and the University of Washington ($310 million), all of which employ the model CU is moving toward.

Another recommendation from the GG+A study is to hire an executive vice president for advancement who will oversee and coordinate efforts across the CU system. A search for the position, which will report to the president, is under way. Additionally, transition teams at the university and the CU Foundation are working out details of the new structure.

The planned moves have garnered strong endorsement from key groups, Benson said, including the CU Board of Regents, the CU Foundation Board of Directors and Board of Trustees, campus chancellors, leadership of the CU Foundation, and the president's executive staff.

"We fully expect this change will allow us to take fundraising at CU to the next level so we can continue to provide a high-quality academic experience to our students, conduct research that improves lives and advances society, and contribute to Colorado and the nation," he said.

Attend an Open Enrollment Session on your campus[23]

[24]
Employee Services' benefits professionals will conduct Open Enrollment (OE) Sessions on each campus beginning today and continuing next week. At each session, University of Colorado benefits-eligible employees and retirees can see an overview of plans, changes, enrollment and can ask questions.

Open Enrollment Sessions are coming to the following campuses:
Today: Spanish and Laotian sessions will run from 9-10 a.m. and 3:30-4:30 p.m. on the Boulder Campus in UMC Rooms 382, 384 and 386. Monday: CU Denver, 1250 14th St., Suite 150 Tuesday: UCCS, University Center, Theatre 302 Wednesday: System offices, 1800 Grant St., room 441, fourth floor May 16: CU-Boulder, UMC, Glenn Miller Ballroom May 17: CU Anschutz Medical Campus, ED2 South 2206
Carrier Fairs will be held at each site from 10 a.m. to 3 p.m. on the same days as Open Enrollment sessions, except during today's session. At the fairs, plan representatives from Anthem BlueCross BlueShield, Kaiser Permanente, Delta Dental and others will be on hand to answer questions about plans and services.

For a schedule and carrier fair details, visit www.cusys.edu/openenrollment/sessions-fairs.html[24]

Questions: call Employee Services at 303-860-4200 and select option 3.

Get Twitter updates

Follow on Twitter at @CUOE for the latest information on OE, ask questions and get reminders for Open Enrollment Session and enrollment deadlines.

Successful legislation will help CU attract state's top students[25]

University of Colorado-backed legislation aimed at helping the state's higher education institutions secure the best and brightest in-state students is awaiting Gov. Hickenlooper's signature.

House Bill 1320[26] – sponsored by Rep. Mark Waller, R-Colorado Springs, Rep. Dickey Lee Hullinghorst, D-Boulder, and Sen. Rollie Heath, D-Boulder – passed 64-1 in the House on Wednesday, scheduled to be the final day of the current legislative session. That vote came a day after the Senate approved the measure 27-8.

The legislation aims to grow revenue to support merit scholarships for the top in-state students – those who might otherwise be lured elsewhere by better offers.

The bill changes how the allowable ratio of resident students to nonresident students is calculated at state institutions of higher education. It will allow an institution to count a student who is admitted as a Colorado scholar as two in-state students for purposes of calculating the ratio.

With resulting room for more nonresident students, and without limiting overall totals of resident students, the additional revenue from that tuition stream would fund merit scholarships for the state's top scholars. Campus leadership has said that CU often loses Colorado's best college prospects to out-of-state institutions offering richer scholarship packages.

The state budget for the coming year had originally contained $3 million for such merit scholarships, but the item was pulled after lawmakers argued over whether undocumented students would be eligible for such grants. At one point, 1320 included $3 million in state funding for the scholarships, but that provision was removed before the legislation advanced.

CU's Government Relations team worked in support of the bill at the Capitol, and CU administrators provided information and background at committee hearings. Members of the CU Advocates program were asked to contact their representatives and ask for their support of the legislation.

University of Colorado Hospital receives grant to advance cancer care[27]

[28]
University of Colorado Hospital (UCH) has been chosen to help the LIVESTRONG Foundation[29] advance the care of cancer survivors requiring a stay in the hospital. UCH is one of 15 sites across the country awarded $10,000 to put toward the costs of achieving The Joint Commission advanced certification in palliative care.

"Palliative care is about improving the quality of life for the patient and family members as they face serious illness," said Jeanie Youngwerth, M.D., director of the Palliative Care Consult Service at UCH.

Palliative care integrated into cancer care has been shown to improve physical and psychological symptoms, improve family caregiver well-being and even prolong survival. Palliative care is provided in conjunction with disease-modifying or curative treatments and can be obtained in the hospital or outpatient setting.

"The inter-disciplinary team at UCH provides specialized care and extra support to patients of any age and at any stage of a serious illness and their families," Youngwerth said. "The first time we meet with a patient and their family, we might spend a couple hours getting to know them and learning about their values and goals. Then we make sure that medical therapies are aligned with that patient's values and goals."

The Joint Commission is the body that accredits and certifies health care organizations across the United States. It launched its Advanced Certification Program for Palliative Care in 2011.The certification is designed to recognize hospital inpatient palliative care teams that demonstrate exceptional patient and family-centered care in order to improve quality of life for patients facing serious illness. Joint Commission certification is recognized nationwide as a symbol of quality.

UCH is part of the University of Colorado Cancer Center[30] consortium. The University of Colorado Boulder[31], another consortium member, received a $10,000 LIVESTRONG seed grant to develop Camp Kesem, a university-based summer camp where college students fundraise and host camps, free of charge, for children with a parent who has, or has had cancer. More than 1,200 kids affected by cancer attend the camp each year. Camp Kesem in Boulder will take place in the summer of 2014.

CU Cancer Center is one of just seven members of the LIVESTRONG Survivorship Center of Excellence Network[32]. As a Center of Excellence, CU Cancer Center provides essential programs to Colorado's 215,000 cancer survivors and their families. The center works with LIVESTRONG to improve survivorship care through collaborative research, the development of new interventions and sharing of best practices.

Simpson delivers straight talk about reversing deficit[33]

From left, businessman Jake Jabs, CU President Bruce Benson, retired Sen. Alan Simpson and CU Denver Business School Dean Sueann Ambron. (Photo: Casey A. Cass/University of Colorado)

If America can end its addiction to debt, believe again in shared sacrifice and swap out myth for math, it just might reverse the nation's financial free fall.

Retired U.S. Sen. Alan Simpson brought that sobering message and his renowned tart humor to the 2013 Celebration of Success dinner on May 1. The Celebration of Success, an annual fundraising event for the University of Colorado Denver Business School[4], has in past years featured keynotes by Mayor Rudolph Giuliani, President George Bush, Prime Minister Margaret Thatcher and former Secretary of State Colin Powell.

This year's event, which again sold out the Imperial Ballroom at the Grand Hyatt, also featured the announcement by CU President Bruce Benson and University of Colorado Denver Chancellor Don Elliman that furniture mogul Jake Jabs has donated $10 million to the Business School. His pledge nearly doubles the largest prior cash commitment to CU Denver. Jabs, founder and CEO of American Furniture Warehouse, received a standing ovation from the 500 people in attendance.

Simpson, a Republican, and Erskine Bowles, a Democrat, knew they'd stir the pot when they were appointed co-chairs of President Obama's Deficit Commission, especially when they targeted the sacred cows of tax breaks, entitlement programs, health care and defense spending to pare down the exploding federal deficit. For more background about the Simpson-Bowles plan and the Celebration of Success fundraising event click here[35].

"We knew we'd be savaged for (these proposals), but we weren't savaged at first because everyone laughed at what we were doing," said Simpson, 81. "Now this thing has got some traction, and, boy I tell you, the heat is heavy and it's going to get a helluva lot heavier."

Guest moderator Cole Finegan, a partner at the legal firm Hogan Lovells, sat on the stage with the retired Wyoming senator, who was born in Denver. Finegan asked questions about the Simpson-Bowles plan that outlines $2.4 trillion in deficit cuts to be made between 2014 and 2023. President Obama has brought forward a plan that offers $1.5 trillion in savings in that period.

Simpson criticized politicians on both sides of the aisle, saying their cowering to special interest groups has led to a nation saddled with $240-billion-a-year in interest costs. "In 10 years it will be a trillion bucks down the rat hole. So the tipping point (to financial disaster) will be from inflation and interest rates kicking up," he said. "You know who gets diddled in that process? The little guy."

Simpson said that when he and Erskine, President Clinton's chief of staff, first began working on the deficit commission, they thought they were doing it for the sake of their grandchildren. They didn't want to be a part of the first generation in America who left their young people worse off than they were. But now they realize they're doing this work for Americans of all ages.

"Really, it is to challenge people to think and to use math instead of mystery and not be sheep led around by talk radio and people on television from the right and the left who don't know crap," he said. Simpson added that he is optimistic that solutions will come and that people can get more information at Fix the Debt[36].

This year's event raised more than $200,000 to help 100 talented students earn a college degree. Many scholarship recipients attended the Celebration of Success dinner, including CU Denver student Danielle Worthman who took the podium and talked about "My Way Forward."

Simpson said he had the pleasure of meeting with the students, including Worthman, earlier in the evening. "They are the most remarkable group of business students -- you should all be very proud."

Elliman noted that CU Denver Business School students will benefit from the expanded programs that will result from Jabs's donation. He said Colorado has one of the nation's leading rates of entrepreneurship, "and this gift will allow the University of Colorado Denver Business School to dramatically expand its entrepreneurship education, its research and its programmatic reach, and thanks very much to Jake for that."

Sueann Ambron, dean of the Business School, added, "This is truly a significant gift for the Business School, for Colorado and for the West. ... The Jake Jabs Center for Entrepreneurship will accelerate the way we educate students, partner with companies and launch a new generation of entrepreneurs. Jake, I just want to say very personally, what a

gift of the heart. You are so generous with your community. Thank you."

Denver community and business leaders have lent consistent support for the Celebration of Success by acting as dinner chairs. This year's presenting sponsor was ENERGY IV and gold sponsors were: Bruce and Marcy Benson, DaVita, Gates Corp, Northern Trust, MWH Global, FirstBank, Riverfront Park Community Foundation, Noble Energy, Merrill Lynch and Bank of America.

Over the years, Denver's business community has joined with the Business School to raise more than $3.5 million, benefiting thousands of students. Also, several deserving faculty members have been awarded term professorships.

MOOCs dominate faculty discussion[37]

Tim Chamillard

Tim Chamillard, associate professor, College of Engineering and Applied Science, is ready to take the plunge into the latest trend sweeping higher education, Massive Open Online Courses or, MOOCs, for short.

Chamillard will be the first UCCS faculty member to offer a course without tuition or traditional enrollment processes. He plans to offer the course this fall and is excited about the potential, sharing his enthusiasm and concerns with faculty and staff who attended a May 1 forum in the University Center.

“I want to talk about attrition,” Chamillard said. “You start off with 160,000 and only 10 percent of them finish. So that’s only 16,000 people who learn new stuff that otherwise wouldn’t have access to it. That’s bigger than any classroom.”

Chamillard’s course in beginning game programming is laden with the writing of computer code. He quickly admits it won’t be for everyone and may initially attract those more interested in playing “Plants vs. Zombies” than developing the sophisticated programming that makes such games work.

Bursting onto the scene in the past 18 months at universities such as Harvard, Stanford and MIT, MOOCs have the potential to change the paradigm of higher education. The courses are free and available to anyone with a computer and Internet connection across the globe. Thousands — or hundreds of thousands — of students enroll for reasons that range from personal knowledge or entertainment to earning college credit.

The idea of free classes that are open to anyone with interest, without prerequisites, and with students located all over the world, is difficult to grasp and prompted questions about the role of faculty, how students learn, and how that learning is assessed emerged in the forum.

While the concepts of assessment, grading and the economics of offering courses on such a large scale are still evolving, UCCS administrators urged faculty to “get on board” before all questions are answered and destinations determined.

“Let’s stipulate that MOOCs are not the same learning experience as an in-classroom experience,” Chamillard said. “One of the biggest problems is that if I get 10,000 students, I will not grade their assignments! It’s just not going to happen. You can’t do it. You can’t scale up.”

Different was a consistent theme.

Venkat Reddy

“In fall 2011, our campus launched four undergraduate degree completion programs in business, criminal justice, health sciences and nursing. Since then, these programs attracted over 3,500 enrollments with minimal to no marketing. This shows the pent-up demand for online programs and classes from our students,” said Venkat Reddy, dean, College of Business, and executive director of online program development. “Through these degree completion programs we are helping a student who graduated from Lamar community college complete her undergraduate degree in nursing without leaving her community.”

CU-Boulder recently joined a MOOC consortium and CU is considering a systemwide contract to provide faculty members tools needed to present a sophisticated MOOC experience. At Boulder, four courses quickly enrolled 36,000 students.

Plans are under way for a Blackboard course for faculty who are interested in learning more about MOOCs or online education in general. Faculty interested in receiving more information should contact Kelli Klebe, dean, Graduate School, kklebe@uccs.edu[40], or KrisAnn McBroom, administrative assistant, Graduate School, kmcbroom@uccs.edu [41].

To see a video about MOOCs shown at the forum, see http://www.youtube.com/watch?feature=player_embedded&v=eW3gMGqcZQc[42]

Photos by Philip Denman

Fiske Planetarium flies into the digital age[43]

In operation since 1975, the analog star projector at Fiske Planetarium is being retired.

Since 1975, Fiske Planetarium has been the Johnny Appleseed of astronomy. Each year, 30,000 K-12 students and 4,000 University of Colorado Boulder students go there to take a front-row seat on the universe.

Soon, they’ll get a better, clearer and deeper view. And Fiske won’t be just for astronomy anymore.

For now, however, Fiske is full of dust and darkness.

The campus is renovating the planetarium, retiring its analog star projector and upgrading to a powerful star plus video system paired with a high-definition screen capable of achieving nearly eight times more resolution than the standard HD television, completely surrounding the audience with a 360-degree view.

The improvements will allow students to see—and understand—more of the universe. With the naked eye, observers of the night sky see about 6,000 stars; with binoculars, about 20 million stars are visible. The new Fiske digital projector upgrades the planetarium sky by this same amount, allowing a significantly deeper view of the firmament.

Further, the new system will allow observers to “fly” through space, further enhancing their understanding of celestial bodies. Once installed, the state-of-the-art theater will be one of only five of its kind in the world (the other four are in New York, Chicago, China and Germany).

One of the biggest changes is that Fiske will be open to the public Saturdays and Sundays, playing a variety of “big screen” videos similar to what can be seen at IMAX theaters in Denver.

While Fiske is closed now, students shouldn't be deterred from taking astronomy courses. Classes will meet in the planetarium in the beginning of fall semester, before the public opening.

"We intend to be fully operational sometime in the fall—and will be offering all of these various educational and public performances," said John Stocke, professor of astrophysical and planetary sciences.

While the dates of public openings aren't yet certain, the planetarium staff should have opening dates announced by August, Stocke said.

Introductory-level astronomy classes typically have between two and seven planetarium visits during the term. These classes are generally for non-majors, and they are classes on both solar system and stars and galaxies.

Stocke teaches a class on ancient astronomies that meets every Thursday in Fiske. "It's basically naked-eye astronomy," plus related anthropology and archaeology such as calendars, eclipse predictions, ethnic cosmologies.

While the Fiske team learns the ropes on the new star projector this fall, Stocke plans to begin teaching his courses simple celestial motions, eclipses and the like. As the semester goes on, that class will see more elaborate presentations.

Other classes, which tend to be taken by non-majors, visit Fiske two or three times a semester. These presentations use "dramatic visuals to introduce students to the solar system, with, for instance, "fly-throughs" visually similar to those seen by K-12 students but with more-advanced material.

"It's very difficult to grasp celestial mechanics from a book," said Tom Muncy, Fiske planetarium systems engineer. "My first year here, I didn't understand celestial mechanics."

The visualizations at Fiske allowed him to "go" anywhere on the Earth and see the stars. "The lights just came on—wow."

Although Fiske is a university facility, it puts on educational star shows for 30,000 K-12 students a year.

"They come from as far as Grand Junction and all corners of Colorado," said Francisco Salas, operations and program manager at Fiske. Programs for K-12 students are also produced in Spanish.

The new system will yield other educational advantages, Salas and Stocke said. It will enable the Fiske crew to display how planets looked from Earth in the past. The retiring system could not adequately show how the sky looked at a particular point in history, "particularly the positions of the planets at earlier times," Stocke said.

Fiske Planetarium's analog star projector—called "Fritz" after the West German technician who installed it —is being retired after being in service since 1975. As part of the planetarium's renovation, a new and more powerful digital projector is being installed, along with a high-definition screen. The improvements will allow the planetarium to improve the material shown to students and to add a new line of entertainment options at the theater.

The reason is that the old star projector system moves via an elaborate system of gears. To show a particular point in history, Fiske would have to run "Fritz" backwards.

That task has been done, for instance, to illustrate the star of Bethlehem, which Stocke discusses in the ancient astronomy class.

"I use a laptop computer planetarium program to show that a potential candidate for the star of Bethlehem is a very close conjunction of Venus and Jupiter, so close that they overlapped as a single image," Stocke said. "We couldn't do that with Fritz. In fact, to set things up to do an approximation of that, we had to take the system off-line after a certain date in November so that the staff could run the projector back to a position that was relatively close (about 1962).

“But this then meant that every presentation I made after that time in the semester, I could not show the planets, because they would not be in the right place. The new system will be able to do this trivially.”

Now, Fiske hires about 25 students to help run the planetarium. With the new system, that number will rise by a dozen or more because of increased video production and larger expected audiences.

“We have the best jobs on campus for film students and future science teachers,” said Fiske Director Doug Duncan. “The film students may make the next ‘Avatar’ or a future documentary, but right now, they are designing shows for Fiske, building images of what newly discovered planets would look like if you could see them up close.”

The planetarium’s staff is eager to host K-12 students. “These are the students who might become CU students in the future.”

Fiske will be offering Saturday and Sunday shows as a movie-theater style venue, and presentations, largely movies, will be shown to students and the general public.

“We expect Fiske to become a weekend destination for families and individuals, like the Denver museum but closer,” said Duncan. “We are forming a film board, kind of like a film festival, to choose what programs to bring to Boulder.”

Stocke added: “I’m not saying we want to compete with Twenty Ninth Street, but we may want to run movies that are a little more affordable and … look good on a big screen and in a wonderful sound environment.”

The popular weekend-night laser shows—like “Laser Floyd”—will continue to be shown, but on an upgraded laser system. Fiske is the only venue in Colorado that does laser shows. “There’s something about seeing Pink Floyd with lasers,” Salas said.

Meanwhile, “Fritz” the star-projector will neither be gone nor forgotten. “Fritz” will remain on display in the planetarium.

The use of geared mechanisms to represent the movements of planets and stars dates back to about 200 B.C.E. “So it has this huge, long tradition,” Stocke said. And “Fritz” is the penultimate geared analog device for replicating the motions and positions of things in the sky.

Though the new Fiske Planetarium has multiple public uses, private funds are needed. Hewlett Packard donated the powerful computers that enable video production. Naming rights to the star theater are up for grabs.

For more information on Fiske and its renovation, see http://fiske.colorado.edu[45].

See more in the Colorado Arts and Sciences Magazine.[46]

Obituary: Deegan Moon Lew[47]

[48]
Deegan Moon Lew, a clinical instructor in the Department of Ophthalmology, University of Colorado School of Medicine, died unexpectedly May 1, 2013. He was 46.

Lew was recruited to the department more than three years ago after time in private practice in Poway, Calif. He completed his undergraduate training at the University of California San Diego and his optometric training at the University of California Berkeley School of Optometry, where he also served as a faculty member. In 2003, he was voted as California’s Young Optometrist of the Year by his peers.

Throughout his career, Lew lectured nationally on the management of refractive surgery patients and other areas of eye care.

He was a lifetime student of eye care and enjoyed learning and contributing to the departmental teaching program. According to colleagues, he never missed a departmental conference and was uniformly loved by his patients for his compassionate care. His infectious positive attitude and dedication will be forever remembered, colleagues said, and he will truly be missed.

Lew's family asks that contributions in his memory be made to the American Diabetes Association, 1701 North Beauregard St., Alexandria, VA 22311 (www.diabetes.org[49]), or to The Challenged Athletes Foundation, 9591 Waples St., San Diego, CA 92121.

Hicks honored for procurement contributions[50]

[51]
At its Annual Meeting in April, the National Association of Educational Procurement (NAEP) presented the Bert C. Ahrens Achievement Award to Assistant Vice President/Chief Procurement Officer **Sandy Hicks.** The highest honor given by the association, the Ahrens award recognizes a member who has made outstanding contributions to NAEP and to the procurement profession in general, over an extended period of time.

NAEP has an almost 100-year history of serving higher education purchasing officers in the U.S. and Canada. Its mission is to facilitate the development, exchange, and practice of effective and ethical procurement principles and techniques within higher education and associated communities, through continuing education, networking, public information, and advocacy.

Hicks is a Certified Professional Public Buyer (CPPB) and has been an NAEP member since 1988, serving the association in many capacities, including President in 2010. She also serves as chair of the NAEP Innovators Forum.

In accepting her award, Hicks thanked the hard-working staff of the PSC for their energy and efforts on behalf of CU procurement.

Anseth, Kapteyn elected to National Academy of Sciences[52]

Distinguished Professor **Kristi Anseth** of the chemical and biological engineering department and Professor **Henry Kapteyn** of the physics department at the University of Colorado Boulder have been elected members of the National Academy of Sciences, a top honor recognizing scientists and engineers for their distinguished and continuing achievements in original research.

Anseth

Anseth is affiliated with CU-Boulder's BioFrontiers Institute and is known for her innovative biomaterials and regenerative medicine research. She leads a team of faculty and students who are developing biodegradable "scaffolds" to stimulate the growth of new human tissues to replace those lost by injury or disease. She also is an associate professor of surgery at the University of Colorado Denver School of Medicine.

Her numerous awards include election to the National Academy of Engineering and the Institute of Medicine in 2009. She is the first engineer to be named a Howard Hughes Medical Institute Investigator (in 2000), and she received the

2004 Waterman Award from the National Science Foundation for her research excellence. In 2008, Anseth was named one of Popular Science magazine's "Brilliant 10," honoring her as one of the nation's top young scientists.

Kapteyn

Kapteyn's research interests include the development of new light sources at short wavelengths and their use to study dynamic processes in material and chemical systems. He and his primary collaborator and spouse, CU Distinguished Professor **Margaret Murnane**, are leading an international research team that has generated the first laser-like beams of X-rays from a tabletop device, an advance that promises fundamentally new capabilities in a broad range of areas including nanotechnology and medicine.

Kapteyn, who also is a fellow at JILA -- a joint institute of CU-Boulder and the National Institute of Standards and Technology -- is the 10th member of the CU-Boulder physics faculty to be elected to the prestigious academy. Kapteyn has won a number of other awards, including the Ahmed Zewail Award in Ultrafast Science and Technology (2009), the Arthur L. Schawlow Prize (2010), the R.W. Wood Prize (2010) and the Willis E. Lamb Award for Laser Science and Quantum Optics (2012). He was elected to the American Association for the Advancement of Science in 2007.

Anseth and Kapteyn were the only scientists from Colorado elected to NAS in 2013.

"I would like to congratulate professors Kristi Anseth and Henry Kapteyn on behalf of the university," said CU-Boulder Chancellor Philip DiStefano. "This is among the highest honors a faculty member can receive, and Kristi and Henry join a select group of faculty from across the country who are relied on by our government leaders to provide expert advice on matters of science and technology."

The NAS was established by President Lincoln in 1863 and currently has more than 2,000 active members. NAS members have included such luminaries as Albert Einstein, Robert Oppenheimer, Thomas Edison, Orville Wright and Alexander Graham Bell. Almost 200 living NAS members have won Nobel Prizes.

Anseth and Kapteyn bring the number of CU-Boulder faculty members who have been elected to NAS to 27. The academy elected 84 new members in 2013, along with 21 foreign associates from 14 countries.

The NAS is a private, nonprofit honorific society of distinguished scholars engaged in scientific and engineering research, dedicated to the furthering of science and technology and to their use for the general welfare. For more NAS information and for the full list of newly elected members, visit http://www.nasonline.org[55].

Herdt a finalist for Green Building Council award[56]

Herdt

The "BioSIPs" technology project by **Julee Herdt**, professor in the College of Architecture and Planning (CAP) at the University of Colorado Denver and a working architect, was selected as a finalist for the U.S. Green Building Council, Colorado Public Interest Design Award. Six statewide awards were presented during the Rocky Mountain Green sustainability conference in Denver.

Herdt developed and applied her original BioSIPs invention and tested it as the main building envelope and construction system for CU's 2005 first-place international Solar Decathlon competition home design. The BioSIPs invention was cited by the international Solar Decathlon judges as being critical to the CU team's back-to-back (2002, 2005) win in the overall 2005 competition.

Since those awards, Herdt has advanced BioSIPs structural insulated wall, floor and roof panels to exhibit strengths

surpassing other SIPs in specific areas (compressive and transverse loading) as well as to exhibit super thermal values. BioSIPs full-scale prototypes were tested at CU Boulder's College of Engineering and Applied Science as well as for the construction of the solar-powered BioSIPs Research Structure built in Boulder through a dtate of Colorado Waste Diversion grant. Herdt is the CEO and president of BioSIPs Inc., a CU spin-off technology for commercialization of BioSIPs and other products from 100 percent diverted waste fibers. She will collaborate with the CU Denver Business School during the fall semester on commercialization and business planning for her company.

College of Arts and Media honored for excellence[58]

CU Denver attendees at the College Television Awards: front, from left, students Deana Macdonald, Rylan Rafferty, Nicole Natal and Michelle Strand; back, from left, faculty members James Phelan, Jessica McGaugh and Craig Volk and student Devyn Machado.

Three faculty members and five students from the film and television program at the College of Arts and Media at CU Denver attended workshops and the College Television Awards gala in Los Angeles on April 25. "The Mortal Coils," a web series produced by students, won third place in the national competition. Those involved with the project were Deana MacDonald, Devyn Machado, Tom Moloney and Michelle Strand.

Faculty members attending the events, sponsored by the Academy of Television, Arts and Sciences Foundation, were **James Phelan**, **Jessica McGaugh** and **Craig Volk**. Those students at the event were MacDonald, Strand, Machado, Rylan Rafferty and Nicole Natal.

The awards recognize excellence in college student-produced video, digital and film work. As with the Primetime Emmy Awards, entries are awarded based on excellence in overall production. Entries are judged online by category in preliminary and secondary panels on a secure server, by members of the Television Academy who are professionals working in each respective discipline.

Yakacki serves as guest editor[60]

[61]
Chris Yakacki, assistant professor of College of Engineering and Applied Science (CEAS), mechanical engineering at CU Denver, recently served as a guest editor for Polymer Reviews, the second-most cited polymer review journal. As guest editor, he created a special issue titled, "Shape-Memory and Shape-Changing Polymers."

"Shape-memory and shape-changing polymers are a dynamic class of materials that can challenge and transform the way we look at engineering materials," Yakacki said. "I wanted to create an issue that covered as many aspects of these materials as possible: ranging from how to characterize their behavior, to how they can be utilized for medical devices, to how researchers can model their behavior. The issue has some great contribution from leaders in the field from all over the world."

The opportunity to serve as a guest editor came as part of the CU Denver External Research Mentor Program. Yakacki won the award last fall with Patrick Mather of Syracuse University as his mentor. Mather is the director of the Biomaterials Institute at Syracuse and serves on the editorial board of Polymer Reviews. He also visited the college as part of the CEAS seminar series in March.

Todd honored for immunization work[62]

The Centers for Disease Control (CDC) and Prevention and the CDC Foundation honored **James Todd**, professor of pediatrics and microbiology in the CU School of Medicine and a physician at Children's Hospital Colorado, with a CDC Childhood Immunization Champion award. The award acknowledges individuals who have made immunization successes possible in their communities.

“For more than 13 years, Dr. Todd has worked to increase the number of children getting immunized for vaccine-preventable diseases,” said Rachel Herlihy, interim deputy director of the Disease Control and Environmental Epidemiology Division at the Colorado Department of Public Health and Environment. “His annual vaccine-preventable disease reports have been a reliable and important reminder that we still have a lot of work to do to fully protect Colorado's children.

“Dr. Todd also has worked to increase the number of children who have adequate health insurance and access to care. He was lead author of two pieces of health legislation that became Colorado law.”

One of the two laws requires all children covered by public funds through programs such as Medicaid to have a “medical home” – a doctor or nurse practitioner who is coordinating their care. The other law focuses on better tracking of care given to children, including immunizations.

Since 1991, Todd has served as director of epidemiology for Children's Hospital Colorado and section head of epidemiology for the hospital’s Department of Pediatrics.

CDC Childhood Immunization Champions are nominated by state immunization programs and selected from a pool of health care professionals, coalition members, parents and other immunization leaders as having made a significant contribution.

Dropping names ...[63]

Andreas

Huber

Ott

Keränen

Fred Andreas, assistant professor adjunct of architecture at CU Denver, has been invited to be a featured speaker at the Asia-Pacific Economic Corporation (APEC) international conference in Changsha City, China, on May 25-26. Andreas will present two written papers on Living Wall research and progress and “Eco-Cities: Challenges and Practices,” presenting innovative approaches to sustainable urbanism and zero energy urban projects in Denver. ... Four staff members joined UCCS in April. They are: **Robert Block**, assistant dean, College of Engineering and Applied Science; **Roberta Robbins**, bookkeeper, Vice Chancellor for Administration and Finance; and **James Wilson** and **George Cornelius**, custodians, Physical Plant. ... **Martin Huber**, professor of physics and director of the integrated sciences program, is a collaborator on the Cryogenic Dark Matter Experiment, which announced at the American Physical Society meeting last weekend that it has seen possible hints of dark-matter particles in its latest result. The result is not statistically significant enough to claim the discovery, or even evidence of dark matter, but it is interesting enough to warrant further investigation. News of this finding also has been published recently in Nature News,

Symmetry and Fermilab Today. ... **Brian Ott**, associate professor of communication at CU Denver, delivered a lecture titled, "The Politics and Pedagogy of Art in Postmodernity: Cognitive Mapping and The Bothersome Man" at the University of North Carolina, Chapel Hill, on April 12. The essay on which his talk was based has recently been accepted for publication in the Quarterly Journal of Speech. ... **Lisa Keränen**, associate professor of communication, gave an invited plenary presentation, "Technologies of the Self at the End of Life: Pastoral Power and the Rhetoric of Advance Care Planning," at a national forum, "After the Genome: A Language for Our Biotechnological Future: Rhetoric, Science, Religion, and Ethics," at Wake Forest University on April 13. The forum provided a location for leading scholars from a variety of disciplines to discuss the vital topic of how language is shaping medical ethics, religion, and competitive visions of our biotechnological future. Baylor University Press launched a book (featuring the presenters' research) as part of the event.

Funding in Focus presentation set for CU Denver[68]

[69]

The next Funding in Focus, a forum presented by the CU Advocates[70] program, is set for 11:30 a.m. to 1 p.m. May 29 at the University of Colorado Denver.

Todd Saliman, CU vice president and chief financial officer, and Jeff Parker, vice chancellor of administration and finance at CU Denver l Anschutz Medical Campus, will be guest speakers at the free event at the Business School, 1475 Lawrence St., 4500 Classroom. Lunch will be provided.

By attending, you'll be better prepared to promote the university's educational, research and economic contributions, as well as raise awareness about the state's and CU's funding challenges.

You will learn about:
Funding trends for public higher education How the university spends a state dollar How CU is being efficient with limited resources How CU compares nationally in funding and tuition Fiscal outlook for the state and CU Denver
This program will provide the information you need to help influence public opinion about CU and higher education.

Following the program, attendees are invited to attend an optional tour of the Business School.

Public parking is available at the corner of 15th and Lawrence. Metered street parking also is available.

Hosted by the CU Advocates Program in the Office of the President.

Registration is required. Click here[69] for more information and to register.

For more information, contact Michele McKinney, 303-860-5622, michele.mckinney@cu.edu[71].

From movie moguls to MOOCs: COLTT promises variety[72]

The thought-provoking lineup for the 16th Colorado Learning and Teaching with Technology conference (COLTT) continues to develop, with registration now open for the event at CU-Boulder Aug. 7 and 8.

Among the announced presentations:
Winning Higher Ed Game: Technology Edition. CU Denver's David Thomas leads an audience-participation game that predicts the future of higher as everyone plays to win the game of higher education. The Classroom Movie Mogul -

Practical Uses of Camtasia Software. CU Denver's Kent Homchick presents a workshop on the multimedia software, using a variety of media and live video to complete a project. How To MOOC a Mini Med School. J. John Cohen and Helen MacFarlane of CU Denver will describe the challenges of converting the live Mini Med School into an eight-week MOOC. Information Design for the Sciences: Pitfalls, Solutions and Best Practices. CU-Boulder's Joel Swanson and Michael Skaug will explore some of the challenges facing scientists who design quantitative information. Adobe Connect: Online Rooms, Classroom Meetings and More! Bradley Grabham and Duncan McBogg of CU-Boulder will discuss Web conferencing, how to set up meeting spaces, the Connect layout, various pods and best practice for integration. Google Demo Slam. CU-Boulder's Cory Pavicich and Grabham promise a fun, fast-paced demo slam featuring some of Google¹s most exciting innovations. CU technology experts will bring short demonstrations of Google tools and how they will affect teaching and learning.
COLTT 2013 provides a great professional development opportunity for attendees to network with colleagues from around the state and beyond about effective uses of technology in teaching and learning settings. CU Regent At-Large Stephen Ludwig will be the keynote speaker.

Many campus departments will cover the registration fee for their affiliated faculty, students and staff, including CU-Boulder's Arts and Sciences Support of Education Through Technology (ASSETT). The CU-Boulder Graduate School will sponsor four of its students.

Early registration rates are available through July 17.

Register and pay for COLTT here: https://cucs.colorado.edu/confreg/coltt-2013[73]

To request a scholarship or fees covered by ASSETT or the Graduate School, use this link: https://cucs.colorado.edu/confreg/coltt-2013-scholarship-request[74]

For more information regarding scholarship opportunities, please review the COLTT 2013 website at: https://www.cusys.edu/coltt/2013/cuscholarships.html[75]

For questions about registration and scholarships: Jill Lester, COLTT Conference Coordinator, jill.lester@colorado.edu [76].

'Brain Rules' author speaking at free event[77]

The School of Education and Human Development at the University of Colorado Denver in partnership with the Leach Family Fund are hosting a free event, "The School/College of Education of the Future," with John Medina, author of "Brain Rules" and "Brain Rules for Baby" on Wednesday at the Tivoli Student Union, Room 320.

Enjoy a free continental breakfast from 8 a.m. to 9 a.m. and the lecture between 9 a.m. and noon.

Medina is a developmental molecular biologist and private research consultant. He holds joint affiliate faculty appointments at the University of Washington School of Medicine, in its Department of Bioengineering, and at Seattle Pacific University, where he is the director of the Brain Center for Applied Learning Research.

Seating is limited so please respond by Friday for confirmed seating. RSVP[78]

Questions? Contact the School of Education and Human Development at JaNet.Hurt@ucdenver.edu[79] or 303-315-6343.

Links
[1] https://connections.cu.edu/stories/using-our-expertise-fight-opioid-crisis[2]
https://connections.cu.edu/stories/jabs%E2%80%99-pledge-10-million-record-gift-cu-denver[3]
https://connections.cu.edu/file/jabspng[4] http://www.ucdenver.edu/academics/colleges/business/Pages/business-school.aspx[5] http://www.ucdenver.edu/academics/colleges/business/about/Centers/bard/bpc/Pages/BPC.aspx[6]
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