Paid research study for mothers expecting first child[1]

Researchers in CU Boulder's Department of Psychology and Neuroscience are recruiting women who are currently pregnant with their first child to participate in a paid study of their experiences of pregnancy, birth, and the postpartum period.

If interested in the Perinatal Emotion and Relationships Longitudinal Study (PEARLS)[2], please contact Laura River, study coordinator, at pearlstudy@colorado.edu[3] or 303-735-7547.

Publication note: No CU Connections on Dec. 22, Dec. 29[4]

CU Connections will not publish new issues on Dec. 22 and Dec. 29.

Connections returns after the winter break on Thursday, Jan. 5. Deadline for submissions is noon Wednesday, Dec. 28.

During the holiday breaks, the website will be updated with news should events warrant.

Five questions for Tracy Gonzalez-Padron[5]
[6]

On more than one occasion, a former student has told Tracy Gonzalez-Padron that her efforts to promote ethics education have served them well. One MBA student said he had an ethical problem at work and that if he had not attended Gonzalez-Padron's class, and experienced the focus on ethics in the MBA program, he wouldn't have recognized the incident as an ethical problem, nor would he have known how to handle it.

"I hear from people all of the time that they just had a problem at work and it reminded them of something we talked about, and it shows we made a difference," said Gonzalez-Padron, the director of the Daniels Fund Ethics Initiative at the University of Colorado Colorado Springs and associate professor of marketing, specializing in marketing and international business.

Gonzalez-Padron came to UCCS in 2008. That same year, she became involved with the push to bring the Daniels Fund Ethics Initiative to the campus.

"Venkat (Reddy, dean of the College of Business and associate vice chancellor for online education) put out a call to anyone interested in ethics to help prepare a grant proposal and I raised my hand," she said. "I'm not sure how many were interested, but I saw that the ethics grant allowed me to make a difference and that's what I really want to do."

The Daniels Fund Ethics Initiative Collegiate Program partners with 10 business schools and one law school to strengthen principle-based ethics education in Colorado, New Mexico, Utah and Wyoming.

Gonzalez-Padron had a long professional career in the corporate world and only decided to earn her Ph.D. in her 40s.

"Throughout my business career, I really loved developing staff and co-workers and helping, and so I started teaching in addition to working and found that I really enjoyed it," she said. "So when an opportunity opened up, I took a yearlong position at Ferris State University. Someone suggested that I get my Ph.D., and I applied at Michigan State University and got in."

After earning her degree, she began looking for a permanent teaching position. The University of Colorado was attractive for several reasons. First, Eric Olson in the College of Business is well-known in the marketing field and she was told she would fit in well at the college and with her colleagues. She also wanted to teach in a place where she could make a difference. At larger universities, she said, you're often just another faculty member. In addition, one of the members of her dissertation committee told her of the Daniels Fund and an opportunity to focus on ethics in the region.

"I thought this was perfect because I would be able to choose the kind of research I wanted to do," she said.

Finally, she said, she visited the campus on a "beautiful September sunny day and recognized that the quality of life in Colorado Springs was a reason for leaving Michigan."

"I loved corporate. I loved what I did in the business world, but what I find is that working as a professor, you're not only sharing your knowledge with the students, but you are learning from them. They are always challenging you; they're always seeking for you to be up to date. There's always a feeling of accomplishment in this role."

1. How does the Daniels Fund Ethics Initiative at UCCS work to instill ethics in students and how does the initiative connect with the community?

The Daniels Fund Ethics Initiative at UCCS allows us to foster an interest in ethics education that we couldn't do normally and it does this in three ways.

First, we encourage ethics to be incorporated in the classrooms throughout the campus and we do that by giving the faculty the tools or resources to develop materials specific to their disciplines. Ethics are involved in every single discipline and no matter what a person's major, they have to realize that they likely will work for an organization where there may be pressure to do something that is not the right thing to do. We empower faculty to learn or prepare materials and that's why we have Ethics Fellows – seven new ones this year. The fellows act as champions by developing these materials, but what also happens is that their enthusiasm for ethics permeates to the students.

The second way is student engagement. We find that classroom learning is great, but when a student has the opportunity to apply it or demonstrate ethical decision-making or ethical leadership, the learning is reinforced. Our students are able to network with the business community or people in their profession that can either be mentors or possible employers. We also offer all kinds of speaking engagements where students don't just listen, but also meet with the speaker in small groups. We host a business ethics case competition – we just had one on campus on Nov. 3. We sponsor UCCS students to compete in regional and national competitions, and attend conferences or other events where they explore ways of showing ethical leadership or ethical decision-making. Along with that, we have a student organization called the Student Center of Public Trust that focuses on ethical leadership.

The third path is through outreach. The Daniels Fund has given us additional funding and we are now the hub for the Southern Colorado Higher Education Consortium, which is composed of 10 universities and community colleges, including UCCS. We travel to each campus to conduct a workshop on teaching ethics.

2. How has the initiative evolved during your tenure and what are your future goals for the program?

I've been director since the beginning, and Venkat Reddy also has been involved since the start. Liz Moore, our program manager joined us in the second year of the program. None of the people from the original schools involved really envisioned what it was going to be and it took us awhile to feel around and see how we could make a difference. One of the biggest turnarounds when it comes to scaling the program outside of the College of Business is the Fellows program. Now we have Fellows in every single college and throughout the campus, and that has made a huge difference.

As for the future, we've just changed the website[7] so that we can target our focus – ethics in technology, for instance,

as the National Cybersecurity Center comes to Colorado Springs – the prevalence of drones and even social media. We're creating a big focus on those areas with different organizations or communities, either at UCCS or further from UCCS.

Another focus is ethics in sport because, of course, Colorado Springs is the hub of the Olympics and national governing bodies and collegiate programs. We're especially doing a lot on ethics and fraud – marketing fraud, accounting fraud – and organizational ethics, especially good examples that reinforce an ethical culture. We also are focusing on behavioral ethics, which talks about more personal ethical decision-making and the recognition of why good people do bad things and how to prevent falling into those traps.

I think we've found our groove over the past seven years so we can target the topics and issues that resonate most with our community. We don't want ethics to be boring.

3. You mentioned this year's seven faculty members who will serve as UCCS Daniels Fund Ethics Initiative Fellows. Who are these ethics experts?

Our website calls them ethics experts, but they are actually experts in ethics education. There are two sets of experts: One is our UCCS ethics Fellows, and this year, we've instituted, with the Southern Colorado Higher Education Consortium, the ethics champions. These ethics champions have the same role as our Fellows, which is to champion ethics in their discipline. What that means is that they might have projects – for instance, a class they want to develop -- or they want to find more material that they want to use in their courses. They also promote student engagement opportunities and we collaborate with them during events.

So that's what the fellows do. They look at specific projects or programs, but they also are catalysts for students to realize that ethics are cool. We want students to know that it's neat to get involved in the ethics stuff because it will make them a better person and also a better employee when they are out in the workforce. Studies have shown that workers will experience an ethical issue or dilemma within the first 18 months on their job.

This year at UCCS, we have amazing Fellows. For the first time, we have a Fellow from the library. Part of what the Fellows do is present at roundtables attended by faculty members and staff from UCCS, Pikes Peak Community College, and the United States Air Force Academy. Fellows share what they have done or learned. In October, Carla Myers from the Kraemer Family Library presented a talk, "Cut and Paste," about the reuse of copyrighted material. That was an interesting topic for a lot of faculty.

Our nine ethics champions from the Southern Colorado Higher Education Consortium come from different disciplines as well, including accounting, management, philosophy and nursing. Some faculty from those colleges and universities came to an event we had in April that focused on the future of drones. Three of the schools sent teams to compete in our UCCS business ethics case competition, with the ethics champion coaching the students.

4. Along with business ethics, your research interests include corporate responsibility. What are you currently researching?

One of the things I have found is that the more I do this, the more my research has dovetailed. In addition to corporate social responsibility, I'm doing a lot on sustainable supply chains. Right now I'm also working on an article about the ethics in the sharing economy. More and more I am being invited to be a panel member at conferences because a lot of my research is in the role of corporate social responsibility and stakeholder theory, which is about the responsibilities that corporations have to stakeholders and sustainability. We research what we care about.

5. You've mentioned that students have thanked you for your work. Is there one that you remember most?

The one that comes to mind happened when I was still in the business world. I used to do Junior Achievement, which goes back to the fact that I always feel we should be giving back. I have a framed quote from a kindergarten class in Grand Rapids, Michigan. The school was in the city and not a wealthy area. I remember a lot of the kids. I had to do the class in Spanish because they didn't speak English and it was winter and they didn't have coats. They gave me this framed quote, signed by each of them, and it's really cute. It says, "In a hundred years from now, it will not matter

what my bank account was, the type of house I lived in or the kind of clothes I wore, but the world will be a much different place because I was important in the life of a child." That sums up why I do this. I want to make a difference.

Members of the Southern Colorado Higher Education Consortium
University of Colorado Colorado Springs University of Colorado Denver University of Colorado Law School Colorado Mesa University Colorado State University University of Denver University of Northern Colorado New Mexico State University University of New Mexico University of Utah University of Wyoming
2016-2017 Fellows
Jill Bradley-Geist, associate professor of management, College of Business **Andrea Hutchins**, associate professor of nutrition, Helen and Arthur E. Johnson Beth-El College of Nursing and Health Sciences **Carla Myers**, assistant professor, faculty director of Access Services and Scholarly Communications, The Kraemer Family Library **Regina Winters**, senior instructor, School of Public Affairs **Patty Witkowsky**, instructor and coordinator, Student Affairs in Higher Education, College of Education **Kimbra Smith**, assistant professor of cultural and applied anthropology, Department of Anthropology **Jugal Kalita**, professor, Department of Computer Science, College of Engineering and Applied Science

Board of Regents to welcome Ganahl, Kroll; Sharkey re-elected[8]

Voters across the state on Tuesday chose a new at-large member of the University of Colorado Board of Regents, Heidi Ganahl, who will join District 1's Jack Kroll and District 4's Sue Sharkey, an incumbent, in being sworn in early next year.

Ganahl will take over the seat being vacated by fellow Republican Steve Bosley, who is term limited. Also term limited and departing the board is Democrat Michael Carrigan, who is being succeeded by Kroll, also a Democrat. With the newly elected regents, the party split on the nine-member board will remain a 5-4 advantage for the Republicans.

Sharkey, a Castle Rock Republican, won her second six-year term on the board by receiving 219,303 votes, or 65 percent; Bob Owens, a Democratic challenger from Douglas County, received 117,911 votes, or 35 percent.

(Note: Vote totals are those provided as of noon Wednesday at the Secretary of State's election website.[9])

"I never take anything for granted. I felt strongly I would win this, but there's always that little voice saying, 'Maybe not,'" Sharkey said on Wednesday. "I think serving in any elected office and serving the people of your state is very humbling. I feel very humbled and grateful."

Sharkey said she will continue to push for political diversity and intellectual diversity at CU. She also wants to work to further advance CU's precollegiate program, specifically into eastern Colorado's high schools and junior high schools.

"I want to work on expanding precollegiate into an even bigger program than what it already is," Sharkey said. "Diversity is a topic we talk about quite a bit at CU, and it's critically important that all people are served by higher education. Precollegiate is certainly a way to work on bringing in a more diverse population of students."

Sharkey called her first term on the board "a terrific opportunity, I feel, to make a difference for the university and the constituents I serve. I'm excited that I get to do that for another six years."

Like the CU Buffs football team in Boulder, CU is on the rise, Sharkey said.

"There are exciting things happening on all four of our campuses," she said. "We can look at every single one for a great story to tell. I want to keep telling that great story and I believe I will."

For the statewide at-large seat, Ganahl, a Republican from Superior, garnered 1.15 million votes, or 52.5 percent, while

Alice Madden, a Democrat from Louisville, received 1.04 million votes, or 47.5 percent.

“I’m very excited and very tired,” Ganahl said Wednesday. “The campaign has been a lot more intense than I planned for, but also so much fun. I learned so much about CU and what a big part of our community it is.”

Ganahl, an entrepreneur who founded pet-care franchise Camp Bow Wow, said her first priority as regent is building relationships and working to gain a deeper understanding of the university and how it operates. “I want to sit back and listen – not come in like a bull in a china shop.”

Keeping the cost of attendance down will be a focus, Ganahl said. “I want to attack the funding issue.”

“I’m also passionate about building relationships with the business community, further establishing public-private partnerships, which CU does now,” she said. “I’d like to see those partnerships help our students get great jobs. By connecting with the business community, hopefully we can get them hiring more of our students.”

Ganahl also will remain involved in combating sexual assault on campuses, which is an emphasis of her nonprofit, Moms Fight Back.

“I’m just really thrilled and so excited to be working with the other regents,” Ganahl said. “I love CU with all my heart. CU Boulder is my alma mater, so I couldn’t be happier. I’m excited to get to know everybody better and see how I can help.”

Kroll is an alumnus of CU Denver who works on staff at CU Boulder as an admissions officer. A Denver Democrat, he received 189,619 votes in District 1. No challenger was on the ballot, though Republican Jennifer Qualteri ran a write-in campaign.

“For me, the primary election was the moment. Once that fell into place, I had the real excitement. Since then, it’s been a matter of waiting,” Kroll said Wednesday. “I’m very excited to come onto the board. I’ve known many of the current regents for a number of years.”

Kroll previously interacted with the board directly while in his role as chair of the Intercampus Student Forum.

“I’ve gotten to know CU over the last 10 years,” Kroll said. “I’m at a point where I can have a good grasp of the system, of how things work. But I know I have a lot to learn still. Anyone in education must approach the work with that perspective.”

Kroll said he’s “humbled and honored” to be elected a regent.

“The university has a long-established history of success,” he said. “I hope to be a good steward for the people of the 1st Congressional District and I plan to work with everybody to move the university forward.

“I need to get to know the other board members on a personal and professional level even more than I know them now. From there, hopefully we find common ground and can push forward to make CU a more accessible, more affordable place for everybody.”

Kroll understands he’ll be working as part of the minority party on the board, which he said “affects things in lot of ways. But at the end of the day, I’ve seen the board cross party lines on so many issues over the last 10 years, I don’t think we’re going to have much trouble getting things done.”

Sharkey said there are times when political viewpoints “put a little wedge between us, but it doesn’t last and we move on.” She complimented Kroll and Ganahl, whom she called a friend, and said she looks forward to working with both.

From what Ganahl has gathered from board members, “95 percent of the things they discuss and tackle don’t involve political differentiation. But the other 5 percent gets sticky,” she said. “I want to see what I can do to collaborate, to

learn more and help bridge any gap. I think the whole country is looking at doing that right now – not just CU."

The three will be sworn in as board members in January.

Regent laws and policies review moves forward[10]

The formal review of the Board of Regents' laws and policies is gathering momentum, with expectations for a busy 2017. The board last year directed its Laws and Policies Committee to undertake a formal review of the nearly 100 active laws and policies.

"We've spent a productive year developing a process for the review, engaging governance groups in the effort and building a website[11] to track progress," said Patrick O'Rourke, vice president, general counsel and secretary to the Board of Regents, who is leading the administrative side of the effort in coordination with Senior Vice President and Chief of Staff Leonard Dinegar.

Regent Stephen Ludwig, chair of the board's Laws and Policies Committee, is scheduled to update the full board at its meeting today at 1800 Grant. In addition to the board committee, the initiative involves representatives from each campus, system administration and governance groups.

"We have the right people involved and we should really start seeing some progress in 2017," O'Rourke said.

The process, similar to the one over the past several years that winnowed administrative policies from 210 to 88, aims to:
evaluate the structure of policies simplify and consolidate where appropriate update to conform to best practices and/or statutory requirements better align rescinding those no longer needed or addressed in Administrative Policy Statements better align with systemwide APS and campus policies
Those now under review include policies related to fiscal misconduct, gifts benefitting the university, meeting posting, organization of academic units, intercollegiate athletics and use of CU's name in advertising.

The website -- http://www.cu.edu/regents/rlpreview[11] -- details the status of laws and policies under review, any that have changed recently and a mechanism for feedback.

CU system's Hicks receives Excellence in Leadership Award[12]

Sandy Hicks, associate vice president and chief procurement officer at CU system, on Friday received the annual Excellence in Leadership Award, presented by the Excellence in Leadership Program[13] (ELP).

The award was presented during the annual Excellence in Leadership Luncheon and Lecture, attended by more than 130 program alumni and others at the Brown Palace in Denver.

Hicks was presented the Excellence in Leadership Award by Geoff Barsch, senior associate vice president and chief business officer, Budget and Finance.

"We get comments from colleagues around the country about Sandy's leadership," Barsch said. "She devotes incredible time and effort to her leadership."

In accepting the award, Hicks thanked her staff, colleagues, CU leadership and her husband, Scott. "Scott likes to say that behind every successful woman is a team of people holding her up. I'd like to thank you for being the captain of

my team."

ELP provides opportunities for CU faculty and staff to become more effective leaders who can successfully address the challenges of a dynamic university. More than 525 CU faculty and staff have completed the program since 2000.

Gregory Komarow, associate vice president of Employee Services and chief human resources office at CU system, introduced Paul Gibbons' leadership lecture, "Complicated or Complex: Two Practical Tools." Gibbons is an author, speaker and consultant.

Gibbon's lecture emphasized the volatile, uncertain, complex and ambiguous challenges faced by today's leaders and offered scientific and philosophical methods to solve them.

Gibbons said that people often attribute the causes of organizational problems to individuals instead of the systems themselves. He discouraged leaders from implementing major changes to their systems, arguing for the benefits of experimenting with small changes that, if proven successful, could be expanded.

"The moral for dealing with complexity is to adopt the mind of a scientist – tweak things, innovate, tinker – and retrospectively try to understand causality," Gibbons said.

The luncheon is an opportunity to assemble program alumni for continuing collaboration and networking.

"ELP is a unique CU program because it brings together faculty and staff from all campuses to facilitate leadership and networking opportunities," said Janet Lowe, director of Employee Services' Employee Learning and Development division, which administers ELP.

The event was partially sponsored by TIAA[14].

Governor's budget proposal has good news for CU, higher education[15]

Gov. John Hickenlooper's proposed state budget for the 2017-18 fiscal year brings unexpected good news for the University of Colorado and higher education across the state.

The proposed $28.5 billion state budget is 3.3 percent above the current year's expected budget. It recommends a $20.5 million increase for higher education, including $3.8 million for financial aid. Of the $20.5 million increase, the CU system would receive about $7.8 million, an increase of 4.2 percent. The statewide average increase for institutions of higher education would be about 2.5 percent.

The governor's proposal is only the first step in the months-long budgeting process. His request was prepared by the Governor's Office of State Planning and Budgeting (OSPB) and delivered Nov. 1 to the Joint Budget Committee of the General Assembly.

"Colorado's economy continues to grow, though more slowly than in recent years," Hickenlooper said. "Within the confines of the competing requirements of the State Constitution and formulas in current law, this budget prioritizes the fiscal priorities of the state with a modest 3.3 percent increase."

The bulk of the appropriation to the Department of Higher Education supports the 29 public colleges and universities and three technical colleges in the state system. The proposed increase of $20.5 million General Fund for the Colorado public higher education system will address operating costs and health care increases for institutions and will help moderate tuition increases for students and families.

With the General Fund increase, it is anticipated that tuition increases will average around 6 percent statewide, with variation among the institutions ranging from 5 percent to 7.7 percent, according to the governor's office. The resident

undergraduate tuition cap for CU campuses would be 5 percent.

Other notes from the proposed budget of interest to higher education:
$20 million for many level 1 controlled maintenance projects. No funding for new higher education construction projects. Restoring the General Fund reserve to 6.5 percent. This will restore the reserve that is being spent down in the current year to keep the FY 2016-17 budget balanced. Reduction of $195 million to the hospital provider fee. This reduction is being proposed to reduce state revenues in order to eliminate what would have been a $175 million TABOR surplus. The reduction would result in $195 million less funding for Colorado hospitals that serve indigent patients. 2.5 percent salary increase for state employees.
The Legislature's Joint Budget Committee now begins reviewing the governor's proposal. The committee will start meeting later this month.

Click here[16] for the governor's entire budget transmittal letter.

CU Engage to launch new research hub[17]

From extreme home makeover to college campus: Kayla Woodhouse finds 'great atmosphere' at UCCS[18]

Digging deep into Italian cave to solve mystery[19]

State of the Campus: 'We seek to be the best'[20]

I-Corps@CCTSI uses 'Shark Tank' tactics to launch innovations[21]

Kraemers help celebrate 20th anniversary of UCCS library naming[22]

Greene earns NIH Training Grant[23]

Conley co-authors book on transformation of the American faculty[24]

Links
[1] https://connections.cu.edu/stories/paid-research-study-mothers-expecting-first-child[2] http://www.cucrest.com/pearls/[3] mailto:pearlstudy@colorado.edu[4] https://connections.cu.edu/stories/publication-note-no-cu-connections-dec-22-dec-29[5] https://connections.cu.edu/spotlights/five-questions-tracy-gonzalez-padron[6] https://connections.cu.edu/sites/default/files/5q_gonzalez-padron_01.jpg[7] http://www.uccs.edu/business/community-resources/ethics-initiative.html[8] https://connections.cu.edu/stories/board-regents-welcome-ganahl-kroll-sharkey-re-elected[9] http://results.enr.clarityelections.com/CO/63746/182793/Web01/en/summary.html[10] https://connections.cu.edu/stories/regent-laws-and-policies-review-moves-forward[11] http://www.cu.edu/regents/rlpreview[12] https://connections.cu.edu/stories/cu-system-s-hicks-receives-excellence-leadership-award[13] http://www.cu.edu/employee-services/leadership/elp[14] https://www.tiaa-cref.org/public/index.html[15] https://connections.cu.edu/stories/governor-s-budget-proposal-has-good-news-cu-higher-education[16] https://drive.google.com/file/d/0B0TNL0CtD9wXTjBnQzRDd25CZE0/view[17] https://connections.cu.edu/stories/cu-engage-launch-new-research-hub[18] https://connections.cu.edu/stories/extreme-home-makeover-college-campus-kayla-woodhouse-finds-great-atmosphere-uccs[19] https://connections.cu.edu/stories/digging-deep-italian-cave-solve-mystery[20] https://connections.cu.edu/stories/state-campus-we-seek-be-best[21] https://connections.cu.edu/stories/i-corpscctsi-uses-shark-tank-tactics-launch-innovations[22] https://connections.cu.edu/people/kraemers-help-celebrate-20th-anniversary-uccs-library-naming[23] https://connections.cu.edu/people/greene-earns-nih-training-grant[24] https://connections.cu.edu/people/conley-co-authors-book-transformation-american-faculty