Cech earns lifetime achievement award[1]

Cech (Photo by Glenn Asakawa)

Nobel Laureate and Distinguished Professor Thomas Cech received the Colorado BioScience Association's Lifetime Achievement honor during a presentation at the group's annual awards dinner Nov. 10.

Cech is director of the new Colorado Initiative in Molecular Biotechnology and investigator for the Howard Hughes Medical Institute. A leader in the bioscience industry, Cech has earned numerous awards, including the Nobel Prize in 1989, for his work that includes studies of DNA and RNA.

Lessons on leadership miles above the planet[3]

Jim Voss speaks while showing a photo from his astronaut days. (Photo by David Sprouse)
Jim Voss speaks while showing a photo from hisastronaut days. (Photo by David Sprouse)

In space, where friends are few and far between, the astronaut reached out to shake a man's hand.

And the astronaut's boss didn't like it.

"Bad leadership can have a severe effect on morale," said Jim Voss, scholar in residence in the aerospace engineering sciences department at the University of Colorado at Boulder. "On the International Space Station, I learned about leadership through a bad example."

Voss, who earned a master's degree in aerospace engineering and an honorary doctorate from CU-Boulder, spoke at the Excellence in Leadership luncheon and lecture Friday, Nov. 13, at Denver's Brown Palace Hotel. The event also featured the presentation of the 2009 Excellence in Leadership Award to Barbara A. Gaddis, Ph.D., of the University of Colorado at Colorado Springs (see related story).

The astronaut's recollection took the audience far from campus, to a 2001 space station mission notable for the participation of the first "space tourist," U.S. businessman Dennis Tito, who paid millions of dollars to join American and Russian astronauts. NASA officials had initially balked at the idea of a civilian on the mission, but Tito was a customer of the Russians, who overruled U.S. management.

"It became a real confrontation between senior managers," Voss said. "It was an international incident about to happen."

As the civilian's arrival on the station neared, Voss and fellow astronauts Susan Helms and Yuri Usachev were told by U.S. officials not to show Tito "signs of friendship."

"I got chastised for shaking hands with him when he came on board," Voss said. "There was a cloud hanging over us.

"We (astronauts) talked about this among ourselves and decided after three days that we were going to take action. We were going to do what we should do, which is act as human beings, and not listen to our leaders."

Voss said he's seen plenty of good leadership — as well as some bad — throughout his career at NASA and previously in the U.S. Army, where he spent 27 years as an officer.

"Leaders should be motivated and competent," Voss said, adding a list of other qualities — loyalty, duty, honor, ethos — that he began appreciating as a young lieutenant in the Army.

Voss said he hopes to inspire a new generation of space explorers at his alma mater, where he began his new role this fall. After speaking and showing slides from his 202 days spent in space, he answered audience questions such as, "What was it like being up there?"

"I felt like Superman when I was in space," Voss said. "I could lift heavy objects. I could fly. I slept better than I had in years because there are no pressure points on your body.

"You don't have to be young (to travel in space). I always thought space would be a great place to go as a spa or retirement community."

The Excellence in Leadership Program (formerly Emerging Leaders Program) began in 2000. It aims to develop effective leaders throughout the university. More than 250 participants from all campuses and system administration have completed the program.

Five Questions for Barbara Gaddis[5]

Barbara Gaddis, center, is joined by her husband, Larry Gaddis, and Peg Bacon as she receives the Excellence in Leadership Award.(Photo by David Sprouse)

Barbara A. Gaddis, Ph.D., director of the Office of First Year Experience at the University of Colorado at Colorado Springs, received the first Excellence in Leadership Award from the CU system-based Excellence in Leadership program. The Office of First Year Experience helps freshmen and transfer students become acclimated to the university experience. Gaddis is a chemistry professor at UCCS and also serves as director of Excel Centers and director of Student Retention.

Peg Bacon, UCCS provost and executive vice chancellor for academic affairs, introduced Gaddis at the Friday, Nov. 13, award luncheon at Denver's Brown Palace Hotel. "Her unofficial title," Bacon said, "is the Energizer Bunny."

How were you inspired to take part in the leadership program?
(UCCS Chancellor) Pam Shockley-Zalabak and Peg Bacon are great, strong leadership models, particularly for women. Pam was vice chancellor of student success at the time when this program came about, and she told me, 'I want you to take this on.' Pam was the one who pushed me to get my doctorate and to think about the possibilities.

You graduated from the 2002 Emerging Leaders program (now Excellence in Leadership program). How did that experience change you?
It was the first time that I had really gotten to look at different components of the university, from admissions to records to the budget. I never had really thought about how budgets work, beyond what everybody knows. It really made me think about the big picture on campus and how it relates to the other campuses.

Had you considered yourself a leader before completing the program?
No, I'd really not thought about leadership before. With this program, people gain knowledge, they gain confidence and they nurture personal relationships. Those are all crucial to leadership, and they all interact. It's a cycle where one component leads to another. But the thing about leadership is that it's situational — anyone can be a leader at any given time.

How much more difficult is it to lead in a time of economic downturn and shrinking budgets?
It is tough. The toughest part is not knowing what will happen, and not knowing what to tell your people. But in some ways, it's invigorating. When you don't have a lot of resources, it forces you to be more innovative. We will be OK —

things just may look different for now.

What advice do you have for anyone who's looking to improve in leadership?
Find a passion. Mine was teaching organic chemistry and ensuring student success. Finding a passion is the whole starting point, because leadership evolves from that. When you have something you believe in, you'll want to influence people to believe in it, too.

President's Task Force on Efficiency reports progress[7]

A year after CU President Bruce D. Benson established the President's Task Force on Efficiency, most of its recommendations are at least partly in use, helping to achieve the goal of streamlined administrative policies and business processes.

In its latest status report[8], the task force notes that 16 of its 36 recommendations have been fully implemented at the university. Another 13 are partly in use and are expected to be fully in place by January. Of the remaining seven, four are progressing and three might not be fully implemented this year.

Leonard Dinegar, senior vice president and chief of staff, and Dan Montez, director of the Office of Policy and Efficiency, presented an update at the Nov. 11 meeting of the Board of Regents.

"Now is a great time for everyone to offer their ideas, suggestions, comments and even complaints, as the task force begins to review all the previous and new feedback that we've received," Montez said.

The latest status report and more information about the task force is available at this site[9], where visitors also may provide comments and suggestions for how the university could be more efficient and effective in its business.
Among the changes that streamlined business processes:
raised threshold for official functions forms, eliminating the need for more than 8,000 forms per year. increased small-dollar purchase limit from $4,500 to $5,000, eliminating 1,300 approvals per year. reduced paperwork for obtaining mobile phones.
At its meeting on Tuesday, Nov. 17, the task force recognized two new members. Joe Rosse, director-faculty and professor at the Leeds School of Business at CU-Boulder, takes over for Uriel Nauenberg, physics professor. Kim Huber, interim associate vice chancellor for administration and finance at UC Denver replaces Jeff Parker, who held the same position.

"We really appreciate the contributions made by both Uriel and Jeff and we all look forward to working with Joe and Kim as the task force continues its work," said Dinegar, chair of the President's Task Force on Efficiency.

List of system policies shrinking[10]

The Office of Policy and Efficiency has released its first year-end report, summarizing changes to systemwide policies made from July 1, 2008, to July 1, 2009. The complete report[11] included 19 revised, three new and 25 eliminated policies, yielding a net reduction of 22 administrative policies in 2009.

Dan Montez, director of the Office of Policy and Efficiency, credits the policy owners in academic affairs, human resources, Office of the University Controller, capital assets, information technology, university counsel and administration for their work in reviewing and identifying those policies that were obsolete or more cumbersome than necessary — all in an effort to help streamline and simplify administrative policies.

Among the changes:
Elimination of a provision for "auxiliary aids to handicapped students," outdated since the 1991 passage of the Americans with Disabilities Act. Expansion of a policy on the collection of personal data from students and consumers. It now includes requirements for detecting indicators of possible identity theft. Revision to a 10-year-old policy on performance ratings for employees. The change establishes a consistent performance rating system for officers and exempt professionals; a separate policy detailing performance ratings for faculty will be issued in the future.
Many policies remain under review, and an updated list is available here[12]. The list, which may change weekly, provides a preview of system administrative policies being considered for possible implementation, revision or deletion in January. The site provides the current policy, a justification statement for the proposed action and, when applicable, a draft of the new or revised policy.

Policies and procedures are changed only twice a year, to reduce the impact on campuses. As a result of the streamlining efforts, the number of university policies has been reduced from 210 in November 2008 to 106 in July.

Regents recap[13]

At its Nov. 11-12 meeting at the Anschutz Medical Campus, the CU Board of Regents approved a lengthy slate of items. The board approved:

The establishment of the department of emergency medicine in the School of Medicine. Read more.[14]

A resolution requiring the university to seek cost and resource savings through greater sustainability efforts, including the implementation of green building standards when possible. Read more.[15]

A resolution calling for a new addition to regent policy guiding tuition, fees, scholarships and loans. Read more.[15]

A resolution exempting the university from state travel policies, as provided by state law. Read more.[15]

The appointments of Distinguished Professors William P. Arend, M.D., and John C. Cambier, Ph.D[16], and recognized former Vice Chancellor Teresa Berryman[17].

An amendment to the University of Colorado at Colorado Springs facilities strategic plan update, providing for an on-campus location of Peak Vista, a community based, nonprofit health-care provider.

An amendment to the UCCS Science/Engineering budget that corrects language and allows for the university to spend all state money appropriated to the budget.

A revision to renovation plans for 1475 Lawrence St. for the Business School of the University of Colorado Denver. The new project cost of $44.55 million reflects a $5 million increase, which will be funded by gifts.

A third amendment to the purchase and sale agreement of the UC Denver Ninth Avenue campus, stating the closing of the sale will happen no later than March 30.

The establishment of the Japanese Studies Scholarship Fund, a pure endowment of the university for the benefit of the College of Arts and Sciences.

A $110 million supplemental credit facility for the purpose of providing capital construction and equipment funds to CU-Boulder through a treasury pool loan for the construction of the Systems Biotechnology Building.

A $5.75 million supplemental credit facility for building a basketball and volleyball practice facility at CU-Boulder.

A $51 million supplemental credit facility for new construction at CU-Boulder's Williams Village.

The execution of a plan document for the university's existing tax-sheltered annuity plan available to certain student employees.

The reappointments of Peter F. Steinhauer, D.D.S., and John W. Bliss to the board of directors of the Coleman Colorado Foundation, effective Feb. 10, 2010.

The reappointment of Steven Dawes to the board of directors of the University of Colorado Hospital Authority from the 3rd Congressional District for a term effective Aug. 1 through July 31, 2013.

Tenure appointments for: Tor Wager, associate professor in the department of psychology and neuroscience, CU-Boulder; Thomas N. Duening, associate professor and El Pomar Chair in business and entrepreneurship in the College of Business, UCCS; John Adgate, professor and chair in the department of environmental and occupational health in the Colorado School of Public Health.

Spring sabbaticals for Thomas Johnson, professor, integrative physiology, and M. Winslow Lundy, associate professor, libraries, both CU-Boulder.

The next regularly scheduled meeting of the Board of Regents is set for Feb. 10-11 at the University of Colorado at Colorado Springs.

Regents Merchant, Bishop honored[18]

[19]
Regent Monisha Merchant[20], D-Lakewood, has been awarded a prestigious Marshall Memorial Fellowship for 2010, a traveling program that will send 54 emerging U.S. leaders to several European cities to learn about common political, economic and social issues and institutions.

The group of fellows, representing 18 states and the District of Columbia, was chosen through competitive national and regional processes. Participants come from politics, government, media, business and nonprofits. Merchant is one of four Coloradans taking part.

The German Marshall Fund of the United States[21] is a nonpartisan American public policy and grant-making institution that promotes cooperation and understanding between the U.S. and Europe.

"It's an honor to be selected to be part of a global network of professionals who value the importance of transatlantic cooperation in our respective countries' economic development, national security and environmental sustainability," Merchant said. "We've all seen in our lifetime the benefits of cooperation and collaboration with the European nations. I will be part of a professional network with the heavy responsibility to ensure that we continue to build upon these collaborative efforts and to intellectually challenge each other in the future."

[22]
Regent Tilman "Tillie" Bishop[23], R-Grand Junction, was honored with the Soviet Jewry Freedom Award, presented by

the Russian Jewish Community Foundation[24]at the group's October meeting in Boston.

While in the legislature, Bishop and former Rep. Jerry Kopel took up the cause of the Leningrad Three, who were imprisoned in Soviet Russia after an unsuccessful attempt to hijack an airplane to escape the Soviet Union in 1970. Bishop and Kopel enlisted some of their legislative colleagues to help, as well as prominent Coloradans. The prisoners eventually were released after an effort that spanned more than six years.

The Russian Jewish Community Foundation is a grassroots, all-volunteer charitable organization seeking to preserve and enhance Jewish identity among Russian Jews and to support Israel.

Holiday spirit comes alive on Boulder stages[25]

Scrooge (Bob Buckley) finds the holiday spirit with the help of Tiny Tim (Addison Kleinhans) in the Colorado Shakespeare Festival production of "A Christmas Carol." (Photo by Glenn Asakawa)

A pair of entertainment traditions will celebrate the spirit of the season in the coming weeks on University of Colorado at Boulder stages.

The Colorado Shakespeare Festival presents "A Christmas Carol" Nov. 27-Dec. 27 at the University Theater. A special offer to CU faculty and staff: two-for-one orchestra seats for performances Nov. 27-29 or Dec. 4-6. Buy online at http://www.coloradoshakes.org[27] and use code XMAS9. Restrictions apply.

The Holiday Festival features CU ensembles and faculty soloists performing beloved seasonal music. Performances are at 7:30 p.m. Dec. 4-5, and 4 p.m. Dec. 5-6 (sold out) in Macky Auditorium. Tickets, $12-$52, support CU-Boulder music scholarships. For more information, click here[28] or call the box office at 303-492-8008.

Chemical engineering professor adds to accolades[29]

Anseth (Photo by Glenn Asakawa)

Kristi Anseth, a Distinguished Professor at the University of Colorado at Boulder and a Howard Hughes Medical Institute Investigator, was honored with the Professional Progress Award for Outstanding Progress in Chemical Engineering from the American Institute of Chemical Engineers.

Anseth was one of 14 innovators in the field of chemical engineering to receive the 2009 honors from the group during its Nov. 8 annual meeting. A professor with CU since 1996, she has won numerous awards and written a variety of publications. Her current research includes designing biomaterials to help in medical procedures.

Two from UCCS graduate from women's leadership program[31]

Marschke

Robyn Marschke, director of institutional research at the University of Colorado at Colorado Springs, and **Susan Szpyrka,** associate vice chancellor for administration and finance, recently graduated from the 2009 Higher Education Resource Service (HERS) Institute for Women in Higher Education Administration at the University of Denver.

For more than 35 years, HERS has offered women faculty and administrators an intensive program that prepares them to be leaders in higher education. Marschke has authored numerous research studies that include topics such as gender equity and relationships in academia.

Award of $577,000 will aid study of tuberculosis treatment[33]

Ross Kedl, Ph.D.

ImmuRx, co-founded by Ross Kedl, Ph.D., assistant professor in the department of immunology at the University of Colorado School of Medicine, has been awarded a $577,000 Small Business Innovation Research award from the National Institutes of Health to study the potential of the ImmuRx platform to treat tuberculosis, or TB.

ImmuRx is developing drug products that stimulate the immune system for the treatment of cancer and chronic infectious diseases. The company's platform is based on intellectual property licensed from the University of Colorado and Dartmouth College.

A major part of the TB work will be conducted in two Colorado laboratories. Kedl's laboratory at UC Denver will optimize the immunological properties. Dr. Angelo Izzo, of Colorado State University's mycobacteria research laboratories, will test whether the approach protects against TB. The entire program is expected to take two years.

"The immune system is like a lock that requires two keys — and ImmuRx provides them both," Kedl said. "Current adjuvant products stimulate only half of the immune system. The ImmuRx platform stimulates both the innate and adaptive halves. The result is synergy which dramatically enhances efficacy and safety."

The competitive advantage of the platform has been demonstrated in animal models of a variety of diseases, each representing a large class of addressable markets: solid tumors such as melanoma and lung; hematologic cancers such as lymphoma; and chronic viral and bacterial infectious diseases such as hepatitis C, TB and possibly HIV.

Business School program recognized globally[35]

More than ever, major companies and entrepreneurial start-ups are seeking competitive advantage and success by embracing sustainability as a business strategy. The Business School at the University of Colorado Denver has now been recognized for its leadership in integrating social, environmental and ethical issues into its MBA program.

The recognition comes via the Aspen Institute's 2009-2010 edition of "Beyond Grey Pinstripes," a survey and

alternative ranking of business schools around the world. The school's Managing for Sustainability[36] specialization in its MBA and master's programs ranked 66th on the Institute's "Global 100" annual list.

"Just three years after offering our first elective course in sustainability, we now offer multiple courses that address how businesses can survive in a world with declining resources, as well as one where customers are more actively engaged with those companies that ... behave both ethically and responsibly," said Kenneth Bettenhausen, Ph.D., director of the school's MBA/MS dual-degree program in management and co-director of the managing for sustainability specialization program. "The sustainability specialization at UC Denver's Business School helps to empower hundreds of students each semester to be change agents for their current companies and future employers."

The Business School at UC Denver[37] has one of the few programs globally that offers a specialization in managing for sustainability for both its MBA[38] and master's in management[39] programs.

Survey data and the complete "Global 100" list of business schools is available at www.BeyondGreyPinstripes.org[40].

Hutchens to talk higher-ed fundraising on public TV[41]

[42]
CU Foundation President and CEO J. Wayne Hutchens will be a featured guest on an upcoming episode of the Rocky Mountain PBS public affairs program "Colorado State of Mind," talking about the state of fundraising for higher education in Colorado with host Doug Price and other guests.

The broadcast will air on Rocky Mountain PBS (Channel 6 Comcast, Channel 8 Direct TV/Dish), at 7:30 p.m. Friday, Nov. 27, and will be rebroadcast at 5:30 a.m. Nov. 29 and 12:30 a.m. Nov. 30. The show also will be available for live streaming at www.rmpbs.org/stateofmind[43] after the first broadcast.

Manage your online identity with new tool[44]

The new University of Colorado at Boulder Identity Manager enables self-service management of your online identity. This includes viewing your accounts, managing e-mail addresses, choosing how your name is displayed in e-mail messages and changing your IdentiKey password. Group accounts and conference IdentiKeys also may be managed in Identity Manager.

There is no action necessary with the rollout of CU-Boulder Identity Manager unless you are a new faculty or staff member and need to activate your IdentiKey.

CU-Boulder Identity Manager will be used to enable the updating of IdentiKey passwords to meet new requirements for password strength. More information about this initiative will be announced in the coming weeks.

When you first visit CU-Boulder Identity Manager, you will be asked to set authentication questions that will be used if you forget your IdentiKey password. If you are activating your IdentiKey for the first time, you will proceed through a different set of steps.

To learn more about CU-Boulder Identity Manager and its features, please go to http://www.colorado.edu/its/idm/[45]. If you have questions about the tool, contact the IT Service Center at help@colorado.edu[46] or 303-735-HELP 8 a.m. to

7 p.m. Monday through Friday. Faculty and staff also may contact their departmental Tier 2 CSR. Learn who your CSR is at http://www.colorado.edu/its/tier2/lookup.html[47].

Forum attendees gain ideas — and T-shirts[48]

Attendees of a recent campus forum came away with black and gold "Reach Higher" T-shirts designed to build enthusiasm at the University of Colorado at Colorado Springs for embracing new approaches to recruiting and retaining students.

David Moon, senior associate vice chancellor of academic affairs, was joined by Steve Ellis, interim associate vice chancellor of student success; Barbara Gaddis, director of First Year Student Experience; Chris Beiswanger, director of admissions services; and Allison Swickard-Gorman, marketing director for university advancement. They explained a strategic enrollment management initiative, one of several efforts designed to boost UCCS revenue.

"The toughest thing about success is that you've got to keep on being a success," Provost Peg Bacon said to begin the forum, paraphrasing composer Irving Berlin.

While UCCS has been successful in attracting students — growing almost 30 percent in the decade — the campus faces increased competition, Ellis said. It's also important that the campus move beyond tactics to recruit students and look holistically at the student experience, delivering on promises made during the recruitment phase.

"Strategic enrollment management is where the university's mission and student personal goals meet," Moon said. "It's about more students, but also more students who find success."

To achieve that goal, all parts of the university experience, beginning with recruitment to when a student graduates, must be high-quality and coordinated, Moon said.

"We recruit to retain," Moon said. "We retain to be sure students achieve goals."

To see the Power Point used in the presentation and samples of recruitment materials developed by Swickard-Gorman and Jeff Foster, multimedia marketing coordinator for university advancement, click here[49].

Links
[1] https://connections.cu.edu/people/cech-earns-lifetime-achievement-award[2] https://connections.cu.edu/people/cech-earns-lifetime-achievement-award/people_cech-3[3] https://connections.cu.edu/stories/lessons-leadership-miles-above-planet[4] https://connections.cu.edu/news/lessons-on-leadership-miles-above-the-planet/front[5] https://connections.cu.edu/stories/five-questions-barbara-gaddis[6] https://connections.cu.edu/news/five-questions-for-barbara-gaddis/5q-2[7] https://connections.cu.edu/stories/presidents-task-force-efficiency-reports-progress[8] https://www.cu.edu/articles/upload/ptfe_progress-rpt.pdf[9] https://www.cu.edu/efficiency[10] https://connections.cu.edu/stories/list-system-policies-shrinking[11] https://www.cusys.edu/policies/Year-End-Rpt_2009.pdf[12] https://www.cusys.edu/policies/under-review.html[13] https://connections.cu.edu/stories/regents-recap[14] https://www.cusys.edu/newsletter/2009/11-11/emergency-medicine.html[15] https://www.cusys.edu/newsletter/2009/11-11/regents-roundup.html[16]

https://www.cusys.edu/newsletter/2009/10-14/dp.html[17]
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https://www.cu.edu/regents/current/merchant.html[21] http://www.gmfus.org/template/index.cfm[22]
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https://connections.cu.edu/file/shakespearejpg[27] http://www.coloradoshakes.org[28]
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https://connections.cu.edu/file/somross-kedljpg[35] https://connections.cu.edu/stories/business-school-program-recognized-globally[36] http://www.business.cudenver.edu/Graduate/ProMBA/Track_Sustainability.htm[37]
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http://www.uccs.edu/%7Eur/communique/2009/11/06/forum-sem.ppt