



## Regal receives latest Packard Fellowship for CU-Boulder <sup>[1]</sup>

Regal

**Cindy Regal**, a University of Colorado Boulder assistant professor of physics and associate fellow of JILA, has been awarded a prestigious David and Lucile Packard Fellowship for Science and Engineering.

The David and Lucile Packard Foundation established the fellowship “to allow the nation’s most promising professors to pursue science and engineering research early in their careers with few funding restrictions and limited paperwork requirements.” This year, 16 fellows were selected from 100 applicants at 50 leading universities.

The five-year, \$875,000 fellowship will fund Regal’s work in experimental atomic physics. She is interested in developing techniques to control single neutral atoms with lasers and create small quantum gases that can be manipulated at the single-atom level for applications in quantum information science and in modeling physics of complex materials.

“I am delighted to receive this award and am very grateful to the David and Lucile Packard Foundation,” Regal said. “My research group looks forward to having flexible resources to attack a challenging problem.”

Regal joins CU-Boulder physics professors **Michael Hermele**, **Shijie Zhong**, **Leo Radzihovsky** and **John Price** who were awarded Packard Fellowships in previous years.

Only Princeton University leads CU-Boulder in the number of physics faculty members who have been awarded Packard Fellowships.

Other Packard Fellows at CU-Boulder are **Barbara Demmig-Adams** and **Pieter Johnson** in ecology and evolutionary biology, **Alexis Templeton** in geological sciences, **Kristi Anseth** in chemical and biological engineering, **David Jonas** in chemistry and biochemistry and **Elizabeth Bradley** in computer science.

Regal also is the first CU-Boulder professor to earn the highly regarded Clare Boothe Luce Professorship Award. The award is designed to “encourage women to enter, study, graduate and teach in science, mathematics and engineering.”

## Last chance for Be Colorado health screenings, assessments<sup>[3]</sup>

Friday, Oct. 28, is the last day to take the SUCCEED health assessment and have it count toward the campus competition and the iPad 2 drawing.

So far, some 1,246 people have signed up for the onsite health screenings and 1,257 people have already completed the SUCCEED health assessment.

Any campus could win the Be Colorado Campus Competition. CU Denver is currently leading, but it’s not over yet (see chart below).

There are four opportunities left to receive a free health screening, which includes a free flu shot. Space is limited at the screenings, some of which are almost full.

Friday, Oct. 21, on the CU-Boulder campus at the Recreation Center Tuesday, Oct. 25, on the Anschutz Medical Campus at Research 2 Wednesday, Oct. 26, on the UCCS campus in the University Center Thursday, Oct. 27, on the Boulder campus at Fiske Planetarium



All health screenings take place from 7 a.m. to 10 a.m.; you'll need to fast for the blood test.

Go to [www.becolorado.org](http://www.becolorado.org)<sup>[4]</sup> to sign up for the health screening or take the SUCCEED health assessment

In this initial phase, the SUCCEED health assessment tool and onsite health screenings will be available to health trust-enrolled employees and retirees of the University of Colorado, University of Colorado Hospital and University Physicians Inc., i.e., those who are the primary members of UA Net, UA Net Colorado Springs, HMO Colorado, Lumenos, CU Kaiser and Medicare Primary plans.

University employees who are on the Kaiser and United Health Care plans offered by the state of Colorado are not eligible because this program is funded by university medical plans.

You do not need your health screening results in order to complete the health assessment. Those who take the health assessment through HealthMedia will have their health screening results uploaded into their assessment in November. They will then receive an email notifying them that their plan has been updated. This upload capability is not available through Kaiser at this time.

<sup>[5]</sup>

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## **Payroll & Benefit Services to complete move this month**<sup>[7]</sup>

As part of the continuing efforts to consolidate University of Colorado system administrative services, Payroll & Benefit Services (PBS) will be moving to 1800 Grant St., Suite 400, Denver, on Friday, Oct. 28.

PBS will be closed for business beginning 5 p.m. Thursday, Oct. 27, until the morning of Monday, Oct. 31.

While efforts will be made to be fully operational in the new offices by 10 a.m. Oct. 31, certain technical aspects of the move might affect PBS' ability to do so. Key system users and employees will be updated via e-mail and the [PBS website](#)<sup>[8]</sup> that day.

The new main contact information, effective Oct. 31:

Main Phone – 303-860-4200 Toll-free – 1-855-216-7740 Fax – 303-860-4299 E-mail – [pbs@cu.edu](mailto:pbs@cu.edu)<sup>[9]</sup> Campus Box – 400 UCA (for interoffice mail)

PBS will maintain a Boulder campus outreach office for International Tax and Benefits counseling appointments at the ARCE building, 3100 Marine St., third floor.

The move will not immediately affect outreach services on other campuses; PBS is exploring other ways of serving customers on each campus. For more information about scheduling an appointment at an outreach office, go to [www.cu.edu/pbs](http://www.cu.edu/pbs)<sup>[10]</sup> or call the main number.

For questions or concerns, contact Mark Gelband, [mark.gelband@cu.edu](mailto:mark.gelband@cu.edu)<sup>[11]</sup>.



## Cancer Center test cited in helping to reduce deaths in clinical trial<sup>[12]</sup>

Researchers at the [University of Colorado Cancer Center](#)<sup>[13]</sup> have developed a test that identifies key biomarkers in advanced lung cancer that helped reduce the risk of death by 36 percent over a 30-month period in a recent clinical trial.

“We are moving from a one-size-fits-all model to more personalized medicine in lung cancer,” said University of Colorado School of Medicine Professor Fred R. Hirsch, M.D., Ph.D., a Cancer Center investigator who developed the test along with colleague Wilbur Franklin, M.D. “This is a completely new paradigm in treating cancer.”

The test was developed in 2003 when Hirsch and his colleagues created a scoring system ranging from zero to 400 that identified patients with the highest levels of the protein Epidermal Growth Factor Receptor (EGFR). Those scoring over 200 had a better prognosis.

A clinical trial held in Europe, known as the FLEX-study, found that 30 percent of the advanced lung cancer patients who took part had high levels of the EGFR protein identified by the [University of Colorado Cancer Center](#)<sup>[13]</sup> test.

The trial consisted of 1,125 advanced lung cancer patients separated into two groups. One group received standard chemotherapy while the other had chemotherapy along with the drug cetuximab, an antibody that attaches to EGFR receptors atop lung cancer cells and often inhibits their growth.

The results were announced two weeks ago at the 2011 European Multidisciplinary Cancer Conference in Stockholm.

Using the Cancer Center test, the trial showed that Caucasian patients with an overexpression of EGFR and treated with chemotherapy and cetuximab had a 36 percent reduction in deaths compared to the other group.

Cetuximab, or Erbitux, is primarily used to fight colorectal and head and neck cancers.

Hirsch, who discussed the study results at the Stockholm conference, said the test is another step toward finding the best, most effective therapy for each patient.

“With this personalized medicine we can identify subgroups of patients that can get better effects from certain drugs,” he said. “In some cases there is a potential for a cure. Right now the cure rate for advanced lung cancer is 2 percent to 3 percent at best. This is a huge improvement but everything is based on the selection criteria.”

The [CU School of Medicine](#)<sup>[14]</sup> is a prominent leader in lung cancer research. D. Ross Camidge, M.D., Ph.D., clinical director of the Thoracic Oncology Program at the University of Colorado Hospital and a Cancer Center investigator, has helped develop effective drug treatments for patients with the ALK gene rearrangement, an abnormality that occurs in 3 percent to 5 percent of lung cancer patients.

Hirsch is currently leading a clinical trial with colleagues in the Southwest Oncology Group that is similar to the European study. He hopes it will further validate the predictive value of the test in relation to using cetuximab in patients with advanced lung cancer. The study (SWOG 0819) has 550 participants and expects 1,500 total.

Hirsch's research laboratory specializes in identifying biomarkers which can predict benefits from new cancer drugs and place the right patients with the right therapy.

The results of the European trial are expected to be published in an upcoming edition of *The Lancet Oncology*.



## Dinosaur museum making tracks for Boulder<sup>[15]</sup>

[16]

Tucked away in the basement of St. Cajetan's on the Auraria Campus is one of the smallest, most unusual museums in the country.

Barely the size of a one-bedroom apartment, the Dinosaur Tracks Museum holds the largest collection of fossil footprints anywhere.

Museum graduate student worker Taormina Lepore has seen many students surprised when they first visit the museum.

"A lot of people come in and say, 'Wow, we didn't know this was here,'" she said.

The little-known gem may have modest space and popularity, but it boasts the most diverse collection of fossilized dinosaur tracks in the world.

Now, after nearly 12 years at the University of Colorado Denver, it will be moving to CU-Boulder next summer with the retirement of Museum Director Martin Lockley, Ph.D.

Karen Houck, Ph.D., a research professor for the museum, works in an office where the walls are lined with bookshelves jammed with journals and papers about dinosaurs. Molds of fossil footprints – some as small as crow's feet, others wider than an elephant print – fill the room.

"We have tracks from 20 different countries and all (prehistoric) ages," she said.

Houck said that a few museums have more fossil footprints, but none have as many specimens as the 2,700-plus at CU Denver.

The museum is hiring a contractor who specializes in transporting valuable, fragile items to move the fossils to Boulder. Last summer, they started moving the museum's collection and will finish the work next summer.

The mission of the museum is to protect and preserve the fossil resources and serve as an educational tool for the university. The College of Liberal Arts and Sciences has used it for research; organizations worldwide frequently request help and expertise from its staff.

Lockley's 30-year career is well-documented throughout the museum, which includes a footprint from a Tyrannosaurus Rex along with its bony skull adorning one corner. Alongside them is a framed, front-page photo of Lockley from a 1993 story in the Rocky Mountain News detailing how CU Denver discovered the first T-Rex footprints.

"Before I started, there was a misconception that fossil footprints were rare and not very useful," he said, "but it turns out they're very abundant and very useful. Fossil footprints represent the living animal, so we get a lot of information about behavior that we wouldn't get from bones."

Houck said many students have used the museum for their studies. Classes from around Denver have visited for tours. She noted that students help with operations and have contributed to many of the almost 700 publications the museum has produced.

Jesus Orozco, a 20-year-old undergraduate student with a major in geography, has been working at the museum for nearly a year. He says he will miss the networking opportunities when it moves.

"It's been helping me in my classes," he said. "I've been able to meet people within the geography department."

Lockley's knowledge has attracted worldwide attention. He said foreign organizations contact him for help with



proposals to preserve fossil sites and other historic landmarks.

Although his work stretches around the globe, he stays busy with new discoveries close to his office.

“For fossil footprints, Colorado and Utah are just exceptional,” he said. “If someone told me I couldn’t study outside of Colorado, I certainly wouldn’t run out of studies.”

## Five questions for Wayne Cascio<sup>[17]</sup>

Wayne Cascio

While serving in the military during the Vietnam War, Wayne Cascio wasn’t sure what he would do with his life or his psychology degrees. He came across a journal of applied psychology and found the research interesting. A former professor referred him to the head of human resources at General Motors, who in turn sent him along to the man who could become his mentor as he earned his Ph.D. in industrial and organizational psychology at the University of Rochester.

It was the beginning of his illustrious career. Cascio, a professor of management at the University of Colorado Denver Business School, holds the Robert H. Reynolds Chair in Global Leadership, and recently received the honor of Distinguished Professor.

While he was teaching at the University of California Berkeley, he gave a speech in Breckenridge. He’d never been to Colorado before, but found the skiing and the weather “fabulous.” Then-CU President Arnold Webber contacted him and offered him the opportunity to come to Denver and build a business school. At the time, the Denver business school was an extension of Boulder’s school.

“It was 1981 and mortgage rates were 18 percent and I couldn’t afford to buy a house,” Cascio says. “Webber, who was a renowned labor negotiator, said it wasn’t often in academics that you get to be an entrepreneur. He was very persuasive. So I came to this place where there was really no history and I’ve been here ever since.”

He’s won numerous awards and published 10 books. He also has spent a lot of time as a visiting scholar, including at the University of Geneva. He is one of only two U.S. citizens to receive an honorary doctorate from the university, which has a unique program: the IO-MBA. The program is designed to form top managers with the skills and knowledge to help international organizations meet global challenges.

“I teach there every summer; it’s great having 25 nationalities in every class. It’s so rich, I feel like I learn more than the students,” he says.

Cascio came to Colorado partly because of the lifestyle. He still is an avid skier and loves the mountains and all the other outdoor activities the state offers: hiking, biking, rollerblading. He’s never lost his love of the ocean, however, growing up on the south shore of Long Island.

“My dad was a pro baseball player for the Yankees. I was really fortunate in that I was a bat boy for visiting teams at Yankee Stadium. It was Camelot. I was there when Roger Maris broke Babe Ruth’s home-run record. I have great memories of a great childhood.”

### **1. You recently were honored as a University of Colorado Distinguished Professor and have won numerous other awards as well. Which ones stand out?**

To be recognized by the university where you work is a great honor. I’m sure you’ve heard (the saying) that an expert is someone who lives 50 miles out of town, so it means an awful lot to be recognized by my employer, the one to which



I've dedicated the vast bulk of my career.

Another honor I've received is the Michael R. Losey Human Resource Research Award. I received that in 2010 and was only the 8th winner. That one really meant a lot: It's been described in my field as the Nobel Prize of social sciences. It came with a \$50,000 prize, of which I gave 20 percent to charity. And I always cherish my teaching awards. It is one thing to be recognized by your profession, but it's another to be recognized by your students. To be recognized in both of those arenas means I'm where I belong.

## **2. You are considered a leading expert in organizational downsizing. When did you begin to research this topic and how did you become interested?**

I got started in the early 1990s. During a sabbatical in 1987-88, I took MBA courses at the Wharton School at the University of Pennsylvania. I had a quantitative background but never took courses in finance. Taking those MBA finance courses broadened my horizons. The more I read about downsizing, the more I was convinced, given my knowledge of people at work and with a finance background, that companies were trying to shrink their way to prosperity. They were cutting costs and seeing people as fixed costs. The company mentality seemed to be that if we can reduce fixed cost, we can increase our earnings, and earnings drive stock, so investors will be happy. But I was thinking about the indirect costs of morale and productivity and so forth. I became passionate about this and read 500 articles before I wrote my first piece. These were media articles because there wasn't a lot of systematic research out there. I wrote the article, "Downsizing: What do we know? What have we learned?" in one weekend; it was published in 1993. It was the only article I ever wrote accepted with no changes and it wound up winning a best paper award from the Academy of Management. That started me off.

It wasn't quantitative research but it made a persuasive case for why organizations should think twice before laying off people. One of the things we love at CU Denver is interdisciplinary research. I teamed up with a finance professor, Jim Morris, and with a market research professor, Cliff Young, and we looked at what happened to S&P 500 companies over an 18-year period, from 1982-2000. We looked at what happened a year before they made a downsizing announcement and also two years later. Did they outperform their competitors? Did stock prices go up? Were they more profitable? Our published research got a lot of play. We had almost 7,000 observations and the research results showed that firms that lay off people without making other changes are never better off and they don't do better in the long run. That was an important lesson.

Around the same time, the U.S. Department of Labor gave me a grant to find "good news" in companies that were restructuring. I traveled around, visited a lot of firms, and as I spoke with executives, it took about five minutes to see they settled in one of two camps. One camp was a group that said, "What's the smallest number of people we need to run this place, to stay in business?" I call those the downsizers. Then there was a much smaller group, about 10 percent of those I spoke with, that had a different view. They wanted to know how they could use the people they had more effectively. Those were the companies I wrote about.

One of the best examples of this thinking is Apple. At the beginning of the "tech wreck," the markets were way up, but they came crashing down and there were massive layoffs. Steve Jobs was quoted at the time as saying that the company had worked hard to get really good people, so the last thing he was going to do was lay them off. As a matter of fact, he said Apple was going to increase investments in research and development. And that's exactly what they did. When the economy recovered in 2001, all of Apple's competitors were weak; they had laid off a lot of people. Apple, on the other hand, introduced iTunes and the iPod and revolutionized the way we buy and listen to music. He did exactly the same thing in the most recent recession in 2007 and 2009. That's when the iPad and iPhone were introduced. He took a counter-cyclical approach; when others were doing X, he did Y. That's the kind of thinking I see over and over again with companies that use what I call responsible restructuring. I've continued to be interested in this area and try to hammer home the idea that if all you do is cut people and don't do anything else, you'll never be better off. That theme never goes out of style.

## **3. What are some of the psychological effects of downsizing?**

There's a saying that the first casualty of downsizing is employee morale. People become narrow-minded and risk-averse at the very time when companies need them to take risks and innovate. People become self-absorbed and there's a tremendous cost in productivity. Research shows they spend as much as two to three hours a day contacting



friends, polishing resumes and looking for other jobs. That takes away from innovation and productivity, which is what a company needs when the economy is in bad shape. Another is that a year after downsizing, the percentage of voluntary turnover spikes. In psychology there's a concept we call the psychological contract. It's an unwritten set of expectations between the employer and the employee. As an employee, you feel if you do a good job, then you expect to keep that job. In downsizing, people feel betrayed.

#### **4. You've done other research in progressive management practices. Do you feel as if some companies aren't paying attention and only think about the bottom line?**

The good news is that a lot of employers are getting the message. A book I wrote with John Boudreau is titled "Investing in People: The Financial Impact of Human Resource Initiatives," where we quantify the costs and benefits associated with progressive ways of managing people. The university supported my research to develop software that calculates the cost of turnover or absenteeism and the benefits associated with effective training programs, or work-life programs or wellness programs. The software is available for free on the Internet and the beauty of it is that multinational companies can do this in any currency.

The latest data shows that during the last recession, about 40 percent to 50 percent of employers didn't resort to layoffs, but you heard a lot about the ones that did. There are companies out there that listened and are trying to implement a lot of the research findings that have come out over the past 20 years. If you look at Fortune magazine's "best employers to work for" list, you can see that a number of the top 100 had no layoffs. There were more than a million layoffs when the 2002 list came out, but of the top 100 companies, 81 did not conduct layoffs. That number has stayed constant.

In the vast majority of cases where companies had layoffs, they actually were profitable that year. That's the part where they're not getting that message. If layoffs are seen as a last resort rather than a first resort, I'm happy.

#### **5. You are the author of 10 books, many with multiple editions. Do any of the books stand out as a favorite?**

I love them all. Right now I'm working on the ninth edition of "Managing Human Resources: Productivity, Quality of Work Life, Profits." I first signed a contract for the book in 1981 and it was first released in 1985. It's for advanced graduate students and MBAs, and covers a broad range of topics from legal issues in employment to staffing and compensation.

If I have to pick only one, however, it would be my first book, "Applied Psychology in Human Resource Management," which is now in its seventh edition. What I was trying to do was bridge the psychology market and the business market. I wrote that book right after I got out of grad school in 1973; it took five years. At the time, people wrote for one market or the other; nobody was trying to do both. I would get these reviews back that said while the book was technically very good, publishers didn't know where it would sell, so they would ask me to write another chapter. The book has 18 chapters because I was rejected by 17 publishers. By the time I got to 18, I told them to take it or leave it. Prentice-Hall took a chance and the book sold 40,000 copies in its first edition. Then everyone wanted to be my friend. I kept getting rejected but I really believed in what I was writing; now it's the most widely used text in graduate programs in industrial and organizational psychology. I began in 1973 and it was published in 1978. In psychology, it's called delayed gratification. That's a long delay.

## **Obituary: Martha Jo Sani<sup>[19]</sup>**

[\[20\]](#)

**Martha Jo Sani**, a senior instructor emerita and highly regarded reference librarian at the College of Business Library at the University of Colorado Boulder, died Friday, October 7, 2011, in Boulder. She was 76.

Born May 26, 1935, in Versailles, Mo., to Judge G. Logan Marr and Jocelyn Martha Kanatzar Marr, she received her



bachelor's degree in education at Southeast Missouri State College and her master's in library science at the University of Illinois, Urbana-Champaign. She worked toward an advanced certificate in librarianship and information management at the University of Denver.

She previously worked for the Department of Civil Engineering at the University of Illinois and the Illinois State Water Survey. In 1976, she, her husband and their three children moved to Boulder.

She was a reference librarian in the Business Library at CU-Boulder from 1981 through 2001, known for her photographic memory, her ability to come up with the most unlikely places to find information and her understanding of accounting and investment resources. During her tenure, she also was the bibliographer for economics, communications, linguistics and journalism. Since her retirement, she volunteered in both the business and government publications libraries, particularly enjoying research consultations with students.

She was elected to the Boulder Faculty Assembly (BFA), Faculty Council Executive Committee and Faculty Senate Personnel Committee (chair 1990/91-1994/95, BFA representative 1997/98), and was a valued member of the Personnel Committee, working on benefits issues, especially to secure equal rights and benefits for same-sex partners. She also was a longtime member of the Rocky Mountain Chapter of the Special Libraries Association (president for 1994/95) and the Boulder Branch of the American Association of University Women (member since 1966).

Her many interests included music, reading, gardening and traveling. She was a member of two book clubs, two garden clubs (in Boulder and Summit counties), the University Women's Club and the Retired Faculty Association, and generously supported concert groups like the Boulder Philharmonic, the Colorado Music Festival, Opera Colorado, CU Opera and the Takacs Quartet. Her passionate interest in current events led to her longtime membership in the League of Women Voters in Illinois and Colorado. She was an ardent football fan and a member of the Buffalo Belles. She delighted in getting away to the mountains, to their vacation home in Summit County.

She is survived by her husband, CU engineering Professor Robert LeRoy Sani; brother George Logan Marr Jr., of Corrales, N.M.; daughters Cynthia Kay Pring-Ham (CU 1979) of Juneau, Alaska, and Elizabeth Anne Nelson (CU 1993) of Washington, D.C.; son Jeffrey Paul Sani (CU 1994) of Ensenada, Baja, Calif.; and grandchildren Trevor Nolan Ham, Emma Grace Nelson, Max Robert Nelson and Lucia Isabella Sani Cantillo.

A celebration of life will be from 11 a.m. to 2 p.m. Saturday, Oct. 29, in the Grand Assembly Room of the Chautauqua Community House (information and RSVP at <http://tinyurl.com/4yzn342><sup>[21]</sup>). Donations for a memorial bench and tree may be made at <http://tinyurl.com/3dkqwwp><sup>[22]</sup> or to University of Colorado Foundation, Campus Beautification Fund (Martha Jo Sani memorial bench), 59 UCB, Center for Community, 2249 Willard Loop Drive, Suite N460, Boulder, CO 80309. There is memorial website at <http://tinyurl.com/3kc9vjp><sup>[23]</sup>.

## Dropping names ...<sup>[24]</sup>

Fenell

A new book from **Janice Peck**, associate professor of media studies at the University of Colorado Boulder, has been published by Marquette University Press. Peck edited "Moment of Danger: Critical Studies in the History of U.S. Communication Since World War II" with Inger L. Stole, an associate professor in the communication department at the University of Illinois at Urbana-Champaign. ... **David Fenell**, professor in the College of Education at the University of Colorado Colorado Springs, recently received a distinguished alumni award from the Purdue University College of Education. Fenell was one of five people honored during Oct. 6 ceremonies at the West Lafayette, Ind., campus. Fenell earned a doctoral degree in counselor education from Purdue in 1979. He joined the UCCS faculty in 1984 and





recently retired after 26 years of military service from the U.S. Army as a colonel in the Medical Services Corps.

## Pulitzer Prize-winning author to be featured at Center of the American West event<sup>[26]</sup>

John McPhee

John McPhee, the Pulitzer Prize-winning author of "Encounters With the Archdruid" and "Coming Into the Country," will receive the Wallace Stegner Award from the University of Colorado Boulder's Center of the American West on Oct. 27.

The center's highest award will be presented at a 7 p.m. event in the Old Main Chapel on the CU-Boulder campus. The evening will feature a discussion with McPhee conducted by Patty Limerick, professor of history and chair and faculty director of the Center of the American West, and Charles Wilkinson, distinguished professor, and Moses Lasky, professor of law at CU-Boulder.

This year marks the 40th anniversary of McPhee's "Encounters With the Archdruid," a book Limerick has long heralded as the Center of the American West's "founding text" because of its inspiring demonstration of civil dialogue on contentious issues. McPhee also is the author of "Basin and Range" (1981), "In Suspect Terrain" (1983), "Rising From the Plains" (1986), "The Control of Nature" (1989) and "Assembling California" (1993).

"Each time I have assigned McPhee's 'Encounters With the Archdruid' to a class, I take great pleasure in reading it again," Limerick said. "Since I assign it in nearly every course I teach, that means I may be coming up on my 50th reading of it. If there is anyone who cares about the West but who has not read this book, it's time to take action."

Each year, the Center of the American West presents the Wallace Stegner Award to a person who has made a sustained contribution to the cultural identity of the West through literature, art, history or lore of the West. Past recipients include Tom McGuane, Sandra Day O'Connor, Ivan Doig, John Echohawk, Billy Frank, Terry Tempest Williams, John Nichols, Vine Deloria Jr., Ted Turner and many more. This year's award was made possible by Alan and Carol Ann Olson.

## Experts provide mixed view of economic future<sup>[28]</sup>

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A global economic recession, led by financial problems in Europe, is likely, according to the organizers of the UCCS Southern Colorado Economic Forum.

But forum organizers Tom Zwirlein, professor in the College of Business, and Fred Crowley, senior instructor in the College of Business, believe the U.S. is less likely to feel the full effect of that recession and that El Paso County will only be modestly affected.

Providing that 6,000 to 8,000 troops will, as promised, soon return to Fort Carson from their overseas deployments, Zwirlein and Crowley believe the local economy will be insulated from a predicted financial collapse of the European economy led by problems in Greece, Ireland and Portugal. Those financial struggles combined with natural disasters in Japan and political turmoil in the Middle East lead the veteran UCCS forecasters to be concerned about the future.



"The 'r word' is one that is difficult," Zwirlein said. "We are uncertain with what is going on in the world and see many things that are far from positive."

[30]

While complimentary of the military installations in El Paso County, Zwirlein and Crowley were emphatic in their encouragement of community leaders who attended their Oct. 14 presentation at the Antlers Hilton Hotel to begin working to diversify the local economic base.

"We love 'em," Zwirlein said of soldiers and military retirees who call El Paso County home. "It's great that they are here but we need more diversification in our economy if we are going to succeed."

Crowley emphasized that jobs in such fields as manufacturing and telecommunications often create related jobs. It should be a priority for the region to seek out new employers in these sectors and to work diligently to retain those who already are already.

"Retention is easier than attracting new," Crowley said.

While Zwirlein and Crowley were somewhat downbeat in their predictions, they were joined at the podium by Jim Paulsen, a chief investment strategist for Wells Fargo Capital Management. Paulsen was upbeat, saying the current U.S. economic recovery is occurring as expected and good progress is being made.

Using data from economic recessions in the mid-1980s and late 1990s, Paulsen encouraged those in attendance to disregard arguments that the current U.S. recovery is falling short.

"We've got problems, that's for sure," Paulsen said. "Some people will be hurt. But I see nothing that is recovery stopping."

Paulsen called the current economic recovery "nicely normal" and pointed to improvements in the private sector job market as well as large corporate profits and business spending before concluding with his optimism for the future.

"If the world doesn't end in the next two months," Paulsen said, "2012 is the gear year to move the nation's economy forward."

– Photos by Tom Hutton

## **New technologies challenge old ideas about early hominid diets** [31]

Skull of *Paranthropus boisei*

New assessments by researchers using the latest high-tech tools to study the diets of early hominids are challenging long-held assumptions about what our ancestors ate, says a study by the University of Colorado Boulder and the University of Arkansas.

By analyzing microscopic pits and scratches on hominid teeth, as well as stable isotopes of carbon found in teeth, researchers are getting a very different picture of the diet habitats of early hominids than that painted by the physical structure of the skull, jawbones and teeth. While some early hominids sported powerful jaws and large molars -- including *Paranthropus boisei*, dubbed "Nutcracker Man" -- they may have cracked nuts rarely if at all, said CU-Boulder anthropology Professor Matt Sponheimer, study co-author.

Such findings are forcing anthropologists – now aided by technological tools that were unknown just a few years ago –



to rethink long-held assumptions about early hominids. A paper on the subject by Sponheimer and co-author Peter Ungar, a distinguished professor at the University of Arkansas, was published in the Oct. 14 issue of *Science*.

Earlier this year, Sponheimer and his colleagues showed *Paranthropus boisei* was essentially feeding on grasses and sedges rather than soft fruits preferred by chimpanzees.

"We can now be sure that *Paranthropus boisei* ate foods that no self-respecting chimpanzee would stomach in quantity," Sponheimer said. "It is also clear that our previous notions of this group's diet were grossly oversimplified at best, and absolutely backward at worst."

Said Ungar, "The morphology tells you what a hominid may have eaten." But it does not necessarily reveal what the animal was actually dining on.

While Ungar studies dental micro-wear -- the microscopic pits and scratches that telltale food leaves behind on teeth -- Sponheimer studies stable isotopes of carbon in teeth. By analyzing stable carbon isotopes obtained from tiny portions of animal teeth, researchers can determine whether the animals were eating foods that use different photosynthetic pathways that convert sunlight to energy.

The results for teeth from *Paranthropus boisei*, published earlier this year, indicated they were eating foods from the so-called C4 photosynthetic pathway, which points to consumption of grasses and sedges. The analysis stands in contrast to our closest human relatives like chimpanzees and gorillas that eat foods from the so-called C3 synthetic pathway pointing to a diet that included trees, shrubs and bushes.

Dental micro-wear and stable isotope studies also point to potentially large differences in diet between southern and eastern African hominids, said Sponheimer, a finding that was not anticipated given their strong anatomical similarities.

"Frankly, I don't believe anyone would have predicted such strong regional differences," Sponheimer said. "But this is one of the things that is fun about science -- nature frequently reminds us that there is much that we don't yet understand.

"The bottom line is that our old answers about hominid diets are no longer sufficient, and we really need to start looking in directions that would have been considered crazy even a decade ago," Sponheimer said. "We also see much more evidence of dietary variability among our hominid kin than was previously appreciated. Consequently, the whole notion of hominid diet is really problematic, as different species may have consumed fundamentally different things."

While the new techniques have prompted new findings in the field of biological anthropology, they are not limited to use in human ancestors, according to the researchers. Current animals under study using the new tooth-testing techniques range from rodents and ancient marsupials to dinosaurs, said Sponheimer.

Much of Sponheimer's research on ancient hominids has been funded by the National Science Foundation.

## **Benson town hall slate continues Monday**<sup>[33]</sup>

UPDATED TUESDAY, OCT. 25:

Note: The Wednesday, Oct. 26, town hall at CU-Boulder has been postponed because of President Barack Obama's Wednesday appearance on the Auraria Campus in Denver. We'll update with the rescheduled date once it's been announced.

University of Colorado President Bruce D. Benson continues a fall series of town hall meetings, in which he is speaking



before members of all four campuses and system administration, on Monday at the University of Colorado Denver.

Audience members are invited to ask questions at the sessions, which continue into November. The remaining schedule:

**University of Colorado Denver**

3 p.m. Monday, Oct. 24, Lawrence Street Center, 1380 Lawrence St., Second Floor Terrace Room **University of Colorado Boulder**

POSTPONED (was set for 10 a.m. Wednesday, Oct. 26, UMC Ballroom) **Anschutz Medical Campus**

3 p.m. Tuesday, Nov. 1, Nighthorse Campbell Building, Shore Forum **System administration**

8:30 a.m. Wednesday, Nov. 16, Sherman Street Event Center, East 18th Avenue and Sherman Street, Denver

## Associate professor: Data analysis shows progress made in domestic violence<sup>[34]</sup>

Kaukinen

While statistics show sharp declines in violence against women over the past 30 years, vigilance is required to prevent a return to when domestic violence was not considered a crime, said **Katie Kaukinen**, associate professor in the School of Public Affairs, who recently shared the results of her analyses of 28 years of data from the National Crime Victimization Survey as part of Domestic Violence Awareness Month activities on the University of Colorado Colorado Springs campus.

“We have seen a significant decline in domestic violence since the 1990s,” Kaukinen said. “I like to remind people that we’ve had a lot progress. I will also put the caveat that we’ve had a lot of backlash.”

Kaukinen traced current domestic violence laws to the women’s rights movement of the 1970s. Those efforts led to tougher laws in the 1980s and 1990s, the effects of which are now included in long-term studies. Examples of relatively recent laws include mandatory arrest, jail and fines for domestic violence offenders as well as a proliferation of nonlegal services such as shelters, crisis services and healthy relationship education.

Before a primarily female audience of students and community leaders, Kaukinen drew laughs when she pointed out that statistics show men have been among the greatest benefactors of the domestic violence prevention movement. The number of men killed by their spouses or intimate partners has declined in recent years; Kaukinen pointed to research by other scholars who theorize the decline is the result of women having alternatives to killing their abusers. Those options include moving to a shelter or having independent sources of income that enable them to leave abusive relationships.

Still, there are connections between violence against women and such factors as race, education levels, employment and marriage, according to Kaukinen.

## Spring Conference on Learning and Teaching: Call for session proposals<sup>[36]</sup>

The President’s Teaching Scholars invite proposals from CU faculty to organize and conduct sessions on learning and



teaching for the annual Spring Conference from 8 a.m. to 2 p.m. Friday, March 9, 2012, on the Anschutz Medical Campus. A social hour with light refreshments will follow from 2 to 3 p.m.

CU faculty members also are welcome to register to attend the conference. There are 100 seats available and there is no charge; registration details will be announced soon.

The conference theme takes a broad view of learning and teaching. Aspects of this include examples for inclusion of social and cultural issues in the classroom environment; the development of learning and problem-solving skills; addressing individual differences in learning; online course learning; classroom pedagogy; research on a particular aspect of learning in one's course; how to deal with varying degrees of student openness to learning; and other related topics. Proposals regarding entire programs and their development, however, do not fit the focus of this conference.

Workshop-style sessions that emphasize interactive, audience participation, rather than passive listening, will be strongly favored by the organizing committee. Many attendees of the 2011 conference commented that offering practical "take-home" suggestions was a real strength, so this practice also is encouraged. And due to the concurrent format of the meeting, speakers from prior years are welcome to propose a repeat of a previous session.

Note that conference sessions are allocated in one-hour time slots, and if a panel of presenters is proposed, it must be limited to two panelists.

To propose a session, please submit the following information in Word or PDF format to [ftcp@colorado.edu](mailto:ftcp@colorado.edu)<sup>[37]</sup>, by Friday, Nov. 4:

Session Title One paragraph with a detailed description Name and contact information, including cell phone and/or email Any other supporting information you wish to provide Limit to one page total

Organizers will select sessions from the proposals submitted based on their relation to the learning and teaching theme described above, anticipated audience interest, and overall balance with other sessions.

Organizers will select sessions from the proposals submitted based on their relation to the learning and teaching theme described above, anticipated audience interest, and overall balance with other sessions.

Please address questions to [ftcp@colorado.edu](mailto:ftcp@colorado.edu)<sup>[37]</sup>

## Tebow puts foot forward for CU Cancer Center benefit<sup>[38]</sup>

<sup>[39]</sup>

When Tim Tebow takes the field as starting quarterback for the Denver Broncos on Sunday, he's poised to make an impact on the field of play. He's also poised to make an impact on the field of breast cancer research.

This week, the Tim Tebow Foundation, in partnership with XV Enterprises, is auctioning off the hot pink cleats the quarterback wore during the Oct. 3 Broncos-Tennessee Titans game. The auction benefits breast cancer research at the University of Colorado Cancer Center.

The [CU Cancer Center](#)<sup>[40]</sup> has the largest breast cancer research program in the Rocky Mountain region. The center is known for research about how hormones drive breast cancer, identifying genes that cause breast cancer to invade and spread, and the association of breast cancer and pregnancy. The center's women's cancers group holds \$7.2 million in research funding today.

The center's breast cancer clinical research program, headquartered at the [Dianne O'Connor Thompson Breast Center at University of Colorado Hospital](#)<sup>[41]</sup>, has the best five-year survival outcomes for breast cancer in the state, particularly for late-stage patients. The program currently has [17 clinical trials](#)<sup>[42]</sup> available for breast cancer patients, many of them only available at the center.

The "Cleats for a Cure" auction on eBay launched Monday and ends at 6:43 p.m. Monday, Oct. 24. The auction winner receives the autographed cleats plus an autographed photo of Tebow wearing the cleats.



You can bid on the cleats and breast cancer research at the CU Cancer Center on eBay, here:

[http://www.ebay.com/itm/Tim-Tebow-Broncos-Game-Used-Pink-Cleats-Cure-Tim-Tebow-Foundation-/260872978103?pt=LH\\_DefaultDomain\\_0&hash=item3cbd3dbeb7](http://www.ebay.com/itm/Tim-Tebow-Broncos-Game-Used-Pink-Cleats-Cure-Tim-Tebow-Foundation-/260872978103?pt=LH_DefaultDomain_0&hash=item3cbd3dbeb7)<sup>[43]</sup>

## Hoch named Employee of the Quarter at UCCS<sup>[44]</sup>

Hoch

Employee of the Quarter honors for the current quarter went to **Hope Hoch**, program assistant in the University of Colorado Colorado Springs Beth-EI College of Nursing and Health Sciences.

Associated with Beth-EI for 20 years, Hoch is responsible for the overall operations of Beth-EI's Health Sciences Department. She is known for conducting her duties with limitless patience, inexhaustible energy and a smile. Described as a team player, a wise and loyal comrade and a dedicated employee, she functions in a way that exceeds her job requirements.

Hoch possesses "a depth of knowledge about the regimen and inner workings of both Beth-EI and UCCS that few can match," according to K.C. Craig, a Beth-EI instructor.

"It does not matter if you are a freshman student, a professor, a dean or provost, when you walk into Hope's office, you will always be greeted with a smile and treated with respect," Craig said. "Hope has very strong people skills and she effectively handles irate students and frustrated professors."

In many situations, Hoch serves as community liaison and the face of the department, interacting with Beth-EI's community partners to secure contracts for service learning, internship and practicum experiences, and serving as first point of contact for community requests. She reduces the workload of faculty by helping students resolve university paperwork in a timely manner, answering their questions and referring students to the appropriate university resources during the admissions process.

Her dedication is such, Craig said, that Hoch works weekends to make sure projects are completed appropriately and represent the department well.

"She plays an integral role in the planning and execution of the college convocation every year," Craig said. "She helps at both the fall and spring commencements, making sure both students and faculty are in place on time. One of the reasons her assistance with events like these is so important is because of her positive working relationships with her peers, students and faculty."

UCCS Employee of the Quarter recipients are classified or professional exempt employees who are recognized for exceptional service to the university. Award winners receive a certificate of recognition, a \$100 stipend, three months free campus parking, and a day of administrative leave.

## Zunger to receive inaugural theory award from Materials Research Society<sup>[46]</sup>

Zunger

**Alex Zunger**, a professor at the University of Colorado Boulder, will receive the inaugural Materials Theory Award at the 2011 Materials Research Society (MRS) Fall Meeting on Nov. 30 in Boston. The Materials Theory Award, endowed by Toh-Ming Lu and Gwo-Ching Wang, recognizes exceptional advances made by materials theory to the fundamental understanding of the structure and behavior of materials.

Zunger is being recognized for his “development of the Inverse Band Structure approach to materials by design and the foundational developments of methods of First-Principles theory of solids, leading to innovative and transformative studies of renewable-energy materials and nanostructures.”

His fundamental work includes the fifth-most-cited paper in the 110-year history of Physical Review (out of more than 350,000 articles published in the journal). He also is the recipient of the John Bardeen Award of the Minerals, Metals and Materials Society (TMS), the Rahman Award of the American Physical Society (APS), the Tomassoni Physics Prize and Science Medal of the Scola Romana di Physica in Italy and the Guttenberg Award of Science of Germany.

Zunger has made seminal contributions as a theorist working in the area of condensed matter and materials physics. He made foundational contributions to the development of the theory methodologies that enabled predicting a wide range of the properties of solids even before they were measured. Such developments include the earliest first-principles pseudopotentials for greatly simplifying theory of many-electron systems, the momentum-space total energy approach for predicting the ground-state properties of solids, and the development of exchange-and-correlation functions for describing the fundamental electron-electron interactions in density-functional theory. His theoretical work on semiconductor alloys, complex photovoltaic semiconductors and nanostructures were contributions at the forefront of these fields.

His recent work is motivated by the goal to predict structural arrangements to design materials with desirable, “target” electronic properties. Prior to Zunger’s proposal of an “inverse approach,” the standard protocol was to first state the underlying structure of a solid or molecule (e.g., its symmetry, or structure type), then predict the system’s properties (e.g., optical, mechanical, electric, magnetic) through quantum calculations. However, this approach did not reveal how the atomic structure should be changed to achieve a certain target property.

Zunger’s idea was to start by articulating the material property desired for a particular technology (e.g., optical, mechanical, electric, magnetic) and then calculate the structure that would have the target property. Together with his collaborators at the National Renewable Energy Laboratory (NREL), he showed how one could predict “nanostructures by design,” as well as “magnetism by design,” or even “impurities by design.”

Zunger’s work now forms the basis for an office of science “Energy Frontier Research Center on Inverse Design,” combining his theoretical work with the experimental work of groups at (NREL), Northwestern University, Stanford SLAC National Accelerator Laboratory and Oregon State University, who are realizing some of these target structures.

Zunger received a Ph.D. from Tel Aviv University, Israel. He held postdoctoral research positions at Northwestern University and University of California, Berkeley. At NREL, he established the Solid State Theory group where he has mentored more than 75 postdoctoral fellows and published over 600 papers in refereed journals, including over 150 in high-impact Physical Review Letters and Rapid Communications. The impact of his work is partially reflected by an “h factor” in the mid-’90s. He is a fellow of the American Physical Society.

## Nominations requested for Jefferson Awards<sup>[48]</sup>

Thomas Jefferson



Nominations are requested for the 2012 [Thomas Jefferson Awards](#)<sup>[50]</sup>, given each spring to a faculty member, a staff member and a student who advance the ideals of Thomas Jefferson, which include: broad interests in literature, arts and sciences, and public affairs; a strong concern for the advancement of higher education; a deeply seated sense of individual civic responsibility; and a profound commitment to the welfare and rights of the individual.

The special significance of the award is its integration of excellence in performance of regular responsibilities with outstanding service to the broader community.

Nominees should be members of the teaching faculty, the student body, or the classified or professional exempt staff whose achievements reflect superior performance in their normal work or scholarship and notable participation in humanitarian activities.

**The nomination deadline is Friday, Dec. 2, 2011.** Self-nominations are not encouraged. For fairness and consistency, the nomination packet is limited to 20 pages and must include the following: a strong nomination letter addressing how the nominee meets the award criteria; a current resume; and at least three letters of support.

A universitywide competition, the Jefferson Award is one of the university's highest honors, and includes an engraved plaque and a \$2,000 cash honorarium for each recipient.

Please send 10 copies of your nomination packet to:

Thomas Jefferson Awards Committee  
c/o Office of Academic Affairs  
1800 Grant St.  
Denver, CO 80203

-OR-

Campus Box: 35 UCA (Campus Mail only)  
Attn: Thomas Spahr

-OR-

Electronically as one PDF to [OfficeofAcademicAffairs@cu.edu](mailto:OfficeofAcademicAffairs@cu.edu)<sup>[51]</sup>

For more information, please contact Thomas Spahr at 303-860-5623 or [Thomas.Spahr@cu.edu](mailto:Thomas.Spahr@cu.edu)<sup>[52]</sup>.

## Second Annual Gravity Run to send runners downhill<sup>[53]</sup>

The Small Business Development Center (SBDC) at the University of Colorado Colorado Springs is hosting the Second Annual Small Business Gravity Run, a 5K fun run, at 8 a.m. Saturday, Oct. 29.

The route is mostly all downhill starting from the SBDC Building at UCCS and ending at BJ's Brewhouse on North Nevada Avenue.

Details about the event are listed at [www.cssbdc.org](http://www.cssbdc.org)<sup>[54]</sup> and [www.gravityrun.com](http://www.gravityrun.com)<sup>[55]</sup>





## Boulder Staff Council rounding up coats, blankets<sup>[56]</sup>

The Boulder Staff Council has launched its Winter Warmth Drive, which continues through Nov. 14. Donations of winter wear and blankets are requested; they'll be distributed to needy families in Boulder County. <sup>[57]</sup>

Please bring donations to:

Police & Parking College of Architecture/Planning College of Music Book Store—UMC School of Education Continuing Education School of Business Armory Norlin Library Old Main Wolf Law CU Rec Center Family Housing Office Housing Facilities ATLAS Center for Community ARC

Dry cleaning of coats has been donated by Art Cleaners Inc. in cooperation with Boulder Valley Rotary Club.

For more information, contact [Boulder Campus Staff Council](#)<sup>[58]</sup>.

### Links

- [1] <https://connections.cu.edu/people/regal-receives-latest-packard-fellowship-cu-boulder-%C2%A0-%C2%A0-%C2%A0-%C2%A0-%C2%A0-%C2%A0>
- [2] [https://connections.cu.edu/people/regal-receives-latest-packard-fellowship-for-cu-boulder/people\\_regal](https://connections.cu.edu/people/regal-receives-latest-packard-fellowship-for-cu-boulder/people_regal)
- [3] <https://connections.cu.edu/stories/last-chance-be-colorado-health-screenings-assessments>
- [4] <http://www.becolorado.org/>
- [5] [https://connections.cu.edu/news/last-chance-for-be-colorado-health-screenings-assessments/beco\\_participation-6](https://connections.cu.edu/news/last-chance-for-be-colorado-health-screenings-assessments/beco_participation-6)
- [6] [https://connections.cu.edu/news/last-chance-for-be-colorado-health-screenings-assessments/beco\\_participation-3](https://connections.cu.edu/news/last-chance-for-be-colorado-health-screenings-assessments/beco_participation-3)
- [7] <https://connections.cu.edu/stories/payroll-benefit-services-complete-move-month>
- [8] <http://www.cu.edu/pbs/>
- [9] <mailto:pbs@cu.edu>
- [10] <http://www.cu.edu/pbs>
- [11] <mailto:mark.gelband@cu.edu>
- [12] <https://connections.cu.edu/stories/cancer-center-test-cited-helping-reduce-deaths-clinical-trial>
- [13] <http://ucdenver.edu/academics/colleges/medicalschoo/cancercenter/Pages/CancerCenter.aspx>
- [14] <http://ucdenver.edu/academics/colleges/medicalschoo/Pages/somWelcome.aspx>
- [15] <https://connections.cu.edu/stories/dinosaur-museum-making-tracks-boulder>
- [16] <https://connections.cu.edu/file/ucd-dino.jpg>
- [17] <https://connections.cu.edu/stories/five-questions-wayne-cascio>
- [18] <https://connections.cu.edu/news/five-questions-for-wayne-cascio/5q-cascio>
- [19] <https://connections.cu.edu/people/obituary-martha-jo-sani>
- [20] <https://connections.cu.edu/file/peoplesanijpg>
- [21] <http://tinyurl.com/4yzn342>
- [22] <http://tinyurl.com/3dkqwwp>
- [23] <http://tinyurl.com/3kc9vjp>
- [24] <https://connections.cu.edu/people/dropping-names-50>
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- [29] <https://connections.cu.edu/file/uccs-economics.jpg>
- [30] <https://connections.cu.edu/file/uccs-economics2.jpg>
- [31] <https://connections.cu.edu/stories/new-technologies-challenge-old-ideas-about-early-hominid-diets>
- [32] <https://connections.cu.edu/file/ucb-hominid.jpg>
- [33] <https://connections.cu.edu/stories/benson-town-hall-slate-continues-monday>
- [34] <https://connections.cu.edu/people/associate-professor-data-analysis-shows-progress-made-domestic-violence>
- [35] <https://connections.cu.edu/file/peoplekaukinen.jpg>
- [36] <https://connections.cu.edu/stories/spring-conference-learning-and-teaching-call-session-proposals>
- [37] <mailto:ftfp@colorado.edu>
- [38] <https://connections.cu.edu/stories/tebow-puts-foot-forward-cu-cancer-center-benefit>
- [39] <https://connections.cu.edu/file/tebo-front.jpg>
- [40] <http://coloradocancercenter.org/>
- [41] <http://www.uch.edu/conditions/cancer/breast-cancer/>
- [42] <http://www.uch.edu/ClinicalTrials/clinical-trials-search-results/?termId=21c0a50c-601f-e011-aa70-e0cb4ef9b7ad>
- [43] [http://www.ebay.com/itm/Tim-Tebow-Broncos-Game-Used-Pink-Cleats-Cure-Tim-Tebow-Foundation-/260872978103?pt=LH\\_DefaultDomain\\_0&hash=item3cbd3dbeb7](http://www.ebay.com/itm/Tim-Tebow-Broncos-Game-Used-Pink-Cleats-Cure-Tim-Tebow-Foundation-/260872978103?pt=LH_DefaultDomain_0&hash=item3cbd3dbeb7)



- [44] <https://connections.cu.edu/people/hoch-named-employee-quarter-uccs>
- [45] <https://connections.cu.edu/file/peoplehochjpg>
- [46] <https://connections.cu.edu/people/zunger-receive-inaugural-theory-award-materials-research-society>
- [47] <https://connections.cu.edu/file/peoplezungerjpg>
- [48] <https://connections.cu.edu/stories/nominations-requested-jefferson-awards>
- [49] <https://connections.cu.edu/file/dyk-tjpg>
- [50] <https://www.cu.edu/jefferson-award>
- [51] <mailto:OfficeofAcademicAffairs@cu.edu>
- [52] <mailto:Thomas.Spahr@cu.edu>
- [53] <https://connections.cu.edu/stories/second-annual-gravity-run-send-runners-downhill>
- [54] <http://www.cssbdc.org/>
- [55] <http://www.gravityrun.com/>
- [56] <https://connections.cu.edu/stories/boulder-staff-council-rounding-coats-blankets>
- [57] <https://connections.cu.edu/file/dykbscjpg>
- [58] <http://www.colorado.edu/staffcouncil/>