Five questions for Laura Borgelt[1]

[2]
Whether she's swimming the English Channel or navigating the sometimes rocky waters of shared governance, Laura Borgelt remains committed in her pursuit of goals. After coming to the CU Faculty Council[3] as a member of the women's committee in 2010, Borgelt now chairs the council, practicing leadership that has earned her many accolades throughout her career. The honors include the 2011 Elizabeth D. Gee Memorial Lectureship Award[4], which recognizes teaching, scholarship and interdisciplinary collaboration that advances women in higher education.

A professor in the Departments of Clinical Pharmacy and Family Medicine at the Skaggs School of Pharmacy and Pharmaceutical Sciences and the School of Medicine on the CU Anschutz Medical Campus, Borgelt teaches and engages in research – focusing on women's health and patient safety.

She came to CU after earning her bachelor's in pharmacy at the University of Iowa, where she swam collegiately. Swimming remains a passion: In recent years she has completed endurance-testing crossings of Tampa Bay, the Maui Channel and, yes, the English Channel. She's an avid triathlete and aquabiker, and also finds time for biking and running – when she isn't chasing after her three young boys, ages 5 to 9.

**1. What are the top issues you expect Faculty Council to be dealing with this year, and what leadership philosophy do you hope to employ as chair?**

One of the things I've done is develop a dashboard, which indicates for us what our agenda items will be for the year. I encouraged committees to create their own agenda items they want to target for the year and how they'd like to proceed. I'm also trying to reach out to encourage our faculty governance groups to employ the philosophy of shared governance with administration. We aim to have a voice at the table that can influence decision making.

One of the first issues we're bringing forward this fall is the tuition benefit APS (administrative policy statement). Two of our committees, budget and personnel/benefits, are working on that, which is an example of an issue that I think Faculty Council can really have a role in influencing. It's relevant to all faculty and staff across all of the campuses.

I'm really trying to promote involvement with Faculty Council and its committees. I want to stress the importance of the faculty engaging in processes to help the university be a better community. We're actively looking for faculty members to participate in at-large roles and in our seven committees. I'd be happy to talk with people about it and give them more information. (Note: See the Faculty Council website[3] or email facultycouncil@cu.edu[5].)

**2. Five years ago, you designed a women's health elective. How did that come about, and what's the state of it today?**

[6]
I wanted to design an elective that would challenge students, with appropriate assessment of outcomes, and that would create active learning strategies. This was an elective I designed as we were writing a text book. I felt like I needed to walk the walk – that I needed to be involved in creating an elective where the outcomes, the objectives for each lesson, were determined first. At that time, 'beginning with the end in mind' was kind of a new philosophy in teaching.

In my mind, it's been very successful. It really has been a very eye-opening experience, as well, for students, in learning about the role gender plays in terms of similarities and differences in health. It's not only about treatment decisions and women's biology and physiology, but also about women's perspectives about their health in the world. Another important aspect of the class is women's health and wellness, not illness or medical conditions. This is a topic we need to continue to emphasize in medical education because health and wellness leads to a better quality of life.

Until this past year, it was mostly women students in the class. But last semester, a quarter of the class was men.

It has been fun to work on, and I'll continue to do it as long as I can.

**3. The book you referred to is "Women's Health Across the Lifespan," which you co-edited. Is there a single**

**greatest challenge facing women today in terms of health?**

That's a million-dollar question. As the title indicates, it's important to recognize that you're looking at health across the lifespan. Issues pertinent to adolescents are very different from those for women in their non-reproductive years.

You can look at areas like health equity and gender differences. It's important to recognize that women face different health considerations than men. Not only biologically, women are often the primary decision makers in their families, and they're often taking care of their own children and elderly parents all at the same time.

There have been many key studies and articles in the last 10 to 15 years that have changed how we treat women with medications. That goes back to the pharmacy side: We have to evaluate what that new information means and how do we translate it so it's meaningful for women?

**4. You've completed some jaw-dropping swims. When you're challenging your endurance, how high are the highs and how low the lows? Are you ever tempted to give up?**

[7]
There are definitely those moments of doubt with many of these swims – it's the cold water for me. The Maui Channel was not cold, but with both Tampa and the English Channel, depending on the length of the swim, you will have to face the cold.

The most difficult part is the training. The cold water training that has led to the swim has been my lowest low – it's really only you and your swim buddies out there training with you to get you through. When you're out there cold, shivering, knowing you have to go back into water that's less than 60 degrees, you really don't feel like doing that. But for the accomplishment, it's necessary. You push through that and understand the greater goal.

The highest moment is not always the completion of that event, although that gives you a great sense of accomplishment. It's the journey in getting there, all the small victories along the way. When I was training for the English Channel, I did an eight-hour swim in Lake Superior – that was the greater achievement for me. Because I was the only one out there with a one- or two-member support crew. That's where you build confidence.

**5. How do you find the time for all of your pursuits, at work, home and elsewhere?**

It really is just a matter of making choices to really focus my energies on those things I really want to be doing and making every minute count. I have what I call 'my village' – I'm a single mom, so my nanny or mother's helper steps in to fulfill those after-school responsibilities so I can do what I need to do at work. I then do what I can in the evenings to spend quality time with my boys.

Hopefully my kids are understanding what work-life balance looks like. We're a family, and everyone's got to have their part. I try to spend quality time with my kids doing activities we all love. And sometimes, after they're in bed, I'm back at work.

Every other weekend, I get time for my sports activities. Sometimes I'm using my walk across campus as an opportunity to move my body. I need the swimming, honestly, to keep my mind fresh and creative and thinking about what's next. That's a place for me to prioritize and organize. I really find I need that time to maintain my sanity – to minimize stress and organize how I'm going to get things done.

Advocate of the Year's love affair with CU lasts a lifetime[8]

George Gramer at the Denver Country Club on Tuesday night.

Born and raised in Clinton, Iowa, high school student George Gramer had narrowed his target list of universities down to four: Stanford, Texas, Arizona and the University of Colorado Boulder.

“If I’d seen the University of Arizona campus, I perhaps would have gone there,” Gramer says. But of the four, he only had visited one: CU-Boulder. And it was love.

“I’ve loved CU ever since I was a high school student,” says Gramer, who earned bachelor’s magna cum laude (’73) and master’s (’74) degrees in Spanish (CU-Boulder and the other universities on his list all boasted renowned Spanish and mathematics programs when he began pursuing his education).

More than 40 years later, his love for the institution has never waned, and indeed has helped him garner honors as this year’s CU Advocate of the Year. The recognition comes from the CU Advocates[10] program in the Office of the President.

“It’s an extremely important honor,” says Gramer, who received the award Tuesday night at the Denver Country Club at a reception hosted by President Bruce and Marcy Benson. “To be recognized by the university for a second time is an extremely high honor.”

Gramer received CU-Boulder’s Leanne Skupa-Lee Award in 2002 for outstanding service to the Admissions Program.

As a U.S. Army intelligence officer, Gramer gave 29 years of service to the military in a career that took him far from his Midwestern roots, across the nation and overseas to Panama, Honduras, South Korea and Bosnia.

“Wherever I went and met other Buffs, we were all proud to be Buffs,” he says. “Anytime I met an officer from CU, we immediately had that bond.”

He collected such high honors as the Legion of Merit and the Defense Superior Service Medal before retiring as a colonel in 2003.

Gramer chose to make his home in Colorado once again seven years ago, partly so he’d be close to his alma mater.

“I guess you never get tired of loving CU,” he says.

He continues his streak of donating to CU every year since 1978, while also logging plenty of miles between his south Denver home and Boulder, where he continues to take part in board meetings and to attend football games and other events.

He joined the CU Advocates program in its first year, 2011, and has attended nearly half, or about 30, of its educational presentations during that time.

“It’s a learning process, so that we can talk adequately with legislators we meet and other people who are important in the state budget process,” Gramer says. “As an Advocate, you learn a tremendous amount of things about the Colorado state budget, about the outstanding professors at the campuses. You get to meet the leaders of the university, and you see many more people from all the campuses. It’s very important, because CU is doing extremely important work worldwide – not just in the state of Colorado.”

CU Advocates, which now counts 2,700 members, offers about 24 advocacy-related events annually, providing insight and talking points on the university’s greatest achievements and challenges. Gramer says his interest in politics and personal interaction with lawmakers led him to join.

“I’ve met the governor and his opponent, many state officials, and I know some of them personally,” Gramer says. “Knowing I’m a huge fan of the CU Advocates program, I think it says to them, ‘You know, George is really involved in this – if we have extra money to give, maybe it is worth giving that to CU.’ When you receive (less than 6 percent) of

your funding from the state you're named for, it makes people wonder.

"It's extremely important for legislators to know that CU is doing good things – and making huge amounts of money for the state. The Anschutz Medical Campus makes more money for the state than the entire ski industry. We've got to get that story out. People are shocked and surprised when they hear that."

Gramer was selected as Advocate of the Year from a slate of eight finalists. The runners-up were: Eric Anhold, Denver; Jane Dillon, Colorado Springs; Wendy Fiedler, Broomfield; Chuck Gamber, Greenwood Village; Kimbirly Orr, Centennial; Bernard Slack, Littleton; and Jason Veatch, Canon City. All were in attendance at Tuesday night's reception, where nearly 100 CU Advocates helped celebrate the occasion.

Gramer is the second recipient of the CU Advocate of the Year Award, following last year's presentation to Alvin Rivera of Pueblo.

## CU names Technology Transfer leader[11]

[12]

The University of Colorado has named Kathryn (Kate) Tallman associate vice president for technology transfer for the institution's four-campus system.

Tallman, who has served in the position as interim since July 2013, will lead CU's Office of Technology Transfer, which manages and commercializes intellectual property resulting from research at CU. The operation has seen an increase recently in licensing agreements that enable university technologies to be developed by commercial partners. It also has seen consistency in the number of startup companies that emerge from university research.

"Kate Tallman has done a superb job directing our Technology Transfer operation and I am confident she will continue to lead TTO as its permanent leader," said CU President Bruce D. Benson. "Technology transfer not only brings the leading-edge work of our faculty to markets and to new companies, but also improves lives through discovery and innovation."

She joined CU Technology Transfer in 2002 and previously served as senior director for technology transfer at CU's Boulder and Colorado Springs campuses. Before CU, she was director of marketing and co-founder of Roving Planet, a venture-backed Colorado software company specializing in wireless LAN technology.

Since Tallman took on the interim role, nine companies emerged from university research in FY 2014, with an additional three in the current fiscal year, which began July 1. Startup companies are a key measure of technology transfer performance, with CU startups achieving a higher five-year survival rate[13] than small businesses overall in Colorado or nationally.

Startup companies bridge the gap between university research and commercial products and also contribute to the local economy by creating jobs and attracting venture capital.

For example, LineRate Systems was founded in 2008 by CU-Boulder researchers to commercialize their breakthrough in software-defined networking. LineRate received early-stage funding through CU Technology Transfer's proof of concept investment program. The company was sold to F5 Networks in 2013 for $125 million. Louisville-based GlobeImmune, a CU startup that emerged from research into a vaccine platform with potential applications for cancer and infectious diseases, recently closed its IPO, raising $17.2 million[14].

"I intend to continue to support efforts across CU campuses to expand commercialization activities," Tallman said. "Faculty engagement in commercialization builds relationships and industry knowledge. Our team's intellectual property management and licensing services help faculty achieve commercial goals."

CU-Boulder alumni couple endow classical guitar program in College of Music[15]

Michele (Mikhy) Ritter, Nicolò Spera and Mike Ritter

The Ritters

Michele (Mikhy) and Mike Ritter were college sweethearts at CU-Boulder. When they left their adopted Boulder hometown a few years after graduation to pursue career goals, Mikhy made Mike sign a contract that they'd return in five years.

"It took us six years to get back but we held up the bargain," Mikhy says, laughing.

The contract is just one example of the Ritters' love for CU, Boulder (where they continue to live) and the College of Music. They recently made a trailblazing gift to the classical guitar program in the College of Music that, combined with a commitment from the Office of the Chancellor, will endow and name the program.

**The Ritter Family Classical Guitar Program**

The Ritter Family Classical Guitar Program is directed by assistant professor Nicolò Spera, who launched it just three years ago.

"The gift will allow the program to invite guest artists to the College of Music, support the International Guitar Festival, fund student travel to competitions and other festivals, and support the program overall," Spera says. "The generosity of Mikhy and Mike will nurture our guitar students' dreams, it will strengthen their desire to explore and to discover, and it will encourage their search for a unique voice in the musical world."

The Ritter Family Classical Guitar Program joins the Thompson Jazz Studies Program as the only two named programs at CU-Boulder, both in the College of Music, and both notable for enabling the College to establish programs in areas of study lying outside the mainstream of classical music instruction and its focus on large ensembles.

"The Ritters' establishment of an endowed program in classical guitar is visionary and inspirational, and is already allowing the College of Music to build a world-class program in guitar. We are so grateful to generous individuals like the Ritters for supporting our programs and for understanding how investments like these make a significant difference for current and future students," says Robert Shay, dean of the College of Music.

The Ritters say their dream is for CU-Boulder to have the premier classical guitar program in the world. "I really think it is a possibility given the scope of Nicolò's vision, the support for innovation at the College of Music, and the excellence of the program, faculty and the students," Mikhy says.

**Classical guitar for the people … and CU-Boulder**

Spera is lauded not only for his talent as a solo and ensemble performer with orchestras, but also for engaging the broader public with concerts and master classes. In 2013 he founded the University of Colorado International Guitar Festival and Competition, which in its first year brought 41 guitarists from 15 countries who taught master classes and attracted hundreds of high school students from throughout the Mountain West.

Spera says the guitar speaks to people in a way few instruments do. As a result, the Ritters say the program is attracting fans and supporters who had never been exposed to classical music nor were involved with the College of Music before.

“When you study the history of this instrument … in the Renaissance era, you find that people either fell in love with guitar or it was misunderstood and criticized for being only a popular folk instrument,” Spera says. “One of the guitar’s strengths — part of its magic — is exactly its ability to adjust from the pub to the concert hall, and to transport the widest audience into the enchanting beauty of its delicate sounds. This is why the guitar can truly speak to so many people’s hearts, and open their lives to a rediscovery of classical music. The guitar can change this world!”

**Inextricably linked: CU and Boulder**

Mike came to CU when he was recruited as a sprinter. He tells a story of coming as a prospective student and being put up in the Rodeway Inn in a west-facing room, dining at the Aristocrat (a diner and renowned piece of Boulder history), playing racquetball at the Rec Center and ending the day at the top of Flagstaff Mountain. “I was hooked… I had never seen such natural beauty,” Mike says.

Part of the Ritters’ dedication to CU comes from their love of their community and the acknowledgement of how the university enhances Boulder in so many ways.

“Having the university in your backyard, whether you are a student, lifelong learner, or music-lover, is what makes living in Boulder fabulous,” Mikhy says.

As a native of Milan, Spera says that though he misses the streets of his birthplace (and its hidden treasures of beauty), he has found his musical home in Boulder, where the community has been overwhelmingly supportive. “You see the huge infinite sky overhead in Boulder,” he says. “There is a great sense of possibility here.”

[NASA awards CU-Boulder-led team $7 million][18]

[19]
NASA has awarded a team led by the University of Colorado Boulder more than $7 million to study aspects of the origins, evolution, distribution and future of life in the universe.

The team, led by CU-Boulder professor Alexis Templeton of the geological sciences department, will be researching what scientists call “rock-powered life.” Rocky planets store enormous amounts of chemical energy, that, when released through the interaction of rocks and water, have the ability to power living systems on Earth as well as on other planets like Mars, said Templeton, principal investigator on the effort.

Scientists believe that habitable or potentially inhabited environments may exist in the subsurface of Mars as well as the interiors of Europa and Ganymede -- two of the moons of Jupiter -- and Triton, a moon of Neptune, said CU-Boulder Research Associate Thomas McCollom of the Laboratory for Atmospheric and Space Physics, a co-investigator on the effort.  Rather than photosynthesis, the researchers believe a number of life forms in the solar system and perhaps beyond may be powered by “chemosynthesis,” a process that does not require sunlight, he said.

“I’m pleasantly surprised that we were selected, in part because it was such a tough competition,” said McCollom, one of four CU-Boulder co-investigators on the grant. “I think it speaks to the quality of our team – we have a lot of stellar people who are leaders in different aspects of astrobiology.”

The team will approach the project from several angles, said CU-Boulder Research Associate Lisa Mayhew, a co-investigator on the project. Field sites, both on land and in the ocean, will be used as test beds to determine the habitability of rock-powered systems; laboratory experiments will investigate how the water-rock reactions proceed in the presence and absence of life; and the philosophical definition of what constitutes life will be explored, Mayhew said.

In addition to Templeton, McCollom and Mayhew, the fourth CU-Boulder co-investigator on the winning proposal is

Professor Carol Cleland of CU-Boulder's philosophy department. Other co-investigators on the CU-Boulder-led proposal include scientists from the Colorado School of Mines; Montana State University; Arizona State University; NASA Ames Research Center in Moffett Field, California; Michigan State University; the University of Rhode Island; the University of Utah and the Massachusetts Institute of Technology.

In addition to the 13 investigators on the team, there are four collaborators, including CU-Boulder Associate Professor Brian Hynek of LASP, who also is director of CU-Boulder's Center for Astrobiology. "This award further solidifies CU's longstanding reputation and expertise in astrobiology," said Hynek, also a faculty member in geological sciences. "It will provide additional training and opportunities for students, as well as the public, in this exciting field of study."

NASA awarded seven grants totaling almost $50 million to seven winning research teams that will explore the origins, evolution, distribution and future of life in the universe. The other six victorious teams are led by NASA's Goddard Space Flight Center in Greenbelt, Maryland; NASA Ames Research Center, NASA's Jet Propulsion Laboratory in Pasadena, California; the Search for Extraterrestrial Existence, or SETI, in Mountain View, California; the University of California, Riverside, and the University of Montana in Missoula.

## Time for action: Faculty, staff, students plan for student success[20]

[21]

?It's time for action.

That was the message at this year's 10th annual Undergraduate Experiences Symposium[22]. Since 2005, staff, faculty and students have attended this annual gathering to discuss opportunities for growth of undergraduate education at CU Denver[23], but this year was all about moving from discussion to implementation.

"We're here to think big, to think about what we do as a university as a whole," Jeff Franklin[24], associate dean for Undergraduate Curriculum & Student Affairs, said in his opening comments. "We're here to design our university's future."

This year's symposium drew a record 150 people, 70 percent of whom were faculty—the largest representation of active teachers to date. Included in that crowd were the deans of each school and college and Provost Rod Nairn[25].

"There's power in the room," said keynote speaker Ken O'Donnell of California State University. "Today, tell them how they can help you put your goals in practice."

INTEGRATED LEARNING

The goals, established at last year's symposium, include improved communication across school units, more experiential learning opportunities and more integrated learning opportunities for students.

Last year, attendees defined integrated learning as an interdisciplinary, application-oriented form of learning that prepares students to be innovative, analytical, civic-minded thinkers. It is the result of faculty and staff coming together in ways the organizational chart doesn't require. This year, attendees focused on finding ways to implement that principle.

Keynote speakers O'Donnell and Greg Cook of University of Wisconsin-Whitewater reminded attendees that this kind of learning is critical for student success post-graduation. Because technological advancement has eliminated many middle-class jobs, students need a more integrated skill set. Now, O'Donnell said, the ability to think, communicate, and solve problems is more important than a student's specific major. Citing Daniel Pink's A Whole New Mind, he explained that students need to think about both function and design, argument and story, logic and empathy, pragmatism and play.

“Now we have to teach almost everything to almost everyone,” O’Donnell said. “That means we have to do better.”
ACTION PLANS
Looking for ways to “do better,” the deans of each school and college formed a panel to explore where integrated learning is already happening on campus and how it could be increased. The discussion showed that there are already exciting examples of integrated learning happening in each college, including a new “shadow day” that allows Business School students to spend a day with a real executive and classes collaboratively taught by faculty from different programs. But, the panel said, we can do more.

Attendees were then asked to offer three ideas to do more in the year ahead—three ways to execute the established goals of increased collaboration across colleges, experiential learning and integrated learning. The ideas were posted on the walls for all attendees, including university leadership, to see.

“It’s encouraging,” Maria-Luisa Lins, a student attendee, said walking around the room. “It’s great to see all these ideas from faculty and staff giving up their Friday to work on making my life as a student better.”

As the last action of the day, the provost gathered the ideas from every group and read the 10 most popular campus goals to the room. These included creating discipline-focused writing courses, extending first-year seminar to transfer students and encouraging inter-disciplinary core courses. As he read the ideas, Nairn gave his thoughts on their implementation, inviting attendees to comment as well. If there was any doubt that the symposium was focused on action, the provost erased it.

“Well,” he said, looking up from the list of ideas at the end of the day, “let’s get some action.”

## One family, two hearts: Medical odyssey provides hope, health[26]

[27]

On Dec. 17, 2011, 48-year-old Brian Sherry was folding laundry when he first experienced an unusual electric sensation on the left side of his chest. A veteran elementary school teacher, Brian is an easygoing guy with a wry sense of humor and a passion for producing homemade wine. He walked upstairs, took a shower, sat down at his computer and searched “heart attack” on WebMD.

Then he dialed 911.

That call began a three-year medical odyssey for Brian Sherry. Today, he has a new heart and a new wife, who has her own story to tell about heart transplants.
Mystery infection
At Parker Adventist Hospital, surgeons opened Brian’s chest and discovered a mysterious bacterial growth had invaded his heart. Before long, he found himself transferred Porter Hospital. Confident that an otherwise healthy man couldn’t be seriously ill, he set out to convince the staff he should be discharged.

That strategy changed when a cardiologist from the University of Colorado Hospital[28] (UCH) on the Anschutz Medical Campus[29] stopped by his room.

“She said, ‘If you go home, you’re going to die,’” Brian said.

Instead, he moved to UCH, one of seven hospitals within the University of Colorado Health[30] system, where he started to get some answers from physicians, including Joseph Cleveland, Jr., MD[31].

“He had developed an infection of the aortic valve,” Cleveland said. “The bacteria had grown into a mass of vegetation. Part of the mass had broken off creating an embolism in the left anterior descending coronary artery. I’m really surprised he survived the initial heart attack.”

Heart Transplants at UCH

[32]

“In the Rocky Mountain corridor, between Canada and Mexico, we are it,” said Joseph Cleveland, Jr., MD. “We are part of all clinical trials for the latest devices, we have the right specialists and team to deal with complex patients like Brian and we have access to anything that is possible with advanced heart failure therapies.”

“He was always positive,” Brian said. “He had my heart in his hands, but he was just another person. I’m so happy he was my doctor.”

The LVAD

UCH doctors set out to unravel the mystery of the bacteria by sending a sample to the Mayo Clinic. They tried to repair the aortic valve, but Brian’s heart had been so profoundly weakened by the infection, it could no longer keep him alive. During a six-week stay in the intensive care unit, his heart stopped twice.

“It was just like somebody turned the lights out,” Brian said. “One minute there were two nurses in the room giving me a sponge bath, and then my heart stopped and everything went black. When I came to, there were 25 people in the room.”

[33]

Brian’s only option was a left ventricular assist device[34] (LVAD)— a mechanical heart—which would be implanted under his skin to help pump blood from the left ventricle of his heart to the rest of his body. The LVAD was connected to an external computerized control unit and battery pack through a port in his skin. At night, he could connect to a wall unit. But during his waking hours, he carried the control and batteries everywhere in a messenger bag strung across his chest.

Within weeks after getting the LVAD in January 2012, Brian was back in the classroom at Dalton Elementary in Aurora, Colo., but he knew that he was living on borrowed time. The bacteria remained a mystery, and he was being kept alive by two batteries that had to be replaced with fresh ones every day at the end of school.

“Never change both of them at the same time—that’s the first thing you learn,” he said, with a small smile.

Brian’s biggest concern about the LVAD provided a good indicator of his will to live.

“Here I was, this single guy,” he said. “So I’m thinking, ‘How am I ever going to meet a woman hooked up to this weird machine?’”

Dating with the LVAD

[35]

By spring 2012, Brian had learned what had destroyed his heart. It was bacterium Tropheryma whipplei, named after George Hoyt Whipple who first described it in 1907. Commonly called Whipple’s disease, it is an extremely rare infection usually found in the small intestine.

In the United States, Whipple’s disease affects only one in a million people each year. Cleveland had never seen a case before Brian Sherry. To have Whipple’s Disease attack the heart rather than the gastrointestinal system turned Brian into a case for the medical journals.

“The doctors say I’m in a special club—just not a club you want to be in,” he said.

His only hope for survival would be a heart transplant, but before he could even be placed on the transplant list, his physicians wanted to make sure that all the Whipple bacteria in his body had been destroyed. That would take one full year of oral antibiotic treatment.

So Brian began the waiting game, living with the LVAD, taking his antibiotics and never missing a day of school. That’s how he happened to run into Holly, the mother of one his former students, at a school fundraiser. She had heard about

his illness and the LVAD was hard to ignore, so when they bumped into each other, the conversation turned to his precarious medical situation.

“I said, If you need food or company, call me,’” Holly said. “I was just a former parent offering help.”

Brian invited her to dinner, a first date like none other.

“He picked me up and even before we got the restaurant, he did an hour of LVAD training with me,” Holly said. “I learned the back-up batteries were in the trunk, but if his heart stopped I should call 911 before I got the back-ups. Also, no chest compressions to get his heart started. Shock yes, compressions no!”

Over their first dinner, Brian continued his campaign of anti-romance. “I told her, ‘Now is the time to run,’” he said. “’Are you sure you want to put yourself through this? I could die.’”

Holly didn’t flinch. “I said, ‘I’m not going anywhere.’ But in reality, I was terrified.”

She had good reason to be scared.
Jonathan’s heart
[36]
Ten years before Holly and Brian started dating, Holly had given birth to her second child, a son she named Jonathan. It had been a normal pregnancy, so she was not prepared when the baby turned blue just hours after his birth.

Within a day, Holly had to learn about “congenital cardiac myopathy.” Her son had multiple heart defects. His only chance for survival would be a heart transplant.

When he was 12 days old, Jonathan moved to Children’s Hospital Colorado and was placed on the heart transplant list. Holly spent every waking minute in the hospital, watching Jonathan, and waiting for a heart.

One day, when he was 5 weeks old, the baby seemed to be doing better, so Holly and her family decided to take him out of the hospital for a family meal in a restaurant. Jonathan stopped breathing during dinner. A doctor who happened to be there tried to resuscitate him.

“That doctor looked up at me, straight into my eyes, and I knew he had died,” Holly said. “He died waiting for a heart. And when the transplant coordinator at Children’s [Hospital Colorado] asked us if we wanted to donate his organs, of course we said, ‘Yes.’”

Holly had lived through the loss of a child in need of a heart transplant. Now, she was dating a man who also needed a heart to survive.

“How do you let someone go through that by himself?” Holly said. “Maybe I thought this was my second chance at having things turn out differently, but I just couldn’t walk away. I loved him—that was the bottom line.”

Eighteen months after their first date, Brian and Holly got married on a Friday morning. They bought the ring on Saturday. They told their families on Sunday. They didn’t plan any honeymoon.

“Too many unknowns,” Brian said.
The transplant
After a year on antibiotics, Brian underwent 13 biopsies to prove that he had no trace of Whipple’s disease anywhere in his body. Only after all those biopsies came back clean could he be placed on the transplant list at the end of July 2013.

[37]
“With a heart transplant candidate[38], we want to make sure any type of infection is gone,” Cleveland said. “In this case, we erred on the side of caution because the Whipple was so unusual.”

Eight months later, on April 1, 2014, Brian and Holly got the call. One of the 2,200 hearts donated each year in North America was available for Brian. He was already anesthetized when Cleveland held the heart in his hands and decided to call off the surgery because it had calcium deposits.

“It’s really bad to wake up and find out the surgery didn’t happen,” Cleveland said. “The only worse news would be to wake up and not have a good heart.”

Two weeks later, on Easter, Holly and Brian got a second call from UCH. They shoved their Easter turkey back into the freezer and jumped into the car. This time, they didn’t even make it to the hospital before they received another call telling them the transplanted heart would not work for Sherry. They drove home and pulled the turkey back out of the freezer.

[39]
On April 30, Brian was at as school assembly when his doctors called him into the hospital. They suspected there was a blood clot in the LVAD—a life-threatening development. Sherry was admitted and never left the hospital. One week later, Cleveland came to him with news of another donated heart.

“He said, ‘This looks like a good one,’” Brian said. “I looked at him and said, ‘I’m ready.’”

The future

By September 2014, Brian was back in school in front of his class of fifth-graders. The surgery—12 hours start to finish—was already receding in his memory as he made plans to play more golf and get into peak physical condition.

He knows his heart came from a younger, larger man. In fact, the heart was so big that Cleveland could not immediately close his chest after the transplant. Brian plans to thank his donor by writing a letter to his family and delivering it to UCH for safekeeping, should the family ever want to contact him.

“I thought it would be nice for them to know where the heart is,” Brian said. “I want to thank them for such a selfless act.”

“It’s huge what they did,” Holly said. “One person donating organs can save so many lives.”

Despite everything that Holly and Brian Sherry have been through, the word they use most often is “lucky.” Sherry considers himself lucky to have been born at a time when technological advances could keep him alive while he waited for a  transplant. Cleveland can already envision the future of the technology, a time when the LVAD is miniaturized, powered by an internal battery and implanted surgically, reducing the need for donated hearts.

“An internal LVAD could challenge heart transplantation in the next five to 10 years,” Cleveland said.

The Sherrys also believe they were lucky to live near the Anschutz Medical Campus, so that a heart transplant was almost as close as the grocery store.

The Sherrys also consider themselves very lucky in one other way—both took a chance on a new relationship despite the risks. They are now thinking about  a honeymoon, or at least throwing a good-sized party to celebrate their marriage.

“We needed each other,” Holly said. “This has helped me heal from my past.”

“She convinced me that she would stick around, no matter what,” Sherry said, “and she did. She’s a good woman.”

[40]

UCCS forum to focus on entrepreneurship and regional economic forecast[41]

The relatively robust Colorado economy is attributed to innovation and entrepreneurship, activities that both create jobs and lessen dependence on a few large employers.

But what must southern Colorado do to be part of this statewide trend?

National and local experts from UCCS, Wells Fargo and Company, and local business leaders will discuss entrepreneurship and innovation, as well as a local economic forecast, during the 18th Annual Southern Colorado Economic Forum.

The forum is scheduled for 7 a.m. to 11:30 a.m. Oct. 10 at the Antlers Hilton Hotel's Heritage Ballroom, 4 S. Cascade. The cost to attend is $75. Registration and a full agenda are available at http://www.southerncoloradoeconomicforum.com/[42].

Bailey

The forum will be the first for Tatiana Bailey, the forum's executive director, and last for co-founder Tom Zwirlein, professor, College of Business. Zwirlein retired as director, though he will continue to teach part-time. In 1997, Zwirlein joined with Jeff Ferguson, professor, College of Business, to launch the first forum. Later, Fred Crowley, senior instructor, College of Business, worked in tandem with Zwirlein, helping build the forum to a half-day event that draws 500 community leaders.

Bailey brings a fresh perspective to the forum. She joined UCCS in February and is an expert on health economics, policy and urban economic development. She previously was an instructor at the University of Michigan and Walsh College where she taught courses in health economics, health policy and finance, and micro/macroeconomics and was a business administrator for the University of Michigan Health System. Bailey also has an economic and health care evaluation consulting firm with a partner in Ann Arbor, Mich.

Zwirlein

"From 2000 to 2014, there was a 24.2 percent increase in the Colorado Springs population," Bailey said. "But only a 7.1 percent increase in employment. What can Colorado Springs do to change this undesirable trend?"

This scenario will be posed to the audience and a panel discussion of local business leaders following Bailey's and Zwirlein's forecast of economic conditions for the next 12 months in the Pikes Peak region and a national and international forecast by Gary Schlossberg, senior economist, Wells Capital Management. Schlossberg analyzes economic, financial and investment environments for a fee-based institutional money manager with more than $325 billion in assets under management and for other investment and banking groups within Wells Fargo and Company. Prior to joining Wells Fargo in 1974, he served as a researcher for the Federal Reserve Board and the U.S. Treasury Department.

"The Southern Colorado Economic Forum provides valuable data and perspective to our community," Venkat Reddy, dean, College of Business, said. "This year will be no exception."

Panelists for this year's forum include Tom Neppl, president and CEO, Springs Fabrication; Randy Scott, president, Southern Colorado Business Partnership; and Harry Horowitz, senior manager for advanced industries, Office of Economic Development and International Trade. The moderator is Steve Bigari, CEO, Stellar Restaurant Solutions.

Acknowledging appearance reduces bias when beauties apply for masculine jobs, says CU-Boulder-led study[45]

Past research shows physical beauty can be detrimental to women applying for masculine jobs. But belles can put the brakes on discrimination by acknowledging their looks during an interview, according to a new study led by the University of Colorado Boulder.

The paper.[46] published in Organizational Behavior and Human Decision Processes, is the first to provide a method for curtailing such prejudice against attractive women.

In the study, when an attractive woman applied for a job typically filled by men -- a construction job -- and said, “I know I don’t look like your typical applicant,” or “I know there aren’t a lot of women in this industry,” and pointed out successes on her resume, she received higher ratings from reviewers than counterparts who made no mention of their looks.

“Turns out there’s merit in the old Pantene ad, ‘Don’t hate me because I’m beautiful,’” said Stefanie Johnson, lead author of the paper and assistant professor of management and entrepreneurship at CU-Boulder’s Leeds School of Business[47]. “If a sufferer of female-beauty stereotyping addresses the issue, the perpetrator leaves behind preconceived ideas and is able to more clearly see her professional qualities.”

The acknowledgment method could work for job applicants with other types of potential stigmas like being a wheelchair user, said Johnson.

The study also identified the two main types of sexism that cause people to mentally disqualify women from masculine jobs. One, dubbed “benevolent sexism,” is paternalistic and causes individuals to see women as incapable and in need of protection from job difficulties and physical challenges or dangers. The other, dubbed “hostile sexism,” causes individuals to see women as violators of gender roles, encroaching on job turf that’s rightfully male.

For the study, 355 participants were divided into three groups. Each group looked at fictitious applications for a construction job opening.

The first group -- male and female undergraduate business students -- looked at four candidates, one of whom was either an attractive or unattractive woman. The rest of the applicants were men. All of the applications included a photo, a written interview statement and a resume, which the participants rated for employment suitability.

Participants in the first group received different versions of either the attractive or unattractive woman’s application. A third of the women’s applications acknowledged their appearance; a third acknowledged their sex; and a third acknowledged neither. The raters who received the application of the attractive woman who had acknowledged her appearance or sex gave higher marks than those who received the application of the attractive woman who hadn’t acknowledged either.

Then a second group of male and female undergraduate business students participated in a similar review process. However, there was only one application from an attractive woman who acknowledged both her appearance and her sex in her interview statement.

This second part of the study sought to uncover the reasons why acknowledgment improves the ratings of attractive women. The participants were asked to rate how masculine and how spiteful they thought the attractive applicant was, as well as how suitable she was for the job.

This revealed two underlying types of sexism at play in the interview: hostile sexism in which attractive women were seen as violating their gender role when applying for masculine jobs, creating the impression that they’re cold and belligerent; and benevolent sexism, in which they’re seen as too feminine to do the job because of their beauty. Acknowledging the female-beauty stigma mitigates both, said Johnson.

“The participants’ perceptions of how bitchy she was decreased and their perceptions of how masculine she was increased because of the acknowledgment she’d given in the interview statement,” said Johnson. “Recognizing the fact that her appearance was atypical reduced the violation of her gender role and conveyed that she was capable of

performing the job duties."

The third group -- all male construction workers -- completed a survey that gauged whether they were sexist and which type of sexism they represented. The participants reviewed a similar application package as the other groups, except that the attractive woman and her interview were presented in a video rather than in a photo and written statement.

This part of the study aimed to show how acknowledgment affected the ratings of the two different types of sexists, according to Johnson. It influenced both.

"If you score higher on hostile sexism and the beautiful female applicant acknowledges her appearance and sex, you rate her less negatively -- you still might hate her for being there, but a little less. If you're a benevolent sexist and she acknowledges, you rate her more positively," said Johnson.

Examples of other jobs that could be considered masculine are engineer, accountant and prison guard, said Johnson.

Co-authors of the paper are Traci Sitzmann, assistant professor of management at the University of Colorado Denver, and Anh Thuy Nguyen, graduate student at the Illinois Institute of Technology.

Another issue they explored during the study was unattractive women who acknowledge their looks when applying for masculine jobs, said Johnson. There was no benefit to the acknowledgment, they found.

"In fact, it made the situation worse for unattractive women when they acknowledged their looks," said Johnson. "They received lower ratings."

Wood to receive lifetime achievement award[48]

[49]
**William B. Wood**, Distinguished Professor of Molecular, Cellular, and Developmental Biology, emeritus, at CU-Boulder, will receive the Arthur Kornberg and Paul Berg Lifetime Achievement Award in Biomedical Sciences from The Stanford University Medical Center Alumni Association (SUMCAA) during a Stanford University dinner on Oct. 18.

Wood is known for his scientific achievements in understanding the genetics of early development and his pioneering research in the complex viruses that infect bacteria. He is the lead author of the innovative textbook "Biochemistry, A Problems Approach," and served as editor-in-chief of the premier biology education research journal "CBE-Life Sciences Education." Wood received his Ph.D. from Stanford.

The Arthur Kornberg and Paul Berg Lifetime Achievement Award in Biomedical Sciences honors the legacy of Arthur Kornberg and Paul Berg, medical science pioneers and Nobel laureates who brought to Stanford a passion for discovery and groundbreaking research. Established in 2010, this award acknowledges and celebrates the lifetime career achievements of Stanford University School of Medicine alumni in the biomedical sciences.

Soocher honored for contributions to entertainment law[50]

[51]
**Stan Soocher**, associate professor of Music & Entertainment Industry Studies in the College of Arts & Media at CU Denver, has been named the 2014 recipient of the Texas Bar Association Entertainment Law Institute's Texas Star Award.

The award is given to an individual who has made a major and noteworthy contribution to the practice of entertainment

law. Soocher will receive the award during the institute's annual conference in Dallas in November.

During the conference, Soocher will present two speeches: "Magical Mystery Law -- A Look at Key Moments in the Beatles' Litigation History" and an "Annual Roundup of Entertainment Law Court Rulings."

Soocher has served as editor-in-chief of the monthly trade publication Entertainment Law & Finance since its start in 1985. In addition, he has a background as an entertainment attorney and authored the investigative book "They Fought the Law: Rock Music Goes to Court."

Four of Soocher's music law articles, including those published in "Rolling Stone" and "The National Law Journal," were recognized with ASCAP's Deems Taylor Award for Excellence in Music Journalism. From 1983-2000, Soocher covered the federal appeals courts in a weekly section for The National Law Journal. He is currently at work on a book about Beatles legal issues. For more than 25 years, Soocher has been a speaker and panel participant on entertainment law and related industry issues at a variety of Bar Association and entertainment industry events.

## Borgstede to lead International Society of Radiology[52]

**James Borgstede**, professor of radiology at the School of Medicine, was installed earlier this month as president of the International Society of Radiology (ISR) during the 28th International Congress of Radiology in Dubai, UAE. He previously had been president-elect serving as a member of the ISR Executive Committee.

During the meeting, Borgstede participated in a session on New International Basic Safety Standards and Radiology Practice. The title of his presentation was "How the New Safety Standards Improve Safety and Quality in Radiology Practice." In addition, Borgstede co-chaired a panel that addressed Global Improvements in Radiological Quality and Safety.

Borgstede has served in various professional leadership roles nationally and locally. He is past president and chairman of the Board of Chancellors for the American College of Radiology, chairman of the Radiological Society of North America Research and Education Foundation, member of the Board of Directors of the Radiological Society of North America, past president of the American Board of Radiology, past president of the Colorado Medical Board, and past chairman of the Colorado Physician Health Program.

## Faculty members, research teams awarded patents[53]

Several CU faculty members and research teams recently were awarded patents for their work. A research team led by Associate Professor Michael Stowell (MCDB, Mechanical Engineering (affiliate), Center for Neuroscience) was given a patent for a new peptide manufacturing process. Now being developed by CU startup company AmideBio, the BiopureTM process enables rapid structure activity relationship (SAR) studies on peptide therapeutics as well as ultimately decreasing costs of difficult-to-manufacture peptides. Initial research has focused on the production of amyloid peptides for the study of Alzheimer's disease, novel thermo stable insulins for treatment for diabetes, and a solution stable glucagons for emergency hypoglycemia and orphan indications such as hyperinsulinemia.

The CU Technology Transfer Office (TTO) began prosecuting this family of patents (which includes multiple issued and pending patents in the U.S. and internationally) in November 2009 on behalf of the university; U.S. 8,796,431 ("Efficient Production of Peptides") was issued on Aug. 5, 2014. Other inventors listed on the patent include MCDB research associate Jonathan Caruthers, former MCDB undergraduate student Travis Nemkov, former MCDB Graduate Student Brian Hiester, and AmideBio CEO Misha Plam.

**Gregory Everson** (School of Medicine, Division of Gastroenterology/Hepatology; University of Colorado Hospital) was awarded a patent for less-invasive measurement of liver function. This technology, along with others that are being developed by CU startup company HepQuant, enables researchers and drug developers to more accurately stage liver disease and assess drug efficacy.

U.S. 8,778,299, “Methods for Diagnosis and Intervention of Hepatic Disorders,” is part of a large portfolio of intellectual property developed by Everson and his collaborators; TTO began prosecuting this family of patents (which includes several issued and pending U.S. and international patent applications) in 2005 on behalf of the university. This most recent patent was issued on July 15, 2014.

The research group of **Xuedong Liu** (Chemistry and Biochemistry and IQ Biology Program) was awarded a patent for a new group of compounds useful as HDAC (histone deacetylase) inhibitors. HDAC inhibitors are a group of drugs that are being intensively researched as possible treatments for diseases ranging from cancer to inflammatory diseases.

TTO began prosecuting this family of patents (which includes multiple issued and pending patents in the U.S. and internationally) in May 2010; the patent (U.S. 8,754,050, “Macrocyclic Compounds Useful as Inhibitors of Histone Deacetylases”) was issued on June 17, 2014. In addition to Dr. Liu, other inventors on this patent include former CU associate professor Andrew Phillips (now of Yale University), and former CU research associates Christopher Nasveschuk, Donna Peak (listed as Dana Ungermannova) and Gan Zhang.

New faculty roundup: UCCS[54]

New faculty members who have joined UCCS this fall include 11 instructors from the colleges of Engineering and Applied Science, Letters, Arts and Sciences, the Beth-El College of Nursing and Health Sciences and Kraemer Family Library. They are:

**Karin Larkin**, Department of Anthropology, College of Letters, Arts and Sciences -- Larkin previously was a curator of anthropology and lecturer at UCCS in addition to serving as interim director of the Gallery of Contemporary Art. She was also a curator at the Sangre de Cristo Museum, Pueblo, an instructor at Pikes Peak Community College and a visiting professor at Colorado College. She earned her Ph.D. from CU-Boulder.

**Denise LeCompte**, Beth-El College of Nursing and Health Sciences -- LeCompte previously was a lecturer at UCCS, held positions at the Palisades at Broadmoor Park and also worked at other local assisted living facilities. She earned bachelor’s degrees and a master’s degree from UCCS.

**John Lindsey**, Department of Electrical and Computer Engineering, College of Engineering and Applied Science -- Lindsey previously was a lecturer at UCCS in addition to holding engineering positions at Agilent Technologies and other private corporations. He earned his Ph.D. from UCCS.

**Jennifer McArdle**, Department of English, College of Letters, Arts and Sciences -- McArdle previously was a lecturer at Western State Colorado University, an instructor at American University of Sharjah, United Arab Emirates, and an instructor at Colorado Northwestern Community College.

**Edward McBride**,Mechanical and Aerospace Engineering, College of Engineering and Applied Science -- McBride previously was a part-time instructor at UCCS and was also a full-time instructor at the University of Kansas, and an associate professor at West Virginia Wesleyan College in addition to holding engineering positions in private industry.

**Sherry McCormick**, Beth-El College of Nursing and Health Sciences -- McCormick previously was a professor of nursing at Hawaii Pacific University in addition to working as a nurse  in Pearl City, Hawaii, Colorado Springs, North Carolina and Kansas City, Mo.

**Liz Medendorp**, instructor, Department of English, College of Letters, Arts and Sciences -- Medendorp previously was an adjunct faculty from the Colorado Community College System, a tutor, instructor's assistant and teaching assistant.

**Christopher Nelson**, College of Engineering and Applied Science -- Nelson previously taught undergraduate engineering mathematics at the United States Air Force Academy in addition to other positions in the Air Force.

**Jennifer Panko**, Department of English, College of Letters, Arts and Sciences --Panko previously held instructor and teaching assistant positions at Minnesota State University, Mankato and South Central College, North Mankato, Minn., in addition to working as a technical editor in private industry.

**Nikki Pike**, Department of Visual and Performing Arts, College of Letters, Arts and Sciences -- Pike previously was an assistant professor at the Rocky Mountain College of Art and Design, a graduate associate at the University of South Florida and a children's art educator. She earned her bachelor's from the CU Denver.

**Christi Piper**, Reference Department, Kraemer Family Library -- Piper previously volunteered at the University of Colorado Denver Anshutz Campus Health Sciences Library and as a teacher for the Robert E. Loup Jewish Community Center, Denver.

## In memoriam[55]

Names of current and former University of Colorado faculty and staff who have died in recent weeks. List compiled by Employee Services.

**CU-Boulder**
**Arthur M. Boardman,** 87, faculty retiree. Sept. 20, 2014. **Richard Law,** 79, classified staff retiree. Sept. 29, 2014.
**CU Anschutz Medical Campus**
**Jeanne E. Dise-Lewis,** 61, faculty. Sept. 19, 2014.

## Check your retirement readiness, learn required steps at Preparing to Retire[56]

[57]
Is retirement on the horizon in the next three years? If so, you should attend Preparing to Retire, which will be coming to each CU campus from Oct. 20-27.

At the event, Employee Services and CU's investment partners will present key information to help employees within three years of retirement prepare for this major life event. It's important to get accurate information during the retirement planning stage, and that is exactly what you'll get at Preparing to Retire, says Gordon Steuck, a PERA representative.

"A little effort now to get correct information can lead to better decisions going forward," he says.

Participants who register for one or more of this year's PTR Talks will find valuable information such as current retiree benefits and how to transition to retirement. PTR presents information in two tracks: One for employees who have PERA and one for those with CU's 401(a) retirement plan.

Each campus expo will feature four PTR talks:
CU's Process for Retiring: PERA Participants (presented by Employee Services) Preparing for Retirement with PERA (presented by PERA) Retirement Strategies and Information for 401(a) Participants (presented by CU's investment partners) CU's Process for Retiring: 401(a) Participants (presented by Employee Services)
The talks are held in conjunction with the Employee Services Expo, so attendees can swing by the Expo's Dollars &

Sense Market to take action on the new things they've learned.

Americans are saving more for retirement than ever before, but still not enough, according to Fidelity Investments, one of the firms that administer CU's 401(a) Plan.

Those behind on savings should make planning for retirement a priority, especially those within five years of their retirement goal. Even those who are on track should talk with a financial planner to ensure their retirement goals are met, says Sam Casad, Workplace Planning and Guidance Consultant at Fidelity Investments.

Register today for a talk on your campus at http://www.cu.edu/expo-registration[58].

Show by CU-Boulder's Walker promotes inclusion[59]

[60]

[61]
"Normal Heights," an original, one-and-a-half-man theatrical interrogation of sexuality and inclusion penned by CU-Boulder writing instructor Jim Walker, was voted "Best International Act" of the Brighton (UK) Fringe Festival during its UK tour this May.

The piece now returns to CU-Boulder and Longmont for two shows in support of inclusion and enhanced dialogue around sexuality and the costs of silence.

A longtime performer and diversity educator, Walker was inspired to create the piece after inheriting the journals of his uncle, Edward Walker, a gay man forcibly outed in 1950s San Diego.

Walker collaborated with Denver Center for the Performing Arts Composer Gary Grundei and award-winning theater artist Meridith Grundei to create the original musical, which explores the impacts of cultural discourses (and silences) around sex, sexuality and masculinity on young men's maturation.

The show times:
**Thursday, Oct. 30, 11 a.m.-12:15 p.m. at Old Main Theatre, CU-Boulder**
FREE and open to the public. Sponsored by the Program for Writing and Rhetoric and the GLBTQ Resource Center at CU. This show will be followed by an open-forum discussion around sexuality and inclusion.
**Saturday, Nov. 8, 7 p.m. at Still Cellars, 1115 Colorado Ave., Longmont**
BENEFIT EVENT for Out Boulder! Ticket info: StillCellars.com/Event/Normal-Heights/[62]

Colorado Completes! website launched[63]

[64]

[64]
Many programs at Colorado's public institutions of higher education are moving the needle on student success by

providing support systems necessary for all students to thrive in a campus setting and successfully complete postsecondary work.

This month, the Colorado Department of Higher Education is celebrating these programs through campus events and visits by Lt. Gov. Joe Garcia, who serves as executive director of the Colorado Department of Higher Education, and social media posts in a newly launched campaign called Colorado Completes!

Successful postsecondary completion is at the heart of Colorado's higher education master plan[65], and this campaign captures success stories as measured against goals in this plan.

Read more about the campaign at the new Colorado Completes! website[64]. And join a conversation this month about the importance of timely college completion using the hashtag #CoCompletes[66] on Twitter. Please post events, stats and program snapshots related to the importance of completion.

**Links**
[1] https://connections.cu.edu/stories/five-questions-laura-borgelt[2] https://connections.cu.edu/file/5qborgeltpng[3] http://www.cu.edu/faculty-council[4] http://www.cu.edu/faculty-council/elizabeth-d-gee-memorial-lectureship-award-2[5] mailto:facultycouncil@cu.edu[6] https://connections.cu.edu/file/5qborgelt01png[7] https://connections.cu.edu/file/5qborgelt02png[8] https://connections.cu.edu/stories/advocate-year%E2%80%99s-love-affair-cu-lasts-lifetime[9] https://connections.cu.edu/file/cuaoty01png[10] https://www.cu.edu/cu-advocates[11] https://connections.cu.edu/stories/cu-names-technology-transfer-leader[12] https://connections.cu.edu/sites/default/files/wp-content/uploads/2014/10/tto_tallman.png[13] http://cutechtransfer.blogspot.com/2014/08/spotlight-on-cu-startup-sustainability.html[14] http://www.dailycamera.com/boulder-business/ci_26110200/globeimmunes-ipo-raised-17-25-million[15] https://connections.cu.edu/stories/cu-boulder-alumni-couple-endow-classical-guitar-program-college-music[16] https://connections.cu.edu/file/classical-guitartoppng[17] https://connections.cu.edu/file/classical-guitar01png[18] https://connections.cu.edu/stories/nasa-awards-cu-boulder-led-team-7-million[19] https://connections.cu.edu/file/nasa-fundinglogopng[20] https://connections.cu.edu/stories/time-action-faculty-staff-students-plan-student-success[21] https://connections.cu.edu/file/ucdstudent-successstoppng[22] http://www.ucdenver.edu/student-services/resources/ue/sumposium/Pages/default.aspx[23] http://www.ucdenver.edu/pages/ucdwelcomepage.aspx[24] http://www.ucdenver.edu/academics/colleges/CLAS/Departments/english/AboutUs/ContactUs/DepartmentDirectory/Pages/JJeffreyFranklin.aspx[25] http://www.ucdenver.edu/about/WhoWeAre/Chancellor/ViceChancellors/Provost/Pages/Biography.aspx[26] https://connections.cu.edu/stories/one-family-two-hearts-medical-odyssey-provides-hope-health[27] https://connections.cu.edu/file/anschutzmedical-odysseytoppng[28] https://www.uchealth.org/metrodenver/Pages/default.aspx[29] http://www.ucdenver.edu/anschutz/Pages/landing.aspx[30] https://www.uchealth.org/Pages/Home.aspx[31] https://www.uchealth.org/provider/joseph-cleveland-jr-surgery---thoracic-surgery[32] https://connections.cu.edu/file/anschutzmedical-odyssey01png[33] https://connections.cu.edu/file/anschutzmedical-odyssey02png[34] https://www.uchealth.org/eHealth/AdamHealthContent/article/ventricular-assist-device/007268_117_1[35] https://connections.cu.edu/file/anschutzmedical-odyssey03png[36] https://connections.cu.edu/file/anschutzmedical-odyssey04png[37] https://connections.cu.edu/file/anschutzmedical-odyssey05png[38] https://www.uchealth.org/Pages/Services/Transplant-Services/Heart-Transplant.aspx[39] https://connections.cu.edu/file/anschutzmedical-odyssey06png[40] https://connections.cu.edu/file/anschutzmedical-odysseybottompng[41] https://connections.cu.edu/stories/uccs-forum-focus-entrepreneurship-and-regional-economic-forecast[42] http://www.southerncoloradoeconomicforum.com/[43] https://connections.cu.edu/file/uccssocoeconforumbaileypng[44] https://connections.cu.edu/file/uccssocoeconforumzwirleinpng[45] https://connections.cu.edu/stories/acknowledging-

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http://www.sciencedirect.com/science/article/pii/S0749597814000715[47] http://ucolorado.pr-optout.com/Tracking.aspx?Data=HHL%3d%3e4748%26JDG%3c95%3a473%3b%26SDG%3c90%3a.&RE=MC&RI=4100720&Preview=False&DistributionActionID=13098&Action=Follow+Link[48] https://connections.cu.edu/people/wood-receive-lifetime-achievement-award[49] https://connections.cu.edu/file/pwoodpng[50]
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https://twitter.com/hashtag/CoCompletes