

[Robust early response to CU-Boulder Disaster Recovery Fund](#)[1]

Saturday at Folsom Field, Buffs wide receiver D.D. Goodson helps serve food to Boulder residents displaced by the week's floods.

Since President Bruce Benson and Chancellor Philip DiStefano announced the establishment of the [CU-Boulder Disaster Recovery Fund](#)[3] late Monday, more than 800 gifts totaling over \$100,000 have been recorded.

The high volume of support reflects outstanding compassion from CU alumni, faculty, staff and other individuals both locally and as far afield as New Zealand and the United Kingdom.

Along with their gifts came an outpouring of positive comments from donors toward the CU and Boulder communities.

"Having also lived in New York City during 9/11, I know that the disbelief and pain never recede," wrote one donor, a 1969 alumna and former CU employee. "But as the powerful and damaging waters recede in Boulder, I also know firsthand the even greater power of people coming together to confront and fix the damage. May more golden days shine on my fellow Buffs."

But the flood-related financial need among CU-Boulder students, faculty and staff remains deep and pervasive. A number of students lost everything: housing, clothing, equipment, books and course materials. Many hundreds – and likely thousands – of people are dealing with some of the above losses or other financial hardships.

For this reason, an aggressive push to promote this Recovery Fund continues now and in the weeks to come. To make a tax-deductible gift to this fund now, [click here](#)[3].

"The outpouring of support has been tremendous," says Kelly Cronin, vice president of advancement. "The losses are still being realized and the University of Colorado, along with alumni and friends, has stepped up to help those in need. We continue to raise money to help students, faculty and staff in need."

The process for allocating these funds will be determined by campus leadership in the near future, and will be announced at an appropriate time.

The CU-Boulder campus reopened and resumed activities earlier this week, and the university has marshaled significant resources to help those hardest-hit by the flood — such as providing meals and housing for affected students living at CU-Boulder.

Among other visible efforts, CU staffed tables at the University Memorial Center this week, and as of Wednesday had served 170 students with diverse flood-related needs — with 100 more requests waiting to be addressed.

The [CU-Boulder Disaster Recovery Fund](#)[3] effort will make immeasurable strides toward helping CU continue to aid the individuals who make it great. Commented another donor, "Let's get these people back in some nice warm and clean homes!"

[Five questions for Barbara Todd](#)[4]

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Nobody goes to college to become a registrar, says Barbara Todd. "It is just something you fall into."

The University of Colorado Boulder's registrar began working in the office as a student employee in 1980; following

this school year, she plans to retire. Initially, she defined the profession as “the keeper of the record and the follower of the rules,” but over the years, she has come to realize that her goals are about developing services for students and faculty in order to “make an education easier to attain.”

She jokes that it often feels as if her primary duty is to attend meetings, but as the registrar since 2002, she plays a critical role in academic policy development, creation of new services for students, and enrollment management.

She works closely with the information system team as the ISIS liaison for the Boulder campus. ISIS is the student information system that encompasses everything from degree auditing to room scheduling to admission applications. As a member of the enrollment management team, she works with admissions, financial aid, institutional research and several other offices. Todd also acts as the primary contact on campus for the Family Educational Rights and Privacy Act (FERPA) and for establishing data security standards to protect student data. She and her staff also work on athletic eligibility, residency determination, grading, student registration, transcript and diploma production, student degree audits, course scheduling, student record ISIS development, and communications to students, faculty and staff on registration and record processes.

She has served in elected positions for the American Association of Collegiate Registrars and Admissions Officers (AACRAO) and the Association of American Universities Registrars and received a Distinguished Service award from the regional AACRAO organization. “But nothing felt better than the two times that my staff recognized me as Employee of the Year,” she says.

Bill Haid, one of the university’s first registrars, made a big impression on her. “He is the major reason I decided to become a registrar and how I came to understand that the true value of who I am is in the people that I serve, be it students, faculty, staff, parents or my own staff.”

1. What was your earliest connection to the university and when did you begin working at CU-Boulder?

My father was a faculty member at the university in the Department of Kinesiology. He taught exercise science, athletic training, kinesiology and many other interesting topics. I fondly remember our family spending many evenings grading papers (T/F, multiple choice and fill in the blank). I loved coming up to campus to his lab. He had what I considered “fun toys” there, plus we loved typing on his typewriter. I just knew that CU was where I wanted to go to school. I started in 1980 as a student studying exercise science (there is nothing worse than having your father as your professor) and worked in the Office of Registration and Records (one day to become the Office of the Registrar) in the summers, registering students.

My real desire was to go to the CU Health Sciences Center and study physical therapy. I only had one class left to take (two semesters of physics) and then apply. So in 1980 I joined the Office of the Registrar as a full-time staff member, figuring I would work one year while I took physics classes and then apply to the PT program. However, during that year I became tired of being a poor student and decided there were lots of other things I wanted to do (like travel). So I stayed on.

2. What are the toughest and most enjoyable parts of your job? How has the job changed over the years?

The toughest part of my job is policy enforcement. For example, it is never fun to disappoint students by telling them that they aren't eligible for in-state tuition, which in some cases kills a student's dream of getting an education at CU. But that is much of what our office is responsible for -- carrying out policy decisions made by academic units. I am happiest when I can help a student navigate through this complex place, and even happier when I can contribute to removing some of the barriers that tend to make CU so complex.

This job is totally different from when I first started in the registrar's office. When I started in this office (at the same time I was a student), the job was all about line management. You stood in a line to register; you stood in a line to find out your schedule; you stood in a line to drop and add. You stood in a line to ask a question because people were your only resource (or 16 pages of instructions written on newsprint). We then evolved to telephone registration, but nothing provided us more opportunity than the Internet. The job now requires the registrar to have a good technical background, be a good communicator, have a compassion for people, and, above all else, be a listener.

3. What are some of your favorite memories from the university?

My staff cracks me up. I will definitely miss them when I retire in eight months. I will miss their stories, their games, their humor, their compassion. They truly want to serve our students and do the right thing, despite jobs that are made incredibly complex through the policies they must follow that often differ by college. I have been blessed to work for people with tremendous leadership skills who exhibit professionalism and a love for what it is they are doing. But my favorite memory is driving U.S. 36 to work each day and cresting over Davidson Mesa and seeing this absolutely beautiful campus. In my opinion, we have the prettiest campus in the United States.

4. What are your goals/plans for the next phase of your life after you retire in June?

My husband, Rick, and I have already purchased a home in an "active 55" community in Arizona. It is being built as we speak and will be done in early November. It is on a golf course. We will purchase a golf cart to live in its own garage and we plan to spend all of our time becoming "gym rats," playing golf and pickle ball, and hanging out with other people our age. We will spend our summers in Colorado with our family, and travel, travel, travel.

5. During all these years at CU, have you "collected" any special items?

I think it has to be my collection of Big 12 mugs. Every October the registrars at the Big 12 schools got together to discuss best practices. Some of these people have become wonderful, close friends, and we still get together at another meeting (since CU is no longer in the Big 12 conference). I collected a mug at each of the schools I visited. I am only short the Baylor mug -- I never made it there.

[CU's outreach across the state showcased in new initiative](#)^[6]

Editor's note: A version of this story first appeared in CU Connections over the summer.

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Mention "CU" to people across Colorado, and some will think first, if not only, of the Boulder campus. Others will go on to recall the campuses in three other cities: Colorado Springs, Denver and Aurora.

Yet CU's presence is felt in communities small and large all across the state.

In an effort to make that a top-of-mind point for more Coloradans, CU President Bruce Benson has introduced CU For Colorado, an initiative that promotes awareness of more than 230 University of Colorado outreach programs.

The effort's most visible platform is [a new website](#)^[8] that gathers searchable information on outreach work across the CU system. The Office of Academic Affairs, along with University Relations, worked with the campuses to identify programs; faculty and staff are invited to suggest additions [by filling out this form](#).^[9]

Ken McConnellogue, CU vice president of communication, presented details about the effort to the Board of Regents during its Tuesday meeting at the University of Colorado Boulder.

"The goal is to demonstrate CU's value and the service we provide around the state," McConnellogue told the board. "This grew out of the president's outreach visits around the state over a number of years."

CU President Bruce Benson said that if Colorado voters are to be counted on for backing future measures to fund higher education, then CU must help communities understand what the university is contributing to their areas.

"I think the University of Colorado is still a pretty well-kept secret," Benson said. "When we're around the state recruiting students or anything else, this helps as part of the master strategy."

Regent Chair Michael Carrigan also said the exposure that CU For Colorado aims to provide is needed.

“So frequently, the comment I hear from people when I’m out in the community talking to people about an example of the great work the university does, the reply is, ‘How come I’m hearing this for the first time?’,” Carrigan said. “This (website provides) one-stop shopping for anyone who wants to know what we’re doing for the state.”

The programs compiled within CU For Colorado reflect the four pillars that encompass all of the university’s activities:

- Learning and teaching: CU provides educational opportunities, training and resources for partnerships with P-20 students and teachers, and Colorado’s other higher education institutions. Examples include the Center for STEM Education, the CU Pre-Collegiate Development Programs and CU Succeed.
- Discovery and innovation: CU research addresses compelling needs in Colorado and beyond. It also creates new companies and jobs and helps drive the state’s economy. Examples: the Colorado Water and Energy Research Center, the El Pomar Institute for Innovation and Commercialization and the Colorado Center for Biorefining and Biofuels.
- Community and culture: CU brings arts, cultural and social programs to communities and works in partnership with them to promote the pursuit of knowledge. Examples: Boots to Suits, Center of the American West and the Colorado Shakespeare Festival in Schools.
- Health and wellness: CU offers health and clinical care, educational resources, opportunities in research studies, and wellness initiatives to communities throughout the state. Examples: the Colorado Area Health Education Centers, CU Mini Med School and CU Mammogram Van.

The website’s searchable, sortable database showcases programs by region, by program type and by home campus. Individual program entries provide links to other CU sites for more information.

Stories about the people and places benefiting from CU outreach also are featured on the website. Other marketing material, including logo signage for use at outreach sites, is being developed.

Benson has begun touting the effort, having written about it in a recent newsletter and speaking about it at a summer appearance in Grand Junction.

Faculty and staff who have questions about or suggestions for the CU For Colorado database are asked to email outreach@cu.edu[10].

[Regents approve 10-year master plan for Anschutz Medical Campus](#)[11]

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The University of Colorado Board of Regents on Tuesday gave its approval to a new master plan for the CU Anschutz Medical Campus, an outline of potential growth and development for the next decade.

The board voted 8-0 in favor of adopting the plan; Regent Steve Bosley did not attend the meeting at the University Memorial Center on the CU-Boulder campus.

Members of the board stressed that their approval does not authorize any specific expenditure or single construction project.

In a separate vote, the board voted 8-0 to acquire land and adopt a program plan for the Bioscience II Building, a joint project with the Fitzsimons Redevelopment Authority (FRA) planned for construction immediately north of the campus's current footprint, along East Montview Boulevard between North Scranton Street and North Troy Street. This \$38 million building will house the new bioengineering program, as well as auxiliaries of the School of Medicine; some space will be allocated to the FRA for leasing to others.

Lilly Marks, executive vice chancellor of the Anschutz Medical Campus and CU's vice president for health affairs, presented the master plan, the product of a 15-month study and the first major update to the campus's original 1998 master plan.

This plan promises to accommodate:

Expected population growth (faculty, staff, residents and students) of about 30 percent
Improved access to and within campus
All necessary infrastructure
More efficient use of existing buildings
Better integration of the education, research and clinical care missions

Provost Roderick Nairn said the population growth of 30 percent can be addressed with a 20 percent increase in space, primarily needed for research labs and offices.

"We have to use the space we have much more efficiently," Nairn said.

If the plan's first, five-year phase were to be carried out based on current industry costs, the proposed new facilities would cost \$82.2 million; proposed renovations would cost \$21.6 million.

Nairn showed site plans that divide the existing campus into four "character districts": an academic village, a lower-density area in and around the current center; an urban campus with medium density at the northwest and northeast corners of the campus; higher-density hospital zones in the opposite corners, where University of Colorado Hospital and Children's Hospital Colorado are based; and a smaller, mixed-density zone along the west edge of the campus.

The intent of the zones is to eliminate silos and promote connectivity and collaboration among the members of the different communities.

To see the summary of the plan as presented to the board, click here:

[http://www.boarddocs.com/co/cu/Board.nsf/files/9BM3DR06670C/\\$file/07%20BOR_Anschutz%20Facilities_Master_Plan%209%2011%2013.pdf](http://www.boarddocs.com/co/cu/Board.nsf/files/9BM3DR06670C/$file/07%20BOR_Anschutz%20Facilities_Master_Plan%209%2011%2013.pdf)[13]

[Regents vote to expand anti-discrimination policy](#)[14]

Protection for diverse expression of political philosophy, as well as gender identity and gender expression, now are included in the CU Board of Regents' anti-discrimination policy.

At its Tuesday meeting at the University Memorial Center on the CU-Boulder campus, the board voted unanimously for the changes to the Laws of the Regents, Article 10, and Regent Policy 1.C.2.

The regents had discussed intellectual diversity, or diversity of political philosophy, among faculty [at the board's April meeting](#)[15], then spent two hours on the topic [at the June meeting](#)[16], when a resolution addressing the matter was introduced. It was withdrawn when regents decided it first be reviewed by the boards Laws and Policies Committee. The idea of specifying intolerance of discrimination based on gender identity and gender expression also was raised at the meeting.

Board Chair Michael Carrigan said the Laws and Policies Committee recommended that both additions be decided by

the full board in a single vote, which is what happened at Tuesday's meeting. The tally was 8-0, with Regent Steve Bosley unable to attend the meeting.

"I'm proud of the changes we've made, which show that this university won't tolerate discrimination in any form," Carrigan said.

From the resolution:

RESOLVED the Regents of the University of Colorado amend Article 10 of the Laws of the Regents to read, "The University of Colorado does not discriminate on the basis of race, color, national origin, sex, age, disability, creed, religion, sexual orientation, GENDER IDENTITY, GENDER EXPRESSION, veteran status, POLITICAL AFFILIATION, OR POLITICAL PHILOSOPHY in admission and access to, and treatment and employment in, its educational programs and activities." RESOLVED the Regents of the University of Colorado amend Regent Policy 1.C.2 to read, "The university is committed to the principle of non-discrimination and does not tolerate harassment on any basis, including sex, race, ethnicity, religion, gender, sexual orientation, GENDER IDENTITY, GENDER EXPRESSION, age, POLITICAL AFFILIATION, OR POLITICAL PHILOSOPHY." Regent Sue Sharkey said the adoption of the new language "really does send a very good statement about the University of Colorado, and in a very positive way. ... We're not going to discriminate based upon a person's political philosophy, political affiliation, gender identity or gender expression."

The call for political diversity was first raised by Sharkey and Regent James Geddes, both Republicans. Regent Irene Griego, one of the board's four Democrats, said she agreed with Sharkey's remarks Tuesday.

"A lot of conversation has evolved because of this policy, and I'm proud we've been able to adopt it," she said. "We are saying that we respect all people from all backgrounds, from all political affiliations. ... It's a very inclusive perspective that I think we want to share with people. All people need to know they're protected through this policy."

Geddes thanked his fellow regents, particularly Carrigan, and Board Secretary Patrick O'Rourke, vice president and legal counsel, for providing expertise and advice throughout the process.

Said Carrigan of the board members, "This unanimous vote says a lot about who we are and how we work across party lines."

In a related matter, O'Rourke updated the board on its request for information on a proposed systemwide climate survey aimed at determining the degree of tolerance for diverse perspectives.

Three responses have been collected, and they reflect a wide variation in cost and methodology. The price range is from \$65,000 to \$180,000.

Any company that the university might contract with, O'Rourke said, must provide assurances that its survey would yield high-quality, useful data that could serve as a benchmark for evaluating how the university implements its diversity principles.

[Range movement salary increases costly to campuses](#)[17]

Earlier this year, the state mandated a 2 percent cost of living increase and 1.5 percent merit increase for classified staff. It also required range-movement increases for classified staff, ensuring salaries are at least in the minimum range of the prevailing market.

Todd Saliman, vice president and chief financial officer, reported to the CU Board of Regents Tuesday that shifts in the range movement have been more costly to the campuses than anticipated.

"The range difference was significant on the campuses; it's something they are absorbing," Saliman said. "Most classified employees were not impacted by this and did not see a shift in their range. Some did."

About 725 of the 3,172 classified employees across the system received range-movement salary increases totaling \$1,276,038.

Nearly 400 of the more than 2,000 classified staff received a range-movement boost in salary, costing CU-Boulder \$583,167. Ninety-nine of the 207 classified staff at the University of Colorado Colorado Springs received range-of-movement salary increases for \$216,194. CU Denver and Anschutz Medical Campus awarded range-movement increases to 225 of 959 classified staff for \$467,649. Four out of four classified staff at the CU system received range of movement increases, for \$9,028.

In April, the regents also unanimously voted to approve a 3.1 percent meritorious salary pool for faculty and exempt professionals.

[Chancellors report on program prioritization progress](#) [18]

University of Colorado chancellors Tuesday discussed with the Board of Regents the progress of program prioritization on each campus. The process is aimed at eliminating redundancies and determining the relevance and necessity of existing programs.

Early in the discussion, Regent Stephen Ludwig said he was not convinced the campuses were fully on board with the prioritization process.

"I'm skeptical the campuses are going to take this seriously," he said. "I get the sense we're really committed to the way things are, and we're running out of state money and we're just going to have the students pay for it.

"I'm the most frustrated I've ever been on this board. I don't know how to use my leadership position to help the university get honest about the cliff we're facing."

The chancellors strongly assured the board that was not the case, stressing that they recognize the importance of program prioritization.

UCCS Chancellor Pam Shockley-Zalabak said she has put together a core team to review academic and non-academic units. The committee plans to report its findings and recommendations to the board at its April meeting.

"We plan to use criteria such as student-faculty ratios, degrees produced, majors served, recent growth or declining trends around the funding, extramural activities and other data aimed at constructing a picture, program by program, of value to not only the university community but also to the communities we serve," she said.

CU Denver Chancellor Don Elliman said several variables must factor into program prioritization.

"The number of our German majors might not look particularly compelling, but if we're going to be offering modern languages I don't know how the hell we do that without offering German," he said. "We need to develop a process that not only looks at quantitative factors, but also the qualitative or objective factors."

CU-Boulder Chancellor Phil DiStefano said the new Office for Performance Improvement, headed up by Jeffrey Luftig, associate vice chancellor for process innovation, will play an important role in program prioritization. CU-Boulder will look for increased efficiencies, higher graduation and retention rates and programmatic reviews by the discipline. He anticipates reporting his findings to the board at the end of the fiscal year.

Regents said they would help fund analytics to produce relevant quantitative and qualitative data to best enable the campuses to proceed.

"This is too important not to invest in," said Regent Kyle Hybl.

The call for program prioritization is the result of a presentation to the board at its July retreat. Robert Dickeson, president emeritus of the University of Northern Colorado and co-founder of the Lumina Foundation for Education, walked the board through an extensive process for program prioritization, which includes administrative programs. It is based on the premise that there will not be new money, so reallocation of resources is necessary, though the process is complicated and requires buy-in throughout the organization.

The board at that point asked university leadership to begin discussions on the campuses about how CU would go about a thorough review of academic programs to ensure resources are aligned with priorities and strategic directions.

[Regents roundup](#)[19]

Here's a look at other action taken by the CU Board of Regents during its Tuesday meeting at the University Memorial Center on the CU-Boulder campus:

Regents discuss amending policies for electing chair, vice chair

The board decided not to act on proposed amendments to the Laws of the Regents concerning the election of a chair and vice chair. The discussion began in the wake of the board's inability at its June meeting to elect a chair after 14 rounds of voting.

Proposed changes would include allowing the chair to serve two consecutive terms and, unless seven or more regents are members of the same political party, stipulating the chair and the vice chair be from different political parties.

Regent Irene Griego asked that party affiliation not be a factor in the chair and vice chair elections. Regent James Geddes said he would prefer the voting take place in private, rather than in the public meeting. The proposed amendments will go back to the Laws and Policies Committee for further review and will be brought again to the full board at its December meeting.

Chair Michael Carrigan acknowledged the "difficult process" the board went through in electing a chair this summer, but stressed that the conflict is in the past.

"We are working together terrifically," he said. "Two weeks after our special meeting, we had a very productive retreat with all nine regents very engaged and working together. We put our personal differences aside and are working together."

Carrigan also said that he has re-evaluated his practice of abstaining from voting, which is the prerogative of the chair when a deciding vote is not needed to break a tie. Because some regents told him his abstentions had become a distraction – the opposite of his intent, he said – he has decided to begin casting votes, with exceptions in some circumstances.

Denise O'Leary selected for UCH Authority Board

Denise O'Leary was appointed to represent the sixth Congressional District on the University of Colorado Hospital Authority Board of Directors. O'Leary replaces Mary Rhinehart, who no longer resides in the 6th Congressional District. The regents approved the appointment 7-0. Regent James Geddes abstained, saying that although he felt O'Leary is a fine candidate, he would like the board to be more involved in choosing candidates. CU President Bruce Benson said the regents will be given that option going forward.

O'Leary is a member of the Board of Directors of Medtronic Inc., US Airways Group Inc. and Calpine Corp. She serves on the Board of Trustees of the Bonfils-Stanton Foundation and the Board of Directors of The Denver Foundation and the Corporation for Supportive Housing.

Schroffel thanked for service

Bruce Schroffel, the CEO and president of the University of Colorado Hospital who has announced his retirement, was recognized by the board with a [resolution of appreciation](#)[20].

- Cathy Beuten and Jay Dedrick

CU leadership honors Bruce Schroffel at Tuesday's meeting. From left: regents Joe Neguse, Sue Sharkey, Kyle Hybl and James Geddes; Don Elliman; Lilly Marks; Schroffel; Bruce Benson; and regents Michael Carrigan, Irene Griego and Glen Gallegos.

[Nanoly Bioscience to develop CU-Boulder vaccine stabilization technology](#)[22]

[23]

[Nanoly Bioscience](#)[23] of Boulder and the University of Colorado recently entered into an option agreement that will enable the startup company to develop a technique for protecting vaccines during delivery to rural and less-developed areas of the world.

The most needed vaccines in developing countries are for measles, tetanus, polio, pertussis and diphtheria, all of which -- like most vaccines -- must be kept at between 35-45 degrees Fahrenheit (2-8 degrees Centigrade) during transportation, delivery and storage. Outside of this range, vaccines begin to degrade and become ineffective. Maintaining this "cold chain" during transportation and delivery is challenging even in developed areas, and storing vaccines at appropriate temperatures is a serious problem in remote areas where electricity is absent or unreliable.

A research team led by CU-Boulder Distinguished Professor Kristi Anseth of the chemical and biological engineering department and the BioFrontiers Institute developed a unique material that is being adapted to solve the problem, which is estimated by the World Health Organization to cause more than a quarter of the total wastage of liquid vaccines worldwide. Anseth's group created a unique "nano-polymer" material that can be customized and blended with any vaccine to protect against thermal damage during transportation, ultimately improving vaccine availability in remote locations.

"We're thrilled to be adapting CU technology and working toward a solution for such an important problem," said Balaji Sridhar, a member of Anseth's lab who co-founded Nanoly in 2012 along with Anseth lab colleague Mark Tibbitt and co-founders from several other institutions. In 2013, the company placed second in the CU Denver business plan competition. Nanoly Bioscience also won the Duke University Startup Challenge in 2012.

"We are excited that Nanoly has optioned Dr. Anseth's polymer technology," said MaryBeth Vellequette of the University of Colorado Technology Transfer Office, who is the director of technology transfer for CU-Boulder. "Nanoly has a very dynamic team that is passionate about developing this technology and we are eager to continue working with them as this venture grows."

[Beth-El faculty member aims to lower blood pressure, increase communication](#)[24]

Editor's note: This is the third in a series of occasional articles about the activities that will take place inside the Lane Center for Academic Health Sciences. The Lane Center is scheduled to open in January 2014 on North Nevada Avenue.

[\[25\]](#)

High blood pressure is often called the silent killer.

But a Beth-El College of Nursing and Health Sciences faculty member is anything but quiet when it comes to the illness that affects as many as one in three adult Americans.

"High blood pressure is one of those conditions that is so important to identify early, and to treat appropriately, because of the risk," said Amy Silva-Smith, associate professor, Beth-El College of Nursing and Health Sciences.

High blood pressure can cause strokes as well as heart and kidney damage. While one-third of adult Americans have the disease, estimates are that only one-half are receiving treatment. That's not good enough for the former head of a primary care clinic and with more than two decades of practical experience working with adults.

High blood pressure is defined as anything more than 140/90 and borderline – a warning level of high blood pressure — is defined as pressure levels of 130/85.

[\[26\]](#)

Silva-Smith considers herself a "convener" at the new Lane Center for Academic Health Sciences. In that role, she hopes to rally health care professionals from a variety of UCCS disciplines, as well as health professionals working for Peak Vista Community Health Centers and the CU School of Medicine, to combat a disease found across the age range of adulthood. High blood pressure can be prevented through diet, exercise, stress management and medicines. She also believes there are intersections between high blood pressure and other common diseases including diabetes and arthritis.

A traditional approach to medical care is to prescribe medicine to treat high blood pressure, Silva-Smith said. But that method isn't working. People don't take their medication, a decision that leads to a six-fold increase in fatal strokes.

Why people don't take their medicines isn't clearly understood. But Silva-Smith believes the odds of finding effective ways to help patients lower their risks of serious illness increase when professionals from different perspectives and training work together and closely involve the patient.

"Gone are the days that I, as a health care provider, can say that I know best," Silva-Smith said. "What we're seeing is a need to say, 'Let's sit at the table and let's talk together about what's best for this particular person.'"

As a convener of people with differing skills and backgrounds, Silva-Smith is practicing a new trend in health care called integration. But the topic isn't new to her. At the Lane Center, she will share lessons learned from her experience running a primary care clinic at Palisades at Broadmoor Bluffs, a senior living community that partnered with UCCS to create new senior living models.

"My experience with Palisades was crucial. We learned a lot about how my work as a primary care provider, and the work of those leading exercises or in nutrition, intersected. It's all relevant to the work that we'll be doing at the Lane Center," Silva-Smith said.

Silva-Smith talks about building a table, a place she describes as where health professionals from different disciplines and clients come together to solve problems and meet a client's goals.

"The table is virtual," she said. "What the table represents is communication. A system of communication will be established at the Lane Center so that when the nurse practitioner does assessments on an individual, those findings are shared with a team of nutrition specialists, behavioral health experts, and the person in charge of physical activity wellness for the purpose of optimizing health care for that individual."

“If we do it correctly, people will understand that communication will make their experience better, their health care better and their health better.”

[Ability to delay gratification may be linked to social trust, new study finds](#)^[27]

A person’s ability to delay gratification — forgoing a smaller reward now for a larger reward in the future — may depend on how trustworthy the person perceives the reward-giver to be, according to a new study by researchers at the University of Colorado Boulder.

A body of research that stretches back more than a half-century has shown that the ability to delay gratification is linked to a number of better life outcomes. On average, people who were able to delay gratification as children go on to have higher SAT scores, for example. They also tend to be more socially conscious as adolescents, less obese as adults, and less likely to abuse drugs or alcohol.

But despite the long history of studying delayed gratification, little research has focused on the role of social trust in a person’s ability to wait for a larger payoff in the future.

“Most of the time, when people talk about delaying gratification, they talk about basic processes of evaluation and self-control,” said Laura Michaelson, a CU-Boulder doctoral student in the Department of Psychology and Neuroscience and co-lead author of the new study appearing in the online journal *Frontiers in Psychology*.

In general, people who choose not to delay gratification have often been characterized as irrational and as having poor impulse control. But if the role of social trust is considered, it introduces the possibility that the person who is choosing not to delay gratification may be acting rationally after all, the researchers said.

“If you don’t trust someone, it’s rational not to wait for them to give you \$20 in a month instead of \$15 now,” said study co-lead author Alejandro de la Vega, also a doctoral student in CU-Boulder’s Department of Psychology and Neuroscience.

To determine the role of social trust, the research team — which also included Christopher Chatham, a former CU-Boulder doctoral student now at Brown University, and psychology and neuroscience Professor Yuko Munakata — recruited participants using Amazon’s Mechanical Turk, an online tool that can be used by scientists to quickly connect with a large number of people from a broad range of backgrounds.

The researchers paid participants up to \$1 to participate in an experiment in which they were asked to read the profiles of three fictional characters and then rate them on their trustworthiness. Participants were then asked whether they would opt to take a smaller amount of money offered immediately from each character or a larger amount of money that they would have to wait to collect.

The results showed that the participants were less likely to delay gratification when they distrusted the person who was offering the reward. A second experiment — which relied on a larger group but asked each participant to read the profile of only one character — had similar results. The second study also paired one of three sketches of a face with each character.

“This offers an alternative explanation for why certain populations might be notoriously bad at delaying gratification or notoriously impulsive, like criminals and addicts,” Michaelson said. “It had been chalked up to a lack of self-control. But it may be the case that they are poor at delaying gratification because they have low social trust.”

The findings could have implications for determining the best intervention strategies to use with children who find it

difficult to delay gratification. Creating environments in which children can develop social trust, for example, could be more effective than having those children work solely on self-control, Michaelson said.

The findings also may be important for adults, especially in terms of economic decision-making, de la Vega said. Economists are interested in delayed gratification as it relates to making investments or building up savings instead of spending money immediately. The new CU-Boulder study suggests that how much a person trusts an investment banker or an economic adviser could affect the person's decisions about saving and spending.

"These economic decisions are not being made in a complete vacuum," de la Vega said. "They might really be affected by how you perceive the person you're interacting with."

The research team plans to follow up this study with research that involves participants interacting in person with the people who are offering the rewards.

"There is a very real possibility that this relationship between social trust and delaying gratification might be even more strong and even more salient when you're in a real situation," Michaelson said.

Read the full study online at <http://www.frontiersin.org/Cognition/10.3389/fpsyg.2013.00355/abstract>[28]

[Campus ready to twist, rock and munch at first block party Friday](#)[29]

[30]

You may have seen the fliers. Heard talk. Received an e-mail. Felt the excitement build. Now, the wait is almost over. The first-ever [Anschutz Block Party](#)[31] happens from 11 a.m. to 2 p.m. Friday, just south of Building 500.

[The Anschutz Block Party](#)[32] is designed to encourage everyone on the Anschutz Medical Campus to get to know one another better. From the CU Anschutz students, faculty and staff to the employees at the University of Colorado Hospital, Children's Hospital Colorado, University Physicians Inc. and any number of centers and organizations, everyone's invited to come out and get to know their neighbors.

With a nod to health and wellness, there will plenty of active party games to get you up and moving. Look for volleyball nets, ladder ball and cornhole games. Even a giant, inflatable Twister board. There will also be prize wheels and giveaways. Plus, the ultimate in mid-day relaxation— chair massage.

The stage will be set up on the south end of the party. Music will be provided by The Belle Jar with Ph.D. candidate Courtney Wilson, award-winning local blues band The Delta Sonics, Dogs in the Yard featuring CU faculty member Dan Bessesen, M.D., and the Aurora Symphony's Brass Quintet. Kim Robards Dance will perform an audience-participation dance/ exercise program.

11- 11:45 a.m. - The Belle Jar 11:45 a.m.- Noon - Kim Robards Dance Noon- 12:45 p.m. - The Delta Sonics 12:45- 1:15 p.m. - Aurora Symphony Brass Quintet 1:15- 2 p.m. - Dogs in the Yard

Lunch will be available for purchase from a variety of vendors. Your favorite food trucks will be there as well as local food vendors from the surrounding community. Restaurants expected to participate include Bistro Elaia, Lupitas, Blue Lagoon, Sue of Siam, Spicy Pickle, Chai & Chai and Panda Express. Food trucks planning to attend include Manna from Heaven, Freddy's Cuisine, Solar Roast, Saj Xpress, Tasterie Truck, East Coast Joes, Sweet Cow Ice Cream, Corner Gourmet, Gusto's Kitchen and Pink Tank.

The idea for an annual campuswide Anschutz event was first suggested by Lilly Marks, vice president for health affairs at the University of Colorado and executive vice chancellor for the Anschutz Medical Campus. "I wanted something that pulls everyone together on this new and wonderful campus, from students to faculty to staff at CU and the hospitals here that we partner with," Marks said. She anticipates the inaugural Anschutz Block Party being a great

event. "So great that it becomes an annual tradition that reaches more and more people in our campus community and the Aurora neighborhood around us."

[Tenure List: September 2013](#)[33]

At its Tuesday meeting at CU-Boulder, the Board of Regents approved appointments with tenure for three faculty members across the system. They took effect Wednesday:

University of Colorado Boulder

Sean Shaheen, Electrical, Computer and Energy Engineering, Engineering and Applied Science

University of Colorado Denver | Anschutz Medical Campus

Cheryl Krause-Parello, College of Nursing **Michael Rice**, College of Nursing

[Ethiopian biology student makes star turn in TV ad](#)[34]

Robera Oljira gets instruction on a film shoot of the CU Denver television ad in which he is the lead actor.

Robera Oljira crammed for his biology final on a hot day in late July. He walked with purpose between the Tivoli Student Union and North Classroom to continue studying.

Suddenly, he heard voices on the plaza and saw two women running toward him. "They called me and I looked back," he recalls. "I had no idea they were looking for me."

Oljira, a 20-year-old CU Denver biology student from Ethiopia, knew the United States was the land of opportunity, but he had no idea it would come racing after him. The women, from the advertising agency Karsh/Hagan, explained that a casting call was taking place for students, faculty and staff interested in appearing in CU Denver's first-ever TV commercials. They asked Oljira if he'd like to try out. He obliged.

"I didn't think they'd call me back, but two weeks later, they did," the freshman said. Since then, Oljira, who arrived in Colorado just eight months ago, has experienced a taste of Hollywood: He has sat for makeup and fashion sessions, been filmed all over the CU Denver campus and done more retakes than he can count.

He stars in the TV spot that shows an undergraduate student going about his day at CU Denver. His family back home in Ethiopia can't believe it. "They said, 'Are you kidding?'" when he shared the news. "I said, 'I'm serious.'"

The term "serious-minded student" sums up Oljira. He made the Dean's List in his first semester at CU Denver. In 10th grade, he was the only high school student in his hometown of Nekemte to score straight A's on the national exam. He wants to become a physician, possibly a surgeon, as well as a researcher who advances medical care and possibly discovers treatments for illnesses such as diabetes and hypertension -- afflictions common among Ethiopians.

"Education is one of the best ways to maximize your potential and bring it out," said Oljira, who was raised in a loving family that values education. "Life without a dream and goal is like a life without sense. To have a meaningful life you have to have a goal."

His attitude perfectly fits with the tagline of the [university's comprehensive advertising campaign: "Learn with Purpose."](#)

[36]

"We were looking for a student who really managed to combine all the good attributes of the university -- the diversity, the downtown location, and also just a real inherent sort of style," said Matt Ingwalson, Karsh/Hagan creative director. "When we saw Robera walking around we said that is a guy who we think would be a really good representative for CU Denver."

Oljira, whose older brother came to Denver five years ago, has poured himself into his studies as well as extracurriculars. He has joined the CU Denver student organization [Future Doctors of Denver](#)[37], is looking for a soccer team to join and has become active in the local Ethiopian community. He has been enjoying the university's diversity, meeting students from across the globe.

"I think the USA is the land of opportunity. There are a lot of doors here -- social, economic, technological," he said. "Here, you have many more resources available to be a better person. There are really good professors here. I like the way they teach."

He realizes he's lucky to be representing CU Denver in the high-profile commercials. "It's such a great opportunity to represent the school I love," Oljira said. "I'm so excited. I can't wait to see (the TV ad)."

Oljira began medical school two years ago at a university in Addis Ababa, Ethiopia. He sought greater educational opportunities in the United States, and was elated when he won a diversity immigrant visa through a lottery.

"Never give up," he said. "It's never too late to achieve what you want."

[Gallegos reappointed to state education council](#)[38]

[39]

University of Colorado Regent **Glen Gallegos** has been reappointed by Gov. John Hickenlooper to the [Education Leadership Council](#)[40]. He will serve as a public member until June 30, 2015.

The council was created to improve Colorado's standing in the country as a leader in providing 21st century learning opportunities from birth through graduate school. The council provides a forum for discussing the progress of the implementation and synchronization of education reform initiatives that have been enacted and policy initiatives that should be created, implemented or promoted.

Gallegos is a former educator and retired president of operations at a family-owned construction company. A Republican from Grand Junction, he was elected to the Board of Regents in 2013 and represents Colorado's 3rd Congressional District.

CU President **Bruce D. Benson** also was reappointed to the council, as a postsecondary administrator representing the four-year sector. His term will expire June 30, 2014.

[Obituary: Former CU-Boulder Chancellor Park](#)[41]

[42]

Roderic B. Park, who served as chancellor of the University of Colorado Boulder, died Sept. 6, 2013, at his home, according to the University of California, Berkeley. He was 81.

Park was named interim chancellor of CU-Boulder in August 1994 and stepped down in January 1997. At the time of his departure he was praised for bringing stability to the campus's administrative structure, expanding the role of faculty governance and emphasizing undergraduate education.

"Rod Park provided strong leadership and management of the campus in his role as interim chancellor," said CU-Boulder Chancellor Philip P. DiStefano. "He was a collegial and good-natured leader who helped to move CU-Boulder ahead in a critical time. He will be missed by many, and our hearts are with his family and friends."

Park and his wife, Cathy, released a statement when he announced his resignation saying, "We wish to thank the many citizens of the campus, of Boulder and of the state of Colorado who have made our interim stay here a welcoming and rewarding experience. CU-Boulder is a great university with a faculty and student body of ever increasing quality of which Coloradans can be very proud. We feel fortunate to have been part of this excellent institution."

The UC Berkeley obituary is posted at <http://newscenter.berkeley.edu/2013/09/11/roderic-park-dies-at-81/>[43].

[Coussons-Read announces leadership reorganization](#)[44]

[45]

UCCS Provost **Mary Coussons-Read** opened the first Chancellor's Forum for the fall semester by announcing a reorganization of duties among key staff members within the academic affairs functions of her office to "expand capacity while adding as few administrative positions as possible."

David Moon will become vice provost for institutional effectiveness and undergraduate education. **Kelli Klebe** will be the associate vice chancellor for research and faculty development. She also will continue as dean of the graduate school. **Kee Warner** will continue as associate vice chancellor for diversity and inclusion, but his duties may shift to fill needs within academic affairs. **Venkat Reddy**, dean of the College of Business, will be assistant vice chancellor for online education.

"This is really an exciting time for academic affairs," Coussons-Read said. "Our goal, overall, is to expand our capacity to do new programming and create new student experiences — particularly experiential learning, internships, off-campus experience — things that put students into new environments whether at the undergraduate or graduate level. All of those things are really critical from my standpoint. These are things that, as a team, we are committed to doing."

Coussons-Read plans to add two new staff positions to the Office of Sponsored Programs to help faculty with grant legal compliance and with details ranging from budgeting to grant applications. She also hopes to improve communication with faculty.

[CU Denver faculty honored for excellence](#)[46]

[47]

Thirty-three faculty members at CU Denver recently received awards at the 2013 Celebration of Faculty Excellence. Associate Vice Chancellor for Academic Affairs Laura Goodwin delivered introductory remarks at the event in the North Classroom atrium and Provost Rod Nairn presented the certificates and plaques. Selection committees in the areas of non-tenure-track faculty, service, faculty mentoring, research and creative activities, and teaching -- each consisting of award winners from the previous two years -- selected the campus winners.

Six faculty members received campus-wide awards: **Rakissa Cribari**, **Pam Laird** and **Bryan Wee**, College of Liberal Arts & Sciences; **Tanya Heikkila** and **Paul Stretesky**, School of Public Affairs; and **Elaine Jurries**, Auraria Library.

A new award this year, the Graduate School Dean's Mentoring Award, presented by Graduate School Dean Barry Shur, had three awardees: **Elizabeth Allen** and **John Brett**, College of Liberal Arts & Sciences; and **Danielle Varda**, School of Public Affairs.

On the Anschutz Medical Campus, the President's Excellence in Teaching Award was given to: **David Gozalo**, School of Dental Medicine; **Adam Trosterman**, School of Medicine; **Douglas Fish**, Skaggs School of Pharmacy and Pharmaceutical Sciences; **Tammy Spencer**, College of Nursing; and **Yvonne Kellar-Guenther**, Colorado School of Public Health.

The Chancellor's Teaching Recognition Award was given to: **Maureen Garrity**, School of Medicine; **Donald Kleier**, School of Dental Medicine; **Ty Kiser**, Skaggs School of Pharmacy and Pharmaceutical Sciences; **Gail Armstrong**, College of Nursing; **Jill Slansky**, Graduate School (Colorado School of Public Health); and **Samantha MaWhinney**, Colorado School of Public Health.

On the Denver Campus, the Excellence in Research & Creative Activities awards went to: **Jeffrey Beall**, Auraria Library; **Mike Ferrara**, **Mike Wunder** and **Scott Reed**, Liberal Arts and Sciences; **Mark Gokowski**, Engineering and Applied Sciences; **Tanya Heikkila**, Public Affairs (campus winner); **Traci Sitzmann**, Business School; and **Kat Vlahos**, Architecture and Planning.

Excellence in Teaching (Professor/Associate Professor/Assistant Professor) awards went to: **Stacy Bosick** and **Laurel Hartley**, Liberal Arts and Sciences; **Lawrence Cunningham**, Business School; **Phillip Gallegos**, Architecture and Planning; **Wesley Marshall**, Engineering and Applied Sciences; **Donna Sobel**, Education and Human Development; **Paul Stretesky**, Public Affairs; and **Bryan Wee**, Liberal Arts and Sciences (campus winner).

Excellence in Teaching (Senior Instructor/Instructor/Lecturer) awards were given to: **Richard Argys**, Education and Human Development; **Yvette Bueno-Olson** and **Vivian Shyu**, Liberal Arts and Sciences; **Rakissa Cribari**, Liberal Arts and Sciences (campus winner); and **David Ruderman**, Business School.

Excellence in Service awards were given to: **Edward Cannon**, Education and Human Development; **Julien Langou** and **Marjorie Levine-Clark**, Liberal Arts and Sciences; **Ron Ramirez**, Business School; **Matthew Shea**, Architecture and Planning; **Karen Sobel**, Auraria Library; and **Paul Stretesky**, Public Affairs (campus winner).

The Excellence in Librarianship award was given to **Elaine Jurries**, Auraria Library, and the Excellence in Faculty Mentoring award was presented to **Pam Laird**, College of Liberal Arts & Sciences.

[New faculty at UCCS](#)[48]

More faculty have joined the College of Letters, Arts and Sciences, College of Engineering and Applied Science, School of Public Affairs, and College of Education at UCCS. They are:

Irina Kopaneva, assistant professor, Department of Communication, College of Letters, Arts and Sciences: Kopaneva previously served as a teaching assistant at Washington State University and assistant professor at Voronezh State

University, Voronezh, Russia. She earned master's and doctoral degrees from Voronezh State University and a doctorate degree from Washington State University.

Montoya

Omar Montoya, instructor, Department of English, College of Letters, Arts and Sciences: Montoya is completing a doctoral degree at New Mexico State University where he has assisted in fostering student success for English language learners and where he received the Outstanding Writing Center Tutor Award. He earned bachelor's and master's degrees from New Mexico State University.

Mujkic

Edin Mujkic, assistant professor, Department of Public Administration, School of Public Affairs: Muckic previously served as an instructor, graduate assistant and graduate teaching assistant at Auburn University at Montgomery. He earned bachelor's and master's degree at Auburn University at Montgomery and doctoral degree from Auburn University, Auburn, Ala.

Keith Oppenheim, instructor, Department of Chemistry and Biochemistry, College of Letters, Arts and Sciences: Oppenheim previously was an assistant professor in residence at the University of Connecticut and a research and teaching assistant at Syracuse University. He earned a doctoral degree from Syracuse University.

Scott

Margaret Scott, assistant professor, Department of Research, Leadership and Foundations, College of Education: Scott previously served as a school principal, assistant principal and teacher in Tuscon, Ariz. She earned a bachelor's degree from Northern Arizona University and master's and doctoral degrees from the University of Arizona.

Thomas

Richard Thomas, instructor, Department of English, College of Letters, Arts and Sciences: Thomas previously served as an adjunct instructor at Pikes Peak Community College and Colorado Springs Early Colleges and as a teaching assistant at CU-Boulder. He earned a bachelor's degree from the University of California, Berkeley, and a master's degree from CU-Boulder.

Tucker

Justin Tucker, instructor, Department of English, College of Letters, Arts and Sciences: Tucker previously was an adjunct instructor at the University of Nevada at Reno and an English as a second language instructor at Universidad

Nacional Autonoma de Mexico. He earned a bachelor's degree from the University of Texas at San Antonio and a master's degree from Texas State University.

Zek Valkyrie, instructor, Department of Sociology, College of Letters, Arts and Sciences: Valkyrie previously was a visiting instructor and lecturer at UCCS and an instructor and teaching assistant at CU-Boulder. He earned bachelor's and master's degrees from UCCS and a doctoral degree from CU-Boulder.

Windom

Bret Windom, assistant professor, Department of Mechanical and Aerospace Engineering, College of Engineering and Applied Science: Windom previously completed postdoctoral fellowships at the University of Southern California and the National Institute of Standards and Technology. He earned bachelor's, master's and doctoral degrees from the University of Florida, Gainesville.

[Dropping names ...](#)[55]

Glen Whitehead, associate professor, Department of Visual and Performing Arts, and director of the music program at UCCS, performed the world premiere of a trumpet concerto composed by Sean Hennessy at the Chamber Orchestra of the Springs 30th Anniversary Gala concert Sept. 14 at the Cornerstone Arts Center at Colorado College.

[Supplier Showcases today, Wednesday](#)[56]

The final two Procurement Service Center (PSC) Supplier Showcases in the current series are set for today and Wednesday.

PSC showcases provide an opportunity for suppliers to display and demonstrate new products and services. Showcases also provide CU faculty and staff with an opportunity to meet with suppliers they already do business with and discover new goods and services from potential suppliers.

A variety of suppliers will be in attendance, representing a wide range of commodities. Showcase sponsors, Staples, Dell, The Parking Spot and Xerox, will be featured at each event. Sponsor representatives and supply partners will be on hand, along with Christopherson Business Travel representatives. Many new suppliers will exhibit, including Temporary Services suppliers.

Several campus and system departments also will be present. You will have the opportunity to visit with PSC staff members to talk Travel, mention Marketplace and pose questions about policies and procedures. Financial and Ethics representatives also will be available to discuss issues and topics.

All CU faculty and staff are invited to attend:

9:30 a.m.-1:30 p.m. today, CU Anschutz Medical Campus, Research Center 2 (RC2), Second Floor Conference Room **10 a.m.-1 p.m. Wednesday, UCCS**, University Center Berger Hall

For more details, go to www.cu.edu/psc[57]

Links

[1] <https://connections.cu.edu/stories/robust-early-response-cu-boulder-disaster-recovery-fund>[2]
<https://connections.cu.edu/file/floodtoppng>[3] <http://www.cufund.org/giving-opportunities/fund-description/?id=13854>[4]
<https://connections.cu.edu/stories/five-questions-barbara-todd>[5] <https://connections.cu.edu/file/5qtoddpng>[6]
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<http://www.cu.edu/forcolorado/>[8] <https://www.cusys.edu/forcolorado/>[9]
<https://www.cusys.edu/forcolorado/submit.html>[10] <mailto:outreach@cu.edu>[11]
<https://connections.cu.edu/stories/regents-approve-10-year-master-plan-anschutz-medical-campus>[12]
<https://connections.cu.edu/file/amcmasterplanppng>[13] [http://www.boarddocs.com/co/cu/Board.nsf/files/9BM3DR06670C/\\$file/07%20BOR_Anschutz%20Facilities_Master_Plan%209%2011%2013.pdf](http://www.boarddocs.com/co/cu/Board.nsf/files/9BM3DR06670C/$file/07%20BOR_Anschutz%20Facilities_Master_Plan%209%2011%2013.pdf)[14]
<https://connections.cu.edu/stories/regents-vote-expand-anti-discrimination-policy>[15]
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https://connections.cu.edu/news/regents-roundup/reg-roundup_schroffel[22] <https://connections.cu.edu/stories/nanoly-bioscience-develop-cu-boulder-vaccine-stabilization-technology>[23] <http://www.nanoly.info/>[24]
<https://connections.cu.edu/stories/beth-el-faculty-member-aims-lower-blood-pressure-increase-communication>[25]
https://connections.cu.edu/sites/default/files/wp-content/uploads/2013/09/campus-story_uccs.jpg[26]
https://connections.cu.edu/sites/default/files/wp-content/uploads/2013/09/campus-story_uccs2.jpg[27]
<https://connections.cu.edu/stories/ability-delay-gratification-may-be-linked-social-trust-new-study-finds>[28]
<http://www.frontiersin.org/Cognition/10.3389/fpsyg.2013.00355/abstract>[29] <https://connections.cu.edu/stories/campus-ready-twist-rock-and-munch-first-block-party-friday>[30] https://connections.cu.edu/sites/default/files/wp-content/uploads/2013/09/campus-story_amc1.jpg[31] <http://www.ucdenver.edu/about/WhoWeAre/Chancellor/ExecutiveTeam/OutreachEvents/anschutzblockparty/Pages/default.aspx>[32] <http://www.ucdenver.edu/about/newsroom/newsreleases/Pages/Anschutz-Medical-Campus-block-party-set-for-September.aspx>[33]
<https://connections.cu.edu/stories/tenure-list-september-2013>[34] <https://connections.cu.edu/stories/ethiopian-biology-student-makes-star-turn-tv-ad>[35] https://connections.cu.edu/sites/default/files/wp-content/uploads/2013/09/campus-story_denver.jpg[36] <http://www.learnwithpurpose.org/>[37]
<http://www.ucdenver.edu/academics/colleges/CLAS/Programs/healthcareers/Pages/FutureDoctorsofDenver.aspx>[38]
<https://connections.cu.edu/people/gallegos-reappointed-state-education-council>[39]
https://connections.cu.edu/sites/default/files/wp-content/uploads/2013/09/people_gallegos.jpg[40]
<http://www.colorado.gov/cs/Satellite/LtGovGarcia/CBON/1251599819747>[41]
<https://connections.cu.edu/people/obituary-former-cu-boulder-chancellor-park>[42]
https://connections.cu.edu/sites/default/files/wp-content/uploads/2013/09/people_park.jpg[43]
<http://newscenter.berkeley.edu/2013/09/11/roderic-park-dies-at-81/>[44] <https://connections.cu.edu/people/coussons-read-announces-leadership-reorganization>[45] <https://connections.cu.edu/file/pmc-reedpng>[46]
<https://connections.cu.edu/people/cu-denver-faculty-honored-excellence>[47]
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