



Paul B. Beeson Award honors assistant professor at UC Denver^[1]

Wald

Heidi L. Wald, M.D., M.P.H., an assistant professor of medicine in health care policy research and general internal medicine at the University of Colorado School of Medicine, received the Paul B. Beeson Career Development Award in Aging Research.

Wald focuses on patient safety and quality of care in hospitals for geriatric patients. She will use the award money to research methods of reducing urinary tract infections in hospitalized patients, particularly the elderly.

Formerly the Beeson Physician Faculty Scholars Program, the award supports scholars from the nation's top medical schools and research institutions whose work and leadership enhance the health and quality of life of Americans, especially among older adults. Scholars receive between \$600,000 and \$800,000 for three to five years.

UCCS Science and Engineering Building earns gold for efficiency and innovation^[3]

Science and Engineering Building, University of Colorado at Colorado Springs

The University of Colorado at Colorado Springs' new Science and Engineering Building earned a gold certification from the Leadership in Energy and Environmental Design program sponsored by the U.S. Green Building Council.

LEED is the council's rating system for the design and construction of energy efficient and high-performing green buildings.

The Science and Engineering building has numerous energy- and environment-saving features such as thin-film solar panels, a heating system that recovers exhaust from laboratories, an ice storage system that saves air conditioning costs, high-efficiency windows, energy-efficient lighting with occupancy sensors, water-saving fixtures, and extensive use of low-chemical paints, adhesives, sealant, carpet and wood products.

"This award is significant because it shows what can be done when the design and construction industries and government work together," said Brian Burnett, the campus's vice chancellor for administration and finance.

UCCS now has two LEED-certified buildings, the most of any other southern Colorado institution, and will seek more certifications for projects that are under construction.

The campus formally dedicated the 159,000-square-foot Science and Engineering Building on Aug. 6. It houses departments of biology, physics, mechanical and aerospace engineering as well as the CU Institute for Bioenergetics and the National Institute for Science, Space and Security Centers. The building features classrooms, offices, laboratories and a K-12 Center to assist teachers and to encourage youngsters to consider careers in science and technical study.

UCCS submitted items totaling 40 LEED points and received all. For more about the certification process, visit <http://www.usgbc.org>^[5]



Ground broken on planned VA medical center^[6]

Local, state and federal officials attended a ceremony to break ground at the site of the new Veterans Administration Medical Center at the University of Colorado Anschutz Medical Campus in Aurora.

The Aug. 22 groundbreaking included the participation of Gov. Bill Ritter, members of Colorado's congressional delegation, and Veterans Affairs Secretary Eric Shinseki.

The new standalone medical center will replace the outdated VA hospital at East Ninth Avenue in Denver, and will offer 200 beds and treatment for patients from the Rocky Mountain and Great Plains regions. Officials expect the \$800 million medical facility to open in January 2014.

CU Foundation announces gift for Beth-El College of Nursing^[7]

The University of Colorado Foundation received a gift from Penrose-St. Francis Health Services that will provide financial support to selected students at the [Beth-El College^{\[8\]}](#) of Nursing and Health at the University of Colorado at Colorado Springs.

The gift will help expand the [Penrose^{\[9\]}](#) Scholarship Program at UCCS to include 23 more nursing students and provide them with \$15,000 during their three years of clinical study.

The scholarship program has been in existence since 2003. Penrose had already awarded \$720,000 to UCCS nursing students before the most recent gift, the foundation said.

Boulder campus monitors ongoing flu cases, issues recommendations^[10]

H1N1 influenza virus

As Colorado heads into what could be an active flu season this fall and winter, University of Colorado officials are urging students, faculty and staff to take necessary precautions to avoid catching either seasonal flu or the H1N1 virus, and to stay abreast of breaking flu information and how it might affect their campus communities.

As of Friday, Sept. 4, the University of Colorado at Boulder has [confirmed four cases of H1N1^{\[12\]}](#) and identified 85 probable H1N1 cases among CU-Boulder students — living both on and off campus — based on positive test results for Influenza A. One student who was hospitalized last week has since been released and is recovering.

Now that health officials have a better understanding of the virus, university health officials this week scaled back the testing protocol. Beginning next week, the university will report the number of cases with flu-like symptoms, but will



primarily test students who meet high-risk criteria. It is expected that the number of cases of flu-like symptoms will be higher.

CU-Boulder is working closely with the Boulder County Health Department to monitor flu cases.

The University of Colorado at Colorado Springs (UCCS) has sent students and parents letters with information on preventive measures, but has not recorded any flu cases. As of Tuesday, three students at the University of Colorado Anschutz Medical Campus and one at the University of Colorado Denver Downtown Campus had been diagnosed with Influenza A, said Provost Rod Nairn, chair of the University of Colorado Denver flu preparedness task force.

"The university is doing everything it can to protect people and make the life of the university as disease free as it can," Nairn said. "But there is no substitute for individual knowledge and individual care."

All four CU campuses have implemented public awareness campaigns about seasonal and H1N1 flu, and will continue to issue recommendations throughout the fall and spring semesters. Faculty and staff are encouraged to visit their campus Web sites (see box).

To coincide with recommendations issued by the Centers for Disease Control and Prevention ([CDC_{\(13\)}](#)), university officials are advising students, faculty and staff to receive flu shots for seasonal influenza and H1N1. Pharmacies and health care centers in the Denver area have started dispensing seasonal flu shots, but the H1N1 vaccine is not expected to be available until mid-October. Among other recommendations, campus officials also are asking students, faculty and staff who come down with flu to stay home until they are symptom free.

"If this develops into a full-scale infectious disease pandemic, we're going to be getting information that could change rapidly, and people are going to have to make every effort to stay up to date, and every effort to help each other as a university community," he said.

At CU-Boulder, health care and administration officials are asking faculty to be flexible when it comes to students missing classes and making up work. Due to the number of expected illnesses, students should not be required to provide a note to excuse an absence from class after they have come down with flu symptoms, officials said in a campus communiqué.

The CDC does not recommend that universities cancel large-scale events such as football games or quarantine students or any individuals who may be infected with flu.

Unlike seasonal flu, which mostly afflicts the very young and the elderly, the Influenza A strain and the H1N1 virus have been diagnosed at higher rates among people in the 19-to-24 age group. In fact, the demographic is among the groups the CDC has identified as at-risk, and among the first who should receive the H11 flu vaccine.

To help curb the spread of flu strains and other highly contagious diseases, doctors and other experts at the campuses health clinics and emergency preparedness offices are asking students, faculty and staff to practice good hygiene (see tips in box) and "social distancing," or the notion of self isolation at home until all flu symptoms have subsided.

"It's very American. It's a cultural thing to power through illness," said Deborah Imel Nelson, emergency manager for CU-Boulder Environmental Health and Safety.

Nairn agreed. "There's a tradition among many of us that we're tough, we can work through anything, but we may not be doing the best thing," he said.

"We may get sicker, and it may take us longer to recover. One sneeze carries a lot of flu particles. We really need to think about that."

Seasonal and Influenza A, the flu strain that includes the H1N1 or "swine flu" virus, can share many of the same symptoms, including fever, body aches, cough, sneezing, and gastrointestinal problems. Experts believe the rapid onset of a fever accompanied by coughing can be the first signs of Influenza A or H1N1. To avoid flu and other



contagious diseases, the CDC recommends the following good habits:

Frequent and thorough hand washing: A time-honored tradition includes singing the Happy Birthday song as you wash your hands with warm water and soap. **Cough and sneeze into your sleeve:** Some health care experts describe it as the "Dracula move" because it requires you to raise your arm across your face. **Social Distancing:** If you do come down with flu, practice "social distancing," or the notion of staying home for up to 24 hours after your fever and other serious symptoms have subsided. When you do return to class or the office, try to stay at least three feet away from others until you are well. **Get flu shots:** Make sure you receive flu shots for both seasonal influenza and H1N1 once the vaccine becomes available in mid-October.

For more information, visit your campus H1N1 informational Web sites:

[CU-Boulder](#)^[14] [UC-Denver, Downtown Campus](#)^[15] [Anschutz Medical Campus](#)^[15] [UCCS](#)^[16] [UCH](#)^[17] [CDC](#)^[13] Colorado Department of [Public Health](#)^[18] and Environment

UC Denver student wins first Zinke Award for economics paper^[19]

Singleton

A University of Colorado Denver graduate student recently won the first George W. Zinke Award in Economics and the award's accompanying \$10,000 prize.

John D. Singleton, who recently completed his first year in the UC Denver economics master's degree program, won the award for his paper "Money is a Sterile Thing: Martin Luther on the Immorality of Usury Reconsidered."

Singleton was born and raised in Denver and earned a bachelor's degree in economics and political science, with a minor in philosophy, from Calvin College in Grand Rapids, Mich. After completing his master's program he plans to pursue a doctorate in economics.

The award honors the best paper written on the history of economic thought at any of the CU campuses, and is aimed at encouraging students to develop a passion for the history of economic thought while advancing the field to foster social justice.

It also honors the memory of the late CU economics professor George W. Zinke, and is open to any advanced undergraduate or graduate student. Special consideration will be given to applicants who plan to continue studying economics, but students from other relevant disciplines such as history, philosophy, political science, sociology, anthropology and law will be considered as well.

For more information about the Zinke Award, contact UC Denver Professor [Steven G. Medema](#)^[21], chair of the Zinke Award Committee, in the Department of Economics, at 303-315-2032.

Got paid? Thank your payroll professionals^[22]

^[23]

The University of Colorado is joining in a national salute to payroll professionals and other American workers by participating in National Payroll Week, which runs from Sept. 7-11.

[National Payroll Week](#)^[24] is a public awareness campaign that pays tribute to the payroll professionals who help to get



you paid on time. To celebrate, [Payroll and Benefits Services](#)^[25] (PBS) is showing its community spirit by serving refreshments on Wednesday, Sept. 9, and Thursday, Sept. 10, at its office at 3100 Marine St., Sixth Floor, in Boulder.

Please recognize your department's payroll liaison during National Payroll Week. Why? Because "payroll is the one function that touches all employees and where 100 percent accuracy is the expectation," said Mark Stanker, assistant vice president of PBS.

On average, CU pays more than 25,000 people each month, according to PBS. The university's payroll professionals and department payroll liaisons accurately manage more than \$1.1 billion in annual gross pay. These individuals are a dedicated team of experts who meet deadlines, answer employee inquiries, and know all local, state and federal tax rules and regulations.

Have you ever wondered what percentage of your salary should be deducted for Social Security taxes (6.2 percent of your gross pay less any pre-tax deductions), Medicare (1.45 percent of your gross pay less any pre-tax deductions), and 401(k) (amount based on individual employee election), much less what this nomenclature means?

Where does your money go between "gross pay" and "net pay?" Hint: The difference between your gross pay and net pay is due to any deductions you have authorized (i.e. medical, dental, life insurance, retirement contributions, parking or Colorado Combined Campaign contributions.) Other deductions might include local, state and federal payroll taxes, Social Security and Medicare contributions.

Is your employer [deducting](#)^[26] the right amount of federal and state income taxes? Your department payroll liaison and PBS payroll staff shoulder the responsibility for paying you correctly - a task that is not as simple as it sounds. This fiscal year, PBS issued more than 34,300 [W-2s](#)^[27] and more than 413,800 paychecks/advice.

"Payroll mistakes can have a serious financial impact on the affected employee and can be a distraction that leads to reduced productivity," Stanker said. "It's our goal to ensure that each and every employee is paid accurately and on time."

National Payroll Week is spearheaded by more than 21,000 members of the American Payroll Association in partnership with federal and state agencies, NPW National Sponsors, local chambers of commerce, professional tax and human resource associations, and companies across the United States.

Sierra magazine names CU-Boulder top 'green' university in the nation^[28]

^[29]

Sierra magazine recently crowned the University of Colorado at Boulder the nation's top "green" university.

The magazine announced its annual rankings of the nation's most "eco-enlightened" universities or "Cool Schools" in its September/October [edition](#)^[30].

Other top-five finishers include the University of Washington at Seattle, Middlebury College, the University of Vermont and the College of the Atlantic. In the report's three-year history, CU-Boulder remains the only Colorado institution to appear in the top 10 featured lineup of Sierra's green colleges.

"This ranking is not a surprise, but it is a wonderful tribute to the hard work of our students, faculty, staff and administrators," said Phil DiStefano, chancellor of CU-Boulder. "Over the course of the last nearly six decades they have made sustainability a campus priority, and have done the hard work to make it a reality."



The magazine compiled its results from a 39-question survey measuring sustainable practices and initiatives in the categories of academics, administration, efficiency, energy, food, purchasing, transportation and waste management. Bonus points, of which CU-Boulder received five, were possible for "green" activities not covered by the questionnaire.

CU-Boulder scored strongest in the areas of transportation and waste management, and its overall score was 100 - the highest possible rating - according to the evaluation performed by the official magazine of the Sierra Club, the nation's oldest and largest environmental nonprofit.

Reading software based on CU technology draws national attention^[31]

My Virtual Tutor, an interactive, educational software program developed at the University of Colorado at Boulder, is drawing national attention, the University of Colorado Technology Transfer Office announced recently.

[Mentor InterActive](#)^[32], a software company based on technology that emerged from the CU-Boulder Center for Computational Language and Education Research ([CLEAR](#)^[33]), developed the software, according to the [Technology Transfer Office](#)^[34], which works with CU innovators to usher university-developed technology to market.

"My Virtual Tutor-Reading is a fun, interactive game parents can feel good about," said Brian Kohn, president and chief operating officer of Mentor InterActive.

Kohn said the game is based on a proven, university-developed approach for teaching reading to pre-kindergarten through second grade students, and concentrates on phonics, comprehension, fluency and vocabulary.

"The virtual tutor takes the child through books and encourages them to interact through questions, exercises and quizzes," he said. "The game also encourages creativity."

Recently, both [NBC](#)^[35] and an [ABC](#)^[36] affiliate in San Francisco featured the software in reports on the latest interactive software for children and their parents.

Assistant professor receives NIH grant^[37]

Jimeno

Antonio Jimeno, M.D., an assistant professor of medical oncology at the University of Colorado School of Medicine, received a \$250,000 grant from the National Institutes of Health (NIH). The grant is part of President Barack Obama's American Recovery and Reinvestment Act of 2009, which provides funding to the NIH to help stimulate the U.S. economy by promoting and supporting scientific research. The grant encourages exploratory and developmental research in project development stages.

Jimeno will create a new colony of mice with the money to study squamous cell cancer, a form of malignant cancer that occurs in many different organs and in cells that form a protective layer on the human body.



State's higher education chief David Skaggs steps down^[39]

Skaggs

Gov. Bill Ritter is searching for a new Colorado Commission on Higher Education director after David Skaggs resigned last week.

The governor's office announced Skaggs' resignation last Thursday in a [news release](#)^[41], but did not offer a specific reason for his departure.

However, according to two reports in The Denver Post last week, Skaggs was at odds with the governor over "a matter which ... we could not agree," and with the state's college presidents over the length and timing of a planning study for Colorado's public colleges and universities. Some higher education leaders were concerned that the proposed study did not address significant revenue shortfalls, according to the reports.

The planning study, called the Colorado Higher Education Strategic Planning Initiative, was expected to start on Sept. 21 and take a year to complete, but has been postponed to a later date this fall, the [Colorado Department of Higher Education](#)^[42] announced Tuesday.

Recently, Ritter and his budget office announced that higher education had to be cut by another \$81 million to help close a \$318 million state budget shortfall. The announcement came shortly after a July legislative hearing in which Skaggs warned state lawmakers that higher education was heading for an "absolutely breathtaking" fiscal cliff in two years when federal stimulus dollars expired.

To qualify for federal stimulus funding, Colorado could not cut higher education to levels below what universities received in state funding in 2006. To bypass that requirement, however, Colorado could apply for a waiver that would enable the governor to slash education even after the state received federal stimulus funding. The state reportedly has filed for the federal waiver, but the status of that request remains unclear.

Skaggs' resignation will become effective on Sept. 11, and the governor's office expects to name his replacement in the near future.

"It is with great regret that I have accepted David's resignation," Ritter said in a news release. "He is an extraordinary public servant and someone of strong principles and integrity. He is a good friend, and on behalf of the people of Colorado, I thank him for his service and dedication. Together, even in the face of the most difficult economic times in generations, we have helped keep higher education affordable and accessible for Colorado students."

For his part, Skaggs said he was grateful to have had the opportunity to work with the governor's office on higher education issues.

"We have strengthened our higher education system, both in terms of additional funding even in a tight economy, and in implementing important reforms that position Colorado well for the future," he said.

CU system receives 131 ARRA grants to date^[43]



[44]
The University of Colorado's four-campus system has received 131 federal stimulus funding awards worth \$49.8 million, according to the most recent figures provided by university administrators.

Including \$2.3 million in general appropriations from the federal government, the total for federal research funding granted to CU so far this year is \$52.1 million.

As of Aug. 31, CU campuses had submitted 844 grant applications worth nearly \$448 million under the American Recovery and Reinvestment Act (ARRA), said Teresa Osborne, the system administration's director of capital assets, who compiles data for the CU system.

While such federal funding is an important economic lifeline, CU and other universities can only use the grant dollars to fund specific research. CU cannot add the one-time dollars to its general fund to pay for utilities, technology and faculty and staff salaries, which is why support from the state, donors and tuition are still important revenue streams for the university, she said.

President Barack Obama signed the act into law in Denver on Feb. 17, providing up to \$800 million in new spending by Sept. 30, 2010. Since then, universities across the United States have applied for research grants through several agencies that have received millions of dollars in one-time federal stimulus funding. The funding is aimed at stimulating the sluggish U.S. economy.

Major funding entities include the National Institutes of Health (NIH), the National Science Foundation (NSF), the U.S. Department of Defense, the U.S. Department of Energy, the U.S. Department of Justice and the U.S. Department of Health and Human Services.

Most of CU's funding requests have been direct grant applications through federal agencies. So far, university researchers have received 68 awards worth \$20.2 million through the NIH, one award worth \$740,000 from the U.S. Department of Agriculture, and 62 awards worth \$28.9 million from the NSF. Of the total grant proposals, 86 percent are with the NIH, and 8 percent are with the NSF, Osborne said.

Following are the totals by campus for grant applications and granted awards:

The University of Colorado at Boulder has applied for more than 254 grants totaling \$187.6 million and has received 76 awards worth \$31.2 million. The University of Colorado Denver and the University of Colorado Anschutz Medical Campus have applied for a combined 571 grants totaling \$242 million, and the campuses together have received 51 awards, with additional funding from agency general appropriations amounting to \$2.3 million for a total of \$19.1 million. The University of Colorado at Colorado Springs has applied for 19 grants totaling \$18.3 million, and has received four awards for a total of \$1.4 million.

UCCS names El Pomar Chair for Business, Entrepreneurship^[45]

Duening

University of Colorado at Colorado Springs Provost Peg Bacon and College of Business Dean Venkat Reddy named Thomas N. Duening (pronounced "Den-ning") the campus's new El Pomar Chair for Business and Entrepreneurship.

Duening will join fellow chairs Terry Boulton and Michael Larson in working through the El Pomar Institute for Innovation and Commercialization to boost funding, innovation, research and economic development at the university and in the local community.

Having considerable experience from his time as Arizona State University's director of entrepreneurial programs,



Deuning said he hopes to make UCCS a key resource for increasing the development of future entrepreneurs and advancing innovation in the Pikes Peak region.

CU-Boulder Announces Provost's Faculty Achievement Award^[47]

Sampsel

Laurie Sampsel earned the University of Colorado at Boulder's 2009 Provost's Faculty Achievement Award.

Sampsel will receive recognition at the Fall Convocation in October and will receive a \$1,000 research or creative work grant and a plaque.

As the faculty director of the Howard B. Waltz Music Library, Sampsel is involved with one of the largest music research collections in the nation and an important branch of the CU-Boulder's library system. The library not only serves the university, but also the community and visiting researchers.

Five questions for William E. Walker IV, assistant vice president and chief information security officer for the University of Colorado system administration^[49]

William E. Walker IV

As chief information security officer (CISO), William E. Walker IV oversees the university's information security program, working closely with campus security principals to protect private data pertaining to students, patients, faculty and staff. He combines best practices from private industry and the National Security Agency (NSA) to educate the CU community about electronic data security, and how to avoid costly, embarrassing and potentially intrusive computer breaches. When he's not educating university constituencies about computer security, he can be found under the hood of his vintage 1979 Trans Am, or exploring his new home state of Colorado with his wife and new son.

You are the University of Colorado's chief architect for information security and the principle liaison between CU and the state when it comes to data security issues. Describe how security breaches affect CU anytime someone is careless with people's private information or other sensitive data. What process is set in motion to secure the data and inform the public?

When a data breach occurs, especially with personal information it affects a multitude of people, departments and organizations, starting with the person whose data is exposed and who runs the risk of having their identity stolen and personal finances affected. The school or college and the campus take a financial hit from the costs to remediate and recover, and a reputation hit from media coverage. The negative publicity affects CU as an institution, too.

If we experience a breach of other information such as credit card data, we run the risk of losing our ability to accept and process credit card transactions. For government grants, we run the risk of losing that funding if we cannot prove that we take the necessary precautions to protect the sensitive information involved.

The process that begins when a data breach occurs requires the collaboration and coordination of many individuals to identify, contain, remediate, recover and notify in order to minimize the risk to all parties. A data breach requires many



staff hours, not to mention budgetary dollars, to deal with. Breaches are not something you can plan for and they negatively affect budgets.

You earned a bachelor's degree in computer science from State University of New York and a master's degree in computer science with an emphasis in information security from James Madison University. What drew you into the fields of computer science and information security in the first place, and what did your experience at the NSA teach you?

I got my start by accident - sort of. During my undergraduate work, I was partnered with a friend and we had to choose a topic for a class project (UNIX System Administration). Due to my friend's procrastination, we ended up getting the topic of "security." It was the early '90s: What was security anyway? After building and implementing a type of single sign-on service and doing a presentation on classes of vulnerabilities, the idea that this could go somewhere in the future became really intriguing. It then took me a couple of years and false starts with graduate programs to find a specialization in the area that really intrigued me.

As for the NSA: It's one of those places you only hear about, but never know how to become a member of. Besides being what I consider the best place to learn about systems and security of all types, it taught me a lot about people, teamwork, our critical national infrastructure, the threats that exist on a daily basis and how normal people (if you consider the types who work there normal) make a difference for our country and all those who live or operate here. Beyond that, it provided proof and validation that information security truly is a risk-management process, it is impossible to build anything bullet proof, even if you really think it is.

How can employees balance their need for mobility - using laptops and PDAs - with the responsibility of safeguarding others' private information?

Balance is the key word in this question, without a doubt. Protecting information is easy and people do it every day without thinking about it: their personal banking information, tax returns, health care records, children's online activities with friends, etc. Those same concepts need to be applied in our work environment. The good news is that there are people here to help.

There are inexpensive ways to enable user-friendly capabilities to protect sensitive information for mobile use. The challenging part is having all parties keep an open mind about the "how-tos" while recognizing that offering one solution for an enterprise this large is impossible.

What is the greatest security issue facing CU and other U.S. universities right now?

Taking a step back and looking at the big picture, it would be the online and service-oriented direction that's expected by our population. As the technology evolves, we must ensure that we are not exposing our students, administration, faculty and staff to information theft.

Tell us something about yourself that few people know.

I own a late-'70s mullet machine. Sorry, I mean a good old American muscle car that has been in a permanent restoration process and probably will be for the duration of my life. It's a 1979 Trans Am (inspired by Burt Reynolds) that my wife refers to as my girlfriend.

Professor honored for contributions to geoscience^[51]

Emery



William Emery, a professor in the University of Colorado at Boulder's aerospace engineering program, received an award from the Institute of Electrical and Electronics Engineers Inc. (IEEE). The IEEE is a nonprofit professional organization for the advancement of technology.

The IEEE honored Emery for his contributions to the field of geoscience at its 2009 International Geoscience and Remote Sensing Symposium. Geoscience is an expanding branch of science that monitors the health of the planet through satellites. More commonly referred to as Earth sciences, the field encompasses all sciences related to planet Earth.

Health care, research and funding focus of summer legislative efforts^[53]

Tanya Kelly-Bowry

Health care, biotech research, campus achievements, community partnerships, and higher education funding were among the issues tracked this summer by the University of Colorado's government relations liaisons in Colorado and in Washington, D.C.

health care issues they monitored included proposed legislation for the development of biotechnology drugs, funding for the Veterans Administration Medical Center in Denver, stem cell research, and efforts to increase the number of physicians practicing in rural areas, said Tanya Kelly-Bowry, vice president for state and federal [government relations](#)^[55].

In addition, both state and federal government relations staff coordinated campus tours for members of Colorado's congressional delegation so they could meet with chancellors and other campus leaders, and get up-close views of some of the projects being spearheaded by CU faculty researchers.

Kelly-Bowry, who oversees CU's lobbying efforts in Denver and Washington, D.C., said the outreach campus tours allowed state and federal lawmakers to view facilities and engage faculty researchers in discussions about their work. The tours also gave government relations staff opportunities to raise awareness about ongoing stem cell and other research, biotechnology developments, energy partnerships and similar leading-edge work by CU researchers.

"We appreciate all the support each campus gives us in making these opportunities available for our state and federal leaders," Kelly-Bowry said.

Other efforts by the university's government relations team included identifying funding opportunities for CU-Boulder's [JILA](#)^[56] and the [Center of the American West](#)^[57], UC Denver's [Linda Crnic Institute](#)^[58] for Down Syndrome, and other research centers and institutes around the CU system.

In Washington, D.C., the university's federal government relations representatives tracked the CU system's earmark requests in fiscal year 2010 bills, monitored the Clean Energy bill and its impact on CU, and worked with Denver-based firm [Brownstein Hyatt Farber Schreck LLP](#)^[59] to identify homeland security funding opportunities for the University of Colorado at Colorado Springs.

In addition, federal government relations Executive Director David Sprenger, who is based in Washington, D.C., and Director Lynne Lyons, who is based mostly in Denver, worked with all four CU campuses to generate ideas for fiscal year 2011 appropriation requests.

Colorado congressional leaders met with Lyons and other government relations staff over the summer to discuss CU research and partnerships with the National Renewable Energy Laboratory (NREL) in Golden, and other energy



research initiatives. In June, Sen. Michael Bennet, D-Colo., and CU-Boulder Chancellor Phil DiStefano met with members of the state's [Energy Collaboratory](#)^[60] to discuss how CU and its partners are working with NREL to develop new energy technologies.

For his part, Sen. Mark Udall, D-Colo., met with UC Denver Chancellor M. Roy Wilson, M.D., Vice Chancellor for Health and Dean of the School of Medicine Richard Krugman, M.D., and Jack Westfall, M.D., who oversees a [rural-track program](#)^[61] for medical students. Government relations staff facilitated the meeting, where participants discussed Udall's proposed legislation to increase the number of physicians in rural communities.

In July, UCCS Chancellor Pamela Shockley-Zalabak and Kelly-Bowry met with Don Elliman, the governor's newly appointed chief operating officer, and several other higher education leaders from southern Colorado to discuss the [Southern Colorado Innovation Collaboration](#)^[62].

At the state level, CU's government relations office, led by Director Kirsten Castleman, also facilitated campus tours for Colorado lawmakers, who met with chancellors and other university leadership and toured facilities such as the Anschutz Medical Campus and the Auraria Higher Education Center.

Though the Colorado General Assembly is out of session, Kelly-Bowry said members continue to meet in several interim committees of interest to CU, including the Long-Term Fiscal Stability Commission, whose mission it is to consider and attempt to solve Colorado's "fiscal crisis."

"Funding higher education is a large part of this conversation," Kelly-Bowry said.

Other legislative committees that met over the summer include the School Finance Interim Committee, the health care Task Force, and the interim committee discussing Pinnacle Assurance issues.

Aug. 5, the effective date for many 2009 legislative bills, also marked the end of the 90-day period after final adjournment of the general assembly that allows submissions of referendum petitions.

"We have begun sending e-mails out with final summaries and effective dates for all legislation our office tracked during the session," Kelly-Bowry said.

For his part, CU President Bruce D. Benson met with state legislators during his annual [summer outreach](#)^[63] visits. In addition, Benson spoke at Rotary Clubs, interviewed with local newspapers, radio and TV stations to educate Colorado communities about CU and higher education in general, and met with elected officials, donors, alumni and other higher education supporters at community receptions. In July, Benson visited Vail, Aspen, Silverthorne and Steamboat Springs, and several Denver-area communities.

Recent changes to policy now in effect^[64]

www.cu.edu/policies^[66]

The University of Colorado Office of Policy and Efficiency is asking returning faculty and new employees on all four campuses to take note of changes to 33 administrative policy statements that took effect July 1.

The changes affect academic, administrative, fiscal and human resources administrative policy statements (APS), said Dan Montez, director of the Office of Policy and Efficiency (OPE).

"The university eliminated policies that were obsolete, duplicative or were already covered by regent laws or policies,"



Montez said. "Or they were streamlined and combined into other related policy statements."

CU has eliminated 19 policies, revised 12, and has added two new policies required by recent changes in state law. Montez said faculty and staff who would like more information about specific policy changes and why they were made should log onto the [OPE Web site](#)^[67].

Montez said the university eliminated some policies based on recommendations the [President's Task Force on Efficiency](#)^[68] made in March.

CU President Bruce D. Benson established the Task Force on Efficiency in late 2008, asking members to find ways to improve the general efficiency and effectiveness of system administration operations.

As the university continues to face budget challenges, strategies aimed at increasing overall efficiency are likely to increase, said task force Chair Leonard Dinegar, senior vice president for administration and chief of staff, who together with Montez oversaw the group's three-month effort. The task force, made up of faculty and staff from all four campuses and system administration, will continue meeting on a quarterly basis.

"As President Benson says, now is not the time to be complacent about the way we operate as a four-campus university system," Dinegar said. "It's not business as usual anymore. We must continue to find ways of streamlining business procedures and improving overall efficiency."

Questions and feedback on any of these APS actions can be directed to OPE at 303-860-5711 or ope@cu.edu^[69].

New book examines animal welfare in disasters^[70]

Irvine with her pet cat, Punnie

University of Colorado at Boulder Associate Professor of Sociology Leslie Irvine recently published *Filling the Ark: Animal Welfare in Disasters*, a book that examines how humans are not the only victims of disasters.

The book explores the predicament of companion animals as well as animal populations on farms, in research facilities, and in the wild when disasters strike.

Irvine has studied the roles of animals in society for the past decade, and she asserts that humans cause most of the risks faced by animals and recommends better stewardship by humans on behalf of animals not only during times of crisis but also on a daily basis.

CU-Boulder releases results of 2009 student safety survey^[72]

Representatives of the city of Boulder and CU-Boulder, including student leaders, announce new safety initiatives at a recent presentation on campus.

The University of Colorado at Boulder is adding six more campus police officers and will improve campus lighting and



transportation systems among other initiatives as a result of a survey conducted by a leading student advocacy group and a partner safety coalition.

With the [survey](#)^[74], the University of Colorado Student Union (UCSU) and the [Safety Initiatives Coalition](#)^[75] attempted to gather information that would facilitate the design and implementation of strategies aimed at increasing campus and communitywide safety, said UCSU Tri-Executive Tom Higginbotham.

"We're focusing our efforts on strengthening the relationship between [UCSU](#)^[76] and the administration, which will help us to tackle these and other tough issues with improved communication, collaboration and coordination," the student leader said during a news conference on Aug. 20 to announce the survey results and recommended safety improvements.

The Safety Initiatives Coalition, a collaborative group of representatives from both CU and the city of Boulder, assisted with the online survey in March. The survey's main themes were lighting maintenance, parking and transportation, police visibility, reporting concerns and communication.

Higginbotham said student leaders were inspired to survey attitudes about campus and community safety following a series of off-campus assaults in 2008.

According to the survey, which is expected to become an annual report, 89.3 percent of respondents reported feeling "very safe" or "somewhat safe" on the CU-Boulder campus, and 74.4 percent reported feeling "very safe" or "somewhat safe" in the community surrounding the campus, said Eva Hueber, UCSU director of neighborhood and city relations at the time of the survey who oversaw its compilation.

Hueber said 2,345 students, faculty and staff volunteered to answer the survey, but the sample was not representative. Female respondents accounted for almost 70 percent of respondents, and outnumbered male respondents two to one, a fact that likely influenced the results. Faculty and staff accounted for about 25 percent of survey respondents, and 17 percent of all respondents identified as victims of crimes perpetrated on campus or in Boulder.

Among the other conclusions:

Women feel more vulnerable than men on campus and in the city of Boulder. The campus community's perception of safety can be improved through enhanced institutional safety measures and improved communication among CU administrators, employees and students. Survey respondents felt they would feel safer with increased lighting and police presence and additional options for late-night transportation and parking.

"We've identified several ways to make better use of existing infrastructure while at the same time providing safer options for students," said Frank Bruno, vice chancellor for administration. "The student government and Safety Initiatives Coalition have played a key role here, helping us to identify potentially unsafe areas on campus in terms of lighting, foliage and other factors."

Bruno said the Boulder campus would respond to survey suggestions with pre-existing programs and new ideas. He said the Preventative Maintenance Program, which is managed by the [Office of Facilities Management](#)^[77], would increase its efforts to check designated lighting zones to ensure there are no dark areas on campus.

"We had been checking these areas, but on an irregular schedule," Bruno said. "The students were helpful in identifying that the irregular evaluation schedule was having a possible impact on safety, so we're grateful to them for helping us make that improvement."

The campus will implement other [safety strategies](#)^[78] such as the creation of a police platoon system, which will take at least two years to reach its potential because training is extensive. Bruno said the addition of six new campus police officers would enable the campus to enhance community policing, increase the training of officers and expand officers' abilities to interact with the community.

The [CU Police Department](#)^[79], in collaboration with UCSU, also is considering a campus safe-transportation pilot program to increase security presence throughout the campus while simultaneously providing [transportation](#)^[80] for members of the campus community engaged in late-night academic or work-related activities. To address concerns



about late-night parking options, the CU-Boulder Parking and Transportation Services department is reviewing options for parking near Norlin Library to accommodate the library's new hours.

Other late-night parking possibilities include a parking permit for nearby lots, extending the hours of the Euclid Avenue Autopark, and providing short-term, after-hours parking along Colorado Avenue, Bruno said.

UCSU also announced that the [Bystander Intervention](#)^[81] program began during New Student Orientation 2009. The program encourages student to take responsibility for the safety of their peers, and teaches them collaborative skills.

Seasoned journalist to oversee development of new faculty, staff newsletter^[82]

Dedrick

Jay Dedrick, a former Rocky Mountain Newsjournalist and an award-winning writer and editor with more than 20 years of experience in public communication, will oversee the development of the University of Colorado's systemwide faculty and staff newsletter.

Dedrick also worked as a features and entertainment editor and writer at the Boulder Daily Camera and developed a business blog for Colorado Biz magazine focusing on the state's pioneering and booming craft brewing industry.

"We could not be happier to have someone of Jay's caliber on staff," said CU President Bruce D. Benson. "He brings the journalist's gift for storytelling, the feature writer's eye for detail, and the business reporter's sense of enterprise and Web development - all skills he will need to help us evolve our newsletter into a compelling communication tool for our faculty and staff."

Dedrick will spend the coming weeks producing the Faculty and Staff Newsletter while assessing CU's communication needs through survey research and interviews with key individuals and groups. The newsletter (which the university community will help rename), replaces the Silver & Gold Record, which the university eliminated in June due to budget cuts.

As system administration's new internal communications manager, Dedrick will help CU develop its Web-based newsletter, which will be the university's main mode of communication with 24,000 employees on its four distinct campuses. Dedrick began Aug. 27.

"I'm excited to be part of a team that tells stories about the vital contributors to a great institution, and that also meets demand for good information," Dedrick said. "I'll be working to provide a vehicle for staff and faculty members throughout the system to connect with one another and with the president's office. This is a special opportunity to collaborate with a community and help deliver content that's useful, enlightening and hopefully, at times, fun."

Dedrick, who earned a bachelor's degree in technical journalism at Colorado State University, has won many journalism accolades, including first-place awards for feature writing from the Society of Professional Journalists, the Missouri Lifestyle Journalism Awards, the Colorado Press Association and the Wyoming Press Association.

A Colorado native, Dedrick grew up in the Denver area. He currently resides in Broomfield, Colo., with his wife, Melissa, and his daughter, Sophie, who is almost 2 years old. Jay Dedrick, a former Rocky Mountain Newsjournalist and an award-winning writer and editor with more than 20 years of experience in public communication, will oversee the development of the University of Colorado's systemwide faculty and staff newsletter.



Dedrick also worked as a features and entertainment editor and writer at the Boulder Daily Camera and developed a business blog for Colorado Biz magazine focusing on the state's pioneering and booming craft brewing industry.

"We could not be happier to have someone of Jay's caliber on staff," said CU President Bruce D. Benson. "He brings the journalist's gift for storytelling, the feature writer's eye for detail, and the business reporter's sense of enterprise and Web development - all skills he will need to help us evolve our newsletter into a compelling communication tool for our faculty and staff."

Dedrick will spend the coming weeks producing the Faculty and Staff Newsletter while assessing CU's communication needs through survey research and interviews with key individuals and groups. The newsletter (which the university community will help rename), replaces the Silver & Gold Record, which the university eliminated in June due to budget cuts.

As system administration's new internal communications manager, Dedrick will help CU develop its Web-based newsletter, which will be the university's main mode of communication with 24,000 employees on its four distinct campuses. Dedrick began Aug. 27.

"I'm excited to be part of a team that tells stories about the vital contributors to a great institution, and that also meets demand for good information," Dedrick said. "I'll be working to provide a vehicle for staff and faculty members throughout the system to connect with one another and with the president's office. This is a special opportunity to collaborate with a community and help deliver content that's useful, enlightening and hopefully, at times, fun."

Dedrick, who earned a bachelor's degree in technical journalism at Colorado State University, has won many journalism accolades, including first-place awards for feature writing from the Society of Professional Journalists, the Missouri Lifestyle Journalism Awards, the Colorado Press Association and the Wyoming Press Association.

A Colorado native, Dedrick grew up in the Denver area. He currently resides in Broomfield, Colo., with his wife, Melissa, and his daughter, Sophie, who is almost 2 years old.

News briefs^[84]

For 20th year, Mini Med simply explains the science of medicine

School makes complex ideas understandable to students, adults without dumbing down

Cohen

Watch eight hours of "ER," and you'll learn more about co-worker relationships than about medicine. Watch eight hours of "CSI," and you'll just have nightmares.

But attend eight hours of the University of Colorado's Mini Med School, and you'll have a fresh understanding and appreciation of the science that informs modern medicine.

With this year's Sept. 16 launch, the Mini Med School celebrates its 20th anniversary. The innovative, influential public education program has reached nearly 17,000 students and adults since 1989. Created by J.J. Cohen, M.D., a faculty member of the University of Colorado School of Medicine, the program has inspired imitations in more than 100 cities around the world.



This year, the Mini Med School hosts 10th-graders and teachers from the Aurora LIGHTS program, a partnership between CU's Anschutz Medical Campus and Aurora Public Schools aimed at encouraging students to pursue careers in medicine and science. And thanks to remote satellite telecasts, the general public is invited to register for the school as well.

Lectures throughout the eight-week course are presented by medical school faculty and other experts. Topics include anatomy and physiology, cell biology, microbiology, immunology, pharmacology, neuroscience and cancer biology. The hour-long talks are followed by question-and-answer sessions; students can pore over binders of lecture notes on their way to receiving an unofficial diploma - no testing required.

Cohen remains proud that teachers in the program are able to present complex material in an accessible manner but without "dumbing it down."

Mini Med School originates live at the Denver Museum of Nature & Science and is relayed by satellite to locations around Colorado, including the Anschutz Medical Campus and the museum's IMAX theater. [Register online](#)^[86] or call 303-724-0348.

CU programs rank high on latest U.S. News & World Report list

CU-Boulder 34th among public universities; UCCS sixth in West

^[87]

Several University of Colorado programs remain rated among the nation's best, with the University of Colorado at Boulder ranked 34th overall among national public universities, in the 2010 Best Colleges [list](#)^[88] from U.S. News & World Report.

CU-Boulder sits in the top 6 percent of public and private U.S. universities ranked by the magazine, holding No. 77 out of 1,400 public and private universities. The 34th place public ranking is shared with two other schools.

The University of Colorado at Colorado Springs earned a sixth-place spot for public universities offering master's degrees in the West (30th overall), while its engineering program ranks sixth among public universities whose highest degree is a bachelor's or master's (26th overall). UCCS' engineering program shares its public ranking with three other schools.

Also recognized in the list: CU-Boulder's College of Engineering and Applied Science (19th among public universities whose highest degree is a doctorate, 34th overall, tied with two others), and its Leeds School of Business (23rd among all public university business programs, 38th overall, tied with three others).

U.S. News & World Report ranks schools based on academic peer assessment, graduation and retention rates, faculty resources, student selectivity, financial resources and rate of alumni giving. Highlights of the listings appear in the September issue, on newsstands now.

New energy institute begins reaching out to collaborators

Faculty invited to join research team; expertise on display at October symposium

Koval

Now that the University of Colorado at Boulder has teamed with the National Renewable Energy Laboratory (NREL) in forming the Renewable and Sustainable Energy Institute (RASEI), CU-Boulder faculty members have the opportunity to take part in the university's "green" mission.

The institute invites researchers to participate in the formative stage of CU-Boulder's first new research institute since the 1970s, or to apply for appointments as Fellows or Affiliates with RASEI (formerly the CU-Boulder Energy Initiative). The campus is host to some 150 faculty members involved in energy-related research, including wind, solar and biofuels.



RASEI (pronounced "racy"), formally established in June, will serve as the focal point for CU-Boulder's work on renewable and sustainable energy, and as a catalyst for collaboration with NREL. Faculty who would like to get involved are asked to submit a letter of interest and professional vita as soon as possible, but no later than Sept. 30, to either of RASEI's interim co-directors: CU's [Carl Koval](#)^[90], koval@colorado.edu^[91], or NREL's Ray Stults, Ray.Stults@nrel.gov^[92].

The letter should briefly address:

Reasons for your interest in getting involved with RASEI
Examples of past or ongoing energy-related research collaborations in which you've participated
Synergies between CU-Boulder and NREL energy-related research programs that you envision to be advantageous in terms of developing competitive research proposals

Besides recruiting ground-level partners, RASEI is readying the third annual Energy Research Symposium on Oct. 21 at the University Memorial Center on the CU-Boulder campus. The event begins with a keynote address by Professor Steve Rayner of the University of Oxford, and includes a display of research projects followed by a seed grant competition with awards of up to \$50,000. Details on the symposium, free and open to the public, are at the [RASEI site](#)^[93]

New certificates in homeland security offered at UCCS

Security intelligence, disaster public health the focus of new one-year programs

^[94]

Two new graduate certificates offered at the University of Colorado at Colorado Springs are adding to a growing list of educational services in homeland security and defense.

The Center for Homeland Security, part of the National Institute of Science, Space and Security Centers at UCCS, and the School of Public Affairs offer a [certificate in homeland security intelligence](#)^[95] for graduate students. The center also partners with the Beth-El School of Nursing to offer a [disaster public health certificate](#)^[96] for graduate and undergraduate students.

Each certificate comprises four courses that may be completed within a year. Among the topics covered are analytical intelligence methodologies and public health issues as they relate to disasters and terrorism.

"These new educational services will position the Institute for future growth and demonstrate our commitment to meet the needs of our military and private sector partners," said Mike Perini, executive director of [the Institute](#)^[97]

Volunteers needed to assist callers to helpline

The Phoenix Center at Auraria offers training for advocates of crime victims

The Phoenix Center at Auraria, which offers crisis intervention to sexual assault victims and victims of other violent crimes, is accepting applications from volunteers interested in being trained as helpline advocates. University of Colorado Denver faculty, staff, students, alumni and other community members are invited to apply for training sessions that begin Sept. 22. The application deadline is Sept. 9.

Volunteers who are accepted will earn a certificate for completion of a 40-hour training in counseling victims of domestic/dating violence, sexual assault and stalking. The Phoenix Center operates a 24-hour helpline that provides free, confidential service to crime victims and concerned people who make contact regarding a friend or loved one who has been victimized.

For an application packet, contact Aneesha Bharwani, victim services coordinator, Aneesha.Bharwani@ucdenver.edu^[98]



Links

- [1] <https://connections.cu.edu/people/paul-b-beeson-award-honors-assistant-professor-uc-denver>
- [2] <https://connections.cu.edu/file/peoplewald.jpg>
- [3] <https://connections.cu.edu/stories/uccs-science-and-engineering-building-earns-gold-efficiency-and-innovation>
- [4] <https://connections.cu.edu/file/uccseng021.jpg>
- [5] <http://www.usgbc.org/>
- [6] <https://connections.cu.edu/stories/ground-broken-planned-va-medical-center>
- [7] <https://connections.cu.edu/stories/cu-foundation-announces-gift-beth-el-college-nursing>
- [8] <http://www.uccs.edu/%7Ebethel/>
- [9] <http://www.penrosetfrancis.org/>
- [10] <https://connections.cu.edu/stories/boulder-campus-monitors-ongoing-flu-cases-issues-recommendations>
- [11] <https://connections.cu.edu/file/h1n1flublue.jpg>
- [12] <http://www.colorado.edu/news/r/7e1690ce2f0e435e8528850afed875c8.html>
- [13] <http://www.cdc.gov/h1n1flu/>
- [14] <http://www.colorado.edu/safety/h1n1/>
- [15] http://www.ucdenver.edu/FACULTY_STAFF/ALERT/FLU/Pages/FluAlertOverview.aspx
- [16] <http://www.uccs.edu/%7Eshc/News.html>
- [17] https://www.uch.edu/docs/pdf/Swine_Flu2.pdf
- [18] <http://www.cdphe.state.co.us/>
- [19] <https://connections.cu.edu/stories/uc-denver-student-wins-first-zinke-award-economics-paper>
- [20] <https://connections.cu.edu/file/ucd-zinke.jpg>
- [21] <mailto:steven.medema@ucdenver.edu>
- [22] <https://connections.cu.edu/stories/got-paid-thank-your-payroll-professionals>
- [23] https://connections.cu.edu/did-you-know/got-paid-thank-your-payroll-professionals/npw09_highres2_lo_000
- [24] <http://www.nationalpayrollweek.com/>
- [25] <https://www.cusys.edu/pbs/>
- [26] <http://www.irs.gov/individuals/article/0,,id=96196,00.html>
- [27] http://en.wikipedia.org/wiki/Form_W-2#W-2
- [28] <https://connections.cu.edu/stories/sierra-magazine-names-cu-boulder-top-green-university-nation>
- [29] <https://connections.cu.edu/file/sierracover09.jpg>
- [30] http://www.sierraclub.org/sierra/200909/cool_schools/
- [31] <https://connections.cu.edu/stories/reading-software-based-cu-technology-draws-national-attention>
- [32] <http://www.mentorinteractiveinc.com/>
- [33] <http://clear.colorado.edu/start2/home.html>
- [34] <https://www.cusys.edu/techtransfer/>
- [35] http://today.msnbc.msn.com/id/32571707/ns/today-parenting_and_family
- [36] http://abclocal.go.com/kgo/video?id=6984514§ion=view_from_the_bay
- [37] <https://connections.cu.edu/people/assistant-professor-receives-nih-grant>
- [38] <https://connections.cu.edu/file/peoplejimen.jpg>
- [39] <https://connections.cu.edu/stories/states-higher-education-chief-david-skaggs-steps-down>
- [40] <https://connections.cu.edu/file/skaggs.jpg>
- [41] <http://www.colorado.gov/cs/Satellite?c=Page&cid=1251465189797&pagename=GovRitter%2FGOVRLayout>
- [42] <http://higher.ed.colorado.gov/dhedefault.html>
- [43] <https://connections.cu.edu/stories/cu-system-receives-131-arra-grants-date>
- [44] <https://connections.cu.edu/file/arra.jpg>
- [45] <https://connections.cu.edu/people/uccs-names-el-pomar-chair-business-entrepreneurship>
- [46] <https://connections.cu.edu/file/peopleduening.jpg>
- [47] <https://connections.cu.edu/people/cu-boulder-announces-provosts-faculty-achievement-award>
- [48] <https://connections.cu.edu/file/peoplesampsel.jpg>
- [49] <https://connections.cu.edu/stories/five-questions-william-e-walker-iv-assistant-vice-president-and-chief-information-security>
- [50] <https://connections.cu.edu/file/billwalker.jpg>
- [51] <https://connections.cu.edu/people/professor-honored-contributions-geoscience>
- [52] <https://connections.cu.edu/file/peopleemery.jpg>
- [53] <https://connections.cu.edu/stories/health-care-research-and-funding-focus-summer-legislative-efforts>
- [54] https://connections.cu.edu/news/health-care-research-and-funding-focus-of-summer-legislative-efforts/tanya_kelly_bowry
- [55] https://www.cusys.edu/govt_relations/
- [56] <http://jilawww.colorado.edu/>
- [57] <http://www.centerwest.org/>
- [58] <http://www.uchsc.edu/som/crn/c/>
- [59] <http://www.bhfs.com/>
- [60] <http://www.colorado.edu/news/releases/2007/71.html>
- [61] <http://www.uchsc.edu/som/rural/>
- [62] http://www.uccs.edu/%7Eur/2006/view_article.php?article_id=548
- [63] <https://www.cu.edu/content/community-outreach-tour>
- [64] <https://connections.cu.edu/stories/recent-changes-policy-now-effect>



- [65] <https://connections.cu.edu/file/opejjpg>
- [66] <http://www.cu.edu/policies>
- [67] <https://www.cusys.edu/policies/>
- [68] <https://www.cu.edu/efficiency>
- [69] <mailto:ope@cu.edu>
- [70] <https://connections.cu.edu/people/new-book-examines-animal-welfare-disasters>
- [71] <https://connections.cu.edu/file/peopleirvinejpg>
- [72] <https://connections.cu.edu/stories/cu-boulder-releases-results-2009-student-safety-survey>
- [73] <https://connections.cu.edu/file/surveyjpg>
- [74] <http://www.colorado.edu/news/r/3eac6831ca18dd6fbd43eb2522a8eea6.html>
- [75] <http://www.colorado.edu/safety/initiatives/>
- [76] <http://www.ucsu.colorado.edu/webber/index.cfm>
- [77] <http://www.colorado.edu/facilitiesmanagement/index.html>
- [78] <http://www.colorado.edu/safety/>
- [79] <http://www.colorado.edu/police/>
- [80] <http://umc.colorado.edu/quicklinks/nightridePurpose.html>
- [81] <http://www.colorado.edu/parentrelations/parentfund/training.html>
- [82] <https://connections.cu.edu/stories/seasoned-journalist-oversee-development-new-faculty-staff-newsletter>
- [83] <https://connections.cu.edu/file/dedrickjpg>
- [84] <https://connections.cu.edu/stories/news-briefs-2>
- [85] <https://connections.cu.edu/file/jjohncohenjpg>
- [86] <http://www.uchsc.edu/minimed/registerinfo2009.htm>
- [87] <https://connections.cu.edu/file/us-news-and-world-reportpng>
- [88] <http://colleges.usnews.rankingsandreviews.com/best-colleges>
- [89] <https://connections.cu.edu/file/newsraseijpg>
- [90] http://rasei.colorado.edu/index.php?id=35&pid=35&page=Faculty_Director&parent=8
- [91] <http://rasei.colorado.edu/mailtkoval@colorado.edu>
- [92] <mailto:Ray.Stults@nrel.gov>
- [93] http://rasei.colorado.edu/index.php?id=50&pid=50&page=Annual_Energy_Research_Symposium_and_Seed_Grant_Competition&parent=64
- [94] <https://connections.cu.edu/file/homeland-security-logo1jpg>
- [95] http://www.uccs.edu/%7Echs/security_intel.html
- [96] http://www.uccs.edu/%7Echs/disaster_health.html
- [97] <http://www.uccs.edu/%7Enissc/>
- [98] <mailto:Aneesha.Bharwani@ucdenver.edu>