

[Five questions for Terrance Boulton](#)^[1]

[2]

Terrance E. Boulton defines innovation as the transformation of ideas into impact, and that is what he set out to do when he came to the University of Colorado Colorado Springs in 2003.

Boulton, now El Pomar Endowed Chair of Innovation and Security and professor of computer science, previously was a department chair at Lehigh University in Pennsylvania, but he was not happy there.

"I was trying to make a lot of changes, but the university wasn't going where I wanted to be, and so I decided to leave," Boulton said. "Years ago, I realized I wanted to make a difference – not a reputation."

He began a nationwide search to find an institution where he thought he could make an educational difference in terms of the direction he wanted to take.

"No one knew I wanted to do an innovation program, but I knew exactly what I wanted to do and I was looking for a school that I thought would let me do it. The El Pomar Professorship attracted my attention because it was not just about research or teaching. It was not just about publishing papers but actually making a difference in the community and world."

Boulton developed a family of Bachelor of Innovation (BI) degrees that launched in 2007. Since then, 150 students have graduated with one of the degrees. Currently there are about 420 students in 19 different BI majors spanning four colleges. The BI program teaches about 1,200 students a year, as many of its courses also count toward the compass curriculum.

[3]

"We've been growing at about 30 percent per year," he said. "The BI is the only program of its kind in the world and we're looking to grow, so if there are any CU benefactors looking for something unique and exciting, the BI program is a good reason to give."

Boulton also runs the Vision and Security Technology Lab (VAST lab) with research interests in surveillance, machine learning, biometrics and computer vision.

As an avid snowboarder and telemark skier, he and his wife, Ginger, aim for 50 days a season on the snow; they're halfway there.

"We are almost always at Keystone, so if someone looks me up on LinkedIn, they can see my outfit, which is relatively distinctive. Let's share a chair and talk innovation between runs."

He also enjoys scuba diving, and, closer to home, riding his home-built electric bicycle to work every day.

"I'm very lucky to be in a group, in a BI, where we have all these wonderful people with different perspectives," he said. "I'm lucky to be in a computer science department that is very collegial; I have a great lab with lots of students. I have lots of great memories from UCCS and I expect to keep collecting more of them."

1. You work with the [El Pomar Institute for Innovation and Commercialization](#)^[4] (EPIIC). What is your role and how have you/the institute helped student companies realize their dreams?

There are three of us who are endowed chairs of the institute and there are different ways we operate. One of the things we do is hold community outreach events, for instance, EPIIC Nights speakers and Lion's Den Pitch Nights, as well as many others. At some specialized events, I teach seminars. We also have one-on-one efforts.

Part of my role has been to build and drive the transformation of ideas and making change for the community. I've had lots of students; sometimes they realize their dreams, sometimes they don't even know what their dreams are, or they don't know where they are going. By changing attitudes early enough, these students become effective agents of

change and they go out and make an impact. Sometimes they don't continue with their initial dreams, but they get to realize they can have other dreams and bigger dreams and different dreams, and that is part of what I want to do for them.

We don't just help students build companies; sometimes we help students realize other dreams, including going to graduate school. One of our former students is at Cornell. When he came here, he thought of being a high school math teacher. I showed him that he had other opportunities to explore to make a greater impact.

2. What are some of the student companies you've worked with?

I'm currently working with a company called Lot Spot, which received some funding from the Green Action Fund at UCCS. They are trying to solve a ubiquitous problem on college campuses – parking. They started down the path of developing an app, and I've been helping them in terms of giving them guidance so they are not only doing the technology but also building the business and understanding how to talk to people about it. Last year, the team won Chapman University's California Dreamin' Entrepreneurial Competition (which came with a \$75,000 investment deal and \$5,000 in cash).

Obviously, I'm pleased they won, but especially because they were competing against schools like Stanford and the Air Force Academy. It also has been great to see them grow in terms of how they are executing their idea. If they had not been part of the Bachelor of Innovation degree, this might not have happened. In fact, two of the students involved came to UCCS because of this program: They were looking for what would help them become entrepreneurial and innovative and make an impact.

The Lot Spot app will tell you, as you are approaching campus, where you will find available parking. Currently it only monitors the UCCS garage, but this year it will expand to multiple lots on campus. The app will tell you, for instance, that there are parking spots available on the fifth floor of the garage. The technology also produces parking analytics so the campus can know when the lots reach capacity, and that information can be used to help determine class schedules, for instance, or when to grow parking lots.

Lot Spot is moving in a good direction, but there's also the flip side of success. One of our first graduates failed, or at least his company did. He had an idea for a company that was about helping people recovering from addiction. He got money through the kind of processes we teach and started the company. It went sideways in part because some of the business people went in a different direction and he didn't get to show the efficacy of what he was trying to do early enough. There was a disagreement among the founders and the company dissolved, but it was a great learning experience for him. It showed that after a student goes through the process, he's ready to launch his company. Lots of startups are not successful, but there are lots of lessons to learn.

The BI program is extremely interdisciplinary. Students aren't just learning technology, they're working with business majors, for instance. Last spring a team of inclusive early education majors came up with a company that helps busy parents by allowing them to pick up premade meals for a week. Part of what they had to do was to learn to work across boundaries, and so they found some business majors to help them with marketing ideas.

A big part of innovation actually occurs at the intersection of ideas. It's not just technology; you have to have the business piece. The team spent time talking with customers to figure out what they really wanted. A company stands out by figuring out what its customers want as opposed to making it up and seeing where it is going to go. It's also about having a network of contacts that they've built through the program that can help them with different aspects of their project. That level of connectivity is common at big, high-end schools where there are lots of social and professional fraternities. Previously, we didn't have much of that at UCCS, but BI has the same level of social connections across views and fields that give people a lot of opportunities to grow.

3. Technology moves so fast and so many products are coming to market. How does an innovator cut through it all and place his/her company/product front and center? What are some of the biggest impediments?

I would say the biggest impediment is that people think it is all about the money. If you can develop a solution that will really make a difference with people, you generally will find the money, but if you are chasing the money, you're

missing the impact.

We try to get students to focus on what will make a difference. If you add value to someone's life, then you will get value in return. One of the reasons I wanted to call the degree a Bachelor of Innovation is because it is focused on innovation and is not about the pursuit of money. Certainly you have to make money to keep your organization financially stable over time, but understanding that when you provide value, the value returns to you is so important. Students need to understand that equation.

The second roadblock for us comes at the institutional level. The BI is growing very fast but we struggle at certain levels because lots of people don't get it. Many faculty members have spent a career becoming the world's expert in a relatively narrow area, and the idea of this interdisciplinary stuff is a little bit foreign and uncomfortable.

Structurally, we aren't a department, and so we don't have the traditional infrastructure that leads to isolation. We cross all those boundaries and are nontraditional. That also makes it difficult to compete in a traditional model of funding.

4. Are there other ways that the Bachelor of Innovation programs at UCCS is a unique model?

There are two or three things that are very unique about the teaching model. We really didn't change the majors much. A bachelor of computer science still includes the same amount of computer science; what we are changing is the rest of the curriculum. The BI core satisfies most of the elements of a student's compass curriculum, but with a much greater focus on teamwork, working across fields and working with clients. Our students are working with all types of different majors, which is a huge skill, a skill I thought previously was missing.

When I tried to hire people for my companies, I found the engineers weren't very good at talking to the business people and the business people weren't good at talking with engineers, and neither were very good at talking with clients because they hadn't been coached in that. Our model is less of a teaching model and more of a coaching model. In some cases, we might have a 30-minute lecture at the beginning of a three-hour class, but the rest of the time entails working with the teams, coaching them through where they are with clients, for instance.

In addition, all of our classes are co-taught by people from different fields. We want our students to understand the importance of multi-disciplinary views and appreciating those points of view. Students see how that works out professionally, and they also see the value of not assuming there's only one way of looking at things, which is an important transformation for the thought process. As everyone knows, that's how the world works.

5. What other projects or research interests do you have?

While the BI is my passion, I also do a lot of research at the graduate level where I am also the chair of the Ph.D. committee in computer science and in engineering. On the research side, I just celebrated having brought in \$10 million of funding to UCCS. I was also just named an IEEE Fellow for my research contributions. I have lots of students and funded research largely in the identity space: biometrics and face recognition, which is a sub-area of security, as well as funding for machine learning research.

But I'm also very collaborative. I've done grants with every college on campus as well as dozens of local companies. I believe that research impact often is found at the intersection of fields, so it's helping other fields advance while simultaneously advancing your own field. For example, I'm working with two colleagues at UCCS as well as others at Carnegie Mellon University and the University of Pittsburgh to apply computer science, computer vision and machine learning to a web-based tool to try to help people recovering from mental trauma. It has strong psychological elements as well as strong computer science elements.

[Board of Regents February meeting coverage](#)[5]

Proposed 2017-18 budget lists modest tuition increases, merit pool

CU administration has put forward a proposed 2017-18 budget that includes tuition and fee increases between 3.14 percent and 4.91 percent, as well as a systemwide employee merit pool of 2.5 percent.

[Read more](#)[6]

Regents offer differing expectations of vice president for diversity

The CU Board of Regents on Friday discussed what approach a consulting firm should take as it works with the university to define the role of the new system-level vice president for diversity, inclusion and retention. The position was approved by the regents at the board's September 2016 meeting.

[Read more](#)[7]

CU Connect reaching more students, more efficiently

The number of systemwide online University of Colorado courses and student credit hours showed strong growth over the past two years.

[Read more](#)[8]

News and notes: Board of Regents, February 2017

Students raise DACA concerns, Shockley-Zalabak receives chancellor emerita designation

[Read more](#)[9]

Tenure list: February 2017

Regents approve appointments

[Read more](#)[10]

[Proposed 2017-18 budget lists modest tuition increases, merit pool](#)[6]

CU administration has put forward a proposed 2017-18 budget that includes tuition and fee increases between 3.14 percent and 4.91 percent, as well as a systemwide employee merit pool of 2.5 percent.

The Board of Regents began reviewing budget details during the board's meeting Friday at CU Boulder. The board could vote on a budget as early as its next regular meeting, April 6-7 at CU Denver, after the state's Joint Budget Committee has proposed the state budget.

[The presentation to the board](#)[11] by Todd Saliman, vice president and chief financial officer, said the suggested budget takes into account the modest state funding increase as currently proposed by Gov. Hickenlooper and projected enrollment growth. The board also considers budget possibilities should state funding remain flat or decrease.

"If the Legislature for some reason were not able to fund the governor's budget request ... the impacts are real," Saliman said. Reduced state funding would mean less for deferred maintenance and likely would affect tuition rates. Targeted cuts would be possible, too.

Tuition and mandatory fee increases at CU Boulder are proposed at 4.91 percent for freshmen and transfer students only; because of a guaranteed tuition policy enacted last year, continuing students at CU Boulder would see no increase. UCCS has an increase of 3.43 percent for tuition and mandatory fees; at CU Denver, it's 3.14 percent.

The 2.5 percent merit pool for compensation is consistent with the governor's budget request.

Campus financial officers also presented details to the board. UCCS, which has enjoyed recent record enrollment, expects continued increases next year. Boulder reported higher undergraduate enrollments than budgeted, especially among nonresident undergraduates. Both indicated drops in enrollment of international students, as did CU Denver.

Most of the board discussion focused on CU Denver, which last year saw a revenue shortfall. Chancellor Dorothy Horrell spoke at length about her proposal for a new strategic investment in the campus – an additional \$5 million annually for the next decade – as part of an effort to “establish CU Denver as a leading urban public research university.”

Members of the board expressed guarded support.

“If you go back 10 years, CU Denver was not a research institution ... and now it’s trying to become something it hasn’t historically been,” said Regent Kyle Hybl, R-Colorado Springs, who urged caution in case the goal proves unfeasible.

Regent Stephen Ludwig, D-Denver, said the strategy of increasing spending on graduate programs while simultaneously working to recruit and retain undergraduates appeared “confusing.”

Regent Linda Shoemaker, D-Boulder, said she would support such an investment.

“I feel like (CU Denver) has been sort of a stepchild among the campuses,” Shoemaker said. “I do believe you guys are going to make good decisions about where that money goes.”

Horrell said for CU Denver not to establish itself as a premier public research university “would be an abdication of the responsibilities we have.”

“Nothing has come easy for CU Denver,” Horrell said. “It has been incredibly tenacious and resourceful in being able to do what it has done. ... I absolutely feel this is the right thing to do.”

President Bruce Benson said he’s “bound and determined” to see the plan succeed.

“I think now we’ve got the right people and we’re going to make it work,” Benson said.

[Regents offer differing expectations of vice president for diversity](#)[7]

The CU Board of Regents on Friday discussed what approach a consulting firm should take as it works with the university to define the role of the new system-level vice president for diversity, inclusion and retention. The position was approved by the regents at the board’s [September 2016 meeting](#)[12].

[Kathy Nesbitt](#)[13], vice president for employee and information services, told the board that faculty, staff and student input had been considered, and the consulting services of Sanchez, Tennis and Associates had been contracted to help build out the position to best foster greater diversity and awareness throughout all facets of the university. The consultants’ findings will be delivered March 3, she said.

But regents Kyle Hybl, Sue Sharkey and Heidi Ganahl questioned whether the consultants were fully addressing the mission of diversity, or simply focusing on the role of the new vice president.

Hybl stressed that the board’s goals need to be clear and the new position must have benchmarks for how it is going to attain those goals.

“It does strike me as potentially unfortunate that we have told (the consultants) we are going to have this position no matter what,” said Hybl, R-Colorado Springs. “I think it would be better to say, ‘Here are our goals, generally speaking, for diversity. How best could you get us there? Is this position the most effective way to get us there?’ I myself am troubled by the direction we’re going with the consultant if we’re not allowing them full access.”

Sharkey said she had understood the resolution was to do what is best to enhance the university’s mission for

diversity, not to solely focus on the vice president position.

"I feel that they're working in a box within a framework, rather than expanding it and loading up all the areas and finding how we can best achieve the goal this position was intended for," said Sharkey, R-Castle Rock. "I am very disappointed to hear – with the consultants – what they were working on. I thought they were looking at all areas and how we can best be successful, but now I see it has been contained in a box of a resolution that was passed very quickly."

Regent Linda Shoemaker, D-Boulder, reminded the board that it had voted and approved the resolution, and Nesbitt was moving forward following that directive.

"If some board members want to reconsider that position, then that should be done in the proper way," Shoemaker said. "But I believe that we need this position; that's what this board voted for and I think there's a good use for this position in this system."

Regent Glen Gallegos, R-Grand Junction, said he met with the consultants and he believes they are on the right track and the board should stay the course.

"I would say March 3 – let's let the consultants finish. I think the consultants are going to give us what we're talking about. And if not we can certainly expand that at that time," Gallegos said. "The time that I spent with them, it sounded like they were exploring all those different areas."

Sharkey made a motion to direct Nesbitt to instruct the consultants to consider whether alternate or increased funding of existing employment structures, positions or programs would most effectively and efficiently achieve the board's goal of achieving systemwide diversity. The motion was seconded by Ganahl, R-Superior.

The motion failed 5-3, with Sharkey, Ganahl and Hybl voting for in favor. Regent John Carson did not attend the meeting.

Faculty Assembly Chair Ravinder Singh also weighed in on the importance of the new vice president for diversity position.

"I strongly feel that we need to put our best foot forward for diversity and inclusion," Singh said. "We have to nurture it; only then will something good come of this effort."

The board will further discuss the position and Sanchez, Tennis and Associates' findings at the regents' April 5-6 meeting at CU Denver.

[CU Connect reaching more students, more efficiently](#)[8]

The number of systemwide online University of Colorado courses and student credit hours showed strong growth over the past two years.

William Kuskin, CU Boulder vice president for strategic initiatives, provided details Friday to the Board of Regents during an update on CU's online cross-campus collaborative course offerings – [CU Connect](#)[14], MOOCs and intercampus online degree programs. He emphasized how long-distance education has helped bring together the university's four campuses.

"We have a main portal webpage called CU Connect that students outside the university can find and use to enter all four campuses," Kuskin said. He acknowledged connecting the campuses was a challenge, noting they had been working in silos, on their own or with groups from each institution talking only to their counterparts.

“You had all the provosts get together and talk among themselves, all the registrars getting together and talking among themselves, all the marketing people ... but by doing that, we were making these bottlenecks of constrictions because you’re only getting the same groups of people talking together,” he said.

Kuskin researched the issue and realized he had to redistribute forces by breaking through the silos.

“We cross-cut our silos so we had different groups from different campuses working together. The results, I would say, would be energetic,” he said. “The result has been to unleash some free discussion about CU Connect.”

The growth systemwide from fall 2014 to fall 2016 has been impressive, he said:

Online courses offered rose from 659 to 848, an increase of 189 courses, or more than 28 percent. Student credit hours for online courses rose from 43,806 to 56,736, an increase of more than 29 percent.

Enrollment in [CU’s 29 massive open online courses](#)[15] (MOOCs) has reached 1.67 million. They’re taught by 25 faculty members from all campuses and have reached 194 countries, Kuskin said. Coursera, the online educational platform that offers CU courses, will hold its fourth annual conference in late March at CU Boulder, which is a distinct honor, Kuskin told the regents.

“We’re emerging as a leader in this field,” he said.

Kuskin also discussed the intercampus degree program, initiated in 2015 by Regent Stephen Ludwig. It will provide ambitious students a bachelor’s degree in interdisciplinary studies in as few as three years. The initial phase and faculty course and program development were completed in 2016, and the anticipated launch date is fall of 2018.

Students will matriculate at one campus, the home campus for their degree, Kuskin said. Each campus will resolve educational, technical and administrative issues at the level of individual unit and campus.

The board complimented Kuskin on the expansion and further development of the university’s online presence, and the increased opportunities for students across the globe to become familiar with CU and earn a CU degree or certification.

Kuskin credited the “network about networks, a network of individuals thinking about how to deal with the network of the World Wide Web in education.”

“It’s been very powerful and creative and a wonderful example of collaboration across campuses,” he said. “I feel like we have exceeded our expectations. I’m proud and I’m happy.”

[News and notes: Board of Regents, February 2017](#)[9]

News and notes from the CU Board of Regents meeting Feb. 16-17 at CU Boulder:

Students raise DACA concerns

During public comment, several students voiced support for DACA (Deferred Action for Childhood Arrivals) students, and called on university leadership to maintain its support. CU President Bruce Benson and the four campus chancellors last month [signed a letter of support](#)[16] expressing commitment to access and success for all students.

In a statement, Regent Vice Chair Glen Gallegos thanked those who spoke on the issue.

“We understand that recent actions have created a great amount of uncertainty and anxiety, not only for undocumented students and workers, but for those who care about them,” Gallegos said. “The Board of Regents also cares about the future for all of our students and workers, including those who are DACA recipients, receive in-state tuition under the ASSET program, or who have traveled to the University of Colorado on study or work visas. You are part of our community and we value your contributions to the University of Colorado.”

“For you, as well as for every member of our community, we ask that everyone draw from our Guiding Principles, which recognize that faculty, student, and staff diversity will promote ‘the rich interchange of ideas in the pursuit of truth and learning.’ Each of us must work towards our principle of ‘providing an outstanding, respectful and responsive living, learning, teaching and working environment.’ Every student who earned, through hard work and commitment to their own education, a place at the University of Colorado deserves our support and respect.”

‘Practically perfect’ Shockley-Zalabak given chancellor emerita designation

The Board of Regents granted Pam Shockley-Zalabak the title of chancellor emerita of the University of Colorado Colorado Springs. Pressed for time, Regent Kyle Hybl summarized the resolution rather than reading it aloud by saying, “Whereas Pam Shockley-Zalaback is supercalifragilisticexpialidocious, and whereas she is practically perfect in every way, now therefore be it resolved that the University of Colorado Board of Regents expresses its deep gratitude to Pam Shockley Zalabak for her loyal and faithful leadership and service, and outstanding contributions to the University of Colorado Colorado Springs and to the entire University of Colorado system.” The resolution was passed unanimously, 7-0, with regents John Carson and Sue Sharkey not present. Shockley-Zalabak retired Feb. 15 after 15 years as UCCS chancellor and 40 years with UCCS. [Read more in Communique.](#)[17]

Notes

Board Chair Irene Griego reported the university has hired the law firm of Cozen O’Connor and its attorneys Leslie Gomez and Gina Maisto-Smith to assist with an independent inquiry into events around the eventual resignation of assistant football coach Joe Tumpkin. The inquiry will look into what occurred and when, if university policies were violated and whether those policies should be modified to better explain requirements on reporting. [Read more in CU Boulder Today.](#)[18] ... The board approved the appointment of Ethan Cumber, M.D., to the Board of Directors of the University of Colorado Hospital Authority, and the reappointments of Peter F. Steinhauer, D.D.S., and John W. Bliss to the Board of Directors of the Coleman Colorado Foundation. ... A new bachelor’s degree in data analytics and systems engineering at UCCS received board approval. ... The board voted 7-0 to approve a new professional graduate degree program in higher education in the CU Boulder School of Education. [Read more in CU Boulder Today.](#)[18]

- Jay Dedrick and Cathy Beuten

[Uncover health mysteries at upcoming campus Biometric Screenings](#)[19]
[20]

University of Colorado faculty and staff no longer have to be alone in their search for answers to their health questions.

Running March 8 through April 5, [Biometric Screenings](#)[21] will be available on all CU campuses. There, free body composition measurements, blood glucose testing and a full lipid panel will be offered to catch the culprit of health woes.

All CU Health Plan members and covered spouses will receive this trio of tests with no additional charges or out-of-pocket payments. Members and spouses must bring their plan ID card to the clinic to receive coverage. Students are not eligible for Biometric Screenings as CU Health Plan is not the primary student insurance provider.

Need more clues? Additional tests include blood typing and a full blood chemistry analysis with prices ranging from \$12 to \$50 a test. Preview [screening options](#)[22] and [prices](#)[23].

Results can be shared with a primary care physician* through My Health Connection, an interactive platform set up to secure private medical information minus the paper trail. Screening participants will be sent information to create an account after their screening. (*Limited to providers affiliated with UCHealth’s Epic Electronic Medical Record and the Colorado Regional Health Information Organization.)

The first 500 people to register will be entered into a drawing for free [Bose SoundSport Wireless Headphones](#)[24].

[Find a screening](#)[25] and [register today.](#)[21]

For more information: [FAQ](#)[21].

[COLTT 2017: Call for proposals](#)[26]
[27]

The Colorado Learning and Teaching with Technology (COLTT) Conference is seeking session proposals for the 2017 edition.

Organizers welcome meaningful and memorable sessions on the leading edge of innovative ed-tech tools and practices.

Review this year's [session types](#)[28], session lengths (from 35 to 115 minutes) and suggested [session topics](#)[29], then submit a proposal that best fits your experience and preferred delivery method.

COLTT 2017 is an all-day event Aug. 9-10 at the University of Colorado Boulder in the [Wolf Law Building](#)[30] and adjacent [Idea Forge](#)[31]. Submission deadline is 11:59 p.m. April 10.

[Click here](#)[32] for the submission form.

[From VC Fiez: Maintaining momentum in research, innovation in uncertain times](#)[33]

[University community celebrates CU in the City](#)[34]

[Colorado's Cancer Center again recognized as one of the best](#)[35]

[Miller awarded national poetry prize](#)[36]

[Bacon to lead faculty relations effort](#)[37]

[In memoriam: Randy Ross](#)[38]
[39]

Editor's note: This remembrance was submitted by Rahwa Netsanet, a Professional Research Assistant in the CU School of Medicine at the Anschutz Medical Campus.

On Dec. 20, 2016, the Department of Psychiatry suffered a great loss. Randy Ross, M.D., an accomplished and treasured member of the department, passed away.

A memorial service is scheduled for 4-5:30 p.m. Monday, Feb. 27, in the Shore Auditorium in the Nighthorse Campbell Building.

Ross graduated from the University of California at Santa Barbara in 1983 and received his medical degree from Yale University School of Medicine in 1987. He came to the University of Colorado in 1993 as a young researcher, joining the Developmental Psychobiology Research Group (DPRG) training program.

Ross came to learn the methodologies of schizophrenia research and apply it to learning more about childhood onset schizophrenia. Despite being a rare diagnosis, Ross found more cases than were expected, said Robert Freedman, M.D., recalling Ross' early years at CU Denver. Concerned that the young researcher was finding diagnoses where he wanted to see them, the head of Child Psychiatry at the National Institute of Mental Health (NIMH), Judy Rapoport, was invited to interview a few of the children that Ross had evaluated. To everyone's surprise, she confirmed Ross' diagnoses. This made him stand out as a diligent and astute thinker.

Ross decided to remain at CU Denver, working in research to advance understanding of the roots of mental illness. He was particularly interested in choline research, a lead that followed prior findings about the neurobiology of schizophrenia and related mental illnesses.

"He was often the smartest person in the room," said Doug Novins, vice chair and director of Child and Adolescent Psychiatry, who joined the DPRG program shortly before Ross. "His work on really trying to prevent serious mental illness was visionary and groundbreaking."

Ross was very dedicated to his work, and was extremely invested in aiding future researchers, eventually becoming vice chair of the DPRG program that began his own career on this campus. He also took leadership roles in the research track in the CU School of Medicine, for which he would make time to meet with students individually and aid in their professional development.

"He was extremely generous with his time," said Linda Greco-Sanders. "He tried to toughen people up to criticism because he said it is just part of the whole experience and it's nothing personal, one of the hardest but most important lessons for young scientists starting out to learn. If that meant telling his own stories of humiliating criticism from grant submissions, he shared it. The important thing to him was to impart knowledge."

He gained the reputation of being harsh but fair. Camille Hoffman, M.D., who worked with Ross for over eight years as a mentee and a partner in his research, called this "getting Randied." This was a blessing in disguise. Anyone who received feedback from Ross was bound to be challenged, but always grew from these interactions. When the road got difficult, Ross would often say to her, "You can choose whether you want a job or a career." Hoffman said that to Ross, either was a good option, but you had to be aware of what would keep you driven.

"He had plenty of acquaintances, people he'd trained with, or friends, who chose to do psychiatry as a job," Hoffman said. "But he had opted to have a career with research and questions, and answering questions, and posing hypotheses – and he felt like that was a lot more sustaining."

Amanda Hutchison, M.D., who was mentored by Ross beginning her second undergraduate year, also describes his personality as a balance of humor and austerity.

"For Randy, work was work, but he also recognized there was a lot of levity in life," said Hutchison, who credits him for the path she has taken in her own life. Though he encouraged her to go into research, he also emphasized to her that it is important to do what you are passionate about. "I wouldn't be a psychiatrist if it weren't for Randy."

This dedication to growth was not limited to his roles in DPRG or in the School of Medicine research track.

"I think one of his best-kept secrets is that he mentored everyone that he supervised – regardless of their role," said Stephanie Vetter, who is the grant manager for his and other labs in the Department of Psychiatry.

Kristin Uhler, Ph.D., a research partner and mentee of Ross' who began working with him in 2012, agreed. "I think the legacy he leaves is those he's mentored," she said.

Ross was a steadfast yet warm man who could "weather any storm and stay patient, stay calm," said Kate Noonan, the lab manager for his research team. Having worked with him for almost 12 years, she recalls his dedication and passion for science and his love for teaching.

"I admired how he could challenge people without pushing them too far," she said. "A true pet peeve of his was not working to your fullest ability." This applied to himself as well as others. He saw that discipline went hand-in-hand with progressing as an individual and as a team. After meetings or moments of commiseration, he would often say, "OK, let's get back to work."

Ross' life was dedicated to his research and his family.

"The back of his car was covered in bumper stickers indicating where his three kids had gone to college," Vetter said. When asked about his greatest achievement, Noonan replied, "His family." Ross preferred to maintain his privacy, but it was clear that he was just as committed to his home and family as he was to his work.

Although he tried to keep focused, there were those moments of lightheartedness that gave us a glimpse into his life and story. These are a few little-known facts about him shared by some of his closest colleagues: He grew up in Santa Barbara, California, and had a Farrah Fawcett haircut at one time. He liked to listen to '70s rock in his office in the mornings and always had one shoe untied. He was a direct descendent of Jesse James. He also loved to travel – he even hitch-hiked across the country when he was 18.

Though I did not get the time to know him well, I did get a bit of the 'Randy Experience' myself. I began working in Dr. Ross' lab less than six months before his passing. He was very generous with his time and spoke with me about graduate programs one afternoon. I anticipated speaking with him for 10 minutes, but I was surprised that after an hour he was still taking the time to answer my questions. I was very appreciative of his time and reflect often on that conversation.

His research on choline will continue under Hoffman, a longtime partner in his research and OB-GYN at St. Joseph's Hospital, and Freedman.

Although we have to say goodbye to Randy, his work lives on. And I'm sure he would be happy to see that we will all be getting back to work.

[Kenny named nursing ambassador](#)[40]

[Recipients of non-tenure-track grants announced](#)[41]

[Klingner presents in Mexico](#)[42]

[Tenure list: February 2017](#)[10]

At its Feb. 16-17 meeting at CU Boulder, the CU Board of Regents approved two appointments with tenure.

The appointments are effective Aug. 21, 2017. The faculty members are:

University of Colorado Boulder

Sidney D'Mello, Computer Science, College of Engineering and Applied Science. **Yu (Jade) Morton**, Aerospace Engineering Sciences, College of Engineering and Applied Science.

Links

[1] <https://connections.cu.edu/spotlights/five-questions-terrance-boult>[2]
https://connections.cu.edu/sites/default/files/boult_01.jpg[3] https://connections.cu.edu/sites/default/files/boult_02.jpg[4]
<http://epiic.uccs.edu/>[5] <https://connections.cu.edu/stories/board-regents-february-meeting-coverage>[6]
<https://connections.cu.edu/stories/proposed-2017-18-budget-lists-modest-tuition-increases-merit-pool>[7]
<https://connections.cu.edu/stories/regents-offer-differing-expectations-vice-president-diversity>[8]
<https://connections.cu.edu/stories/cu-connect-reaching-more-students-more-efficiently>[9]
<https://connections.cu.edu/stories/news-and-notes-board-regents-february-2017>[10]
<https://connections.cu.edu/stories/tenure-list-february-2017>[11] <http://www.cu.edu/doc/fy18budgetproposalspdf>[12]
<https://connections.cu.edu/stories/regents-vote-create-diversity-vp>[13] <https://www.cu.edu/office-president/vp-employee-information-services>[14] <https://connect.cu.edu/>[15] <https://www.cu.edu/office-academic-affairs/moocs>[16]
<https://connections.cu.edu/stories/president-chancellors-sign-letter-supporting-daca-students>[17]
<http://communique.uccs.edu/?p=25806>[18] <http://www.colorado.edu/today/2017/02/17/board-regents-hears-students-and-faculty-daca-immigration-reviews-budget-proposal>[19] <https://connections.cu.edu/stories/uncover-health-mysteries-upcoming-campus-biometric-screenings>[20] <https://connections.cu.edu/sites/default/files/biometric.jpg>[21]
<https://www.becolorado.org/programs/biometricsscreening>[22] https://cuhealthplan-assets.s3.amazonaws.com/uploads/pdf_file/pdf/175/Lab_Work_Form_Be_Colorado2017.pdf[23] https://cuhealthplan-assets.s3.amazonaws.com/uploads/pdf_file/pdf/176/Optional_Test_Pricing_2017.pdf[24]
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<https://connections.cu.edu/sites/default/files/coltt-2017-web-banner.png>[28] <http://click.communications.cu.edu/?qs=537a698994b11f54574f1d6a8ab15dcabf627112de561863336453fdc9484c0b3f8dbfcddf518eb7ebb3b0da8ff20853ab2dafeb5626733f>[29] <http://click.communications.cu.edu/?qs=537a698994b11f5425717bfb78a1597b1ddb1018a978bdafa0ce4fccfd5b47450301a05edaa3fb50626666de2629080037faa3cb0eb94cc0>[30] <http://click.communications.cu.edu/?qs=537a698994b11f54f782c34967664d1baa2f6d9d1393557b1bdf1e0a1e6d50d7886a1febdfd0838fa969cc9c184f372c7d4598355826bf7d>[31] <http://click.communications.cu.edu/?qs=537a698994b11f54d0a4d49cf95323c7c643307fcfc9e0732c4dedebf254a1ddeb0523ec3a9252216d45c9fcfd309c0406e95ec5bcc6a95b>[32] <https://www.cu.edu/coltt/forms/coltt-proposal-form-2017>[33] <https://connections.cu.edu/stories/vc-fiez-maintaining-momentum-research-innovation-uncertain-times>[34] <https://connections.cu.edu/stories/university-community-celebrates-cu-city>[35]
<https://connections.cu.edu/stories/colorado-s-cancer-center-again-recognized-one-best>[36]
<https://connections.cu.edu/people/miller-awarded-national-poetry-prize>[37] <https://connections.cu.edu/people/bacon-lead-faculty-relations-effort>[38] <https://connections.cu.edu/people/memorial-randy-ross>[39]
https://connections.cu.edu/sites/default/files/p_mem_ross.jpg[40] <https://connections.cu.edu/people/kenny-named-nursing-ambassador>[41] <https://connections.cu.edu/people/recipients-non-tenure-track-grants-announced>[42]
<https://connections.cu.edu/people/klingner-presents-mexico>