



## FALL 2023

### ***Alternative Careers to Academia!!***

**NRSC 7102-001; NRSC 2101-001**

1 credit; Mondays 5:05-6:20 pm

MUENZINGER E0046

***NOTE:*** *the last 20 min or so is for people who would like to hang out and chat further with the speaker!*



**NOTE: GRADUATE STUDENTS:** If you are interested in registering for this course but do not have the (INCORRECTLY LISTED) pre-requisite of NRSC 5110 – this is no problem! – Please email [jefferey.greeseon@colorado.edu](mailto:jefferey.greeseon@colorado.edu) for assistance in enrolling. You do not need NRSC 5110 prerequisite to enroll.

Organizer: Linda R. Watkins, PhD

Office: Wilderness Research BLDF Room #214: Office hours by appointment

Contact: [linda.watkins@colorado.edu](mailto:linda.watkins@colorado.edu)

#### **Format of the course includes 2 parts:**

- (1) required attendance/participation in the speaker series**
- (2) you choose 8 (or more if you'd like extra credit) videos, with self-paced quizzes, on topics of most interest to you from the Canvas class site**

This course features weekly guest speakers, with degrees ranging from bachelors through postdoctoral training prior to leaving academia. For many, their career paths have little to do with the degree(s) earned.

Their current careers range across: director of the Biofrontiers advanced microscopy core; global marketing for patient monitoring; neurosurgery research and development; venture capital funding and startup company law; science writer for CU Boulder, precision medicine for cardiovascular disease; clinical trials of brain penetrant therapeutics; marketing and media agency for life science, genomics, and diagnostic companies; translate molecules found in medicinal plants into new solutions for human health, combining the power of machine learning, metabolomics and knowledge graphs; deputy editor of the prestigious journal *Cell*; specialist in big data analyses for the healthcare sector, designed to help transform the way organizations operate; research scientist with a technology-driven spatial biology and biomarker services company; and operations, financial and legal management including fund raising, business development, corporate governance and employee management.

The paths they meandered through life to their current positions are equally diverse as are the ways they moved from job to job, and the wisdom/insights gained.

Join us to explore their life stories and advice to people starting out – a great opportunity to ask them everything you want to know about finding and getting the jobs you'll love! In addition, class members will select a series of videos to watch and answer questions about from a list of topics directly relevant to finding and getting the ideal job and career for you.

#### **Class schedule**

**Aug 28 – Linda Watkins** - Introduction to the Course; Why it is so hard to leave academia

**Sept 4 (Mon) LABOR DAY HOLIDAY – NO CLASS**

**Sept. 11 Michael Mestek (Senior Director, Global Marketing, Perioperative Complications, Medtronic, Boulder, CO)**- received his Bachelor's in Economics from Bradley University's College of Business, and his PhD in Applied/Exercise Physiology from Auburn University with a minor in statistics. After several research and clinical exercise physiology positions, he ended up at the University of Colorado - Boulder with a post-doctoral Research Associate position studying cardiovascular health. He moved from UC-Boulder to Medtronic working in Research & Development, including working on high growth international market development and FDA regulatory issues, and patient monitoring including intra-operative brain monitoring as well as hemodynamic monitoring and temperature management technologies. He now leads Global Marketing for the Patient Monitoring portfolio.



**Sept. 18 Shelley Allen (Think Biosciences, Boulder, CO)** received her Bachelor's in Applied Chemistry (DeMontfort University, United Kingdom), joining Array Biopharma as a Research Investigator upon graduation. From there she went up the ranks as Senior Principal Scientist with Pfizer Boulder Research (which had acquired Array Biopharma). Continuing with Pfizer, she has also served as Associate Research Fellow in Pfizer Research and Development and Director of research. Moving to Think Biosciences, she has now taken on the role of Vice President of Medicinal Chemistry. She has participated in teams that delivered multiple compounds to clinical trials, including two currently marketed products. As Director of Medicinal Chemistry at Pfizer Boulder R&D, Shelley led project teams from hit stage to Investigational New Drug (IND) status, and most recently, delivered a brain penetrant kinase inhibitor to the clinic.



**Sept. 25 Viswa Colluru (founder and Chief Executive Officer, Enveda Biosciences, Boulder, CO)** received his Bachelor's in Biotechnology (Andra Univ., India), Certificate from Harvard Business School, and PhD in Cellular and Molecular Biology (Univ. Wisconsin), following which he worked in Technology Transfer for Univ. of Wisconsin prior to joining Recursion Pharmaceuticals first as a Research Scientist in Innovation, followed by Product Manager in Innovation and Discovery leveraging automated biology and computational methods to accelerate discovery of therapeutics for patients across thousands of diseases. Here he gained experience in business development, strategy and science to help secure partnerships, management of partnerships, and develop project management processes. He was then promoted to Project Leader at Recursion Pharmaceuticals for their Ataxia Telangiectasia drug discovery program, integrating scientific, commercial and operational considerations to rapidly advance new treatments for this devastating rare disease. Moving to Senior Product Manager, now in Assets and Translation at Recursion, managing the portfolio of 6+ disease



indications spanning neurology, oncology, and metabolic diseases. His current position is with Envada Biosciences where their aim is to translate molecules found in medicinal plants into new solutions for human health, combining the power of machine learning, metabolomics and knowledge graphs.

**Oct. 2 Michael Bristow (co-founder, President and Chief Executive Officer [CEO] of ARCA Biopharma, Westminster, CO; Professor of Medicine and former Head of Cardiology at CU Health Sciences Center, Anschutz)** received his MD and PhD from the University of Illinois. In addition to his cardiology career at CU's Anschutz medical campus with a research focus on cardiovascular disease and heart failure, he was a co-founder of Myogen (biotech focused on hypertension and other cardiovascular diseases), serving as the Chief Science and Medical Officer (CSO; CMO) until Myogen was acquired by Gilead Sciences. ARCA was founded on the belief that a precision medicine approach to drug development, tailoring medical treatment to the individual genetic characteristics of patients, can enable more effective therapies, improve patient outcomes and reduce healthcare costs. Their lead compound (Gencaro) is a potential treatment for atrial fibrillation in patients with heart failure. ARCA has identified genetic variations in cardiac receptors that ARCA believes may predict individual patient response to Gencaro, giving it the potential to be the first genetically-targeted cardiovascular therapeutic.



**Oct. 9 Molly Nickerson (Principal Medical Science Liaison (MSL), SpringWorks Therapeutics, Boulder, CO)** received her PhD in Integrative Physiology and Neuroscience from CU-Boulder. She then joined Questcor Pharmaceuticals, going up the ladder from Medical Science Liaison (MSL) for the Mountain Region for Multiple Sclerosis, to Senior Medical Science Liaison for Multiple Sclerosis mentoring team members, authoring publications in medical journals, engaging with thought leaders in new therapeutic areas, and developed strategy for team projects. Taking on the role as Associate Director of Neurology Medical Science Liaisons, she led Multiple Sclerosis and Infantile Spasms teams, published on key initiatives, developed and maintained relationships with key opinion leaders (KOLs), and developed medical strategy, marketing, sales leadership and training. Moving to Mallinckrodt Pharmaceuticals, she became the Director of Neurology MSLs in the Autoimmune and Rare Diseases Divisions, managing teams in multiple sclerosis, Infantile Spasms, Intrathecal Spasticity and Pain. Transitioning to Mitsubishi Tanabe Pharma, she served first as Regional Medical Affairs Director and then Associate Director for Translational Research and Medical Sciences, supporting new product development, biomarker evaluation, clinical trials, and medical affairs. In her current position with SpringWorks Therapeutics, she began as a Senior Medical Science Liaison and now Principal Medical Science Liaison



**Oct. 16 Jason Amsbaugh (Samba Scientific, Lyons, CO)** received his Bachelor's in Biochemistry (Colorado State Univ.) followed by his Masters in Business Administration from Leeds School of Business, CU-Boulder. He started his non-academic career as a Senior Sales Specialist for Genomic Technologies (Thermo Fisher Scientific), followed by Molecular Account Executive (Abbott Molecular; sold molecular diagnostics products and a wide array of assay technologies), Global Product Manager (Thermo Fisher



Scientific: functional genomic (RNAi and cDNA/ORF) product lines, including product development and launch, sales training and support, deal development, academic collaborations, licensing contracts, global distribution relationships), Director of Global Marketing (ArcherDX: creation of the FusionPlex, Immunoverse, and Reveal ctDNA names and brands, developing all imagery and logos, launching archerdx.com, hiring marketing, sales, and support teams, signing and training international distributors, and launching four different targeted NGS product lines and over 60 different products), Senior Director of Marketing (Inscripta: marketing strategy and go-to-market planning; rebranded Inscripta, launched the Inscripta.com website, and executed the release of the MAD7 nuclease for CRISPR-mediated gene editing), and now Chief Executive Officer (CEO) of Samba Scientific (marketing and media agency for life science, genomics, and diagnostic companies; provides full commercial support to growing companies).



**Oct. 23** **Lara Szewczak (Deputy Editor for the prestigious journal *Cell*, Boston MA) and Alex Szewczak (Life Sciences Evangelist, Palantir Technologies/Life Sciences, Boston MA).** Lara received her Bachelors in Chemistry from Yale Univ. and her PhD in Chemistry and Biochemistry from CU-Boulder. After Postdoc and Associate Research Scientist positions at Yale, she moved to *Cell Press*, starting as a Scientific Editor for Chemistry, Biology and Structure, then as Scientific Editor, Senior Scientific Editor, and now Deputy Editor at *Cell*. Alex received his Bachelor's in Biology from Lehigh Univ. and PhD and Postdoc in Molecular Biophysics and Biochemistry at Yale, followed by a Masters in Business Administrations from MIT School of Management. Leaving academia, he was hired by Bayer as a Research Scientist involved in high throughput screening and drug discovery. He then joined Merck Research labs, moving up from Research Fellow to Team Lead for Assay Operations in In Vitro Pharmacology, to Director of Pharmacology and Assay Operations Lead. From there, he moved to Dewpoint Therapeutics, first as Vice President of Discovery Operations and Data Analytics and then as Vice President, Digital Platform. Currently, he holds the title of Product Evangelist in Life Sciences for Preclinical Research & Development at Palantir Technologies/Life Sciences, a public company that specializes in big data analyses for the healthcare sector, designed to help transform the way organizations operate by creating a central operating system for their data, leading to better data-driven decision making. An evangelist is essentially someone who gets people to deeply care about an idea. If you evangelize a product, you want others to know about it and use your communications skills to get people to listen. It's less about closing deals via sales and more about speaking with influential people who want to understand the mission of a company at a deep level.



**Oct. 30** **Joe Dragavon (Director of the BioFrontiers Advanced Light Microscopy Core, Univ. Colorado-Boulder).** Joe earned his BS in Chemistry and PhD in Analytical Chemistry (Univ. Washington, Seattle). As part of his graduate work, the objective was to measure multiple parameters of single cells in real time,

correlating genomic and proteomic events, with his focus being on development and characterization of a system capable of monitoring oxygen consumption rates of single mouse macrophage cells in real time. From there, he held post-doctoral positions in England (University of Hull, 2007-2008) and France (Institut Pasteur, 2009-2014). In all of these academic research positions, his work often bridged the gap between the available technology and the academic investigation. This led to him developing capillary optical waveguides as sensors for industrial purposes, in-line sensors and sensing techniques to allow monitoring of each step in an antibiotic synthesis, a system capable of fluorescence lifetime imaging and spinning disc microscopy, and use of bioluminescent *E. coli* bacteria as an unconventional light source for *in vivo* fluorescence imaging in small animals as a means to increase the production of red photons which are not readily absorbed by hemoglobin. During this time, he greatly expanded his imaging expertise to range from single cell and whole animal bioluminescence imaging to widefield and confocal microscopy to advanced approaches such as 2-photon, fluorescence lifetime imaging, and various super resolution techniques. His imaging experience has led him to his current position as Director of the BioFrontiers Advanced Light Microscopy Core at CU-Boulder.



**Nov. 6 Tim Schaewe (Adviser and mentor-Nederland, CO; through 2021: Principle Research Engineer-Medtronic Brain Therapies-Neurosurgery; Boulder, CO)** received his Bachelor's and PhD in Electrical Engineering from Washington University-St. Louis (1991). Upon graduation, he became an Advisory Engineer/Senior Engineer for IBM Federal Systems Company, and then Co-Found of IntellX. From there, Tim became a Principle Engineer of Parexel International/Perceptive Informatics, the industry's leading eClinical solutions provider, which provides medical imaging services, interactive voice/web response systems, electronic data capture, clinical trial management systems, electronic patient reported outcomes, and system integration services. He then returned to academia as a Member Research Staff at the Department of Neurology, School of Medicine, UCLA for 7 yr. From 2012, he has served as a Principle Research Engineer for Medtronic Brain Therapies – Neurosurgery, Boulder. His specialties include brain mapping, image-guided surgery, clinical research, and maximization of likelihood and/or entropy.



**Nov. 13, Lisa Marshall (Associate Director Science Storytelling, CU-Boulder)** received her bachelors in Journalism and Political Science from CU-Boulder and recently returned to earn her Masters in 2022 in Multimedia Journalism with an Integrative Physiology specialty from CU-Boulder. Her writing career has spanned positions as a Health and Medical Science writer and editor with the Boulder Daily Camera newspaper, as a freelance journalist specializing in health, science, and running publications with articles in Web MD, Men's Journal, Runner's World and an array of consumer publications which focus on health and medical science, examining the interplay between environment, genetics, health, diet, physical activity and stress. Lisa is also the Associate Director of Science Storytelling at CU-Boulder, sharing research news, editing, planning stories and news releases for climate science, engineering and planetary



science, health, medical science and the social sciences. Lisa also helps produce research videos and co-hosts a science-based podcast called Brainwaves.

## **Nov. 20 – Fall Break Holiday (no class)**

### **Nov. 27 Laura Norris (Chief Operations Officer (COO) and Co-Founder, Arpeggio Biosciences, Boulder, CO)**

received her Bachelor's degree in Psychology from University of Nebraska. She went on to found and operate multiple companies while advising startup companies on rapid growth potential as a business operations consultant. She co-founded Arpeggio where she leads operations, financial management, and legal teams. Her first company was Adorn which designed, created, and sold a jewelry line in stores internationally. She then became an independent Business Operations Consultant with a focus on establishing efficient systems, processes, and operations, advising on company formation and structure, administration, financial operations, tax compliance, brand development and marketing. She is now a co-founder and COO of Arpeggio Biosciences, which seeks to build better drugs by discovering mechanism of action sooner. Arpeggio's RNA-profiling platform reveals the underlying dynamics of thousands of genes to enable better predictions about how a drug will affect patients. For Arpeggio, she establishes and implements operations, financial and legal management including fund raising, business development, corporate governance and employee management.



### **Dec. 4 Michael Nelson (Venture Capital/Emerging Company law; Partner-Cooley LLC; Denver, CO)**

received his BS in Kinesiology and Exercise Science (Willamette U.), MS in Anatomy & Physiology (Boston U.), PhD in Neuroscience (UVA), and law degree (JD, Univ. of Denver). He began his law career as a Corporate Attorney for Foley Hoag LLP (Boston) before moving to Colorado to pursue a law career with a practice in Venture Capital/Emerging Companies with Cooley LLP (Denver). He works with life sciences startup companies, guiding them in corporate governance, legal research, intellectual property, corporate law, and mergers and acquisitions.



### **Dec. 11 Lauren Matelski (Scientist, Flagship Biosciences, Denver, CO)**

received her Bachelor's in Molecular, Cellular and Developmental Biology from CU-Boulder, followed by a PhD and Postdoc in Immunology from UC-Davis, with an emphasis in Biotechnology. Leaving academia Lauren joined SeaCrest Group in Aquatic Toxicology, studying acute and chronic whole effluent toxicities, E. coli testing, sample analyses, and toxin detection by analytical chemistry. She also worked in Microbac Labs as a Project Coordinator, and then an Analyst II in Microbiology, and for Certified Labs as a Microbiology Lab Technician. After a summer internship at Genentech in Discovery Immunology. She now has a position with Flagship Biosciences in a Scientist I position. Flagship Bio is a technology-driven spatial biology and biomarker services



company. Their biomarker analysis aim is to improve drug development and diagnostics using the power of AI with a consultative approach. Flagship's services and technology improves data and interpretation from traditional methods, eliminating variability associated with typical biomarker assessments, and brings new insights to analysis results.

**Grading: CLASS PARTICIPATION IS EXPECTED AND VERY STRONGLY ENCOURAGED!!** Please bring questions for the speakers - this is a unique opportunity to explore non-academic careers. Please take full advantage!!

There are **2 paths to success** in this course – both are easy but require your participation.

The total number of points (where 100 is considered a perfect score) is broken down as follows:

**(A)** There are **14 class sessions**. Attendance (**SIGN IN REQUIRED at the time the class meets** – don't miss signing in!!!! --- at each attendance gains you **5 points** for a total of **70 points**. *If you miss the first class due to not yet registering – contact me for recording to make up for this so you don't lose points.*

**\*\*\*\*\*Be SURE to sign in so your attendance is recorded!!!\*\*\*\*\***

**\*\*THIS IS ESSENTIAL: your signature \*\*is\*\* your record of attendance\*\***

**IN PERSON ATTENDANCE FOR ENTIRE CLASS REQUIRED  
for earning attendance points.**

**NOTE THAT FACULTY FOR OTHER COURSES THAT SCHEDULE THEIR EXAMS or  
REVIEW SESSIONS ATOP OUR CLASS are aware of this class – see them for  
accommodations they have agreed to make for you to take your exams at an  
adjusted time – their exam/review session is not accepted for missing this  
class in whole or part**

**(B)** There are (at least) 15 videos on our class Canvas site (I continue to work on adding more as appropriate become available, so may be more than 15 to choose from during the course).

**Important note: while various of these are framed as aimed for people with PhDs, the information being relayed is just as important for people with bachelor's or masters degrees.**

Current listing:

- Why Leaving Academia is Harder Than It Seems
- Overqualified or Underqualified: Which is it, and what to do about it
- Climb to the Top of the Heap: Essential Job Application Best Practices
- 3 Mistakes PhDs Make When Starting Their Job Search
- Building Professional Relationships Online – Focus on Non-Academic Job Search
- What Every STEM PhD Needs to Know About Going into Industry
- Common Mistakes PhDs Make in Their Resume and How to Avoid Them
- 3 Skills Every PhD Should Have When They Graduate
- Networking and Why Every PhD Should Do It
- How to Pitch Yourself to Employers
- What Every PHD Should Know About Using LinkedIn



- Tales from the Dark Side: How to Find Rewarding Industry Careers and Relationships
- How I Decided to Leave Academia
- Developing an Innovation and Starting a Company -- Student to Faculty
- 4 Things to Consider if You Want to Start a Business

At **minimum**, watch **8** of the videos that most match your interests, and **take the associated quiz**. This is an **open-video quiz** (that is, have the quiz open and available as you watch the video so to be able to watch for and answer as you go). **Each quiz is worth 4 points**. So, for the expected minimum of 8 quizzes = **32 points**. You can watch an **additional 3 videos with quizzes for Extra Credit (max 12 points of extra credit)**, so a **max possible quiz total of 44 points**. This will help you if you are sick or otherwise cannot attend all of the class sessions. **NOTE** that taking extra video quizzes is the **ONLY extra credit available**. While this is Open Video (equivalent of open book), this is **YOUR** work on the quiz – it is **not legal or acceptable to copy someone else's answers to quizzes**. The point is that YOU watched the videos and learned from them.

**This video assignment is SELF-PACED**. The videos and quizzes are available from the first day of classes for the semester (August 28, 2023) through the end of the last day of classes for the semester (December 14, 2023). Quizzes are not available after December 14, 2023 so be sure to have all of your quizzes completed by this date.

**(C)** The final grade is the grand total of your total attendance scores and your total quiz scores, as above. Standard Canvas grade breakdowns etc. applied.

**REQUIREMENTS FOR INFECTIOUS DISEASE** Members of the CU Boulder community and visitors to campus must follow university, department, and building health and safety requirements and all public health orders to reduce the risk of spreading infectious diseases.

The CU Boulder campus is currently mask optional. However, if masks are again required in classrooms, students who fail to adhere to masking requirements will be asked to leave class. Students who do not leave class when asked or who refuse to comply with these requirements will be referred to Student Conduct & Conflict Resolution. Students who require accommodation because a disability prevents them from fulfilling safety measures related to infectious disease will be asked to follow the steps in the "Accommodation for Disabilities" statement on this syllabus.

For those who feel ill and think you might have COVID-19 or if you have tested positive for COVID-19, please stay home and follow the [further guidance of the Public Health Office](#). For those who have been in close contact with someone who has COVID-19 but do not have any symptoms and have not tested positive for COVID-19, you do not need to stay home.

**ADD/DROP POLICIES** University deadlines and policies for adding and dropping classes are clearly indicated on the Office of the Registrar's website: <https://www.colorado.edu/registrar/students/calendar>.

**ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES, TEMPORARY MEDICAL CONDITIONS, AND MEDICAL ISOLATION** [Disability Services](#) determines accommodations based on documented disabilities in the academic environment. If you qualify for accommodations because of a disability, submit your accommodation letter from Disability Services to your faculty member in a timely manner so your needs can be addressed.



Contact Disability Services at 303-492-8671 or [dsinfo@colorado.edu](mailto:dsinfo@colorado.edu) for further assistance.

If you have a temporary medical condition or required medical isolation for which you require accommodation, contact me. Note above regarding extra credit videos to compensate for missed classes. Also see [Temporary Medical Conditions](#) on the Disability Services website.

**STUDENT NAMES AND PRONOUNS** CU Boulder recognizes that students' legal information doesn't always align with how they identify. Students may update their preferred names and pronouns via the student portal; those preferred names and pronouns are listed on instructors' class rosters. In the absence of such updates, the name that appears on the class roster is the student's legal name.

**CLASSROOM BEHAVIOR** Students and faculty are responsible for maintaining an appropriate learning environment in all instructional settings, whether in person, remote, or online. Failure to adhere to such behavioral standards may be subject to discipline. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with race, color, national origin, sex, pregnancy, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation, or political philosophy.

For more information, see the [classroom behavior policy](#), the [Student Code of Conduct](#), and the [Office of Institutional Equity and Compliance](#).

**THE HONOR CODE** All students enrolled in a University of Colorado Boulder course are responsible for knowing and adhering to the [Honor Code](#). Violations of the Honor Code may include but are not limited to: plagiarism (including use of paper writing services or technology [such as essay bots]), cheating, fabrication, lying, bribery, threat, unauthorized access to academic materials, clicker fraud, submitting the same or similar work in more than one course without permission from all course instructors involved, and aiding academic dishonesty.

All incidents of academic misconduct will be reported to Student Conduct & Conflict Resolution: [honor@colorado.edu](mailto:honor@colorado.edu), 303-492-5550. Students found responsible for violating the [Honor Code](#) will be assigned resolution outcomes from the Student Conduct & Conflict Resolution as well as be subject to academic sanctions from the faculty member. Visit [Honor Code](#) for more information on the academic integrity policy.

**SEXUAL MISCONDUCT, DISCRIMINATION, HARASSMENT, AND/OR RELATED RETALIATION** CU Boulder is committed to fostering an inclusive and welcoming learning, working, and living environment. University policy prohibits [protected-class](#) discrimination and harassment, sexual misconduct (harassment, exploitation, and assault), intimate partner violence (dating or domestic violence), stalking, and related retaliation by or against members of our community on- and off-campus. These behaviors harm individuals and our community. The Office of Institutional Equity and Compliance (OIEC) addresses these concerns, and individuals who believe they have been subjected to misconduct can contact OIEC at 303-492-2127 or email [cureport@colorado.edu](mailto:cureport@colorado.edu). Information about university policies, [reporting options](#), and support resources can be found on the [OIEC website](#).

Please know that faculty and graduate instructors have a responsibility to inform OIEC when they are made aware of incidents related to these policies regardless of when or where something occurred. This is to ensure that individuals impacted receive an outreach from OIEC about their options for addressing a concern and the support resources available. To learn more about reporting and support resources for a variety of issues, visit [Don't Ignore It](#).

**RELIGIOUS OBSERVANCE** Campus policy regarding religious observances requires that faculty make every effort to deal reasonably and fairly with all students who, because of religious obligations, have conflicts with scheduled exams, assignments or required attendance. See the [campus policy regarding religious observances](#) for full details.

**MENTAL HEALTH AND WELLNESS** The University of Colorado Boulder is committed to the well-being of all students. If you are struggling with personal stressors, mental health or substance use concerns that are impacting academic or daily life, please contact [Counseling and Psychiatric Services \(CAPS\)](#) located in C4C or call (303) 492-2277, 24/7.

Free and unlimited telehealth is also available through [Academic Live Care](#). The Academic Live Care site also provides information about additional wellness services on campus that are available to students.

**MUTUAL RESPECT** In this course, we will not tolerate hateful behavior of any kind and will make every effort to speak with language that is inclusive and accommodating. This being said, we will cover some topics that are sensitive. Examples include evolutionary theory, the use of animals in experimentation, sexual function and dysfunction, descriptions of diseases/disorders of the brain, and drug abuse. Our intent will never be to offend, but if we inadvertently manage to do so, we ask that you bring it to our attention. You can reach out to us either personally or anonymously. We ask only that you deliver feedback in a manner that is mature and professional. Concerns communicated in this way will be considered seriously, delicately, and with respect to the individual and all members of the course. Thank you in advance for helping us to promote a safe and intellectually receptive environment for everyone.