

We take learning public.



VIEWS

from the west

Graduate School of Public Affairs ▴ University of Colorado ▴ Fall 2001

M. J. Farron

Dear Friends of GSPA:



As we celebrate CU's 125-year history of excellence, I am challenging the entire university community to embrace a new vision that will position CU as one of the nation's top public research universities. The University of Colorado has the collective strength to be ranked with the very best, but first, we must tear down traditional disciplinary and campus-based walls. My vision for CU is a *University Without Walls* — a university where departments and colleges work with each other, with our students and with our communities, being responsive to the needs of our students and to the state of Colorado.

One of the finest current examples of a *University Without Walls* is the University of Colorado Graduate School of Public Affairs (GSPA). GSPA serves as a leader in meeting student and community needs head-on. Constantly monitoring the changing policy environment, the School's renowned faculty continually adjust to accommodate new and pressing needs. In recent years, GSPA has updated its curricula to meet demands in the areas of globalism and information technology, added an Executive Leadership Master of Criminal Justice program, created the Program on Domestic Violence, and is currently redesigning its nonprofit organization offerings to emphasize social entrepreneurship.

The Graduate School of Public Affairs is also an exemplary model of interdisciplinary learning, with faculty and students whose interests cross academic and professional boundaries. The School has cooperative degree agreements with CU-Denver's College of Liberal Arts and Sciences, College of

Architecture and Planning, and CU-Boulder's Law School. GSPA's program planning, proposal and fundraising activities span all four CU campuses, and faculty teaching in the program come from eight departments on three different campuses.

Already ranked in the top 14 percent of all U.S. public affairs programs, GSPA is continually striving to be the best. The Graduate School of Public Affairs' renowned faculty won four prestigious national awards for scholarship last year alone, and the School is assembling one of the finest young faculties in the country.

Most importantly, the Graduate School of Public Affairs is educating diverse leaders for the new face of Colorado. Its students are almost 20 percent ethnic minority, the highest of any graduate program at CU-Denver. The GSPA faculty is committed to preparing all students for work in a fast-paced, technologically driven world.

The Graduate School of Public Affairs is a leader in public affairs, policy and higher education. In this issue of *Views*, you will enjoy reading about some of GSPA's many accomplishments during the past year, as well as witness the School's commitment to build upon its culture of excellence to reach even greater heights.

Sincerely,

Elizabeth Hoffman
President, University of Colorado



Dear Students, Friends and Colleagues:

In 2001, the Graduate School of Public Affairs is squarely focused on excellence. We're pleased to report that, once again, GSPA ranked among the nation's top graduate schools, competing head-to-head with the most prestigious and rigorous programs in the country. Our faculty continues to garner awards and conduct groundbreaking research. Ph.D. students are working side-by-side with senior faculty to tackle tough projects on timely issues.

Excellence knows no boundaries. GSPA is continually working to meet CU's mission of becoming a *University Without Walls*. Toward that end, we're reaching out to collaborate with other departments and colleges at the University of Colorado, to foster dialogue with the Colorado Legislature, and to bring leading community practitioners on board as guest faculty and adjunct professors. In our Master of Public Administration Program on Domestic Violence, for example, GSPA faculty are joined by faculty from many disciplines at CU, as well as by experts from the national domestic violence community.

We remain responsive to the needs of our students and community — offering innovative new programs and enhancing existing programs. This fall marked the start of an Executive Leadership Master of Criminal Justice degree designed to meet the changing needs of law enforcement professionals and address the evolving role of policing in our country. By maintaining first-rate programs on three campuses — in Denver, Colorado Springs and Grand Junction — GSPA is making top-ranked higher education available to students throughout Colorado.

GSPA is also a school committed to diversity. Our assistant professors are among the most accomplished and diverse anywhere. International students now comprise nearly 10 percent of the student body, among them prestigious Muskie Fellows from the republics of the former Soviet Union. Ethnic

minorities number nearly 20 percent. While the average age of GSPA students is 36, students range in age from 22 to 60 — proving there's no “right” age to pursue an advanced degree.

Highlights of this issue that you won't want to miss include:

- News about the new programs, including the *Executive Leadership Master of Criminal Justice* degree, an update on the innovative *Program on Domestic Violence*, and enhancement of our already-strong nonprofit concentration.
- Articles on Ph.D. student research and the latest findings on early child care and school readiness from the Center for Human Investment Policy, one of GSPA's Centers and Institutes formed around specific public policy issues.
- Profiles of leading community practitioners teaching at GSPA.
- A look at GSPA alumni in higher education's top posts, from Florida to Colorado to Washington.

As always, your support makes our success possible. This year, we're particularly pleased to have received continued support from foundations and the GSPA community for the Program on Domestic Violence. We're also excited about a new scholarship for public affairs students, established by Katharine Whalen in honor of CU President Emeritus John Buechner. We hope you'll continue to help GSPA remain a leading institution in the Rocky Mountain West.

This year, we also share sad news. On July 4, we lost a much-loved faculty member, Franklin James. We dedicate this issue of *Views* to him.

All best regards,

Kathleen Beatty
Dean, Graduate School of Public Affairs

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Fall 2001

Denver • Colorado Springs • Western Slope

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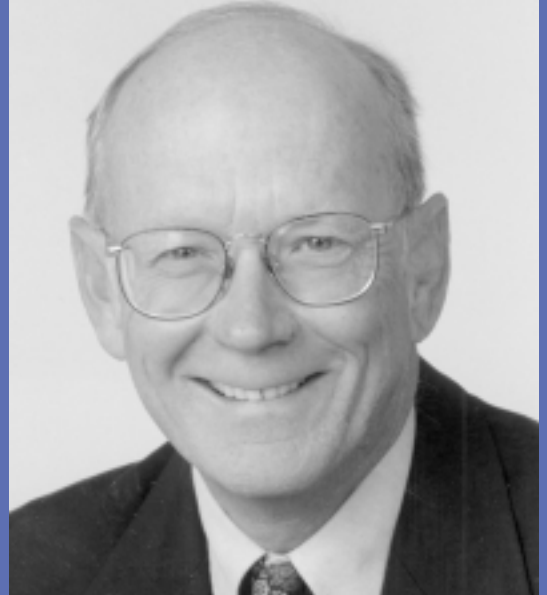
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Giving for Excellence

New Scholarship, New Support

VIEWS

from the west



Professor Franklin J. James

IN MEMORIAM

On July 4, 2001, the Graduate School of Public Affairs lost an important member of its family. Franklin James cared about the less fortunate, and his professional life was devoted to responding to their needs. His high expectations forced his students and colleagues to reach higher. His smile and infectious laugh reminded us not to take ourselves too seriously.

This issue of Views is dedicated to the late Professor Franklin J. James. His thoughtful scholarship, belief in this country and its public process, and zest for life will be sorely missed.



What's New

Leadership and ACCOLADES

D'Souza Dazzles at Second Annual Legislative Leadership Lecture

Each year a partnership between the Graduate School of Public Affairs and the Colorado legislature allows for nationally acclaimed new thinkers to interact with GSPA students and local leaders. This year's program featured Dinesh D'Souza, Ph.D., a research fellow at the American Enterprise Institute and one of the bright lights among today's conservative scholars.

D'Souza studies what distinguishes western civilization from other cultures, and why the American ideal has become irresistible to immigrants and to people around the world. D'Souza's books include the *New York Times* bestseller *Illiberal Education* (1991), *The End of Racism* (1995), and *Ronald Reagan: How an Ordinary Man Became an Extraordinary Leader* (1997). The author of numerous articles and a popular lecturer at universities nationwide, D'Souza was

a senior domestic policy analyst during the Reagan Administration.

On March 26, 2001, D'Souza began the day by discussing cultural issues and politics, civil rights and affirmative action, and the economy and society with students. Later, he spoke at a Community Leaders Luncheon, sponsored in part by The Bighorn Center for Public Policy and the Law Offices of Holland and Hart. D'Souza signed numerous copies of his new book, *The Virtue of Prosperity: Finding Values in an Age of Techno-Affluence*, before moving on to an evening session with the Colorado General Assembly. Some 65 legislators attended to discuss D'Souza's thought-provoking views.

"We're pleased to once again host this event," says Dean Kathleen Beatty. "GSPA is committed to fostering dialogue and serving as a resource to elected officials." 🏛️



Leading conservative scholar Dinesh D'Souza, the keynote speaker at the 2001 Legislative Leadership Lecture

▶
Colorado legislators Representative Shawn Mitchell (left) and Senator Ken Gordon (center) visit with D'Souza.

n e w t h i n k e r s





Colorado Springs Leadership Conference: ENDURING IDEAS

What makes a good leader? Vision? Energy? Nurturing and supporting others? All of these are traits of enduring leaders, according to the experts featured at Leaders that Last, this year's Leadership Conference in Colorado Springs.

"It is a myth that people will automatically follow you because of your title."

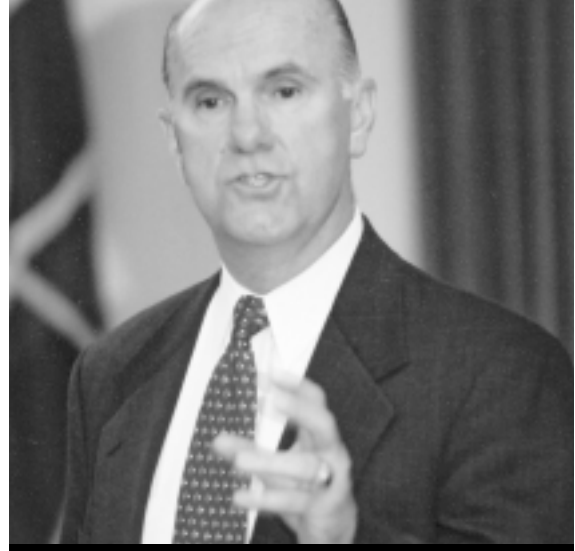
— Lorne Kramer

On April 14, 2001, community leaders from the Pikes Peak region gathered at the El Pomar Foundation's Penrose House for this popular annual event. Lorne Kramer, Colorado Springs' Chief of Police and an Adjunct Professor at GSPA, facilitated. Kramer shared insights from decades of experience in law enforcement, often summing up his points in his unique and colorful style.

Other keynote speakers were Pam Shipp, Center for Creative Leadership; Dave Porter, United States Air Force Academy; Michael J. Quinlan, Senior Vice President, USAA; and Marijane Paulsen, President Emeritus, Pikes Peak Community College.



Pam Shipp



Lorne Kramer


An animated, interactive dialogue among the speakers was a highlight of the day.

"Leaders value the difference and balance between management and leadership."

— Mike Quinlan

"The theme of the conference was based on the book *Built to Last* by Jerry Porras of Stanford and Jim Collins in Boulder," says Mark McConkie, GSPA professor and a member of the event's steering committee. "It describes the characteristics of enduring American corporations."

Participants also had the opportunity to assess their own leadership styles using the Campbell Leadership Descriptor®, an instrument developed recently by David Campbell, Ph.D., of the Center for Creative Leadership. The evaluation is based on several characteristics: vision, management, empowerment, diplomacy, feedback, entrepreneurialism, personal style, personal energy and international savvy.

"Leadership is a process by which systems are created that enable people to take pride in what they do." — Pam Shipp 



Awards Dinner HERALDS YEAR'S BEST

In an evening punctuated by laughter and applause, community leaders and those associated with the University of Colorado at Denver gathered to recognize the area's outstanding public service talent. The annual GSPA Excellence in Public Service Awards Dinner took place at the University Club in Denver on May 11.

John Buechner, CU president emeritus and professor at the Graduate School of Public Affairs, served as keynote speaker. Ronald A. Secrist, Boulder city manager, was lauded as the 2001 Leo C. Riethmayer Public Administrator of the Year.

"I'm very honored and pleased to be recognized as being effective in what I do," says Secrist. As Boulder city manager for three years, Secrist has spearheaded efforts to refocus Boulder services towards its citizen-customers, as well as instituting new, long-range fiscal planning programs.

The Public Administrator of the Year award was created to honor Leo C. Riethmayer, the

founding father of public affairs at the University of Colorado. Past Riethmayer award recipients also in attendance at the dinner were John Buechner, Samuel Mamet and Ken Bueche.

Karen Lynn Folgate and Cheri Larsen Malloy were recognized as the M.P.A. Student of the Year for fall 2000 and spring 2001, respectively. Western Slope Student of the Year for fall 2000 was Paul Douglas Duba, and Erica Jean Boyce was awarded M.C.J. Student of the Year for spring 2001. The Milstein Scholar Award for best dissertation went to Teva J. Scheer, with the award for best colloquium proposal going to Suzanne C. Discenza.

The festivities were honored by the presence of Leo Riethmayer and Elisabeth Milstein, widow of the late Philip Milstein.

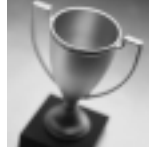
The Awards Dinner is held in conjunction with Pi Alpha Alpha, the national honor society for public affairs and administration. 🏛️



Secrist (right), pictured with Leo C. Riethmayer, was a recipient of the Riethmayer Award created to honor the Colorado Public Administrator of the Year.

A specialist in college town government, Ronald Secrist became Boulder's city manager three years ago. Since that time, he has worked closely with the Boulder City Council and city staff to refocus services, create a friendlier government, and strengthen fiscal planning.

Secrist genuinely enjoys serving others. He first became interested in government and local affairs when he was a teenager and a parks and recreation department employee. Secrist went on to earn his undergraduate degree from the University of Florida and a master's degree in administration from Indiana University. His 28 years of professional experience have been solely in university communities, including Champaign, Illinois; Chapel Hill, North Carolina; and Blacksburg, Virginia.



Faculty on the Forefront

Remembrance and RECOGNITION

James Had Far-Reaching Impact on GSPA

The Graduate School of Public Affairs lost a valued colleague, dedicated teacher and dear friend when Professor Franklin J. James passed away on July 4, 2001.

James, an economist, came to GSPA in 1981 at the behest of then Dean Marshall Kaplan. Kaplan and James met in Washington, D.C. when Kaplan was an urban policy advisor to the Carter Administration and James was special assistant to Assistant Secretary Robert Embry and later, director of the U.S. Department of Housing and Urban Development's urban policy staff. He and Kaplan worked closely together to define equitable and effective urban policy initiatives.

"Franklin was one of the best analysts I have ever worked with," says Kaplan. "He played a major role in

producing this nation's first comprehensive urban policy."

In his two decades at GSPA, James made numerous contributions to the school's growth as a top-notch academic institution and to the broader world of public affairs.

"He was committed to influencing public policy, particularly policy affecting urban social issues," says current GSPA Dean Kathleen Beatty. "His research, which was prolific, addressed applied and practical problems, both on the local and national levels."

Recently, James served as a senior member of a national team evaluating the impact of President Bill Clinton's Empowerment Zone/Enterprise Community Program. He termed the research "the most sophisticated evaluation ever done on an economic development program."



Professor Franklin J. James, Ph.D.

1946 – 2001

reaching out

Homeless
Please Help
Need Work

He also studied the impact of taxpayer initiatives, in particular Colorado's TABOR Amendment limiting tax and spending in this state.

"Franklin was energetic in pursuing research on topics of salience to Colorado," remembers Associate Dean Linda deLeon. "He was interested in tax and expenditure issues, so when the TABOR amendment was proposed and then passed, he focused a significant amount of his attention on its implementation and effects. His own work and that of the doctoral students whom he supervised has made a real contribution to our understanding of these policies."

Another of James' research areas was the homeless, especially homeless teens. He received a Chancellor's Lectureship Award in 1996 and was a recipient of CU-Denver's Researcher of the Year award in 1997. Fellow Professor Mark Pogrebin says that instead of making a speech when he received the researcher award, James asked a panel of the homeless to speak about their experiences. It was a moving ceremony, Pogrebin recalls.

James was also a mentor to students and junior faculty and played a key role in involving students in his research and helping them move through the Ph.D. program. "Every faculty [member] needs someone who speaks calmly with the voice of experience," notes Allan Wallis, another of James' colleagues at GSPA. "He was the voice of moderation who makes everything come together."

"He went out of his way to be a mentor," says Assistant Professor Christine Martell. "More importantly, he went out of his way to know me as a colleague and as a person, reflecting his balanced and healthy sense of self. Our loss is tremendous."

Doctoral student Suzanne Discenza recalls James fondly. "He was everything a dissertation chair should be to a student and more," she says. "I cannot think of anyone who

was more supportive of students. There wasn't a week that went by without an email or phone call with information or contacts pertinent to my research on homeless youths."

"Franklin's contributions reached beyond his scholarship," adds Dean Beatty. For many years, James directed the doctoral and master's programs at GSPA and was planning to resume leadership of the doctoral program in the coming year. He served on some of the campus' most important committees, the Budget Priorities Committee and the Retention, Tenure and Promotion (RTP) Committee; and chaired GSPA's RTP Committee and Budget Committee for the past three years. He also worked with the Metro-Denver Fair Housing Agency.

Colleagues describe James as a gentle, decent and caring person as well as an outstanding researcher and teacher. "He was one of the best, most seminal urban economists in the country," says Kaplan. "He had tremendous impact on issues related to homelessness, urban policy and urban economic development." Dean Beatty reflects that "Franklin was a person who cared deeply about the state of the world. He focused his work on problem areas where he could make a difference. He had a very far-reaching and important impact on this school, and we miss him terribly."

At GSPA, James taught Economics and Public Finance, Evaluation Research, Public Financial Management, courses on tax and fiscal policy, and various Ph.D. seminars. He also taught briefly at Rutgers and Brown universities. James received a B.A. in economics from the University of Georgia and an M.A. and a Ph.D. in economics from Columbia University.

Memorial contributions in honor of Professor Franklin J. James may be sent to the Franklin James Memorial Lecture Fund at CU-Denver, Graduate School of Public Affairs, Campus Box 142, P.O. Box 173364, Denver, CO 80217-3364. 🏛️



COMMUNITY PRACTITIONERS Join Faculty on GSPA's Colorado Springs Campus

Stroll into a class at the Graduate School of Public Affairs in Colorado Springs, and you might find a chief of police or a top nonprofit administrator in front of the classroom. GSPA turns to the community for people who can give students a firsthand look at the day-to-day practice of public affairs. In turn, practitioner faculty members enjoy the opportunity to be challenged, energized, and complement their job roles.

TOP COPS, TOP TEACHERS

Two top law enforcement leaders in the Colorado Springs area are sharing their knowledge and insight with students at GSPA. Lorne Kramer, chief of police in Colorado Springs, and John Anderson, sheriff of El Paso County, both teach in the Master of Criminal Justice program on CU's Colorado Springs campus.

Kramer, a 38-year veteran of law enforcement, heads an organization at the forefront of policing philosophy and practice today. Under his leadership, the Colorado Springs Police Department has received national recognition and attention for its innovative programs and accomplishments, and has become a model for other departments.

"While police departments have always been involved with the community, in the last 15-20 years traditional ways to react to problems have been replaced by community-based methods," Kramer says. "We now engage the community as partners."

Before coming to Colorado Springs in 1991, Chief Kramer was a member of the Los Angeles Police Department. He earned a master's degree in public administration from the University of Southern California.

The Chief hopes to continue teaching. "It energizes me," he says. "GSPA students are not only receptive to new ideas, but also quick to question old ones."



Lorne Kramer
Adjunct professor and chief of police, Colorado Springs

John Anderson shares Chief Kramer's belief in community-based policing. As sheriff of El Paso County he has overseen the implementation of a number of innovative policing efforts including a Patrol Chaplaincy Program, Citizens Academy and Citizens Advisory Council.

Anderson was elected sheriff of El Paso County, the third largest sheriff's office in Colorado, in 1994 and 1998. Previously, Anderson served in every major division of the Colorado Springs Police Department. He has a



John Anderson
Adjunct Professor and Sheriff, El Paso County, Colorado

reputation for tough law enforcement and aggressive pursuit of violent criminals.

Fred Ranguet, associate dean and a former police chief and colleague, invited Anderson to join the GSPA faculty.

“I knew the positive impact of CU-Colorado Springs in the area,” Anderson says. “The offer was too exciting to pass up.”

With 29 years of law enforcement experience, an M.B.A. from Regis University, and teaching experience at the University of Pennsylvania, Anderson brings a unique background to students.

“I enjoyed the challenge of bringing my material up to graduate level,” Anderson says. “The sophistication of the students was beyond my expectation.”

HR SPECIALIST KNOWS GOVERNMENT

“I’m the circuit-rider professor,” says **Wendell Pryor**, who has taught at GSPA in Colorado Springs, Denver and Grand Junction.

Pryor is executive director of the Colorado Association of Public Employees (CAPE), the country’s oldest independent employee organization.

Previously, he was human resources director of the City and County of San Francisco, personnel director for the cities of Aurora, Colorado, and Riverside, California; and director of Personnel Operations for the City and County of Denver.

A love of teaching brought Pryor to GSPA. “Teaching and academics completes my job responsibilities,” he says.

Pryor finds each GSPA campus different and unique. He notes that “Denver students are a mix of ages, from recent graduates to mid-career professionals. Colorado Springs has a strong community orientation and has integrated the military presence. Grand Junction is a campus with a Western Slope flair where students form a strong bond.”

A Colorado native, Pryor has a law degree from the University of Denver College of Law, and an M.P.A. from the Graduate School of Public Affairs. He was appointed by Governor Owens to the Commission on National and Community Service, and has served on the State of Colorado Personnel Board. 🏛️



Wendell Pryor
Adjunct professor and executive director of the nonprofit Colorado Association of Public Employees


Faculty HONORS

Each year, the Graduate School of Public Affairs honors faculty with awards for exceptional teaching, service and research. Meet the 2001 recipients.

Assistant Professor **Mary Dodge**, a criminal justice specialist, gets high marks from her students. This year's Teaching Award honoree is just in her sixth semester of teaching, but she is already one of GSPA's most popular instructors.

Dodge's courses stress participation and active learning. "Criminal justice curricula raise many complicated and controversial issues that foster social and political debates," says Dodge. "My role is threefold in the classroom as a mentor, facilitator and arbiter."

Professor **Linda deLeon** is GSPA's Researcher of the Year. In 2001, she was twice honored for excellent research. First, her article (co-authored with Robert B. Denhardt of Arizona State University) in *Public Administration Review* (PAR), the premier journal of public administration, won the Marshall E. Dimock Award for best lead article of the year in 2001. Then, she received the Distinguished Research Award by the Section for Women in Public Administration at the American Society for Public Administration Conference.

After leading GSPA's doctoral program and seven faculty searches in the last five years, Professor **Peter deLeon** is headed for a well-deserved sabbatical. But not before GSPA honored this tireless teacher and scholar with its Outstanding Service Award for 2001. Under deLeon's leadership, an unprecedented number of GSPA students have completed Ph.D. programs, and scholarship monies for Ph.D. students have increased threefold. 

TWO SCHOLARS UNDER ONE ROOF.

GSPA's husband-wife
faculty members

Linda and Peter
deLeon both chose to
pursue academic



careers in public affairs. Both are recognized for achievement in their specialities. But don't suggest that they are in some way special.

"We're an ordinary couple," says Peter deLeon. However, when questioned, Professor deLeon can think of only one other couple in the nation who share public affairs careers at the same graduate school.

Peter teaches and writes on public policy issues, particularly issues of technology development, assessment and education. Linda teaches courses in public management, human resources and research methods.

Peter deLeon came to GSPA in 1990 via Columbia University and the University of California, Los Angeles. Linda deLeon has been with GSPA for 13 years, recently adding the role of Associate Dean to her teaching duties. Previously, she was director of human resources for a private firm and on the faculty, University of Southern California, School of Public Administration.

Do the pair ever collaborate? The deLeons recently completed their first joint paper and are working on a second. They've also been invited to give joint seminars, something Peter jokingly refers to as "two for the price of one."





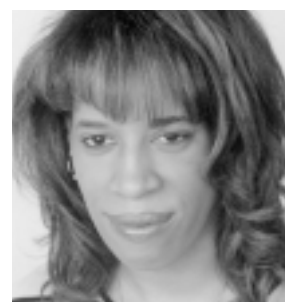
SHARING Our Views

HERE'S A LOOK AT WHAT GSPA FACULTY HAVE BEEN UP TO IN PRINT AND AT LARGE IN 2001.

Professor **Linda deLeon** is the associate editor of the *Journal of Public Affairs Education* and serves on the editorial board of two other top journals. Her article (with Robert B. Denhardt), "The Political Theory of Reinvention," won an award for the best lead article of the year in the prestigious *Public Administration Review*.

Criminal justice faculty have been very active. Assistant Professor **Mary Dodge** presented at the American Society of Criminology conference in San Francisco on "Competition, Crime, and Regulation in the Telecommunications Industry," and at the Academy of Criminal Justice Sciences in New Orleans on "Slams, Crams, Jams, and Other Phone Scams." Also on Dodge's schedule is "Police, Prostitutes and Perpetrators" for the American Society of Criminology Conference in Atlanta. With Gilbert Geiss and Frederic M. Thrasher, she co-authored "The Gang," appearing in the *Journal of Gang Research*. Dodge and Geiss edited a book, *Lessons of Criminology*, scheduled for release by Anderson Press.

Criminal justice colleague Professor **Mark Pogrebin** collaborated with Dodge on the "Collateral Cost of Imprisonment for Women: Complications of Reintegration" in the March 2001 issue of *Prison Journal*. The pair also co-wrote an article, "African American Policewomen: An Exploration of Professional Relationships," which has been accepted by *Policing: An International Journal of Police Strategies and Management*.



**Left Column
Top to Bottom**

Linda deLeon
Mark Pogrebin
M. Jae Moon
Lloyd Burton
Peter deLeon

**Right Column
Top to Bottom**

Mary Dodge
Fred Rainguet
Robert Gage
Jennifer Wade

Associate Dean Fred Rainguet, head of GSPA's Colorado Springs and Western Slope programs, and Dodge co-wrote an article accepted by *Police Quarterly* for publication, "The Problems of Police Chiefs: An Examination of the Issues in Tenure and Turnover."

Assistant Professor M. Jae Moon has several articles forthcoming, including:

- "Cultural Governance: A Comparative Study of Three Cultural Districts," in *Administration and Society*
- "Does the Perception of Red Tape Constrain IT Innovation in Organizations?: Unexpected Results from Simultaneous Equation Model and Implications," *Journal of Public Administration Research and Theory*, written with Stuart Bretschneider
- "Municipal Reinvention: Managerial Values and Diffusion among Municipalities" written with Peter deLeon and appearing in the *Journal of Public Administration Research and Theory*

Conferences were also on Moon's agenda. In March, he presented "The Evolution of E-government among Municipalities" and "Web-based Environmental Management (WBEM) in Asia: A Case Study of the Seoul Metropolitan Government and City of Taipei" (co-authored with Michael Kuo and Chul Roh). Both were part of the Annual American Society for Public Administration Conference in Newark.

With GSPA Professor Robert Gage, Moon co-authored "Hong Kong Regime Transformation at the Crossroads: From the Politics-Administration Perspective and the Network Perspective" for the Twenty-Fifth International Congress of Administrative Sciences in Athens, Greece.

Professor Lloyd Burton co-wrote "This Bird Has Flown: The Uncertain Fate of Wildlife on Closed Military Bases" for the fall, 2001 edition of the *Natural Resource Journal*, the environmental

law review of the University of New Mexico School of Law. The paper was co-authored with doctoral student Tom Williams. Burton was also responsible for "Wild Sacred Icon or Woolly Cow? Culture and the Legal Reconstruction of the American Bison" in *Political and Legal Anthropology Review* 21.

Assistant Professor Jennifer Wade published "Earning Dollars: A Strategy of Social Entrepreneurship" in *The Not-For-Profit CEO Monthly Letter*, August 2000. Wade was a panelist/moderator for "Issues and Challenges for the Minority Professionals' Success in the Field" for the Conference of Minority Public Administrators in February. In August, she presented "Perceptions of Collaboration and Service Integration: An Examination of Social Service Nonprofit Organizations" for the Academy of Management Conference in Washington, D.C.

Professor Peter deLeon's work appeared in five journals this year, including several articles written with GSPA colleagues or students:

- "Making Public Policy Programs Effective and Relevant: The Role of the Policy Sciences," in *Journal of Policy Analysis and Management*, with former Assistant Professor Toddi Steelman.
- "Fair Housing Advocacy Groups: Litigations as a Source of Nonprofit Funding," in *Nonprofit and Voluntary Sector Quarterly*, written with Ph.D. student Kathryn A. L. Cheever.
- "Corruption and the New Public Management," a chapter in *Learning from International Public Management Reform* written with Mark T. Green.





The Center of Things

Academics IN ACTION

How does early childhood care in Colorado stack up? And how does its quality influence performance in school later on? The Center for Human Investment Policy (CHIP) at GSPA is administering promising new programs that are providing some answers.

Getting Ready for School: Study Aimed at Improving EARLY CHILDHOOD CARE

The Early Childhood Quality Improvement System, nicknamed ECQUIP, examines ways to improve the quality of early childhood care in Colorado, and evaluates the state's major early childhood care and education initiatives. ECQUIP's multi-faceted approach includes:

- designing and implementing a system to develop a cadre of trained observers and continuously evaluating their observations to assure consistency in ratings of childcare settings.
- working with child care providers to identify and implement quality improvements.
- offering professional development opportunities for providers.
- incorporating all of these efforts into a statewide database.

The program's principal investigator is Donna Garnett, executive director of CHIP, and an expert in educational program evaluation. "ECQUIP uses a nationally standardized method of evaluation to measure quality at child care centers that



Donna Garnett

Donna Garnett, executive director, Center for Human Investment Policy (CHIP), is the principal researcher using a new rating system to assess the quality of Colorado's early childhood care facilities. Garnett has spearheaded numerous projects aimed at improving the quality of life for children and families.



l e a r n i n g

are part of initiatives such as Colorado's Consolidated Child Care Pilot program, Denver's Ready to Succeed partnership, and Educare Colorado," explains Garnett.

"Directed by the Colorado General Assembly, the Colorado Consolidated Child Care Pilots were given the challenge of designing consolidated programs of comprehensive early childhood care and education services to serve children in low-income families," Garnett adds.

Pilot site communities have the opportunity to consolidate or coordinate funding and services to create a seamless, collaborative system among public and private stakeholders. Where coordinated services are in place, families with young children have benefited from improvements such as full day care in one setting and expanded and enhanced infant/toddler care. Twelve original pilot sites have expanded to 18 communities and 300 childcare/early education sites across Colorado.

STEPPING IN TO IMPROVE CHILDCARE

"The standardized rating system was created to allow us to coordinate reliable and consistent collection of data," says Garnett. "We're able to track not only the quality of child care, but the impact of improvement initiatives."

Using the system, areas of weakness are identified and interventions implemented to correct them. "We've used a variety of interventions," she says. "These include training on quality childcare, consultations with specialists, teacher training, and one-on-one teacher coaching. In some cases, an intervention might require funding for an improved facility."

EVALUATING SCHOOL READINESS

Are kids who receive higher quality early childhood care better prepared for school? The Ready to Succeed Partnership is a three-year

initiative designed to improve childcare and increase young children's readiness to succeed in school. It focuses on emerging literacy and language development.

CHIP has developed a cooperative relationship with Denver Public Schools to allow tracking of kids beyond the ECQUIP study. "A sample of pre-school children will be followed into elementary school," says Garnett. "It's very exceptional to be able to get this baseline data now and then later when the kids are in DPS."

Both ECQUIP and the Ready to Succeed Project received funding from the Temple Hoyne Buell Foundation of Denver.

PRESCHOOL QUALITY MATTERS

ECQUIP is in its fourth year, and the Ready to Succeed Partnership is in its third. Already, interesting results have emerged from these synergistic studies.

Four months into the ECQUIP study, less than 30 percent of the child care sites achieved a good quality rating. At the end of the 1999-2000 program year, 92 percent of the facilities received good to excellent quality ratings, demonstrating that focusing attention and resources to improve preschool programs is working.

Readiness assessments of children in the ECQUIP study showed that kids in lower quality preschool settings were consistently performing below expectations for their age. Children in quality classrooms, on the other hand, showed a high level of improvement.

Working with Educare Colorado, Garnett hopes that the statewide rating system will receive more permanent funding and be used to help inform parents about the quality of child care centers. 🏛️

WIRTH CHAIR PROMOTES Sustainability Locally and Globally

To some, the term “chair” might conjure up images of a reclusive, tweedy professor in a book-filled room. But GSPA’s Wirth Chair for Environmental and Community Development Policy, the only public policy chair in the University of Colorado system, is far more than a traditional academic post.

This “active and very applied” chair, as its head Marshall Kaplan describes it, began with a \$1.3 million endowment in 1993 to honor Tim Wirth, former U.S. senator from Colorado, former undersecretary of state for Global Affairs, and current president of the United Nations Foundation, for his years of commitment to the environment and sustainability.

The overall objective of the Wirth Chair is to foster effective sustainable development strategies — policies and programs that meet the needs of citizens today while at the same time do not compromise the ability of future generations to meet their needs. Sustainability, by definition, means developing coordinated strategies to meet environmental, economic and social objectives. Consequently, the Chair’s work focuses on developing:

- Cost-effective energy efficiency and management programs
- Sound greenhouse gas emission-reduction policies and programs at an international level
- Fair growth management strategies

“Our main objective is to help move the metro Denver area towards sustainability, while balancing the environment and society,” says Kaplan. “This takes the form of everything from applied research

to resolving disputes and convening international conferences. We are an important local and national force in our three priority areas.”

ENERGY: FROM TECHNICAL ASSISTANCE TO GLOBAL STRATEGIES

“We tackle risky issues, from the energy crisis in the West to climate change,” says Kaplan.

To promote cost-effective energy efficiency and energy management, the Wirth Chair works at a number of levels. An expert technical assistance team, assembled by the Chair, has helped participating businesses develop specific energy management and energy efficiency programs. The team has worked with Colorado businesses and organizations including *The Denver Post*, Lockheed Martin, Ball Corporation, Samsonite, ConAgra, local homebuilders and others.

The Colorado Business Energy Partnership, launched by the Wirth Chair, works in Colorado to help companies develop money-saving strategies to boost energy efficiency and protect the environment. The Partnership is also working



Marshall Kaplan, former dean of the Graduate School of Public Affairs, directs GSPA’s Wirth Chair and its Institute for Public Policy.

with businesses to develop ways to link energy management strategies to cost-effective strategies to reduce carbon emissions.

On a global level, last summer the Chair facilitated an international conference in Lyon, France, which brought together top climate change experts and members of the NGO, government and private sector communities to discuss the current energy crisis in California.

FOSTERING INTERNATIONAL DIALOGUE ON GREENHOUSE GASES

Each year since 1997, the Wirth Chair has convened the Brazil/U.S. Aspen Global Forum, directed at furthering collaboration between Brazil and the U.S. to reduce greenhouse gas emissions.

“The U.S. is the leader of developed countries,” says Kaplan. “Brazil is the leader of underdeveloped countries. Our aim is to help bridge the gap between developed and underdeveloped nations.”

The Forums have established a record in building trust, dialogue and agreements on difficult economic, investment and environmental issues concerning greenhouse gas emission reduction between the U.S. and Brazil. Each forum looks at key policies and actions that are needed to respond to climate change and greenhouse gas issues.

1998’s Forum explored alternative ways to initiate greenhouse gas emission reduction strategies. During this meeting, participants agreed to foster the definition and initiation of carbon emission reduction projects in Brazil. This guided the 1999 Forum, which focused on specific greenhouse gas emission projects. In 2000, the Forum continued the dialogue by creating working task forces to define early start projects for carbon emission reduction. The task forces, which were aimed at helping sponsors of carbon emission reduction projects determine options to secure financing, were composed of government, NGO and business leaders from Brazil and the U.S.,

along with senior staff from the World Bank. As a result of the Forum, major international financial institutions have supported specific greenhouse gas emission reduction projects.

GROWTH AND SPRAWL: WORKING LOCALLY

At home in the Denver metropolitan area, the Wirth Chair works to find consensus among government and business to address issues concerning growth and sprawl — key concerns of Colorado citizens. Its Regional Growth Management Forums held in 2000-2001, co-sponsored with *The Denver Post*, attracted a cross-section of the public and leaders from government, business, nonprofit and community organizations. The Forums provided an opportunity for participants to air diverse views on growth problems and alternative growth management policies.

The Chair convened a national symposium of experts on policies to combat sprawl. It also worked with leadership groups and citizens in Colorado to secure consensus on initiatives with respect to smart growth. Finally, with support from the Gates Foundation and a bipartisan advisory board, it initiated a survey on smart growth options to determine citizen views.

ENCOURAGING EFFORTS TO PROMOTE SUSTAINABILITY

In keeping with its mission, one of the first activities of the Chair was to hold a conference on the Report of the President’s Council on Sustainable Development in 1997, which helped initiate a dialogue among business, government and scholarly leaders. Titled *Sustainable America, A New Consensus for the Future*, the conference focused on strategies to amend the nation’s tax and subsidy system to increase the market’s ability to respond to sustainability objectives.

Today, the Chair sponsors an annual national leadership conference on sustainability


issues. In 2000, the *National Leadership Forum on Energy Efficiency and Climate Change* was held in Washington, D.C., and co-sponsored with the CEO Coalition to Advance Sustainable Technology. From this meeting, top business, nonprofit and government leaders prepared a briefing paper for the Congress and the Bush Administration on greenhouse gas emission policies. The Chair recently convened an important meeting of Western states and national leaders to define energy policies and to link environmental policies to greenhouse gas emission reduction options.

Each year, the Chair also recognizes efforts to promote sustainability in Colorado. Its annual Community and Media Awards honor outstanding achievements by the media, community (individuals, public/private groups, organizations or institutions) and businesses that contribute toward a greater public awareness of sustainable development.

FELLOWSHIPS AND FUNDING

Another function of the Wirth Chair is to bring Senior Fellows to GSPA on a year-to-year basis. "Our fellows have been extraordinary, high-caliber people," says Kaplan. Presently, Wirth Chair Fellows include: Robert Repetto, one of the nation's foremost environmental economists and climate change analysts and a former vice president at the World Resources Institute; and David Olsen, the former CEO of outdoor clothing company Patagonia and current head of a the CEO Coalition to Advance Sustainable Technology.

The Chair also supports fellowships for Ph.D. students who are focusing on public policy related to sustainability, as well as faculty and student research teams concerning the same.

Reports and proceedings from Wirth Chair sponsored forums and meetings are available to interested organizations and to the public. For information, contact Marshall Kaplan at 303-820-5605 or e-mail wirthchair@carbon.cudenver.edu 

WIRTH CHAIR FUNDS STUDENT/FACULTY RESEARCH ON LAND PROTECTION

In an era of decentralized land use management, how do we identify and strengthen governments and organizations with the ability to protect land?

How do we enhance the ability to protect land?

What is the role of state agencies in fostering a coherent, coordinated land protection policy?

Former Professor Todd Steelman and M.P.A.

student Oxana O'Banion tapped the Wirth Chair to finance research on Great Outdoors Colorado

(GOCO), an innovative, quasi-governmental agency that provides funding to city, town and county governments, special districts and nonprofit organizations to protect land.

Since 1994 Great Outdoors Colorado (GOCO) has funded \$240 million in grants that were initiated by local governments and nonprofit land protection organizations for the purchase, improvement and protection of land. Steelman and O'Banion's research aims to learn why some Colorado communities are more active in protecting open space than others, and to understand and categorize the innovative nature of land protection that is embodied in the GOCO approach.



BROUGH RECEIVES FELLOWSHIP TO Foster Transatlantic Relations

Last spring, Kelly Brough took a much-anticipated trip to Europe. But instead of heading for the Eiffel Tower or the Alps, she stopped in Brussels to meet with heads of NATO and European countries, talked with citizens of Madrid about neighborhood rehabilitation, and visited the sites of former Nazi death camps in Poland.

Brough was one of 18 young leaders from the U.S. visiting Europe as a German Marshall Memorial Fund Fellow. The Marshall Fund is an American foundation that stimulates the exchange of ideas and promotes cooperation between the United States and Europe. Created in the spirit of the postwar Marshall Plan, it was established in 1972 by a gift from the German people.

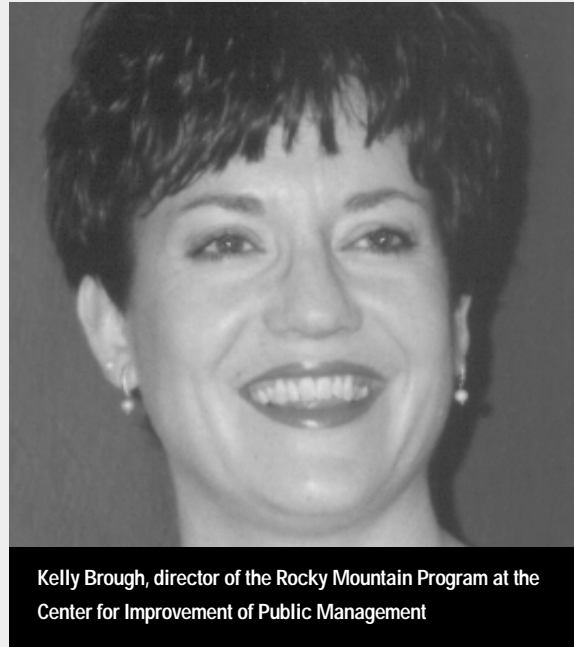
Fellows are nominated by leaders in key regional cities, and, after a rigorous screening process, are chosen for their outstanding leadership and initiative.

“The fellowship is a unique experience,” said Brough. “It’s designed to educate a new generation of leaders from this country on international relations and transatlantic relationships.” Fellows travel in small groups for an intensive three-week study tour that includes one-on-one meetings, small group discussions, and encounters with Europeans from all walks of life.

Brough visited Belgium, The Netherlands, Spain, Germany and Poland. “I was particularly interested in how the European countries engage their citizens in government, because that is the core of our work here at the Centers at GSPA,” she says.

“In the U.S., we have high expectations and a high level of public involvement. In Europe, I found the public tends to be more informed on international issues, but that many local decisions are made without public involvement,” she notes.

Brough, a commissioner for the Civil Service Commission which oversees hiring, discipline and



Kelly Brough, director of the Rocky Mountain Program at the Center for Improvement of Public Management

promotion processes for the police officers and fire fighters in the City and County of Denver, was also interested in learning about public safety services.

After completing the program, Fellows are required to organize an event for leaders in their community or publish an article in a local, regional or national publication. Brough already has some ideas on how to generate transatlantic dialogue. She created a classroom presentation on the trip for Denver Public School children, and is working on a project linking schools in the U.S., Amsterdam, St. Petersburg and Budapest to examine cold war cartoons and politics in “transatlantic classrooms.” She’s also exploring the possibility of providing assistance to a contact in Bosnia who’s interested in establishing a leadership program, and is working on an article about her encounter with a Polish journalist who was jailed in Poland under Soviet rule.

Brough is the director of the Centers’ Rocky Mountain Program, a leadership program for policy makers and public managers, and specializes in facilitation, mediation, conflict resolution, diversity training and planning processes. 🏛️



CAUTIOUS OPTIMISM Prevails in Colorado

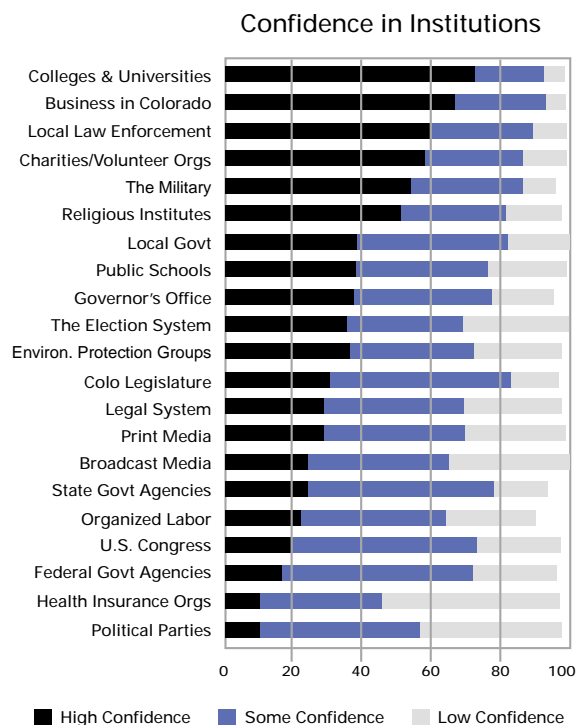
The results are in from the 2001 Mind of Colorado survey, conducted each year by the Wells Fargo Public Opinion Research Program of the Graduate School of Public Affairs. Since 1995 the project has measured Coloradans' confidence, involvement and views on key public issues.

- **We're on the right track.** Two out of three Coloradans said that our state is generally going in the right direction.
- **Confidence in Colorado's economy is high but down from last year.** Although more than 75 percent of Coloradans report that the economy here is in good shape, their assessment is less positive than last year's.
- **Overall, we like our quality of life.** Coloradans give overall quality of life an average score of 7.9 on a scale of 0 (terrible) to 10 (excellent). For the first time in five years' of polling, more people think the quality of life is getting better than think it is getting worse.
- **Confidence in institutions has improved since early in the nineties but is still not high.** On average across all institutions, 35 percent give ratings that suggest high levels of trust.
- **The biggest confidence winners** – For the fourth year in a row, the public has the most confidence in colleges and universities. Colorado businesses rank second, and local law enforcement ranks third.
- **The most improvement** – The greatest increases in confidence were realized by local law enforcement (up seven percentage points) and by government (up four to five percentage points).
- **The biggest confidence losers** – Political parties continue to have the lowest confidence ratings. The public also has low confidence in health insurance organizations.
- **The biggest losses in confidence** were for the print media (almost seven percentage points) and

the legal system including the courts (almost seven percentage points).

- **Government institutions have lower confidence ratings than private and nonprofit ones,** but most showed improvement over last year.
- **Political and civic involvement is stable.** Civic involvement is substantially higher than political involvement. Nearly three-quarters say they give money or volunteer time to nonprofit organizations, charities or causes. Only one-third contribute money or volunteer time to a candidate, party group or other political organization.
- **Support is high for increased state government spending.** Over 80 percent said they would support spending more, even if it means raising taxes for more expenditure items, particularly those related to education.

For a copy of the complete Mind of Colorado 2001 Annual Report, contact the Wells Fargo Public Opinion Research Program at 303-820-5628. 🏛️





Special Features

Setting new STANDARDS

With a growing and diverse enrollment, GSPA rolls out new and innovative degrees that are both relevant and convenient. Takes a fresh look at existing programs. And keeps its pulse on the future needs of public affairs practitioners.

EXECUTIVE LEADERSHIP MASTER OF CRIMINAL JUSTICE PROGRAM FOR TODAY'S LAW ENFORCEMENT EXECUTIVES

American policing continues to evolve, and along with it, the training and educational needs of law enforcement administrators and leaders. More and more today, law enforcement professionals are working within their communities to resolve issues and concerns, a concept known as community policing.

“Policing changed in the last 10 to 15 years with the realization that the incident-driven reactive model didn’t work all that well,” says Jerry Williams, D.P.A., a former police chief and director of GSPA’s new Executive Leadership Master of Criminal Justice (M.C.J.) program. “Today, police have to look

externally at problem-solving through partnerships and collaboration.”

GSPA’s Executive Leadership M.C.J. Program was created to meet the demands of today’s busy law enforcement managers and leaders, who must often balance progressive, community policing with traditional methods. It also offers a focused, streamlined educational option, at a time when advanced degrees have become, in almost every case, a requirement to move up in the ranks of law enforcement.

“It is a degree for mid-level law enforcement managers and executives from throughout Colorado and the western region of the U.S.,” Williams notes. “Our new program is structured to be relevant and challenging. In short, to expand each student’s competencies in all aspects of police leadership.”

Three New Programs at GSPA

Last fall, the school introduced its M.P.A. Program on Domestic Violence, an innovative curriculum focusing on one of the nation’s key social issues. This fall, the Executive Master of Criminal Justice degree and a newly renovated nonprofit concentration join the roster of GSPA’s nationally recognized programs. In 2002, the School rolls out an Accelerated M.P.A.



community involvement



GERALD WILLIAMS
wants to impact law
enforcement leadership

Gerald Williams, director of GSPA's new Executive Leadership Master of Criminal Justice Program and associate research professor is an expert on community policing and a former police chief of Arvada and Aurora, Colorado. In Aurora, Williams was responsible for one of the first organizational transformations of an entire municipal police agency from a traditional policing structure to a community policing model. He earned his D.P.A. from GSPA in 1988.

What brings this 29-year veteran of law enforcement to GSPA? "I wanted to have an impact in Colorado on law enforcement leadership and organizational change," Williams says.

TWO-YEAR AND ONE-YEAR OPTIONS

Like GSPA's existing Master of Criminal Justice degree, the new Executive Leadership M.C.J. is a two-year degree. However, the new program is designed specifically for those already in leadership roles in law enforcement.

Students can also choose a one-year certificate program. "The certificate program is ideal for those who want to hone or expand their leadership skills, and for those who already have a masters or other advanced degree," explains Williams. Credit hours from the certificate program also are fully transferable.

Another unique feature of the Executive M.C.J. program is its off-campus locations at the University Center at Chaparral in Parker, a high-tech facility shared by the University of Colorado, the University of Denver and Arapahoe Community College; and at the Colorado Sheriff's new state-of-the-art learning facility located in Douglas County.

The first cohort of Executive Leadership M.C.J. students begins study in September 2001.

The Executive M.C.J. faculty includes leading criminal justice practitioners as well as academicians. "We're getting the best people we can find," says Williams. "We want students to come out feeling that this was the best academic program they've ever experienced."

M.P.A. PROGRAM ON DOMESTIC VIOLENCE INNOVATIVE DEGREE IS A FIRST-YEAR SUCCESS

In September 2000, GSPA admitted the first students to the M.P.A. Program on Domestic Violence, a degree combining nonprofit and public organization management skills with domestic violence expertise. A year later, the program is going strong.

"Since its inception, response has been very positive," says Barbara Paradiso, program coordinator and a 20-year veteran of the domestic violence movement. "It has attracted students who are domestic violence practitioners, as well as nonprofit managers seeking to increase their knowledge of the field."

The Program on Domestic Violence is the result of a partnership that includes GSPA faculty from all CU campuses, and the domestic violence practitioner community.

"This program is unique in the nation," says GSPA Dean Kathleen Beatty. "Its faculty come from many disciplines across all CU campuses. It will make a difference in domestic violence in Colorado."

The two-year degree was two years in the making. Students take many classes in tandem as a cohort, traveling through the program together. In addition to top-notch GSPA and CU faculty, monthly seminars and guest lectures bring cutting-edge thinking on domestic violence issues.

MASTER OF PUBLIC ADMINISTRATION, NONPROFIT CONCENTRATION PREPARING NONPROFIT MANAGERS FOR TODAY'S WORKPLACE

GSPA has had a nonprofit concentration within its M.P.A. program since 1992. Now, the school is taking a fresh look at this in-demand area of study to make

the nonprofit curriculum more relevant to the workplace of the 21st century.

“Nonprofit training in public affairs is growing nationwide,” notes Professor Robert Gage. “Government is doing more steering than rowing, so many previously public sector functions are being taken over by nonprofits. By enhancing our nonprofit concentration and offering programs such as domestic violence, we’re leading a growing trend.”

A team of faculty and staff is redefining the nonprofit program. The group is led by Stephen Block, executive director of Denver Options Inc. and an adjunct professor, and includes Gage, Dean Kathleen Beatty, Assistant Professors Jennifer Wade and Jorge Rivera, Special Assistant to the Dean Pete Wolfe, Associate Dean Linda deLeon, and several others.

“Our aim is to make the nonprofit concentration at GSPA one of the nation’s best,” says Wolfe.

Plans are underway to renovate the nonprofit curriculum in an effort to make it more responsive and reflective to the changing needs of the nonprofit

workforce. The core courses will provide a theoretical background and practical skills in public affairs, while the elective courses concentrate on preparing students for the nonprofit workplace. The new curriculum is being developed in collaboration with the idea that students also will be able to take classes from CU’s business and law schools.

“We’re developing a nonprofit concentration with connections to the community,” says Wade, Assistant Professor and a specialist in nonprofit social services and social entrepreneurship. “It is our hope that the new program will become a Midwest regional resource for nonprofit education. The faculty is also committed to the idea that education should be connected to the community in which we serve. Thus, we are exploring community involvement at a variety of levels, including introducing youth programs on volunteering and involvement in grade and secondary schools.”

Wade adds, “We believe that the new curriculum will be very exciting and challenging. By combining theory with practice and linking with the community at-large, our students will be able to transfer to the workplace with relative ease and vice versa.”

Two new faculty members with expertise in nonprofit administration and social justice, Jorge Rivera and Michael McLeod, are also joining GSPA’s faculty. (See “GSPA Assistant Professors: Talented and Diverse” in this issue.)



PETE WOLFE
Spreading the word
about GSPA

GSPA student outreach is under the direction of Pete Wolfe, Special Assistant to the Dean for External Relations and Student Services. Wolfe is responsible for recruiting, admissions, financial aid and scholarships, as well as representing GSPA on campus and in the community.

Associated with CU since 1981, Wolfe has a bachelor’s degree in business management with a special emphasis in economics, and an M.B.A. in finance from the University of Colorado. When not talking with potential students, faculty members, educators and community leaders, he’s active in a variety of professional, educational and community organizations, including the American Society for Public Administration and the Advisory Board of the Department of Human Services at the Metropolitan State College of Denver.

GUEST FACULTY ENHANCE PROGRAMS

Outside experts continue to add cutting-edge knowledge to GSPA’s innovative programs. This year, Dr. Jeffrey Edleson, a leading expert on domestic violence, and Kim Klein, an internationally known fundraiser, conducted workshops for Program on Domestic Violence students. On the international front, Tom Christensen, University of Oslo, and Dr. Theo Toonen, University of Leiden, The Netherlands, spoke to students on global management reform and regionalism in Europe respectively. 🏛️



GSPA Assistant Professors: TALENTED AND DIVERSE

Bright, talented, energetic and ambitious, GSPA's assistant professors bring diverse perspectives and research interests to the faculty.

In the past few years, the Graduate School of Public Affairs has conducted comprehensive nationwide searches to seek out and recruit some of the nation's up and coming talent. The school's efforts have paid off.

"I believe we have the strongest group of assistant professors in the country today," says Dean Kathleen Beatty. "This is a dynamic group that takes teaching and scholarship seriously. They produce outstanding research and bring fresh approaches to the classroom, from involving students in community projects to non-traditional techniques to stimulate learning and dialogue."

Christine Martell joined GSPA in 2000. Martell received her Ph.D. in Public Affairs from the School of Public and Environmental Affairs, Indiana University, a Master's in Urban and Regional Planning from Virginia Tech, and a B.S. in Mathematics from the University of Massachusetts, Amherst.

Martell's focus is on the nexus of public finance and international development issues. She recently examined the development of municipal



Christine Martell, Ph.D.
Assistant Professor
Specialty: Public Finance and
Policy Analysis



M. Jae Moon, Ph.D.
Assistant Professor
Specialty: International and
Environmental Issues,
Information Technology and
Government



Jennifer Wade, D.P.A.
Assistant Professor
Specialty: Nonprofit
Management, Social
Entrepreneurship and
Sports Philanthropy



Mary Dodge, Ph.D.
Assistant Professor
Specialty: Criminal Justice
and White Collar Crime



Jorge Rivera, Ph.D.
Assistant Professor
Specialty: Business
and Public Policy,
Environmental Protection



Michael McLeod,
Ph.D. candidate,
J.D. Instructor
Specialty: Nonprofit
Organizations

credit markets in Brazil, and her current study includes public funding of nonprofit organizations and tax policy reform.

M. Jae Moon came to GSPA in 1998. He earned his Ph.D. at Syracuse University, Maxwell School of Citizenship and Public Affairs. Moon also holds an M.P.A. from Lyndon B. Johnson School of Public Affairs, University of Texas at Austin, an M.A. in Political Science from the Graduate Institute of Peace Studies, Kyunghee University, South Korea, and a B.A. in Political Science from Yonsei University, South Korea.

Moon's research interests include environmental policy and e-government. He was the recipient of CU-Denver's Teacher of the Year Award in 2000, and built and sponsored GSPA's active International Student Association.

Jennifer Wade joined the faculty in 2000. She has a Doctor of Public Administration (D.P.A.) and Master of Public Administration (M.P.A.) from the University of Georgia, and a B.A. in American Politics from Wesleyan University (Connecticut).

Wade's research interests range from nonprofit management (revenue sources/budget, issues of efficiency and accountability and program evaluation), to sports philanthropy and public administration. She is a member of the team charged with updating GSPA's nonprofit concentration for today's workplace.

Criminal justice expert **Mary Dodge** joined the faculty in 1998. She received her Ph.D. in Criminology, Law and Society at the University of California, Irvine, and an M.A., Clinical Psychology, and B.A., Psychology, from the University of Colorado at Colorado Springs.

Dodge's research interests include medical fraud, white collar crime, professional deviance, capital punishment, jury decision making, women in prisons and other areas related to criminal justice. She is the recipient of this year's GSPA Teaching Award for her innovative use of active learning techniques.

Jorge Rivera comes to GSPA with a joint Ph.D. in Public Policy and Business Strategy, Duke University, and a Master of Business and Natural Resources

Management, Central American Institute of Business Administration. He also holds a B.S. in Chemistry, from San Carlos (National) University of Guatemala.

Rivera, who began teaching at GSPA in 2001, studies the relationships between environmental protection and business competitiveness in the U.S. and developing countries. Now that he's in ski country, his next project will examine how well ski resorts protect the environment.

Michael McLeod comes to GSPA by way of Syracuse University, Maxwell School of Citizenship and Public Affairs, where he is a Ph.D. candidate in Public Administration. McLeod, who started this fall, also holds a J.D., University of Michigan Law School, and an A.B. in Government, College of William and Mary.

His ongoing dissertation research explores how and why employees of a government-funded nonprofit AIDS service organization manage expectations of accountability. 🏰

GSPA AGAIN RANKS AMONG THE NATION'S BEST GRADUATE SCHOOLS

The Graduate School of Public Affairs is among the nation's elite institutions, according to *U.S. News and World Report*. Every two years, *U.S. News* publishes America's Best Graduate Schools, which ranks schools by specialty area. GSPA is 35th out of 259 colleges and universities offering graduate-level public affairs, policy and management programs, up from 36th in 1998.

Other schools that made the top 40 include Harvard, Syracuse University, Princeton, George Washington University, and the University of Pennsylvania. "We're extremely pleased with the latest *U.S. News and World Report* ranking," says Dean Kathleen Beatty. "It's a reflection of the University's continued commitment to excellence."

The survey was based on peer opinion. Respondents rated the schools on a variety of factors which have a bearing on excellence, including curriculum, scholarships, and quality of faculty and graduates.



Student Spotlight

Research and ACHIEVEMENTS

Homeless Child, Homeless Adult?

Evidence shows that youths aged 12-17 make up at least one-third of the homeless population in the U.S. That's a staggering two million adolescents who are potentially on the streets and in shelters. In addition, up to half of homeless adults were first homeless as children. This information has considerable significance for service providers, policymakers and researchers.

Ph.D. candidate Suzanne C. Discenza is doing research that will help determine why young people are homeless in the first place and what interventions will get them off the streets.

Discenza and the late Professor Franklin James collaborated with Urban Peak, a Denver nonprofit agency serving homeless and runaway youths, which put them in touch with adolescents and young adults.

"Professor James was looking for someone to work on a homeless kids project," Discenza says. "I got my start in health care provision and advocacy. So it was a natural fit for me to look at the health and social issues surrounding homeless youth."

Her research, *Assessing the Risk of Homeless Adolescents Becoming Homeless Adults*, is a three-faceted project. One part involves a youth advisory panel composed of currently homeless teens; the second and primary part will consist of a retrospective study interviewing young adults who were homeless as youths. She



Ph.D. candidate Suzanne C. Discenza is conducting valuable research among Denver's homeless youth.

GIRLS ON THE STREETS: VICTIMS STILL

According to Discenza's findings, homeless girls:

- Are victimized not only in the male-dominated homes they run from but also on the streets
- Try first to find places to live on their own to get away from continued victimization
- Turn more to other girls for support
- Have discussions among themselves that are more gender-based than racial or ethnic-based.



o n t h e s t r e e t s

will also conduct a focus group with knowledgeable service providers to this population.

Discenza is currently gathering in-depth life histories. To learn what encourages homelessness in youth, she is studying factors such as the services kids received, education, employment, physical and sexual abuse, criminal histories, and behavior trends that may lead to substance abuse. She is also looking at gender characteristics to compare the unique experiences affecting female versus male participants.

GIRLS AND GAYS AT GREATER RISK

Several trends are already emerging from Discenza's research.

In Denver, the number of females seeking asylum in youth homeless shelters seems to be growing. In 2001, more females than males sought asylum at Urban Peak during some weeks; the first time this has been documented.

"There are increasingly more females on the streets in Denver," Discenza says. "Homeless girls also appear to be at greater risk of being hurt or abused than homeless boys. Homosexual youths seem to be at higher risk as well."

In general, Discenza has found that most children and teens on Denver's streets are not there because they choose to be. "Most people think that these kids are runaways who are rebelling against parental authority," she says. "The reality is that a big number of them are actually forced out due to family dynamics."

KIDS WITH HOPE

Despite the difficulties of their own situations, all the youths interviewed spoke of wanting to be successful, and having money, an education or a good job, a nice house or car, and a good family of their own. Two-thirds wanted to help younger siblings and/or protect them from similar experiences of being homeless.

"Interestingly, two-thirds of these kids saw themselves in five years as being counselors at the

shelter or starting their own agencies to help youth," Discenza says.

Among youths 18 and older, 83 percent mentioned education as the most important way to stay off the streets. A second priority for most was getting a good job.

Discenza also asked the youths and young adults in the study what services they found most beneficial. The most helpful programs that the Urban Peak Shelter and mayor's program have provided, according to the youths interviewed to date, were GED and job programs, followed by the shelter's Youth Council, help getting apartments and scholarships, and, finally, money for bus passes or clothes.

Homeless kids also had some heartfelt advice for families and agencies that work with the homeless—learn to listen, communicate and try to understand.

Last spring, Discenza was part of a panel presenting the results of work with Denver's homeless youths at a City University of New York conference titled *Globalizing the Streets: Cross-Cultural Perspectives on Youth, Social Control and Empowerment in the New Millennium*. Professor James headed the panel, which also included Jean Scandlyn, a CU-Denver Anthropology Department adjunct professor and Urban Peak volunteer.

UNDERSTANDING POLICY TO PROVIDE BETTER CARE

The need for credentials and an interest in advocacy and health policy brought Discenza to GSPA. Formerly a rehabilitation clinical coordinator with Centura Home Care in Colorado Springs, she is currently an assistant professor in Health Care Management at the Metropolitan State College of Denver.

"I wanted to learn how to come from a policy base to be an advocate for better care," she says. "At the Ph.D. level, I hope to have more impact."

A speech pathologist by training, Discenza has a M.S. in communications disorders from the University of Oklahoma. 🏛️



Fixing Failed Government FROM WITHIN

For decades, Social Security and Medicare programs for state and local governments have created a web of complex, and often confusing, laws and regulations. Where some might see an untenable bureaucracy, Colorado's Social Security administrator and GSPA doctoral student Maryann Motza saw possibilities for cooperation and improvement. Motza was instrumental in bringing together state and national organizations to implement reform and enhance Social Security and Medicare compliance by public employers.

In January 2001 Maryann Motza's employer, the Colorado Department of Labor and Employment (DOLE), was a co-recipient, with the Internal Revenue Service (IRS) and Social Security Administration (SSA), of a prestigious Hammer Award from former Vice President Al Gore's National Partnership for Reinventing Government. Hammer Awards honored employees who found innovative ways to make government more efficient and cost-effective.

Motza's department and the two federal agencies won the award for the Public Employers Compliance Strategy Project, a unique effort jointly administered by four agencies: DOLE's Public Employees Social Security Program (PESS), the Social Security Administration, the IRS, and the National Conference of State Social Security Administrators (NCSSSA). The collaborative project resulted in the creation of a new, user-friendly guide, the Federal-State Reference Guide for Social Security Coverage

and FICA Reporting by State and Local Government Employers.

"It started in 1993 when I first became the Colorado Social Security administrator. It was April 15th, an omen which didn't bode well," Motza laughs. "Within the first few days on the job, I got a request for information, made some phone calls, and got eight different answers. I realized we had a universal problem."

Motza, a lifetime government employee, saw that something was needed to help public employers understand their reporting requirements. It took seven years to get buy-in and cooperation from other intergovernmental agencies and individuals, but her vision and persistence paid off.

Motza is documenting her work in a Ph.D. dissertation about the multi-agency and multi-party program that received the Hammer Award. Her thesis explores how subjective (personal) responsibility by state public officials, along with the formation of an interorganizational network, can rectify flawed policy implementations.

As Colorado's Social Security administrator, Motza oversees the Colorado Department of Labor and Employment's Public Employees' Social Security (PESS) Program for the State, the IRS, and U.S. Social Security Administration. An employee of the State of Colorado since 1975, she earned a B.A. degree in political science and sociology from Wright State University, Ohio. 🏛️



Maryann Motza, Colorado State Social Security administrator and Ph.D. candidate, was part of a team honored with a prestigious Hammer Award for excellence in government.



Colorado Springs & Western Slope Students FIND TOP GRADUATE DEGREES in Their Own Backyards



Associate Dean Fred Rainguet has the unique role of overseeing two GSPA programs in communities 300 miles apart — GSPA's Colorado Springs and Western Slope Master of Public Administration programs. The former police chief of Fort Collins, he is a nationally regarded speaker who regularly conducts seminars on leadership, management and ethics. Rainguet also teaches Master of Public Administration and Criminal Justice courses.

From parks and rec managers to nonprofit executives to detectives and IT specialists, students on the Graduate School of Public Affairs Colorado Springs and Western Slope campuses reflect the diversity and vibrancy of their communities. They share academic strength, idealism and commitment to their professions. They also saw the value and convenience of earning a nationally recognized graduate degree right in their own backyards.

The Graduate School of Public Affairs is one school in three locations, offering graduate programs at the University of Colorado at Denver and Colorado Springs, and in Grand Junction.

“These are strong programs that share the same top faculty with GSPA in Denver,” says Fred Rainguet, associate dean and head of both programs. “You never have to leave your home on the Western Slope or in Colorado Springs, and you get one of the best graduate degrees in the country. Students from CU-Denver sometimes even travel to Grand Junction to attend a favorite professor’s weekend class,” he adds.

In increasing numbers, students are taking advantage of the first-rate education that GSPA offers in Colorado Springs and Grand Junction, as well as using the Rocky Mountain M.P.A., an online learning program. Here are six recent graduates, each with a different take on a GSPA degree.

MARI STEINBACH

Recreation Superintendent, Grand Junction
Parks & Recreation Department
M.P.A. 2000, Western Slope Program

Steinbach came to GSPA to further her knowledge of public administration and hone her managerial skills. She stayed to help provide services and assistance to Grand Junction students as a part-time Information Specialist.

“My role is to assist Dr. Fred Rainguet, director of the program, in providing services to students in Western Colorado as well as publish *The Grapevine*, a newsletter for the Western Slope GSPA community,” she says.

Steinbach joined the Grand Junction Parks and Recreation Department in 1996. She has worked in municipal recreation administration in Colorado and Illinois. In addition to her M.P.A., Steinbach has a B.S. degree in business



administration and recreation resources management from Colorado State University.

Her capstone, or advanced seminar,

project was directly related to her job as Recreation Superintendent. Steinbach organized the Community Recreation Initiative in Mesa County, Colorado, which was aimed at providing better recreation services for citizens.

“I’m thrilled with my degree and my continued association with GSPA,” she says.

RON GIBSON

Lieutenant, Colorado Springs Police Department
M.C.J. 2001, Colorado Springs
Student of the Year

Ron Gibson is one of an increasing number of law enforcement officers who are finding that higher education enhances their chances of moving up.

As a lieutenant, Gibson manages a multi-agency vice, narcotics and intelligence task force of 43 from seven different law enforcement agencies. His 22 years with the Colorado Springs Police Department has included supervisory assignments in Patrol, SWAT, and at the Training Academy.

Gibson chose GSPA because of its reputation, graduating with a Master of Criminal Justice in May



2001. He also has a B.S. in sociology from the University of Southern Colorado.

“My degree has given me a broader perspective of government

affairs, how various agencies work together, and of city goals and strategies,” Gibson says. He also found that it enhanced his knowledge of cutting-edge

concepts such as community policing, a “style of law enforcement that puts police in partnership with agencies and citizens.”

KRISTIN DONOVAN

Associate Vice President, El Pomar Foundation
M.P.A. 2001, Colorado Springs
Student of the Year

“The nonprofit sector is where my passions lie,” says Kristin Donovan.

Donovan directs the grantmaking program at one of Colorado’s leading foundations, reviewing and evaluating nearly 500 grant applications each year totaling more than \$250 million in requests. She also directs El Pomar Foundation’s external communications and media relations.

Last spring, she received her M.P.A. from GSPA with a concentration in nonprofit



management. Donovan sought a degree at CU-Colorado Springs because of the nonprofit emphasis and the program’s flexibility, but

soon realized other benefits. “I liked the emphasis on the hands-on, practical aspects of public administration, and learning from actual practitioners in the field,” she says.

Active in the Colorado Springs community and on nonprofit boards, Donovan put her GSPA experience to work for the Children’s Literacy Center, where she designed research to quantify the long-term benefits of the tutoring program. She also developed a strategic plan for the Performing Arts for Youth Organization.

Donovan graduated from the University of Georgia with a bachelor’s degree in art history. Before joining El Pomar, she worked for the Special Olympics World Games and the White House, Office of Presidential Advancement.

ROXANNE ORNELAS
 Management Intern, U.S. Environmental
 Protection Agency
 M.P.A. 2001, Colorado Springs



Unlike many GSPA students, Roxanne Ornelas pursued her M.P.A. degree full-time. “I wanted to do it 100 percent,” the former U.S. Department of

Justice Department employee and environmentalist says. Ornelas found the smaller class size at GSPA refreshing after earning her B.S. in Criminal Justice from San Diego State University, a school with 36,000 students. “I got instant response to questions,” she says. “I also got to know a lot of people.”

Currently an intern at the Regional Office of the EPA in Denver in the environmental justice section, Ornelas has found that the skills she obtained at GSPA have stood her well. “At GSPA, I learned how to learn. Now I can do good research and presentations on any subject,” she says.

Ornelas’ focus at GSPA was environmental studies and policy, and citizen participation. Previously, she was with the Justice Department in San Diego.

JESÚS BORBOA
 Civil Rights Analyst, State of Colorado
 M.P.A. 2000, Colorado Springs

Jesús Borboa has made a career in public service. “My goals are to become a better public servant. Period,” he says.

Borboa received his M.P.A. in December 2000. The experience, he says, gave him a better understanding of the implications of public policy, vertically and horizontally. He also enjoyed learning from practitioners in the field.

Since his family lives in Colorado Springs, GSPA was a natural choice. But Borboa also chose the program because of the composition of the faculty and classes. “I wanted a pragmatic approach to public administration. I learned from the experiences of fellow students as well as faculty,” he notes.

Borboa was a manager of Minority Business Development Enterprise (MBDE) Certification for the State of Oregon for 11 years, and today is a Civil Rights Analyst for the State of Colorado. He found his current position through GSPA’s job listserv, an online service for students.

JOHN WILKINSON
 Director, Department of Information Technology,
 City of Pueblo
 M.P.A. 1999, Colorado Springs
 Student of the Year

For John Wilkinson, obtaining a master’s degree in public administration blended his 28 years in the field of information technology with his 17 years of experience in municipal government.

As the head of information technology for Pueblo, Colorado, Wilkinson oversees all of the city’s computer systems and networks. Previously, he held a similar role with the City of Colorado Springs. “I am finding the degree extremely useful,” he says. “It has helped me to learn how to manage and lead in the public sector.”

Before entering GSPA, Wilkinson was a member of the Manitou Springs City Council and a member of other boards and commissions. He was President of Citizens Opposed to Gambling in Manitou Springs during that community’s successful fight against a statewide casino-style gambling ballot initiative.

Like other GSPA students, Wilkinson enjoyed the diverse professional backgrounds of his fellow students and practitioners. “We had people from the federal government, the state, the city and county, the nonprofit sector and the health care field,” he notes. 🏛️



MUSKIE FELLOWS: Former Students Take Lessons Home

Each year, an elite group of students from the Baltic States and newly independent states that were once part of the Soviet Union study at a select group of graduate schools across the U.S. The students immerse themselves in the American way of teaching and learning, taking valuable lessons in public and nonprofit management back to their home countries. This exchange is made possible by the Edmund S. Muskie Fellowship Program, formed to cultivate the new generation of leaders in that part of the world.

OKSANA RUDIUK
UKRAINE

Oksana Rudiuk, a 2001 M.P.A. grad, was a television journalist in the Ukraine. She also worked in the nonprofit sector on freedom of speech issues. The Muskie program matched Rudiuk, who has a strong interest in nonprofit management, with GSPA.

"I had no theoretical background in nonprofit management," Rudiuk says. "I now have the perspective from different fields to take back to my country."

Rudiuk earned a degree from the School of Journalism, Kyiv National University. Like all Muskie Fellows, she will return home for at least two years after studying here. She would like to get a position in the nonprofit sector or as a journalist.

KRISTINE GRIGORYAN
ARMENIA

Kristine Grigoryan came to GSPA in 1999 from her native Armenia. She earned her M.P.A. in public administration with an emphasis in finance this spring.

Grigoryan graduated from the Institute of National Economy in Armenia, Department of Labor Economy, and was a post-graduate student

at the Armenian National Academy of Sciences. In Armenia, she was an accounting manager for a major international cargo terminal, and an economist in the Department of Governmental Debt Management, Ministry of Finance.

"I wanted to study in the U.S. and Europe to get another perspective," Grigoryan notes. "I hope to take this great experience back to Armenia."

Grigoryan aims to work in an international nonprofit organization, an international financial corporation or with an Armenian organization that works with the U.S. government.

KENESHBEK SAINAZAROV
TAJIKISTAN AND KYRGYZSTAN

Keneshbek "Kenesh" Sainazarov received his M.P.A. in May 2001 with a dual concentration in nonprofit organizations and environmental management and policy.

Sainazarov attended Osh State University in Kyrgyzstan. He worked for the nonprofit Kyrgyz Foundation for Harmony & Tolerance, as a trainer/coordinator for a former United Nations refugees project, and in the American Peace Corps.

He returned to Kyrgyzstan in August, where he is considering positions with a nonprofit international organization, a United Nations project, or with a university launching a policy analysis program.

"I learned what aspects of policy to analyze and management tools," he says. "These skills will be very helpful at home."

Other Muskie Fellows recently at GSPA include Arune Kontautaitė, a native of Lithuania; Vitalily Shmeriga, a Master of Criminal Justice student from the Ukraine; Yuri Kiselenko from far eastern Russia; and Bakhyt Murzhukbassova from Kazakstan. 🕌



DOMESTIC VIOLENCE DEGREE Fits Careers and Goals

Many students in GSPA's new M.P.A. Program on Domestic Violence have worked in domestic violence advocacy organizations or allied industries, and find the program a natural choice.

KATIE WELLS
THERAPIST. ADMINISTRATOR.

After 17 years in addictions and substance abuse counseling, Katie Wells joined the Alcohol and Drug



Katie Wells, Treatment Field Manager and Adolescent Specialist, Colorado Department of Human Services Alcohol and Drug Abuse Division

Abuse Division at the Colorado Department of Human Services. The counselor and former caseworker now found herself an administrator, responsible for authorizing, monitoring, and auditing

adolescent alcohol and drug treatment for the entire state of Colorado.

"The job is more political than I thought it would be," says Wells. "I decided I had better figure out how it [government] works. Several people at work had degrees in public administration and raved about GSPA."

CATHERINE GUERRERO
ACTIVIST. ADVOCATE.

Catherine Guerrero was a Legal Advocacy Counselor for the Boulder County Safehouse and a campus community organizer before coming to the Program on Domestic Violence.

"I needed a change, and a break," she says. "I had learned valuable lessons about the practical

applications of my political/social values, and saw how a social justice perspective translated directly into woman-centered advocacy."

Guerrero was attracted to the program

because "It was a chance to create an experience that I could take back into the field."

GARRY HODGSON
COUNSELOR. IDEALIST.

For Garry Hodgson, the M.P.A. Program on Domestic Violence helped him solidify future plans. Hodgson has worked with domestic violence offenders for nearly 18 years. "I wanted to do research, but wasn't sure how to pursue it," he says.

A therapist, Hodgson owns and manages the Abusive Behavior Center in Aurora. After



Garry Hodgson
Therapist and Owner
Abusive Behavior Center

completing his M.P.A., he wants to use his knowledge and experience to make change on a public level, particularly in the development of new domestic violence treatment standards. 🏛️



Catherine Guerrero
Donations Coordinator and
Former Legal Advocacy Counselor
Boulder County Safehouse



Ph.D. GRADS LAND Top Teaching Posts

Nancy Kinney, Ph.D., is teaching at the University of St. Louis where she has a dual appointment with the Department of Political Science and the Program in Public Policy Administration.

“St. Louis was an exciting option because the rich religious and ethnic history of the city will




provide a wonderful ‘laboratory’ for my research interests,” Kinney says. Her doctoral dissertation concerned organized religious interests in the formulation of

public welfare policy. Today, with the formation of President Bush’s new Office of Faith-based and Community Initiatives, this has become a “hot” research area.

Kathryn Cheever, Ph.D., joined the faculty at the University of Memphis, School of Urban Affairs and Public Policy. She teaches in the School’s Division of Public and Nonprofit Administration.

Previously, Cheever was a community activist and nonprofit administrator. She founded and directed Housing Opportunities Made Equal (HOME) at NEWSED Community Development Corporation in Denver. Her dissertation explored the role of courts and fair housing advocacy coalitions in describing and enforcing equal housing opportunities.



“I had been in the nonprofit sector to solve the world’s problems,” says Cheever. “After earning my doctorate, I decided it was time to teach the next generation.” 

THE HONORABLE STUDENT MAYOR

When he isn’t in the classroom, you’re likely to find Joe Rice meeting with city council members or discussing transportation with representatives of local government.

A student in GSPA’s Executive Master of Public Administration program, Rice is the mayor of Glendale Colorado, an urban community of over 5,000 in the southeast Denver metropolitan area.

Rice was first elected mayor in 1996, and re-elected to a second four-year term in 2000. He previously served on the Glendale City Council, and the City Planning Commission. In addition, he is Glendale’s representative to the Denver Regional Council of Governments (DRCOG), and vice chair of the Metro Mayors Caucus, an organization with representation from 31 municipalities in the Denver region.



Joe Rice
Mayor of Glendale
community volunteer
M.P.A. student

Mayor Rice’s goals and objectives include promoting healthy economic and community development, school programs for youth, recreation programs for all ages, transportation, environmental preservation, ensuring reasonable and responsible government, and developing a variety of housing options and price ranges.



Tracks

Alumni NEWS

Captains of Administration: Alumni in Higher Education's Top Posts

GSPA alumni are setting the course at colleges and universities nationwide. Ranging from presidents to deans to fundraisers, they site many common challenges facing administrators today — keeping pace with savvy student consumers, serving an increasing number of international students, integrating technology with traditional learning, retaining and recruiting talented faculty, and meeting community needs.

STEPHEN M. JORDAN, Ph.D.
President
Eastern Washington University

In Stephen Jordan's three years at Eastern Washington University (EWU) near Spokane, enrollment has increased from a 10-year low of 6,900 to over 8,600. Since his appointment

as president, Jordan has met and surpassed goals for enrollment and campus development, expanded research and academic programs at this comprehensive regional university, and turned EWU into the fastest growing university in the state.

"Our strategy was to increase market share by one percent annually, recruit heavily in Western Washington, and attract more non-resident students. It paid off," he says.

This turnaround tale is a reflection of Jordan's vision and training, and a hands-on approach that includes monthly evenings hanging out with students. Previously, Jordan was Executive Director for the Kansas Board of Regents and State Higher Education Executive Officer for the State of Kansas. He earned two degrees at GSPA: a M.P.A. and a Ph.D. in Public Administration.

"The very things I do every day, I learned as a graduate student," he notes. "I work with federal and state policymakers. I administer a complex organization."



Stephen M. Jordan, Ph.D.
President
Eastern Washington University

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JOANNE CARR, Ph.D.
Vice President for University Advancement
University of Idaho



Alumna Joanne Carr finds herself spending “more time in small planes” these days. As the University of Idaho’s VP for University Advancement, she is responsible for marketing, communications, alumni relations, and development for this 111-year-old, land grant university in Moscow. She is also executive director of the University of Idaho Foundation. All of this entails traveling a geographically huge state to keep in touch with alumni and donors.

Since Carr came to the University of Idaho in 1998, gifts have increased dramatically. At the close of the 2001 fiscal year, they equaled last year’s all-time high of over \$28 million. The \$200 million Campaign for Idaho, kicked-off in November 2001, already has raised \$83 million.

Carr took the post at UI after 16 years at the Colorado School of Mines where she was Director of Corporate Relations and then Director of Development, positions that involved overseeing federal, state and local government relations activities, and directing fundraising efforts. She earned her Ph.D. in Public Administration here in 1996, and taught at the University of Colorado and the Colorado School of Mines.

STEVEN OTT, Ph.D.
Dean, College of Social and Behavioral Sciences
University of Utah



An educator, administrator and government consultant for over 30 years, Steven Ott became Dean of the University of Utah’s College of Social and Behavioral Science in 2000. Before that, he was the University’s Director of Public Administration Education. Ott also directed the graduate program in public administration at the University of Maine.

Ott finds his new position offers management challenges typical of any large organization. “We’re

decentralized because we’re big,” he says. “You have to keep your finger on the pulse without micromanaging.”

His is the largest college at the University of Utah with seven departments and a faculty of approximately 150. Under its umbrella are academic programs as well as centers and institutes focusing on public policy and politics.

Ott was a consultant to local and state governments and nonprofit organizations in the Midwest and Rocky Mountain regions for 24 years. He received his Ph.D. in public administration from CU-Denver in 1988, and holds a M.S. in industrial management from MIT.

LINDA BOWMAN, Ph.D.
President, Community College of Aurora (Colorado)



Linda Bowman became President of the Community College of Aurora (CCA) in 2000. CCA is one of the five metro area colleges in the 13-college Colorado community college system. The college offers technical programs and two-year transfer degrees.

Bowman finds directing a diverse, open-access institution both a challenge and a joy. “We have a range of students, from Ph.D.s returning to update specific skills to recent high school graduates to senior citizens,” she says. “So many technology fields stretch our resources. In addition, in a city where 18 languages are spoken, we must be very community-oriented.”

Bowman is well prepared to take on a growing community college. She came to CCA from Colorado’s Lamar Community College, where she was Interim President, and Red Rocks Community College. Both her Ph.D. and M.P.A. were earned at GSPA. She also holds a M.A. from the University of New Orleans.

JAMES R. GRIESEMER, D.P.A.
Dean, Daniels College of Business
University of Denver

James Griesemer took the helm of the Daniels College of Business at the University of Denver (DU) seven



years ago. Since then, the College has received national recognition for its programs, built a beautiful new facility, and seen significant growth in enrollment, professional education and fundraising. Daniels College of Business, which represents a third of the entire university, offers nine different degree programs ranging from a traditional M.B.A. to evening programs.

Griesemer is clearly enthusiastic about the College and its accomplishments. “I’ve had the good fortune to be involved during a time when the school underwent a name change, identity development and a capital campaign to build a new facility,” he says. “Seeing people support institutions of higher learning is one of the most rewarding parts of my job.”

After a 20-year career in city management, Griesemer first came to DU as chief financial officer, developing a successful fiscal strategy that brought the university out of a period of financial distress. At GSPA, he received a D.P.A. with a focus on management, helped develop the local government program and taught.

N. OKOLIE UWADIBIE, PH.D.
Dean of Academic Affairs
Palm Beach Community College



When *Views* profiled N. Okolie Uwadibie in 1999, he was dean of Business and Social Science at Lane Community College in Eugene, Oregon. Last year, Uwadibie moved across the country to become dean of Academic Affairs at Palm Beach Community College.

Uwadibie manages all academic programs and 150 faculty members on the College’s South Campus, one of four in the county. Palm Beach Community College is the oldest and first community college in Florida, and the second largest in the Florida system.

“We’re unusual for a community college in that about 97 percent of our students continue to a four-year college,” he notes.

CU GRADUATE SCHOOL AWARD GOES TO SENIOR CITIZENS’ ADVOCATE

This year’s recipient of the University of Colorado Graduate School Alumni Award was Elizabeth Cohill, who earned her Master of Public Administration here in 1988. Cohill, founder of the Association for Senior Citizens in Denver, was honored for her entrepreneurial spirit and commitment to promoting self-sufficiency for senior citizens.

“I’m honored that CU would choose me for this award,” Cohill says.

She founded the Association twenty years ago with a loan against her car, a small office and a



telephone. Since then, Cohill has dedicated much of her life to making sure that no senior citizen goes without necessities.

The organization she started now provides a variety of programs, including a food bank, meal delivery, job assistance, counseling and more.

Cohill’s efforts have gained national recognition. She received the *Women’s Day* magazine Outstanding Woman Award in 1987 as an unsung hero who helps others. Cohill received a bachelor’s in criminal justice from the Metropolitan State College of Denver, as well as her degree from GSPA.

A former economist and member of the Nigerian Olympic team, Uwadibie was a professor and division chair with Aurora Community College and has been a management analyst in the Colorado State Auditor’s Office. He received his Ph.D. from GSPA in 1996 with a concentration in public policy and economic development. He also has an M.A. in economics from the University of Colorado at Boulder. 🏛️



Giving for Excellence

New scholarships, NEW SUPPORT

Connections Net GSPA \$1 Million

Of all the people you've met by chance – say, at a party, a club meeting or through your children's activities – how many turn into lifelong friendships? In this case, one of those chance acquaintances has blossomed into an alliance worth \$1 million.

It's a story about a camp counselor and the family of a former University of Colorado president. Counselor Katharine Whalen took a special interest in a few young guests at the C Lazy U Ranch in Granby. They turned out to be the children of John Buechner and his wife, Katie. When Whalen transferred to the University of Colorado at Boulder in the late 1960s, she renewed her friendship with the Buechners, who quickly became her surrogate family. Buechner subsequently stepped in as Whalen's political science teacher, mentor and lifelong friend.

Here's the \$1 million part of the tale. Now a CU alumnus, Whalen and her

family foundation are donating \$500,000 to support deserving GSPA students. Structured as a matching challenge gift, the fund could result in over \$1 million in scholarships. Motivated by a strong desire to help current students, promote diversity and commemorate John Buechner's impact on her life, Whalen has christened the effort the John C. Buechner Scholarship Fund. She has committed an additional \$100,000 to the John C. Buechner Excellence in Government Fund.

"It's my hope that students benefiting from these scholarships will carry on in John's tradition," Whalen says.

HONORING A LIFETIME OF PUBLIC SERVICE

Buechner, CU's 18th president, has spent 38 years in public service of one form or another. He served CU as president, chancellor, associate dean and professor, among other roles. Active politically as well, Buechner was a U.S. congressional



John Buechner, Ph.D.
President Emeritus
University of Colorado and Professor,
Graduate School of Public Affairs



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candidate, a member of the Colorado House of Representatives, mayor of the City of Boulder, and a member of the Boulder City Council.

After leaving CU's head post, he continues to be extremely active in education and public affairs. Buechner is a professor at the Graduate School of Public Affairs and is a consultant conducting workshops in leadership and management for locally elected officials and municipalities.

"We're taking expertise to local officials," he says. "Outreach is one reason why Katharine decided to make this donation."


REWARDING COMMITMENT TO PUBLIC SERVICE

The Buechner Scholarships are awarded annually on a competitive basis to incoming or continuing GSPA students who demonstrate a career

commitment to public service and a real financial need.

"We envision the scholarship going to a student who is dedicated to a career in public service at any level," says Buechner. "We're extremely grateful that Katharine made this gift to GSPA. Most of our students are taking time off from their positions and giving up money to go back to graduate school. Any amount to augment the cost of education makes a difference."

You can help by pledging funds toward the John C. Buechner Scholarship Fund. Every dollar donated, up to \$500,000 total, will be matched by the Whalen family.

For more information on applying for this and other GSPA scholarships, contact Pete Wolfe at 303-556-5985. 

SUPPORT FOR NEW DOMESTIC VIOLENCE PROGRAM KEEPS ON GROWING

GSPA's Program on Domestic Violence, a specialized Master of Public Administration degree, is receiving support from those close to the cause and the school.

Begun last fall, the Program on Domestic Violence got its start with a planning grant of \$114,000 from the Sunshine Lady Foundation. Since then the program has attracted the attention of a number of other donors who have increased its funding to over \$221,000 to date.

"In its initial year, donations made it possible for us to assist each of the students entering this pioneering program," says Barbara Paradiso, program coordinator.

Grants of \$25,000 each were received from the Chambers Family Fund and the Phillip Morris Companies Inc. Other donations included \$10,000 from the Considine family, \$5,000 from CU faculty member Janet Jacobs, \$10,000 from the parents

of a domestic violence program faculty member, and a \$1,500 contribution from another member of the GSPA faculty.

Mike and Connie Dollaghan, Colorado cattle ranchers, gave \$6,000 to fund a scholarship for a domestic violence program student. As a member of the Guild of the Boulder County Safehouse, a shelter for battered women and children, Connie Dollaghan has long been involved with domestic violence issues. "A scholarship like this can make the difference between a student being able to attend or not," says Paradiso.

One of the latest gifts to the Program on Domestic Violence comes from the HealthOne Alliance, which donated \$24,000. The funds are earmarked for the program's distinguished guest lecturer series, which brings in outside experts in domestic violence and related fields from around the country.



VIEWS

f r o m t h e w e s t

The Graduate School of Public Affairs at the University of Colorado is your community resource. As a public institution, we do not succeed alone. We rely on your continued and increased support to educate and train tomorrow's public servants, impact public policy, and serve the public sector.

Your gift helps us continue to thrive in many ways. By attracting top-notch students and faculty. Providing innovative, high-quality programs such as our new Executive Master of Criminal Justice degree. And offering new scholarships to deserving candidates.

We hope you will consider a gift to CU-Denver's Graduate School of Public Affairs. Simply mail a check payable to the CU Foundation to: CU Foundation, Campus Box 174, P.O. Box 173364, Denver, Colorado 80217-3364. Please write "GSPA" in the memo section of your check.

And help us continue to *take learning public*. For more information, call the CU Foundation at 303-556-4301.

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