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# VIEWS

from the West

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from the West

Fall 2002

Denver • Colorado Springs • Western Slope

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# VIEWS

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## The Changing Face of Excellence

2002 has been a year of change and continued growth at the Graduate School of Public Affairs. Nowhere is this more apparent than in the achievements of our students, faculty, staff and alumni — the people who have made and continue to make GSPA one of the premier institutions of learning in the country.

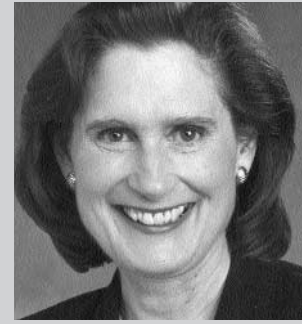
In this issue of *Views*, we take a look at the stories behind some of the many faces at GSPA, from our school's founder to recent graduates and outstanding alumni.



Cover Photo:

Background photo: Leo Riethmayer, GSPA Founder

1. Antoinette Sandoval, Student Services
2. Michael McLeod, GSPA Faculty
3. Tambi Katieb, Western Slope Alumnus
4. Gabriel Kaplan, GSPA Faculty
5. Tracie Keesee, M.C.J. Graduate and Ph.D. Student
6. Dan Montez, M.P.A. Graduate and Director of Budget and Fiscal Planning, University of Colorado at Denver
7. Lydia Walker, Guest Lecturer, Program on Domestic Violence
8. Christine Martell, GSPA Faculty



## Dear Friends of GSPA:

The University of Colorado has a bold new agenda — Vision CU 2010, a system-wide initiative that maps the future of CU. Within this framework, we have identified five action areas: A University Without Walls, A Culture of Excellence, Increasing Resources and using them wisely, Diversity, and an Integrated Infrastructure.

Vision CU 2010 is very much alive at the Graduate School of Public Affairs (GSPA) at the University of Colorado at Denver. To reach this vision, GSPA has set an ambitious agenda of its own, and has already made impressive progress toward meeting both the school's and the university's goals.

GSPA is truly a "university without walls," reaching out to its stakeholders and anticipating the needs of students of public affairs throughout Colorado, the United States and the world. Toward that end, GSPA continues to fine-tune and enhance its programs. A new full-time Accelerated Master of Public Administration degree program is the latest example of how GSPA responds to the needs of its students and the community.

Reaching out on the international front, GSPA has initiated a new cooperative program with the South Korean government to serve as a training ground for public officials from that country.

Recognizing that research and education go hand in hand, graduate students of public affairs are engaged in research on a variety of issues. Some of these interesting and relevant projects are featured

in this issue of *Views*. The Centers at the Graduate School of Public Affairs are also an excellent example of research that extends into the community, breaking down the ivory tower and serving as a resource for the community at large. In this issue, you will read about groundbreaking efforts to move housing policy forward in Nicaragua and, right here in Denver, efforts to preserve Colorado's agricultural and environmental legacy at a farm and educational center for urban youth and families.

In the areas of excellence and diversity, GSPA also has set an ambitious agenda of its own. The school has had impressive success in attracting young faculty from top institutions as well as established leaders and scholars in the field. In 2002, GSPA garnered two awards from the CU President's Office in recognition of its efforts to promote diversity among faculty and students.

Ranked among the top public affairs schools in the U.S., GSPA continues to be an outstanding graduate school and a valuable regional resource. This issue of *Views* reveals the changing faces of excellence at GSPA, and how they are shaping both the school's and the university's vision for tomorrow.

Sincerely,

A handwritten signature in black ink that reads "Elizabeth Hoffman". The signature is fluid and cursive, with a long horizontal line extending from the end.

Elizabeth Hoffman  
President, University of Colorado

## Dear Students, Friends and Colleagues:



The theme for this year's *Views from the West* is "the changing face of excellence." On the cover, you see the changing faces at the University of Colorado's **Graduate School of Public Affairs**. They include new faculty, our students, and our supporters and collaborators. But in emphasizing change, we respect and honor our history. This year we honor the "father of public affairs" at the University of Colorado, Leo Riethmayer, 92. Leo lived the scholar/activist role, nurturing his students, actively participating in local government in Colorado, and building a terrific public affairs graduate program. Later, that program relocated from Boulder to Denver and Colorado Springs, and it grew to become a jewel in CU's crown, the Graduate School of Public Affairs.

One welcome change in our environment seems to be a renewed public attraction to public service, and we are busy creating new programs and program formats to meet new demands. This fall, we rolled out the Accelerated Master of Public Administration program serving full-time students who want to complete their degree in less than a year. Fully enrolled, that program has attracted students from across the country and around the globe. Also this fall, we enrolled a second cohort in our almost-new Executive Leadership Master of Criminal Justice, a program that squarely prepares high-level law enforcement professionals for career advancement.

We're also proud that GSPA is the choice of the Korean government to serve as one of three sites where promising public executives will spend two years earning MPA degrees and certificates while gaining experience in American public organizations. We continue to "grow" our international presence, and this year we host one-third more international students than in the preceding year.

GSPA's institute and centers reach out to impact public policy and public service in very important ways. In the pages that follow, we highlight just a few of those — a collaborative effort to develop housing policy in Nicaragua; support of the Urban Farm, a program that introduces inner-city kids to rural amenities in Denver; leadership programs that shape the future careers of leaders around the state; and surveys that reflect the changing values and preferences of Colorado citizens.

Our students, too, make significant contributions during their stays here. One built a model for a "citizens' academy," soon to be implemented in a Denver suburb. Another proposed a model for open space acquisition and protection in the Pikes Peak region, and a third is leading CU-Denver's effort to redefine its peer schools. Graduates have recently assumed key law enforcement leadership positions in Denver, Colorado Springs, and Grand Junction and earn high honors in academic administration.

We also reach out to educate and to learn from the public. This issue of *Views* highlights some of the ways we do that — a highly successful leadership forum in Colorado Springs, a domestic violence community education series, our annual Legislative Leadership program, and the all-new Franklin James Memorial Lecture Series. We are an outward-facing school grounded in real-world experience, and our community connections are increasingly impressive.

Thanks for your interest in the Graduate School of Public Affairs.

All best regards,

A handwritten signature in black ink that reads "Kathleen Beatty". The signature is fluid and cursive.

Kathleen Beatty  
Dean, Graduate School of Public Affairs



*What's New*

# MANY FACES, Many Facets

## Commitment to Diversity Recognized

*Colorado's population grew 30 percent in the last decade, with minority communities expanding proportionately. Today, 17 percent of our graduate students are individuals of color, more than 10 percent are students from other nations, and almost 60 percent are female. To train the increasingly diverse public leaders of tomorrow, GSPA embarked on a strategic effort to recruit and retain an equally diverse faculty. In 2002, the school received an award to document and further develop this work.*

**R**ecruitment and retention of ethnic minority and women faculty is a top priority for the Graduate School of Public Affairs. Since 1998 the school has successfully recruited four new minority assistant professors and three women. Minority and female assistant professors now account for two-thirds of those on GSPA's Denver and Colorado Springs campuses, and the school boasts the largest concentrations of ethnic minority faculty within a single school at CU.

"We're charged with developing the next generation of Colorado's leaders in public service," says Dean Kathleen Beatty. "We have a special responsibility to be responsive to increasing diversity both in the community at large and at GSPA."

GSPA's approach has been so successful that the school recently received

"We have a special responsibility to be responsive to increasing diversity both in the community at large and at GSPA."



**d i v e r s i t y**

a \$2,370 award to study methods of increasing diversity from the University of Colorado President's Fund to Support the Recruitment and Retention of Minority and Women Faculty. GSPA faculty members Michael McLeod, M. Jae Moon, and Jennifer Wade, along with Associate Dean Linda deLeon developed the research proposal that led to receipt of the award.

"The commitment to build a diverse faculty is a university-wide mission," adds Beatty. "We hope that GSPA's proposal will provide a model for recruiting and retaining ethnic minority

faculty that can be useful to other schools in the CU system."

Faculty and students plan to document the successful experiences and approaches used in recent faculty searches, conduct focus groups among minority public administrators at a national level, and tap University of Colorado faculty of color for input. GSPA faculty will also travel to the annual Conference of Minority Public Administrators to survey and meet with other faculty of color and discuss strategies used at their institutions. 🏛️

## 2002 PRESIDENT'S DIVERSITY AWARD GOES TO GSPA

GSPA was honored with a President's Diversity Award, University of Colorado President Betsy Hoffman announced at the annual systemwide diversity conference in April.

The award of \$2,500 is given to an individual or entity such as a department, college or center for the best implementation of their diversity plan at the academic or administrative level. A systemwide committee selects the recipient.

CU-Denver Vice Chancellor of Academic and Student Affairs Margaret "Midge" Cozzens nominated GSPA for the 2002 award.

"GSPA has greatly increased faculty diversity in just three years," says Vice

Chancellor Cozzens. "They have an excellent strategic diversity plan that is embedded in their academic plan." This diversity extends beyond the faculty; half of the school's staff is also minority.

By providing a diverse faculty and staff, GSPA also creates an environment for minority and female students that is student-friendly, values diversity, and creates the sense of a true community of students and faculty working together. Seventeen percent of the student population are

minorities, the highest percentage of any graduate program at CU-Denver, and possibly the highest percentage of any graduate program on CU's four campuses. Fifty-nine percent of the students are women, and 10 percent are international.

In a congratulatory letter, Assistant to the Vice President Ron Gallegos noted, "The Graduate School of Public

Affairs certainly is an exemplary model that truly enhances and advances diversity efforts at the University of Colorado."

**"GSPA has an excellent strategic diversity plan embedded in their academic plan."**





# SPRINGS LEADERSHIP CONFERENCE Attracts Community Leaders

**O**n April 4, 2002, CU-Colorado Springs Graduate School of Public Affairs played host to a who's who of community leaders in southern Colorado. It was all part of the GSPA's fourth annual Colorado Springs Leadership Conference. Some 180 professionals representing education, government, and the private sector attended, including the Colorado Springs mayor, county manager, county and city officials, school district managers, law enforcement professionals, and others. GSPA students and alumni were also invited for an outstanding opportunity to meet and talk with community leaders.

The topic of this year's conference was crisis-proof leadership. "The program was well-timed and well-received," says GSPA Associate Dean Fred Rainguet. "That GSPA can be a catalyst for an event like this is wonderful."

Designed for current and emerging community leaders in southern Colorado, the conference delivered a day of practical training and innovative thinking to prepare listeners for effective leadership. Speaker Blaine Lee, Ph.D., vice president of the Franklin Covey Company and an internationally known expert on time management and leadership development,

emphasized principle-centered leadership and encouraged self-reflection and group examination. He stressed that "to become leaders ourselves, we must have the important things in life squared away." He also offered practical advice for creating success in a workplace full of legal, political, and social landmines. Other topics included aligning financial, personnel, technology and communications systems for maximum impact given limited resources, plus effectively preparing for uncertainty.

For many audience members, the conference provided a welcome opportunity to tour expanded

campus facilities in Colorado Springs. "Although a lot of our local leaders are GSPA graduates, a fair number haven't seen recent university improvements, like El Pomar Center, which is home to a new library and media center, the Housing Village, and new University Center," explains Rainguet.



Keynote speaker Blaine Lee, Ph.D., of the Franklin Covey company, gave a dynamic presentation on principle-centered leadership.

*The Leadership Conference was partially funded by an event sponsorship gift to GSPA from the Gill Foundation's Gay and Lesbian Fund for Colorado. The Gill Foundation is a Denver-based philanthropic organization that supports worthwhile community programs. 🏛️*



## ACCELERATED MPA New, Fast, Full Time

**F**or graduate students, earning a degree while working full time is an ongoing challenge. Now, GSPA has an alternative to the traditional two-year M.P.A. program — the new Accelerated Master of Public Administration (M.P.A.) degree. This intensive program allows students to focus their energies in concentrated study, completing a nationally accredited M.P.A. in less than a year. The Accelerated M.P.A. program kicks off its first cohort this fall.

Like all GSPA programs, the new Accelerated M.P.A. brings together academically superior students with dedicated faculty. The curriculum includes the return of a popular course at GSPA, *Hard Choices*, taught by former Colorado Gov. Dick Lamm and former GSPA Dean and Director of the Institute for Public Policy Marshall Kaplan.

“The creation of the full-time Accelerated M.P.A. Program is an excellent addition to GSPA and a fine complement to GSPA’s historical evening programs,” says Pete Wolfe, Accelerated M.P.A. program director.

“Practitioners who hold jobs in government agencies have the need for an advanced degree, but may find it difficult to take more than a year off from their positions,” adds Bob Gage, director of M.P.A. programs. “I think we have an exciting model here that schools nationwide may want to follow.”

The Accelerated M.P.A. is ideal for recent bachelor’s degree graduates, mid-career practitioners whose employers support one-year sabbaticals, and international students who face time and financial constraints.

Prospective students seeking more information should contact Pete Wolfe at 303-556-5985 or [Pete.Wolfe@cudenver.edu](mailto:Pete.Wolfe@cudenver.edu). 🏛️

### STUDENTS’ WORK GOES DIGITAL

How do you assess learning outcomes and help students get jobs at the same time? Go online, according to GSPA Associate Dean Linda deLeon.

DeLeon is coordinating the development of a new digital portfolio for Graduate School of Public Affairs students. The initiative has two components: a “developmental” portfolio and a “showcase” portfolio.

Students first go online to manage their learning, measuring developing knowledge and skills against school and national standards.

“The developmental portfolio is designed to help students take charge and be strategic about their learning,” says deLeon.

Students later transfer examples of their best work to a showcase portfolio website, using a template designed by former Assistant Professor M. Jae Moon. Prospective employers will have access to the showcase portfolio.

“One purpose of the portfolios is to get a clearer sense of how GSPA is doing in fulfilling its educational mission,” adds deLeon.

If testing goes well, the digital portfolio will be available next spring. It was developed in conjunction with Vickey Wood, Ph.D., a Teaching and Learning with Technology Fellow, and is hosted by eCollege, GSPA’s online class platform. For information, e-mail Associate Dean Linda deLeon at [Linda.deLeon@cudenver.edu](mailto:Linda.deLeon@cudenver.edu).



# FROM SOUTH KOREA TO COLORADO: New Training Program Gets Underway

**T**he Graduate School of Public Affairs is one of three top graduate schools in the country chosen to train officials from South Korea in an intensive public administration and internship program.

In February 2002, GSPA entered into a memorandum of understanding with the South Korean Ministry of Government and Home Affairs (MOGAHA). Under this agreement, GSPA will provide training and education services to government officials and personnel of the MOGAHA from 2002 to 2004. The University of California at San Diego and Duke University are the only other U.S. graduate schools selected.

The effort to bring South Korean students to GSPA was spearheaded by Dean Kathleen Beatty and former Assistant Professor M. Jae Moon.

“The Ministry sends over 100 officials to two-year training programs in the U.S., Japan and European countries,” says Moon. “Most students want to study in the States. There are more institutions here, you can improve your spoken English, and make valuable connections.”

Most of the students participating in the program come to GSPA with an M.P.A. degree from a South Korean university. To make the experience more valuable to them, the program was structured with one year of intensive academic training and one year of practical experience in the form of an internship. Students have the option of pursuing either an M.P.A. degree or a certificate. The South Korean government provides funding for tuition and fees.

“This may well be the future direction of the MOGAHA program,” notes Moon. “We hope this is a stepping stone for future international programs at GSPA.”

The number of South Korean students studying at GSPA has grown from two in 1990 to 30 in 2002, a dramatic expansion. The first students in the new pilot program began their studies this fall.

South Korean students are part of a growing international student community at GSPA. “GSPA plans to continue to cultivate a friendly and globally oriented culture in which domestic and international students can learn from each other,” Beatty says. 🏛️



Chul-Young Roh, coordinator of international field study (back row, second from left), and Pete Wolfe, Accelerated M.P.A. program director (back row, fifth from left), join officials from South Korea studying at GSPA this fall as part of a new initiative with the South Korean Ministry of Government and Home Affairs.



*Faculty on the Forefront*

# FRESH Faces

## GSPA Welcomes Four from Leading Institutions

*Excellence in education starts with talented teachers. Nowhere is that more evident than in the four new faculty members who have recently joined the growing roster at the Graduate School of Public Affairs.*

**T**rained at leading graduate schools and representing different specialties in public affairs, each new faculty member brings a unique perspective to GSPA.

“We’re proud of the caliber of candidates we now attract,” Dean Kathleen Beatty says. “We’re delighted that these individuals are bringing their strengths and experience to GSPA.”

**GEORGE BUSENBERG, PH.D.  
ASSISTANT PROFESSOR**

California native George Busenberg, Ph.D., comes to GSPA by way of the University of

Nevada, Las Vegas, where he was an assistant professor in the Department of Environmental Studies.

Busenberg’s research focus is environmental policy, an area in which GSPA is a recognized leader. He is particularly interested in applying theories of the policy process to urgent issues in public affairs.

He has studied processes of learning and innovation in public policy, models of policy failure, citizen participation in public affairs, and collaborative approaches to the use of science in policy decisions. He has applied these concepts to studies of major environmental risks, including hot topics such as marine oil pollution and wildfire management.

Busenberg’s research often applies a historical approach approach, such as his study of the the evolution of American wildfire policy since 1905. “A self-defeating wildfire suppression policy was established in the early 20th century, and reinforced for

*Top Left*  
Assistant Professor  
George Busenberg, Ph.D.  
Studies wildfire policy

*Top Right*  
Assistant Professor  
Gabriel Kaplan, Ph.D.  
A passion for governance

*Bottom Left*  
Professor Paul Teske, Ph.D.  
An economic perspective

*Bottom Right*  
Professor Don Klingner, Ph.D.  
Human resources authority



n e w   f a c e s



many decades thereafter,” he notes. “The longstanding reinforcement of this policy has greatly increased the risk of severe wildfires in America.”

Busenberg earned his Ph.D. in environmental management and policy from the University of North Carolina at Chapel Hill, and his B.A. in sociology from Rice University. He also received a National Science Foundation grant to study the prevention of marine oil spills in Alaska and Scotland’s Shetland Islands. Busenberg began teaching public and environmental policy on the CU-Denver campus this fall.

**GABRIEL KAPLAN, PH.D.**  
**ASSISTANT PROFESSOR**

Gabriel Kaplan, a recent graduate of Harvard’s Kennedy School of Government, already has an impressive research track record.

A self-described “child of academics,” Kaplan is interested in politics and public policy. His research interests encompass nonprofit and public management, organization and management theory, and governance.

Kaplan’s doctoral dissertation, *Between Politics and Markets: The Institutional Allocation of Resources in Higher Education*, examined economic, social, and political models to evaluate the effects of ownership forms on resource allocations among institutions of higher education.

Active in presidential and gubernatorial campaigns in the 1980s, Kaplan likes getting into the fray of politics and being part of the “great current of history.” He is also passionate about teaching, and reports that in the classroom he likes to create an environment in which students are forced to engage with the material so that they advance their grasp of the subject and discover limitations in their understanding.

“Gabriel is an outstanding beginning assistant professor candidate,” says Dean Beatty. “He will be a great addition in teaching in both the M.P.A. and Ph.D. programs.”

In addition to a Ph.D. in public policy from the Kennedy School, Kaplan has a joint master’s

degree in public affairs/urban and regional planning from Princeton’s Woodrow Wilson School, and a B.A. in history from Columbia. He has received numerous grants and awards including fellowships from the Social Science Research Council’s Program on Philanthropy and the Nonprofit Sector, and the Aspen Institute’s Nonprofit Sector Research Fund, among others.

Kaplan, his wife and young twin sons are excited about being in Denver. “You don’t always have the opportunity to choose where you live and work. We’re thrilled,” he says.

**PAUL TESKE, PH.D.**  
**PROFESSOR**

Political economist Paul Teske will join the GSPA faculty as a full professor in fall 2003. Teske comes to Denver from SUNY Stony Brook where he directs that school’s public policy program. He has been associated with SUNY since 1988, and also directed its Ph.D. in public policy program.

“Paul has a long and varied research agenda,” says Beatty. “He is a world-class scholar.”

Teske brings an economic perspective to teaching public policy. “Economics and policy defines what public affairs is about. I try to bring that to students in a meaningful way,” he says. His research interests include regulation and the role of government, school choice, and American state and local government, which Teske feels is under-researched as compared to the federal government.

Before moving to the academic arena, Teske was a strategic planner and senior economist for the New York City Transit Authority. “I’ve been interested in public affairs from early on,” he notes. “After holding a ‘regular’ job, I decided I preferred academics.”

Teske is an Affiliated Research Fellow of the Columbia University Business School Institute for Tele-Information, and has been a visiting professor of politics and public affairs at Princeton. He holds a Ph.D. and an M.P.A. from Princeton’s Woodrow Wilson School of Public and International Affairs, and received a B.A. with highest honors in economics from the University of North Carolina, Chapel Hill.

He is the co-author of five books, including *Choosing Schools*, the basis for a *New York Times* story on test scores in East Harlem.

GSPA as well as Denver's revitalization and quality of life attracted Teske to Colorado. "I'm very impressed with the school's program," he says. "I feel that my experience will be very helpful in moving GSPA forward with its goals and developing programs."

**DON KLINGNER, PH.D.**  
PROFESSOR

If you're trying to get in touch with new Professor Don Klingner, Ph.D., you might try Colorado Springs or Denver — or China or Mexico. Klingner, an international public personnel management expert, travels frequently to collaborate with colleagues or teach in other countries.

Klingner started teaching at GSPA in 2001. Previously, he was a professor in the School of Policy and Management at Florida International University in Miami. Since 1985, he held a variety of positions at FIU, including associate dean of the College of Urban and Public Affairs, and public administration program coordinator.

"I love teaching," comments Klingner, who instructs doctoral and human resources courses. An avid backpacker, he developed and led, with faculty members Mary Dodge and Lloyd Burton, a popular wilderness class on leadership development and decision making.

Klingner is active in a variety of national and international professional associations, and currently chairs the international and comparative administration section of the American Society for Public Administration.

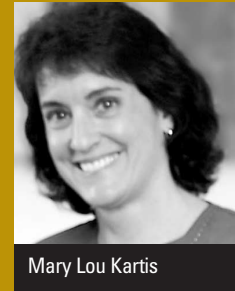
Klingner has a Ph.D. in public administration from the University of Southern California, Los Angeles, an M.A. in government from George Washington University, and a B.A. in political science from the University of California, Berkeley. He is the author of more than 60 journal articles and book chapters, and 11 books, including the classic human resources text *Public Personnel Management*, co-authored with John Nalbandian. 🏛️

## FACULTY & STAFF KUDOS

GSPA's 2002 Outstanding Research Award went to Assistant Professor **Mary Dodge** for her insightful work in the field of criminal justice.

An exemplary record of service earned Professor **Robert Gage** GSPA's Campus Service Award for 2002.

**Mary Lou Kartis**, assistant to the dean, is the 2002 Outstanding Staff Member at the University of Colorado at Colorado Springs. Kartis, a 14-year CU employee, earned the award for her loyalty and incredible service.



Mary Lou Kartis

Instructor **Michael McLeod** received summer funding to update the required class Policy Process and Democracy with additional content on aging and public policy in the U.S.

**M. Jae Moon** was recognized with GSPA's Outstanding Teaching Award. GSPA extends best wishes to Moon as he moves into the next phase of his career at Texas A&M.

Project Safeguard honored advocate, administrator and activist **Barbara Paradiso**, coordinator of GSPA's Program on Domestic Violence, with the Social Change Community Advocate Award.

Professor **Mark Pogrebin** received a CU-Denver Faculty Grant Award of \$4,600 for research entitled *Women Prisoners Reintegration Problems on Parole: The Collateral Costs of Imprisonment*.

Assistant Professor **Jennifer Wade** was honored with a 2001-2002 Junior Faculty Development Award for her research proposal *Evaluating Social Entrepreneurship in the State of Colorado*. Wade will use the funding to conduct a survey of Colorado nonprofit organizations.



*The Center of Things*

# Scholarship Takes MANY FORMS

Down on the Farm with the Center for Human Investment Policy

*What does a farm have to do with an urban university? More to the point, what does a farm have to do with the Graduate School of Public Affairs? These questions are often asked of Donna Garnett, executive director of GSPA's Center for Human Investment Policy (CHIP), and Khadija Haynes, executive director of The Urban Farm on the site of Denver's former Stapleton airport.*

Ten years ago, Garnett and Haynes envisioned a place in the city where children and youth could find their agricultural and cultural "roots." They were inspired by a mutual friendship with a youth from one of northeast Denver's poorest

and most crime-ridden neighborhoods. This 19-year-old claimed to be the only one of his peers who had not been arrested. When asked why not, he replied that he was able to stay out of harm's way because he was "always at the barn."

That conversation led to the development of The Urban Farm (TUF). Initially, the relationship between TUF and CHIP was one in which the central work of CHIP (evaluating the effects of local and state initiatives on child outcomes in education, youth crime prevention, and mental health and health) could be brought to bear on programming for disadvantaged children and youth. Years of research on programs that work have significantly shaped the educational and preventative programs run by TUF. Nearly 3,000 children and youth have participated in research-based programs at the 23-acre farm developed in part by CHIP researchers working with farm staff.

## CHIP AND THE URBAN FARM: CONNECTING URBAN KIDS AND FAMILIES WITH AGRICULTURE

- Learn to be stewards for agriculture and open space for generations to come.
- Have access to Colorado's outdoor educational and recreational opportunities, and to the state's multi-billion dollar agricultural industry.
- Learn applied animal and plant science through hands-on, experiential learning.
- Experience the rich cultural heritage of the diverse peoples who have contributed to the agricultural development of the Denver community.
- Discover an alternative to destructive activities.



**c o n n e c t i n g**





Kids learn about their agricultural heritage firsthand in programs developed by the Center for Human Investment Policy and Stapleton's Urban Farm

These programs have many potential public policy and political impacts. For example, at the farm, urban children learn important lessons about the connection of water to all aspects of Colorado life — and discover how the water-use decisions they make can have statewide impact. The farm has become a place where children, youth and adults in the metro area can experience Colorado's agrarian roots, develop a sense of responsibility for the well-being of the environment, and learn to live compatibly with both humans and animals.

#### TESTING NEW IDEAS, SHAPING A NEW LANDSCAPE

The farm continues to be a rich laboratory for new approaches, techniques and technologies. Recently CHIP, the Denver Public Schools and a coalition of community-based programs applied for a federal grant to implement an experiential learning laboratory for teachers of young children at the farm. If funded, the lab will serve as a hands-on staff

development lab where teachers learn experiential approaches to teaching Colorado content standards.

TUF is the site of renewable energy technologies, and recently hosted the Colorado Sustainable Living Round-Up where Denver residents explore alternative fuels and energy sources. Other partners included the Governor's Office of Energy Management and Conservation, the Colorado Business Energy Partnership, and Xcel Energy, among others.

Finally, the Urban Farm-CHIP partnership has literally and figuratively helped to shape the landscape of the new communities on the Stapleton site. Since moving there four years ago, TUF has been integrally involved in formulating the long- and short-term plans for open space and trails, the educational settings, and even the recreational offerings of Stapleton's internationally acclaimed site plan.

So what does a farm have to do with an urban university? Everything when it comes to creating a farm legacy in the middle of the city. 🏡

# INSTITUTE TACKLES Nicaraguan Housing Shortage

*Last year, housing leaders from Nicaragua, the United States and international financial institutions convened with an ambitious goal: to develop effective, comprehensive strategic policies and programs to solve Nicaragua's housing shortage. The Nicaragua-U.S. Housing Policy and Finance Forums were facilitated by GSPA's Institute for Policy Implementation.*

“**T**his was not a theoretical exercise,” says Marshall Kaplan, director of the institute and former GSPA dean. “We were helping two nations work together to expand housing opportunities for Nicaraguan citizens.”

The initiative began in 2000 when the Department of Housing and Urban Development (HUD) approached Kaplan with funding.

“The institute had previous experience setting up secondary mortgage markets in Brazil,” adds Peggy Cuciti, research analyst and part of the forum team. “Our ability to build consensus there impressed HUD.”

In just four months, Kaplan and his colleagues assembled housing leaders from America and Nicaragua, including experts on setting up free market housing systems from Ginnie Mae, Fannie Mae, mortgage banks and title companies.

Two forums were held in Managua, Nicaragua, and one in Keystone, Colorado, with the goals of expanding access to capital for housing and increasing housing options for low-income citizens.

## FEW HOMES — AND FEWER MORTGAGES

According to Kaplan, nearly one million housing units are needed in Nicaragua, yet few are built. Ninety



Out with the old, in with the new. GSPA Forums improve housing for the people.

percent of Nicaraguans cannot buy homes due to lack of income, savings or access to loans.

“No secondary mortgage market exists there,” Kaplan explains. “Building and development are minimal and undercapitalized. For the most part, governing institutions have not defined and implemented effective and equitable housing policies, strategies and programs.”

Add to that confusing land titles, an uneven legal framework, a lack of infrastructure and few competitive investments — and mortgage financing in Nicaragua was a commodity available to just a few affluent households.

## ENCOURAGING RESULTS

Already, three major proposals from the forums have been endorsed by the Nicaraguan government. These include the creation of Instituto Nicaraguense de Vivienda Urbana (INVUR), a HUD-like governmental agency, legislation allowing housing securitization, and a new land title registry. The Inter-American Development Bank (IDB) has committed \$40 million to low-income housing as a result. Employer-assisted employee housing and a new nonprofit housing leadership action group are also in the works.

“There are few opportunities in life to make a real long-term difference that you can see or feel relatively quickly,” says Kaplan. “This is one. It’s been a nice success story.”

For a copy of the institute’s full report, *Expanding Housing Opportunities in Nicaragua*, contact Marshall Kaplan at 303-820-5605. 🏠



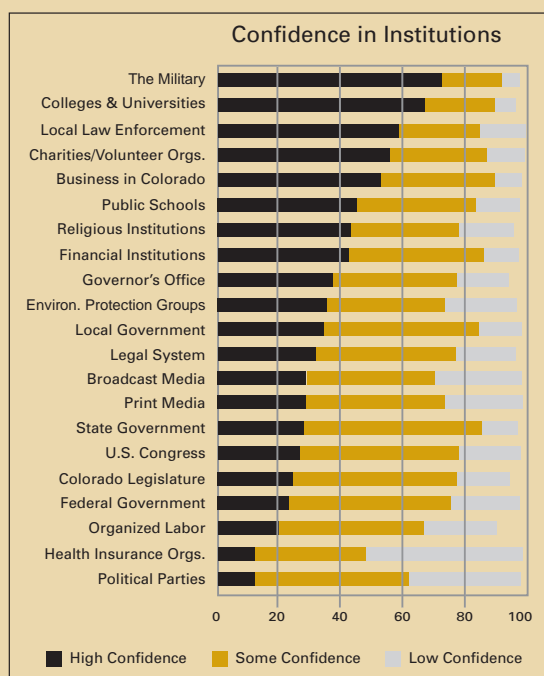
## IN WAKE OF 9/11, State Is Thoughtful

**O**n May 29, 2002, the Wells Fargo Public Opinion Research Program at GSPA released its eighth Mind of Colorado Survey, an annual snapshot of how Colorado is doing economically, socially, and politically. In 2002, the survey also addressed the effects of the events of September 11, 2001, on Coloradans and their views of related policy issues.

**The personal impact** — After 9/11, a substantial minority of Coloradans reassessed what is important and changed aspects of their daily behavior such as time spent with family or relatives and contributions to community organizations and charities.

**Think future terrorism in our state unlikely** — Seven out of 10 Coloradans thought that there would be acts of terrorism in the next few months, but only one in five felt they would occur here.

**Confidence in military at all-time high** — The military received the highest ranking (73 percent) on the survey's confidence index, up almost 20 percentage points from 2001.




**Differing views on America's response** — Coloradans are divided on what our country's top policy priority should be — a military response (45 percent) or addressing underlying causes of terrorist attacks (37 percent).

**Increased security and civil liberties should be balanced** — Most (54 percent) would favor tighter security even if it means giving up some freedoms. However, this is tempered by a commitment to civil liberties. For example, few support requiring a national identity card or expanding law enforcement access to personal information or communications.

**Split on immigration** — Respondents were almost equally divided on whether or not immigration had a negative or positive effect, and whether illegal immigrants should be granted amnesty or be made to leave.

**Support for English immersion** — When it comes to teaching non-English-speaking students, 66 percent favor immersion over bilingual education. Sixty-three percent said they would vote for a ballot issue requiring all school districts in Colorado to teach English through immersion programs.

**Energy conservation favored** — National energy policy should emphasize conservation and development of renewable or alternative energy sources over increased domestic production, 64 percent say. Even so, a majority of Coloradans said they would support new oil and gas development in the state. "Overall, two out of three Coloradans think the state is going in the right direction," notes Peggy Cuciti, the program's director. "Citizens are, however, concerned about the economy." The rating of the state's economy was the lowest in seven years. Another "hot" issue was health insurance, a concern for most citizens.

The Mind of Colorado Survey polled 719 randomly selected Colorado registered voters. For a complete copy, contact the Wells Fargo Public Opinion Research Program at 303-820-5628. 



# DCLF HONES SKILLS of Emerging Leaders

**D**enver is one of America's most vibrant cities. But the vitality of any dynamic urban center depends on its ability to continue to produce leaders who can shape the future of their communities.

As its name implies, the Center for Public-Private Sector Cooperation at GSPA helps bring together diverse groups to solve problems and meet challenges. One of the center's flagship programs is the Denver Community Leadership Forum (DCLF), an annual course that's one of the most sought-after leadership training programs in the region.

The DCLF offers a unique training experience based on the assumption that special collaborative leadership skills are required to solve the complex problems our society faces today.

**"The primary goal of DCLF is fostering understanding and respect."**

*Lisa Carlson, Executive Director  
Center for Public-Private Sector Cooperation  
Center for the Improvement of Public Management*

Over 10 months, participants meet to take part in interactive learning experiences, ranging from conflict management to broader topics such as leadership theory. Respected academics, experts in the leadership field, DCLF alumni and acknowledged leaders share their expertise with "students." A highlight of the program is a five-day Outward Bound course.

**"DCLF builds a greater sense of community in the Denver area and increases opportunities for the region. The fact that you know people in public, private, and nonprofit sector positions is very powerful."**

*Congressman Mark Udall  
Former Executive Director, Colorado Outward Bound*

DCLF alumnus and Colorado Congressman Mark Udall first became involved with the program when he was executive director of Colorado Outward Bound.

He notes, "The Outward Bound course gives you immediate feedback about your working style and confirmation of your leadership skills."

"You can see the leadership ebb and flow from one person to another," adds DCLF Director Effley Brooks.

**"It was a good way to learn about individual leadership strengths, and how to use those in organizational structures."**

*Ken Buckius  
Senior Vice President, Bank of Cherry Creek  
Member, Douglas County School Board*

For DCLF alumni, the program leads to friendships and alliances that last throughout careers and lifetimes. Alumni include present and former members of Denver city government, Colorado and national legislators, business executives, government managers, nonprofit executives, community activists, and others. Approximately 35 applicants are accepted each year.

**"DCLF is a life-changing experience. The network of resources I now have is worth far more than the investment in the program."**

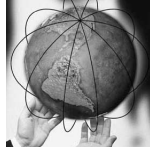
*Reggie Moore, Associate Director  
Hope Communities*



Don Hawkinson, DCLF Class of 2002

Class of 2002 on a five-day Colorado Outward Bound leadership and teamwork course, a highlight of DCLF.

For more information, call Effley Brooks, DCLF program director, at 303-820-5667, or visit [www.centers.cudenver.edu](http://www.centers.cudenver.edu) 



*Special Features*

# FACES OF Leadership

## Riethmayer Set the Tone for Public Affairs in Colorado

*There used to be a map of the world on the wall of Leo C. Riethmayer's office at CU-Boulder. It was stuck full of pins, each representing the whereabouts of a student whose life he had touched as an advisor or teacher. After three decades at the helm of CU's public administration graduate program, those students numbered more than 500 and held positions in every state and more than 20 countries.*

**G**odfather. Gracious, but firm. Genuine. Father confessor. Interested in people. These are the words former students and colleagues use to describe their teacher,

mentor and friend, Leo C. Riethmayer — a man who has been involved in shaping public administration education in Colorado, the U.S. and beyond.

Reithmayer earned his Ph.D. in political science, with an emphasis in public administration, at the University of Iowa in 1942. He joined the faculty of the University of Colorado at Boulder in 1946, and became director of the Graduate Program in Public Administration in 1947.

“At the time, the Colorado Municipal League was housed on the CU campus,” Riethmayer says. “Coming here was a double opportunity for me to teach and work with people in local government.”

Riethmayer remained at CU for more than 30 years — ultimately involved in founding what is today the Graduate School of Public Affairs. When he retired in 1978, he was professor of public administration and director of the Division of Public Administration at GSPA, but he had also chaired the Department of

### ANNUAL AWARDS DINNER CELEBRATES EXCELLENCE

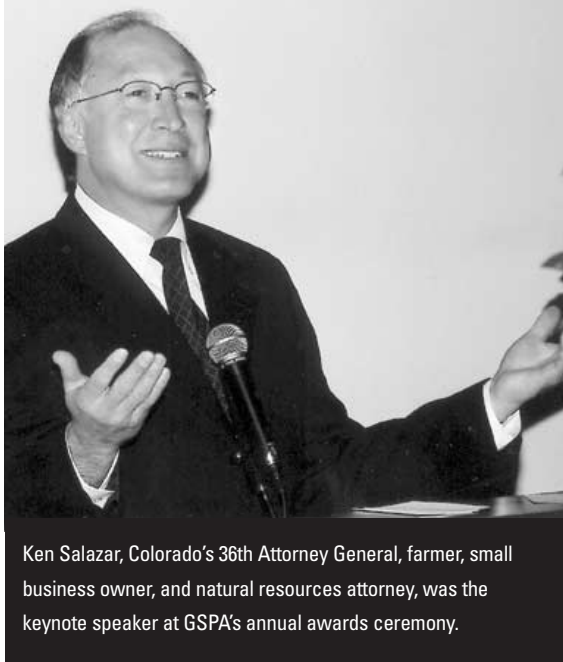
Dr. Leo C. Riethmayer is pictured with Gary Sears, winner of the 2002 Riethmayer Award for outstanding public administration.

Riethmayer, 92, directed graduate education in public affairs at CU for more than three decades, inspiring the award given each spring in his name.

Sears, city manager of Englewood, Colorado, has spent three decades guiding communities across the state. He has served many cities and towns in management and administrative capacities, including Glendale, Silverthorne, Greeley and Loveland. A former student of Riethmayer's, he received his M.P.A. degree in 1972.

i n s p i r a t i o n a l





Ken Salazar, Colorado's 36th Attorney General, farmer, small business owner, and natural resources attorney, was the keynote speaker at GSPA's annual awards ceremony.

Political Science and directed CU's Bureau of Governmental Research and Service. Upon his retirement, the Colorado Chapter of Phi Alpha Alpha and the Colorado Chapter of the American Society for Public Administration created the annual Riethmayer Award in his name.

Former student Wendell Pryor, civil rights director for the State of Colorado, remembers Riethmayer as someone who "set a tone and a style" for everything that he did. "He's the godfather of public administration," says Pryor, who credits his former mentor with having a positive influence that set him on a lifelong career path.

Riethmayer is legendary for his contacts and connections, and for his ability to help people get jobs. Sam Mamet, now associate director of the Colorado Municipal League, notes, "He had more connections in his back pocket than anyone I know."

Mamet's boss, Municipal League executive director Ken Bueche, was at CU-Boulder in 1962 as an intern in Riethmayer's Bureau of Governmental Research. "I regard him as the reason why I've had a 30-plus year career with the Colorado Municipal League," he says.

"Leo always kept tabs on his students," notes John Buechner, former president of the University of Colorado and a professor at GSPA. Riethmayer brought Buechner to the university in 1963 as a

faculty member in the Department of Political Science and assistant director of the Bureau of Governmental Research and Service. The two remain friends and share a love of local government.

Mike Capp, city manager of Glenwood Springs, comments that Riethmayer, who was Capp's advisor, "made CU one of the best graduate schools for public administration."

Linda Barton, now the city manager in Livermore, California, was a student and employee of Riethmayer's. She recalls that he "...was a wonderful mentor and role model... He always knew all of us personally. I remain impressed with his commitment, his caring, and his sense of correctness."

A California native, Riethmayer has a B.A. and M.A. in political science from Texas Tech University and was teaching there during World War II when he entered service in the Office of the Secretary of War in Washington, D.C. He has been a visiting professor at the City University of New York; the University of California, Los Angeles; the University of Southern California; and the University of the Philippines, Manila.

Riethmayer practiced what he taught, becoming involved with federal and state government and holding office. Among his many accomplishments, he was on the Colorado State Commission on Judicial Qualifications, mayor of the city of Boulder, a member of the Boulder City Council and Boulder County Planning Commission, district president of the Colorado Municipal League, and on many civil service examining boards. He is a member of the National Defense Executive Reserve, emeritus.

Looking back, Riethmayer reflects that public administration education has become more professional over the years. "Schools today have a sense of purpose," he notes, "and governments are making more use of 'professional people.'"

Today, many former students and colleagues still stop by to have lunch with Riethmayer and Ura, his wife of 67 years. "I've had a gratifying career," he says. A modest summation from a man who's made so many contributions to the field of public administration. 🏛️





# Domestic Violence Program and HealthONE Alliance BRING EXPERTS TO GSPA

The HealthONE Alliance Community Education Series, launched last year, brings nationally recognized experts to Denver to work with students in GSPA's Program on Domestic Violence (PDV) and provides information to the community. The series is sponsored by the PDV and the HealthONE Alliance, Inc., a nonprofit organization committed to excellence in health care by supporting medical education, research, and philanthropy.

Jeffrey L. Edleson kicked off the series in 2001 with *When Child Abuse and Woman Battering Co-Occur: Emerging Research, Policy and Practice*. Edleson, a professor of social work at the University of Minnesota, focused on the effects of child exposure to domestic violence and offered information on new policies and practices being developed by communities across North America to respond to families where child abuse and woman battering are co-occurring.

Internationally known fund-raiser, trainer, consultant and writer Kim Klein followed with *Grassroots Fund Raising: Creating an Effective Donor Program for Stability and Growth*. Klein's course covered the basic principals of fund-raising and how to use them to establish, maintain and expand successful community-based fund-raising programs. A specialist in training nonprofit organizations that are working for social justice, Klein is the founder and publisher of Chardon Press, which publishes the *Grassroots Fundraising Journal*.

In December 2001, eminent author and attorney Elizabeth M. Schneider conducted a workshop titled *Battered Women and Lawmaking: History, Tensions and New Directions*. The workshop examined the legal process that has brought the gravity and pervasiveness of domestic violence to the public's consciousness.



Jeffrey L. Edleson, Ph.D.

*Policy specialist on child witnesses to domestic violence*



Kim Klein

*A specialist in training nonprofit organizations*



Elizabeth Schneider, J.D.

*Authority on domestic violence issues and feminist jurisprudence*



Lydia Walker, M.A.

*Specialist on respectful service provision for battered women*



Jacquelyn C. Campbell, Ph.D., R.N., F.A.A.N.

*Expert on the health impacts of domestic violence*



Barbara Paradiso

*Directs GSPA Program on Domestic Violence*

During “winterim,” Lydia Walker offered *Understanding and Intervening in Domestic Violence*, a credit course. A nationally known speaker, trainer and author, Walker is a former member of the National Coalition Against Domestic Violence Steering Committee, author of *Reaching Rural Battered Women*, and contributing author to *Then We Went to a Safe Place* and *Naming the Violence*.

Spring and summer 2002 saw two more workshops in the series. Jacquelyn C. Campbell, professor and associate dean for the Ph.D. program and research at the Johns Hopkins School of Nursing, presented *Sanctions and Sanctuary: The Community Health Response that Can End Domestic Violence*. Campbell, who has 20 years of experience working with wife abuse shelters

and advocacy organizations, described her research on women’s responses to battering, marital rape, abuse during pregnancy, and intimate partner homicide.

Wrapping up the 2001-2002 series was Julie Field, who gave a half-day workshop on *Confidentiality: Protecting the Privacy of Battered Women and their Children*. Field is a law professor and law clinic director at the University of Denver College of Law.

The Program on Domestic Violence is the first of its kind in the nation, preparing students for leadership roles in nonprofit and governmental organizations that address violence against women and children. For more information about this unique master of public administration degree, contact Barbara Paradiso at 303-556-5994. 🏛️

## COLORADO SENATOR HONORED WITH ALUMNI AWARD

Ronald “Ron” Teck received this year’s CU-Denver Alumni Legislative Award on May 11, 2002. The award is bestowed on an individual who has tirelessly promoted the value of higher education.

Teck is a Republican senator representing Mesa County on Colorado’s Western Slope. He was first elected to the Colorado Senate in 1998, and early on was appointed chairman of the prestigious Senate Finance Committee. In 1999, Teck was named Legislator of the Year by the Economic Development Council of Colorado in recognition of his leadership on tax reform. Education and law enforcement are other top priorities for the senator.

While in office, Teck has worked hard for improvements in K-12 education, such as enhancing teacher quality. He is also a champion of increasing higher education programs available to citizens on the Western Slope. “I’d like to see a variety of graduate

programs offered,” he says. Teck knows the value of higher education firsthand. He is a graduate of GSPA’s Western Slope program and earned an M.P.A. in 2000.



Colorado State Senator Ronald J. Teck  
M.P.A. graduate and recipient of the 2002 Alumni  
Association Legislative Award



# Legislators Gather at NON-PARTISAN RETREAT

**W**hat issues are top of mind with Colorado legislators? How can the Colorado General Assembly be more effective? These and other topics were discussed at the Graduate School of Public Affairs' third Legislative Leadership Forum on October 28 and 29, 2001.

Like the successful 1997 and 1999 forums, the 2001 event was a one-and-one-half day retreat for state legislators where a facilitator works with members to develop strategies for coping with legislative change and important issues. The setting was El Pomar Foundation's Penrose House.

"The forum provides a unique opportunity for legislators to be introspective about their institution and discuss pressing issues," says GSPA Dean Kathleen Beatty.

E.J. Dionne, reporter for the *Washington Post* and a Brookings Institution Fellow, opened the retreat with post-9/11 reflections on how the U.S. government handled the terrorist attacks, drawing from his book *Why Americans Hate Politics*. A press panel consisting of Sue O'Brien of *The Denver Post*, Carl Hilliard, formerly of the *Post*, and Tom McAvoy of the *Pueblo Chieftain* responded to Dionne's remarks. CU President Betsy Hoffman introduced Dionne and facilitated the discussion.



From left to right: Carl Hilliard, Sue O'Brien, E.J. Dionne, Tom McAvoy



From left to right: Senator Norma Anderson, Representative Joyce Lawrence, Dean Kathleen Beatty

The next day, nationally known leadership educator Marty Linsky facilitated discussion of legislative leadership in times of change. Participants spent the morning reflecting on the current state of the Colorado legislature and factors that have contributed to legislative change, issues raised at earlier Legislative Leadership Forums. Context was provided by Director of Legislative Counsel Charlie Brown and Director of Legislative Legal Services Doug Brown, who gave an informative presentation on the history of the state's assembly. In the afternoon, legislators participated in

a learning and leadership exercise.

Participants would like to see a similar varied program and leadership exercises on the agenda for the next retreat in 2003. Says Mary Lee Beauregard, forum coordinator and former chief lobbyist for the University of Colorado, "When we ask senators and congressmen how we can be most helpful to them, what we hear is how worthwhile it is to get away from Capitol Hill in a non-confrontational environment."

The Colorado Legislative Leadership Forum was made possible by grants from El Pomar Foundation, the Bighorn Center for Public Policy, Bruce and Marcy Benson, and the Gates Family Foundation. 🏛️



## Student Spotlight

# Portraits of INVOLVEMENT

## Student Research with Tangible Results

*From bringing people face-to-face with the workings of local government to defining open space policy to helping CU meet its goals, GSPA students are making a difference.*

### TAKING A THESIS TO THE PEOPLE

**D**orothy Roadman was deputy city clerk for the City of Northglenn, Colorado, when she began her studies toward a master of public administration. Two years later, she is a management analyst with the city, advancing her career in local government and watching her capstone research become a reality.

Roadman's research, *Leadership Northglenn*, examined how a successful "citizen's academy" could be implemented by her employer, and by any city with a similar budget and population.

The genesis of the project sprang from discussions with Northglenn City Council members who lamented the fact that civics is rarely included in the curriculum of secondary or post-secondary schools. "Council members speculated that this lack of knowledge contributes to the apparent lack of involvement in and overall distrust of government," explains Roadman.

"The citizen's academy concept is being used nationwide with success," says Roadman. "Police academies that focus on the workings of local law enforcement agencies are also popular."

Roadman developed a model academy framework, designed to stimulate participants to think critically about how the community can be improved and how existing assets can be used to promote or champion citizen-based projects.

"I am happy to say that the city of Northglenn is moving forward with a hybrid version of my model," she comments.



2002 M.P.A. graduate Dorothy Roadman developed a model citizen's academy to teach people about local government. It will be implemented in Northglenn in the near future.

A black and white photograph of a crowd of people, possibly at a public event or protest. The image is heavily blurred, with a shallow depth of field that keeps the central figures in focus while the background is out of focus. The word "contributing" is overlaid in a white, lowercase, sans-serif font across the middle of the image. The overall mood is one of collective action or shared purpose.

contributing

Roadman began her career in public service in Florida municipal government. After moving to Colorado, she joined the City of Northglenn, where she has moved through the ranks to her current position as a management analyst and grant writer. She has a bachelor of arts degree in English from the University of South Florida and earned an M.P.A. from GSPA last December.

#### OPEN SPACE: COLLABORATING FOR THE COMMON GOOD

As a child, Laura Thurston pictured Colorado as a rural state with wide open, pristine spaces. But when she moved to the Pikes Peak region, she found reality didn't quite match her mental image.

"I was surprised to see how urban it actually was," she says. Shortly thereafter, Thurston was admitted to the M.P.A. program on GSPA's Colorado Springs campus, and made open space policy the focus of her capstone research.

Thurston worked with the Trails and Open Space Coalition (TOSC) of the Pikes Peak region to develop a coherent and commonly understood definition of "open space," and to define potential



Laura Thurston, Colorado Springs M.P.A. grad, worked to define and preserve open space.

avenues for successful agency collaboration in identifying and acquiring open space.

There is a need, Thurston feels, for non-governmental organizations like the TOSC to take the lead in preserving open space. "Efforts are not unified," she notes. "The public in the Pikes Peak region supports open space acquisition, but there is no central clearinghouse of candidates for open space." Her study, *Tending the Green Fire*, suggests that, as a trusted and well-connected organization, the TOSC is in a position to act as a clearinghouse, bring consensus, and foster collaboration and education.

Thurston earned her M.P.A. with an environmental emphasis in December 2001. She

holds a bachelor of arts in political science and religious studies from Willamette University in Oregon. Her next stop is Washington, D.C., where she hopes to embark on a federal career with the EPA or a national nonprofit organization.

#### DEFINING "TOP"

Thanks to the research of M.P.A. graduate Dan Montez, the University of Colorado has a clearer picture of what it means to be at the top. Recently named director of budget and fiscal planning at CU-Denver, Montez took a look at one of University of Colorado President Betsy Hoffman's Vision CU 2010 goals — to make the school one of the nation's top 10 urban research institutions.



Dan Montez, M.P.A., helped CU-Denver define what it means to be one of the nation's top 10 urban universities.

The Vision CU 2010 program is "designed to take CU to the next level," explains Montez. "When I adopted one of the tasks of this initiative for my thesis, I realized that we first needed to determine just how you define a top urban research institution."

Montez designed a research project to identify a peer group of public urban research institutions, "which can be measured and analyzed based on a number of specific criteria." Using his findings, CU is in the process of selecting the institutions that will form such a group.

CU President Hoffman, university administrators and faculty have praised the project. For Montez, a three-year CU manager, it was "an opportunity to give back to my employer and do something for my school."

Montez has worked in higher education administration for 12 years, including nine years on the staff of the Colorado Commission on Higher Education. He received his M.P.A. from GSPA in May 2002. 🏛️

# New Student Association

## INSPIRED BY LATE PROFESSOR


Franklin James had just taken the helm of GSPA's Ph.D. program when he passed away on July 4, 2001 — but his hope of building a greater sense of community among doctoral students and faculty lives on in the newly formed Franklin James Student Association.

“When Professor James became director of the Ph.D. program, he felt that there was not enough of a connection between students and faculty,” says Spiros Protopsaltis, president of the new association and a Ph.D. candidate. “With many students working full or part time and afternoon classes, there was little opportunity for interaction.”

The association serves as a forum for students to interact and share their ideas about issues relating to the study and practices of public administration,

management and policy. The group also conducts educational and social activities, as well as addresses special student interests and needs.

Three successful events marked the association's inaugural year — a professional development workshop, a special lecture by Professor Richard Stillman, and a career planning event with alumni and junior faculty members. In the works for 2003 are events featuring a mayoral candidate and other public policy leaders.

In addition to Protopsaltis, student treasurer Barbara Stephens and faculty advisor and Associate Dean Linda deLeon provide support. Membership is open to any student in good standing. To learn more, visit <http://carbon.cudenver.edu/public/gspa/fjsa/index.htm> or e-mail [fjsa-gspa@cudenver.edu](mailto:fjsa-gspa@cudenver.edu) 

### EXECUTIVE LEADERSHIP MCJ GROWS WITH NEW COHORT

The first students in GSPA's new Executive Leadership Master of Criminal Justice program are halfway through this demanding new curriculum designed to prepare today's law enforcement executives for expanding leadership roles. Launched last fall, the multidisciplinary master's degree/certificate program has attracted current and future police leaders from across Colorado, including mid-level managers and high-level law enforcement professionals.

“This program meets the changing needs of contemporary law enforcement. The second cohort filled rapidly,” says Gerald Williams, program director.



Back Row (left to right):

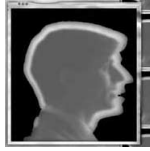
Doug Abraham, Div. Chief, Aurora Police Dept.; Doug Hayes, Lieutenant, Univ. of Colorado HSC; Dayton Robinson, Sergeant, Pueblo Police Dept.; Gerald Williams, ELMCJ Program Director; Rich Marianos, RAC, A.T.F.; Robert Ownbey, Commander, Colorado Springs Police Dept.

Front Row (left to right):

Eric Bravo, Sergeant, Pueblo Police Dept.; Sandra Washburn, Commander, El Paso County Sheriff's Office; Justin Smith, Captain, Larimer County Sheriff's Office; Mary Heller, Lieutenant, Aurora Police Dept.; Michael Phibbs, Captain, Summit County Sheriff's Office.

Not available for this photo:

Neftali Carrasquillo, Assistant Inspector, U.S. Postal Service; Mark Beluscak, Sergeant, Silverthorne Police Dept.; James Grayson, Commander, El Paso County Sheriff's Office.



Tracks

# Alumni Profiles: LEADERSHIP & INNOVATION

## New Colorado Chiefs Hail from GSPA

*Graduate School of Public Affairs alumni are making their mark on law enforcement in Colorado. In the last two years, graduates took the helm of police departments in the two largest cities on Colorado's Front Range, as well as the largest community on the Western Slope.*

### WHITMAN HEADS DENVER P.D.

Denver Mayor Wellington Webb appointed Gerry R. Whitman, M.C.J. '02, Denver's top law enforcement leader in July 2000. Whitman had served as interim chief since February 2000.

A 25-year veteran of police work, Chief Whitman first became a peace officer in Ames, Iowa. He served with the city of Lakewood and joined the Denver Police Department in 1982 as a patrol officer. Whitman rapidly moved up the ranks; he

was named captain in 1995 and division chief of patrol in 1998, overseeing all uniformed patrol operations.

Like many police managers and leaders today, Whitman sought an advanced degree to further both his knowledge of the issues and his career. "My degree gave me a competitive edge promotionally," he says. He found GSPA criminal justice professors to be both valuable resources and supportive of students who are earning a degree while maintaining a demanding professional career. "When it took longer than anticipated for me to finish, they didn't give up on me," he says.

A belief that police "should be part of the solution" is one reason Chief Whitman sought out leadership roles. "In management, things can be accomplished that are best for the community and the department," he notes. Whitman has a long history of promoting police involvement with the community, from opening Neighborhood Police Storefronts in Denver neighborhoods to helping found a police-sponsored cycling club for at-risk children.



Gerry R. Whitman, M.C.J.  
Chief of Police, Denver





i n v o l v e d

Whitman finds one of the biggest challenges of his new position is simply keeping “on task” and separating day-to-day operations from the overall mission of the department. Being prepared for domestic terrorism is also a fresh challenge for Denver law enforcement, as it is for police departments across the country. Whitman would like to see Denver have a strategic plan in place for fighting crime, with community policing and domestic terrorism tactics as key components.

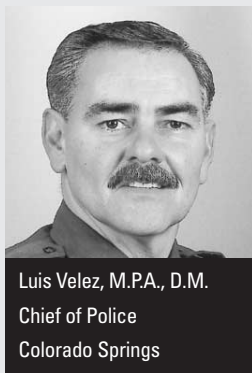
An Iowa native, Chief Whitman holds a B.S. in law enforcement administration from Western Illinois University. He is also an alumnus of the Denver Community Leadership Forum, an annual leadership training program conducted by GSPA’s Center for Public-Private Sector Cooperation.

#### COLORADO SPRINGS TAPS VELEZ

The newly appointed chief of police in Colorado’s second largest city says he was “born to do this.” Luis Velez, M.P.A. ’89, got his initiation into police work watching his dad, a 22-year veteran of the N.Y.P.D.

After serving in Vietnam, Velez found himself stationed in Colorado Springs and was immediately captivated by the state’s beauty. He earned a B.S. in sociology from the University of Southern Colorado in Pueblo, and proceeded to build a career in law enforcement.

Velez has been with the Colorado Springs Police Department since 1975. Like Denver’s Whitman, he worked his way up the ranks. Prior to being named chief in May 2002, he was deputy

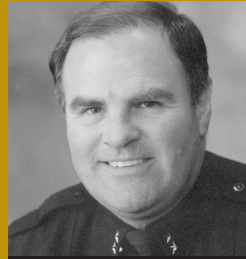


Luis Velez, M.P.A., D.M.  
Chief of Police  
Colorado Springs

chief, Operations Support Bureau, responsible for the daily operations of three specialized divisions. Velez has also held the ranks of captain, lieutenant, and sergeant.

The new chief, who also has a doctor of management from Colorado Technical University, returned to graduate school at GSPA in Colorado Springs because of the increasing competitiveness in

#### MORRISON AT HELM IN GRAND JUNCTION



Gregory T. Morrison,  
M.C.J., Ph.D. candidate  
Chief of Police  
Grand Junction

One day before 9/11, Greg Morrison, M.C.J. ’85, became chief of police in Grand Junction, Colorado. This community of more than 120,000 on Colorado’s Western Slope is a regional transportation hub with an airport and an Amtrak presence. The new

chief found himself thrown into dealings with the F.A.A. and directing security for a community he was just getting to know.

“It was trial by fire,” says Morrison, who earned a master of criminal justice from GSPA and is currently working toward a Ph.D. in public affairs here. Morrison was attracted to police work while a student at CU-Boulder, and became a county sheriff while earning his undergraduate degree. He joined the Lakewood Police Department in 1980 and later became chief of police in the mountain resort communities of Silverthorne and Vail.

Morrison reports that he uses much of what he learned in GSPA courses on city management and policy and administration on a daily basis. He expects to complete his Ph.D. thesis, an analysis of the Lakewood Police Department’s track record of producing leaders, in 2004.

police organizations. “My degree was a springboard for me,” he says.

Today, Velez is busy settling into his new position. One challenge he cites is trying to convince people of the size of Colorado Springs. “It has the texture of a small community,” he says. “But it’s actually larger than cities such as Pittsburgh, St. Louis and Cincinnati. We share the problems of larger urban areas like these.”

Velez is proud of community policing efforts such as GangNet, a successful gang intervention program he helped launch. Recently, this 27-year career peacekeeper welcomed his first class of new recruits as chief. His son was among them.

“I absolutely love this job and this community,” Velez says. 🏛️



# CIO ORCHESTRATES TRADITIONAL and Emerging Technologies

If it has to do with on-campus communication, the buck stops on Marilu Goodyear's desk. A 1993 graduate of GSPA's Ph.D. program, Goodyear is vice chancellor for information services and chief information officer for the University of Kansas. Responsible for more than 400 employees and a \$38 million budget, Goodyear oversees the university's libraries, information technology, networking and telecommunications, printing and mail services. Her position was created in 1996 to help KU advance learning by making the best use of traditional and emerging technologies.

"My biggest challenge is sorting through evolving technologies to determine what's of real value to users," explains Goodyear. In today's dynamic information technology and telecommunications environment, it's vital for universities to stay abreast of current technological developments and their associated costs. Goodyear's diligence in this area has allowed her to implement campuswide administrative systems quickly and less expensively by forming intra-university partnerships.

Goodyear also teaches information technology courses as associate professor in KU's M.P.A. program. Her department conducts groundbreaking research into the deployment of new processes. Recently, she and her team helped determine how to integrate landline and cellular phones at the university resulting in a telecom company creating a new product offering.

Although Goodyear has focused on information technology throughout her career, she confirms that her time at the Graduate School of Public Affairs was well spent. "I learned the intricacies of budgeting at a state level from my GSPA coursework," she states. "That knowledge has been invaluable in my current position."

A native of Independence, Missouri, Marilu Goodyear began her professional career as a librarian, earning her master of arts in library and information science from the University of Missouri-Columbia in 1976. Wanting to move into management, she returned to MU to pursue a master of public administration degree, which she completed in 1981. At GSPA, she graduated with a Ph.D. in public administration with an emphasis in information policy. Her areas of interest included intellectual property, freedom of information, and privacy issues. After a brief stint at Texas A&M University, Goodyear was named associate dean of libraries at the University of Kansas before moving to her current position.

What's next for Goodyear? As a recently elected fellow of the National Academy of Public Administration, she'll work with that organization on information technology issues. "I'm going to continue to help libraries embrace digital resources and intelligently organize content through powerful search tools," she says. There's no doubt that

Goodyear will be an important player in harnessing information for the benefit of KU and other organizations. 🏛️



Marilu Goodyear, Vice Chancellor for Information Services,  
Chief Information Officer, University of Kansas



## SPOTLIGHT ON Western Slope Alumni

### CAPTAIN BILL GARDNER, M.P.A. A NEW APPROACH TO POLICE TRAINING

2002 M.P.A. graduate Bill Gardner has been a peace officer for more than 25 years. So it was only natural that his master's research focused on something he knows well: training and educating law enforcement managers and supervisors.

Gardner, a captain with the Mesa County Sheriff's Department and former two-term sheriff of La Plata County, conducted in-depth interviews with Colorado law enforcement officers for his thesis. This resulted in *Revolutionizing Law Enforcement Leadership Education for Colorado*, a new training curriculum that may soon be added to GSPA's class offerings.

"Many policing supervisors don't understand the leadership implications required to transform from an enforcement to a community policing model," notes Gardner. "GSPA allowed me to validate theories developed on the job that prepare officers to better understand their role in such processes."

Gardner reports that he couldn't have completed his degree without the convenience of GSPA's Western Slope program and its weekend

format. He combined classes on the Western Slope with electives in Denver, which he found to be "the best of both worlds."

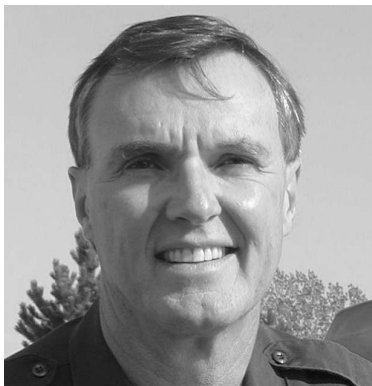
### ANDREA HILL, M.P.A. UNDERSTANDING LAND USE

GSPA's Western Slope program allowed Andrea Hill, a planning grants specialist with the Colorado Department of Local Affairs, to fine tune her ability to do a job she loves — traveling around the state to educate planning commissioners and help coordinate the allocation of grant funds.

Hill has been with Local Affairs since 1996. Currently, she is on staff with the department's Office of Smart Growth, which provides grants and technical assistance on land use and growth management issues to local governments.

When Hill was transferred from Denver to Grand Junction, she took advantage of the weekend M.P.A. program there to earn a degree while working full time. Like her classmate Bill Gardner, Hill's capstone project concerned training — in her case a curriculum for local planning commissioners.

"Often commissioners are appointed without prior training or knowledge of land use planning



Captain Bill Gardner, M.P.A.

"GSPA allowed me to validate theories developed on the job."



Andrea Hill, M.P.A.

Western Slope M.P.A. Student of the Year



Tambi Katieb, M.P.A.

"GSPA gave me the tools I need to use day in and day out."



Tour of the Vineyards by Herb Sanders, Grand Junction Visitor & Convention Bureau

issues,” Hill explains. “Yet, these officials make critical land use and development decisions that shape their communities.”

Hill, who received her degree in May 2002, was the Western Slope M.P.A. Student of the Year.

#### TAMBI KATIEB, M.P.A. BALANCING DEVELOPMENT AND ENVIRONMENT

Avon Town Planner Tambi Katieb enjoys “working with both sides of development” to bring people together and build consensus. In this mountain resort town, he is responsible for land use planning, architectural design review, and administration of an affordable housing program. He is also a partner in an environmental consulting firm.

Katieb has been involved in resort community planning since the early ‘90s. Previously, he was an

environmental policy planner with Eagle County and a comprehensive planner with the York County Planning Commission in Pennsylvania. He has also worked with the Climax Mine in Leadville, Colorado, guiding the permitting process to turn a former mine tailing pond into a freshwater reservoir benefiting streamflows.

While at GSPA, Katieb investigated whether Colorado resort areas could accurately anticipate the fiscal impacts of growth on the environment. “Because they are diversifying economically and spatially, resort communities are experiencing unique growing pains,” he notes.

Katieb adds, “In a town like this, my job requires a high level of professionalism. GSPA gave me the tools I need to use day in and day out. Getting my M.P.A. was a wonderful experience. I enjoyed every minute of it.” 🏆



*Giving for Excellence*

# Support Keeps GROWING

## Students and Donors Connect at Scholarship Events

Sometimes, a scholarship leads to more than welcome financial support. That's the case with the John C. Buechner and Susan C. Kirk Scholarships at GSPA. The leaders behind each of these funds are also mentors who meet with scholarship recipients regularly to keep in touch with their progress.

CU alumna Katharine Conroy Whalen established the John C. Buechner Scholarship fund in honor of CU's 18th president. Launched in 2001 with a \$500,000 challenge gift from the Whalen Family Foundation, the scholarship has already raised \$200,000 of the funds needed to ensure this generous matching grant.

"John is a great educator and public servant," says Whalen, chair and co-founder of the foundation. "His enthusiasm for public service inspired

me. I hope that the Buechner Scholars will carry on in his tradition."

Last spring, Buechner and 10 of the scholars gathered at CU's graduation dinner. Buechner, who likes to keep in touch with students, says "This makes it all worthwhile for me. I am forever gratified to Katharine Whalen for taking such an interest in the success of GSPA students."

Susan Kirk, chair of the CU Board of Regents, started a scholarship fund in 1991 for women attending GSPA. She was inspired by the need to ensure that there are qualified women to fill leadership roles in the public sector. "We should never be in a position where there's no woman qualified to hold office," she notes.

Kirk has become a mentor to many of the students who received scholarships in her name. On May 14, 2002, she joined several students for



Susan Cosgriff Kirk  
Chair, CU Board of Regents  
Founder, Susan C. Kirk Scholarship



nurture

a luncheon at Denver's Brown Palace Hotel. A long-time supporter of women's and family issues, Kirk is a graduate of Vassar College, and has served on the boards of numerous nonprofit and civic organizations in the Denver area.

To contribute to scholarships for students at the Graduate School of Public Affairs, contact Development Director Charlene Mattison, 303-556-8853.

#### WHALEN HONORED WITH ALUMNI LEADERSHIP AWARD

CU alumna and benefactor Katharine Conroy Whalen was honored with the University of Colorado at Denver's Alumni Leadership Award for 2002. Each year, the university bestows this award on an individual who has affected positive change within the CU-Denver community.

In 2001, Whalen established the John C. Buechner Scholarship fund for students attending the Graduate School of Public Affairs. The



Katharine Conroy Whalen  
University of Colorado alumna  
Benefactor, John C. Buechner  
Scholarship

scholarship was created to recognize her former teacher and mentor's exemplary commitment to public service.

After graduating from CU-Boulder, Whalen went on to earn a master's degree in public policy from the University of Minnesota. She worked in the City of Boulder's economic and fiscal policy office and subsequently held various positions in city and environmental planning at the local, state and federal levels, and at Stanford University. 🏛️

## NEW LECTURE FUND IS TRIBUTE TO BELOVED PROFESSOR

Throughout his life, the late Professor Franklin James worked to shape public policies that could affect people's lives, particularly society's less fortunate. To honor his passion and ideals, the Graduate School of Public Affairs has established



Professor Franklin James was committed to his students and the field of public service.

the Franklin James Memorial Lecture.

James, who died unexpectedly July 4, 2001, was a man of many interests and concerns. The new lecture program will focus on issues near and dear to him — homelessness, housing discrimination, segregation, urban finance, infrastructure finance, state tax and expenditure limitation, and others.

"It's our hope that this annual lecture will become a forum in which practitioners, academics and students can come together to discuss pressing social issues like these," says Professor Allan Wallis, a close friend of James.

James came to GSPA in 1981, after serving in the U.S. Department of Housing and Urban Development at the request of President Jimmy Carter. He earned his Ph.D. in economics from Columbia University. At GSPA, he directed the Ph.D. program and taught courses in public finance, housing policy, and research and analytic methods.

To make a gift honoring Franklin James' life and work, contact Charlene Mattison, development director, Graduate School of Public Affairs, 303-556-8853.



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