

VIEWS

FROM THE WEST





From the Dean

Dear Friends, Students, and Colleagues:

Is Colorado's early childhood education policy sufficient in preparing students for K-12? How effective are K-12 charter schools or vouchers for private education? Should higher education be priced like other commodities in the marketplace? What can our educational system do to increase the presence of women in information technology careers?

Examples of GSPA's broadening impact on education are evident throughout the school. All of this work is practical in application and directly relevant to looming policy choices in Colorado. This year's *Views from the West* looks at the work of faculty and students that has the potential for significant and positive impacts on not only education-related policy, but on every child in the classroom.

But we don't stop with education. During the past year, GSPA provided members of Colorado's General Assembly with a much-appreciated break from a highly polarized environment, the Wirth Chair took numerous opportunities to advance environmental sustainability, the MPA Program on Domestic Violence secured federal funding to expand its important work, and one of our outstanding leadership programs celebrated a milestone.

This is a great year to exercise bragging rights at the Graduate School of Public Affairs. In times of fiscal turmoil and rapid change in higher education, it's a great pleasure to reflect on the many ways this school makes a difference throughout Colorado and far beyond.

We're proud of our contributions and committed to continue our efforts. We could not do our work without the support of our alumni, community supporters, foundations and donors. Thank you for helping us make an impact.

All best regards,

Kathleen Beatty
Dean



The Graduate School of Public Affairs is known for its outstanding work in providing real-world solutions to challenges we face on the state, national and international level. Its efforts in advancing collaborative research and teaching through initiatives like the Program on Domestic Violence and the Center for Education Policy Analysis will ensure its leadership for years to come.

— Elizabeth Hoffman
President, University of Colorado

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About the Cover

This year's *Views from the West* takes a look at GSPA's impact on education. Faculty researchers bring new perspectives and solutions to education issues in Colorado and around the globe. From analyzing early childhood education in Colorado to training teachers in Eastern Europe and Central Asia, from examining the entire American K–12 system to studying the many funding challenges posed by implementation of No Child Left Behind legislation—GSPA is changing the face of education and helping draft a blueprint for the future.





TAKING A BREAK FROM PARTISANSHIP

Colorado's lawmakers are accustomed to keeping in touch with the issues. At the Graduate School of Public Affairs' fourth Legislative Leadership Forum, they learned the importance of keeping in step with one another.

The "100 Leaders Strong" retreat, held Nov. 2-3, 2003, in Colorado Springs, brought 37 legislators together to reflect on challenges facing the General Assembly in the upcoming legislative session and focus on the state's goals rather than individual differences.

Forum facilitator Cal Frazier, who serves on the Denver Public Schools Pay-for-Performance Project, the state's education commission and the Colorado Alliance for Quality Teaching, was joined by speakers including Charlie Brown, former executive director of the Colorado Legislative Council; Douglas B. Brown, former staff attorney with the General Assembly now consulting on public law and policy issues; CU President Elizabeth Hoffman; pollster David B. Hill; pollster Floyd Ciruli, and others.



Speaker of the House Lola Spradley

"This event is unique in its ability to draw legislators back from their daily turmoil to take a critical perspective on the meaning and value of their roles."

Using the Shackleton Antarctic expedition as an example of overcoming extreme odds, GSPA Professor Allan Wallis facilitated a half-day program to help legislators explore the dynamics of difficult budgetary restrictions, term limits, and an overall decline in civility.

Throughout the retreat, lawmakers stressed the importance of reestablishing integrity, unity, civility and

nonpartisanship. House Speaker Lola Spradley encouraged fellow legislators to "disagree without being disagreeable." Don Ament, secretary of agriculture and a former legislator, told lawmakers that the General Assembly was once able to find compromise without harboring hostility and urged them to recapture that family relationship. Norma Anderson, co-majority senate leader, called for a return to honesty and pointed to term limits as a deterrent to consistency, noting some legislative leaders hadn't been around long enough to serve on committees.

Lawmakers left the retreat with lists of ideas and ideals as they headed into the 2004 legislative session.

"This event is unique in its ability to draw legislators back from their daily turmoil to take a critical perspective on the meaning and value of their roles," says GSPA Dean Kathleen Beatty. "The positive feedback from participants confirms that the forum serves an important function for state legislators." 🏛️

Extraordinary Events Call for Extraordinary Leaders

True leaders are able to learn from others' experiences as well as their own. Such was the case at GSPA's Annual Leadership Conference, April 15. For the sixth consecutive year, more than 70 city and county officials, law enforcement professionals, school district administrators, and other public- and private-

sector staffers joined GSPA students and faculty on the CU-Colorado Springs campus for this event.

A 1992 MPA graduate, Aden Hogan, town administrator for Parker, Colo., and former assistant to the city manager of Oklahoma City, Okla., spoke on the theme "Extraordinary Events: Leadership Lessons from the Field." Hogan was a key member of Oklahoma City's response team following the bombing of the Murrah federal building in 1995. Now a nationally recognized expert

on emergency preparedness, terrorist response planning and crisis management, Hogan led participants in examining cases of extraordinary events and the leadership lessons they hold. He explained how the process of response planning makes leaders more efficient and effective in dealing with both routine and non-routine events in the future.

"The world is different than it was before the Oklahoma City bombing, before September 11," Hogan said. "We still have the same old threats—

earthquakes, floods, tornadoes—but there are new dynamics and we need new techniques to deal with them." 🏛️



Aden Hogan, MPA 1992

Raising Nonprofit Conference a Mile Higher

Whether they came from down the block or half a world away, the 580 participants of the Association for Research and Nonprofit Organizations and Voluntary Action (ARNOVA) conference went away with a dynamic new vision of Denver.

An at-large board member of ARNOVA, GSPA Prof. Jennifer Wade chaired the local host arrangement committee for the event, held at the Marriott City Center in November 2003. Other committee members included GSPA's Stephen Block and Gabriel Kaplan. Participants included



(left to right) Jennifer Wade, GSPA Dean Kathleen Beatty, ARNOVA President Joseph Galaskiewicz, ARNOVA board member Pier Camille Rogers, Gabriel Kaplan

researchers, scholars, and practitioners from around the world who came to discuss issues in nonprofit studies, voluntary action and philanthropy.

The Graduate School of Public Affairs backed the conference both financially and through in-kind support, partnering with the Daniels Fund to sponsor a welcome reception for both community and participants. The school also sponsored a reception for minorities and students, a first for ARNOVA. "This was the largest community reception ARNOVA has ever hosted," Wade says. "Everyone left with a favorable impression of the city, the community, and the Graduate School of Public Affairs." 🏛️



Teresa Schwartz

New Leader Builds on Community Connections

Teresa Schwartz has been named interim associate dean of the Graduate School of Public Affairs in Colorado Springs. Schwartz replaces Fred Rainguet, who continues to head the Western Slope MPA program in Grand Junction, Colo.

"Terry has a longstanding relationship with the school and is an active leader in the Colorado Springs community," says GSPA Dean Kathleen Beatty. "She is well-qualified to take this leadership position with the school."

Schwartz holds an MPA and PhD from GSPA and has been an adjunct faculty member since 1999. She owns an organizational consulting firm specializing in program evaluation and other research, strategic planning, and training. Her previous research includes leadership models and the role of values in collaborative interagency work; her current focus is program evaluation in health and human services.

Previously Schwartz worked as senior vice president of Community Partnership for Child Development and executive director of Joint Initiatives for Youth and Families in Colorado Springs. She also has prior experience as a special education teacher and administrator.

"I'm looking forward to building even more ongoing opportunities between GSPA and the community and finding new contexts for those linkages," Schwartz says. "I'll do everything I can to enhance the excellent reputation of GSPA's outstanding students and programs." 🏛️

Denver Learns Downside of Mortgage Lending

William Apgar, lecturer in public policy at Harvard University's Kennedy School of Government and senior scholar at Harvard's Joint Center for Housing Studies, was the guest speaker at this year's Franklin James Lecture, attended by more than 100 students, policy-makers, investment bankers and community development officers.

Drawing on a recently completed Ford Foundation-funded study he led, Apgar spoke on mortgage lending

in low-income and minority communities. Many lower-income consumers are targeted by broker-led "push marketing" and encouraged to take on mortgage debt they cannot afford and may not even need.

Apgar's interest in housing and housing finance began when, as a graduate

student, he worked with Franklin James at the National Bureau of Economic Research. The Franklin James Lecture Series started in 2001 in honor of the beloved GSPA professor, who died in July of that year. 🏛️



In addition to speaking at the GSPA event, William Apgar (right) appeared on "Latin View," a local Hispanic issues program syndicated by PBS and hosted by Sherri Vasquez (left).



Priceless Shares: *Emissions Registry Debated*

On March 8, the Wirth Chair in Environmental and Community Development Policy and the Chicago Climate Exchange convened a discussion of carbon emissions registries and emissions trading at the Aspen Institute in Washington, D.C. Conference attendees included Tim Wirth, president of the United Nations Foundation, and more than 40 representatives from business, government, nongovernmental organizations, emissions traders and registries.

Increased concentrations of carbon emissions and other greenhouse gases in the atmosphere trap the Earth's heat, causing an increase in temperature responsible for melting ice caps, rising sea levels, and a greater number of more destructive storms. Carbon exchanges are markets to sell or trade carbon emissions. Entities that are able to reduce their carbon emissions are able to sell their savings to others who can't. Such markets already exist for other resources such as watersheds and air basins.

According to Allan Wallis, interim director of the Wirth Chair, such conferences “position the Wirth Chair as a national neutral convener to help groups with different points of view find consensus and create policy options.”

Voluntary emissions reporting programs have had little effect on reducing either the net amount or rate of growth of emissions in the U.S., and it is widely believed that a mandatory cap is necessary to create a viable emissions market. Conference participants agreed a “trigger mechanism” could provide a policy pathway from voluntary to mandatory reporting. The Senate has twice passed legislation (McCain-Liebermann) to that effect, but the bill has failed in the House.

Discussion also centered on creating a national or international carbon emissions registry to standardize reporting requirements and facilitate trading between states, a process known as “harmonization” in the European Union. Other issues included creating alternatives to registries and trading, and whether requiring greater disclosure of emissions rates would generate increased public pressure for a national policy to reduce emissions.

While forum participants did not reach consensus, they raised several questions for consideration at future conferences. Two follow-up meetings took place this fall. One, in partnership with the Aspen Institute, continued the focus on making carbon emissions reporting mandatory. The second centered on how to increase energy effectiveness in the Rocky Mountain West. “We trust that these meetings keep the Wirth Chair at the forefront of rapidly evolving energy policy,” Wallis says. 🏛️



CU President Elizabeth Hoffman and GSPA Dean Kathleen Beatty presented the 2004 Distinguished Service Award to Leo Riethmayer under sunny skies during spring Commencement.

Kudos for a Lifetime of Dedication

When the University of Colorado Board of Regents called to say he was receiving the 2004 Distinguished Service Award, Leo C. Riethmayer says, “I was greatly surprised to hear I would be receiving the medal. I appreciate it very much.”

“We are the ones who appreciate him,” says GSPA Dean Kathleen Beatty. “Leo Riethmayer devoted much of his professional career to building CU’s Master of Public Administration program. He created the Graduate School of Public Affairs and built a culture that ensured its success.”

The founding father of GSPA and father figure to nearly 500 graduates, the 93-year-old Riethmayer attended spring Commencement on the Denver campus to accept the award—one of many accolades he’s acquired over a lifetime dedicated to public administration and his students. Riethmayer was director of the Program in Public Administration on the Boulder campus, later the Institute of Public Administration and then the Graduate School of Public Affairs.

During World War II, Riethmayer served in the Office of the Secretary of War. He also served as mayor of Boulder in the late ‘50s, as well as with the City Council and the Planning Commission and with numerous public affairs organizations.

GSPA students honored him upon his retirement by creating the Leo C. Riethmayer Award, given annually to Colorado’s Public Administrator of the Year. “The Riethmayer Award is such a grand way to celebrate superb public service,” Beatty says. “Many recipients were once his students.”

With his characteristic class and humility, Riethmayer expressed his thankfulness for the honor. “I appreciate very much what all the people at GSPA and elsewhere did to make this possible. I want to say that I am very, very grateful to all of them.” 🏛️

GSPA PARTNERS TO CREATE CERTIFICATE IN HOMELAND SECURITY

The Graduate School of Public Affairs has joined forces with the Network Information and Space Security Center (NISSC) at CU-Colorado Springs to offer a graduate Certificate in Homeland Security. With more than 20 students enrolled in each course the first year, the program graduated 15 students at ceremonies held in conjunction with the Homeland Defense Symposium, October 12–14, in Colorado Springs. (At press time, more than 750 attendees were expected for the event, including Deputy Secretary of Homeland Security Admiral James Loy [ret.], U.S. Northern Command General Ed Eberhart, U.S. Strategic Command General James Cartwright, and U.S. Army General Barry R. McCaffrey [ret.]

Months before the events of September 11 shifted the

country's attention to the threat of terrorism, CU-Colorado Springs created the NISSC to provide research capabilities and education to military, government, and defense industry partners in the region.

“Following 9-11, we worked closely with the U.S. Northern Command to identify their curricular needs and outline possible courses,” says NISSC Director William Ayen, who then approached former GSPA Associate Dean Fred Rainguet to determine how GSPA could create appropriate academic offerings.

Credits for the four certificate courses—Introduction to

Homeland Defense, Interagency Relationships in Homeland Security and Homeland Defense, Protection of Critical Infrastructures, and Understanding the Threat—can be applied toward the MPA and other degree programs. Many certificate students met with Rainguet in early summer to express interest in the MPA program; two students are applying credits toward graduate programs in business and engineering.

All students in the certificate program, including 35 additional students who began two new cohorts this fall, work at Peterson Air Force Base as members of the U.S. Northern Command or industry contractors. An additional offering of certificate courses begun this fall was opened to all GSPA students and others including

emergency responders and members of homeland security-related agencies.

The Colorado Springs-based certificate program could be a forerunner to more extensive academic offerings in this field. In testimony before the Strategic Forces Subcommittee of the House Armed Services Committee in July, CU-Colorado Springs Chancellor Pamela Shockley-Zalabak said the university will work with the U.S. Northern Command to make the certificate program available online. “We fully expect the certificate program to continue,” Ayen says, “and want to integrate certificate courses into other existing master’s degree programs, potentially creating a Master of Homeland Security degree. We hope to have proposals together for that yet this fall.” 🏛️

Top Grads Top Off the Year with Honors

Each spring, top graduates from each of GSPA’s programs are honored in ceremonies on the Denver and Colorado Springs campuses. GSPA’s top honor, the 25th annual Riethmayer Award for Public Administrator of the Year, went to Charles S. Brown Jr. for his many contributions as former executive director of the Colorado Legislative Council, the support agency to the Colorado General Assembly.

GSPA’s top students, those meeting specific credit hour and grade point requirements, are also inducted into Pi Alpha Alpha, the national honorary society for public affairs and

administration. Founded in 1976, the GSPA chapter of Pi Alpha Alpha was started by Prof. Leo Riethmayer and is one of the organization’s charter chapters. Membership is open to all GSPA students; typically 15 to 20 join the PAA ranks each year. Membership is also extended to the annual recipient of the Public Administrator of the Year Award.

“We’re always proud to honor our students for their achievements,” says GSPA Associate Dean Linda deLeon, who is immediate past president of the national society. “Students take their oath and are sworn in at the banquet, and everyone enjoys the old-fashioned pomp and ceremony.” 🏛️

Charles S. Brown was honored as 2004 Public Administrator of the Year.

■ Denver

Budget restrictions forced the cancellation of the awards banquets in Denver in 2002–03; award recipients were honored at the banquet this year.

MPA Students of the Year

Deserai Anderson-Utley (fall 2002)
Linda Stopp (spring 2003)
Wendy Hill (fall 2003)
Andrew Carlson (spring 2004)

MCJ Students of the Year

Brittany Vuong-Sandoval (fall 2002)
Steven Addison Jr. (spring 2003)
Gregory Powers (spring 2003)
Bridgett Aicher (fall 2003)
Troy Gardner (fall 2003)
Daniel Quedenfeld (spring 2004)

■ Colorado Springs

MPA Students of the Year

Mike Grys
Gina Swanson

MCJ Student of the Year

Tom Rummel



Korea & GSPA:

An International Exchange Continues

While philosophers extol the virtues of the journey rather than the destination, Peter and Linda deLeon would have to disagree. The professors traveled to Seoul, South Korea—a 13-hour one-way flight—to strengthen the growing partnerships between the Graduate School of Public Affairs and two Korean agencies.

In February, Peter delivered the keynote address at the annual conference of the Korean Association for Regional Information Society (KARIS), a gathering of nearly 1,000 government officials, researchers, academics and international participants from fields including economics, geography, urban and regional planning, civil engineering, sociology, finance and political science.

deLeon spoke on regulatory trends in the American telephone industry. “I wrote the paper with one of our recent PhD graduates, Natalie Baker,” deLeon explains. “We presented a series of hypotheses proposing that good public policy should reflect the public good” rather than the best interests of large companies.

Telecommunications systems in the U.S. and Korea vary greatly. About 30 percent of Americans own and operate cell phones, compared to 70 percent of Koreans. “The purpose of this research is to discover what Korea can teach us about advanced telecommunications systems,” deLeon says. In his address, deLeon explained the rise and fall of the American telecommunications industry between the 1990s and today. “The question is whether this rise and fall is indicative of the advance of the telecommunications phenomenon, or whether it’s unique to the American situation.”

The deLeons became familiar with KARIS through GSPA’s partnership with the Ministry of Government Administration and Home Affairs (MOGAHA). Now in its third year, MOGAHA brings Korean officials and other personnel to GSPA for public affairs training and internship opportunities. While in South Korea, Linda deLeon spoke with MOGAHA representatives including Myongkee Jin, deputy director, to further articulate the relationship and solidify goals for the One Plus One program. 🏛️



Donald Klingner

Globe-Trotting Prof Sets New Standards for Service

If you want something done, ask a busy person—like Don Klingner, professor of public affairs at GSPA’s Colorado Springs campus since 2001. In addition to teaching five classes each year, Klingner has been tapped to serve as chair of the CU-Colorado Springs Budget Advisory Committee (UBAC), and on the CU System Faculty Council and the American Society for Public Administration (ASPA).

A 30-year member of ASPA, Klingner was recently elected to the organization’s national council and is involved in activities that transcend regional and national issues. He regularly travels to Latin America and Europe to take part in conferences and workshops as an invited keynote speaker and panelist. He serves as consultant to the United Nations and other organizations and is director of ASPA’s affiliation agreements with Mexico and the Congress for Latin American Development Administration. “I have an abiding interest in international administration,” Klingner says. “While ASPA is based in the U.S., it has a responsibility to advance public administration around the globe.”

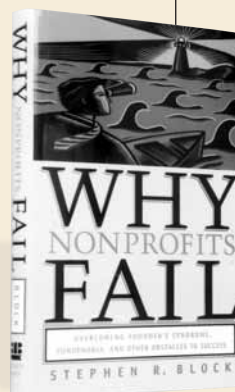
Closer to home, Klingner leads the UBAC team, which includes faculty, staff, students and administrators. Due to budget cuts caused by the Taxpayer’s Bill of Rights (TABOR), Klingner says the committee “has become more like a business, because new budget constraints mean we must behave like a business.” This change raises questions about how the university can become more efficient and more flexible while retaining core values such as student service and accessibility to quality education. “UBAC does this by considering a range of options that reflect particular interests, then making recommendations that reflect the best interest of the university as a whole.”

When choosing officers for the CU System Faculty Council, it made sense to include faculty from each of the four campuses, but there are only three positions on the systemwide council. When votes for secretary twice resulted in a tie, Klingner and Laurie Shroyer (a GSPA doctoral graduate), who represents Health Sciences Center operations, decided to share the position. “Faculty Council has given me the opportunity to see how the system works,” Klingner says, “and to work with others who have dedicated their careers to the values of a public university—equal opportunity, lifelong learning, and informed participation in civic society.” 🏛️

Sharing Our Views: 2003–04 Faculty Books and Journals

Adjunct Associate Prof. **Stephen Block** published *Why Nonprofits Fail: Overcoming Founder’s Syndrome, Fundphobia, and Other Obstacles to Success* (Jossey-Bass, 2004). Block explains that many well-intentioned leaders hold on to views of their nonprofit

organization that perpetuate problems rather than help fix them. He includes case examples for the seven most common stumbling blocks and offers practical advice for guiding leaders in developing a framework that will help them effectively manage and move their organizations from good intentions to real results.



A Man with a Plan: Urban Planner Brings Unique Perspective to Faculty

It's hard to imagine urban sprawl was once considered a good idea. Post World War II Americans envisioned the ideal metropolis as a charming blend of residential neighborhoods—single-family dwellings, of course—bordered by Main Street-type storefronts and sidewalk cafes. Today the sheer quantity of homes and businesses, and the traffic patterns they create, are some of big cities' most serious and divisive problems.

For the city of Denver, Peter Park is part of the solution. In March, Park became planning director for the City and County of Denver and joined the university as an adjunct professor for both the Graduate School of Public Affairs and the College of Architecture and Planning.

"Since World War II, development has been focused on a suburban pattern," Park explains. "But most American cities are coming to understand that building on urban strengths and urban planning are the keys to success."

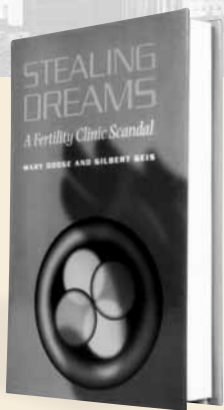
Park points to policy standardization for creating the generic look of most American neighborhoods and cites Denver's Lower Downtown as an example of disaster averted. "In the 1960s, the vision for LoDo was to tear it down and replace it with shiny glass buildings. The character and history of that entire area would have been lost," Park says. "Today LoDo is a highly desirable area. When you contrast its flavor to that of most new developments, you rarely find the same richness or variety of cultural backgrounds. People are starting to look for more unique patterns, more local influence, something that's not so common."

The integration of policy and urban planning is what brought Park to Denver—and to the university. In selecting a new community, Park insisted on having an opportunity to continue teaching. GSPA Dean Kathleen Beatty and College of Architecture and Planning Dean Mark Gelernter were instrumental in Park's decision to come to Denver. "It was clear these two have the vision and commitment to seek links between community and academy," Park explains. "My linked appointment with the two schools represents a keen awareness that their students

benefit from a combination of programs." Park taught architecture's Urban Design Studio over the summer; this fall he teaches a GSPA course on smart growth and urbanism.

"It's very important that folks involved in planning and architectural development have a common understanding of the influence of policy in the forming of our cities," Park says. "We shouldn't apologize for being a city—cities are diverse, inter-cultural and architecturally interesting. All of these are strengths." 🏛️

Peter Park, new planning director for the City and County of Denver



Assistant Prof. Mary Dodge published *Stealing Dreams: A Fertility Clinic Scandal* with coauthor Gilbert Geis (Northeastern University Press, 2003). Dodge provides an

absorbing, even-handed look at the evolution of a fertility clinic scandal that grabbed headlines around the world and was featured on shows from "Prime Time" to "The Oprah Winfrey Show." The book illuminates the complex ethical, medical, and legal issues surrounding the largely unregulated field of reproductive medicine.

Assistant Prof. Christine Martell published "Municipal Investment, Borrowing, and Pricing Under Decentralization:



The Brazilian Case" in the *International Journal of Public Administration*, Vol. 26, No. 2, 2003. Analyzing Brazilian municipal loan and financial data with a series of simultaneous equations, Martell addresses the factors that determine municipal government investment levels, borrowing levels, and borrowing prices, and what empirical data reveal about the

character of the Brazilian municipal credit system. Results show that investment, borrowing, and borrowing prices are interconnected, and that while some of the signs of a market-based system exist, there is evidence that investment and borrowing decisions are made within an administered market.



Pogrebin Helps Crack the Connection Between Meth Use and Violence



Mark Pogrebin

“I was shocked, astounded,” says Professor Mark Pogrebin of his latest research findings. “Drug use is much more prevalent than I ever suspected.” With a grant from the U.S. Attorney’s Office, Pogrebin, director of GSPA’s criminal justice program, and researchers from Colorado State University have spent the last year interviewing inmates convicted of using a gun in the commission of a crime. Pogrebin visited more than a dozen prisons throughout Colorado, surveying 100 inmates and seeking common denominators—family background, previous violent or criminal activity, drug use. The findings reveal trends that may help law enforcement agencies state- and nationwide.

Pogrebin found that while the vast majority of gun violence offenders were high on drugs or alcohol at the time of their crime, nearly one-quarter of those interviewed were methamphetamine users. “Many inmates had a history of drug addiction,” Pogrebin explains, “but they were never violent before using methamphetamines. Meth users are a different culture entirely. They are far more paranoid and get into weapons to protect themselves. And they not only have guns—they’re often found to have arsenals.”

The team submitted its preliminary report to the U.S. Attorney’s Office, and results are now being shared with corrections agencies throughout the state. Analysis shows several emerging patterns:

- only about 25 percent were from violent or abusive family backgrounds
- most had troubled childhoods, started using drugs at a young age or were often in trouble at school
- few finished high school
- most were from single-parent or absentee-parent families and moved around frequently
- most were the oldest or youngest siblings and had no explanation for why middle siblings avoided trouble
- between 25 and 33 percent were from rural areas and knew how to handle guns
- nearly 80 percent used handguns, although gun violence accounts for only about 20 percent of all crimes

“You don’t necessarily know where you’re headed with research,” Pogrebin says. “The answers take you down a trail.” Following that trail led to the revelations about meth use—and to interest from the Drug Enforcement

Agency (DEA) and Bureau of Alcohol, Tobacco and Firearms (ATF).

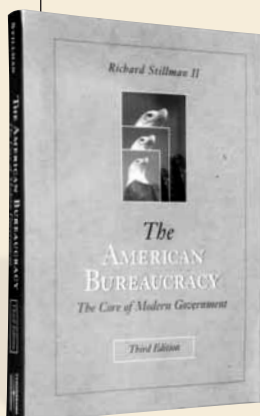
Pogrebin has applied for a grant from the National Institute of Justice to fund further research on the connection between methamphetamine use and violence. The grant proposal has the backing of the ATF and DEA, agencies interested in learning more about why meth users have so many guns, how they acquire guns, and whether gun involvement is a pattern among all meth users or only those who make and deal the drug. “Their questions help further the research,” Pogrebin says, “but our goal is finding and understanding the patterns and motives for use in policing and prevention as well as apprehension.”



Sharing Our Views *Continued*

Prof. Richard Stillman published the third edition of *The American Bureaucracy: The Core of Modern Government* (Wadsworth, 2004). In recent decades, Americans have exhibited intense hostility toward public bureaucracy, and, at the same time, increasing dependence upon it. As in previous

editions, Stillman introduces readers to public bureaucracy in the U.S.,



arguing that public bureaucracy is now the core of modern U.S. government and that the institutions that compose it are dynamic systems.

Prof. Paul Teske published *Regulation in the States* (The Brookings Institution, 2004). The text examines the hot-button issue of deregulation in the United States, assessing competing claims about state-level

economic regulation in a time of turbulent politics and uncertain economics. Teske provides original quantitative analyses of state-level regulation across all the states in ten important sectors such as telecommunications, electricity, and professional licensing. Teske finds that commonly held fears of regulatory capture by industry are overblown, as are worries about an



inevitable “race to the bottom.” He offers a wide range of possible reforms.

DEPARTMENT OF JUSTICE TAPS GSPA FOR NEW CENTER ON DOMESTIC VIOLENCE

GSPA's Program on Domestic Violence has received a federal earmark—a line item in the Department of Justice budget worth \$750,000 that has just been renewed for another \$750,000 over two and a half years—to create a unique national Center on Domestic Violence. The center will be a distinctive partnership between domestic violence practitioners, national advocacy organizations, and a broad interdisciplinary academic community to address this critical social issue through research, resource sharing, and leadership development.

“With this federal grant, GSPA will establish a world-class research and learning center that will diminish the devastation domestic violence inflicts and lead to better policy-making,” says GSPA Dean Kathleen Beatty. “We are proud to have this opportunity and thankful to Senator Campbell and his colleagues for their support.” Senator Ben Nighthorse Campbell, a prominent national advocate in the fight against domestic violence, was instrumental in securing the DOJ earmark.

“It’s exciting to know we’ll have a heightened involvement in the national dialogue to pursue solutions to the problem of violence against women,” says Barbara Paradiso, director of GSPA’s MPA Program on Domestic Violence. “For both students and faculty, it means greater opportunities for research and wider input from leading practitioners across the nation.”

Funds will be available by early 2005. While specific uses for the earmark dollars are not yet finalized, goals include establishing a clearinghouse for domestic violence research; securing dedicated faculty; acquiring grants to support the center’s community-building, research and education work; developing cross-disciplinary and cross-sector research collaborations; creating scholarships; and leveraging funds to further work regarding women’s health in collaboration with the university’s health sciences programs.



Noteworthy groundwork for the center has been laid by the Program on Domestic Violence, including initiating and administering the development of the Domestic Violence Research and Action Coalition, a statewide collaboration of academics, practitioners, advocates and others interested in promoting research as a tool for activism and supporting initiatives that emphasize both the practical and academic application of domestic violence research. A grant from the Office of Women’s Health of the U.S. Public Health Service will fund “Asking the Right Questions: Colorado Communities Against Domestic Violence,” an 18-month action research project involving community conversations, focus groups, and interviews across the state.

More than 4 million women are victims of domestic violence each year according to the American Medical Association, which has identified domestic violence as the single greatest cause of injury to women. Congress has recognized the gravity of the issue with the passage of the Violence Against Women Act in 1994 and its reauthorization in 2001; the Bush Administration launched two new domestic violence initiatives in 2003. Despite the increased attention and added resources, few academic institutions prepare students or facilitate research in this field. 🏠



Wirth Chair: *The Seat of Sustainable Thinking*

The only public policy chair in the University of Colorado system and the only endowed chair at the university's downtown Denver campus, the Wirth Chair honors Tim Wirth, former U.S. senator from Colorado and undersecretary of state for global affairs, known for his commitment to environmental and sustainability issues. Wirth is now president of the United Nations Foundation.

Created by the Graduate School of Public Affairs in 1993, the Wirth Chair works with governments, businesses, non-profit groups and community organizations—from local to international levels—to balance economic, community development, environmental and social objectives as they address issues including greenhouse gas emissions, climate change, energy management and growth.

In early 2004, GSPA Dean Kathleen Beatty named Allan Wallis to head the Chair on an interim basis following the departure of long-time director Marshall Kaplan. Wallis, an associate professor of public policy with GSPA since 1990, also directs GSPA's local government program. His research interests include regional governance, and he has been working with the MacArthur Foundation on projects including grants evaluation and strategic planning for strengthening regional governance, especially in south Florida.

"The Wirth Chair takes two primary approaches to achieving sustainability goals," Wallis explains. "First, to serve not as an advocate, but as a neutral party to convene forums and create partnerships that find consensus on environmental and development issues and create policies to address them. Second, to pursue interdisciplinary academic research—

engineering, architecture and planning, business, health sciences—to discover new and innovative practices."

The Chair has convened national and regional forums and created partnerships addressing topics such as carbon emissions registries and trading, sprawl and growth management, energy efficiency and climate change. "The Rocky Mountain West is not rich in think tanks," Wallis says, "so the Wirth Chair is in an excellent position to address issues of growth and environment that others ignore."

With support from the Energy Foundation, the Wirth Chair formed the Colorado Business Energy Partnership (CBEP) to help profit, nonprofit and public-sector members develop money-saving strategies, boost energy efficiency, and protect Colorado's and the nation's climate. Nearly 80 CBEP members—including Coors Brewery, Ball Corporation, Lockheed Martin, Forest City Stapleton, the *Denver Post*, CH2M Hill, ConAgra Foods and the Auraria Higher Education Center—are committed to energy management plans that increase energy efficiency and reduce greenhouse gas emissions. "Leadership from the private and public sectors on solutions to climate change is a great example of the applied side of the work of the Wirth Chair," notes Heidi VanGenderen, senior associate

for the Wirth Chair and CBEP project director.

As an endowed academic post, the Wirth Chair sponsors senior Wirth fellows, bringing top researchers to the Graduate School of Public Affairs on a one- to three-year basis. The current Wirth Chair fellow is David Olsen, former CEO of the Patagonia clothing company and former chair of the CEO Coalition to Advance Sustainable Technology. Past fellows include Robert Repetto, renowned environmental economist, climate analyst and former vice president of the World Resources Institute; and John Firor, acclaimed climate scientist and former director of the National Center for Atmospheric Research. The Chair also offers fellowships for doctoral students and student-faculty research teams focusing on public policy issues related to sustainability.

In an effort to create greater public awareness of sustainability issues, the Wirth Chair presents annual, statewide awards in three categories:

The Wirth Chair Media Awards go to print or electronic media reflecting depth and clarity of coverage on sustainable topics. Community awards are given to individuals, public, private or nonprofit groups, organizations or institutions that move a community in a more sustainable direction. Business awards are given to companies

taking the lead in sustainable strategies including climate change/carbon emission reduction, energy management/energy efficiency, and smart growth.

In 2004, the awards saw a 47 percent increase in applications over the previous year and the largest awards luncheon attendance in their eight-year history. The 2004 Wirth Chair Awards went to "Colorado Matters," a production of Colorado Public Radio; Virgil Cochran, a reporter from the *Lamar Daily News*; Melissa Knott, sustainability director for Forest City Stapleton in Denver; the Environmental Ambassadors from Bacon Elementary School in Fort Collins; Calpine Energy; and Forest City Stapleton. "It's important to recognize who's succeeding and how, and to document that everyone can have an effect," Wallis says. "The awards help raise public awareness of good practices, and that's vital to getting politicians to pay attention. When attitudes change, behaviors change."

Tom McCoy, director of the awards program since its inception, says, "Although the gifts of the natural world are great, they are also limited. Coloradans are making wonderfully creative adjustments to that fact. Being able to share sustainable strategies that work is not only exciting, it's also hopeful." 🏛️

Sought-After Leadership Program Turns 20



Top photo: “The Grinders” of the Class of 2004: (front row, left to right) Tamra Ryan, Susan Colborg, Keith Peterson; (back row, left to right) Eileen Fagan, Kevin Jordre, Shawna Golden, Terrence Barnard, Kevin Causey, Jennifer Covert

Bottom photo:
The women of DCLF Class of 2003 at Camp Hale

Background photo:
The Class of 2003 climbs at Camp Hale, training site for the Tenth Mountain Division of World War II.

Celebrating its 20th anniversary in 2004, the Denver Community Leadership Forum (DCLF) is one of the most sought-after leadership training programs in the region. Offered by the Center for Public-Private Sector Cooperation of the Graduate School of Public Affairs, the forum is a unique training experience based on building collaborative leadership skills to solve the complex problems society faces today.

Over the course of 10 months, approximately 30 participants from public, private, and nonprofit sectors take part in interactive workshops ranging from theories of leadership to emotional intelligence, from conflict management to creativity in leadership.

Unlike other leadership programs, DCLF focuses on personal development rather than current issues or networking. “People come to DCLF because they see the power of using simple, basic leadership tools to change the communities around them,” says Effley Brooks, DCLF director. “We look for people from diverse backgrounds who are ready to make a difference now. By midcourse, they are seeking leadership opportunities rather than waiting for them to be offered.”

Alumni include present and former members of Denver city government, Colorado and national legislators, business and nonprofit executives, higher education leaders, lawyers, architects, engineers, community activists, and small business owners.

The highlight of the program is a five-day Outward Bound course. “One of the most powerful moments in DCLF comes when you’re belaying for someone you just met,” says Chris Chamberlin, a 2002 DCLF graduate and chairman of the alumni development committee.

“By helping someone overcome their fears to achieve a personal goal, you realize the importance of working together to solve difficult challenges.”

Connections forged during the program continue long after. “Not long ago, we heard about a fairly contentious meeting about the state budget crisis,” says Lisa Carlson, executive director of the Center for Public-Private Sector Cooperation. “While talking during a break, a number of people realized they were DCLF alumni, and the discovery changed the whole tenor of the meeting. The common connection had a tremendous impact on their willingness to work together to find a solution.”

The 20-year anniversary celebration this fall included an official kickoff luncheon for the new DCLF Alumni Network. Chamberlin and other members of the alumni development committee have already raised more than \$70,000 for future activities, coordinated reunions for all 20 cohorts, conducted focus groups and launched a website featuring an alumni directory. Priorities include securing scholarships for future participants as well as continuing education and networking opportunities. “We’re already seeing a difference,” Brooks says. “A few members of the Class of 2004 were able to participate because of scholarships secured by alumni.”

With Denver facing challenges today much like those of 20 years ago, DCLF remains a priority for GSPA. “There is no better time to invest in leadership at the local level,” says Dean Kathleen Beatty. “In today’s economy, we need to find innovative ways to make sure people have access to leadership skills and cooperative problem-solving. That we have a group of alumni committed to keeping DCLF on the cutting edge of leadership programs in the country speaks volumes about the power of this program.” 🏛️



At the Center of Education in Colorado

What's in a name? A change of name often signals a change in identity—new roles, a new mission, new partnerships. Such is the case with the new Center for Education Policy Analysis (CEPA). Formerly known as the Center for Human Investment Policy (CHIP), the center has been renamed and revamped as part of the process of better integrating GSPA faculty and students—and their research interests—with those of “The Centers.”

The focus remains on education: The mission of the Center for Education Policy Analysis is to analyze and evaluate education policy, including the early childhood education emphasis CHIP had developed, but expanding to include broader K–12

and higher education policy issues as well.

CEPA will be directed by Prof. Paul Teske, appointed by GSPA Dean Kathleen Beatty. Teske joined the GSPA faculty in 2003 after 15 years as a professor at the State University of New York at Stony Brook.

Teske's vision for the center involves conducting cutting-edge analysis of applied education policy issues that “bring national perspectives and solutions to Colorado's education problems.” In addition, the center will utilize Colorado education policy innovations—such as vouchers for K–12 education and higher education, teacher pay-for-performance programs, and others—as information and case studies for national and scholarly audiences. Other expected research topics include parent

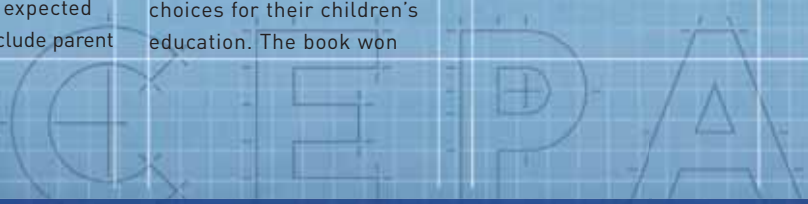
involvement and information, school choice, governance, finance, accountability, teacher training, and related issues.

Combined Experience Enhances Reputation

Teske needs no “freshman orientation” to add the directorship to his existing teaching and research duties. A nationally recognized expert on issues in education policy including school choice and charter schools, school leadership, teacher training, and test score analysis, Teske holds MPA and PhD degrees from Princeton University's Woodrow Wilson School of Public and International Affairs.

In *Choosing Schools: Consumer Choice and the Quality of American Schools*, Teske examines how parents make choices for their children's education. The book won

the Wildavsky Award from the American Policy Studies Organization as the best public policy book in 2000–01. He has forthcoming chapters on public opinion about school choice in the *Encyclopedia of Public Opinion* and on the charter school authorizing activities of local school boards in an edited book to be published by the Brookings Institution Press. He is a member of the Technical Working Group for the U.S. Department of Education's Evaluation of the Voluntary Public School Choice Program, was a member of the SUNY System Provost's Advisory Commission on Teacher Education, and a consultant to Milwaukee Public Policy Forum on their analysis of school choice data.



Teske's research has been discussed in media outlets including the *New York Times*, *Education Week* and National Public Radio. His research, funded by the National Science Foundation, U.S. Department of Education, National Academy of Education, Brookings Institution, Manhattan Institute, Spencer Foundation, and IBM Endowment for the Business of Government has resulted in numerous journal articles, book chapters and reports on education policy.

In addition to faculty associates Jody Fitzpatrick and Gabriel Kaplan, CEPA's staff includes experienced early childhood education experts Beverly Buck, Tracey O'Brien, Mary Lynn Howard, and Stephanie Olmore. The center is continuing former CHIP projects, including training and studies of early childhood education and readiness in Colorado as well as 25 nations in Eastern Europe and Central Asia in partnership with the International Step by Step Association (ISSA). Other continuing CHIP efforts include an evaluation of the Colorado Parent Information Resource Center's outreach and an evaluation of the influence of Colorado state finances on low-income families.



These projects are funded by the Soros Foundation, the Buell Foundation, the Mott Foundation, the Annie E. Casey Foundation and others.

Stronger Alliances, New Projects

The partnership between CHIP and ISSA was fostered by the Center for Collaborative Educational Leadership in the School of Education. One of CEPA's goals is to strengthen existing partnerships with School of Education researchers and departments including the Colorado Principals' Center. O'Brien and Howard have already teamed up with Elizabeth Kozleski, associate dean of the School of Education, to analyze how states are dealing with the question of overrepresentation of minority students in special education programs. "They are the education experts and practitioners and we are the policy analysts," Teske says. "Applied and scholarly research are a natural alliance that leads to better policy."

New projects include an analysis of Colorado K-12 school finance for the Donnell-Kay Foundation, and an assessment for the Piton Foundation of the literature on starting the

American education system from scratch. "How would we change things if we could?" Teske asks, "If we could change academic calendars, school and classroom sizes, incorporate new technology? Looking at how we'd build the system from the ground up shows us where we need to focus change.

It's possible the senior year of high school would be eliminated and there would be more emphasis on early childhood education."

CEPA will continue to explore school finance in Colorado, an issue embedded in a complex maze of broader state financial issues involving the Taxpayer's Bill of Rights (TABOR), Gallagher Amendment restrictions on residential property taxes, and Amendment 23. "In addition, there are complicated elements within the realm of K-12 finance," Teske says, "many shaped by the state School Finance Act of 1994, that need to be explored, explained and clarified." The goal of this project is to present an objective assessment of how Colorado's school finance picture compares to that in other states, how and why it

has changed over time, and some emerging issues with which policymakers will be grappling in the near future.

Focus on Colorado Issues

A finance study is timely for several reasons. While not on the ballot for this fall's election, proposed TABOR and Amendment 23 changes will have great influence on school finance. As has already been done in most other states, advocates of low-income students are bringing an adequacy suit against the state of Colorado arguing that the state does not spend enough to allow these children to meet state standards. In addition

to new funding challenges posed by the implementation of the No Child Left Behind Act, Teske says recent studies of Colorado high school graduation rates and rates of college attendance "raise important questions about whether the resources we are expending, and how they are spent, allow us to meet our educational goals."

Findings will help educators and policymakers better understand the basics of education finance and where Colorado fits into national trends, and to summarize critical information about trends over time—especially in state and local shares of funding—and assess funding differences across and



within Colorado districts and schools. "It will be a tool to discuss challenges related to intradistrict cost allocations and per-pupil funding questions raised by expanded choice programs," Teske explains. "Money isn't everything in education policy, by any means, but it matters a great deal. We ignore questions of school funding at great peril to our futures."



COST & EFFECT

Will Higher Education
Become a Marketplace?

**One hundred thousand dollars.
That's what it could cost for just one
year at a prestigious private college
or university in 20 years if costs
keep increasing at their current rate.**

For several decades now, college costs have outpaced the rate of inflation. Here in Colorado, recent budget issues have exacerbated the situation. Significant cutbacks in state funding for higher education have led to hefty tuition increases to offset lost revenues. Drastic increases in tuition have drawn attention in Washington: Presidential candidate John Kerry has proposed tax credits to offset the cost of college tuition, and Congress has considered legislation to withdraw federal aid from schools that raised their tuition more than the rate of inflation for two years in a row. So why does college cost so much? Why have costs skyrocketed in recent years? And how are colleges and universities going to make cost decisions in the future?

“Once considered a luxury, a college degree is now a necessity,” says Gabriel Kaplan, assistant professor at GSPA. Kaplan has an MPA from Princeton’s Woodrow Wilson School and a PhD from Harvard’s Kennedy School of Government. He has worked as a consultant on higher education issues for New Zealand’s Ministry of Education and Treasury Department, and as a

policy analyst on Capitol Hill examining health care reform.

By 1980, wages for high school graduates began to drop precipitously as manufacturing jobs were sent overseas. Meanwhile federal and state funding for education decreased, causing colleges and universities to increase tuition rates. Increased demand for college degrees allowed schools to increase tuition with no drop off in the number of applicants. “The degree to which schools have raised tuition depends in large part on whether they’re public or private,” says Kaplan. “Without state governments looking over their shoulders to limit tuition increases, private institutions have increased rates higher and faster than their public counterparts.” In Colorado, limited by the Taxpayer’s Bill of Rights (TABOR) Amendment and the state’s fiscal situation, institutions of higher education have sought “enterprise” status to provide tuition flexibility.

The diverging experiences of public and private universities led Kaplan to his interest in academic governance and a study of the systems by which universities

govern themselves. He reasoned that if state governance could play such a key role in the cost issue, perhaps the governance structure of the institution itself was a factor in understanding how and where costs would increase. As part of his dissertation, Kaplan conducted a national study of higher education governance that was jointly sponsored by the American Association of University Professors and the American Conference of Academic Deans. Much to his surprise, he found that college culture, rather than the organization of college governance, has a greater influence on costs. He is pursuing research on this issue with Ray Zammuto, professor of management at the Business School on the university’s downtown Denver campus.

The study of higher education organizations is a natural for Kaplan, whose parents were both professors. “I grew up listening to stories of campus politics, controversies and other issues in higher education at the dinner table,” he says. But not many in the field of public affairs want to examine the issues of higher education. “It’s a blind spot,” Kaplan says. “Most policy researchers are used to studying the structure and organization of entities outside the university, like K–12 education, for example. Most don’t look at their institution as something to be studied because they believe their culture is unique.”

He is currently researching recent state cutbacks to higher education funding

for the Western Interstate Commission on Higher Education. Again, he's looking at institutional culture as a factor in budget policies. "There are two ways an institution can deal with cutbacks," he says. "It can cut an equal share from each division—spread the pain so to speak—or it can think strategically about where to apply the resources it has left. Unilateral cuts are the default mechanism for most colleges and universities because then they aren't forced to choose between one program and another."

For schools to survive and thrive, strategic planning will have to become the norm. The key to changing the institutional mindset, Kaplan says, is to change the culture of systems of governance. "We need to have

governance systems that win the trust and commitment of all parties in the university, but that facilitate strategic thinking and a commitment to the university's overall interests rather than particular interests," he says. "The key will be to help schools devise structures that are best suited to their culture—their history, mission, and the social interests they serve—so they have a basis for making strategic decisions. Many folks at colleges and universities are resistant to the idea of seeing education as a product and the world of higher education as a marketplace," Kaplan says, "but we can no longer afford that luxury. Market pressures are a reality and we have to face up to them."



GABRIEL KAPLAN

STUDENTS EXAMINE HIGHER ED BUDGET CHALLENGES

With budget cuts making headlines across the state, GSPA students Andy Carlson and Spiros Protopsaltis lead the effort to examine their affect on higher education.

Carlson, a May 2004 MPA graduate, was hired to write the report for the governor's task force to improve the community college system. Sitting in on meetings of the Colorado Community Colleges and Occupational Education System (CCCOES) board, Carlson found that "people were very impassioned about the community college system, especially in rural areas, where they provide a gateway to continuing education."

Among several recommendations, the task force proposed streamlining system office administrative costs by at least 35 percent—a \$5.95 million savings based on the \$17 million fiscal year budget.

Other suggestions included eliminating unnecessary or redundant positions at the systems office, restructuring distance learning by using a common utility infrastructure, and adopting a centralized IT system. "The money saved is to go into the classroom," Carlson says. "It will stay in the community college system to benefit the students." The timeline for implementation—between April 2004 and July 2006—was approved by the state board in March.

Carlson, a one-time competitive cyclist, moved to Colorado in 1998 after earning his BA in history from Indiana University. He interned at the Bighorn Center for Public Policy while CCCOES research was underway and was hired as a research analyst after the task force findings were presented to the governor. Honored with the 2004 Outstanding MPA Student Award, Carlson has also been involved with Bighorn's research on the effects of the

Taxpayer's Bill of Rights (TABOR) and now focuses his research on higher education issues including outreach to K-12 students, access and remediation in higher education.

Spiros Protopsaltis joined the Bell Policy Center as a fellow in 2002 and was appointed an analyst in 2003 after securing grants from the Annie E. Casey Foundation to research the working poor and the Ford Foundation to research postsecondary education. A native of Athens, Greece, Protopsaltis earned his BA in journalism from Northeastern University and his MS in nonprofit management from the Milano Graduate School of Management and Urban Policy at New School University.

His research on the effects of TABOR on higher education has been instrumental in the state's attempt to balance some of its deficits. "Less-discretionary budget areas such as Medicaid and corrections don't suffer as much from the fiscal crisis as

discretionary budget areas," Protopsaltis says. "College students, for example, have been hit with higher tuition rates while receiving fewer services."

Armed with findings on TABOR's effects, the Bell joined forces with Bighorn and other public agencies to form a collaborative group called Campaign for Colorado, which initiated two proposals: one to lessen the amendment's negative impact while keeping it fundamentally intact and another to allow the state to establish a rainy day fund. Campaign for Colorado garnered support from other public agencies and collected enough signatures to get the proposals on the November ballot, but has since decided 2004 is not the year for such a reform measure. "There is hope something will occur in the next legislative session," Protopsaltis says. "Colorado leaders have not had a lot of chances to come to an agreement on a resolution."



**LEFT:
ANDY CARLSON**

**RIGHT:
SPIROS PROTOPSALTIS**



WOMEN CHOOSING CAREERS:

What about IT?

WHAT PATHS LEAD WOMEN TO CAREERS IN TECHNOLOGY?

WHY DO YOUNG WOMEN CHOOSE—OR BYPASS—DEGREES IN THE FIELD?

JUST WHAT IS IT ABOUT IT?

Despite the growth in IT overall, alarmingly few women pursue degrees in computer science and engineering.

In 1984, women earned 37 percent of all computer science degrees. That number dropped to 20 percent by the year 2000, and women compose only 6 percent of students pursuing engineering degrees today.

Internationally acclaimed for her work in evaluation—the field of determining and appraising the value and effect of policy and process—Jody Fitzpatrick, associate professor at GSPA, has also established herself as a premier researcher in the field of women’s career choice, focusing her work on women in nontraditional fields and women’s self-sufficiency. Today, armed with a grant from the Colorado Institute of Technology, she’s studying factors that lead women to seek a degree in information technology, broadly defined as computer sciences, telecommunications and technology manufacturing. She is exploring what draws women to tech programs, what drives them away, and why many gravitate toward community colleges instead of four-year institutions.

The research, launched this summer and continuing through February, encompasses a test field of four community colleges—Community College of Denver, Northeast Junior College, Pikes Peak Community College and Pueblo Community College—and two four-year institutions, Metropolitan State College of Denver and the University of Denver.

Despite the growth in IT overall, alarmingly few women pursue degrees in computer science and engineering. In 1984, women earned 37 percent of all computer science degrees. That number dropped to 20 percent by the year 2000, and women compose only 6 percent of students pursuing engineering degrees today. “The decline was occurring in the 1990s,”

Fitzpatrick says, “even when there were labor shortages.” While the economic circumstances surrounding the industry are different today, its face is much the same—male. “The decreased demand for high-tech workers doesn’t change the fact that women are underrepresented.”

MAKING IT MORE ATTRACTIVE TO WOMEN

Fitzpatrick’s findings will isolate factors that perpetuate these trends; her research may guide four-year institutions as they seek to attract more women interested in IT, increase matriculation and eliminate barriers that keep women from continuing their educations in technology and related fields. “There has been very little examination of career choice at the community college level,” Fitzpatrick says. “In this study we hope to establish whether women who enter college to study IT are more career-oriented or more salary-oriented. A career in IT typically offers a lucrative salary and benefits package, so the question is relevant whether they’re attending a four-year college or community college.”

Focusing on women entering technology degree programs soon after high school, Fitzpatrick and colleagues at CU-Boulder and the University of Denver will determine what motivates women to consider a degree in IT. Different factors affect a woman’s choice of major at this point in her life than when pursuing a degree later in her career—the type of jobs parents held or the encouragement of

a role model such as a teacher, coach or aunt, for example. Because technology is a relatively new field, Fitzpatrick believes other factors may be influencing degree choice, including the promise of a comfortable salary or a genuine interest in exploring technology. “Perhaps women in community colleges are first-generation college students, and perhaps they’re thinking if they can get an associate’s degree they could do well with that alone,” she explains. “It’s all just speculation at this point, but that’s what I want to explore.”

In her earlier research, Fitzpatrick found the role of women is critical to corporate success. Because women often prefer jobs relating with people, they provide a critical link to the public. But often, especially for young women, high-tech employers are perceived as having cold, impersonal working environments with rows of desk-bound staffers staring at computer screens. “IT is not just for nerds,” she stresses. “As educators, our big failure is not acclimating women students to these areas. We need to put more emphasis on things like site visits and guest speakers and to talk about what they do in IT.”

In her earlier research, Fitzpatrick found the role of women is critical to corporate success.



INFORMED CHOICES AT THE HEART OF FITZPATRICK'S TEXT

Now in its third edition, Fitzpatrick’s *Program Evaluation: Alternative Approaches and Practical Guidelines* has garnered international acclaim as a comprehensive guide to program evaluation. The book has been a top seller in the United States, Canada and Korea, and is now being translated into Japanese.

Touted as the most comprehensive text of its kind on the market, the third edition of *Program Evaluation* addresses changes in technology including web-based surveys and qualitative data analysis, offering a list of evaluation-related websites for further information. Methods chapters integrate qualitative and quantitative approaches and follow the logical sequence of choices in methods design, sampling and data collection. The book also examines the role of advocacy in evaluation.

Believing effective evaluation informs effective policy, Fitzpatrick says her goal is “to get people to make more informed choices by asking questions. ‘How do we know this policy will work?’ ‘What evidence supports it?’ ”

Program Evaluation was coauthored by James Sanders of Western Michigan University and Blaine Worthen of Utah State University and published by Pearson Allyn & Bacon in late 2003.



JODY FITZPATRICK

“As a researcher, I want to find out how young people go about choosing a career path and consequently a job,” says Fitzpatrick, who explored careers in French and biology before obtaining her PhD in program evaluation from the University of Texas at Austin. “If we can encourage women to get degrees in this field, it will have a huge impact on technology, presenting the face of women in the field.”

EXPLORING IT FROM A DIFFERENT ANGLE

The choice of issues to examine in the current study stems from Fitzpatrick’s earlier findings on women in technology. In a groundbreaking 1998–99 study funded by the Women’s Foundation of Colorado, Fitzpatrick profiled women in high tech to see how they got there. One revelation was that about 50 percent of women working in IT did not hold a degree in that field. Fitzpatrick cites the example of a woman who held a degree in education and started work at the phone company; she’s now head of AT&T Europe. Another top tech exec had once worked in a hospital emergency room and was hired into the IT industry for her ability

to cope with chaos. Many started in clerical positions and—bolstered by ambition, intuition, and supportive supervisors—made their way to the top.

Why is this significant? Discovering that half the women surveyed held degrees in other fields meant that a time-honored survey tool—tracking alumni—was flawed, at least when it came to women in technology. “We realized we shouldn’t follow people just by their major, we should find where they are now and how they got there,” she says. “We could have tracked IT alumnae forever and never found these women.”

Now Fitzpatrick is focusing on reaching women at a younger age and dispelling the myths and stereotypes that keep potential IT leaders from pursuing the

field. “As a researcher, I want to find out how young people go about choosing a career path and consequently a job,” says Fitzpatrick, who explored careers in French and biology before obtaining her PhD in program evaluation from the University of Texas at Austin. “If we can encourage women to get degrees in this field, it will have a huge impact on technology, presenting the face of women in the field.”



Learning by Doing the Hallmark of Social Entrepreneurship Class

While some students learn best by seeing rather than hearing, all learn by doing. That's the premise of Jennifer Wade's Social Entrepreneurship class, which contracts with nonprofit or public agencies to create operating business plans. In spring 2004, its inaugural semester, the class worked with the Urban League of Metropolitan Denver to create a plan for "Urban Academies," a set of integrated services providing childcare

programming through a network of private and nonprofit partners, particularly churches.

Wade, assistant professor of nonprofit and public management, established a contract with the Urban League to develop the plan; the Urban League, in turn, paid for services rendered, giving students the opportunity to have an impact on the community while generating revenue for GSPA.

The class is one of the first in GSPA that involves both service learning and practical application. MPA students Tobin Patrick Bliss, Wendy Hill, Natalie Korobova, Frances Moore and Valeriu Popovici studied concepts including management, terminology and operations structures before creating the "Urban Academy" childcare programming. They then worked with Wade to construct the business plan, which was presented to the Urban League,

accepted, and is now in the implementation stages. Another Social Entrepreneurship class is planned for spring semester 2005.

"A course that blends practice with a classroom setting bridges theory with application and provides students with the opportunity to understand materials in a more concrete way," Wade explains. "This class is affirmation that practical application builds students' skills." 🏛️

INTERNS TAKE AMERICAN EXPERIENCE HOME

How is a city created? In Colorado, a state with one of the fastest growing populations in the country, starting a new city is unusual, but not unheard of. Look at Centennial, Colo.

In fact, looking at Centennial is just what GSPA student Jong Lae Jo did as an intern through the MOGAHA program, a partnership between GSPA and the South Korean Ministry of Government and Home Affairs. Government personnel come to GSPA for training and internship opportunities; they have the option of pursuing either an MPA degree or a certificate. Since many already hold master's degrees from South Korean universities, the internship component provides valuable experience and new perspectives.

"Cities in South Korea are already established, so seeing how a new city deals with challenges gave our interns a fresh perspective on running their own cities," explains international student coordinator Hae Won Kwon, who also helps the Korean students find tutors, English language classes, and community resources to make their time in this country more productive. Another

student, Sung Hoon Kim, did a similar internship with the City of Aurora. "Methods here are more creative," Kwon says, "and organizations here are more casual and open compared to their Korean counterparts. When officials engaged in constructive criticism, our interns felt they could contribute."

One intern worked with an agency to help people with mental and physical disabilities, while another worked with the City of Denver to learn methods of raising program funds. After learning about the city's sales tax, where one-half of one percent goes to fund arts organizations, interns "could see how the city of Denver is flowering because of this type of funding," says Kwon. "It's a new option for them."

Kwon and Pete Wolfe, MPA/AMPA program director, work throughout the year to secure internships for six to seven MOGAHA students each fall



All MOGAHA students—whether in the MPA, Accelerated MPA or certificate program—complete internships during their two-year visit to GSPA. Of the students pictured, internships were completed this year by Jong Lae Jo (back row, third from left), Su Ho Lee, Hans Lee, Bo Wha Han, Hee Doo Lee, and Sung Hoon Kim (front row, left to right), as well as Hyong Seop Park, not pictured.

and spring. "Many internships come about through GSPA alumni," Kwon explains, "and some have requested more interns in the future. It's a strong partnership: the Korean students are getting good experience, and alumni are getting a good intern. In many cases these students already have master's degrees, but they're shy in dealing with a new organization, a new culture. They won't brag themselves up for the skills they can bring to these positions." 🏛️



FROM CLASSROOM TO COMMUNITY:

Student Projects Have Positive Impact

“It’s imported from Iowa instead of Iraq,” says **Nina Hoffert** of the advantages of biodiesel fuel. A 2003 MPA graduate, Hoffert converted her environmental management project on biodiesel fuels into a proposal for the City of Lakewood, where she is fleet services coordinator. The city now runs its vehicles on B20—a blend of 80 percent petroleum and 20 percent biodiesel, a cleaner-burning fuel composed of crops such as sunflower and soy. “Another obvious advantage is the reduction of emissions by 20 percent,” Hoffert says.



Nina Hoffert

The Colorado Department of Public Health and Environment estimates diesel exhaust is responsible for more than 60 percent of urban air pollutants.

Biodiesel offers fuel economy, horsepower and torque similar to petroleum with no toxins, and no engine modifications are required. Early reports indicate that higher production costs could be offset by lowered maintenance costs due to less engine wear and tear. Lakewood has underground wells to store the B20 and sells it to neighbors including Jefferson County Schools and West Metro Fire District. The University of Colorado and the City of Denver also have begun using B20, leading the way in the effort to limit dependence on oil and fostering the use of renewable resources.

The City of Lakewood recently received the Environmental Achievement Award from the State Air Pollution Control Division for its biodiesel usage. Another environmental management student, who works for the state pollution control division, nominated the city after hearing Hoffert’s project presentation.

“This research project is indicative of the outstanding quality of work being done by GSPA students,” says Richard Stillman, one of Hoffert’s professors. “Each project is a superb piece of research with important policy implications.”



Eric Morgenthaler

Other student research projects that have crossed from classroom to community include an emergency management plan for Douglas County Library by **Eric Morgenthaler**, a 2003 MPA graduate who is division chief for Castle Rock Fire and Rescue. Morgenthaler researched emergency planning and training regulations at libraries nationwide using guidelines established by the newly established Federal Emergency Management Agency (FEMA). After analyzing the library’s employee action manual, Morgenthaler says, “I looked at its strengths and deficiencies and developed new action plans that were then provided to the library director.” The plan addresses crises including fire and wildfire, terrorism and other threats, and hostile work environment situations.



Brooke Ely

Domestic violence fatality and critical incident review teams are legislated in 23 states, but there is little documentation on their internal procedures

regarding confidentiality. **Brooke Ely**, 2004 MPA graduate, is area director of the National Coalition for Domestic Violence. Her advanced seminar research involved issues of confidentiality that arise when investigators examine the cases of deceased victims. Her project details the findings from 17 interviews with fatality and critical incident review teams in 14 states and provides recommendations for the team in El Paso County. “With no such legislation in Colorado,” Ely says, “my determination was that legislation authorizing the existence of a review team can do more good than harm in maintaining a victim’s confidentiality.” 🏛️

Other student research projects include the following:

- **Richard Baum’s** feasibility and effectiveness study of mandatory drug testing of high school students
- **Shannon Eubanks’** feasibility study on converting an existing Colorado Springs apartment complex into assisted living facilities
- **Jessica Lowes’** deconstruction of the Marriage Act
- **Sarah Shikes’** strategic plan for a nonprofit minority charter school
- **Emelie Smith’s** proposal for improving high school civic education in Colorado

CJ Grads a Force to Be Reckoned With

The programs are demanding, the results immediate and the impact sweeping the state. Law enforcement executives taking part in GSPA's Executive Leadership Master of Criminal Justice (ELMCJ) and Master of Criminal Justice (MCJ) programs have become a force to be reckoned with.

The MCJ program, with its focus on law enforcement, the judiciary, correctional systems, juvenile justice and the formulation of laws and codes, is seeing its share of successful graduates, many of them women.

"It shows a great change in the law enforcement system that we have capable and bright women in positions traditionally held by men," says Mary Dodge, assistant professor of criminal justice and research advisor.

"That's reflective of the inclusiveness and accessibility of our program and also shows that law enforcement agencies are looking for qualified people with advanced degrees."

The ELMCJ program, a two-year, part-time cohort, brings together current and future police executives from throughout Colorado and the Rocky Mountain region. "These are bright, upwardly mobile professionals who are seeking advancement and knowledge

enhancement of the core competencies of law enforcement," explains Jerry Williams, ELMCJ executive director. "We put together a rigorous program that would help participants embrace their individual talents while exploring cutting-edge issues."

Citing ELMCJ graduates in Denver, Aurora, Greeley, Silverthorne, and Pueblo, Williams says, "If you look at these placements geographically, it's clear this program has done what we intended—it's making an impact statewide." 🏛️

MCJ Leaders

- **Tracie Keesee**, 2002, has been promoted from lieutenant to commander of the Denver Police Department.
- **Stephanie LoVette**, 2002, finished her training at Quantico and is now a U.S. Drug Enforcement Agency agent in Arizona.
- **Stacy Burrows**, 2003, also finished her training at Quantico and is now an agent for Homeland Security, Immigration and Customs Enforcement.
- **Brittany Vuong-Sandoval**, 2002, is now an adjunct faculty member at Metropolitan State College.



ELMCJ Leaders

- **Doug Abraham**, fall 2003, former City of Aurora division chief, was named the police chief for the University of Colorado's Fitzsimons campus in Aurora.
- **Steve Carter**, current ELMCJ student, was promoted from lieutenant to captain in the Denver Police Department and now heads the training academy.
- **Kent Donahue**, fall 2004, former captain with the Greeley Police Department, has been appointed chief of the Silverthorne Police Department.
- **Dayton Robinson**, fall 2003, has been promoted from sergeant to captain for the Pueblo Police Department.
- **Eric Rubin**, current ELMCJ student, was promoted from lieutenant to captain in the Denver Police Department, now with the traffic enforcement division.

Want to know about upcoming events? Interested in joining a discussion group? Want to look back at previous issues of *Views* magazine?

Visit our website at www.cudenver.edu/gspa to stay up to date on the latest happenings at the Graduate School of Public Affairs.



Grounded in the Present, Looking to the Future

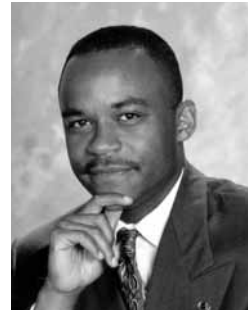
After a campaign focused on “seizing the moment,” Michael Hancock was sworn in July 21, 2003, representing District 11 on Denver City Council for a four-year term.

A 1995 MPA graduate, Hancock represents residents of Northeast Park Hill, Stapleton, Gateway, Montbello, Green Valley Ranch, Parkfield and Denver International Airport. He chairs the council’s economic development committee, which focuses on tourism, arts and culture, bond projects, urban renewal and international trade. He is vice-chair of the safety committee and a member of the finance and city investment advisory committees, among others.

“We’re making sure all codes are enforced to ensure our neighborhoods are clean and safe,” he says. “Education is another big issue of focus. With the impetus from a rebounding economy, the Denver area has really turned its attention to raising the quality and accessibility of education.”

A Manuel High School graduate and the youngest of 10 children, Hancock wanted to return to Colorado after earning his BA in political science from Hastings College. “I appreciated GSPA’s location and its convenience to the city,” he says. “The program was applicable to my goals as an administrator, so GSPA was the logical choice.”

Previously, Hancock worked with the Denver Housing Authority, then with the National Civic League as strategic planning manager. From 1999 to 2003,



Michael Hancock
Denver City Councilman

Hancock was president and CEO of the Urban League of Metropolitan Denver.

“My graduate degree has enabled me to master the intricacies of public finance, analysis and statistical data,” Hancock says. “Having a deeper understanding of public administration and having the technical tools of an administrator have been instrumental in my career, and it’s been exciting to achieve my goals.” 🏛️

Putting Faith in the American Dream

A roof over their heads, a home-cooked meal, a chance to tuck their children in at night—most Americans take these things for granted.

Most, but not all. Nancy Kinney, a 2001 PhD graduate, has always been concerned for those with no place to call home.

Professor of political science and public policy at the University of Missouri, Kinney is one of only seven recipients nationwide of a 2004 HUD Urban Scholars Post-Doctoral Fellowship. The \$55,000 award will fund her inquiry on the expanding role of religious groups in community activism. In September 2003, HUD finalized regulations that make faith-based groups eligible to compete for \$8 billion in grants. The new regulations, initiated during the Clinton Administration’s 1996 welfare reform act and furthered during the Bush Administration, allow religious

groups to expand their work in providing housing and support services to the homeless.

With a BA in religious studies from the University of Denver and an MA in mass communications from Regis University, Kinney became interested in church-state issues while working as an ecumenical chaplain at a local community college. “I read a lot about changing interpretations of the First Amendment regarding the constraints on religious groups,” she says. “In the past 20 years, much has happened to loosen restrictions, whether for good or ill. I’m interested in discovering how these changes affect public policy.”

Another focus for Kinney is the impact religious groups such as the Salvation Army have in sustaining people during difficult times. “HUD is interested because religious organizations engaged in service often focus on people on the margins, particularly people who face housing insecurity,” Kinney says.



Nancy Kinney
Professor of Political Science and Public Policy
University of Missouri

Charitable choice—the blurred line between church and state—was the topic of Kinney’s dissertation at GSPA. “GSPA has inquisitive scholars who offered support, even when my research interests seemed pretty whacky,” she says. “I started my doctoral work before faith-based programs became trendy or as politicized as they are today. The GSPA faculty envisioned the importance of the policy implications even back then and encouraged me to find a productive path of inquiry.” 🏛️

Where Will the Wild Things Go?

As Colorado's population continues to grow, housing developments are pushing farther into previously open space, and families are building primary and vacation homes in the foothills.

Call it “urban flight,” call it “wildland-urban interface,” it all boils down to this: Coloradans are moving into occupied territory. Occupied by wildlife, that is.

Determining how to accommodate wildlife in high-growth areas is Bruce McCloskey's primary challenge. McCloskey, a 1995 MPA graduate of the Colorado Springs program, was appointed director of the Colorado Division of Wildlife (DOW) in June after serving as interim director since January.

After graduating from Pueblo High School in 1970, McCloskey earned a degree in wildlife biology from Colorado State University in 1974 and joined the DOW. When he wanted to further his career in public administration, he chose the Graduate School of Public Affairs. “I was able to do my research on areas that were pertinent to wildlife management and my career,” says McCloskey, who has been with the DOW for more than 30 years in positions including deputy director, state and district wildlife manager. “Classes were a chance to step away from day-to-day pressures, get engaged and learn the skills I needed to continue my career,” McCloskey says, skills such as negotiating personnel issues, overseeing public funding opportunities and managing a tight budget.

Like most state agencies, the Division of Wildlife faces budget concerns. McCloskey's strategy includes a five-year season plan



Bruce McCloskey
Director, Colorado
Division of Wildlife

and meeting with sporting groups and other constituents to consider developing a legislative package for 2005. “I have seen how important it is to provide steady, calm leadership and to reach out to people with a wide range of interests,” he says. “I've learned to do a better job of listening and understanding why so many Coloradans have such a strong passion for wildlife.” 🏛️

Grad Finds Global Success

The road to diplomacy runs through the Graduate School of Public Affairs.

At least it did for Gregory Engle, U.S. ambassador to the Togolese Republic. Engle first set foot on that road as a “military brat” moving back and forth between Colorado and Germany. “Foreign travel and the idea of public service were in my blood from the start,” Engle says. “A diplomatic career was tailor-made for my interests, so I sought an education that would prepare me for that path.”

After graduating from CU-Colorado Springs with a degree in political science in 1978, Engle pursued his MPA to gain the practical knowledge needed to enter and succeed in government service. He joined the U.S. Department of State in 1981 following a tour as a Peace Corp volunteer in Korea. Engle's career has included management positions in locations around

the globe, including Pakistan, Germany, Washington, Ethiopia and Cyprus, where he received the Leamon R. Hunt Award for Administrative Achievement in 1990.

Engle continued his diplomatic path as deputy chief of mission at the U.S. Embassy in Malawi, as a member of the Foreign Service Institute's 38th Senior Seminar, as U.S. consul general in South Africa, as director of the International Cooperative Administration Support Services System, and as director of the Office of Regional and Security Affairs in the State Department's Bureau of African Affairs. He was appointed U.S. ambassador to Togo in May 2003. The Togolese Republic became independent from a French-administered UN trusteeship in 1960. Located in Western Africa between Ghana and Benin, Togo has a population of nearly 5 million composed of more than 20 ethnic groups. U.S. aid to Togo is primarily focused on combating HIV/AIDS.



Gregory Engle
U.S. Ambassador
Togolese Republic

“I've applied much of what I learned at GSPA throughout my diplomatic career,” Engle says. “GSPA gave me an excellent basic knowledge of human resource management, public finance and organizational dynamics that has served me well in my tenure with the State Department.” He encourages future diplomats to supplement their MPA coursework with electives in international relations, international finance and trade, and languages. “I had dedicated professors who had time for me—very important—and I studied very hard,” Engle adds. “GSPA is a great choice.” 🏛️



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Your gift helps GSPA continue to thrive by attracting top-notch faculty, providing innovative programs such as the Accelerated MPA and Program on Domestic Violence, and offering scholarships to deserving students.

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The Graduate School of Public Affairs is proud to welcome two of the foremost experts on the Middle East to speak in Denver this year:



Dennis Ross

DECEMBER 6, 2004

Ambassador Dennis Ross, U.S. envoy to the Middle East from 1988 to 2000, will address GSPA alumni and invited guests. Now counselor and Ziegler Distinguished Fellow at the Washington Institute for Near East Policy, Ross will discuss his latest book, *The Missing Peace: The Inside Story of the Fight for Middle East Peace*.



Thomas Friedman

INVESTMENT IN EXCELLENCE DINNER

APRIL 19, 2005

Thomas Friedman, three-time Pulitzer Prize winner and *New York Times* foreign affairs columnist, will speak at the 2005 Investment in Excellence Dinner, an annual fund-raising event for the Graduate School of Public Affairs. Among the foremost experts on the Middle East, Friedman will speak on developments there and also on outsourcing and the new world economy, the topic of his latest book, *The World Is Flat*, to be published in 2005. This year's event will honor Rutt Bridges, longtime GSPA supporter and founder of the Bighorn Center for Public Policy.

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