



From the Dean

Dear Friends, Students and Colleagues:

It's been a year of visibility for the Graduate School of Public Affairs, both within our profession and in the community.

Professors Paul Teske and Peter deLeon both made headlines with recent research that was highlighted in the *New York Times*, *Washington Post* and *Denver Post*. Teske was featured as an authority on education funding and school choice, while deLeon's work on the environmental track record of Colorado's ski areas was the catalyst for a series of sometimes heated articles. Teske also won the 2005 NASPAA/ASPA Distinguished Research Award.

GSPA's Richard Stillman and Don Klingner made news in leadership roles within the public administration community. Stillman became the new editor of PAR, the prestigious public administration journal. Klingner will co-chair the program committee for ASPA's 2006 Annual Conference, which returns to Denver for the first time in two decades.

Some leading voices of our times came to GSPA to share their views. U.S. Ambassador Dennis Ross provided insight on Middle East peace. Former Senator and head of the United Nations Foundation, Tim Wirth, spoke on sustainability. And at our annual Investment in Excellence dinner, Thomas Friedman, Pulitzer Prize-winning foreign affairs columnist for the *New York Times*, discussed outsourcing and the global economy.

In other news, GSPA now has the only federally funded program on domestic violence policy, complete with a national cohort of students and new research programs. This year, we will start a new health policy program, reflecting the University of Colorado at Denver's consolidation with the nationally known CU Health Sciences Center.

As always, your support makes efforts like these possible. Thank you—and happy reading.

All best regards,

A handwritten signature in black ink that reads "Kathleen Beatty".

Kathleen Beatty
Dean, Graduate School of Public Affairs



Today, GSPA is not only a top training ground for government and nonprofit leaders. The school has become a catalyst for dialogue on public policy and an incubator for scholarship at the highest level.

— **Hank Brown**
President, University of Colorado

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About the Cover

This year, *Views from the West* is all about the "News, Views and Voices" of the Graduate School of Public Affairs. Faculty research on education funding, school choice and environmentalism on our ski slopes made headlines. Professors assumed leadership roles in our professional community.

Top minds of our times brought insight to events. And, not to be outdone, students were in the trenches of public affairs from Iraq and Pakistan to the mines of the United States.





GREAT GRADS

Each spring GSPA fulfills its commitment to excellence and high standards by honoring both its top-performing students and its graduates who have distinguished themselves as practitioners in the field. These outstanding students and public leaders are recognized in ceremonies on the Downtown Denver and Colorado Springs campuses.

“We are very proud of our students, especially these whom we honor as the year’s outstanding students, for the energy and discipline they bring to their coursework,” said GSPA Associate Dean Linda deLeon. “Now all that wonderful energy and idealism will be used to the benefit of our state and nation.”

On May 6 at the Magnolia Hotel Ballroom and May 27 at The Lodge at CU-Colorado Springs, about 20 students who met rigorous credit-hour and grade-point requirements were inducted into Pi Alpha Alpha, the national honor society for public affairs and administration introduced to GSPA in 1976 by Professor Leo Riethmayer. Additionally, five Downtown Denver Campus students

and two Colorado Springs students received the school’s top honors:

■ *Denver*

MPA Students of the Year

Brian K. Shepard, Fall 2004
Maureen E. Ediger, Spring 2005

MCJ Students of the Year

Edward R. Clark Jr., Fall 2004
Suzanne E. Mullings, Spring 2005

PhD Student of the Year 2004-2005

Danielle M. Vogenbeck

■ *Colorado Springs*

MPA Student of the Year

Heather Maio

MCJ Student of the Year

Teresa Silveria




(Left to right) Edward R. Clark Jr., Suzanne E. Mullings, Danielle M. Vogenbeck, Dean Kathleen Beatty, Maureen E. Ediger, former CU President Elizabeth Hoffman

The Leo C. Riethmayer 2005 Public Administrator of the Year Award was



Gregory B. Mohrman receives the 2005 Public Administration Award from presenter Adam Chapwick (right)

presented to Gregory B. Mohrman, chief of the United States Geological Survey National Water Quality Laboratory. Mohrman, a public administrator for more than 25 years, was honored for his balanced attention to cost containment, customer service, personnel management, safety, and the environment in light of difficult water issues confronting the western United States.

Elizabeth Hoffman, then-president of the University of Colorado and now a member of the GSPA faculty, was keynote speaker at the Denver ceremony and Mike Miles, assistant superintendent of the Fountain-Fort Carson School District, spoke at the Colorado Springs celebration on “Lessons from a Life in Public Service.” 

GSPA Founder Celebrates 95th



Leo C. Riethmayer


Leo C. Riethmayer is a familiar face at GSPA’s annual Investment in Excellence Dinner. This spring, the founder of the University of Colorado’s graduate program in public administration and former mayor of Boulder had something extra to celebrate—his 95th birthday.

Riethmayer, who turned 95 on June 2, 2005, has been a teacher, mentor and friend to hundreds of students. He joined

the faculty of the University of Colorado at Boulder in 1946, and became founding director of the school’s Graduate Program of Public Administration the following year, a position he held until 1967. Riethmayer continued to nurture the program as a professor and director of the Division of Public Administration until his retirement in 1978.

GSPA went on to become one of the top graduate schools in the country, and the Rocky

Mountain region’s only independent school of public administration. An award bearing Riethmayer’s name is given to an outstanding public administrator every year.

The “father of public administration” at GSPA had something else to commemorate in 2005 too. He and his wife Ura celebrated their 70th wedding anniversary, a milestone to be sure. 

New Program Prepares Managers for Disasters

Every quiet moment on Earth is the calm before some storm. It's not a matter of "if"—it's a matter of "when and where" disaster will hit. In co-hosting the new Graduate Certificate Program in Emergency Management, Policy and Planning (EMPP), the Graduate School of Public Affairs is helping to ensure that when a crisis strikes, trained management-level professionals will be ready to respond.

In 2004, GSPA launched its Homeland Security Certificate program at CU-Colorado Springs in partnership with the Network Information and Space Security Center (NISSC). The NISSC—formed months before the Sept. 11, 2001, attacks—was created by CU-Colorado Springs to provide research capabilities and education to military, government and defense industry partners in the region.

The new graduate certificate program at the Downtown Denver Campus partners faculty from GSPA, the Department of Geography and Environmental Sciences in the College of Liberal Arts and Sciences, and the Planning Program at the College of Architecture and Planning. "We have faculty in all three schools who serve on our program committee and will teach in the program," explains Lloyd Burton, program director. "By sharing course material, we can offer it in a more coordinated way to benefit students."


The EMPP takes into account that most disasters are not terrorist related, explains George Busenberg, assistant professor at GSPA. There are three types of hazards: accidental, such as a downed airplane or a gas leak; intentional, such as terrorism; and natural, such as earthquakes, tsunamis and floods.

Busenberg teaches Disaster and Emergency Management Policies, one of two required seminars for certification. The second required course is Hazard Mitigation and Vulnerability Assessment, taught through geography and environmental sciences.



Students then choose nine pre-approved elective credits to complete their graduate-level EMPP certificate.


In terms of disaster prevention or mitigation, the emphasis is placed on sharing and planning. "One of the things we're looking to do is better integrate both of those responses," Burton says. "You have two different organizational cultures, and we're doing our best to make sure they are coordinated as much as possible."

"To the best of our knowledge, this is the first program in our region of the country that focuses on an all-hazards approach," Burton says. "What this means is, disaster managers at the local and regional levels will be able to develop a deeper understanding of what the similarities and differences are between natural, accidental and intentionally caused disaster situations." 

UCCS is Training Ground for Homeland Defense

The Graduate Certificate in Homeland Defense at CU-Colorado Springs has gone national. By offering courses online, the student base – originally consisting entirely of Peterson Air Force Base personnel – has expanded to include students from all over the country, explains Terry Schwartz, associate dean of GSPA at CU-Colorado Springs. In fact, says Schwartz, 20 percent of the 95 students enrolled are not in the military and include defense contractors, employees of such federal agencies as the Department of Homeland Security, law enforcement, and other first responders.

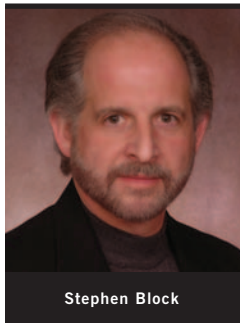
The program, in its second year, is offered in partnership with the Network Information and Space Security Center (NISSC) at CU-Colorado Springs. "We at GSPA are extremely pleased with the growth of this program and our partnership with NISSC," Schwartz says.

Debbie Sagen, director of civic engagement at NISSC, heads the program: "One of the things I'm most pleased about is that we have been able to get our students excited about not only the certificate, but going on for graduate degrees such as the MPA." 





Fulbright in Hand, Nonprofit Expert is Russia-Bound



Stephen Block

Stephen Block, associate professor in residence at the Graduate School of Public Affairs, has been awarded a Fulbright Scholarship to Russia, where he will examine the developmental issues of that country's nascent nonprofit sector at Moscow State University of Management. Between August and December of 2005, Block will lecture on the management of nongovernmental organizations and how government and nonprofits can establish mutual goals and engage in collaboration to address community pressing needs.

Nongovernmental organizations (NGOs)—as nonprofits are called outside the United States—are relatively new to Russia. In the centrally planned system of the former Soviet Union there was no place for private corporations, whether profit-making or otherwise. Any social or material needs not contemplated by the state—or considered beyond its

means—went unmet. In Russia's new market-oriented economy those with enough money can access the goods and services they want or need, but many more people continue to go without, Block explains.

Enter the nonprofit sector. "Just as in the United States, people in Russia are coming together to solve problems of social inequity. But they are not supported by funding, and people are not used to volunteering," he says. "Most of the money flowing into nongovernmental organizations has come from interest groups in the United States, or Western European foundations that tend to focus on economic development issues, but not community services issues.

Block, who holds a Master's in Social Work from Indiana University, earned his PhD from GSPA, where he now directs the concentration in nonprofit management. His teaching and research interests include nonprofit boards of directors, executive leadership, and nonprofit organizational behavior and development. Block has authored numerous journal articles and books, having pioneered research on the development of an academic discipline

of nonprofit organizational management. His books include *The Perfect Nonprofit Board: Myths, Paradoxes & Paradigms*, and *Why Nonprofits Fail: Overcoming Founder's Syndrome, Fundphobia, and Other Obstacles to Success*.

Block's lectures in Moscow will focus on the critical tasks of successful NGOs: how to recruit volunteers, raise money and establish a working relationship with government, one based on trust. "Historically, when the Russian people formed action groups, they pursued revolutionary causes," Block says. "While there is a growing interest and need for policies and laws, there is also a general need for an introduction to what NGOs can do to meet community needs." As founding director of Denver Options, a nonprofit that coordinates developmental disability services under government contract, Block is very familiar with how community needs can be addressed through nonprofits.

A GSPA faculty member for 12 years, Block learned of his Fulbright award in April. "I have been pleased with the expressed expectations and the encouragement given to me by the Department of State to develop long-

Sharing Our Views: 2004-05 Faculty Books and Journals



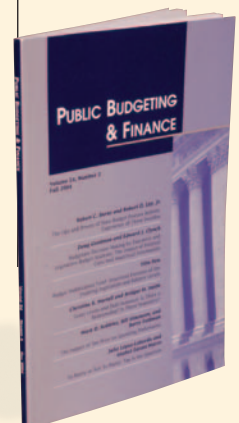
Assistant Prof. George J. Busenberg published two scholarly articles during 2004. "Wildfire Management

in the United States: The Evolution of a Policy Failure," published in the *Review of Policy Research*, explores the policy processes that led to the failure of American wildfire policy in the 20th century. "Adaptive Policy Design for the Management of Wildlife Hazards," published in the *American Behavioral Scientist*, explores a policy

strategy designed to improve the performance of American wildfire policy in the 21st century.

Assistant Prof. Christine R. Martell in 2004 published "Dedicated Funding for the Arts, Culture, and Science" in the online journal *Public Finance and Management* and "Grant Levels and Debt

Issuance: Is there a Relationship? Is there Symmetry?" in *Public*



term cooperative relationships with the people I meet and work with in Russia,” he said. “I appreciate the scholarly recognition, but the real sense of honor comes from being selected to be part of a program that is committed to developing international understanding and promoting open communication between the United States and the countries in the program.”

“I appreciate the scholarly recognition, but the real sense of honor comes from being selected to be part of a program that is committed to developing international understanding and promoting open communication between the United States and the countries in the program.”

The Fulbright Scholarship was established in the aftermath of World War II through the efforts of Senator J. William Fulbright. The program promotes peace and understanding through educational exchange and is one of the most prestigious programs of its type worldwide, operating in 144 countries and with 51 commissions. 🏛️

Thriving on Diversity: *Denver Campus is UP to the Task*



Jennifer A. Wade

The Downtown Denver Campus welcomes and honors a diverse student, faculty and staff population. Recognizing the importance of continued work to meet the needs of myriad cultures, the campus administration has selected Jennifer A. Wade, assistant professor of Nonprofit and Public Management at the Graduate School of Public Affairs to serve as its first-ever Faculty Fellow for Inclusion.

A branch of the provost’s office, the Faculty Fellow for Inclusion reports directly to the provost and meets with deans, upper-level administrators, faculty, and staff to develop policies, procedures and activities to enhance diversity and inclusion on the downtown Denver campus, already the most diverse in the University of Colorado system.

“It has been recognized by the administration that we will have to work on inclusiveness and diversity,” Wade said. “This office is a great step in that direction.”

The half-time position is in addition to Wade’s responsibilities at GSPA, where she continues to teach topics related to Nonprofit and Public Management,

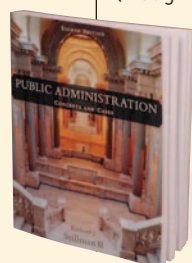
including social entrepreneurship. The faculty fellow appointment runs through the end of academic year 2006, and might be extended depending on results and funding capabilities. Among many positive changes in the works, Wade’s office is establishing a collection of books and articles by minority faculty and staff, as well as publications on inclusion and diversity. Additionally, diversity-training sessions for faculty, staff and students are in the planning stages. To formally launch this initiative, an inaugural “reception for inclusion” was held the evening before spring graduation. The event attracted more than 400 people to celebrate the diversity of the Downtown Denver Campus.

Since her appointment, Wade has strived to define the task before her. The first step in any such endeavor is to assess the strengths and weaknesses, assets and liabilities at hand, she said. Wade first determined the definition of inclusion, which, she says, “varies across campus. I am spending a lot of time meeting with people on how they view diversity and inclusion on this campus.” Ultimately, inclusion is not “theoretical” on the Downtown Denver Campus. With more minority students than any other campus in the university system, and as host to many international students, the Downtown Denver Campus community thrives on the daily reality of diversity. 🏛️

Budgeting and Finance (with Bridget M. Smith). “Dedicated Funding for the Arts” examines the complex political dynamics of mounting a reauthorization campaign for a specialized revenue flow in an environment characterized by strict tax and expenditure limitations. “Grant Levels and Debt Issuance,” reporting on a 50-state sample

over a 21-year period, finds that states tend to issue more unsecured debt and less general obligation debt when federal grants in aid are reduced.

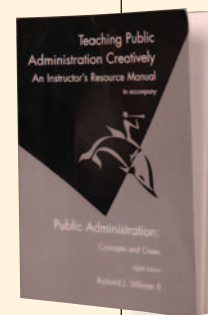
Prof. Richard J. Stillman II has published two books this year, *Public Administration:*



Concepts and Cases, Eighth Edition (Houghton Mifflin, 2005) and *Teaching Public Administration Creatively: An Instructor’s Resource Manual*, Eighth Edition (Houghton Mifflin, 2005).

Concepts and Cases pairs classic and more recent readings in public administration theory

with illustrative case studies that present ethical and managerial conundrums confronted in the field by public servants and others. *Teaching Public Administration Creatively* is a guide to either using *Concepts and Cases* as



the principal classroom text or as a companion to a number of other popular texts. It suggests lecture themes, reading and project assignments, examination schedules, examination questions, and course syllabus structures.



Centers Work to Revitalize Schools



Zeik Saidman

The Center for Public-Private Sector Cooperation at GSPA was an integral part of the success of three Denver Public Schools (DPS) revitalization

plans. DPS recognizes that outstanding neighborhood schools are not possible without the involvement of outstanding neighbors. Enrollment and interest in some schools has waned, with parents opting to send their children to private and charter schools, or DPS classrooms outside their neighborhood boundaries. A mill levy passed by Denver voters in 2003 has enabled 13 such schools to fully research their constituents' needs and desires in order to retain students and even attract new ones.

Zeik Saidman, associate director of the Center, was hired by DPS Southeast Area Superintendent Beth Biggs to facilitate the revitalization of three schools in the southeast quadrant: Bradley and Montclair elementary schools, and Hill Middle School. The Center's planning-process experts guided stakeholders as they designed proposals to increase enrollment from their neighborhoods, increase overall enrollment, and elevate scores on statewide standardized achievement tests. Each group, according to Saidman,


drafted a school plan that would meet these objectives.

"Zeik has been extremely helpful in facilitating the revision process in all three of our schools in the southeast quadrant," says Biggs. "He's understanding, creative and supportive of what we're trying to do. He truly helped move the process along."

Stakeholders appointed by the superintendent included 20 to 25 parents, non-parent community members, teachers, and administrators for each of the schools. The appointees spent months gathering data—in some cases reaching hundreds of homes with surveys—holding community forums, and talking one-on-one with parents, students, prospective students, and teachers.

The efforts of Saidman and such colleagues as senior research associate Laura Appelbaum, who drafted the survey, contributed to compliance with deadlines, maintaining clarity of outcome, and coming to consensus. "The stakeholders have to reach agreement by consensus, meaning they understand and can live with and support the decision," Saidman says. The proposals were submitted to the Denver Board of Education in December 2004 and approved in January.

Saidman applauds the efforts of the Denver Board of Education and DPS Superintendent's Office for bringing the

vision to life. "This was a challenging and exciting planning process with dedicated stakeholders committed to creating new and innovative plans to revitalize their respective schools," he says. 

DPS Revitalization Objectives


- Bradley Elementary aims to be the first International Baccalaureate Primary Years Program in the DPS system, adopting an established curriculum started 30 years ago by the Diplomatic Corps. Also, Bradley is more effectively utilizing its more than six acres of school grounds by constructing an "Environmental Learning Landscape" as part of a series of projects facilitated by a graduate student in the university's College of Architecture and Planning.
- Montclair Elementary is ramping up for enhanced achievement. Montclair's planning group compiled results of 127 returned surveys from the 600 homes approached, held forums that the *Rocky Mountain News* likened to a "revival meeting," and prepared a revised curriculum that will breathe new life into the school.
- Hill Middle School, surrounded and largely ignored by higher-income households, is promoting its image as a campus with an on-site elementary school (Steck Elementary). It has taken on a new focus, a new curriculum and a new name—"Hill Campus of Arts and Science."

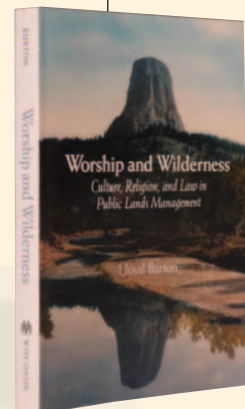
Sharing Our Views

2004-05 Faculty Books and Journals

Prof. Lloyd Burton's *Worship and Wilderness: Culture, Religion, and Law in Public Lands Management* (University of Wisconsin Press, 2002) has won recent acclaim from the American Library Association and the *Law and Society Review*. The ALA named *Worship and Wilderness* one of its Outstanding Academic Titles for

2004—a signal that libraries, in light of their limited budgets, should include the book on their acquisition lists—and the *Law and Society Review* commissioned a multi-disciplinary symposium on the book that was published in the September 2005 issue. *Worship and Wilderness* examines the complex interplay among culture,

religion and constitutional law occasioned by the increasing tendency among practitioners of mainstream religions to identify nature with the sacred. 



Domestic Violence Center Ramps-up Activity, Ambitions

Thanks to monetary support from the U.S. Department of Justice totaling \$950,000, GSPA's Center on Domestic Violence is well positioned to pursue a number of its key objectives, including the addition of new personnel and expansion of program activity. The center has been directed since its establishment in 2000 by Barbara Paradiso, a 25-year veteran of the domestic violence (DV) field.

The center has formed and activated a search committee for a PhD faculty member with a scholarly research interest in the DV field. According to Paradiso, the new GSPA faculty position should be filled by autumn of 2006.

Additional human and financial resources open other possibilities for the center, including the enhancement of its academic component by linking the study of DV issues to other disciplines, such as nursing, psychology and divinity, and perhaps establishing a PhD program in domestic violence. "We were unsure initially how the MPA program would interface with a domestic violence and advocacy agenda, but we find it works beautifully," Paradiso says. "Individuals who feel drawn to the DV field are afforded an opportunity to build their DV knowledge and skills base while earning a practical degree in public or nonprofit administration."

The domestic violence MPA program has an average enrollment of 25 students and annually attracts between 10 and 15 new degree candidates; about half are from outside Colorado. In addition to satisfying the ordinary course requirements for a master's degree, DV concentration students fulfill a six-credit-hour weekend intensive training module that is cohort-based, involving special sessions that help draw connections between the domestic violence content and the general public or nonprofit administration curriculum. Both in-state and out-of-state students may comply

with the general MPA requirements by registering for on-line courses.

"More immediately, however," says Paradiso, "we're poised to conduct original research in the DV field with the goal of founding a respected, national clearinghouse of information on domestic violence and its community of practice. Our ambition is for the center to become the national authority and information warehouse on DV practice and scholarship."

The federal DOJ earmark also means the center will be able to complete its current DV information-gathering project on schedule. That project, "Asking the

Right Questions: Colorado Communities against Domestic Violence," is an 18-month action-research effort designed to survey selected Colorado communities to discover what kinds of information they need to better understand and address the problem of domestic violence. Thus far, project researchers have surveyed Alamosa, and the process soon will be repeated in Colorado Springs and six other cities in Colorado.

"Asking the Right Questions' will substantially enhance our knowledge base," Paradiso observes. "This is a really exciting time for the center. Now that the earmark dollars are flowing, we have the capability to do so much more." 🏛️



Kathy Wells

Kathy Wells, a graduate of GSPA's Master of Public Administration Concentration in Domestic Violence program, began work in September as community relations director of the Center on Domestic Violence. Her duties include strengthening ties between the Center and DV practitioners in the community, as well as businesses, government agencies and community groups. Additionally, Wells is responsible for developing a fundraising plan to ensure the long-term financial viability of the center beyond the term of the federal earmark.

Wirth Chair: *Sustainability is More Than a Word, It's an Action*



Mayor John Hickenlooper (left) and former U.S. Senator Tim Wirth

The Wirth Chair at the Graduate School of Public Affairs is a catalyst for collaborative research on environmental sustainability and community development by government, business, nonprofits, and community-based organizations. The chair also convenes forums and conferences for high-level discussions and action planning.

The only public policy chair in the University of Colorado system, the Wirth Chair addresses a range of issues specific to sustainable community development, including energy, conservation, carbon emissions, climate

change, and growth. Established by GSPA in 1993, the chair honors Tim Wirth, former U.S. Senator from Colorado and Undersecretary of State for Global Affairs, and currently President of the United Nations Foundation.

Evidence of the Wirth Chair's standing in Denver and Colorado was the roaring success of the 2005 Wirth Chair Awards Luncheon, an annual event where media and communities are saluted for their efforts in promoting sustainability. Attended by 435 persons, an event record, the 2005 luncheon featured Mayor John Hickenlooper, who honored and introduced the keynote speaker, Tim Wirth.

Honorees ranged from a teacher, who sought and won funding for a wind turbine to help a financially-strapped school district meet its budget, to the Aspen Skiing Corporation's efforts to make its ski resorts more sustainable.

The chair's 2005 efforts started in Denver and reached across the country, including the following:

- *The Denver World Oil Forum: Beyond Oil—Intelligent Response to*

Peak Oil Impacts, a major conference co-sponsored with the City and County of Denver and ASPO-USA (the American Society for Peak Oil).

- *Forging a Clean Energy Future: a Forum for Colorado Communities*, a conference attracting more than 40 attendees from the Rocky Mountain region.
- *Climate Change Risks and the Securities and Exchange Commission*, a forum held in Washington, D.C. to explore climate change risks and the SEC's role in addressing them.
- *Facilitation of the Use of Renewable Energy on the Downtown Denver Campus*, an effort to assist the three institutions of higher education on the Auraria campus to explore best practices in energy use.
- *Participation in Planning and Facilitating the Bighorn Center's Annual Leadership Program*, which this year focuses on sustainable community development.

Through outreach, education and networking, the Wirth Chair is positioning itself as a major coordinating agent and advocacy voice in the sustainability movement. 🏛️

2004 Wirth Chair Award Winners Honored in Five Categories

Business: Aspen Skiing Co. for their industry-leading efforts in energy and water conservation, greenhouse-gas emission strategies, sustainable design of facilities, and voluntary employee contributions to environmental projects.

Community: Jay Clapper of Wray, Colo., for his efforts to secure funding for construction of a wind turbine to help a financially strapped school save money while helping his community reduce carbon emissions; and Eric Lombardi of EcoCycle in Boulder for his innovative efforts to make community recycling a daily reality at the commercial and residential levels.

Electronic Media: Jinah Kim, KUSA, Channel 9, for a series on recycling, uses for waste products, and recycling opportunities in her own office.

Print Media: Jerd Smith and Todd Hartman of the *Rocky Mountain News* for "The Last Drop," a five-part series on a range of water issues in Colorado; and Allen Best and the *Vail Daily* for a seven-part series on global warming and its potential effect on winter recreation economies.

Special Recognition: cityWild, a northwest Denver nonprofit that provides low-income, at-risk and culturally diverse middle- and high-school-age youth with outdoor and environmentally based learning opportunities to promote themes of leadership, empowerment and community participation.

600 Tribes, \$600 Million, Factor in Database

The Centers at the Graduate School of Public Affairs are responsible for maintaining the Housing and Urban Development (HUD) computer programs and databases used in allocating approximately \$600 million per year to American Indian housing programs.

Responding to the demands of American Indians for greater self-determination, Congress replaced several housing project grants with the Indian Housing Block Grant (IHBG) program in 1996, explains Peggy Cuciti,

senior research associate at the Centers. Through this grant program, funds are distributed by a complicated formula that takes into account the housing needs of almost 600 tribes, as well as HUD's commitment to support housing units developed under previous low-rent and home-ownership programs, she says.

"The Department of Housing and Urban Development relies on contractors to manage the formula-allocation process," explains Jo Arney, program coordinator and PhD candidate.

Steven Winter Associates (SWA), an architectural and housing-consulting firm responsible for the task during the IHBG program's first five years, partnered with GSPA in 2002 to submit the winning response to HUD's request for proposals. The Centers began working with HUD in October 2003.

Many of the records in the database are updated annually based on various national data sources or on information submitted by the tribes. "One of the more interesting things about

this program is that all regulations are determined through negotiated rule-making with tribal representatives," Cuciti explains. "This kind of process is not the standard in federal programs but has been used because of the quasi-sovereign status that tribes enjoy."

In addition to Cuciti and Arney, the project enlists the expertise of GSPA Centers staff members Laura Appelbaum, Christine Bader and Beverly Buck. 🏠

Diversity at Work: *What's a Name Got to Do with It?*

A great deal, says Effley N. Brooks III, of GSPA's Center for Public-Private Sector Cooperation.



Effley N. Brooks

As a consultant on behalf of the university, Brooks is hired to train government and private sector employees, managers and supervisors about diversity, leadership and other workplace issues.

In more than a decade of creating and delivering workshops, keynote addresses and training sessions on diversity, conflict management, communication, public speaking and strategic collaboration, he has informed thousands of professionals nationally and internationally.

This new father knows a thing or two about workplace diversity. However, a recent quest to name his baby daughter led him to an unexpected conclusion—diversity at work is a matter of ethics.

It started when his wife handed him an article she had read, "The Power in Your Baby's Name," from *ePregnancy* magazine. To Brooks' surprise, there was a section on "Names in the Workplace." The author, Patricia Ambroziak, cited research from the

University of Chicago Graduate School of Business and the Massachusetts Institute of Technology that demonstrated a relationship between names and professional opportunity.

"The researchers sent out 5,000 résumés in response to want ads in *The Boston Globe* and *Chicago Tribune* that listed equivalent experience and qualifications. The results showed that résumés with Caucasian-sounding names elicited more responses than those with African-American-sounding names."

Brooks, who is African-American, described his experience growing up with the moniker Effley this way: "People who read or heard my name prior to meeting me would often tell me about their struggle to visualize the person to whom it belonged. My name is neither gender nor race specific. It's so unusual that people were never completely sure what to expect before seeing me."

For this and other reasons, Brooks and his wife had talked about not giving their baby a name that sounded "too black."

All of this led Brooks to reflect on the concept of ethics. "An individual's ethical decision-making process is influenced by beliefs, values and norms," he says. "As I thought about this concept of ethics, I realized that our ethics are constantly changing based on new experiences, knowledge, relationships, and understanding."

He contends that the issue of diversity in the workplace is an ethical one. "Each person's ethics are as personal as a fingerprint," he notes. "Therefore, some people will not value diversity."

Brooks presented his newfound insight in the article "Ethics vs. Diversity in the Workplace," which appeared in the *Texas Fire Chief* Spring/Summer 2005 issue. The article formed the basis of keynote speeches he later gave at conferences of the International Association of Fire Chiefs and the Texas Fire Chiefs Association.


"It is neither my job nor my personal responsibility to change a person's beliefs or values," he wrote in the article. "I help people realize that laws and policies are put in place to help guide each of us in making choices that don't negatively affect our co-workers."

As part of his work at the center, Brooks also directs the Denver Community Leadership Forum (DCLF), specializing in the areas of cultural diversity, tolerance, suicide prevention and intervention, self-esteem issues, and violence-prevention training for adolescents and adults.

And the name he chose for his daughter? Nadia Nicole Brooks. 🏠

NEWSWORTHY AND NOTEWORTHY:

Research



From the ski industry's environmental record to the slippery slopes of education funding, experts from GSPA made headlines with their scholarship in 2005.

Captures Headlines

Two GSPA faculty members have attracted the attention of the popular press by placing their intellectual curiosity in service to the Colorado community.

An Unblinking Look at Education in Colorado

When Paul Teske moved to Colorado from New York in 2003 to join the GSPA faculty, he brought fresh eyes with which to examine our state's educational policies.

"I was alternately appalled and impressed," the noted public policy scholar said in a March 2005 article in the *Colorado Statesman*. "In some areas, Colorado is a national leader, while in others it makes poor southern states look far-sighted."

"The appalling part is that TABOR (Colorado's "Taxpayers' Bill of Rights") and other tax restrictions have forced a whole range of education spending to levels that are near the lowest in the country, especially when assessed as a percentage of state per-capita income. As I learned while writing a January 2005 report for the Donnell-Kay Foundation called 'Stepping Up or Bottoming Out? Funding Colorado's Schools,' low levels of spending run across the board—general K-12 per-pupil spending, state special education reimbursements, capital spending, state educational administrative spending, and higher education spending are all near the bottom in national rankings. With the possible exception of California after Proposition 13, no other wealthy state has ever plummeted so far in its efforts to fund education, at all levels. And, while Amendment 23, which guarantees a one-percent annual increase in K-12 spending, has staunched the bleeding, it by no means solves the state's

budgetary woes, and practically starves higher education."

Teske's research, focused on the areas of education and state and local fiscal policy, has won praise and financial backing from such notable sources as the Bill and Melinda Gates Foundation and the Daniels Fund. And, in 2005, it has made the news in not only the *Colorado Statesman*, but also in *The Denver Post* and other mainstream print media.

From Scholarship to the Readership

Attention to Teske's work began with his special report on Colorado education prepared for the Donnell-Kay Foundation, a Denver-based organization that provides operating and program funding to Colorado school districts and nonprofits. That study focused on systemic reform and state-level policy in the areas of early childhood, K-12 and higher education. Teske's report did not paint a bright picture for Colorado education.

The report led to Teske's penning an article for *The Denver Post* opinion-editorial section, which appeared on April 17, along with responses from politicians on both sides of the higher education debate. Titled "State school spending near bottom of class," it put forth the case for not ignoring the importance of financial resources in developing well-educated citizens.

Teske, who argues that education drives economic development, feels that current trends do not bode well for Colorado's

future. "In an atmosphere of funding cuts, scandal and attempts to impose an Academic Bill of Rights, it is a challenging time to be part of higher education in Colorado," he says.

Although Colorado ranks 10th among states in per-capita income and second in the percentage of adults with college degrees, Teske points out that per-pupil spending ranks 40th of the 50 states. And while Colorado is one of the top 10 richest states, it is one of the bottom 10 for K-12 school spending—quite a contrast. "Just 15 years ago, our state was in the middle of the national pack," Teske says.

In the *Post* article, Teske describes the constellation of factors that have influenced this change, including Colorado's TABOR amendment—something that is not easy to do for a general audience.

"Colorado's public higher education system has borne the brunt of state budget cuts in recent years, and state appropriations as a share of state personal income rank Colorado 48th," Teske wrote. "If this trend doesn't change, public universities and colleges face a future of limited or no state support, making them private or quasi-public institutions that will have no choice but to consider raising tuition substantially and/or limiting access, in a state where college access is already known to be a serious problem."

There are bright spots in Colorado's educational picture, Teske points out, including faring better in pre-kindergarten spending rankings, and in equitable spending across 178 school

"We believe in scholarship that leads to practical outcomes," says GSPA Dean Kathleen Beatty, referring to the work of Professors Paul Teske and Peter deLeon. "We're keenly aware of the need to benefit the public that sustains us."

Paul Teske Wins Top Research Honor

On Oct. 15, 2005, GSPA Professor Paul Teske received the National Association of Schools of Public Affairs and Administration and American Society for Public Administration's Distinguished Research Award. Conferred jointly by NASPAA and ASPA, the award recognizes the research of an individual whose published work has had a substantial impact on the thought and understanding of public administration, permitting colleagues to celebrate an identifiable body of research that has had specific consequences for the field.

Dr. Teske's recent research has pursued two quite different themes. One track has examined state regulatory initiatives undertaken in response to federal agencies' relaxed regulation of telecommunications, insurance, finance, and business practices impacting the environment. The other has investigated issues surrounding school choice, including disparate access to decision-making information for low-income and minority parents contemplating alternative schools for their children. Teske's recent work has been supported by the Bill and Melinda Gates Foundation and the Smith Richardson Foundation.



Paul Teske earned his PhD and MPA degrees in public affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University. He is currently a professor and director of the Center for Education Policy Analysis (CEPA) at GSPA.

districts. There has also been growth in state spending per pupil, even while the share from property taxes has declined.

Then there is Amendment 23, an effort to partially reverse the trend of falling K-12 spending in Colorado. Although it requires specific levels of state support for K-12 education, Teske noted in the article that its goals are modest and it has had the unintended effect of forcing higher education to absorb the "lion's share" of recent state budget cuts.

Teske is encouraged, however, that Colorado voters seem to recognize the reality and consequences of their state's under-investment in education.

Networking, Word of Mouth, Guide School Choice

Teske's research also turned up in an online series on school choice in the June *Milwaukee Journal-Sentinel*. A significant part of his work on education policy has centered on school choice, such as the options of attending charter schools, private schools and vouchers. He is the co-author of *Choosing Schools*, an analysis of what

parents value in education and how much they know about schools. "My work has looked at how low-income parents, when offered a choice among public, charter and private schools, exercise their discretion," Teske explains.

Teske found that, despite having a choice in schools, many parents don't fully exercise their options. "Sometimes they are single parents, sometimes they don't have time or don't believe they really have a choice," he said. "They haven't exercised

their choice or, at least, exercised it well." His findings show that when parents are researching schools they often don't look at test scores or quantitative data. "They tend to talk to their friends and their close network. Middle- and upper-income families tend to have better informed networks—people who actually know something about the schools or who work in them. Lower-income people's networks tend to be smaller and not as knowledgeable."

His insight into parent networks was cited in the *Journal-Sentinel* series. He also cautioned readers that most low-income parents tend to like their neighborhood schools, often without good reason given their record of low performance.

"Paul's work is enabling policy makers to engage in a more informed discussion of inner-city, K-12 public education, with consideration of the policy alternatives of charter schools and voucher programs," notes GSPA Dean Kathleen Beatty.

Teske's research interests extend beyond public education, and have been the subject of articles in publications aimed at public sector employees, such as an April 2004 piece in *Governing Magazine* concerning the concept of "regulatory capture," or the susceptibility of state regulatory systems to the vested interests they are meant to monitor. Teske is an expert on the matter. His book, *Regulation in the States*, published by the Brookings Institution, traces the measurable effects of state regulatory policy to reveal how much "capture" really takes place.

"While this topic may not be as close to the public's heart as which school your kid will attend, it's another example of how this prolific scholar's research is reaching those who can use it—in this case, public officials," adds Beatty.

“Teske and deLeon are engaged in policy research that’s making an impression on both the academic and practitioner communities,” Dean Kathleen Beatty notes. “They’re not only doing important national scholarship, but each is also becoming a force in his policy area of interest.”

When is White Really Green?

Professor Peter deLeon found himself in the middle of quite a different media debate in 2005. Picture yourself on one of Colorado’s breathtaking ski slopes. As you take in the natural beauty around you, have you ever wondered whether skiing is as good to Mother Nature as it is to those who enjoy it?

It’s a debate that’s been going on between environmental groups and the ski industry for years. And one on which deLeon and colleague Jorge Rivera of George Washington University have done some homework. The two took a look at the National Ski Areas Association’s four-year old Sustainable Slopes Program (SSP), a voluntary, industry-led initiative to help ski resorts improve their environmental image through more ecologically responsible practices. Their study, originally published in the *Policy Studies Journal*, found that the ski industry’s environmental effort was more oriented toward marketing than tangible environmental benefit. This conclusion made headlines in *The Denver Post* on Aug. 25, 2004, in a story provocatively titled “Study pans ski areas’ green effort.” Rivera and deLeon found the program was ineffective because it lacks outside oversight and does not set any specific or mandatory policies for the National Ski Areas Association’s 175 members to follow. Even more

disturbing, they found that ski resorts participating in the SSP actually have poorer environmental records than those that don’t. “This finding suggests that SSP members appear to be displaying free-riding behavior, expecting to improve their ‘green’ reputation without actually implementing it,” they conclude.

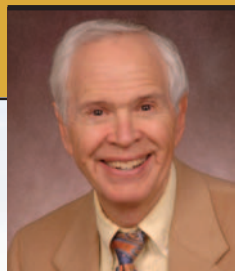
According to the *Post* article, the study “...blasts Sustainable Slopes for what it lacks: specific standards with which to gauge success, third-party oversight and sanctions for poor performance.”

Other forces undermining the SSP, according to deLeon and Rivera, are the fact that ski resorts are publicly traded companies accountable to stockholders and the fact that the program is supported by the Forest Service and EPA, which helps legitimize it.

The next day, the Sustainable Slopes story was the topic of a *Denver Post* editorial. And five days later, deLeon found his photo front and center in the business section of the same paper. The study had touched a nerve with the ski resorts, which in turn questioned deLeon and Rivera’s data, saying that they used outdated third-party data on resort environmental performance from the Ski Area Citizens Coalition.

“Our training is not to point fingers and lay blame,” deLeon said in the Aug. 30, 2004, article. “We try to identify shortfalls and say, ‘Here’s what you can do to avoid those shortfalls.’”

The story didn’t end there. A Sunday *New York Times* piece, “Of Growing Interest: How Green is my Mountain?” once again cited the study and the sharply critical



Peter deLeon has an MA from the University of California, Los Angeles, and a PhD from the RAND Graduate School. Prior to coming to the University of Colorado, he taught at Columbia University and the University of California, Los Angeles.

reaction it received from the ski industry. So how did two academicians find themselves in a media blizzard? The idea for the Sustainable Slopes study began when Rivera, who is also a former GSPA assistant professor, and deLeon, a leading public policy scholar, worked together in Denver—in the center of the nation’s top ski state. Rivera had begun investigating voluntary environmental programs, and the two collaborated.

An avid skier in Colorado for years, deLeon is unruffled by all the fuss. “We hope the study helps environmental groups and the ski industry find common ground,” he says. “Ideally, that would mean both sides reaching some sort of agreement on an index or scale to measure performance.”

Because the study data are from the early days of the Sustainable Slopes Program, deLeon and Rivera’s initial study design included a re-examination of the SSP program. The pair is currently working on a follow-up report.

To end on a high note, in July, deLeon was again the source for an article in a major print outlet. But this time, the story, appearing in the *Washington Post*, doesn’t seem headed down a controversial path. Influenced by a light-hearted article published in the *Policy Studies Journal*, the *Post* story proposed that many well-established theories of social behavior first appeared in the lyrics of country and western songs. DeLeon was among the scholars who disagreed, responding in a subsequent essay that Broadway musicals—from Irving Berlin to Cole Porter to Stephen Sondheim—were the real source of new social science insight. 🏔️

"These are both high-profile leadership positions within the professional world," notes GSPA Dean Kathleen Beatty.

"It's a big coup for the school."

HIGH-PROFILE ROLES



GSPA is at the top of its game this fall, with two professors assuming pivotal roles with the American Society for Public Administration (ASPA), the leading organization for public administration practitioners and scholars. Professor Richard Stillman was named editor of the *Public Administration Review*, the prestigious journal published by ASPA. Professor Don Klingner is co-chair of the program committee for the organization's annual national conference, which will return to Denver next spring for the first time in 20 years.

In April 2006, public administration professionals from around the country and the world will converge on Denver.

*The Sky's the Limit:
Innovation and Idealism
in Public Service*

American Society for Public
Administration National
Conference

Denver, Colorado
April 1- 4, 2006
www.aspanet.org



Stillman on a "PAR" with the Best

Executives have the *Harvard Business Review*. Physicians have the *New England Journal of Medicine*. And public administration professionals have the *Public Administration Review* (commonly referred to as PAR), a venerable 65-year-old journal widely regarded as the leading publication in the field. Earlier this year, Professor Richard Stillman was awarded the coveted editorship of PAR after a year-long review process in which his proposal competed against those from top scholars and top schools in Indiana, Arizona and Florida. The position is for a three-year term, renewable to six years.

Being at the helm of PAR involves managing all aspects of the journal, especially the flow of the double-blind peer-review process for articles. As a top journal, PAR



Professor Richard Stillman is the new editor of the prestigious *Public Administration Review*.

has a high volume of submissions. "It will be approximately 160 pages every other month, longer than in the past. That's like putting out six small books every year," says Stillman.

Stillman has been a teacher and scholar for nearly 30 years, 13 of them at GSPA. He sees the role as both a new challenge and a chance to give back to the field in which he has been fortunate to have a lengthy and successful career.

Stillman's aggressive and focused goals for the publication were some of the reasons why his proposal was selected. "Each editor has different accents and emphases," he says. "My uppermost concern will be to maintain the journal's premier status in the field. Today, there are hundreds of journals out there. Quality maintenance is important in a competitive environment."

He points out that, like the *Harvard Business Review*, practitioners as well as academics read *PAR*. For that reason, Stillman feels it's important to make sure both sides of the field are represented.

"I was fortunate to have the support of Dean Kathleen Beatty and University of Colorado at Denver and Health Sciences Center Provost Mark Heckler," Stillman notes. "Having a faculty member take on this kind of position is an expensive undertaking."

GSPA recently hired a seasoned editorial assistant to support Stillman. David Lampe, a graduate of Harvard University and former editor of the *National Civic Review*, will focus on content and logistics. Lampe also is a graduate of GSPA's Master of Public Administration program.

In a serendipitous turn of events, becoming *PAR*'s editor-in-chief brings Stillman's career full circle. His mentor and PhD advisor at the Maxwell School of Government, Dwight Waldo, was editor of the same publication late in his career.



Professor Donald Klingner co-chairs the program committee for the American Society of Public Administration's next annual conference.

Klingner Develops Program for Top Annual Conference

Next spring, Denver will be the host city for ASPA's 67th annual conference, and GSPA will have a key role thanks to the involvement of Professor Don Klingner and his colleagues.

The April 2006 conference will focus on training and development needs for local, state and national public administrators. It is expected that the four-day event in southeast Denver will attract some 1,500 people.

Klingner, an internationally recognized authority on public management and human resources, and Carole Jurkiewicz of Louisiana State University, are co-chairs of the conference program committee. Working with dozens of colleagues worldwide, they are busy soliciting, reviewing and selecting the best proposals for conference speakers, panels, papers, roundtables, and poster sessions—no small task.

A consultant to organizations as diverse as the United Nations and the World Bank, Klingner should have no trouble helping orchestrate the diverse components that go into a major professional conference. A 30-year member of ASPA, he brings to his current role over 20 years of experience as an ASPA leader. He currently is a member of the ASPA National Council.

The Sky's the Limit: Innovation and Idealism in Public Service is the theme chosen by Klingner, Jurkiewicz, and ASPA President Don Menzel for the April 1-4, 2006, conference.


Klingner explains, "Idealism, in general, is constituted by value-based responses to the question 'Where are we going?'" Innovations, in general, are practice-based responses to the question, 'How do we get there?' Public service is the arena in which we operate."

Topics for this year's conference are fresh from today's national and local headlines. A number of prominent speakers, including former NASA Director Sean O'Keefe, have agreed to speak on the ethical dilemmas surrounding shuttle launch decisions, given that political leaders and engineering professionals often have differing objectives and viewpoints.

A workshop will focus on Denver's FasTracks initiative, currently the nation's single largest build-out of a rapid transit system.

"Transportation is a complex system that requires technically sophisticated inter-modal networks and complex intergovernmental cooperation in urban areas, private initiatives, and innovative funding mechanisms," says Klingner. "It's an excellent example to illustrate what we've learned about successful public transportation policy cooperation among metropolitan Denver's 31 municipalities."

GSPA also will help market the conference locally. Associate Professor and Associate Dean Linda deLeon chairs the host committee. "We're excited about the mobile workshops that showcase issues in Denver and Colorado such as new urbanism, transportation and housing," deLeon says.

The premier membership organization and advocacy voice for the field of public administration in the United States since 1939, ASPA has 91 chapters and about 10,000 members in the United States and abroad. For more information, visit www.aspanet.org. 



Leading Voices

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BIG IDEA

EVERY YEAR, THE GRADUATE SCHOOL OF PUBLIC AFFAIRS HOSTS A NUMBER OF EVENTS DESIGNED TO PROVOKE THOUGHT, ENLIGHTEN THE COMMUNITY AND GIVE VOICE TO THE PUBLIC ISSUES OF OUR DAY.

From Bangalore to Your Front Door

GSPA's annual Investment in Excellence Dinner is known for inviting a stimulating, nationally recognized speaker to focus Denver's attention on the issues that affect our lives and change the course of history. 2005 was no exception.

On April 19, Pulitzer Prize winner and *New York Times* foreign affairs columnist Thomas Friedman challenged metro leaders to take a hard look at an issue rocking the world's economy—outsourcing.

Colorado State University Professor Emeritus and former Beirut hostage Thomas Sutherland introduced the guest of honor whose most recent book, *The World is Flat: A Brief History of the Twenty-First Century*, has been a geopolitical best-seller.

A world center for high-tech outsourcing is the Indian city of Bangalore, which has been described as that country's answer to California's Silicon Valley. Friedman painted a vivid picture of Bangalore as a place where you can play golf surrounded by buildings bearing

the names Microsoft and IBM, where a huge number of people speak English, and where the culture regards being a doctor or engineer as a top achievement. He cited other reasons why India is ideal for outsourcing, including the difference in time zones. On the Indian sub-continent, the workday is our night, giving new meaning to the phrase "available 24/7."

The audience of more than 500 listened intently as Friedman explored the real impact of outsourcing, not just on the U.S. economy but on the economies of countries worldwide. Translating complex foreign policy and economic issues, he chronicled how the "flattening" of the world happened at the dawn of the 21st century with Y2K.

The dynamic columnist has received three Pulitzers for his work: the 2002 Distinguished Commentary Prize and the 1983 and 1988 International Reporting prizes for his coverage of Israel and Lebanon.

His other books include *Beirut to Jerusalem*, winner of the National Book Award and Overseas Press Club Award,

The Lexus and the Olive Tree, an explanation of globalization's effects on politics, culture and economics worldwide, and *Longitudes and Attitudes: The World in the Age of Terrorism*.

Taking the Honor

The Investment in Excellence event also celebrates a person known for public commitment and service. This year's honoree was former oil and gas software entrepreneur and Colorado philanthropist Rutt Bridges.

Bridges founded the Bighorn Center for Public Policy in 1999 with the goals of getting past partisanship and bringing people together to find common-sense solutions to challenges facing Colorado. Bighorn's successes include passage of the Colorado No-Call list, hosting "Colorado 100" community meetings to discuss Colorado's budget issues, and a leadership-development program for up-and-coming leaders throughout the state.

A long-time supporter of the University of Colorado, Bridges has been particularly generous to GSPA, where he has supported an endowed scholarship fund,



the Legislative Leadership Program, the school's Wirth Chair, and the Investment in Excellence dinner itself.

For nearly two decades, the dinner has assembled leaders of the Denver community to support GSPA—the only school of public service in the Rocky Mountain region. Previous speakers have included Richard Holbrook, Al Gore, and others in the public affairs spotlight.

“It’s an event that focuses on important issues and forces us to think hard about what we’re going to do about them,” says GSPA Dean Kathleen Beatty. “This was a particularly historic dinner for GSPA. I had people calling and writing me to say that this was the best they’d attended yet.”

Among the 2005 attendees was Denver Mayor John Hickenlooper, University of Colorado at Denver and Health Sciences Center Chancellor James Shore, and then University of Colorado President Elizabeth Hoffman. CU Regent Emerita Susan Kirk opened the dinner.

Proceeds from the Investment in Excellence Dinner support students and activities at GSPA in a variety of ways, including scholarships, the outreach programs of the Wirth Chair and other efforts.

2005 Investment in Excellence Dinner Sponsors

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Thomas Friedman



Rutt Bridges

December 5

Ambassador Dennis Ross provided an insider's take on Middle East peace at a luncheon last winter.

April 4

An added bonus for honorees at the eighth annual Wirth Chair Sustainable Development Awards Luncheon was Tim Wirth himself, this year's keynote speaker.

April 7

At the annual Colorado Springs Leadership Conference, experienced public servants inspired attendees with insight, analysis and direction.

April 19

At the 2005 Investment in Excellence Dinner, GSPA was the place to be.

Thomas Friedman, the Pulitzer Prize-winning international columnist for the *New York Times*, shared

his insight on outsourcing and the world economy.

The morning after, more than 40 students were up bright and early for a 7:30 a.m. breakfast with Friedman, who enjoyed the exchange as much as the students.



Ambassador Dennis Ross

Words of Peace

How many people have helped the Israelis and Palestinians reach an agreement? Brokered an accord between nations? Facilitated a peace treaty or worked to bring ancient enemies together?

Another expert on the Middle East visited GSPA on Dec. 5, 2004, for a special luncheon and book-signing event. Dennis Ross, Ambassador and U.S. Envoy to the Middle East from 1988 to 2000, spoke on themes from his recently published book, *The Missing Peace: The Inside Story of the Fight for Middle East Peace*.

A highly skilled diplomat, Ross was this country's point man on the peace process during the administrations of both George Herbert Walker Bush and Bill Clinton. He was instrumental in assisting Israelis and Palestinians in reaching the 1995 Interim Agreement and successfully brokered the Hebron Accord in 1997, among other diplomatic accomplishments.

A scholar as well as a diplomat, Ross has more than two decades of experience in Soviet and Middle East policy, and has worked closely with three secretaries of state.

More than 100 attended the lunch, partaking of food, and food for thought on world events.

"Ross enhanced our understanding of the complexities of the Israeli-Palestinian peace process," says Dean Kathleen Beatty. "As one of the key Middle East peace negotiators in various administrations, he knows what's working and what's not."

Giving Voice to Sustainability

Have a budget shortfall? Throw convention to the wind.

That's exactly what a teacher of agriculture in Wray, Colo., did, transforming a severe budget cut into an opportunity to teach students about renewable energy, saving his school district thousands of dollars in the process. The project, erecting a wind turbine to generate power and revenue, was just one of those honored at this year's Wirth Chair Sustainable Development Awards Luncheon. And it is exactly the kind of thinking and innovation that the Chair's namesake, former U.S. Senator Tim Wirth, envisioned when the chair was established.

Wirth, who delivered the keynote remarks at the ninth annual awards luncheon in April, framed the importance of sustainability efforts in Colorado in light of those at the national and international levels, reminding the audience that these efforts are critical to the health of the planet.

"We are honored to celebrate Tim Wirth's continuing leadership by having an endowed chair in his name," says Beatty.

"The Wirth Chair Awards Luncheon is a unique event, attracting the region's top leaders in the field of sustainability. Tim Wirth's remarks, as always, were insightful and provocative."



Timothy Wirth

The Wirth Chair was created in 1993 in the Graduate School of Public Affairs to honor the former U.S. Senator from Colorado, former Undersecretary of State for Global Affairs, and current President of the United Nations Foundation for his many years of commitment to the environment and to sustainability. More information about this year's chair activities and award winners

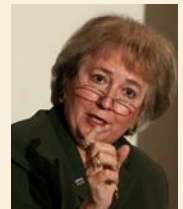
can be found in the Expert Trails section of this issue of Views. "Wirth's career has had a strong and important theme," says Beatty. "He's had an impact on the environment in a number of ways."

Words to Work By

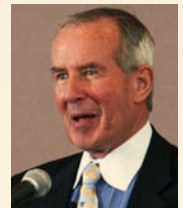
Also in the spring of 2005, GSPA held another annual event for leading regional thinkers and trendsetters.

The seventh annual Leadership Conference in Colorado Springs focused on "The Leadership Challenge: Creating Will, Wealth and Wonder." Designed for local leaders and public managers, the conference is a popular event in southern Colorado.

Assembled for the conference were Pamela Shockley-Zalabak, chancellor and professor of communication at the University of Colorado at Colorado Springs; Fred Meurer, city manager of Monterey, Calif.; Maurice McTigue, a former member of the New Zealand Parliament and currently vice president at the Mercatus Center at George Mason University; and GSPA associate professor Allan Wallis, a specialist in local government, leadership, urban policy, and public management innovation. Conference Director Mark McConkie of GSPA in the Springs notes, "This year's leadership conference helped us to see things we'd not seen before, and it did so from the perspective of people who have 'been there.' The directions were right-headed and right-spirited and right on target. Everyone did a great job pulling things together in such an understandable, practical way." 🏛️



UCCS Chancellor Pamela Shockley-Zalabak



Maurice McTigue



EXECUTIVE CJ STUDENTS BLANKET STATE

The Executive Leadership Master of Criminal Justice (ELMCJ) program has graduates in increasingly high places—both in rank and altitude. Since the program’s inception in 2002, 19 of the 54 students who have thus far enrolled have been promoted within their agencies or accepted leadership positions in other law-enforcement organizations, all within Colorado.

“The program is relevant and challenging, and it prepares law-enforcement practitioners at the local, state and federal levels to advance to greater and more influential roles within agencies across Colorado,” says Jerry Williams, director of the ELMCJ program. “From the inception of our program, we have put in place a rigorous, two-year academic curriculum to raise the bar on integrity, leadership, relevant knowledge, and commitment to improving law enforcement throughout Colorado.”

Students who qualify for the ELMCJ program attend intensive, weekend sessions, as a group, for each of 12 seminars over the course of two years. Prior to introduction of the program, there were no cohort-based, intensive educational options for law-enforcement practitioners in Colorado. GSPA and Williams, whose law-enforcement career spans 30 years and four states, have brought to Colorado a comprehensive graduate program patterned after the top leadership programs in the United States.

From the first four cohorts to participate in the ELMCJ program, four police-agency chiefs have been appointed, including:

- Division Chief Doug Abraham, formerly of the Aurora Police Department, is the new police chief at the University of Colorado at Denver and Health Sciences Center’s HSC campuses.
- Lieutenant Mary Heller, formerly of the Aurora Police Department, was selected to serve as the new chief marshal of Telluride, Colo.

- Former Greeley police captain Kent Donohue was selected as the chief of police of Silverthorne, Colo.
- Tom Chinn, former police captain for the City of Montrose, was promoted to chief of police.

Current and former students credit their recent career growth to the ELMCJ program. “I can honestly say that I would not have been a viable candidate for my current position as chief of police but for the ELMCJ degree,” Abraham says. “I now know what the competition for this position was like, and that they all were very well educated. I doubt I would have made the cut without the formal education.”

Chinn, who has spent his entire 32-year career in Montrose, notes, “The ELMCJ program was an outstanding opportunity and experience. The people in the program—both students and instructors—are the finest people in Colorado law enforcement.” Chinn recalls, “We learned a lot from the courses and from each other.”

The two-year, part-time cohort program offers an avenue by which students can enrich their knowledge of law enforcement, interact meaningfully with fellow students, and engage a wide range of highly qualified instructors and real-world practitioners on a variety of relevant topics. Past participants who have won promotions in such agencies as the FBI, the Colorado State Patrol, various Front Range sheriff’s departments, and police departments from Lamar to Grand Junction.

ELMCJ cohorts start in the fall of each year. This fall, the fifth cohort is expected to get underway with between 14 and 17 students enrolled from across the state. “We of GSPA’s criminal justice concentration continue to play a role in building the next generation of law-enforcement leadership for Colorado,” Willams beams. 🏛️

Springs Spotlight



Ellie Collinson
(MPA candidate)

In January 2005, **Ellie Collinson** was hired as executive director of Citizens’ Project, an organization that spotlights issues in the Pike’s Peak region and mobilizes people to strengthen the traditional values of our nation, such as equal rights, separation of church and state, civic engagement, and respect for diversity.

A 501(c)(3) nonprofit organization working in partnership with public agencies, Citizens’ Project conducts candidate surveys for all local elections and hosts an activist network of 600 subscribers to monitor legislative issues of interest to its mission. Collinson, who expects to graduate in 2006, credits her GSPA experience with preparing her for her current position.

“The Governance and Institutions course I took with Professor Donald Klingner has made me more attuned to the issues that concern public officials,” she says. “I’ve also made useful working relationships with former classmates who now work in the field.”

On May 1, 2005, Colorado Springs MPA candidate

Monty Torres began work as city administrator of Brush, Colo., and GSPA followed him. “The courses on local government and organizational management offered important lessons in budgeting, leadership and working with elected officials that I apply in practice every day,” Torres says. “What’s more, Donald Klingner’s course on human resources really came in handy during my one-year rotation in Iraq, which ended in April 2004. Being in close quarters under pressure demands a unique set of people skills, as does small-town management—the public is very engaged and inquisitive.” 🏛️



Monty Torres
MPA 2006



WORKING TOGETHER WORKS BETTER

Collaboration and cross-sector partnership characterize the research agendas of recent GSPA PhD graduates James “Jamie” Van Leeuwen and Danielle Vogenbeck. These student scholars have researched nationally and internationally to identify more efficient methods of solving problems in Denver and elsewhere.



James Van Leeuwen

Causes of Youth Homelessness

Van Leeuwen, director of development and public affairs at Denver’s Urban Peak, was awarded the Bonfils-Stanton Foundation’s 2005 Livingston Fellowship to research, better understand and help alleviate youth homelessness locally, nationally and internationally. Vogenbeck was chosen GSPA’s Outstanding PhD Student of the Year for her work on how nonprofit agencies’ social network structures are impacted through collaboration with government.

During his fellowship year, which runs through March 2006, Van Leeuwen is studying international research consortia on homeless youth and identifying global partnerships. At the end of June, he presented a paper on youth homelessness at the fifth International Conference on Diversity in Organizations, Communities and Nations in Beijing, China, and then traveled to Russia to research that country’s approach to homelessness. Starting in February 2006, he plans to observe several international programs to get a more in-depth perspective of current practice in the field. “I’m looking at collaborations with countries that have a high rate of youth poverty, doing comparative work and seeing if there is anything we can learn from each other,” he explains.

There is a lot to be learned not only internationally, but right here in the United States, Van Leeuwen says. He took part in a national consortium that conducted a public health

survey in six cities including Austin, Chicago, Minneapolis, Salt Lake City, St. Louis, and Denver. The study examined factors perpetuating youth homelessness, such as substance abuse and mental illness. Data from the survey will assist providers across the country in devising collective strategies to monitor and curb trends in youth homelessness.

“What we’ve found by looking at these other cities is that we have a lot in common,” he says. “Providers across the country are educating one another. Let’s not build a program for the program’s sake, let’s build services on what they need.” About 20 cities have asked to take part in the second phase of the survey.

Even as he engaged in these far-reaching collaborations, Van Leeuwen was writing his dissertation, which looks at strategic partnerships among public, private and nonprofit agencies. The goal of these partnerships is to devise better mental health and substance abuse programs, services and housing options to get an estimated 400 homeless youth off Denver’s streets, which is among the objectives of Urban Peak.

Through his work at Urban Peak and through GSPA, and with help from the Livingston Fellowship, Van Leeuwen is helping to fill the information needs of youth-serving organizations.

Public-Nonprofit Collaborative Networks

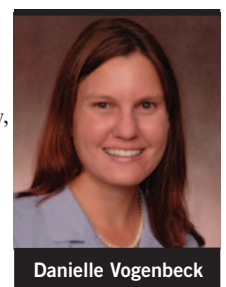
Vogenbeck’s dissertation also focused on partnerships, specifically how nonprofit agencies’ social network structures are impacted through collaboration with government agencies. She analyzed partnerships between nonprofit agencies and the AmeriCorps National Civilian Community Corps (NCCC), a 10-month community service program for 18- to 24-year-olds that assists communities with

environmental, educational, public safety, and disaster-relief needs.

“I evaluate the benefits of structuring social networks to contain less redundancy and apply the ‘strength of weak ties’ theory to test the levels of social capital in sponsoring nonprofit communities,” she says. Vogenbeck used Social Network Analysis in her dissertation, which she successfully defended in June. “SNA is a new way to evaluate public policy and test the success of policy goals,” she explains. Her topic was timely, as the AmeriCorps NCCC had not previously undergone a thorough evaluation.

Vogenbeck presented her findings at the Sunbelt XXV International Social Network Conference of the International Network for Social Network Analysis and the Association for Research on Nonprofit and Voluntary Organizations (ARNOVA). This fall, she will again present at ARNOVA, as well as discuss two papers—one co-authored with GSPA Professor Peter deLeon—at the Association for Public Policy Analysis and Management.

At GSPA, Vogenbeck taught several courses, including Policy Process and Democracy, Research and Analytic Methods, and Introduction to Social Network Analysis.



Danielle Vogenbeck

Having interned at the RAND Corporation in the summer of 2004, Vogenbeck has accepted a full-time position as a behavioral scientist with the company beginning this fall.

“My greatest influence at GSPA has been my dissertation chair, Dr. Peter deLeon,” Vogenbeck says. “He, along with others, has provided incredible mentorship to me throughout my years at GSPA.” 🏛️

MPA STUDENTS EARN EXTRA CREDIT

Four students in GSPA's Master of Public Administration program have managed to take on the world while mastering an advanced degree. Views takes a look at their exceptional contributions outside the classroom.



Pilar Robledo, MPA, 2007

Coordinates an educational program in Pakistan.

Educating Female Afghan Refugees

Pilar Robledo has witnessed the impact of education firsthand.

Robledo is coordinator for the Female Education Program (FEP), which provides first through 12th grade education to 15,000 students—all Afghan refugees—in Peshawar, Pakistan. A program of the International Rescue Committee, FEP operates 24 schools that enroll a 65-percent female student population while most refugee-education programs in Pakistan are 70 percent male.

“Educating girls is the linchpin to the reconstruction of Afghanistan,” Robledo says. “If you educate a girl, you educate a family. The longer girls stay in school, the longer they avoid early marriage, the more they can earn in the future, and the more likely they are to have healthier families.”

Robledo, who anticipates graduating from GSPA by 2007, was raised in a bilingual household in New York City and continues a family tradition of caring for underserved communities. “My mother works in social services, so I always assumed I would pursue similar work, though I never imagined living in countries most people have never heard of,” she says. Skills learned at GSPA have influenced Robledo’s work in Pakistan.

“The policy course has helped me understand the role nonprofits can play in policy formulation,” she says. “I attend United Nations coordi-

nation meetings and advocate for the best solutions for Afghans and the Pakistanis who live alongside them.”

Studying ethics and leadership has enabled Robledo to handle tough choices: “I try to make the best decisions I can for the largest number of people—such as which schools to close or staff to lay off when our funding was cut by 35 percent.”

Robledo received her undergraduate degree from the University of Colorado at Boulder in 1988 and plans to once again make Colorado her home, perhaps as early as August of 2006. But for now, the education of Afghan girls is her primary concern. “Many of the children enrolled in FEP’s schools are the first generation to become literate,” Robledo says.

Fighting for Miners’ Rights

Rose Ceja-Aragon misses her dad—he died in 1996. Angelo Ceja was an inspiration to his 10 children, and when he was diagnosed with a terminal illness, Ceja-Aragon drew on his strength to fight for his rights and the rights of all miners.

“His friends were filing for benefits back in the ’60s. At the time, he said, ‘No, I’m fine,’” explains Ceja-Aragon, who earned her MPA in 2005. “He started getting shortness of breath in the mid-’80s. In 1988, he was diagnosed with pneumoconiosis, or black lung disease.”

Then, black lung patients were required to undergo an extremely taxing annual stress test to certify their continued need for oxygen as part of their disability benefits. To test blood gas levels, patients were required to perform exercise-tolerance tests, put on a treadmill and made to overexert themselves first with the supplemental oxygen and then without.

“Thousands of miners had to go through that,” says Ceja-Aragon. “I quickly realized

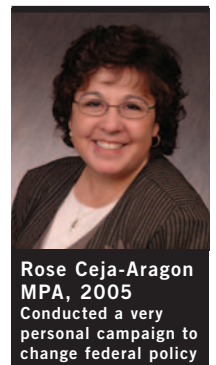
that that requirement needed to be changed.” Working with National Jewish Medical and Research Center, Ceja-Aragon found that the exercise tolerance tests were actually harmful to black lung patients. By tracking down numerous definitions of the disease, she realized the tests were also irrelevant. The same two words cropped up in each definition: chronic and progressive. Once diagnosed, a patient will not get better, so repeatedly testing for the need for oxygen was not only a waste of time and energy, it was a waste of resources.

Ceja-Aragon took her knowledge to then Congresswoman Pat Schroeder (D-Denver). “I told her that the nation was spending \$40 million to \$60 million annually on a needless test,” she says.

With her family, Ceja-Aragon launched a campaign to change the Department of Labor regulations. Her work attracted the attention of United Mine Workers President Bill Samuels who supported her legislation in Washington, D.C., and invited her to speak at a national conference on black lung.

On Jan. 17, 1996, Ceja-Aragon received official word that the treadmill test would no longer be required. Her dad had died the day before. “This was a bittersweet moment for my family,” she says.

Ceja-Aragon is the former director of Denver’s Public Safety Review Commission and a member of various boards and commissions. She received her BS degree from Regis College and an associate degree from the Community College of Denver; she is an alumna of Harvard’s Kennedy School of Government. 🏛️



**Rose Ceja-Aragon
MPA, 2005**
Conducted a very
personal campaign to
change federal policy



Sabrina Scala,
MPA, 2005
Getting involved in
government on three
continents

Pursuing a Family Tradition

Sabrina Scala earned her MPA this year. But before she ever set foot in a GSPA classroom, she already had a wealth of real-world public affairs training. Scala was raised in a highly politicized

environment in Argentina by parents who were involved in politics. Before leaving high school, she joined Action for the Republic, a nationwide political party, and at 17 she was a member of the School of Political Science and International Relations at Rosario National University, one of Argentina's leading programs in international relations.

At Rosario National University, Scala became a member of a prestigious think tank, CEPEA, which studies local and national public policy issues in the areas of economic and foreign policy. After graduation, she participated in a seven-month course on government for young political leaders, organized by the National Institute of Public Administration (INAP).

"It was an extraordinary experience," she says. "Discussing national problems with people from different ideologies and diverse regions of the country deepened my political convictions: politics is based on mutual respect for differences and the search for consensus."

Scala then was assigned to the Economic Development and Employment Policy Committee of Argentina's congress, where she received hands-on legislative experience. "I learned that a strong academic foundation is an invaluable asset when making decisions that affect other people's lives," she says.

Two years later, Scala's life suddenly changed. She married and moved to Denver, where her new husband was pursuing a degree. After only three weeks in the United States, she went to work for the Colorado General Assembly as a legislative aide, eager to learn about the structure and function of Colorado state government. From there, she became a

campaign manager for a Colorado state representative to improve her understanding of the American elections process. Her next stop was the Graduate School of Public Affairs. GSPA enabled Scala to look at all her practical experience in a different light.

"The academic tools that it gave me complemented my professional experiences in the U.S.," she notes.

This fall she heads for London where she'll be seeking an opportunity to work with a political consulting firm. "I believe this will be a very challenging and exciting job that will allow me to put into practice many of the skills I learned at GSPA," she says. "The theoretical and methodological tools on negotiation I acquired have made me a competent professional."

Implanting Democracy in Baghdad

Today, Joe Rice works for the Colorado Department of Transportation as a local government liaison. He's also working toward a Master of Public Administration degree at GSPA.

In the past few years, however, he's also been a key member of a team working with the government in Baghdad, Iraq, to promote the exchange of ideas and understanding between citizens, government officials, educational faculty and students, businesses and nonprofit organizations.

Rice was the mayor of Glendale, Colo., from 1996 to 2003, when he was called to active duty by the Army Reserve. After the fall of Baghdad he was assigned to help build a democratically functional municipal government in Baghdad.

His mission was to enable the 5.5 million residents of greater Baghdad—including nine major cities and 88 neighborhoods—to elect local representatives. The first democratically elected local governments in Iraq's history, these councils are composed of more than 1,500 men and women. At the time, he wrote, "The councils are making decisions on the future of their neighborhoods, their province and their country. Although the plan is not properly resourced, and there is talk of put-

ting all the affairs in the hands of one provincial council, the local government has taken root and is producing amazing results. There is indeed cause for optimism."

Rice also noted that there was still work to be done. "Efforts had been encumbered by inadequate planning, insufficient troops and the inaccessibility of resources to stabilize and rebuild the Iraqi economy," he wrote. "People who might have been able to help us understand the processes and establish order were driven out. Our small steps to re-establish normalcy were difficult, time-consuming and daunting."

Rice's efforts launched the Baghdad-Denver Region Partnership, and a series of cooperative visits between the two countries followed. The first visit, in December 2003, included four delegates who met with



Joe Rice
Former Glendale
mayor worked with
Baghdad City Council.

state, county and municipal officials. In May 2004, a United Way/Iraqi delegation met in Amman, Jordan, for a Non-Governmental Organization Roundtable. Then, in August, another Iraqi delegation visited Denver to continue meeting with area government officials, the Mile High United Way and the University of Denver. During a third Denver visit, sponsored by the U.S. Department of State, the Denver Regional Council of Governments and delegates from the Province of Baghdad signed a partnership declaration establishing the two regions as "partners for peace" through Sister Cities International.

Rice has returned to the United States and civilian life, but he maintains contact with the people he met in Baghdad as a volunteer with the Baghdad-Denver Region Partnership. Just this spring, he participated in a "partners for peace" visit of representatives from governmental and non-governmental organizations from Baghdad.

Rice expects to return to Iraq at some point. In the meantime, finishing that MPA degree ought to occupy some of his "spare" time. 🏛️



Country President, City President: Jordan Brings Entrepreneurial Vision to Urban Campus



Stephen Jordan earned his MPA and PhD from the Graduate School of Public Affairs. Last July, he assumed the presidency of Metropolitan State College, located on downtown Denver's Auraria Campus.

When Views last caught up with Stephen Jordan in 2001, he was president of Eastern Washington University, a regional public university based on a small-town campus and serving some 9,500 students.

Recently, Jordan brought his talents to a very different collegiate setting—Metropolitan State College, one of the three schools that share the Auraria Campus in bustling downtown Denver. In July, he became president of Metro, the largest public-only baccalaureate college in the United States.

Several factors influenced Jordan's return to Colorado.

"It was a professional challenge, and a great opportunity to come back to a campus I know," he says. "Metro can be a preeminent urban baccalaureate college. Thinking about how to achieve that is fun, professionally."

Jordan earned both his MPA and PhD from the Graduate School of Public Affairs. He plans to build on Metro's success as Colorado's "college of opportunity," and has a 10-year plan for long-term systemic change there. He sees the school's next step as no less than

becoming a new model for a land-grant institution and one of the top urban colleges of its kind in the country. "We need to examine what it now means to be a modified open-enrollment institution," he says. "This model was established before community colleges came into being. Now, we need to look at how we fulfill that mission."


When Jordan left Eastern Washington, that school had degree programs on eight campuses in the state. Reaching out to take four-year programs to community colleges along the Front Range is one of his goals for Metro.

Jordan has a reputation for being an educational entrepreneur, due in part to his ability to foster partnerships with the community.

"It's essential that colleges be engaged," he says. "They need to get out into the community, bring students with them, and use their expertise to help the greater community solve problems."

For Jordan, who has worked with University of Colorado President Hank Brown in the past, returning to Colorado is a chance to renew professional acquaintances. He and his wife Ruthie, a Colorado native, also are looking forward to being closer to family.

Jordan says he continues to use the skills he learned at GSPA daily. "You're looking at a very satisfied graduate."

And speaking of partnerships, Jordan notes that he is "excited about getting over to GSPA and talking with the dean about some possibilities." 

Multiple Roles Second Nature for Korean Director General

One conversation with Mann Hyung Hur quickly banishes the stereotype of the one-dimensional public servant. The charismatic South Korean and GSPA alumnus has at least five careers to his credit including high-ranking government official, professor, journalist, statistician, and sci-fi novelist.

Hur was recently named Director General of Government Policy Evaluation in South Korea, in charge of facilitating 42 different agencies of the government to establish total quality management and performance-evaluation systems. Specifically, he and his staff of 20 oversee evaluation of non-economic agencies including the Ministry of Government Administration and Home Affairs (MOGAHA), the Ministry of Health and Social Welfare and the Ministry of the Environment.

"Unlike the U.S.'s GAO (Government Accountability Office), these evaluations are not requested," notes Hur. "Rather, each year, the ministers present a strategic plan to the president. We evaluate whether they have accomplished their plans." Hur reports to the prime minister.

Hur's path to GSPA began as an undergraduate working for a South Korean magazine. He wanted to study in the United States and got his chance when a job became available in the Denver office of the *Korean Times*.

He earned his Master of Public Administration degree in 1985 and his PhD in 1990, focusing on welfare policy and quantitative analysis.

(continued on page 24)



Working behind the Scenes to Keep CU in the Forefront

Hogging the spotlight is not in Mary Lee Beauregard's nature.

A fundraiser, organizer and lobbyist, the energetic alumna has been an advocate for higher education for years—largely working in the background to advance the University of Colorado's cause.

It began when she met former CU president John Buechner at a football game. A recent graduate of the University of Denver with a political science degree, Beauregard planned to enter the workforce after raising a family. Buechner encouraged her to study public administration at CU. She earned her MPA from the Graduate School of Public Affairs in 1983.

"GSPA was the perfect place," she says. "I'd always been involved in public policy issues."

Beauregard went on to become Buechner's associate director of public affairs for CU. When he became chancellor of the

University of Colorado at Denver, she became director of public affairs—the university's chief lobbyist—a position she held from 1987 to 1992. She has also served as a special assistant to the chancellor of CU's Health Sciences Center.

For Beauregard, two accomplishments stand out. While directing CU's public affairs efforts, she played a key role in the development and passage of legislation that led to CU's University Hospital becoming a separate public authority. And, at the Health Sciences Center, she facilitated its move to the former Fitzsimons Army base. "I worked closely with cities, the state legislature, the federal government, and neighbors," she says.

In 2005, Beauregard received the University Medal, a Regents' award given to persons who have made outstanding contributions to the University of Colorado. She also has been honored with an Alumni Recognition Award from the University of Colorado at Denver.



Mary Lee Beauregard received her MPA from GSPA – and has been serving the University ever since.

Officially "retired" but never retiring, Beauregard continues to devote talent and energy to the university. Currently, she sits on the University of Colorado Foundation Board of Trustees, the University of Colorado Cancer Center Advisory Board, the School of Medicine's Council of Advisors, and the Center for Women's Health Research Steering Committee. She has also been a faithful contributor to GSPA, orchestrating the school's Legislative Leadership Conference in 2001. 🏛️



Mann Hyung Hur and Peter deLeon

(continued from page 23)

Following a common Korean custom, Hur returned to his "home university" to teach. He is a professor at Kon-Kuk

University and chaired its department of social welfare from 1998 to 2004. A U.S. computer course led to another career. At Kon-Kuk University, Hur was asked to teach public sector Management Information Systems (MIS). He found himself studying IT and wondering about the influence of the Internet and computers on our future.

"I wanted to help students and the people of Korea understand the impact of technological change on their lives. A colleague suggested that I write a novel," he says.

Hur found the process similar to scholarly writing. "Scholars have to prove their

ideas in terms of fact; novelists prove their ideas in terms of event or anecdote," he notes.

His first book, about a computer science engineer who creates a virtual woman, was published in 1995. Another novel, set in Korea's three-kingdom period, followed in 1999. His third novel tells of a computer hacking war between North and South Korea.

Hur also conducts research on cyber-crime, a topic not well understood in his country. He publishes his scholarly work in both Korean and English. 🏛️



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VIEWS

FROM THE WEST

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VIEWS

FROM THE WEST



100 Leaders Strong

**El Pomar Foundation Penrose House
Colorado Springs, Colo.**

November 20-21, 2005

The Legislative Leadership Forum—100 Leaders Strong—offers legislators a chance to reflect on the challenges facing the General Assembly, and to devise strategies for turning those challenges into opportunities that can improve the institution's effectiveness.

A strong slate of panelists and speakers will provide perspective on where the Colorado General Assembly has been, where it is now, and what the future might hold. The peaceful environment of Penrose House, El Pomar Foundation's Colorado Springs Conference Center, and discussions outside the partisan legislative format provide an impetus for productive, collegial interaction about how to best serve the people of Colorado.



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