

VIEWS

FROM THE WEST



CONNECTIONS

Former Senator Gary Hart
Sits in Wirth Chair





From the Dean

Dear Friends, Students, and Colleagues:

Public affairs is inherently a field based on connections—between citizens and government, between academics and legislators, between public and private organizations.

At GSPA, we continually seek opportunities to forge new connections to meet the needs of our students and other constituencies. Here are some of the connections the school has established and reinforced in 2006.

We're very pleased to welcome former Sen. Gary Hart, who accepted an appointment to the Wirth Chair in Environmental and Community Development Policy in January. His vision for the chair includes reaching out to establish new connections with like-minded individuals and entities to broaden the context of the chair beyond environmental sustainability.

Plans are in place to launch the nation's first PhD concentration in homeland security in 2007. This innovative effort will connect us to a variety of entities, including the U.S. Naval Postgraduate School, the Homeland Security Center at the University of Colorado in Colorado Springs, and all three campuses of the university. It will also tap the expertise of faculty across the university, from energy security to criminal justice to geography.

On the professional front, GSPA has made valuable connections as well. Underlining our association with the American Society for Public Administration (ASPA), Professor Richard Stillman became editor-in-chief of that organization's prestigious journal *Public Administration Review*, and Professor Donald Klingner was elected its vice president and president-elect.

We hope you enjoy reading about these and other developments in this issue of *Views from the West*. As always, we appreciate your interest in the Graduate School of Public Affairs.

All best regards,

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

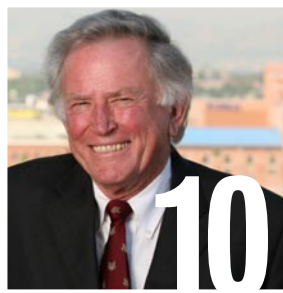
Kathleen Beatty
Dean, Graduate School of Public Affairs



"The Graduate School of Public Affairs is the state's sole source for advanced degrees in public affairs. As such, it contributes significantly in advancing the reputation of the University of Colorado at Denver and Health Sciences Center as Colorado's premier urban university."

—M. ROY WILSON, MD, MS
CHANCELLOR, UNIVERSITY OF COLORADO
AT DENVER AND HEALTH SCIENCES CENTER

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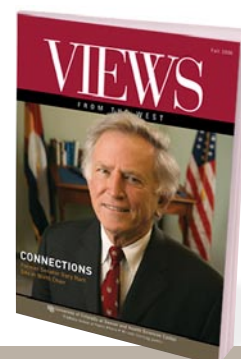
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ABOUT THE COVER

This year, *Views from the West* explores the theme of connections—how the school is connected to key influencers, such as former Sen. Gary Hart, its prominence within the profession, and its impact in the state and outreach to local communities.

Celebrating Our Graduates

Top grads hear congratulations and words of inspiration

Six students from the Graduate School of Public Affairs' downtown Denver campus and two from the Colorado Springs campus were honored for outstanding achievements last May during separate banquets at the University Club (Denver) and the Lodge at UCCS (Colorado Springs).

"One of the best things about this job is the annual opportunity to greet and congratulate you upon completion of a rigorous and rewarding course of study," Dean Kathleen Beatty said, during her welcome to more than 90 guests at the Denver banquet May 5.

The Denver event was keynoted by former Boulder City Manager Ron Secrist, now president of the Boulder Community Hospital Foundation. Secrist spoke of the extraordinary rewards of public service, exhorting the prospective graduates present "not to let your energy and idealism be diminished by a cynical press and the inevitable criticism your efforts will receive."

An equal number of people attended the Colorado Springs banquet May 16, where Wirth Chair Professor and former U.S. Sen. Gary Hart observed that "America has a high standard, and the challenge is living up to it. National security in the new century means a superior educational system, energy, security, clean air, and clean water in the U.S. and across the globe. The key is conservation."

At the Denver event, Colorado Springs Police Chief Luis "Lu" Velez was named the 2006 Leo C. Riethmayer Public Administrator of the Year. Named for GSPA's founder, the Riethmayer Award annually recognizes a distinguished Colorado public servant.

Additionally, 11 MPA candidates who met rigorous credit-hour and academic achievement criteria were inducted into *Pi Alpha Alpha*, the international honor society for public administration and affairs.



Left to right: Ron Secrist, Leo Riethmayer, and Luis Velez, Public Administrator of the Year

OUTSTANDING GRADUATES

Downtown Denver

James C. Beck (MPA, Fall 2005)
Alyson J. Blomquist (MPA, Fall 2005)
Eric J. Estrada (MPA, Spring 2006)
Carolyn M. Stanton Patrick (MCJ, Spring 2006)
Frank C. Palmer (MCJ, Fall 2005)
Nancy R. VanDeMark (PhD, 2005-06)

Colorado Springs

John Ingram (MCJ, Spring 2006)
Susan Szyrka (MPA, Spring 2006) 🏛️

NOBEL LAUREATE OFFERS DEVELOPING PERSPECTIVE

On May 1, 2006, students in Professor Elizabeth Hoffman's Economics and Public Finance course were challenged by a discussion of global economic concepts by a Nobel laureate. All semester, students had benefited from Hoffman's experience in public policy and administration. As president emerita of the University of Colorado System, Hoffman brings a wide range of professional contacts to her students as well, including Washington University in St.

Louis Professor Douglass C. North, 1996 Nobel Prize winner for economics. North's lecture, attended by more than 80 students, faculty and staff, was also the semester's final meeting of Hoffman's course.

The topic of North's presentation was "The Natural State: Why Economic Development is so Hard to Achieve." Defining the "natural state" as systems characterized by economic monopoly, political autocracy, and social hierarchy consistent with "such small-scale social organizations as clans and tribes, which depend on familiarity and homogeneity to maintain a functioning order," North noted



Elizabeth Hoffman with Nobel laureate Douglas North

that "large-scale systems thrive on open access and pluralism in economic, political and social institutions—assured by minimal government intervention in markets aside from the

protection of property rights—to succeed. A major impediment to progress in the underdeveloped world remains distrust, arbitrary application of rules, and the corruption they engender."

"North's perspectives on the importance of openness to the sound functioning of our public and economic life are a valuable contribution to our collective understanding of why some societies succeed and others founder," Hoffman concluded. She continues in her role as a full-time faculty member this year. 🏛️

Cultivating Cooperation

Bipartisan Retreat Connects Legislators

Each non-election year, the Graduate School of Public Affairs reaches out to Colorado lawmakers by organizing the Legislative Leadership Forum. The retreat allows legislators to become better acquainted personally, become more aware of their colleagues' concerns and objectives, and cultivate a spirit of cooperation and willingness to reach out across ideological boundaries.

The November 2005 retreat kicked off with a dinner featuring former U.S. Senator and current University of Colorado President Hank Brown, who challenged legislators to subordinate partisan considerations to statewide well-being.

The retreat included a freshman session, attended by 13 newly-elected legislators, during which participants explored the meaning of public service, discussed political aspirations and shared their personal histories. Panel members also discussed the dilemma that legislators face in satisfying multiple and often conflicting obligations. Elected officials, they observed, must be true to their personal values, responsive to constituents, aware of the tension between parochial and statewide issues, and loyal to fellow partisans. While they acknowledged that the job requires considerably more time than they anticipated, they also said it was highly rewarding and edifying. Among the challenges were the short legislative session (limited constitutionally to 100 days), political polarization, and dealing with unresponsive administrative departments.

Later, a moderated leadership panel of senior legislators pondered the question of whether the adoption of restrictive constitutional amendments during the previous decade had eroded the capacity of the Colorado General Assembly. Among the handicapping forces cited were term limits, which undermine the development of stable, effective leadership; over-reliance on amendment and initiative processes, which preempt legislative action; and intensified partisanship, lead-



Hank Brown challenges legislators at the biannual event.

ing to abuse of power. Suggested remedies included a greater emphasis on civility and mutual respect, strengthening representative government by raising the threshold for petition signatures, more effective outreach to citizens on issues and proposed legislation, better workload management, and year-round legislative committees.

The retreat concluded with a scenario-mapping session in which participants were asked to consider the "journey" of the legislature and identify the factors acting upon its direction, and thus influencing its destination. Among the factors mentioned were citizen-initiated statutes and constitutional amendments, the unpredictability of the economy, lack of public trust, and term limits. Remedial measures that the group thought could be adopted over the ensuing five years included: a legislative recess, permitting elected officials to gauge citizen attitudes mid-session; better staff support for processing legislators' heavy workloads; revised session procedures to limit the introduction of late and frivolous bills; better outreach and more effective use of the media; and the use of interactive technologies to enable residents in remote parts of the state to participate in legislative hearings. 🏛️

UNDERSTANDING BARRIERS TO ECONOMIC INDEPENDENCE

A report assessing the needs of Colorado's welfare caseload, prepared by the Centers at GSPA, was recently made available on the Web. The Colorado Department of Human Services, in partnership with GSPA, secured a grant from the U.S. Department of Health and Human Services in 2002 to participate in a multi-state study of the Temporary Assistance for Needy Families (TANF) program by identifying client characteristics that help or hinder their movement to self sufficiency.

Centers' staff and GSPA students conducted in-depth interviews with TANF recipients and reviewed case files housed at the Colorado Department of Human Services. The study concluded that Colorado's welfare recipients were better prepared educationally for workforce participation than those in other states, but more likely to face other severe employment barriers. For example, 25 percent had physical health problems; 40 percent had mental health issues; and 18 percent showed signs of a learning disability. Four in 10 had extraordinary caretaking responsibilities (i.e., a child or family member with health problems or special needs). A similar percentage had chronic housing problems, including intermittent homelessness, and 20 percent experienced severe, physical domestic violence in the year prior to the survey.

"The longer-term TANF participants have a higher probability of exhibiting several of these problems, all of which are barriers to economic self-sufficiency. The more the barriers, the harder it is to overcome any one—and the harder it is to hold a job," says Peggy Cuciti, research director of the Centers at GSPA and principal investigator of the project.

The report is available on the U.S. Department of Health and Human Services Web site at <http://aspe.hhs.gov/hsp/leavers99/state-rpts/co/Welfare-Barriers.pdf>. 🏛️



The Centers and the Colorado Trust work to promote the health and well-being of Coloradans.

Promoting Wellness at the Community Level

From Colorado's Western Slope to the Eastern Plains, communities are making plans to meet a range of health challenges. Hinsdale County in the San Juan Mountains, for example, wants to develop a plan to address and prevent cancer and other chronic diseases. In Crowley County, folks want to better control substance abuse. And in Mesa County, improving indoor air quality is the goal.

The public health issues that are top-of-mind for people across Colorado are as disparate as the organizations that provide health-related services, including local health departments, community-based organizations, government agencies and community members. Indeed, according to the Denver-based Colorado Trust, a grantmaking foundation, Colorado's state and local public health system is widely decentralized with gaps in communication. Additionally, given limited federal resources and declining state and local budgets, many local departments and agencies are struggling to provide essential health services.

To strengthen community health providers' ability to deliver services, the Colorado Trust launched its Partnerships for Health Initiative (PHI), a 5 1/2-year, \$8.6 million effort to support community health partnerships throughout the state. The Centers at GSPA are working closely with the Colorado Trust to facilitate this innovative initiative statewide.

"Our mission is to advance the health and well-being of the people of Colorado," says Carol Breslau, vice president for initiatives. "The Colorado Trust identifies special issue areas where we want to have an impact and then crafts funding strategies—or initiatives—to address those needs."

PHI grew out of the trust's Colorado Healthy People 2010 initiative, which is aimed at helping Coloradans lead healthier, longer lives and at decreasing disparities in health among different populations. That initiative, in turn, is part of Healthy People 2010, a set of health objectives for the nation developed by the U.S. Office of Disease Prevention and Health Promotion.

The Colorado Trust selected 14 Colorado communities as its PHI partners. Each identified a Healthy People 2010 focus area important to its community. The Centers work with each partnership to provide technical assistance during the strategic planning phase of the initiative.

"Our role is to be an unbiased facilitator in the planning process," says Lisa Carlson, executive director of the Centers. "It's hard to find a neutral party on a large spectrum of health issues. We play that role and enable communities to move through difficult decision processes."

PHI is designed to help establish a sustainable infrastructure of partnerships capable of delivering a wide range of health programs related to Healthy People 2010 goals.

The Colorado Trust and the Centers at GSPA have collaborated on health care initiatives for two decades. "We have a long history of working together to help communities solve their own problems," says Carlson. 🏛️

Top Family Violence Researcher Joins GSPA Faculty

Associate professor brings research experience and criminal justice background to the classroom

The vicious cycle of domestic violence stops here . . . in the Graduate School of Public Affairs. **Angela Gover**, associate professor, has been appointed to fill a newly established faculty position in GSPA's Program on Domestic Violence (PDV). "This graduate program is the first in the nation that integrates the academic study of domestic violence with organizational management and public policy," Gover says. "I am excited to be a part of it."

Beginning fall 2006, Gover will teach "Battered Women and the Legal System," as well as a graduate-level research methods course. As an associate professor of criminology at the University of Florida-Gainesville, Gover taught courses in victimology, research methods, drugs and crime, criminological theory, and criminal justice process.

Gover will collaborate with social science researchers, victim advocates, public health professionals, criminal and juvenile justice professionals, and practitioners to conduct policy-relevant research to end violence against women and children.

"My goal as an educator, researcher, and advocate at the Graduate School of Public Affairs is to participate in efforts to raise



Angela Gover looks to raise awareness, advance policy change.

public awareness and advance policy change to end domestic violence," Gover says.

The tenured position complements Gover's experience in family violence research examining the relationship between childhood maltreatment—including witnessing parental domestic violence—and the psychological adjustment of incarcerated juvenile delinquents. She has been principal or co-investigator on domestic violence research grants from the National Institute

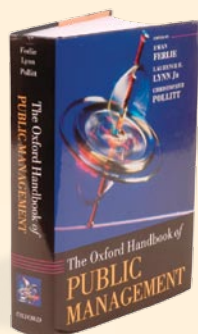
of Justice and the University of South Carolina totaling more than \$700,000.

Gover is an impressive and important addition to GSPA, says PDV Director Barbara Paradiso. "The acquisition of a top-notch scholar in the field of domestic violence is a key step toward cementing GSPA's leadership in this critical area of public, legal and social policy," she stresses. "We welcome Angela to the GSPA family with pride and enthusiasm."

The Program on Domestic Violence is the first graduate degree program in the country to combine nonprofit and public organization management and policy development skills with expertise in domestic violence and the services that can help address it. The program, designed for advocates, counselors, practitioners and others, enrolls between 15 and 25 new students annually, with an average total enrollment of 40 MPA candidates. Students, many of whom live out of state and take courses online, are taught as a cohort and travel to Denver twice a year for intensive instruction. 🏛️

SHARING OUR VIEWS: 2005-06 Faculty Publications

Associate Professor Linda deLeon published (with James D. Phillips) "Winning, Losing, and Playing the Game" in the spring 2005 issue of *Public Integrity*. She



argues that management reforms aimed at increasing public agency performance vis-à-vis

the private and non-profit sectors should downplay competition and instead regard opponents as facilitators that tease out better performance. DeLeon also contributed a chapter, "Public Management, Democracy, and Politics," to the *Oxford Handbook of Public Administration* (Oxford University Press, 2005),

which suggests that administrators strive to maximize opportunities and venues for citizen participation in public affairs—lest they run the risk of restricting access to information, limiting civil rights, and over-empowering elites.

Associate Professor Mary Dodge prepared a number of entries

for the first-ever edition of the *Encyclopedia of White-Collar and Corporate Crime* (Sage



A High Five for GSPA Leadership Program

Rocky Mountain Program provides leadership training for public sector officials

Recent graduates of the Rocky Mountain Program (RMP), a nationally recognized leadership seminar at the Graduate School of Public Affairs, gave it an impressive five out of a possible five rating.

Based in GSPA's Center for the Improvement of Public Management, the RMP is in its 24th year of training public sector officials.

"Today's elected officials and appointed government managers must make tough decisions about complex issues every day," says Kathie Novak, Rocky Mountain Program director. "We provide a safe environment in which they can reflect on their public sector roles, discuss challenges and develop the leadership skills to anticipate and respond to change."

The RMP curriculum sets the stage with the history of the public sector, including an entertaining "evening with Thomas Jefferson" that takes participants back to their democratic roots. Workshops cover topics such as individual strengths and weaknesses, leadership potential, team dynamics, staff and elected official relationships, diversity, and creativity and communication.

RMP alumni hail from communities throughout Colorado, 37 states and other countries.




RMP alumni pose after a week-long workshop in the mountains.

"We have a wide variety of participants," Novak says. "In addition to offering in-depth and relevant work, the program offers an opportunity to build a diverse network of core colleagues."

Novak, who is also the mayor of Northglenn, Colorado, and that city's youngest elected official, understands the need for public sector leadership training well.

"Training is one of the first things to get cut," she says.

The RMP is held twice each year at top resort and conference locations in Colorado's Rocky Mountains. For information, visit www.rmp.cudenver.edu. 

Publications, 2005), which covers scandals such as those involving Jim and Tammy Faye Bakker and Martha Stewart, as well as consumer fraud topics such as toxic shock and leaky breast implants. She currently is preparing a book-length manuscript for Prentice Hall on women as both perpetrators and vic-

tims of white-collar and corporate crime. Dodge also published (with Donna Starr-Gimeno and Thomas Williams) "Puttin' on the Sting: Women Police Officers' Perspectives on Reverse Prostitution Assignments" in the summer 2005 issue of *Police Science and Management*.

Associate Professor Jody Fitzpatrick published "Exemplars as Case Studies: Reflections on the

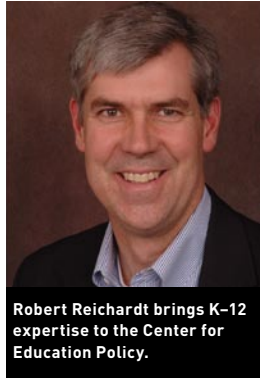


Links between Theory, Practice, and Context" in the winter 2004 issue of *The American Journal of Evaluation*. Drawing upon previous interview research with exemplary evaluation practitioners, she discusses choice of methodology and the extent to which context affects the relationship between practice and theoretical orthodoxy.

Wirth Chair Professor Gary Hart published *The Shield and the Cloak: The Security of the Commons* (Oxford University Press, 2006), which calls for a reframing of our conception of national security and how it will be furnished in an era when the nature of external threats has changed. In the book, the former U.S. senator observes that

CEPA Broadens Policy Expertise

As a mini think tank within GSPA, the Center for Education Policy Analysis (CEPA) keeps busy conducting applied research on pre-K–12 and higher education, as well as barriers to minority and low-income educational achievement and economic attainment. Increasingly, the center is also getting involved in key local and national issues in education policy.



Robert Reichardt brings K–12 expertise to the Center for Education Policy.

“We aim to leverage interesting things in Colorado education and bring them to national attention,” says CEPA Director Paul Teske.

To bolster its K–12 experience, and research and grant-seeking capacity, CEPA recently recruited Robert Reichardt, former executive director of the Alliance for Quality Teaching. Reichardt, who holds a doctorate in public policy from the RAND Graduate School, has extensive experience in education research and evaluation with particular expertise in teacher quality. In addition to his research responsibilities at CEPA, he maintains a part-time education policy consulting practice and is involved in teacher quality research in several states.

“I look forward to working with Professor Teske and CEPA staff members Tracey

O’Brien and Beverly Buck to identify systemic barriers at the state and local levels to educational performance and providing our clients with practical, policy-oriented research,” Reichardt says. “We also hope to increase our impact by getting more of our insights into print in the form of scholarly publications.”

Part of CEPA’s approach is to tap the expertise of GSPA faculty for specific projects. Teske is a recognized authority on school choice; specifically public sector choice, charter schools, and vouchers, and how low-income parents select schools for their children. GSPA Assistant Professor Gabriel Kaplan, a higher education specialist, and Associate Professor Jody Fitzpatrick, who

“We aim to leverage interesting things in Colorado education and bring them to national attention.”

studies evaluation in the workplace, have both participated in recent studies.

CEPA also does other “good work with less direct implications for educational policy,” says Teske. For example, researcher O’Brien is currently helping coordinate a federally funded study by the state to better account for the number of homeless in Colorado. 🏠

PROCOMP: ONE CITY’S TALE OF POLICY ENTREPRENEURSHIP AND PHILANTHROPY

In November 2005, Denver voters approved a measure to fund ProComp (Professional Compensation System for Teachers), a revolutionary new teacher-pay plan.

Unlike traditional compensation systems based solely on length of service, under ProComp, Denver teachers receive pay increases for improving student achievement, for working in schools and assignments with the greatest needs, and for increasing their knowledge and skills. Salary incentives are also included for satisfactory professional evaluations.

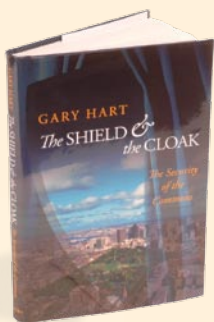
CEPA Director Paul Teske is collaborating on a book about the creation of ProComp,

which is a model for public school districts nationwide.

His co-authors are two of the key players who helped guide ProComp to reality—Phil

Gonring, senior program officer with the Rose Community Foundation, which was a behind-the-scenes leader in the development and implementation of the plan, and Brad Jupp, Denver Classroom Teacher’s Association representative at the time.

(continued on next page)



while the end of the Cold War virtually eliminated the old threat of nuclear

attack, the 9/11 attacks on New York City and Washington, D.C., dramatized a vulnerability that our open society is ill-prepared to correct. The path to security lies in part, Hart argues, in pulling together internationally and understanding that other countries share the same fears we experience.

Professor Donald Klingner published (with Dahlia B. Lynn) “*Mas Alla del Sistema del Servicio Publico de Carrera: los Paradigmas Nacientes*” (“Beyond the Career Civil Service System: Emerging Paradigms”) in the August 2005 issue of the Mexican journal *Servicio Profesional de Carrera*. He asserts that career civil service

offers the predominant model for public human resource systems precisely because it has articulated the rules and processes necessary to achieve the gamut of public functions. With L.R. Jones, he published “Learning from the Philippine Occupation: Nation-Building and Institutional Development in Iraq

and other High Security Risk Nations” in the May 2005 issue of *Public Administration and Development*, which explains that the U.S. military modeled past occupations of the Philippines, Japan, and Germany in its reconstruction efforts in Afghanistan and Iraq. Finally, with Gamal Sabet, Klingner

(PROCOMP continued from page 7)

The idea for a pay-for-performance compensation system in Denver Public Schools (DPS) was raised in the 1990s, a time when negotiations with Denver teachers were stalled and hostility existed between the school system and its teachers.

Why did ProComp succeed while similar efforts around the country have not?

"Its success came from the sustained entrepreneurship of Jupp, Gonring and others, with help from philanthropy to make the finances work, and a surprising ability for the union and the administration to work together," says Teske.

The book, to be published by Harvard University Education Press in 2007, will examine the surprising lessons learned from ProComp, and, according to Teske, "debunk some myths about public school systems and teachers' unions."

"Pay for performance is one of the hottest issues in public education today," adds Teske. "This volume will aid academics as well as educators and administrators." 🏛️

Public Service Blogs: Tool or Nuisance?

Linda and Peter deLeon examine the prospects of an online fad

Web logs (known as blogs) began as self-indulgent, online personal diaries, but rapidly evolved to embrace politics, public policy and popular culture, offering both commentary and substantive content. More recently, blogs have demonstrated their power to check the influence of the mainstream broadcast media and challenge the assertions of candidates for elective office.

While their subject matter ranges from the trivial to the significant, blogs are in-depth, personal and fundamentally democratic, in that they permit individuals at the grass-roots—provided they have the know-how and the access—to express, share and react to opinions and information on an infinite variety of topics.

Recognizing these unique characteristics, GSPA faculty members Linda and Peter deLeon have set out to gauge the capacity of blogs to democratize public management, both externally, with respect to citizen satisfaction, and internally, with respect to transparent decision making.

"Peter and I were interested in the extent to which the policy and management processes could be made more democratic by involving people in the various stages of decision making," Linda deLeon says. "Public organizations should also be more

democratic internally, as well as more publicly accountable."

While blogs may have begun as a one-way mode of communication on the quintessentially interactive medium of the Internet, they rapidly evolved into unmediated forums for exchange between the publisher (or "blogger") and the reader (or "surfer"). Blogs fall into three major categories. The first includes diaries or personal journals. The second might be described as "filters," in that their primary objective is to offer commentary on the content of mainstream media (and other blogs) for consumption and further comment by the public. A third variety is the "knowledge blog," which serves as a one-stop source of substantive information, typically on a specialized topic.

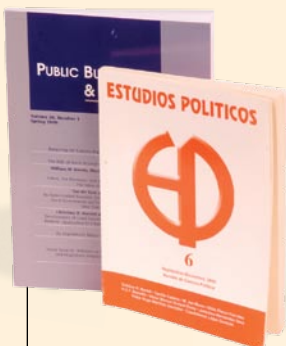
"This project began as a presentation I made at last year's annual conference of the American Society for Public Administration," Linda deLeon says. "At the time, I was thinking principally in terms of e-government, so I titled the paper 'Technologies of Civic Engagement,' but as the blog sub-medium has grown, I've come to the conclusion that it represents a force for more fundamental reform."

Noting that government, at least since the inception of print newspapers and mass

published "Knowledge, Management, Organizational Learning, Innovation Diffusion and Adoption, and Technology Transfer: What They Mean and Why They Matter" in the December 2005 issue of *Comparative Technology Transfer and Society*. The article holds that successful technology transfer requires not

only technical knowledge but contextual understanding of the destination society or environment.

Assistant Professor Christine Martell published (with George M. Guess) "Development of Local Government Debt-Financing Markets: Application of a Market-Based Framework" in



Public Budgeting and Finance. She alleges that funded municipal debt in the developing world

requires improvements in the legal/regulatory framework, more sophisticated lending institutions, and greater ability of local governments to manage their credit. Martell also contributed an article to the Mexican journal *Estudios Politicos*. Co-authored with Cecilia Cardena and M. Jae Moon, the article compares patterns of

funding and interaction of nonprofit social service organizations in the United States and Mexico.

Professor Mark Pogrebin published (with Paul B. Stretesky) "Gang-Related Gun Violence: Socialization, Identity, and Self" in the March 2006 issue of the *Journal of Contemporary*



authoritative encyclopedias: “There is some research comparing real encyclopedia entries to Wikipedia, and it reveals that there are errors in both. Conventional encyclopedias rely on expert opinion to vet their content while Wikipedia draws upon the diversity of the Web-surfing population to supply and comment on its content.”

Although public managers theoretically rely on citizens to evaluate their effectiveness, in practice, they answer to the public’s elected representatives and executive officials. Given the range of both expert and lay knowledge possessed by the population of active Internet users, public service blogs—Web logs posted and maintained by public managers—could prove an effective means of enhancing accountability to the public by combining the reliability that flows from diverse knowledge with the validity that accompanies a diverse opinion.

“In public administration, as in other professions, we rely on the educational process to screen out error and incompetence, while freedom of bias is presumably assured through professional socialization,” Linda deLeon asserts. “Veracity is monitored by those with substantive knowledge and interest, while validity and acceptability of management approach are approved by the community at large.” 🏛️

literacy, has been at the mercy of independent—and sometimes antagonistic—agents to interpret its actions for a skeptical public, the deLeons wondered whether public managers could employ blogs to explain themselves to citizens rather than relying on the conventional news media to do it for them. “After all,” Linda deLeon notes, “blogs let you say what you want about yourself or the topic at hand.”

Given the immediacy of information exchange furnished by the medium, the deLeons have undertaken to answer the following questions:

- (1) Can blogs be used to promote direct civic engagement with the administrative apparatus of government? and
- (2) Can blogs influence public policy and its implementation, rather than merely meddle in political campaigns?

Of course, a Web page is no better than the person or group that posts its content. According to Linda deLeon, the Wikipedia Web site, which consists of mediated user-posted content, is uneven in its quality—some entries are sound, while others are questionable. She asserts, however, that Wikipedia shares flaws with conventional,

Ethnography and (with Paul B. Stretesky, N. Prabha Unnithan, and Gerald Venor) “Retrospective Accounts of Violent Events by Gun Offenders” in the June 2006 issue of *Deviant Behavior*. The first article examines how violent norms are propagated in street gangs, while the second explores how convicted perpetra-

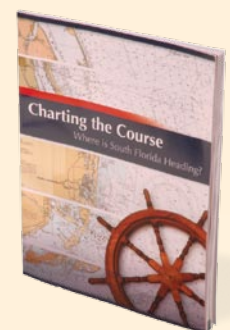
tors of violent crimes formulate excuses and justifications for their acts. He also contributed a chapter to the fourth edition of *It’s a Crime: Women and Justice* (Prentice Hall, 2006). “Factors Affecting the Internal and External Relationships of African-American Policewomen within an Urban Police Department” addresses

the interactions of race and gender that influence black policewomen’s self-perceptions and how they are perceived by others.

Associate Professor Allan Wallis consulted with the Anthony J. Catanese Center for Urban and Environmental Solutions at Florida Atlantic

University in the preparation of *Charting the Course: Where is South Florida Heading?* The third in a series of indicator reports on the seven-county region that includes the Palm Beaches, Miami, the Everglades, and the Florida Keys, *Charting the Course* details the area’s status and progress along a vast range

of social, economic and environmental dimensions. 🏛️



Sustainability AND SECURITY

Gary Hart brings new context to the Wirth Chair

IN 1987, TIM WIRTH succeeded Gary Hart as a U.S. senator from Colorado. This year, Hart followed his colleague, in a way, by filling an endowed chair named for Wirth.

Former Sen. Hart accepted a two-year appointment beginning in January 2006 as the scholar-in-residence, Wirth Chair for Environmental and Community Development Policy, at GSPA. He is the chair's first full-time occupant. Previously, Marshall Kaplan, former GSPA dean, served as executive director of the chair.

"We are extremely excited to add Gary Hart's intellect to our mix," says GSPA Dean Kathleen Beatty. "He has wonderful ideas for the future of the Wirth Chair. And he is a terrific addition to our school—as a scholar, teacher and colleague."

A prolific author, lecturer, teacher, scholar and attorney, Hart has spent 25 years in public service. The two-term U.S. senator and presidential candidate is well known for his work in international law and business, and his expertise on security policy and issues.

Hart managed Sen. George McGovern's campaign for the presidency from 1970 to 1972. In 1984, he was a candidate for the Democratic Party's nomination for president. He has also served in the U.S. Department of Justice and at the U.S. Department of the Interior.

From 1988 to 2005, Hart was senior counsel at one of America's oldest international law firms, Coudert Brothers, where he was a strategic and legal advisor to American companies in the field of international business. He is currently a member of the Council on Foreign Relations and the National Academy of Sciences task force on science and security, and previously co-chaired the U.S. Commission on National Security for the 21st century—which predicted a major terrorist attack in the U.S. over a year before 9/11.

Hart is the author of 16 books including, most recently, *The Shield and The Cloak: The Security of the Commons*. In addition to historical and scholarly works, he has written four novels. His next work, *The Courage of Our Convictions: A Manifesto for Democrats*, will be released this fall.

An applied versus theoretical chair

Former GSPA Dean Marshall Kaplan proposed the concept of an endowed chair for sustainable development to then Sen. Wirth in the 1980s. Wirth took the idea to University of Colorado President John Buechner, who supported the concept.

The result was the first chair in public policy in the university system and the only endowed chair on the downtown Denver campus.

Unlike most endowed chairs at academic institutions, whose purpose is theoretical research, the original vision of the Wirth

ity

Gary Hart will teach a course, Security, Resources, and the Republic, this fall at GSPA.

Chair was to “build a bridge to the community,” says Heidi Van Genderen, senior associate with the chair.

The chair honors Wirth’s considerable environmental and sustainable development achievements in Congress, in the State Department and now as president of the United Nations Foundation. Over the years, its efforts have helped governments, businesses, nonprofit groups and community organizations form sustainable development partnerships that carefully balance economic, environmental and expanded social welfare objectives and strategies.

To foster effective sustainable development strategies that will “strive to meet the needs of the present without compromising the ability of future generations to meet their own needs,” the chair works both collaboratively and directly. It also provides scholarships for doctoral students focusing on the environment and community development policy.

Historically, the Wirth Chair has approached its efforts with an eye toward coordinating with key partners to achieve sustainability. The chair has collaborated with entities ranging from the United Nations Foundation to the National Renewable Energy Lab to a variety of academic institutions. Its programs and activities include an annual sustainability award and scholarship program, fellows program, and local, regional and international policy events and publications.



Former senators Gary Hart, Hank Brown and Tim Wirth give new meaning to the term “power lunch.” The three posed for pictures during the Wirth Chair Luncheon in April.

Although Hart is the first scholar to hold the position, the chair has hosted a number of distinguished fellows, who have authored working papers and participated in forums and conferences. Past fellows have included John Firor, former director, National Center for Atmospheric Research; Judith Jacobson, population expert; Robert Burchell, director of the Center for Urban Policy at Rutgers University; and David Olsen, former CEO of Patagonia and president of the CEO Coalition to Advance Sustainable Technology.

A new context for a compelling mandate

While the mandate of the Wirth Chair will continue, as a national figure known for leading the dialogue on political and historical issues, Senator Hart’s insight into national and international security issues will come into play as well.

“There will be a change in the focus of the chair,” says Beatty. “Its mission to promote sustainability will continue, but more in the context of security.”

Hart’s recent book, *The Shield and The Cloak: the Security of the Commons*, offers clues as to how his vision for the Wirth Chair may take shape.

The book is the result of three decades of study of America’s security, informed by assignments like Hart’s service on the Armed Services Committee of the U.S. Senate, helping create the military reform caucus in Congress, and many years of practicing international law.

Hart proposes that the country needs to think about security in the new century more comprehensively than it has in the

WIRTH CHAIR ENVIRONMENTAL SUSTAINABILITY AWARDS

Broadcast Media

- Good Dirt Radio, Durango, Colorado for their radio program on grassroots environmentalism

Business

- Whole Foods supermarkets for converting entirely to renewable sources of energy through the use of energy credits

Community Awards

- Rick Gilliam for the successful Amendment 37 renewable energy initiative
- City and County of Denver for its integration of environmental considerations into local policies and programs through “Greenprint Denver”
- FrontRange Earth Force for a youth program in school, community, and environmental problem solving

Distinguished Service

- David Schaller, Sustainable Development Coordinator, EPA, Region VIII for promotion of sustainability principles through professional and personal example

Print Media

- *The Denver Post* for “Liquid assets: turning gold into water,” series by David Olinger and Chuck Plunkett

Special Media Award

- Yamagata Broadcasting Company for “Little Steps in Colorado for Sustainable Living,” video by Harumi Kato

Lifetime Achievement

- Ralph Curtis, Alamosa, Colorado for advocacy of water and soil conservation

past—redefining the nature of security to include not just secure borders and the war on terrorism, but the security of energy, environment, community and livelihood as well.

“The narrow definition of security is the prevention of physical harm by creating a protective shield. The broader definition of security includes the opportunity for a stable livelihood, the chance to be productive, the comfort of community in a healthy environment, and confidence in the integrity of government—all representing a cloak of protection. Genuine security requires a cloak of economic security, health security, energy security, educational security, and government security,” he wrote.

Returning to his roots

Beatty and Denver Mayor John Hickenlooper began discussing candidates for the chair months before approaching Hart.

“The Wirth Chair is a pioneer in sustainability,” Hickenlooper says. “To have someone with Senator Hart’s talent and experience become its first full-time occupant is a big coup. I’m looking forward to exploring what we can accomplish together.”

The former senator and national security expert is no stranger to higher education. In addition to his lengthy career in public service, he holds graduate law and divinity degrees from Yale and resumed his own academic studies at Oxford University just five years ago, earning the British equivalent of a PhD in politics in 2001. His doctoral studies resulted in a book, *Restoration of the Republic: the Jeffersonian Ideal in 21st Century America*.

On the teaching front, Hart’s experience includes stints as a visiting fellow at All Souls College, Chatham Lecturer, and McCallum Memorial Lecturer at Oxford University, Global Fund Lecturer at Yale University and Regents Lecturer at the University of California.

The Wirth Chair professor

While his official title is scholar-in-residence, rumor has it that Hart prefers the simpler designation of professor.

ON NATIONAL SERVICE, VAST TOPICS AND CHANGING THE DIALOGUE

The boxes were barely unpacked when *Views* caught up with Hart in his corner office on the UCDHSC downtown Denver campus. Three months into his new position, and just off of an extensive book tour, he shared some thoughts on how he will guide the Wirth Chair in the months ahead.

Views: What brought you to the University of Colorado at this point in your career?

GH: I started as an academic, but was motivated by the Kennedy campaign to public life. The concept of national service as a noble ideal opened a direction for a generation that had not been very attractive before.

Six years ago, I received a doctorate on the Jeffersonian ideal of the republic. I had the idea of coming back to academics. The 150-year-old law practice I was associated with dissolved. Then, the mayor of Denver called. It was serendipity.

Views: What is your vision for the Wirth Chair?

GH: The chair is a small operation with grand ambitions. Its mandate includes vast topics—the environment, energy and sustainable development. There’s ambition, but there’s also the reality of limited resources at the university. The greater question is “How do you add value?” I see the chair as a socially active entity. With limited resources, you need to see if there are other people out there like you and establish a network that adds value to the chair. I’d like to make the chair something that’s notable and worthwhile.

Views: What sorts of people or organizations might that network include?

GH: I’d look for other futurists who have a new way of thinking about energy, the environment and sustainable development. The network, perhaps six entities, would include others like myself who can leapfrog ahead.

Views: What would you like to see accomplished?

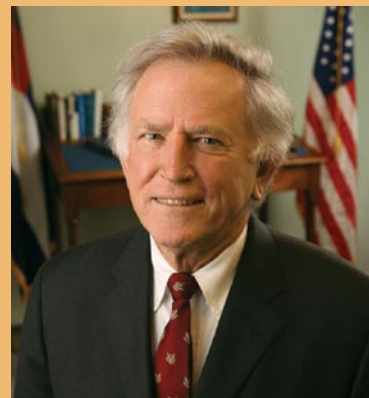
GH: I would rather do one big unconventional thing than many small events or conferences.

Views: Unconventional?

GH: By unconventional, I mean imaginative and innovative—the concept of changing the way we think. Take the Military Reform Caucus [in the U.S. Congress]. We had to go to 30,000 feet to see how to apply a new approach to thinking about the military.

Views: Will the focus of the Wirth Chair change?

GH: My outlook and approach will be different—an overlay of government and security on the Wirth mandate. I’d like to see if one person can change the dialogue.



Besides guiding the Wirth Chair, Hart will teach a course entitled Security, Resources, and the Republic this fall at GSPA.

In keeping with the mandate of the chair, which includes working with the city of Denver, Hart and his students also will collaborate on a project with the city. The class will cover a range of topics from

new security in the age of revolution and new outlooks on environment, to energy and the economy, energy supplies and energy security. Debate and discussion are sure to play a part.

Professor Hart is looking forward to it. 🏛️



Educating a High Risk World

THERE'S EXCITEMENT IN THE voices of university leadership and faculty when you ask them about the PhD concentration in homeland security coming to GSPA in 2007. "It can take years to form a new discipline, but, in this case, we didn't have the luxury of time," says Terry Pierce, head of the Center for Homeland Security (CHS), the research and education center focused on homeland security and based at the University of Colorado in Colorado Springs.

Rising concerns about terrorist attacks here and abroad, coupled with natural disasters and the fear of pandemics, have hastened the development and implementation of academic programs designed to prepare those on the front line to anticipate and respond to catastrophic events. The Graduate School of Public Affairs, with federal support and Pierce's leadership, will host the first federally funded PhD program with a sharp focus on homeland security.

"The program will be a natural follow-on for graduates of the nation's only federally funded master's program in the field, at the Naval Postgraduate School, GSPA's part-

ner in delivering the degree," says GSPA Dean Kathleen Beatty. "It will also appeal to high-level professionals and researchers working in local, state and federal emergency management."

Admiral Timothy J. Keating, commander, North American Aerospace Defense Command and United States Northern Command (USNORTHCOM) at Peterson Air Force Base, Colo., asked that the PhD be a Department of Defense-sponsored program. "We had a champion at the national level," says Pierce. "It's jump-starting the process of creating a new discipline."

Applied and accelerated

The PhD concentration in homeland security will emphasize "translational research"—a term used to describe research that translates directly from the classroom or laboratory to the real world. Scholars educated in the program and others attracted to the center's research program will create a new body of knowledge that is directly and immediately applicable to the nation's challenges.

But students will also be immersed in the core issues of public management and policy. "We will look at how the 'bread and butter' issues of public administration will shed light on issues of homeland security," says PhD Director Paul Teske.

According to Pierce, it also will be an important step in developing a new network of government leaders and managers with expertise in homeland security. "I'd like to see the director of FEMA be a graduate someday," he says. "The program will seed



GSPA to offer only PhD concentration in homeland security

the country with graduates who are experts in homeland security.”

“This program creates many unique opportunities for the school,” says Beatty. “It positions GSPA to be a leader in an extremely important and emerging field of study. It creates unique partnerships,

WE HOPE TO EDUCATE STUDENTS ABOUT SECURITY IN THE BROAD SENSE AND TO PREPARE THEM FOR MULTIPLE CHALLENGES.

between University of Colorado’s Denver and Colorado Springs campuses, among diverse disciplines at CU, and with the Department of Defense and the Naval Postgraduate School.”

Learning applied—immediately

GSPA is busy making plans to incorporate the new cohort of homeland security students.

Students will take core classes in a hybrid format—studying on campus at the beginning of each semester, continuing online, and then returning at the end of each semester for final discussion and wrap-up.

The new concentration will tap experts from GSPA and other campuses and colleges at

the university. Former Sen. Gary Hart, who now holds the Wirth Chair at GSPA, is expected to add his expertise in energy security and other security issues.

“We’re excited and ready to go,” says Teske.

One degree could lead to another

GSPA is already involved in homeland security education in other ways, among

them certificate programs in homeland defense offered in Colorado Springs and in emergency management in Denver. The school is also exploring a master’s degree that would serve USNORTHCOM in Colorado Springs. Like the Naval Postgraduate School’s master’s program, this program would build specific expertise in homeland security while also inculcating strong management and policy analytic skills.

“Security encompasses many aspects of our daily lives. We hope to educate students about security in the broad sense and to prepare them for multiple challenges,” Beatty notes. “The same people are on the front lines, whether they’re responding to terrorism, a natural disaster or a public health crisis.” 🏛️

Threats to our nation’s security come in many forms: (above left to right) Sept. 11, 2001, wild fires in Colorado, airport security in Minneapolis, oil spills, and Hurricane Katrina, New Orleans, 2005

BUECHNER'S LEGACY

ENRICHES UNIVERSITY, STATE

GSPA faculty position caps long career of service to public and CU

WHEN JOHN BUECHNER OFFICIALLY retired from university service this spring, he left a legacy that, at 45 years, spans almost half a century. The public affairs professor has made his mark across the state and the university system.

Whether teaching in the classroom, guiding university administration or affecting city and state government, Buechner's intellectual acumen and approachable style wins friends and influences people.

Despite the heady realms in which he has often worked, for Buechner, helping students will always be a priority. "I want to continue to be available to GSPA students—

past, present and future—if I can assist them in their academic and career development," he asserts.

Indeed, he has been instrumental in guiding many who have graduated to become public officials and college professors and presidents.

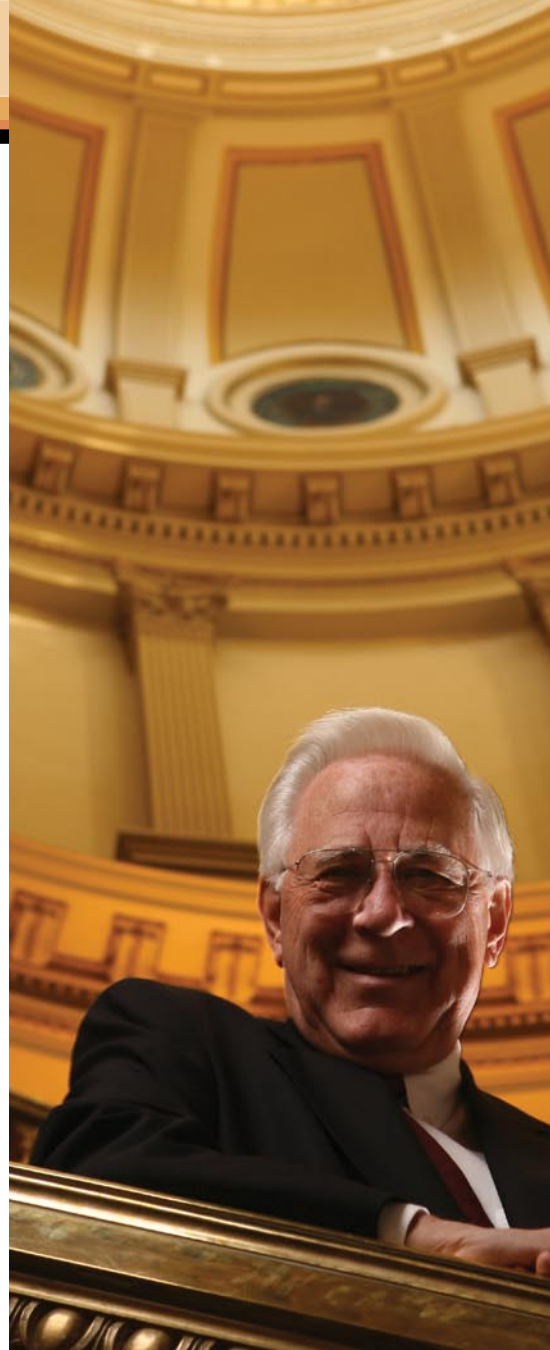
"John has been a mentor for many people," says Mary Lee Beauregard, MPA 1983, who also has a long history of service to the university. "He brings his broad life experiences into the classroom. He has a great way of breaking barriers down with people because of his warm, engaging personality."

JOHN BUECHNER: AN INFLUENTIAL CAREER

- Professor, University of Colorado at Denver and Health Sciences Center, Graduate School of Public Affairs, 2000-2006
- President, University of Colorado System, November 1995-May 2000
- Chancellor, University of Colorado at Denver (CU-Denver), 1988-1995
- Member, Colorado House of Representatives, 1972-1974
- Mayor, City of Boulder, 1970-1971
- City Council Member, Boulder, 1967-1976
- Professor, University of Colorado at Boulder, 1963-1972

A Quick Look at Buechner's Background

- BA, College of Wooster (Ohio)
- MPA, PhD, University of Michigan
- Teaching emphases: leadership, professional ethics, politics, the policy process and administration
- Authored and co-authored four books, numerous monographs and articles
- Elected to National Academy of Public Administration, 1988
- National Association of Schools of Public Affairs and Administration, Public Courage Award, 2000

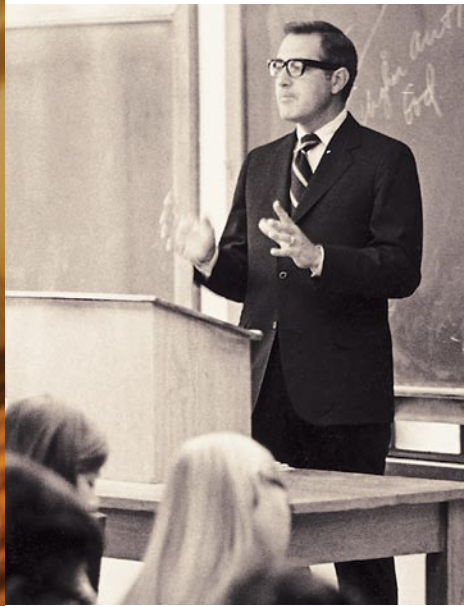


Beauregard met Buechner at a football game. She was interested in graduate study, and he directed her into the MPA program. "He was the best teacher I had," she says. After graduation, Beauregard accepted Buechner's invitation to become associate director of public affairs and eventually a lobbyist for the university.

Another alumna, Linda Bowman, PhD 1995, agrees people are a priority for this approachable professor. "He always made time for other people," says Bowman, who asked Buechner to serve on her dissertation committee, a task he took on with enthusiasm despite his workload as chancellor. Even now, as president of the Community College of Aurora, Bowman turns to Buechner for advice and discussion, as do many of his former students.



Above: Buechner is at home in the capitol and on campus—after 45 years of service to the state. Right: John Buechner joined the University of Colorado in 1963 at the bidding of GSPA founder Leo Riethmayer.



“IT’S DIFFICULT TO SAY GOODBYE TO SOMEONE WHO HAS SERVED HIS COMMUNITY, HIS STATE, THE UNIVERSITY, AND THIS GRADUATE PROGRAM SO MEANINGFULLY AND ENERGETICALLY. JOHN IS BELOVED IN OUR COMMUNITY, AND WE SHALL MISS HIM TERRIBLY.”

—GSPA DEAN KATHLEEN BEATTY

Bowman stills uses Buechner’s “electric fence theory of leadership” in working with people—be clear about the parameters of an assignment, but within those parameters allow an individual to be creative and bring one’s own talents to bear on the project.

Beaugard also learned some important things from her mentor:

- how to deal with people in tough situations
- how to engage people without appearing arrogant and superior
- how to keep a sense of humor in difficult situations

Buechner himself remembers some important student encounters, such as

- the woman who audited his class and realized she could have a career in the male-dominated profession of city management, setting her on a course to earn an

MPA and work as city manager in three Colorado cities and a town in Texas

- a student whose capstone project (“the best I’ve ever seen”) graduated and formed a nonprofit organization in Africa and is now doing international public relations

Buechner expects to have a personal conversation with every one of his students; it’s a course requirement. “Some were frightened by that (requirement), wondering what I was up to,” he explains. “I was just trying to find out who they were, where they were from, their interests. I have always viewed my role as instructor as a way to make sure students successfully graduate and move on in a career.”

His students give Buechner top marks for his teaching skills; he consistently gets A-to-A+ in course evaluations.

Buechner’s contribution to the university overall is substantial. As chancellor of CU-Denver, he created partnerships with community colleges, to ease the transition from a two-year to a four-year institution. He urged departments to develop courses that explore living in the urban environment, whether in business, engineering, arts or sciences.

Since CU-Denver had no intercollegiate athletic program, he developed a way to recognize academic achievement. The academic athlete awards, sponsored by the downtown Alumni Association, honor students who have outstanding academic records. The recognition includes a letter jacket for academic prowess.

He started CU Succeed, a program to help urban high school students consider going to college—and to give them the tools they need to succeed. The first class of 23 students has grown to an organization of more than 3,000.

And he’s up-to-date on today’s high-tech students. He admires efforts to engage students through new technologies such as iPods and BlackBerries®. He knows that most GSPA students are “there for the short term.” They want courses in public policy and administration, but they are also concerned about moving ahead quickly in their careers. “The urban student has high expectations, wants latitude in course selection and wants acceleration to move through the program,” he observes.

“John clearly was a positive force in developing the University of Colorado at Denver into a world-class institution,” says Provost Mark Heckler. He “continued to take great interest in the campus during his presidency and after his return to the faculty.”

Despite Buechner’s retirement, he still counsels students—and hopes they will continue to seek him out. Just the day before his interview with *Views*, he got an e-mail from a flight attendant, now finishing an MPA program, who wanted to talk about next career steps. The request is a natural for the professor whose motto has been “make sure they succeed.” 🏛️

NATIONAL INVESTMENTS; PROFESSIONAL CONNECTIONS

GSPA Assumes High Profile within ASPA

The Graduate School of Public Affairs is strengthening a national reputation through leadership in the American Society for Public Administration (ASPA) and providing a home to the profession's premier scholarly journal, *Public Administration Review (PAR)*, akin to the *Harvard Business Review* in business or the *New England Journal of Medicine* within the medical community. In April, GSPA Professor **Donald Klingner** was elected vice president of the foremost professional association serving public affairs practitioners and academics and will become president next spring. And, at the first of the year, Professor **Richard S. Stillman** became editor-in-chief of *PAR*.

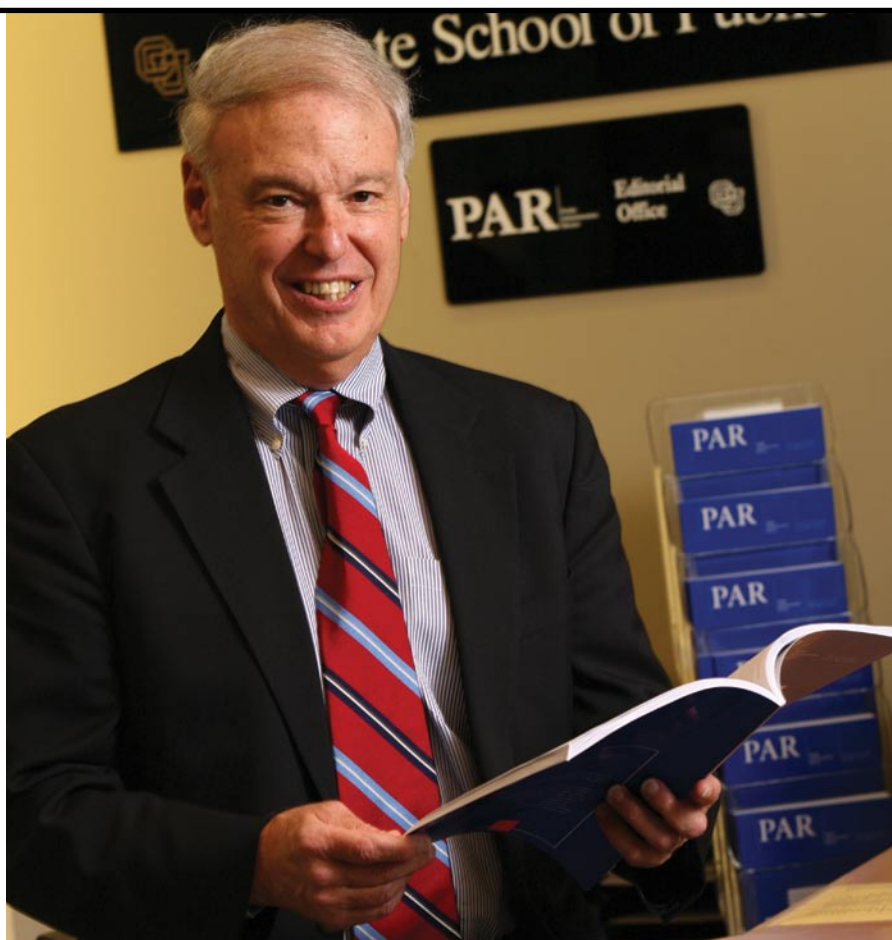
A CIRCULAR JOURNEY TO PAR

Stillman was introduced to *PAR* by his dissertation advisor at Syracuse University, distinguished editor Dwight Waldo. Now, decades later, Stillman is taking on his mentor's role and discovering new challenges as a result.

"It's an invaluable opportunity," he says, "because it puts me at the center of the field. Suddenly I'm learning new things, meeting new people, doing exciting research. Every day I look forward to working on it."

Stillman hopes to expand the reach and influence of the 66-year-old bimonthly journal, which already boasts the largest circulation in administrative sciences. He's enlarging coverage by appointing seven associate editors for new sections. He wants to make the publication "truly international" and remembers the days when there were few, if any, international submissions. Now, 20 to 30 percent of the essays *PAR* receives for blind peer review come from beyond U.S. borders.

He has drafted senior professionals in the field to write thoughtful pieces, such as a look at the meaning of merit in civil service, and pairs senior essays with responses from



junior authors to create a dialogue. Stillman likewise pairs academics and practitioners to examine such topics as organizing for homeland security. In addition, he plans to publish special issues of *PAR*—this year's topic

on collaborative management; next year's devoted to Katrina.

Aware of the move toward the internet and Web-based information, Stillman plans to

hire the right person to develop a dynamic Web site. “I grew up in the card catalog business,” Stillman admits. “I even have a quill pen on my desk. I’m an old-fashioned guy, but I do think the way of the future requires adapting. We will aggressively move *PAR* online.”

In addition to a nine-article cluster on organizational performance, Stillman’s inaugural issue, published January-February 2006, featured the first of a series of dialogues on the foundations of public administration. Expanded to total 160 pages for each bimonthly issue, *PAR* now includes more book reviews and a variety of new or revamped departments, including “Theory to Practice,” timely reviews of recent literature on specific topics accompanied by an interactive on-line accessory (available at www.aspanet.org). An “Administrative Profile” presents the career of a senior civil servant with lessons learned in administrative practice.

PAR’s reach is extending as well. By bundling the publication with other journals in online subscription packages marketed to educational institutions in Africa and Asia, *PAR* readership has increased an estimated 80 percent during the past year. Likewise its rating (based on citations) has moved up to the forefront of social science scholarly journals.

KLINGNER IS CLIMBING LEADERSHIP LADDER

Last November, Donald Klingner was elected ASPA vice president, with an agenda to respect precedent and tradition while encouraging risk and innovation. He also wants to expand the organization’s already-substantial international reach. “I’d like for ASPA to be a vital organization that supports public administration and public service globally from a U.S. perspective,” he says. “After all, we are the American Society for Public Administration, not merely a society for American public administration.”

Noting, however, that strength begins at home, Klingner wants to enhance coordination among the national organization and its 91 chapters, seven university-based affiliates, and 19 sections, which focus on specific subdisciplines and specialties within public administration. He aims to increase the value of ASPA membership by better networking the vast resources of knowledge and expertise of its members.

Yet, he acknowledges, it will be a challenge: “In a sense, ASPA is like a developing country that often must rely on human resources—social capital—to advance good



government and public service, because we will never have enough money. This means learning from our colleagues in the U.S. and other countries, valuing each member’s contributions, and recognizing the parallels between diversity at home and comparative administration abroad.”

Klingner wants to grow ASPA’s membership by 10 percent as a result of leveraging the expertise of ASPA sections, networking with other associations, and reaching out to students and young professionals. Financial solvency is also an issue, and Klingner seeks to diversify ASPA’s revenue flow through Web-based courses and professional certification programs, as well as more professional development and training opportunities. “There’s a lot to learn from the smart practices of our own chapters and sections and from other professional associations inside and outside the U.S.,” he says.

Above all, Klingner envisions “an association that supports, nurtures and empowers all its members—particularly students and young professionals—by helping them learn, grow, and connect with the field; an association that models, by what we do and how we do it, the changes we want to see in the world.” 🏛️

CREATING LASTING IMPRESSIONS

ASPA’s 67th annual conference attracted 1,200 registrants from around the world to Denver, the largest in recent memory. GSPA made lasting impressions with a reception for 700 on the 37th floor of the Anaconda Tower, featuring a panoramic view of the Rocky Mountains and downtown.



Sunday night’s reception featured abundant food, lively entertainment, good conversation, and plenty of *bons amis*.

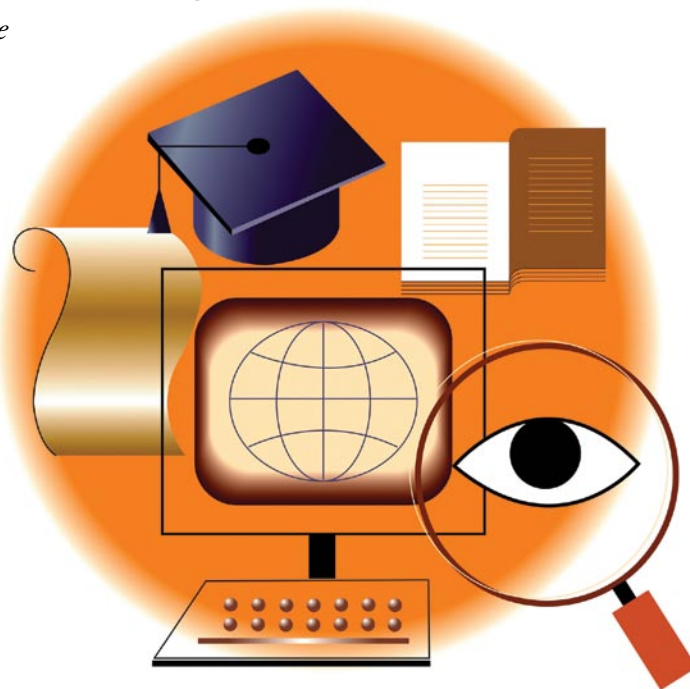
The school also took center stage at the conference through faculty presentations by George Busenberg, Linda deLeon, Donald Klingner, Christine Martell, Barbara Paradiso, Paul Teske, and Allan Wallis. Graduate student presenters included Deserai Anderson-Utley, Jeremy Arney, Jo Arney, Lyn Brownfield, Amy Carrier, Stephanie Denning, Elaine Granata, Phyllis Resnick, Linda Stopp and Aimee Williamson.

Nonprofit MPA—Now a Click Away

GSPA first to offer this concentration online

Since first offering online course instruction in 1997, GSPA has seen a rapid increase in enrollment for this format of its course offerings. In 2006, GSPA became among the first graduate schools of public affairs and administration in the United States to offer a graduate-level concentration in nonprofit management completely online.

Online instruction not only accommodates students' work and family-life schedules, but enables people who live outside the Denver metropolitan area, Colorado, and even the United States, to work toward a graduate degree at an accredited school of public affairs and administration. Students opting for the nonprofit organizations concentration graduate with a master's degree in public administration with a certificate in nonprofit organizations.



Stephen Block, director of GSPA's nonprofit organizations concentration, welcomed the all-online status of the program as "an important innovation that will extend access to the school's resources and expertise

nationwide and globally. The availability of high-quality, online study is all the more valuable as the third sector continues to grow and assume an increasingly important social services role." 🏛️

Preparing for the Future: Emergency Manager Chooses MPA

Kimberly Bullen, Mesa County's director of emergency management, began her course work for GSPA's Western Slope MPA in 2003 and immediately recognized its value. "The program has given me a better understanding and framework of local government," she says. "Having been in this field for nine years, I wish I had done it sooner."

Bullen's responsibilities range from coordinating responses to wildfires and floods to organizing a command center for law enforcement agencies responding to a recent bombing incident. The rigors of the position don't allow much time for furthering her education.

"The flexibility this program offers is extremely beneficial for people who have full-time jobs and families," she says. "I

couldn't be in the program otherwise. The opportunity to take classes on the Western Slope, online classes, or travel to Denver is one of the biggest benefits of this program," she explains.

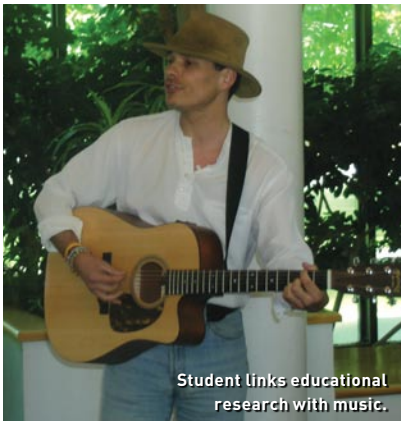
The courses, a blend of the academic and the practical, have made Bullen more flexible as well. Class assignments have offered an in-depth look at local policy decisions and leadership issues, giving her "the opportunity to comprehensively analyze and get involved in local issues." One assignment allowed her to write a grant to fund a needed county facility. (Her funding request for a methamphetamine treatment center is still pending.)



Kimberly Bullen

The network she is building is also a boon. "The online courses allow you to meet people from all over the country with diverse backgrounds and experience. And the classroom setting provides the opportunity to build professional relationships and friendships, making the experience extremely valuable," she says.

Bullen is now considering how to use her degree. "One goal I've considered is to become a city manager." She adds, "I want to significantly contribute to my community, and public administration seems to offer that opportunity." 🏛️



A Passionate Public Affair

Andre Almeida has turned his life story into a multicultural experience using a universal language: music. Now his story includes the Outstanding Graduate Activity Award at the UCDHSC Annual Research and Creative Activities Symposium for “Less Than a Drop in the Ocean.”

The presentation comprises two songs inspired by his time in Denver and the United States: The first, sung in English, speaks about the paradox of being small in a big country; the second, *Se*, written and performed in Portuguese, explores the illusion of wanting to be someone other than who we truly are.

“It is through my poetry and music that I communicate with myself and express my feelings, ideas and visions with others,” explains Almeida, who is working toward a PhD in public affairs.

“Andre is a soulful and passionate individual,” says his mentor and GSPA Assistant Professor Jennifer Wade. “His ability to link his educational experiences and research through music allows him to appeal to those who may not be consumers of research in its traditional form.

Almeida, a native of Portugal, has also written poetry and music about his experiences in the Netherlands and China. His work is available online at www.andrealmeida.com. 🏰

AMPA Program Attracts Diverse Cohort

Positively Affecting People’s Lives

Following stints with a Chicago-based consulting firm, Americorps, the National Sports Center for the Disabled (Winter Park), and the Mile High Youth Corps (Denver), **Kevin Ward** (MPA '06) entered GSPA’s Accelerated MPA (AMPA) program, convinced it offered a path toward shaping policy that positively affects people’s lives. Now he’s working in Denver for the Washington, D.C.-based Urban Institute, evaluating the viability of using DNA evidence to solve property crimes.

In particular, he was attracted by the cohort format of the AMPA program. “It allows students to feel comfortable expressing and debating ideas in class,” Ward says. “It also fosters friendly competition that helps push students to a greater extent than they thought possible of themselves. The bonds that are formed with a cohort program will likely be an extremely valuable networking tool in the future.”

Ward has high praise for AMPA faculty also. “Linda and Peter deLeon, and especially Paul Teske, helped me find opportunities outside GSPA, including research, employment, and meeting policy makers,” Ward says. “Additionally, GSPA’s various special events—conferences, debates, lectures and luncheons—expose students to the people who make things happen in Denver, the state and the United States.”

Following Her Heart

Although her job as an assistant editor for *Smithsonian* magazine was rewarding, **Angela Pleasants** longed to work in the public sector. “Since my career didn’t fit that bill, I found myself doing more and more on a volunteer basis,” Pleasants reports. “Finally, I decided to follow my heart and change professions.”

Pleasants chose the MPA route because one of her personal heroes, Carmen Turner—who as head of Washington, D.C.’s transit

authority was instrumental in securing bipartisan support for construction of the Washington Metro subway system—held a degree in public administration. Pleasants met

Turner during her stint as undersecretary of the Smithsonian Institution. “I wanted to be equipped with the kind of degree that could prepare a woman to lead such diverse organizations and accomplish so much,” she says.

A Colorado native, Pleasants was eager to return, and was attracted by both GSPA’s



reputation and the academic rigor and abbreviated time-frame of the program. “It’s OK to enter the AMPA program if you’re unsure of your future plans,” she observes. “All you need is a strong academic background, intellectual curiosity and a willingness to work hard. In the future, I plan to explore both politics and local government

administration.”

Her studies have already come in handy. During a visit to the Colorado statehouse, she ran into Rep. Matt Knoedler and learned he was sponsoring a bill on Voice Over Internet Protocol (VoIP). When Pleasants mentioned an economic analysis she had prepared for Teske’s course on economics and public finance, Knoedler invited her to testify before the House Finance Committee that very afternoon. “I did, and it was a great experience,” Pleasants recalls.

Pleasants’ next assignment is a 10-week paid internship with the Denver branch of the Governmental Accountability Office (GAO), where she will work on program audits in the natural resources and environment team. 🏰



Connecting Services to Serve Victims

When **Sara View** was contemplating graduate school, she selected the program and university with care—GSPA's Program on Domestic Violence (PDV). "I wanted to work in the field, and this was the only program that dealt specifically with domestic violence policy," she says. "I felt as if it were designed for me."



Sara View

Since mid-May, View has been employed at the Fairfax County (Virginia) Department of Family Services, working with mothers and children who have been referred to child protective services or the family preservation unit. She also helps train Department of Family Services staff in domestic violence issues. "The work of child protective service

providers and domestic violence advocates has almost always been at odds," View notes. "This work is a huge step toward bridging the gap and providing the best services possible to abused women and their children."

View has been working in the movement to end domestic

violence against women, in some capacity, for about eight years. "My work began as a peer advocate when I was in college, teaching fellow students about date rape and dating violence," she recalls. "Later, I volunteered at a local domestic violence shelter, where I subsequently secured employment." She worked part time for the Victim Assistance Network in Fairfax County,

Va., while pursuing her graduate studies at GSPA largely online, traveling to Denver twice annually for the multi-day intensive instruction modules in domestic violence. "Not only have [the courses] challenged me to grow intellectually, they've helped me to mature personally and professionally. I do not believe that I would have the skills I possess today if not for the coursework and classroom experiences."

View, who will graduate in 2007, sums up her experience at GSPA with satisfaction: "I know that I would not have been fulfilled by my graduate school experience had I not participated in the PDV. I certainly would not have been as fully prepared to advocate on behalf of women and children or do this groundbreaking work in Fairfax County." 🏛️

Along With Hardship, Katrina Brings Winds of Change

In January 2006, **Andrew Pattison** spent a week with his father and brother in New Orleans volunteering with Habitat for Humanity to help build a house for a family left homeless by hurricane Katrina. The project was especially meaningful for Pattison, as his parents grew up in New Orleans and, with most of his extended family residing there, the city was a second home.

Pattison, an MPA student at GSPA, says, "It certainly gives what's happening in my classes a new dimension. The combination of having studied environmental policy and public administration for a year, and then seeing what happened to my extended family and a city dear to me, was life-changing."

Pattison is overwhelmed by both the personal hardships and the policy challenges resulting from Katrina.

"There was an astounding failure of leadership from top to bottom," he asserts. "More than half a million people were displaced because of Katrina. The city lost 60 percent of its tax base, and it projects



Andrew Pattison (left) helped build a habitat house in New Orleans.

one-third will return...I don't have the answers," Pattison admits, "but I'm fascinated by the discussions."

Pattison plans to return to New Orleans and hopes to make a difference both "on the ground" and at the policy level. His courses, he says, directly address how to enact policies to help disaster victims. Pattison's policy research both in his work for the Wirth Chair and for the centers exposes him to a variety of

innovative practices at local and state levels. Pattison predicts, "People will be talking about Katrina in public affairs classes for years to come. The way hurricane Katrina has been handled will be a turning point for how cities deal with natural disasters in the future."

To read his personal account and view his photos, visit his Web site: www.blueacademy.net/nola_trip. 🏛️

On the Case: MPA Helps Basalt Police Chief Excel

Chief of Police **Keith Ikeda** may be cruising the streets of Basalt for drunk drivers and investigating petty theft complaints, but his head swims with theories of leadership and public policy. In 2004, Ikeda took a few courses in the Graduate School of Public Affairs' Western Slope MPA program as a nondegree student and was hooked. He soon applied and was accepted to the program.

Ikeda has held his position for the past five years and oversees a staff of 11. While GSPA's master of criminal justice program might seem like the logical choice for someone in his role, Ikeda was thinking of the future. "I chose the master of public administration over the criminal justice program because I wanted to expand my horizons," he says. "I didn't want to limit myself."

The structure of the Western Slope MPA, which combines intensive courses offered on weekends with online courses, gives Ikeda



and other students in remote areas the opportunity to pursue their MPA degrees. "Weekend courses work great for me because they don't affect my work schedule and they make it possible to actually pursue a graduate degree," he explains.

Ikeda has been able to practice the theories he's learning in his role as police chief. "I've

learned so much about leadership, management and budget, and the dichotomy of how boards make policy and staff implement those policies," he says. "The courses have given me a good, organized approach toward my work. I'm able to analyze problems, come up with different options, and choose the best solution. I feel more confident in my approaches within the community." 🏛️

Taking Initiative Jumpstarts Career

After enrolling in the Graduate School of Public Affairs to earn her PhD, **Aimee Williamson** set out to maximize her learning opportunities. She e-mailed her professors, asking to help with research projects. Her initiative paid off.

At Professor Paul Teske's invitation, Williamson co-authored a chapter with him for the *Encyclopedia of Public Opinion*, in which they reviewed and analyzed national polling results on school choice and vouchers.

Williamson and Teske wrote the introductory chapter for a two-volume set, *Educational Entrepreneurship*, published by Harvard Education Press. The chapter applies a theory of entrepreneurship, which Teske advanced in his book *Public*



Entrepreneurs: Agents for Change in American Government, to exemplary individuals and groups wanting to transform education.

Teske recalls that Williamson "was extremely thorough and diligent in tracking down sources and information." He knew a chapter in a Harvard Education Press book would be good for her career.

In November 2005, Teske was invited to present at the American Enterprise Institute conference in Washington, D.C. At the last minute, he was unable to go, and Williamson went in his place.

"There were a few hundred people in the audience—all very accomplished—including the former secretary of

education, two founders of large nonprofit educational organizations, the chancellor of New York City Public Schools, several high-level academicians, and members of the national press. It was rather unnerving," says Williamson, "but I did appreciate the opportunity."

She found her experiences were highly rewarding. "I learned so much—not only from researching the material itself but also about working with editors and publishers," she says.

Williamson has also worked with Associate Professor Jody Fitzpatrick to research information technology programs in Colorado's higher education institutions. They presented their findings at a conference of the American Evaluation Association.

"The opportunities through the GSPA have far exceeded my expectations," she says. 🏛️

Two Security Professionals, Two Different Degrees

Top Students Reflect on Their Experiences

Nestled at the base of Pikes Peak, the University of Colorado at Colorado Springs (UCCS) is the primary campus for more than 70 students of the Graduate School of Public Affairs. Two of their best were honored for outstanding achievements at the graduation banquet May 16, 2006.

Outstanding MCJ Student **John Ingram** modestly summarizes his future plans as “simply to be a successful father, husband and police officer.” He’s already a successful scholar, with a published research paper under his belt.

In “Globalization, Inner City Crime, and the Coming Legitimacy Crisis” (*Justice Policy Journal*, Fall 2005), Ingram argues that “globalization has set in motion a combination of circumstances that alters

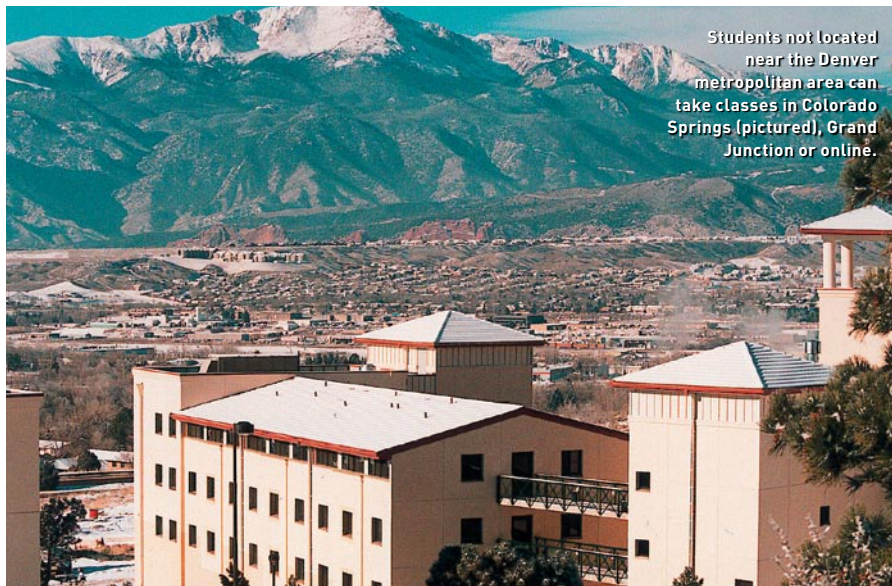
flows of information, capital, technology and knowledge.”

The result, partly through increased social marginalization, has been the cultivation of urban environments more conducive to crime and victimization.

The mounting inability of some inner city governments to ensure basic personal and property security, he warns, challenges citizen trust in government and thus threatens the legitimacy of public institutions.

Ingram had been working toward a degree in political science, but wanted something more practical. “I was looking for a challenging program that would be relevant to my career. That’s why I decided to pursue a degree in criminal justice at GSPA,” he notes.

Currently working as a detective with the Colorado Springs Police Department,



Ingram’s principal beat involves investigation of property crimes. “My hope is that the skills I have acquired through GSPA’s MCJ program will make me a better police officer and better-informed citizen,” he says. “But the most rewarding experience was getting that research paper published. It was gratifying to see that someone outside GSPA recognized the value of our academic scholarship.”

Susan Szyrka has long been a familiar face on the Colorado Springs campus, initially in the UCCS bookstore and more recently with the public safety division. “I am currently the chief of police and administrative auxiliary services at the University of Colorado at Colorado Springs,” Szyrka confirms. “Between 1993 and 1998, I worked for the campus police in just about every position possible at UCCS. Prior to 1993, I worked as a merchandise manager and co-bookstore manager.”

Working her way up from beat officer to corporal, sergeant, lieutenant and finally chief of campus police, Szyrka’s job description was modified upon her appointment to the top

slot of police chief in large part because of her experience in the bookstore. “In March 2005, my supervisor, Vice Chancellor Brian Burnett, assigned the campus bookstore, campus printing, and vending to me, which expanded my title to include ‘auxiliary services.’”

Aside from equipping her with the administrative skills necessary to manage public safety and support services on the campus, Szyrka’s stint at GSPA proved an object lesson in teamwork. “Nobody attends graduate school alone! Not only do you need your fellow students and the faculty, you need personal support,” she says. “It did not take long for many of us to figure out that by encouraging each other and enjoying each other’s company, we not only learned more but also looked forward to class.”

Szyrka’s story is one of balancing family and professional life with personal aspiration. “In order to complete a graduate-level program, you must

have the support and assistance of family, friends, colleagues and instructors,” Szyrka notes. “Acknowledging that up front is probably the first step toward completing the program.” 🏛️



John Ingram



Susan Szyrka

Marketing Your Alma Mater

Grad Named Director

The Graduate School of Public Affairs recently beefed up its student services staff with the addition of **Annie MacLachlan**, director of marketing, community outreach and alumni affairs. MacLachlan's role will be to attract prospective students, support current students, maintain relationships with alumni, and connect students with the community through internship programs and community events.

For MacLachlan, GSPA feels like home. She graduated from the MPA program in 2003 and had formed strong connections, personally and professionally, in Denver.

She was also ready for a change. Before joining UCDHSC, MacLachlan was director of American Humanics at Grand Valley State University in Allendale, Mich. There she implemented a new campus chapter of the national American Humanics program, a process that included creating a strategic plan, recruiting students, forming partnerships with area nonprofits, improving campus-community relations and overseeing the annual budget.

It won't be difficult for MacLachlan to promote a university she has such respect for. "The strengths of GSPA include the

diversity of its programs, faculty expertise and the connectivity with the Centers—taking theory and actively applying it to the community."



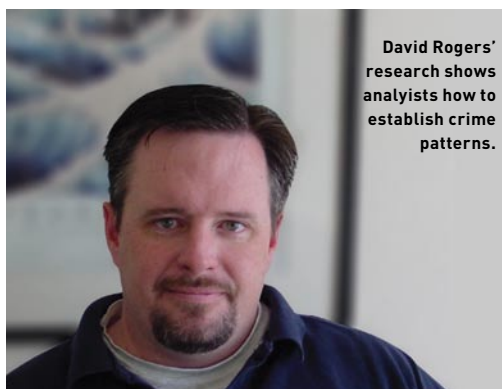
Annie MacLachlan

Other team members, Dawn Savage and Antoinette Sandoval, assist applicants and current students on the Denver campus, while Mary Lou Kartis handles all aspects of student and alumni relations for the Colorado Springs campus. 🏛️

Profile of a Profiler: *David Rogers, MCJ Grad*

When he graduated from CU-Boulder in 1988 with a bachelor's degree in economics and history, **David Rogers** anticipated working for a bank or investment institution. "On a lark," however, "I became a tactical analyst with the Longmont Police Department, imagining I'd only work in that field for a short time," Rogers says. Eighteen years later, he is a crime analyst with the Boulder County Sheriff's Department, and earned his master's degree in criminal justice from GSPA's downtown Denver campus in May.

Rogers tracks and clears serial property crimes—perhaps not as exciting as profiling serial psycho-sexual crime or violent crime, Rogers points out, "but keep in mind that property offenses account for the vast majority of criminal activity." And, however divergent law enforcement may seem from the economic discipline in which he'd been educated, Rogers maintains that it's actually quite consistent. "Much of economics involves informed decision making in a climate of uncertainty, looking for optimality by seeking and employing patterns. Serial crime profiling, which uses patterns to link criminal events to a single perpetrator or



David Rogers' research shows analysts how to establish crime patterns.

group of perpetrators, has a similar objective and occurs in a similarly challenging environment of unknown variables."

Rogers maintains that real-life crime profiling is far more systematic than it is portrayed in movies and on television. "We rely more on objective facts and evidence than hunch or intuition—in general, I reject the empathetic understanding approach," Rogers says.

Rogers' thesis, "Exploring the Persistence and Uniqueness of Modus Operandi Signatures in Reported Commercial Burglary," is inspired by the work of noted crime-analysis scholar David Canter, whose "work challenges us to think more

carefully about what we do [as crime analysts] from a conceptual point of view," he says. Though technical and academic in tone, Rogers' thesis is written from the practitioner's point of view and is meant to be useful to crime analysts in the field. Its key finding is that the most descriptive (and thus most commonly relied upon) pattern-crime variables are also the most overestimated by practitioners in their power to establish true linkages to perpetrators, resulting in a misperception of connection among crimes. "An ongoing challenge for the field of profiling," Rogers says, "is reconceptualizing our crime-signature approach—finding new methods and techniques—to see how variables interrelate to establish real patterns that can be linked to an offender."

While already accomplished in his law-enforcement specialty, Rogers sought an advanced degree at GSPA not only to hone his grasp of the field but also to re-enter the academic environment. Also, he notes, "law enforcement is becoming more receptive to academic-practitioner crossover, which is where I want to participate in the future." 🏛️

Alum Takes the Helm of Common Cause

Jon Goldin-Dubois' dedication to public service has taken him halfway around the world and back again. Recently, the former Peace Corps volunteer and citizen's advocate landed in Washington, D.C.—in one of his field's biggest jobs—as the executive vice president of Common Cause.



Jon Goldin-Dubois

reform. Previously, he was an environmental organizer and advocate with Colorado PIRG (Public Interest Research Group).

A desire to build on practical experience and enhance his theoretical knowledge brought Goldin-Dubois to GSPA for a master of public administration, which he completed in 1996.

Goldin-Dubois joined the nonpartisan advocacy organization in 1997, serving as the executive director of Colorado Common Cause, and specializing in ethics in government, open meetings and campaign finance

In his new role, Goldin-Dubois works to help Common Cause “be a catalyst to change the face of our democracy, build winning campaigns and win victories on

key reform issues at both federal and state levels,” he says.

“Common Cause has played an important role in many key political reforms in the U.S. since 1970. Our job is a challenging one, not only because getting the Congress to act is very difficult, but also because the public's confidence in government and in public officials is shaken. At the same time that we push for change, we have to have strategies that will engage people in our democracy....”

Goldin-Dubois is optimistic about what can be done. “I have a lot of hope that we can achieve great things because we are having success in states across the country.” 🏛️

FROM KIDS TO MUSEUMS: PROJECTS CONNECT THEORY, EXPERIENCE

Connecting classroom theory with practical experience is an essential component of the MPA program at GSPA. The Advanced Seminar is a capstone course that replaces comprehensive exams for a master's degree in public administration. Students in the class create real-world solutions for organizations and agencies. A museum, a foster child placement agency and a legislative organization have all benefited from MPA student efforts.

Anchorage Advantage

Jim Beck, MPA 2005, executive director of a disability-related organization, Access Alaska, Inc., took online course work for his master's degree. For his seminar he settled on writing a business plan for the Palmer Museum of History and Art, which he helped found in Anchorage, Alaska. Describes Beck, “The advanced seminar class presented the opportunity to focus on the

museum, which was my first experience with a nonprofit startup. It was a good match. I needed an organization and the museum would benefit a great deal if I created a worthy plan.”

Board of Directors Chair Mike Chmielewski, recounts, “Jim offered something we needed. The plan's development forced us to think through our ideas, putting foundations under our visionary structure. We have already used it as a

background document for successful negotiations with a funding entity.”

Jody Fitzpatrick, MPA program director, observes “Most students describe the advanced seminar as their favorite course. They can see an impact and produce a product. It helps them realize what they've gained from the program and gives them confidence.”

Fitzpatrick actively solicits projects from public-sec-

tor and nonprofit agencies. The 40-50 students who take the advanced seminar each semester choose from her list or find their own projects.

“It's not an internship,” Fitzpatrick says. “Students are not required to be on



Jim Beck

site a given number of hours. They work more like consultants—conducting an initial meeting with the client to lay out the project, doing literature reviews and research, scheduling follow-up meetings, and present-

ing their findings to the client.”

Beck says, Fitzpatrick “was my advanced seminar professor and first reader, and an excellent support throughout.” Jennifer Wade, his academic advisor, was his second reader and technical expert on the project. “Because of the time she spent with me, I was able to learn how to put together a business plan that is useful for the organization.”

Kids Crossing

Students often choose projects that give back to their communities. **Tim McDonald**, MPA 2005, chose a project with Kids Crossing, a child placement agency through which he and his wife had recently become foster parents. A Colorado Springs-based program

Alumna's Career Includes Some Happy Trails

Angela White thinks of GSPA every time she goes by Monument Creek in her hometown of Colorado Springs. The director of planning at La Plata Investments earned an MPA in 2004, but the recommendations from her graduation project, part of a cooperative effort to update the 100-year-old master plan for the city's Monument Valley Park, are just now being implemented.

A community task force was assigned the job of creating a new plan for the 159-acre



Angela White

urban park's second century. White's research provided recommendations for future pedestrian trail use. "I rode my bike with a clipboard and talked to hikers, runners and walkers," she says. "Out of nearly 150 trail users I approached, only two turned me down."

The project won an award from the Partnership for Community Design, a local organization that recognizes cooperative initiatives, quality design and planning.

White has a long-standing interest in the design of community spaces. She currently oversees planning of infrastructure and landscapes for residential and commercial projects that are part of a 10,000-acre master-planned area.

On the public side, White has worked on entitlement review for the city of Colorado Springs, revitalization of blighted areas in Green Bay, Wisconsin, and Native American housing and infrastructure in Wisconsin.

The MPA program at GSPA applied well to her career. "It was heaven-sent," she says. 🏡

manager in the Army, McDonald developed an annual report for Kids Crossing.



Tim McDonald

"The goal was to increase public relations and disseminate information, as well as increase the potential for donations and foster parent enrollment and certification," he says.

In creating the first annual report in the organization's 14-year history, McDonald was challenged to determine what elements were important to

include, how to overcome technical challenges and how to present the report in a format that would be accessible.

Lee Oesterle, executive director for Kids Crossing, was pleased with the product—and the process. "Having students come into the organization to help with some type of activity or project can be a mixed experience. A good experience requires balance—both the organization and the student should benefit," Oesterle says. "Tim was the ideal student. He took responsibility for his learning and got what he needed to be successful."

Reward, Recognition, Retention

Emily Hager, MPA 2006, was working for the Office of Legislative Legal

Services and needed information on developing employee awards programs. Seeking ideas, she went to the National Conference of State Legislatures (NCSL) Web site, a resource she uses regularly, but found nothing. Seeing a need, she approached the NCSL about conducting a study on reward and recognition programs that staff offices of state legislatures around the country could use to improve employee retention.



Emily Hager

Hager drew on knowledge from her Information and Analytic Methods course to conduct research, design a survey, and report results and conclusions. She adds "Professor Christine Martell provided me with expert guidance throughout the whole process, especially during the creation of my survey. My response rate was phenomenal. NCSL was pleasantly surprised that we heard from so many states—42 total."

Tim Storey, senior fellow at NCSL, says, Hager "developed some great information and conclusions that NCSL will distribute to legislative staff managers in all 50 states."

Of course, the information she obtained in the process is helpful in her cur-

rent position, and "I made great contacts at NCSL," she says. Both will benefit her in the long run.

Confidence Boost

Advanced seminar projects hone students' skills and build confidence in a way no exam can. Beck says he came away with "a greater confidence in my abilities...a greater sense of security in terms of being able to branch out into other areas of the nonprofit leadership field."

Employers with ideas for advanced seminar projects may contact Fitzpatrick at 303-556-5989 or Jody.Fitzpatrick@cudenver.edu. 🏡

For New League Director, Grassroots are Always Greener

For 27 years, **Sam Mamet**, MPA 1999, has loved his connection to local government and respected its dedicated elected officials through service to the Colorado Municipal League.

Mamet became the executive director of the nonprofit, nonpartisan organization in October 2005. With 265 members out of 271 Colorado cities and towns, the Colorado Municipal League (CML) is connected to more than 97 percent of the state's municipal population. "This is the best job in public service," he says. "Local government is where the action is."

During much of his tenure at the CML, Mamet has focused on lobbying efforts, but now looks forward to concentrating on other aspects of league business, such as enhancing services for municipalities. As executive director, Mamet executes policies and programs, manages activities and operations, coordinates legislative advocacy, and develops policy.

Previously, Mamet was a management analyst for Clark County, Nevada, where he handled legislative lobbying for that county and the Nevada Association of Counties. He has also served as a research analyst for the Local Government Commission of the



Pennsylvania Legislature and a research analyst for the Governmental Research Institute of Cleveland, Ohio.

In more than two decades, this energetic administrator has seen significant changes in how local governments lead and operate. "There is more professionalism and enlightened leadership," he says. "I've also seen a trend toward cooperation versus conflict. Local officials have realized the value of working together and have banded together to approach policy issues facing Colorado, particularly land use and ballot legislation."

Mamet particularly enjoys working with officials to help them deal with growth and resolve land use issues locally. "We need to

find the middle ground instead of asking the state to do this for us," he says.

Another of Mamet's passions is encouraging better civics instruction. He often speaks to students, and he helped write a curriculum that is now used in many Colorado schools. "They are the leaders of tomorrow, and we need to cultivate their leadership capacity," he says.

Mamet says that his goals include strengthening ties with higher education to take services and training for elected officials to a higher level. "The league recently created a highly successful online training program, delivered through the Colorado community college system," he says. "It was a home run."

Mamet also points to the CML's roots in academia and he would like to bring the connection full circle. "The league began in 1923 at the University of Colorado in Boulder," he notes. "There is tremendous research being done by students at schools such as GSPA. I'd like to make it accessible to local government leaders."

Mamet has also been an instructor and lecturer at GSPA. In 2000, he was honored with the school's Leo C. Reithmayer Public Administrator of the Year Award. 🏛️

VIEWS

FROM THE WEST

Produced annually by the
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GRADUATE SCHOOL OF PUBLIC AFFAIRS PROFILE—2005-06

Students: 297

Degrees awarded '05: 138

Degree programs:

- Master of Public Affairs
Includes concentrations in local government, environmental policy, management and law, domestic violence, nonprofit management
- Master of Criminal Justice
- PhD in Public Affairs
- Executive and Accelerated MPA options

Student-faculty ratio: 8:1

Faculty:

Full-time: 16

Lecturers: 25

Alumni: 2,628 (Graduate: 100%)

The Centers

- Center for Domestic Violence
- Center for Education Policy Analysis
- Center for the Improvement of Public Management
- Center for Public/Private Sector Cooperation
- Institute for Policy Research and Implementation
- Wells Fargo Public Policy Research Program
- Wirth Chair for Environmental and Community Development Policy

Average starting salary for those working full-time in related field:

Graduate School of Public Affairs students = \$54,444

Advisory Boards

- Graduate School of Public Affairs Advisory Board
- Program on Domestic Violence Executive Advisory Committee
- The Wirth Chair in Environmental and Community Development Policy Advisory Board

Accreditation

Fully accredited by the National Association of Schools of Public Affairs and Administration (NASPAA).

The only accredited school of public affairs in Colorado and the only school offering the MPA, MCJ and PhD in public affairs degrees.

Bragging rights

U.S. News & World Report ranks the Graduate School of Public Affairs 35th nationally out of 253 master's programs.

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As the only independent school of public affairs and public policy in the Rocky Mountain region, the Graduate School of Public Affairs has a special obligation—one that we cannot continue to meet without your support. Especially in these times of diminishing public support for higher education, we rely on the continued and increased generosity of our donors to educate tomorrow's leaders, to do research that informs better public policy, and to provide the financial support that allows students in need to complete their educations.

Your gifts have helped us to reach new heights in national rankings, to launch innovative new programs in criminal justice

and domestic violence, to hold the biannual Legislative Leadership Forum, to present provocative speakers and conferences, and to provide scholarship support to students.

We hope you will continue to give to the University of Colorado's Graduate School of Public Affairs. You can donate online at www.cufund.org/giveonline, or mail a check payable to the CU Foundation, to 225 East 16th Avenue, Suite 690, Denver, CO 80203. Please write "GSPA" in the memo section of your check.

Now more than ever, your gift will help us be the best we can be. Thank you for your continued support!

VIEWS

FROM THE WEST

INVESTMENT IN EXCELLENCE DINNER

WEDNESDAY, NOVEMBER 15 ■ 6 p.m.

Grand Hyatt Denver

1750 Welton Street ■ Denver, Colorado

\$250 per person. Sponsored tables are available.

Ted Turner is known for his entrepreneurial acumen, sharp business skills, leadership qualities, and extraordinary philanthropy, but he's also a CU-Buffs fan. Ralphie, the CU mascot, was chosen from his herd of 40,000 buffalo, the world's largest commercial herd.

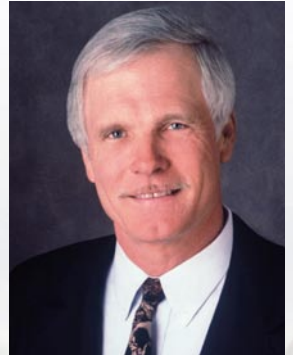
Turner, chairman of Turner Enterprises, Inc. (TEI), will be the featured guest November 15 at the annual Investment in Excellence Dinner, presented by the Graduate School of Public Affairs at the University of Colorado at Denver and Health Sciences Center. Turner will be inter-

viewed in a late-night-talk-show format by Denver Mayor John Hickenlooper.

As TEI chair, Turner manages approximately two million acres of land in 11 states and Argentina with a goal of economical sustainability and ecological sensitivity. Turner is also creator and chair of the United Nations Foundation, chair of the Turner Foundation, co-chair of the Nuclear Threat Initiative and a partner in Ted's Montana Grill, a national restaurant chain.

For information or reservations, call Sherry at 303-548-1357.

Buff up your shoes and plan to join us!



**University of Colorado at Denver
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