

Fall 2007

VIEWS

FROM THE WEST



**Lead.
Solve.
Change.**

Setting the Next President's
National Climate Agenda



University of Colorado at Denver and Health Sciences Center
School of Public Affairs



One thing leads to another.

We created a master's degree in criminal justice because we knew that the development of the field needed this kind of advanced education. Soon we realized that criminal justice was a topic of keen interest to undergraduate students as well, and that led us to the bold move of creating the school's first undergraduate degree program.

And that, of course, meant we needed to change our name because we are no longer for graduate students only.

Thus this issue of Views is all about the change and growth taking place in Colorado's School of Public Affairs.

Getting into the criminal justice field has led us into specialized areas that also create opportunity. Our concentration in domestic violence is gaining recognition, and we've added new faculty to strengthen our studies both in domestic violence and criminal justice.

These are subjects that resonate across the university. As evidence, Professor Mary Dodge, director of the CJ program, received the university's top teaching award this year.

And there's so much more to celebrate. Our faculty are keenly involved in a climate action plan that will receive national acclaim upon the election of the next United States president. I attended an inspiring conference late in June with national-stature movers and shakers determined to make a difference in environmental policy.

On the state level, take a look at the tremendous influence the school has had on state and legislative affairs in Denver and on the regional scene in Colorado Springs.

Internally, we're developing a plan to improve further the diversity of our faculty as well as students. We continue to be gratified by the number of students who recognize our position as a national leader in public policy and the nonprofit world and seek to study with our outstanding faculty.

With the prospect of the 2008 Democratic convention coming literally to our own back yard, it is indeed a time of change and growth. We celebrate your partnership in community with us.

Kathleen Beatty, Dean



"The 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 research university."

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

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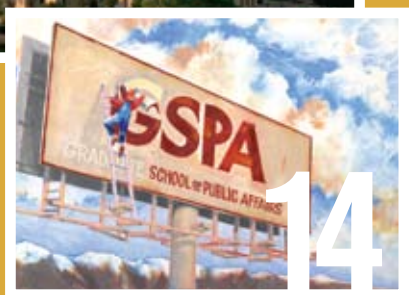
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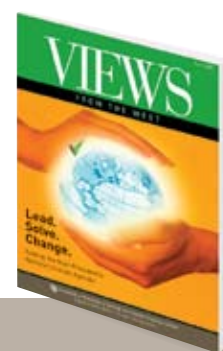
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ABOUT THE COVER

This issue, *Views from the West* explores how the school, its students and alumni are leading discussion on issues such as climate change and education policy, solving problems from homelessness to inequity, and changing policy and practice throughout the state.

Pumped Up Circumstance

Commencement ceremonies punctuate students' success

In academia, commencement is a symbolic ritual celebrating learning, achievement, success. This May, 68 students completed their course work on the downtown campus, and 24 students wrapped up their programs on the Colorado Springs campus.

For these graduates, however, annual banquets offer a more intimate celebration of their achievements. "Not everyone chooses to walk at commencement," says Dean Kathleen Beatty. "The banquet gives us an opportunity to celebrate together as a school and to honor the year's best."

The banquet for Denver graduates was held May 11 at the University Club. Retired Sen. Gary Hart, scholar-in-residence and Wirth Chair, gave the keynote address. Zachary Davis (fall) and Jeffrey Aitken (spring) were


honored as outstanding MCJ students; State Rep. Paul Weissmann (fall) and Todd Robertson (spring) received top awards in the MPA program; and Catherine Anthes and Jo Arney were named outstanding doctoral students. The Leo C. Riethmayer Public Administrator of the Year Award went to Roxane White, manager, Denver Department of Human Services. Named for the school's founder, the Riethmayer Award annually recognizes a distinguished Colorado public servant.

The Lodge hosted the Colorado Springs banquet May 15. City Manager Lorne



Outstanding Denver Graduate Students (left to right) Jo Arney, Todd Robertson, Jeffrey Aitken, Zachary Davis and Catherine Anthes.

Kramer inspired graduates with his keynote, "Actions Measured by Degrees." MCJ graduate David Swaby and MPA graduate Perry Marshall received outstanding student honors.

"We're proud of all of our students," says Beatty, "and we look forward to hearing about their next achievements." 

SPA FACULTY EXCELLENCE NOW FOR THE FUTURE

School of Public Affairs faculty excel today while keeping their eyes on tomorrow through new programs, community activities and by educating leaders.

Professor **Peter deLeon** received the university's Research and Creative Activities Committee mentoring award in the spring

of 2007. DeLeon has been the dissertation chair for more than 30 PhD students in public affairs the past 15 years, with 13 currently under his direction. He has been with the downtown Denver campus for 20 years and was the SPA Faculty Excellence in Research and Creative Activities honoree for 2006.

Associate Professor **Mary Dodge** teaches criminal justice, believing her role is not simply to be a teacher, but also a mentor, facilitator and arbitrator. For her continued teaching agility and dedication, Dodge was chosen as the 2007 Excellence in Teaching



Peter deLeon



Mary Dodge



Donald Klingner




Paul Teske

campus award winner. Dodge, who joined SPA in 1998, is now taking on the role as director of the new bachelor in criminal justice program.

Professor **Donald Klingner** received the school's Excellence in Service award for, among other activities, his role as vice president of the American Society for Public Administration (ASPA). He is currently the president-elect for 2007-2008, co-editor and chief of *Comparative Technology Transfer and Society* in affiliation with the Association of University Technology Managers, and a

member of the National Academy of Public Administration (NAPA).

In 2007, Professor **Paul Teske** was honored by SPA for Excellence in Research and Creative Activities for co-authoring *Pay for Performance Teacher Compensation: An Inside View of Denver's ProComp Plan*, with Phil Gonring and Brad Jupp. Teske also coauthored articles published in three top tier journals and received a number of grants in 2006 and 2007, including a grant to establish the Center on Reinventing Public Education-Denver. 

ACCREDITATION FEEDBACK VALIDATES PROGRAMS, FLEXIBILITY

Accreditation by an independent body is an essential credential guaranteeing the quality of an educational program. The lengthy process includes a self-assessment and an on-site review. For three intense days in March, the School of Public Affairs was observed, examined and interrogated by a team of site visitors that included faculty and a city manager representing the National Association of Schools of Public Affairs and Administration.

Preparation for the process is rigorous and includes input from faculty, staff, students and alumni. SPA will soon discover its final status. The initial report, however, indicated visitors were impressed. "Staffing is lean, given the number of students and variety of programs that SPA administers, but judging from comments from faculty, students and administrators, staff are committed, caring and effective and have figured out how to make it work."

"The accreditation process reminds us of what we're doing well," says Dean Kathleen Beatty,

"and gives us benchmarks for future growth. We received a very good review."

The team commended the school on the commitment of faculty and staff to program mission, a positive atmosphere, the school's alignment with university goals and a strong student support staff. The school was affirmed for alternative program formats, centers, capstone course and specializations in domestic violence and emergency management.

Alternative formats include accelerated and executive programs, online courses and degree programs and courses offered in Grand Junction. The report commended SPA "for innovation in bringing the program to as many students as it can in a large state split by the Rocky Mountains."

From environmental policy to education, the centers at the School of Public Affairs "link public needs with the school's work." SPA currently runs five centers and one institute—

Center on Domestic Violence, Center for Education Policy Analysis, the Wirth Chair in Environmental and Community Development Policy, the Center for Public/Private Sector Cooperation, the Center for the Improvement of Public Management and the Institute for Policy Research and Implementation.

"The centers are an important link connecting the students, faculty and the world outside our doors," Beatty explains. "Students engage first-hand in public policy research, work with client organizations, gain experience through internships and attend seminars and conferences."

The school's ability to respond to market needs was also applauded. Examples are the emphases on domestic violence and emergency management and the new bachelor of arts in criminal justice. Although there is no accrediting body specifically for criminal justice, the program will follow standards established by the Academy of Criminal Justice Studies. 🏛️

Concentrating on Domestic Violence

The Criminal Justice Perspective

The School of Public Affairs is offering increased degree flexibility to students through a new concentration in domestic violence in the master of criminal justice (MCJ) program. The concentration already exists within the master of public affairs program. In widening the educational base to the MCJ, the offering now goes from being strictly the study of domestic violence from a corrections/law enforcement viewpoint to rounding out the perspective from the judicial side. The two are intertwined—having both vantage points represented gives balance and adds effectiveness to facilitation of the entire process.

Barbara Paradiso, director, Center on Domestic Violence at SPA, says, "Special police units and courts are devoted to reducing the occurrence of domestic vio-

lence, including Denver's domestic violence restraining order court." As one of the highest volume call categories for police departments, domestic violence cases are clogging civil and criminal court dockets. This, in turn, calls for significant increases in corrections, offender treatment and victim services resources.

Paradiso continues, "SPA's plan is to develop a cadre of well-educated professionals who carry a strong awareness of domestic violence into public policy making, law enforcement, correctional rehabilitation and judicial arenas. Many of our students are 40-plus years old. They are experienced and connected within the community; this new degree concentration reinforces their abilities to move forward and effect greater change for social justice."



Additionally, a graduate certificate in interpersonal violence for health professionals will be introduced in the fall of 2008. Funded, in part, by a grant from the Colorado Commission on Higher Education (CCHE), the program will educate nurses, physicians and other health providers about prevention and intervention procedures specific to healthcare environments. 🏛️

Reaching Into Homes, Into the Community, Into the Future

The School of Public Affairs continues to build its connection to the community through activities that support citizens, students, faculty and Denver-area nonprofits and policy-makers. Three events over the past few months have embraced and emboldened these important initiatives.

Intimacy Check-up

The inaugural “Love, Sex and Lies: An Intimacy Check-Up,” co-sponsored by the School of Public Affairs and held at Auraria Oct. 10-11, 2006, enabled participants to use a self-screening survey to analyze their relationships. While the goal of the workshop was to attract 100 participants, the intimate partner violence screening and education event surveyed and provided feedback about relationships for more than 400 respondents.

“It was very gratifying,” said SPA’s Angela Gover of the Center on Domestic Violence. “People wanted to talk about their relationships and get advice.”

Participants were given surveys asking questions about intimate partner abuse categorized as physical, emotional, sexual and financial. After completing an anonymous screening survey, participants met with domestic violence advocates one-on-one to review and score their surveys.

The committee believes word-of-mouth is responsible for more than doubling respondents on the event’s second day. The Love, Sex & Lies committee plans to expand the event next year and possibly offer it at other venues.

Investment in Excellence

Speaking to a dinner crowd of 350 in a casual, television talk-show format moderated by Denver Mayor John Hickenlooper, Ted Turner traced the evolution of his social activism and personal politics at the November Investment in Excellence dinner, sponsored by the School of Public Affairs.

“I started out as a conservative—suspicious of government and opposed to taxation,” the internationally recognized Cable News

Network founder said. “Today, I’m convinced of the ability of government to serve as a catalyst for positive change in people’s lives and committed to international cooperation to conserve natural resources, promote development of renewable energy technologies, and reduce the release of greenhouse gases that contribute to global climate change.”

Dignitaries attending the dinner-celebration included former U.S. Senators Gary Hart, Tim Wirth and CU President Hank Brown, then-Governor-Elect Bill Ritter and Denver City Council member Rosemary Rodriguez.

In one of his first public appearances following the Nov. 7 elections, Ritter praised the work of SPA and spoke of the need for federal-state-local cooperation to achieve energy independence and environmental sustainability.

Proceeds from SPA’s Investment in Excellence dinner help to fund student scholarships and support the Wirth Chair for Environmental and Community Development Policy, headed by scholar-in-residence Hart.

Wirth Chair Honors Innovators

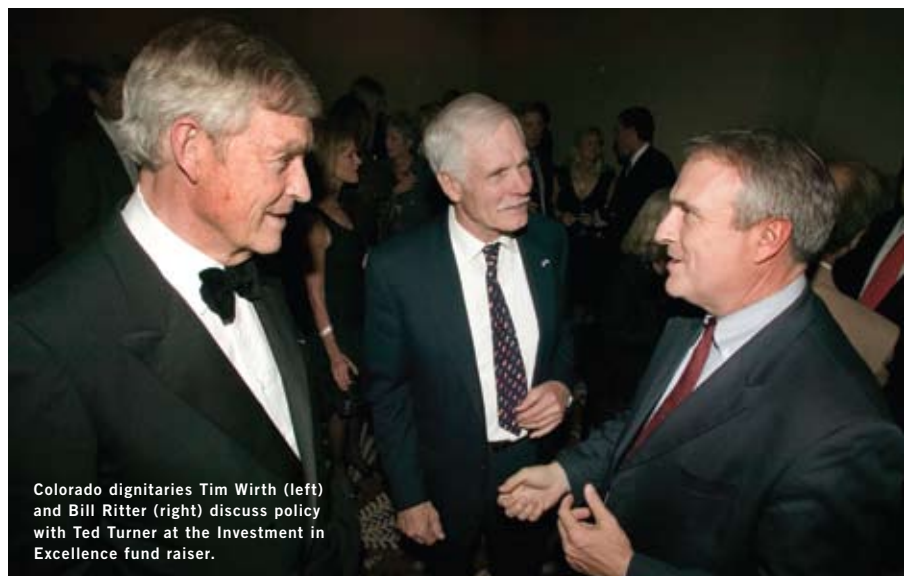
The Wirth Chair in Environmental and Community Development Policy at the SPA hosted its 10th Annual Sustainability Awards

program April 12 to honor the state’s leaders in sustainability and to acknowledge students set on helping the next president of the United States address global warming.

Wirth, for whom the endowed program is named, and Hart, appointed to the Wirth Chair in 2006, were joined by Hickenlooper in addressing honorees and more than 500 luncheon participants.

To participate in the sustainability competition, students from across Colorado submitted proposals. First-place winner Kathryn Gogolin, Colorado State University, wrote, “The next president of the United States will have the ability to create change and identify solutions to a complex problem not only for this country, but for every nation in our global community.” Second place winner Alexandra Spears, freshman at CU-Boulder, calls on the president to implement the “Energy Secure and Pure America (ESPA)” plan outlining a number of innovative policy and economic approaches. Third-place winner Denise Coté, also a CU-Boulder student, advocates establishment of a “Green Corps,” of young people.

During the luncheon, distinguished service awards were presented to Colorado conservation pioneers Jean Aguerre, John Birmingham, Connie Harvey and Joy Caudill. Aguerre was recognized for work



Colorado dignitaries Tim Wirth (left) and Bill Ritter (right) discuss policy with Ted Turner at the Investment in Excellence fund raiser.

to save Piñon Canyon. Birmingham has been active in a broad range of environmental issues as a Colorado legislator, president of the original Colorado Open Space Council and founder of the Colorado Population Coalition. “John is a man who has held a firm vision on the world’s economy, environment and resource realities in all of the work he has undertaken,” Hart notes.

Harvey and Caudill are responsible for protecting some of Colorado’s prime wilderness areas including the White River National Forest surrounding Aspen. Their efforts fueled two pieces of legislation: the Endangered American Wilderness Act of 1978 and the Colorado Wilderness Act of 1980. As a result of the campaigns, more than 400,000 acres were added to the National Wilderness Preservation System. 🏛️



Senator Gary Hart, Wirth Chair professor with our three student award winners. From left: Kathryn Gogolin (1st place), Alexandra Speers (2nd place), and Denise Cote (3rd place).

LECTURE SERIES ATTRACTS STUDENTS, GENERATES DIALOGUE

A series of panel discussions and lectures enriched the regular offerings of SPA this past year. Prominent practitioners were invited to orient prospective graduates on potential career paths and acquaint them with practical issues in public administration.

January kicked off the first discussion on “Government Employment Opportunities.” Panelists included Chris Phoebe, assistant manager for management and administration, U.S. Department of Energy (Golden); Glen Fowler, recruiting manager for the California state auditor’s office (Sacramento); and Chuck Reid, MPA 1991, city manager of Federal Heights.

In early spring, David Brinkerhoff, a Utah-based nonprofit management consultant, addressed students on the use of the internet to promote social entrepreneurship, the innovative leveraging of public and nonprofit organizations to promote societal change.

A “Public Policy Practitioners” panel was held in April, featuring presentations by John Bliss, former vice president of finance, University of Colorado; Heather Grinager, BA 2004, education policy specialist, National Conference

of State Legislatures (Denver); and Mark Cavanaugh, Colorado governor’s office of strategic planning and budgeting.

The 2006 fall semester featured three “brown bag lunch” lecture/discussions on critical and emerging issues of public concern.

Professor Paul Teske launched the series with an October session on education policy in Colorado, focusing on the state’s commitment to charter and alternative schools. The lecture/discussion centered on the pre-K–12 funding crisis and the differences in accessing information and choosing a school between low-income and minority parents vis-à-vis middle class and well-to-do parents. Colorado’s Amendment 23, adopted in 2000, also received attention. The amendment mandates that annual state allocation to K–12 public education be keyed to inflation plus one percent for 10 years. Discussants agreed that the citizen-initiated constitutional amendment both “wrong-sizes” public education spending-to-need and undermines the state legislature’s key role in setting fiscal priorities by forcing the diversion of funds from other critical or unforeseen needs.

Associate Professor Mary Dodge hosted a November session on women and white-collar crime. She stressed that female involvement in white-collar and corporate crime essentially is a phenomenon of social change (i.e., more women in high-level business positions) and opportunity (i.e., access and temptation). Discussion focused on contemporary examples of female-committed corporate crime, such as Diana Brooks’ price fixing art sales at New York City’s famous Sotheby’s auction house; Leona Helmsley’s embezzlement, tax evasion and mail fraud; and Martha Stewart’s perjury regarding insider securities trading.

Assistant Professor George Busenberg capped the series with a December discussion entitled “Wildfire Management in the Western United States.” Arguing that the contemporary challenge of wildfire management is a consequence of past mismanagement of forest resources—specifically, the pursuit of a “no-burn” policy that has increased western forest density in some area by 1,000 percent since European settlement—Busenberg advocated the wisdom of natural balance, in which small-scale forest fires contain the accumulation of fuel and maintain healthy and sustainable woodland density. 🏛️

A Plan to Set the Next National Climate

How many light bulbs does it take to stabilize the climate? It starts with one.

ONE-HUNDRED ELEVEN YEARS ago, a Swedish scientist put forth this theory: Carbon dioxide emissions from coal burning could potentially raise the Earth's average temperature. At the time, the idea was dismissed as unlikely. But decades later, in the 1930s, the idea surfaced again when an amateur scientist, G.S. Callendar, linked the gradual warming of the Northern hemisphere to "greenhouse gases."

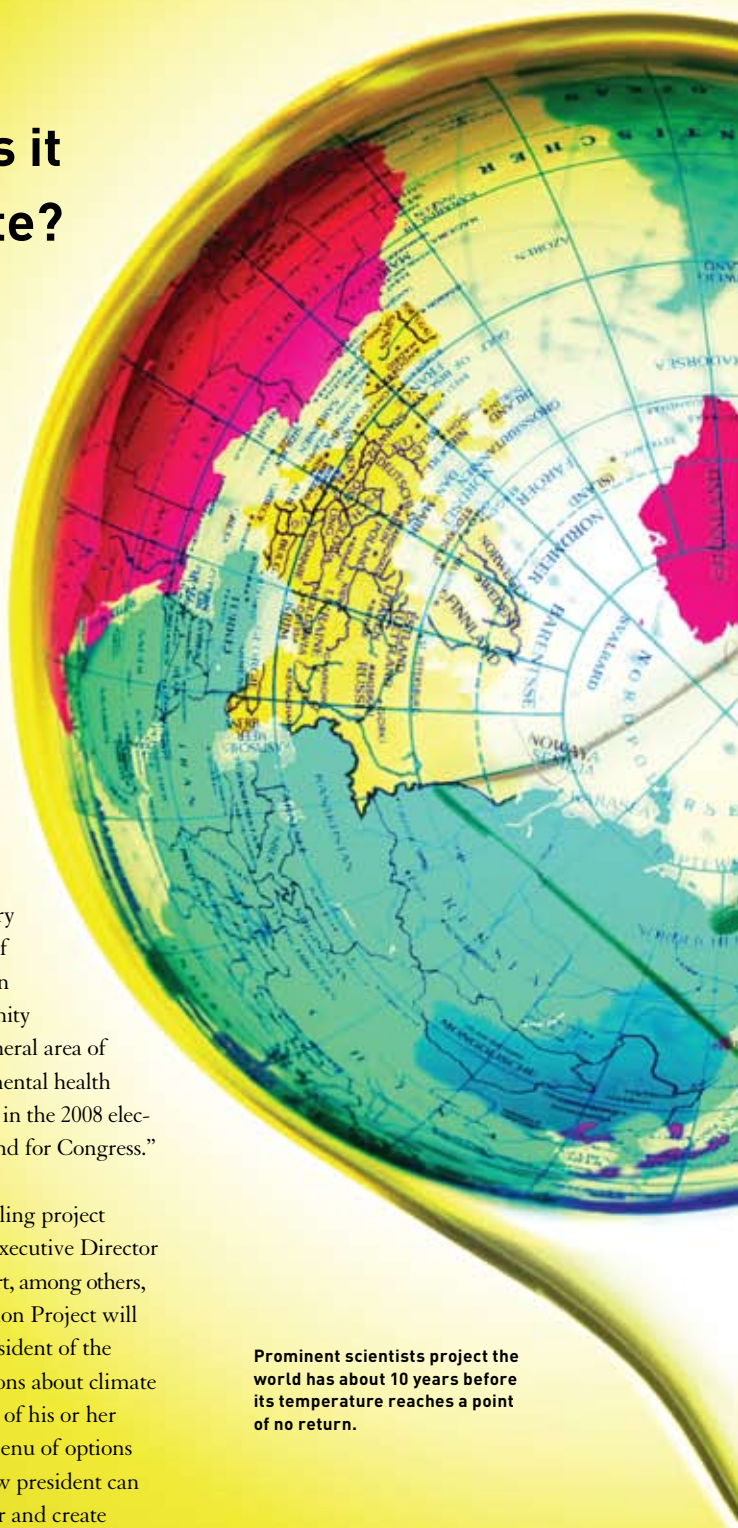
Since then, scientists, politicians, journalists and industrial leaders have debated the existence of global warming, its scientific underpinnings and whether or not it matters that the planet stew a degree or two hotter in its atmospheric juices. The issue has ebbed and flowed in public consciousness over time, gaining and losing mind share, until as Al Gore observes in the film, *An Inconvenient Truth*, a hurricane obliterated the Gulf coast of the USA.

Finally the idea that something weird was happening to the weather didn't seem so outlandish or futuristic. The Louisiana-Mississippi tragedy and resulting diaspora added enough heat to the conversation about climate change (an Academy Award for *An Inconvenient Truth* didn't hurt, either) that global warming should prove to be a hot topic in the 2008 elections.

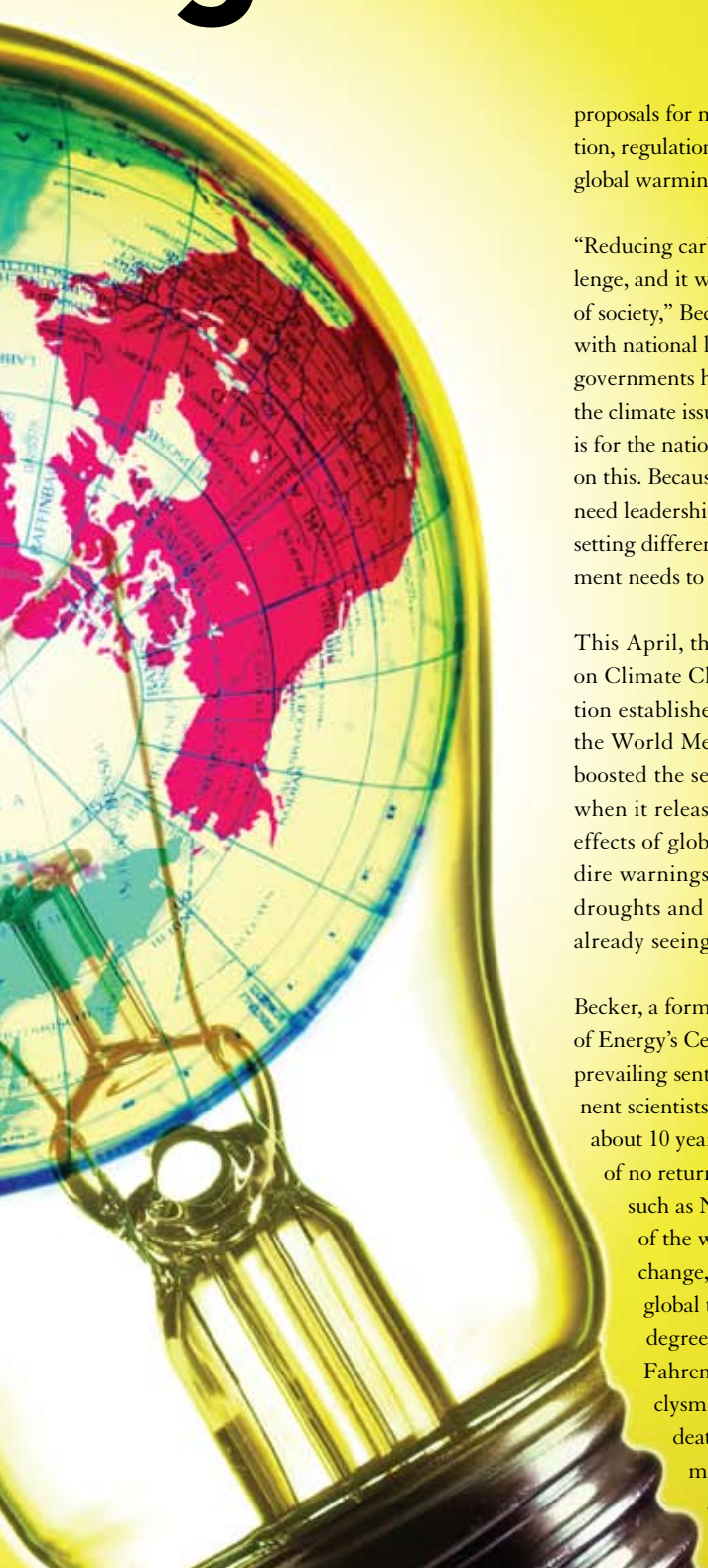
"Together with health care costs and delivery," explains retired U.S. Sen. Gary Hart, who holds the School of Public Affairs' Wirth Chair in Environmental and Community Development Policy, "the general area of climate change and environmental health will be a major consideration in the 2008 elections both for the president and for Congress."

This bodes well for a compelling project under way at SPA. Led by Executive Director William (Bill) Becker and Hart, among others, the Presidential Climate Action Project will create a plan for the next president of the United States to make decisions about climate change during the early days of his or her administration. Offering a menu of options and tools from which the new president can choose, the PCAP will gather and create

Prominent scientists project the world has about 10 years before its temperature reaches a point of no return.



President's Agenda



proposals for new policies, programs, legislation, regulations and incentives for addressing global warming swiftly and decisively.

“Reducing carbon emissions is a real challenge, and it will require action at every level of society,” Becker says. “But it has to start with national leadership. The states and local governments have stepped into the void on the climate issue, but what hasn’t happened is for the national government to be a leader on this. Because the problem is so big, you need leadership so you don’t have every state setting different targets. The federal government needs to get off the bench.”

This April, the Intergovernmental Panel on Climate Change, a research organization established by the United Nations and the World Meteorological Organization, boosted the sense of urgency on this issue when it released a chilling report on the effects of global warming, reiterating dire warnings about mass flooding and droughts and documenting changes we are already seeing.

Becker, a former director of the Department of Energy’s Central Regional Office, echoes prevailing sentiments expressed by prominent scientists when he says the world has about 10 years before it reaches the point of no return temperature-wise. Scientists such as NASA’s James Hansen, one of the world’s experts on climate change, warn that should average global temperatures rise two to three degrees Celsius (3.6 to 7.2 degrees Fahrenheit), we can expect more cataclysmic hurricanes, the widespread death of numerous plant and animal species, droughts, heat waves and massive coastal flooding.

By the time a new president takes office in January 2009, Becker points out, another two years will have elapsed on that decade-long window.

“In 2009 about one-third of our time is gone,” Becker says. “We don’t have two years to bring the president up to speed. This is about making a fast start.”

To prepare the new commander in chief, the PCAP is already compiling a rich array of climate change resources on www.climateactionproject.com, the project’s solar-powered web site—documents such as the Congressional Budget Office’s 2003 report, “The Economics of Climate Change,” and the Apollo Jobs Report on employment and energy independence—to help candidates formulate their positions on the issue. The web site will also offer a “who’s who” on global warming to assist candidates in building their climate-change response teams.

To create and promote the plan and the information already available on the web site, the project has developed an advisory committee comprised of some of the hottest names in sustainability and global warming, people like Becker and Hart, Jonathan Lash, president of the World Resources Institute; Ray Anderson, founder and chairman of Interface, Inc.; Dr. D. James Baker, former administrator of the National Oceanic and Atmospheric Administration; David Orr, the Paul Sears Distinguished Professor of Environmental Studies at Oberlin College and a James Marsh Professor at Large at the University of Vermont; Scott Bernstein, executive director of the Center for Neighborhood Technology; Hunter Lovins, president of Natural Capitalism

Solutions, Inc.; Brian Castelli, executive vice president and chief executive officer of the Alliance to Save Energy; Larry Schweiger, president and CEO of the National Wildlife Federation; April Bucksbaum, vice president of the Baum Foundation; Chris Beem, environmental program director of the Johnson Foundation; and Adm. Richard Truly, former astronaut and NASA administrator and former director of the National Renewable Energy Laboratory.

The plan itself will have four parts: Goals for reducing greenhouse gasses; realistic tactics (hopefully with a carbon value attached to each) the president can implement in his or her first 100 days in office; steps to take for the first 1,000 days in office; and concrete initiatives to submit to Congress in the president's first proposed budget and legislative agenda. To keep politics to a minimum, the plan will serve up a menu of options with greenhouse values tied to each; instead of

insisting on one course of action, the plan's flexibility allows for ideological differences between parties and candidates. "The president will choose the package that will be the most efficient and be the closest philosophical match," Becker says.

Some of the ideas the plan will put forth have already bubbled to the surface. Because the U.S. government is the nation's biggest energy user—if not the world's biggest consumer

A GREEN CAMPUS: CHANGING OUR OWN FOOTPRINT

According to Environmental Protection Agency ratings, the Auraria Higher Education Complex, the tri-institutional campus that houses the downtown portion of the University of Colorado at Denver and Health Sciences Center, is ranked first in the state and fourteenth in the country as a higher education purchaser of renewable energy. Approximately 45 percent of the electricity used by Auraria comes from renewable energy sources.

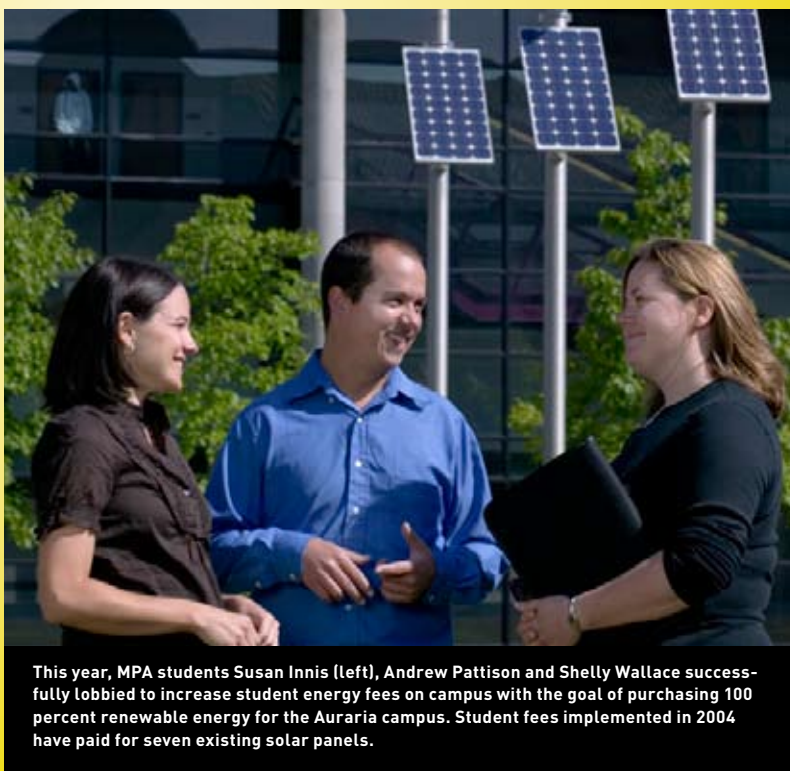
An emphasis on campus sustainability is gaining traction at schools nationwide. The American College & University President's Climate Commitment, for example, is a public effort on the part of college and university presidents to promote the cause and at the same time get other institutions to commit to "climate neutrality." UCDHSC Chancellor M. Roy Wilson and the chancellors of the two other University of Colorado system institutions are among the 251 higher education leaders to have signed the commitment thus far.

Auraria's greening, however, didn't start at the top with administrative mandates; it emerged from a student-led initiative in 2004, when Auraria students voted overwhelmingly to institute a Clean Energy fee of \$1 per student. Not only has the fee funded the purchase of more than \$100,000 in renewable energy, it has also paid for seven small solar panels, which will illuminate campus flag poles, maps and ADA signage.

Because "greening" is a process of continuous improvement, Auraria's downtown campus is about to get even greener. MPA students Andrew Pattison, Susan Innis and Shelly Wallace serve on the Student Advisory Committee to the Auraria Board and have helped craft the Sustainable Campus Program—a wider environmental initiative just approved by Auraria's board and overwhelming affirmed by students. The expanded program will increase student "sustainability fees" to \$3 per semester beginning in Spring 2008, \$4 in Spring 2009 and \$5 for Spring 2010 and 2011.

Pattison estimates that the four-year program will generate more than \$1 million for campus sustainability. In addition to increasing funds for campus wind and solar energy—the goal is to make the campus run on 100 percent "green" energy—the money will also go toward improving campus energy efficiency, implementing a comprehensive recycling program, reducing per capita water usage and marketing these programs to the broader student body.

Campuses are perfect places to take a leadership role on climate change and sustainability issues, Pattison says. "Students are the seeds of the future, and we feel we can make positive change as well as teach those lessons (of sustainability) that students will use for the rest of their lives."



This year, MPA students Susan Innis (left), Andrew Pattison and Shelly Wallace successfully lobbied to increase student energy fees on campus with the goal of purchasing 100 percent renewable energy for the Auraria campus. Student fees implemented in 2004 have paid for seven existing solar panels.

of energy—the plan will outline ideas for the federal government to reduce its carbon footprint from improving the energy efficiency of the federal fleet to shoring up leaky government buildings. There will be ideas for the transportation sector—how do we increase mobility *and* reduce emissions; for national security—how do we reduce our dependence on foreign energy sources; for homeland security—how do we prepare for climate-related disasters; and for developing a new energy economy with possibilities for countless new jobs and careers in this emerging sector.

The plan will also include strategies for improving the public’s “carbon literacy.” One idea is a consumer-labeling program that would articulate a product’s carbon footprint. This would bring carbon out of the science closet and make it more public. “Most people want to do the right thing,” says Heidi VanGenderen, former deputy director of the PCAP and newly appointed by the governor as Colorado’s first “climate czar,” “but they need to be armed with the right tools.”

One tool PCAP hopes to create for the future chief executive is a real-cost calculator that would assess the economic, energy, carbon and environmental costs of fossil fuels vis-à-vis solar, wind, bio-fuel, nuclear and other technologies. “We need a more thoughtful way of looking at this,” Becker says. “For example, we don’t count the cost of defending Middle Eastern oil fields, and we don’t count it at the pump. Gasoline is artificially cheap. We have to count what hasn’t been counted, both the good and the bad. This is the new math of the post-carbon economy.”

The PCAP grew out of three National Leadership Summits for a Sustainable America—organized by Becker. The summits have gathered leaders on sustainability from government, higher education, non-profits and the corporate sector to begin examining and developing solutions for climate change and energy, security, natural resources and sustainable communities. The final summit is scheduled for October. The project is administered by the School of Public Affairs and is supported by the Johnson Foundation and other organizations and individuals.



Academics, policy and communications experts and representatives from some of the nation’s leading climate action groups met June 26 at the Johnson Foundation’s Wingspread Conference Center to review a draft of the Presidential Climate Action Plan. Pictured at the event are (left to right) Bill Becker, David Orr, Gary Hart and Kathleen Beatty.

The SPA has a tradition of tackling environmental and climate-related issues. In 1993, the Graduate School of Public Affairs established the Wirth Chair in Environmental and Community Development Policy, which among other things works to develop strategies to reduce greenhouse gasses. Since then, the Wirth Chair has been involved in mounting collaborative clean energy forums, contributing expertise and assistance to programs such as Greenprint Denver—the city’s plan to reduce carbon emissions and water use and bolster the city’s tree canopy—and the PCAP. The Wirth Chair office is also in discussion with the Aspen Institute on a series of international symposia examining the question, “What should come after Kyoto expires?”

As far as the plan is concerned, Becker expects to release it in early 2008 with as much fanfare and media attention as possible. Describing it as an elaborate presidential briefing book, Becker says the plan will be provided to the presidential campaign camps, released to the media and made available on the web site. There is also the chance that the PCAP will see publication as a book for consumers.

Hart explains that PCAP’s goals are two-fold: “To present a prioritized menu of actions, legislative, regulatory and executive orders, and to vigorously engage an increasingly concerned public and the press in a dialogue with all candidates to ensure that they are on the record with their intended agendas.”

While there are no guarantees that presidential contenders or the incoming president will read or acknowledge the plan, Becker suspects that as the campaign progresses, the public will want to hear how candidates hope to help get the planet out of hot water.

“My guess is that this problem will not go away,” Becker says. “The pressure is growing. The candidates will feel they need to act and want to act.” 🏛️

Editor’s note: Interested in letting the next president of the United States know how you feel on this subject? The Presidential Climate Action Project web site lets you communicate your ideas to our next head of state: climateactionproject.com/memos.php.

To make a tax-exempt donation to the PCAP, please make a check out to the University of Colorado Foundation and direct your gift to the Presidential Climate Action Project. Please send your contribution to:

*Laurette Reiff
Presidential Climate Action Project
Wirth Chair in Environmental and
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CASTING A

Alumni influence law, policy

WHEN HE SERVED as Denver's fire chief, **Rich Gonzalez** wondered why the city didn't make better use of the University of Colorado at Denver and Health Sciences Center's School of Public Affairs.

"I would ask that question sometimes," recalls Gonzalez, who got a master's in public administration from [then] GSPA in 1995. "We have this great resource in town, why don't we use it? Almost everything we're working on, there's somebody at GSPA who is doing research on it. And the answer was, It's too theoretical."

That might have been the perception 10 years ago, when Gonzalez worked for the city, and it might have been the perception at the municipal level. But no more—as Gonzalez himself can attest. As head of the state's Department of Personnel and Administration, Gonzalez routinely taps SPA experts and research to guide real-world policy decisions. He also uses his SPA education daily to run his department.

"I still practice concepts like problem identification," he says. "How do you define a problem? I'm always asking myself and my staff that question. Because how you define it may determine how you resolve it."

Gonzalez is the only SPA graduate to occupy a current cabinet-level position with the

state. But untold numbers hold key policy-making jobs in state departments or work at think tanks that influence policy decisions via research and white papers. More than a dozen others work for the City of Denver, and a number of SPA faculty advise the city on matters ranging from public finance to environmental health.

Collectively, these members of the SPA family wield enormous influence over Colorado's political and policy agenda. At least six SPA alumni hold office in the legislature, where the "theoretical" nostrums of academia would seem most liable to get bruised by the bare knuckles of real life. But even in the scratch-'n'-claw tussles that take place at the state capitol, the practices and concepts instilled by an SPA education are sturdy enough to prevail.

"The program helped me link the theoretical to the practical and day-to-day, and this link has helped me think issues through effectively," says **Rep. Paul Weissman**, a Democrat from District 12 (Boulder).

"My course work gave me practical tools," agrees Republican **Sen. Mike Kopp**, who represents Senate District 12 (Jefferson County). "That's the real strength of the program. It's very contextualized, very practical instruction."

"I feel I use my [SPA] degree all the time," adds **Sen. John Morse**, a Democrat from District 11 (El Paso County). "I've had a lot of what they call 'real world' experience. I've been a police chief; I've been the CEO of a nonprofit. But my SPA training has been more valuable than anything in terms of my ability to function as a legislator and to make good legislation."

Making legislation is something SPA alumni aren't shy to do. During the 2007 legislative session, SPA degree-holders sponsored an average of 15 bills, more than twice as many as the typical legislator. Their bills covered issues ranging from environmental quality to eminent domain to veterans' affairs. At least two of the bills grew directly out of work legislators did to fulfill their public affairs degrees.

"My advanced seminar was on the business personal property tax," says **Rep. Joe Rice**, "and a lot of the research I did for that class resulted in a bill this year." Rice, a Democrat from District 38 (Littleton), found that Colorado's exemption for this tax ranked among the lowest in the nation, hurting small-business owners. Moreover, the paperwork was so unwieldy and time-consuming that many eligible taxpayers simply opted out—the value of the exemption was too small to justify the effort. Rice's bill, HB 1325, calls for tripling the exemp-



WIDENET



PHOTO: Denver Metro Convention & Visitors Bureau



Left to right, top to bottom: Sen. Kopp, Sen. Morse, Rep. Rice, Rep. Weisman

MAKING LEGISLATION IS SOMETHING SPA ALUMNI AREN'T SHY TO DO. DURING THE 2007 LEGISLATIVE SESSION, SPA DEGREE-HOLDERS SPONSORED AN AVERAGE OF 15 BILLS, MORE THAN TWICE AS MANY AS THE TYPICAL LEGISLATOR.

fact, we just went through the Long bill [i.e., the 2007-08 budget], and I had a really good framework for discussing it, based on my public finance class.”

“That class has been the most useful to me,” agrees Weissman, who served in the legislature before entering the MPA program. He took public finance from Paul Teske, and the class changed the way Weissman thought about matters of state fiscal policy.

“It helped me to take a different look at it,” he says, “looking at how actions we take might drive up costs in the short term, or shift costs. For example, when we raise the amount of the College Opportunity Fund, does that drive the total cost of higher education up faster? Or if we subsidize affordable housing, does that actually drive rents up in the short term? It’s a different way to look at the debate.”

NOT LONG AGO, COLORADANS might have sneered at the suggestion that a graduate degree and a research focus could lead to better governance. The concept of legislative professionalism has been held in low esteem for the last generation or so, as citizens have taken an increasing share of policymaking into their own hands. Every election cycle, there is a new round of voter-initiated ballot measures. Many of these homemade laws and constitutional amendments have explicitly constrained state legislators, regulating what types of laws they can enact, how much money they can spend, even how many terms they can serve in office.

But voters have lately discovered that do-it-yourself governing has pitfalls and costs of its own; accordingly, policymaking expertise may be making a comeback. Complexity and nuance—once derided as “weasel words,” “spin” and “special-interest

mumbo-jumbo”—are now being actively sought by a public that’s tired of simplistic, us-versus-them formulations. In the current climate, having an SPA education may carry some caché.

“You get these 30-second vignettes from lobbyists,” says Morse. “I can ferret out the honest-to-god policy analysis from the emotion. My education helped me understand the ebbs and flows of policy debate. Maybe the most important thing I learned is that there usually is no one right answer.”

Kopp says he often finds himself invoking lessons from SPA course work in change management and negotiation. “Both of those classes were based on a similar premise: Rather than move things forward on an adversarial basis, how do you find a shared interest and work toward that?”

Similar objectives motivate Gonzalez, who is applying his education in a non-legislative government capacity. He took the reins of the Department of Personnel and Administration in January, assuming oversight of 60,000 state employees and a range of state activities that includes land ownership, accounting, insurance, facilities management and fleet maintenance. His department’s policy decisions have far-ranging consequences that literally affect every department, program and employee in the state.

Gonzalez bought a wealth of real-world administrative experience to his new position, including 14 years as Denver’s fire chief and five years as the head of Mile High United Way. Those experiences all helped prepare him for his current job, although he still relies heavily on his SPA classroom experience.

“Linda and Peter deLeon have had a big influence on my thinking,” Gonzalez says.

tion, with the increase to be phased in over a period of years. The bill passed the House in late April by a 63-0 vote.

Kopp says he is working on a piece of water legislation inspired in part by the Environmental Law and Policy course he took at SPA with Lloyd Burton.

“That class was phenomenally helpful to me,” he says. “Dr. Burton led us through a lengthy and detailed review of water policy. That laid the groundwork for me to be conversant as a policymaker—more conversant than others. I’m by no means an expert, but I can talk at an in-depth level.”

Kopp also got valuable instruction in his public finance course, one cited by several SPA grads as extremely useful.

“I took the course from Ron Kirk the same year that Referendum C was on the ballot,” says Kopp. “We must have spent nine or 10 hours of class time dissecting the TABOR Amendment and Referendum C. That course had immediate practical value. I went into my campaign well-equipped to discuss those issues, and I was even better equipped to understand budgetary tradeoffs when I became a lawmaker. In

“In their classes, they introduced very far-reaching content about the social and ethical responsibilities that fall upon government and the people who run it. Sometimes we get caught up in the moment, and we lose sight of the fact that our job [as state employees] is to take care of people.”

Gonzalez keeps a file of papers he wrote for his ethics in government class. Citing a scenario from one of them, he asks: Suppose a family misses by one day the filing deadline for a state benefit? Does the fact that the claim was filed late override the fact that the family is eligible for the benefit—and needs it to stay afloat?

“Ethical behavior is often defined as following the rules,” Gonzalez says. “But you’re going to come up to situations where the rules are an impediment to helping people. If that is the case, help the people—then go back and revisit the rules. It may be that the rules need to be changed.”

Jon Reitan can speak to that issue. Reitan, who earned a master’s degree in 1998, is the Department of Agriculture’s chief financial officer. As a non-elected, non-appointed state employee, Reitan has a somewhat different perspective from those applying their SPA training in political jobs. The difference can be summed up in a word: *process*.

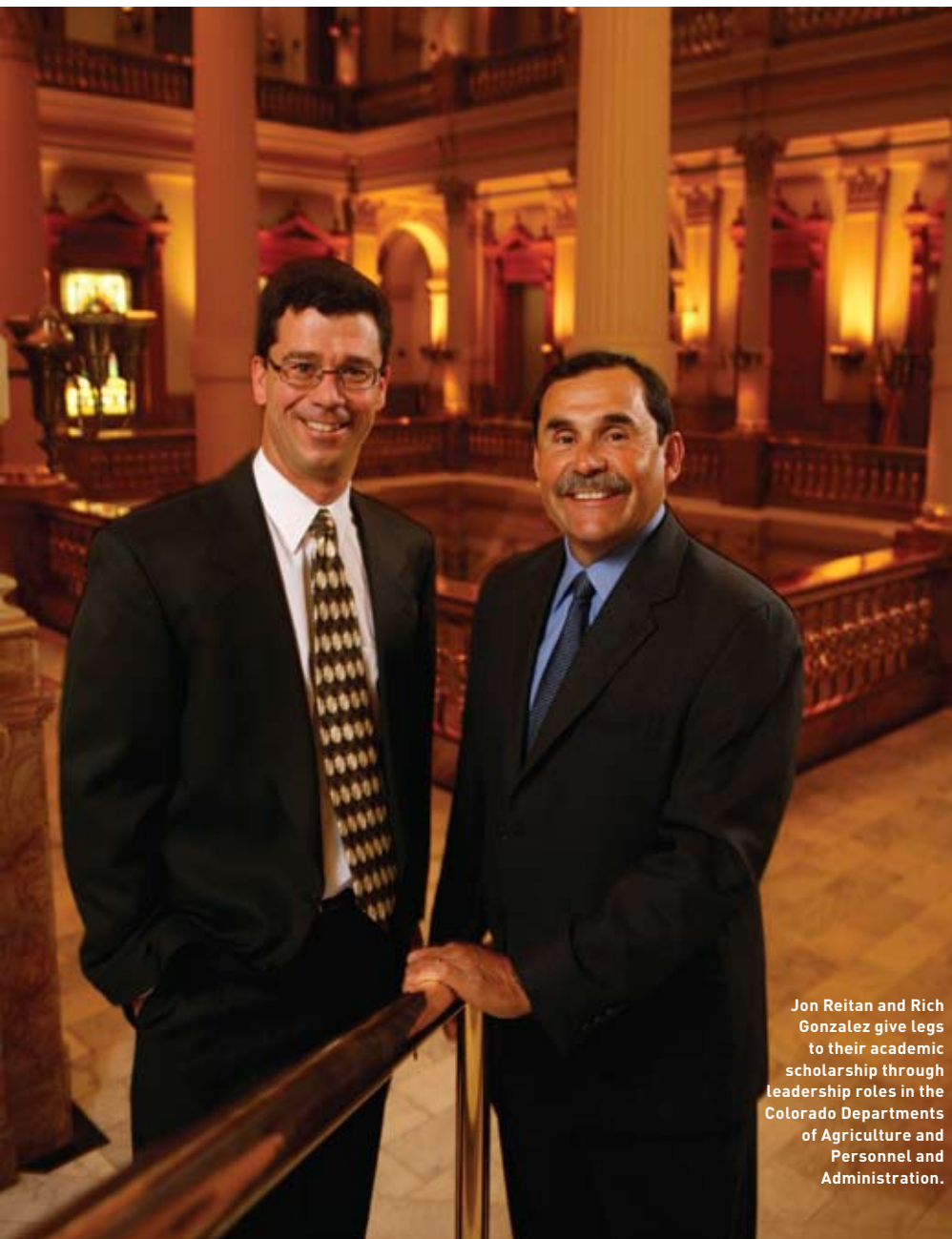
“We conducted a study recently for a rule review that pertains to double fencing at elk farms,” Reitan explains. “The study provided hard analysis, where we could document our assumptions and quantify our calculations. But we worked just as hard on the ‘soft side’—the process—by gathering input from everybody who had a stake in the policy. We brought in representatives from industry, the feds, department employees. In the end you can’t satisfy everybody, but if you’ve followed the process properly there’s usually a lot less resistance from the people who disagree with the policy.”

Reitan also cites his department’s strategic planning process, completed this year after months of work, as an example of how process can make or break policy. “One of the deliverables was a prioritization of department programs,” he says. “That got kind of hairy for some of our employees. People are proud of their work, and they don’t like to see in black and white that their program falls low in the priority rankings. But it softens the blow when you can point to a whole body of work—when you can show people, ‘These are the filters we ran our analysis through, here’s how we arrived at our conclusions.’”

Reitan worked as a staff budget analyst in various agencies after getting his degree. Today, with nearly a decade of real-world experience to draw upon, he still keeps a couple of his grad-school textbooks within arm’s reach: *Policy Analysis: Concepts and Practice*, by David Weimer and Aidan Vining, and *Budgeting for Modern Government*, by Donald Axelrod.

Of course, there’s only so much you can learn from a textbook; the SPA alums would be the first to tell you that. But they’d also tell you that an academic background can lead to better public policy and better government. And in Colorado, it’s doing just that.

“We’re all trying to figure out how to make life better for people,” says Gonzalez. “You stand the best chance of doing that if you have a balance of theory, practical knowledge and reality.” 🏛️



Jon Reitan and Rich Gonzalez give legs to their academic scholarship through leadership roles in the Colorado Departments of Agriculture and Personnel and Administration.

WE'RE DROPPING THE 'G'

WITH NEW NAME, LESS IS MORE

THE GRADUATE SCHOOL OF PUBLIC AFFAIRS is changing its name and expanding its reach. This fall, the doors opened wide for students at an undergraduate level with the introduction of a new bachelor of arts in criminal justice.

In July, the school's name officially became the School of Public Affairs (SPA).

Changing the name reaffirms SPA's further commitment to empower students as leaders of change in society. Introducing the new BA in criminal justice directly responds to the unprecedented growth in America's criminal justice system.

Dean Kathleen Beatty observes, "Professionalization of the criminal justice sector is key to creating new solutions for social problems. SPA did extensive research and sought feedback from a number of important voices in Colorado's criminal justice field. The criminal justice world has expanded. New prisons, sheriff's offices and police departments are opening throughout the state, while unprecedented numbers of agency workers will be retiring. Needs throughout agencies and the courts must be met by professionals who are receiving a broad-based education, incorporating critical thinking, analysis and refined communication skills."

There is increased recognition of the value of a multidisciplinary liberal arts education in the area of criminal justice. Such a program

at the undergraduate level did not previously exist in the Denver metro area. John W. Suthers, attorney general of Colorado in 2005, commented, "The criminal justice field has been in a process of rapid professionalization. Police departments throughout Colorado now commonly require that even entry-level officers have or pursue undergraduate degrees. Similarly, Colorado's many correctional institutions have an expanding work force and need well-educated personnel. In my view, offering the BA in criminal justice in both Denver and Colorado Springs will meet important state and local government needs in both locations."

As SPA sets the standard for public affairs education with its internationally renowned faculty and innovative initiatives, so the Academy of Criminal Justice Sciences sets national standards for criminal justice degrees. Based in Maryland, the academy is the only national governing body for certification in the criminal justice field. Its criteria, along with research from other sources, is being used as a model for the new undergraduate program. The program's creation

supports the mission of the University of Colorado at Denver and Health Sciences to continually provide expanded educational opportunities for students throughout the state and region; many will also go on to graduate level studies.

The vitality of a new group of UCDHSC undergraduates provides increased interdisciplinary study program options between SPA and other schools.

Concentrations in criminology and psychology with the College of Liberal Arts and Sciences are being developed. Possibilities exist for electives in auditing and the investigation of financial crime with the Business School.

Mary Dodge was named director of both the master's and bachelor's programs in criminal justice on the Denver campus. She earned her PhD in criminology, law and society from the University of California at Irvine; her BA and MA are from the University of Colorado at Colorado Springs. Dodge has published extensively and conducted research in areas such as women in law enforcement, white collar crime, jury decision-making, family violence, whistle-blowing and medical fraud. In spring 2007, she won the university's Excellence in Teaching Award.

Dodge is enthusiastic about the school's growth and its new offerings for students in Colorado. "Students are drawn to our programs because of the university system's reputation in teaching and research." Four other outstanding faculty members are part of the



criminal justice educational team. Associate Professor Angela Gover, who joined SPA last year, is a top researcher in domestic violence and collaborates with social science

EXPANDING SPA'S PROGRAMS PROVIDE STUDENTS WITH A COMPREHENSIVE UNDERSTANDING OF THE CRIMINAL JUSTICE PROCESS AT A CORE LEVEL.


researchers, victim advocates, public health professionals, and criminal and juvenile justice professionals. Professors Eric Poole and Mark Pogrebin, both veteran educators, are nationally known in the criminal justice field. New this fall is Deanna Perez, assistant professor, at the Denver location. In Colorado Springs, Associate Professor Catherine Kaukinen leads both criminal justice programs. Previously from the University of South Carolina, Kaukinen's research focus is on victimology.

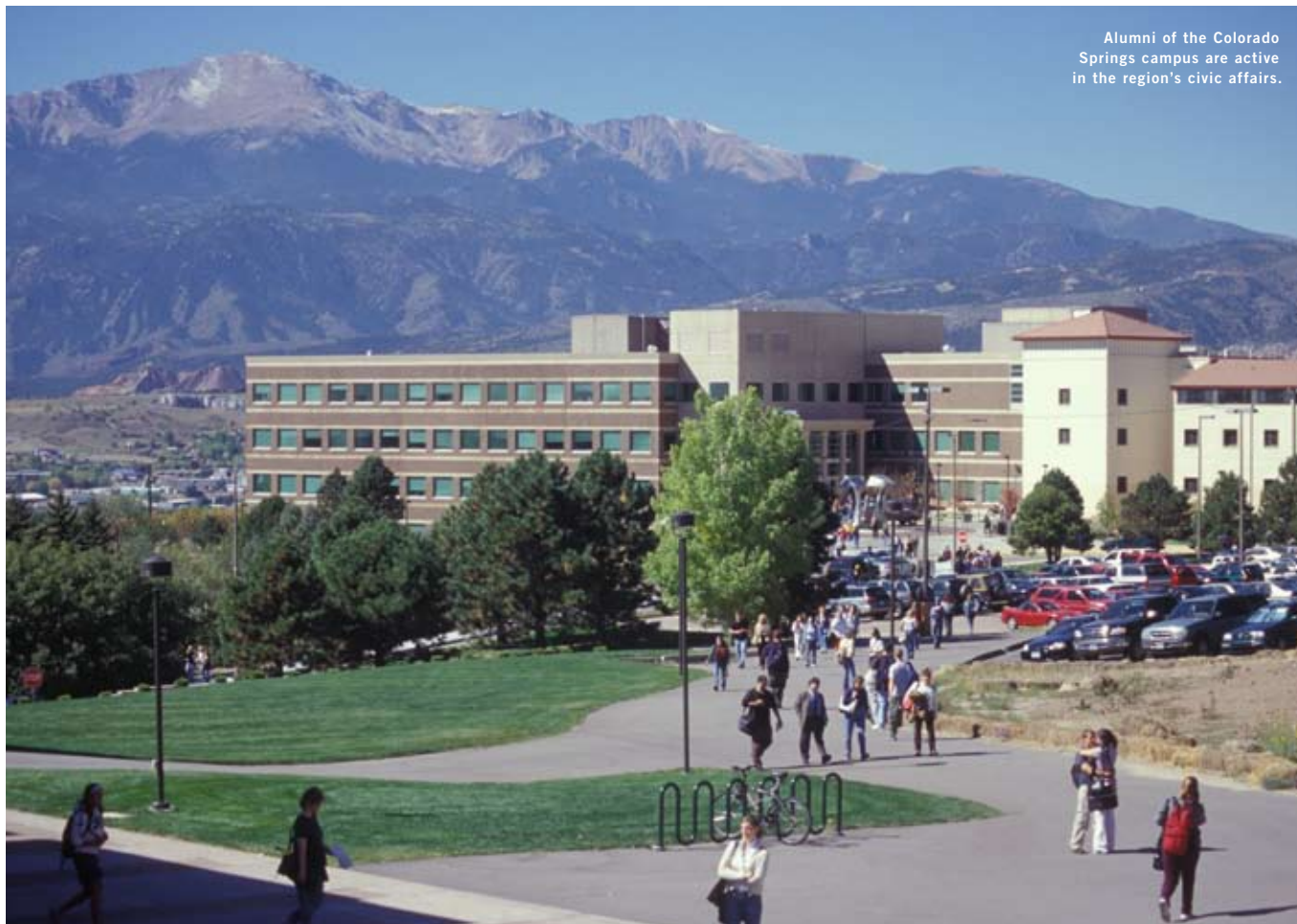
"As a premier research university, UCDHSC gives SPA students access to the state capitol, to legislative committees and to the new justice center that's being built

on Colfax. Bringing education out of the classroom into more community interactivity is one of our major goals," says Dodge. Kaukinen adds that UCCS is home to the State Department of Corrections, numerous nearby correctional facilities, law enforcement agencies and military facilities.

SPA will more than double the size of the criminal justice faculty over the next five years, bringing in new people and ideas. The name is changing, but the focus is on

continuing to create educational avenues for professionals who will provide leadership, service and the means to build a productive, safer society. Expanding SPA's programs provides students with a comprehensive understanding of the criminal justice process at a core level. Starting with the BA through graduate studies, courses will speak to a variety of major issues affecting the courts and judicial process, law enforcement and corrections.

Dean Beatty observes, "Much more emphasis is now on working with communities to stop the cycle and prevent crime before it occurs. The change from GSPA to SPA is a great way to meet the demonstrated educational needs of the state as citizens of the university. We want our graduates to have a fuller grasp of the social dimensions that cause the conditions of crime, and be equipped with effective ways to treat problems—well in advance. We can't afford any missteps." 



Alumni of the Colorado Springs campus are active in the region's civic affairs.

Textbooks, Network, Practical Skills Still Valuable to Alumni

By 1998, **Paul Butcher** was 15 years removed from his studies at the University of Colorado at Colorado Springs Graduate School of Public Affairs (GSPA), but reached for old textbooks to help sharpen his understanding of a policy question at work.

“We were re-evaluating our fee structure in the context of public versus private good,” says Butcher, the longtime chief of the Colorado Springs Department of Parks and Recreation. “There’s a difference between an adult in prime-earning years who is using our facilities for his or her own enjoyment, versus a teenager on an allowance coming to one of our facilities to lift weights or swim or play basketball. The second case—that’s a public good.”

Accordingly, the department unveiled a new policy in which adults paid 100 percent of the standard fee, but users under age 18 or over age 65 got a 50 percent discount.

It is a small but telling example of how the SPA makes itself felt in Colorado Springs and across southern Colorado. Dozens of degree holders are active in this region’s civic affairs, putting their academic experience to practical use in both public and nonprofit sectors.

“I didn’t just want a bunch of theory,” says **Kathy Stevens**, who heads the Gurian Institute Training Division, “the faculty was sprinkled with a lot of practitioners—people who know how to translate academic theory into practical day-to-day application.”

“SPA took my practical knowledge to another level,” adds **Susan Saksa**, executive director of Leadership Pikes Peak. “It gave me an opportunity to match my experience and operational skills and values with reading and research and academic discussion.”

Saksa joined Leadership Pikes Peak in 2005 and says her SPA education has “an enormous impact” in her new job. She has even modeled some of LPP’s training programs on parts of the SPA curriculum. Graduates of the group’s leadership courses include bankers and CEOs, nonprofit directors and former Colorado Springs **Mayor Mary Lou Makepeace**, MPA 1979, director of the Gill Foundation’s Gay and Lesbian Fund for Colorado.

“The Colorado Springs community works cross-sector,” Saksa says. “We’re a fairly col-

laborative community, and a program like SPA that brings people together from across sectors is incredibly important. When I talk to people who are on nonprofit boards, there are times when very intelligent business people have trouble seeing how their skills translate to the nonprofit board table.”

“That’s one of the great things about the program—the diversity of people,” says **Matt Carpenter**, MPA 2006. “That diversity

“Getting that degree is one of the most important things I’ve ever done.”—Lloyd Malone, MPA 1979

creates a richness in the courses and the overall experience. You’re hearing from so many divergent sources.”

Carpenter now heads the grants program at El Pomar Foundation, a 70-year-old institution that disburses about \$25 million annually to Colorado nonprofits and public agencies.

“I have maintained connections with former classmates as well as faculty,” he says. “I work with many of them, either directly or as colleagues on the boards of other nonprofits. We also have some projects we’re doing in collaboration with current SPA students and faculty.”

“There are loads of practical transfer,” says **Lloyd Malone**, head of the Teller County Division of Social Services. “Looking at bud-

get numbers, gathering statistics, interpreting statistics, working with balance sheets—all those day-to-day things.” Malone got his MPA degree nearly 30 years ago, in 1979, and says his studies gave him a solid foundation for the career that followed.

Butcher cites another tool as the most valuable one he took away from his SPA education. “How to communicate ideas,” he says. “Writing and speaking were critical parts of the experience. You have to learn how to write well and communicate your ideas to someone who may or may not agree with you, who may or may not share your level of expertise and familiarity with the issues you’re describing. And you have to speak with confidence in public, and with the ability to get your ideas across.”

“You have to know how to reach your audience,” agrees Saksa. “That’s incredibly important in the nonprofit sector. It’s no longer enough merely to do good things.”

But doing good things remains the ultimate goal for these SPA graduates. Whether they’re working in the public sector or the nonprofit world, they’re putting their training to work—for themselves, and for their communities.

As Malone puts it: “Getting that degree is one of the most important things I’ve ever done.” 🏛️

HOME: NOT EVERYONE HAS ONE, BUT EVERYONE SHOULD

An estimated 16,203 homeless men, women and children in Colorado were on the streets or in shelters Monday night, Aug. 28, 2006. This disturbing statistic is the finding of a point-in-time study and analysis by the Center for Education Policy Analysis and the Center for Public-Private Sector Cooperation and the footwork of the Colorado Interagency Council on Homelessness and hundreds of volunteers.

The initial, *Colorado Statewide Homeless Count, Summer 2006*, is enabling the council on homelessness, the Department of Housing and Urban Development, Continuums of Care, homeless service providers, legislators and other government and service organizations to access, project and work toward eliminating homelessness.

On Jan. 29, the homelessness council conducted a winter statewide homeless count. The comparison of summer and winter findings will highlight seasonal differences in the needs and characteristics of the homeless. Staff at the educational policy analysis and public-private sector centers are currently evaluating the winter data. 🏛️

Sharing Our Views:
2006-07 Faculty Publications

Assistant Professor **George Busenberg** published “Citizen Participation and Collaborative Environmental Management in the Marine Oil Trade of Coastal Alaska” in the Spring 2007 issue of

Coastal Management. The article compares contributions and policy influence of two regional citizen advisory councils to monitor petroleum industry compliance with environmental standards following the 1989 Exxon Valdez spill.

Associate Professor **Mary Dodge** contributed the lead chapter to the *International Handbook*

of White-Collar and Corporate Crime. Entitled “From Pink to White with Various Shades of Embezzlement: Women Who Commit White-Collar Crimes,” the chapter employs case studies of well-publicized instances of business fraud, cheating and embezzlement committed by women. While pink-collar crime involves modest pilferage, female white-collar crime

is considerably more “high-stakes,” Dodge observes, concluding that fraud and theft on the scale attributed to Leona



Helmsley and Martha Stewart are, essentially, phenomena of opportunity. Building upon that inquiry, Dodge is completing a book on the changing nature of female-committed crime, entitled *Women and White-Collar Crime* (Prentice Hall). The book traces the history and nature of traditional female crime patterns; the shift to high-yield

Go-to Powerhouse for Education Policy

In just four years, Professor **Paul Teske** has become a “go to” person on education policy. Now, the center he heads has become the place to go for a leading Seattle-based education research organization associated with the University of Washington.

The Center on Reinventing Public Education (CRPE) is opening a branch at the School of Public Affairs. The center studies major issues in education reform and governance. The Center on Reinventing Public Education-Denver will collaborate with its counterpart at the Evans School of Public Affairs, creating a world-class think tank focused on expanding applied research to benefit K–12 students and their schools. The center is headed by noted education policy scholar Paul Hill.

Teske and SPA have teamed with the center before on education policy issues concerning school choice. He and co-authors Jody Fitzpatrick and Gabriel Kaplan recently completed “Opening Doors: How Low-income Parents Search for the Right School,” published by the center. Separately, Teske and CEPA also published a report on “Learning Together: Assessing Colorado’s K–12 Education System.”

“CRPE is the best think tank in the country focusing on policy change in national



education,” says Teske. “Its approach is unbiased and well-respected.

According to Teske, the center has done the best work in the country on public school competition and weighted student funding formulas. Both are education reform ideas being considered in Colorado and by school districts nationwide. Together, the Center for Education Policy Analysis and CRPE will initiate projects to help Denver Public Schools make changes. “We’re going to help Denver’s public school system ‘envision’ a district that will be more nimble, accountable, and customer oriented,” says Teske. Paul Hill and the CRPE plus local foundations will provide funding.

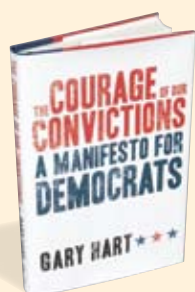
“Having more top educational policy researchers on campus will help support the university’s focus on P20 education,” adds SPA Dean Kathleen Beatty. P20 (preschool through masters degree) is a hot topic in Colorado. Gov. Bill Ritter has launched a P20 Council, and SPA worked with the office to prepare a proposal for a grant in science, technology, engineering and math from the National Governors Association.

The CRPE/SPA collaboration is already off to a good start. CRPE-Denver recently received start-up grants of about \$150,000 from the Daniels Fund and Rose Community Foundation. 🏛️

corporate crime; the relationship between female corporate advancement and white-collar crime committed by women; women as victims of corporate and medical industry exploitation; and the increasing contributions of women to exposing corporate and governmental wrongdoing.

Wirth Chair Professor **Gary Hart** published

The Courage of Our Convictions: A Manifesto for Democrats (Times Books/Henry Holt, 2006). For a decade, mute



Democratic leaders have permitted conservatives to dominate the values message. Hart calls for reinvigorated commitment to the programs introduced by the great Democratic presidents of the 20th century. The revolutionary times in which we live—characterized by globalization, pandemic illnesses, unprecedented economic competition, terrorist threats and envi-

ronmental degradation—require the response of a better organized party with a unified spirit and coherent voice.

Professor **Donald E. Klingner** published “Diffusion and Adoption of Innovations: Development Perspective,” which appeared as Chapter IV in the edited volume *Innovations in Governance and Public Administration*:

Replicating What Works (United Nations, 2006). Applying lessons from the traditional goal to introduce Western management techniques and values to underdeveloped countries, the essay stresses the need to understand the processes of innovation transfer and contextual factors that impede adoption. Klingner observes that both the developing (or

SPA Center Tackles Colorado Paradox

There is a disconnect in Colorado brainpower. On the one hand, the state boasts the second highest percentage of college graduates (source: 2005 U.S. Census). On the other, Colorado is 32nd in sending high school graduates to college. This inconsistency is known as the “Colorado Paradox.” Simply put, it means that the state imports most of its highly educated work force.

To government, businesses and economic development organizations, this paradox is cause for concern. In recent years, the state has successfully grown jobs in part by promising businesses access to a pool of smart workers. And some of the state’s key industry clusters—aerospace, biotechnology, energy and IT—demand a skilled work force.

The Metro Denver Economic Development Corporation is looking for a solution. In 2006, the U.S. Department of Labor awarded a federally-funded \$15 million Workforce Innovation in Regional Economic Development (WIRED) grant to the Metro Denver development council and the Denver Office of Economic Development to expand the pipeline of highly skilled workers for the region’s fastest-growing industries.

“WIRED is a regional approach to work force development, education and targeted industries,” says Beverly Buck, director of

communications and development at SPA’s Center for Education Policy Analysis.

One of the WIRED grant strategies is to convene panels on targeted industries, the work force system, K–12 education, higher education and small business/entrepreneurship. The panels will map existing educational assets, assess target work force needs and recommend strategies to respond.

Buck and educational policy Research Associate Robert Reichardt are working with the Metro Denver Economic Council to conduct research and convene the higher education panel, which includes experts from community and four-year colleges and universities in Colorado.

“The panel will examine partnerships and barriers between work force development and K–12 education,” says Buck. “We are gathering input from as many representatives from higher education as possible,” Buck continued. “We are also a sounding board for the other WIRED panels.”

The educational policy center will crunch the numbers for a higher education network analysis and asset map and develop a social network analysis to establish a baseline for communications between organizations—a “who talks to whom” of higher ed. 🏛️

UPDATE ON PAR ISSUES, SYMPOSIA, READERSHIP

The *Public Administration Review* (PAR), headquartered at SPA since 2005 under the editorship of Professor Richard J. Stillman, will release special issues in 2007 and 2008 on state and federal responses to Hurricane Katrina (edited by Carole J. Jurkiewicz of Louisiana State University) and the legacy of the National Commission on State and Local Public Service (edited by Frank J. Thompson of the State University of New York at Albany).

Timely symposium topics are also planned. The first addresses election administration. From the hanging-, dimpled- and pregnant-chad scandal of Palm Beach County in 2000 to three-hour queues at Denver’s voting centers in 2006, jurisdictions are becoming increasingly aware that election irregularities are less a problem of technology than proper training of personnel and planning. The cluster of articles, intentionally scheduled for July–August 2008 in advance of the general election, will address technical and human dimensions of election administration.

PAR’s readership and circulation have increased. In 2006, nearly 400,000 PAR articles were electronically downloaded, and subscriptions increased by 13 percent. PAR’s international ranking—based on citations—increased from fifth to third. 🏛️

target) country and the intervening agency must be patient, adaptable and flexible.



Faculty members **Christine Martell** and **Paul Teske** published “Bridging a TABOR Gap” in the July–August 2007 issue of *Public Administration Review*. This timely article examines the legacy of the nation’s most stringent tax-and-expenditure limitation measure, Colorado’s Taxpayer Bill of Rights (TABOR). Adopted as a constitu-

tional amendment in 1992, TABOR limits the growth of state and local government by requiring citizen approval of tax increases and indexing hikes to population growth and inflation, thus necessitating the contraction of government in recession. When tax collections—and expenditures—decrease in recession, the following year’s fiscal base is lowered, irrespective of

population change and inflation. This “ratcheting-down” effect significantly affected Colorado’s ability to fund highway maintenance and other services during the early 2000s.

Professor **Paul Teske** has co-authored with Phillip Goning (Rose Community Foundation) and Brad Jupp (Denver Classroom Teachers Association) *Pay-for-Performance*

Teachers Compensation: An Inside View of Denver’s ProComp Plan, which links a key local policy innovation to a nationwide issue. The book advocates structuring incentives to attract and retain quality teachers. The history and potential of Denver’s “ProComp” (professional compensation) pay-for-performance program is instructive, not only because it represents

Fulbright Professor Confronts Russia's Fear of NGOs

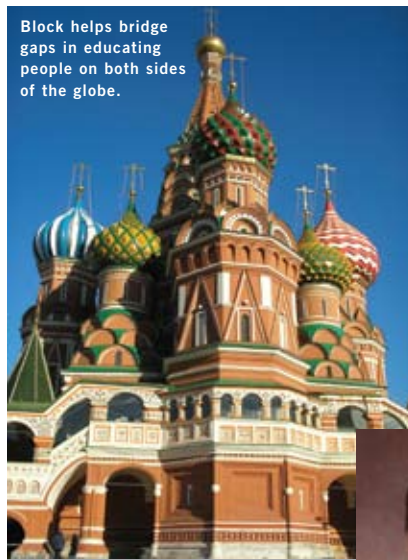
The nonprofit sector in post-Cold War Russia has been the target of political reform directed by President Vladimir Putin, including legislation to restrict non-governmental organizations, or NGOs. Stephen Block, instructor in the School of Public Affairs, returned from Russia after fulfilling a Fulbright in December 2005 and notes the more government becomes involved, the less gets done.

The reforms call for re-registration of NGOs, forcing the closure of many. NGOs that accept funds from outside the country face greater government oversight, a high cost for accepting help.

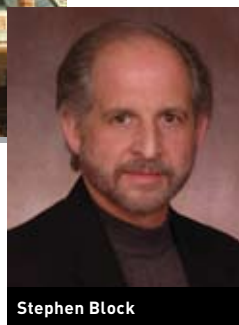
Fear is an obstacle to democracy and nonprofits, Block stresses, "And for good reason. While the Russian Federation has been on a course of creating a more open and democratic state and advancing a market economy, it has not shed its closed, 'police-state' mentality."

It would be easy to be pessimistic about the future of Russian nonprofits and the people they serve. However, through education, the Fulbright Award and professors such as Block, there is hope.

"There is a rising consciousness in Russia about the importance of civil society and achieving democratic ideals," Block says.



Block helps bridge gaps in educating people on both sides of the globe.



Stephen Block

"This has led to scholarly interest among some faculty throughout the federation."

Faculty from 12 universities have created a network to explore the development and implementation of course work on NGO management. "I had the honor of being invited to their conference to present on how to develop university programs," Block says. "I specifically discussed the mission and learning objectives of our SPA nonprofit management concentration."

Block incorporates American ideals with Russian culture to help bridge gaps in

educating people on both sides of the globe. "With students, I discuss the history and development of our nonprofit sector and compare it to the challenges that Russia and other countries face," Block says. "Additionally, I developed a course on NGOs and civil society, which will be offered both online and in the classroom."

The Russian experience reminds U.S. students of the advantage of nonprofits in Western society. "We have a remarkable nonprofit sector, providing the ability for citizens to engage the local community in efforts to challenge and partner with government and work with business to meet needs," Block stresses.

Since returning from Russia, Block has been engaged by the U.S. Embassy in Moscow to write and edit a textbook on nonprofit management and sector development that could be used in Russian universities and in developing management education programs.

The Fulbright scholarship promotes peace and understanding through educational exchange and is one of the most prestigious awards programs worldwide. 🏰

a unique example of a teacher union buying into an unconventional and controversial reform, but also because it holds the lessons for coalition- and consensus-formation in other areas of policy change. The book will be released in August by Harvard University Press.

Faculty members **Paul Teske, Jody Fitzpatrick** and **Gabriel Kaplan** co-

authored "The Information Gap?" published in the November-December 2006 issue of *The Review of Policy Research*. The article relates poor academic performance of low-income students—the achievement gap—to parental familiarity with educational structures, processes and alternatives—the "information gap." The authors suggest the availability of educa-

tional options—however superior—is of little value and unlikely to propel low-income students into the middle class when parents are unaware of the potential advantages of charter schools and alternatives to conventional neighborhood public schools.

Assistant professor **Jennifer Wade** contributed a chapter to *Research on Social*

Entrepreneurship: Understanding and Contributing to an Emerging Field, published in 2006 by the Association for Research on Nonprofit Organizations and Voluntary Action. "A Case Study in Social Enterprise: The Visiting Nurse Health System, Inc." examines the adaptation of the visiting nurse concept to chang-

ing market and health care financing practices, chronicling the system's spin off of nonprofit subsidiaries and a for-profit medical equipment supplier intended to furnish needed support revenue. The essay notes the profit-making branch should have a legitimate, substantial business function to protect the tax-exempt status of the nonprofit parent.

Evaluating Success

The Betty K. Marler Youth Center Project

A triad of well coordinated efforts combining research, partnerships and community service can skillfully marshal resources for maximum benefits. SPA faculty member **Mary Dodge** and three of her top graduate-level students formed the research part of such an initiative for the Betty K. Marler Youth Services Center, a privately operated secure treatment program for girls. SPA is in the process of providing recommendations based on their study.

The Betty K. Marler Youth Services Center, a residential treatment unit in southwest Denver with capacity for housing 40 girls, opened its doors in July 2002. In 2004, the Colorado Department of Human Services (CDHS), Division of Youth Corrections selected the partnership of two private organizations—Rite of Passage Inc., and Excelsior Youth Center—to run the Marler Center.

Until now, Rite of Passage, which is active in three states, had always provided services for males only. This is its first time to serve a female population. The SPA team evaluated the strengths and areas of refinement needed to determine optimal programs for the girls, their families and Rite of Passage staff.

Dodge is on the steering committee advisory board of the Marler Center and devised a series of evaluative tools specific to the center's needs. She encourages each UCDHSC student to be an active participant in social issues. Debates on capital punishment, gun control or victimless crimes are part of her courses, which include contemporary issues in law enforcement, race and gender and women and crime. Dodge feels it's important to have both a thesis and capstone option

so that graduate students can direct their energies into teaching, writing and research or moving forward with structured organizational work, depending upon the ultimate career goal.

For the Marler Center project, SPA's student research team conducted qualitative interviews with the young women inside the facility as well as graduates from the Marler Center program, staff members and administrators. They directed focus groups with the girls' families to learn about their individual experiences. Questions included: How did the families and girls perceive the center? What were the benefits of the athletic, drug treatment and therapy programs? What could the facility do to improve the lines of communication between parents, juveniles and the institutional staff?

Parents learned from each other by participating in a well planned and implemented focus group. They tended to answer questions in a different, often more truthful way that gave educators and professional staff members new insights into the issues of being an effective parent.

Institutional review board approval was needed for the involvement of the SPA group, especially because the center holds a protected population. The challenge was how to design interview protocols, from effective data analysis to preparation of scholarly articles that contribute to the body of literature on this subject and to the field as a whole.

Assisting Dodge were SPA graduate students **Ivy Moseley**, who presented the work at several conferences including the American Society of Criminology during its conference in Los Angeles. Moseley was offered and accepted a job from Rite of Passage. **Erin Valentine** used the data in her capstone project for graduation. **Megan Burns**, who helped with data collection, valued the hands-on experience in conducting focus groups and analysis and is pursuing a career in research. Understanding the research process from starting concept and query to final recommendations benefited each with stronger job credentials.

Dodge studied criminology, law and society at the University of California at Irvine, where she received her PhD. Positive mentoring experiences sharpened her focus during her undergraduate studies in psychology and law at CU-Colorado Springs. Her goal is to pass along the importance of mentoring to all her students. 🏛️



Research conducted by students **Megan Burns (left), Erin Valentine and Ivy Moseley** will help SPA provide recommendations to this Youth Center.

A Program That Fits Her Passion

We think sometimes that poverty is only being hungry, naked and homeless. The poverty of being unwanted, unloved and uncared for is the greatest poverty. We must start in our own homes to remedy this kind of poverty. —MOTHER TERESA

It's fitting that MPA student **Heather Meyer** quotes Mother Teresa below her e-mail signature. Although she envisioned a career in private-practice psychotherapy after earning an undergraduate degree in psychology, that all changed when Meyer began working as a homeless outreach worker in Larimer County.



Heather Meyer

Larimer County gave Meyer its 2006 Affordable Housing Coalition Individual Recognition Award for her effort to count the county's homeless population.

"The face of homelessness isn't just single white males who are substance abusers or lazy people who make bad choices," she discovered. "It's also about families trying hard with no resources.

"Lasting change," she says, "begins with leadership." Meyer's ambition to develop as a leader, raise public awareness and bring about change drove her to the MPA program. The online program enables Meyer to work full time—now as a human services administrative specialist for the city of Loveland—and tend to her family, which includes two children.

Meyer enrolled as a part-time student just this spring but already is confident that she chose the right degree to build on her real-world experience. "The MPA fits my passion perfectly." 🏠

Teach, Create, Consult, Begin

This doctoral student does it all

Duncan Stewart is earning his PhD from the School of Public Affairs, focusing his research on ways that the government, nonprofit organizations and business sectors can collaborate on economic development. He says these studies directly enhance the management courses he teaches regularly at the Air Force Academy, which directly feed his consulting for high-tech companies, which perfectly fits with his new role as CEO of the Colorado Springs Technology Incubator. And that leads to sources for PhD research at SPA. Stewart believes his life makes perfect sense.



Duncan Stewart

His wife, Kathy, calls him "insane." Yes, he's also happily married and a father.

Fundamentally, Stewart has a passion for technology and innovation. His gift is that he understands ways that different organizations, industries and even governments can develop it and use it to improve results or processes.

"My dad was an auto mechanic and one heck of an all-around handyman," says Stewart. "I guess I was exposed to the functionality of machinery at a young age."

After graduating as high school valedictorian, Stewart attended the Air Force Academy.

"One of my first jobs in the Air Force was as an R&D program manager for extremely high-tech avionics, software and weapons, so I was exposed to the amazing discipline involved in what many believe to be a fundamentally creative process," he says. "This taught me how to start with an idea and systematically create technologies."

From there, Stewart earned a master of avionics management degree from Notre Dame University and started consulting for high-tech entrepreneurs. After graduat-

ing, he returned to Colorado Springs, where he now lives, and continued teaching at the academy and consulting.

In the meantime, he also co-founded a company called Aqueous Biomedical, which develops biomedical implant technologies that prevent scar tissue

formation around implants. In 2006, the company won the Colorado Biomedical Company of the Year and was named one of the "50 Companies to Watch" by the industry's leading trade journal.

He also started his PhD, commuting to Denver for the program, because he says his course work is helping him to improve problem-solving skills by combining concepts of political science, business, economics and sociology.

And there's more: Stewart founded and currently serves as faculty liaison for FalconWorks, a nonprofit organization that teams with engineers and scientists at the Air Force Academy to develop technologies for disabled and special needs individuals.

Even though he's busy, Stewart says he was "thrilled" when he was recently offered the position as CEO of the Colorado Springs Technology Incubator.

"I love helping small technology companies," he says with enthusiasm, even after his average three hours of sleep a night. "It's exciting. This is my dream job."

Stewart will continue pursuing his PhD because he believes it fits well with everything else he's doing.

"I think folks might be surprised at how many of these endeavors actually support one another," he says. "But my wife thinks I'm insane." 🏠

En Fuego—Thesis on Disparity is on ‘Fire’

Veteran community activist sheds light on minority hiring practice

After almost 30 years doing boots-on-the-ground community development work, **Veronica Barela** (MPA '07) found herself embedded in city politics and bureaucracy in an effort to complete her thesis: “Disparity in the Denver Fire Department.”

Working with Firefighters Incorporated for Racial Equality, Barela began examining why it has been six years since the department hired a black firefighter.

Barela, who has served as president and CEO of the NEWSED Community Development Corporation since 1978, took on this project at the behest of Dale Chavez, president of the firefighters group, who asked her to study the department as a topic for her thesis. A passionate advocate for equality, Barela accepted.

After 12 years, returning to academic pursuits was challenging. Having completed the course work for her MPA in 1994,



Veronica Barela has been an advocate for equality on the local, state and national levels.

Barela got caught up in administering a \$3 million Annie E. Casey Foundation grant, which put her thesis on hold. She was also deeply involved in larger community initiatives, serving on Mayor Webb and Mayor Hickenlooper’s Hispanic Advisory Councils, as a board member for the Center for Community Change in Washington, D.C., a governor’s appointee to the Colorado Housing and Finance Authority and even running for city council.

But she prevailed with her studies. “I always wanted to get my master’s,” she says. “And I made time in my life to do it.”

Her capstone project involved studying best minority hiring practices at fire departments nationwide. The logjam for minority hiring, she says, starts with the written entry-level firefighters test, which is the only criterion for submitting a candidate for further screening. Because candidates are ranked according to how well they perform on the test, few minority candidates make it beyond the testing center.

“The test cannot be the only criterion used to move forward to the next level of testing,” she says. “It doesn’t test the real skills of a person to be a firefighter.”

Barela says she hopes her thesis will inform hiring policies as the city moves forward on this issue. “I’m giving it to everybody,” she says. 🏛️

PhD Candidate Hopes to Help War-Torn Countries Rebuild

While living in the Middle East, **Lisa McCann** earned a master’s in social anthropology from Yarmouk University, a degree that in Jordan roughly equates to a PhD. But McCann wanted a doctorate, so when the opportunity arose for her to consult with the United Nations, her employer for the past 12 years, she took it and returned to the United States.

The question then became one of program focus. With an undergraduate degree from the University of Michigan in political philosophy, the master’s in anthropology and a master’s in management she squeezed in during a 2003 leave from the U.N. after the start of the Iraq War, McCann wanted a doctoral program that would blend theory and practice and offer a broad perspective so she could eventually leverage her PhD into

an academic or new United Nations post. The School of Public Affairs offered the right balance. Located in Denver—“an intriguing destination”—SPA’s PhD requires an understanding of all three major branches of the public affairs discipline: public policy, public management and public administration. “In getting ready for comps, I have to be ready to talk about all three of these areas.” At the end of the day, she says, with SPA’s orientation, “you know more.”

This fall, McCann will begin work on her dissertation, a study of the U.N. Peacebuilding Commission, the institution



Lisa McCann

charged with helping countries recover from conflict. Her interest in this area emerged from her own experience working for the Office of the U.N. High Commissioner for Refugees in Jordan, where she helped relocate refugees, mostly Iraqis fleeing persecution during Saddam Hussein’s regime.

After finishing the PhD, McCann hopes to play a role in helping nations heal. “I would like to be useful in prevention, in stabilizing countries coming out of conflict to prevent the pain and suffering [refugees experience]. When countries are ready to rebuild, I hope I can participate in that process.” 🏛️

Flexible MPA Program Reaches Far and Offers Diversity

Disaster pales with determination

David Hamilton was an online MPA student living in Prairieville, La., when Katrina hit. While many schools in the region had to close their doors, Hamilton stayed on track without missing a beat.

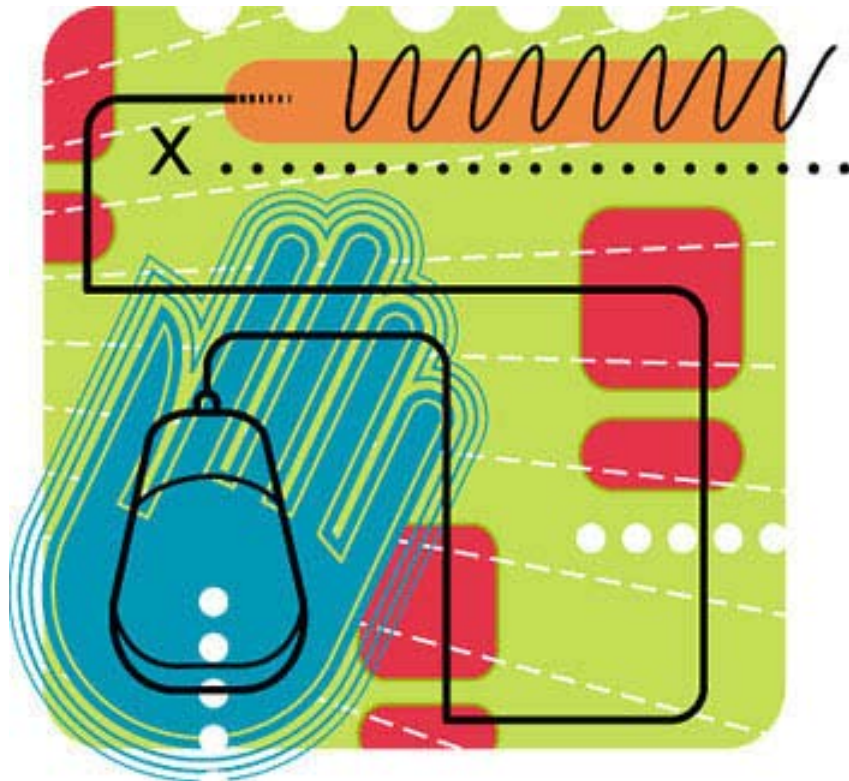
“I e-mailed my professor, saying we may be offline for a few days,” he recalls. “Little did I know we’d be without electricity for three weeks.” Hamilton used a generator-run computer to keep up with assignments—despite “being in a daze most of the time, operating on little sleep and energy.”

But it wasn’t just the flexibility of online courses during a life-changing event that enabled Hamilton to sustain his commitment to the MPA program: it’s the breadth of the curriculum. “My opportunities have been almost instant since graduation,” he says. Hamilton is the legislative liaison for the Baton Rouge Police Department, lobbying for civil service, labor, criminal justice and judicial issues. He is also teaching part-time at a university in New Orleans.

Hamilton and other MPA students have enhanced their skills, applied theory to real-world practice and developed as leaders, all the while taking advantage of flexibility—in the midst of a hurricane, from the other side of the globe or within Colorado.

Greg Clifton takes advantage of both online and in-class formats at the Grand Junction campus on weekends. The flexible format accommodates his career as town manager of Ridgway, Colo., and his family’s schedule; his wife is a full-time nursing student, and they are parents to teenagers.

“It’s a great curriculum,” he says. “I’ve personally benefited way beyond my expectations.” Even with 14 years of municipal management and legal experience under his belt, Clifton admits that the program has enhanced his skills. “You think you have things figured out,” he observes, “but you soon realize that not everything’s intuitive.



Applying theory to real-world practice has been a wonderful experience.”

The online format also offers an ethnic diversity Clifton has found rewarding. “For just one example, it was a pleasant surprise for me to find that there’s a Cuban student working for a nonprofit in Afghanistan.”

Still, there is a place for the traditional classroom setting, and **Elaine Thomas**, a graduate assistant at University of Colorado at Colorado Springs recently named interim assistant director of retention, found the networking invaluable.

After rearing five children and “taking 26 years to get an undergraduate degree,” Thomas was bent on pushing through the master’s program, so she worked and attended classes full time at the UCCS campus.

For her, the professors and her classmates were the best components of the program. “It’s a phenomenal group of people,” she says. “We’re a close-knit group, and the

professors are amazing with the breadth of experience they bring. They’re also very nurturing with adult students.”

Breadth of experience also impressed **Steve Arveschoug**, who graduated in December 2006. One of his professors was the assistant city manager of Oklahoma City during the infamous bombing. That, he says, was an invaluable in-class experience.

Arveschoug admits he wasn’t sold on the online format. “I was leery of it because I was of the old school, but my fears weren’t realized.” Now the executive director of the Pueblo Historic Arkansas Riverwalk Project, he discovered he was able to accomplish the work on his own time, after working at his job and seeing to his family. In the end, Arveschoug earned his degree in both formats.

Whether it’s staying on track during a disaster, enduring a long commute or balancing a job on campus with classroom sessions, students agree the MPA program offers a breadth of perspective and skills to boost careers in the public sector. 🏛️

Pursuing a Gentle Path

Green beret trades Army action for special ed

Anyone with experience in middle school education might posit that hiring a former Green Beret sergeant could be the right move. That is exactly what Colorado's Fountain Middle School did when it installed **Brett Smith** (MPA '07) as assistant principal of special education.

Smith, who served 20 years in the U.S. Army's special forces, retired as a sergeant first class after a career one colleague described as a Tom Clancy novel. He served as defense attaché at the U.S. Embassy in Latvia, worked for the State Department in Moscow, spent time in Bosnia (including a tour where he helped establish a de-mining program) and performed all manner of "special ops" he can't discuss. "But I did jump out of a lot of perfectly good airplanes," he says. "

As retirement approached, Smith wanted to spend more time with his wife and

five kids. Teaching and working his way to a principalship, Smith reasoned, would make good use of his Army-honed leadership skills and talents for working with different personalities. So, between tours, he began amassing credits for his associate's degree. He quickly moved on to his bachelor's and teacher licensure at UCCS.

Soon he was teaching students with severe emotional and behavioral disabilities in a rural school district at Ellicott Middle School and working on a master's degree in educational leadership with principal licensure. He completed this graduate degree in 2003 and, within months, started working toward his MPA, also at UCCS.

Hooked on higher education, Smith liked the public affairs classes he took as



Brett Smith

an undergrad and, given his interest in becoming a school principal, he thought the degree would prove useful.

The MPA, Smith says, pushed him to look beyond classic educational paradigms of leadership and incorporate those ideas into the classroom and his administrative duties.

Today, he is hoping to land a job as a principal at an at-risk, urban school where he can apply his ideas about leadership.

"I want to challenge the leadership precepts in public education," Smith says, including the idea that principals must emerge from the classroom. "Let's suppose Colin Powell wanted to be a building principal in an inner city school. He would be told he doesn't qualify. There is a different way to do this." 🏛️

Intuition Leads to Dream Job

Meleaha Glapion, AMPA '06, was in her second year of law school when her gut started talking to her.

"My gut was telling me that I was making a mistake," she remembers. Glapion knew exactly what she wanted to do with her life and suddenly understood that law school was not the means to that end.

"I've known all my life that I wanted to work in the public sector, with families and children, and I needed a degree to prepare me for that," she says. After learning more about the accelerated master of public affairs degree with the School of Public Affairs, Glapion knew she'd found the right fit.

Today, less than a year after graduation,

Glapion has found her dream job. She is manager of a branch of the Denver Department of Human Services in Montbello. Nineteen people report to Glapion, and she says that she feels an intrinsic bond with the people she serves: not only is she their neighbor (she lives in Green Valley Ranch) but she also knows their journey.



Meleaha Glapion

"I grew up with a single mom and two older brothers," she says. "I saw firsthand the struggles and the sacrifices that my mother had to make, and how much assistance was given to her. I always knew that I wanted to be of assistance to struggling families."

Glapion's need to serve also takes her to the Excelsior Youth Center, a residential treat-

ment center for emotionally and behaviorally disturbed adolescent girls. It is the largest center of its kind in the nation, and Glapion serves as a part-time recreational counselor.

She also recently accepted a position on the board of Colorado Safe Haven for Newborns, a nonprofit organization that educates the public about Safe Haven laws protecting babies from abandonment. Glapion is the organization's youngest and first female minority board member.

Glapion admits that none of these endeavors will enrich her financially, but that has never been one of her priorities.

"My mother was my hero," Glapion says. "She raised and taught all of her children to value education, to respect God and to help others. I've never done anything for money. My work makes me happy." 🏛️

Reverse Career Path Moves National to Local

Kim Knous Dolan, MPA '03, says her career may be unfolding completely backwards.

After graduating from Grinnell College in Iowa with a bachelor's degree in political science, Dolan moved to Washington, D.C., to work on Capitol Hill with Sen. Tom Daschle. She worked on federal education policy. Later, she moved to Denver, her hometown, to work at the state level with the Colorado Association of School Boards.

She then decided to earn her MPA from the School of Public Affairs, and simultaneously began working at the district level for a Denver Public Schools board member.

After graduation, she became associate director for the Donnell-Kay Foundation, a family foundation focused on education policy. A year ago, she started working intimately with one school: Manual High School. "I've gone from the federal level, to state level, then city, then district, then school," she says. "I sure wish I had known everything I do now when I was in D.C!"

In essence, the Donnell-Kay Foundation "loaned" Dolan to Denver Public Schools at the request of Superintendent Michael Bennett, who was seeking someone to help reopen Manual after the school board closed it due to high drop-out rates and low academic achievement.

Dolan's job was to track and support the departing students and to get Manual ready to open in one year with a new principal and a new culture for academic achievement. "This has been an exciting, challenging year," Dolan says. "I do believe we are creating a stronger partnership between the district and the community. I also got to lead the search for a new principal."

As of May 2007, Dolan's role at Manual was complete, and she returned to the Donnell-Kay Foundation as associate director.

"This experience gave me a much greater understanding and perspective on how things work when the rubber meets the road," she says. "I better understand the

Kim Knous Dolan helped DPS get Manual High School ready to reopen.



core issues and needs at the school level, which will help me to focus more strategically on ways to support good teaching, learning and strong leadership." 🏛️

Giving Back—With Energy and Fun

Whether you're speaking with **Diane Ahonen** directly or hearing about her from someone else, the word "fun" enters the conversation.

As president of CU-Denver's Alumni Association in 2005-06, and having served on the alumni board in many other capacities, Ahonen sees her involvement with the association as "an opportunity to repay and be a part of something so big and so good." CU-Denver has about 55,000 alumni on record; it's the connection to others that Ahonen values in giving back to the university. "To have all these people moving in the same direction is just so much fun," she says.



Ahonen is the director of the legal services division of the Public Employees Retirement Association, where she began working in 1990. She says the master's in public administration program, from which she graduated in 1996, provided an opportunity to transition from the private to the public sector, and to learn that "serving the public means serving everyone."

And when it comes to the Alumni Association, Ahonen is all about service. She's been active on the alumni board since 2001, as vice president of administration and vice president of public affairs before becoming president. She was also treasurer of the School of Public Affairs honor society, Pi Alpha Alpha, and in 2002 was

president of the American Society for Public Administration.

"Diane has brought outstanding value and leadership to the Alumni Association," says Carol Heller, its director. "Her personality energizes others to want to perform, and she's been a contributor who's been able to have fun all along the way."

During her term as president, the Rock Bottom Ruckus, an annual fund raiser held at the Rock Bottom Brewery in Denver, amassed \$68,000 in scholarships for students.

Ahonen may serve the Public Employees Retirement Association by day, but she doesn't plan to retire from serving CU-Denver's alums any time soon. "Once a member, always a member," she says. "I don't have enough sense to stop." 🏛️

Braden's Passion Saves Pandas

An unlocked gate opened the door for a new vocation for **Suzanne Braden**. A 1996 MPA graduate, Braden was lured to China in 1999 by a promise by friend Diane Rees that they'd visit a Giant Panda preserve.

"Being an animal person, this was the hook that caught me," Braden says. Deciding to walk by Wolong the evening before the tour, the visitors found the preserve closed, but the gate unlocked. "It was dusk, and all the pandas were in their enclosures sitting quietly munching on bamboo. They looked up at us as if to say 'what are you doing here?' It was truly a magical moment."

That moment became the impetus for Pandas International, a nonprofit organization co-founded by Braden and Rees that has been instrumental in the care of these endangered animals: there are approximately only 1,590 remaining.

"Pandas International was formed with just love of the pandas and nothing else—no grants, no seed money, no endowment—so we have come a very long way," Braden explains. The organization now aids the Wolong and Bifengxia preserves in the remote area of southwestern China.

"Without the equipment we have provided, veterinarians would not be able to quickly diagnose and treat sick pandas," Braden stresses. And with the introduction of incubators provided by Pandas International,

Wolong Panda Reserve has a 90 percent survival rate for captive-born cubs.

Pandas International supports 180 pandas in two breeding centers, Braden explains, proud to note "this year should see the 100th panda born at Wolong: It will be a major milestone."

Braden and Pandas International hope to provide a portable X-Ray machine, radio/GPS collars for the reintroduction program, and funding for research on panda digestion, which is a major concern. "We'd also like U.S. veterinary surgeons to travel to China to perform difficult operations and possibly to work with local farmers to grow bamboo instead of agricultural product."

Braden is one of many examples of SPA graduates making a difference far beyond state borders. "The work I did at SPA was instrumental in being able to see a problem and doing something about it," Braden stresses. "There is a direct cause and effect between my experience at SPA and the founding of Pandas International."

That difference is expanding. "Although Pandas International is still a small organization, we are growing and having a significant impact," Braden stresses. "Even small organizations or one person can make a difference."

Visit the Pandas International Web site www.pandasinternational.org.



Equipment provided by Pandas International has led to a 90 percent survival rate for captive-born cubs at one reserve.

Lost?

Do your former classmates wonder whether you've been stranded on a desert island, captured by a yeti or sheltered by the Witness Protection Program? Send us an alumni note and tell them what you've really been doing.

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 City _____
 State _____ ZIP _____
 Telephone (Day) _____
 Telephone (Evening) _____
 E-mail _____
 Degree _____ Graduation Year _____
 News _____

Don't want to mail this form? Send us your updates through the Alumni Association online community.

www.cudenveronlinecommunity.com

- receive periodic e-newsletters and updates from the School of Public Affairs
- stay in touch with friends and colleagues from any school or college on campus
- search for former classmates in the online directory
- network with alumni from the downtown Denver campus
- register for Alumni Association events online



SPA ALUMNI NOTES

Three SPA representatives have been chosen for the UCDHSC downtown Denver campus Alumni Association board of directors. **Erik Estrada** is the dean's appointee from SPA. Estrada (*MPA 2006*) is a grants program officer for the Boettcher Foundation in Denver, is in law school at the University of Denver and is anticipating graduation in May 2009.

Jim Matheson (*AMPA 2004*) and **Yilan Shen** (*MPA 2005*) are board members at-large. Matheson is assistant director of the National Bison Association in Denver. Shen is communication and research coordinator for Colorado Counties, Inc.

1970s

Margaret Browne (*MPA 1978*) is the manager of business development and financial planning for Denver Health. Browne's responsibilities include physician-driven clinical services and commercial revenue generating initiatives. Previously, Browne worked for the City and County of Denver as finance director.

1980s

Margaret M. (Peggy) Gordon (*MPA 1983*) joined the Colorado Department of Revenue as director of the Colorado Lottery in January 2004. In her position, Gordon has seen revenue increase in the past three years from \$397 million to \$470 million. Gordon has lived in Colorado since 1972 and has two children: Chelsea, age 24, a dental student at Marquette University, and Devin, age 18, a student at Arapahoe Community College in Littleton.

Karen Ichiba (*MPA 1984*) is the special events compliance coordinator for the University of Colorado. Ichiba provides administrative and policy guidance to help assure fund-raising events comply with university policies and procedures.

1990s

James Masias (*MPA 1998*) is deputy assistant to the chief administrative officer at the San Diego Unified School District. Masias' responsibilities include reorganizing information technologies

from disparate groups into one centralized IT function/department and working as project manager for the reorganization of the maintenance and operations division into a new physical plant and operations division. Masias was recently featured in the *National Society of Hispanic MBAs*. He is a former board member of the Alumni Association.

2001

Nancy Kinney (*PhD 2001*) has been promoted to associate professor of political science and public policy administration at the University of Missouri-St. Louis.

2003

Erin Collard (*MPA 2003*) is program analyst for the EPA Office of Oceans, Wetlands and Watersheds.

Roselle Drahushak-Crow (*Executive MPA 2003*) is a management analyst for the Department of Energy, Golden, Colo.

Nicolle (Ingui) Davies (*MPA 2003*), communications director for the Arapahoe Library District, welcomed son, Ryder, in 2006.

Eric Johnson (*MPA 2003*) has been working as a city planner for the City of Phoenix Development Services Department and was recently promoted to economic development program manager in the Office of Customer Advocacy. The new office was created to provide enhanced customer assistance for people without all the resources of large developers and to create process improvements for our department.

Kate (Blanchard) Shiroff (*MPA 2003*), a legislative auditor for the state of Colorado, welcomed a daughter in 2006.

2004

Janine Halverson (*MPA 2004*) is supervisory project manager for the Department of Housing and Urban Development and is currently participating in HUD's Leadership Development Program in the Office of Multifamily Housing, serving Colorado, Utah, Wyoming, South Dakota and Montana.

Joe Miklosi (*MPA 2004*) is the Colorado state director of the Progressive Majority organization and fund-raising chair for the Denver Democrats.

2005

Melissa Davis (*MPA 2005*) is the volunteer coordinator for the Mile High Down Syndrome Association.

Kyle Miller (*MPA 2005*) is a business consultant, specializing in public relations and events management, for Premier Staffing in San Francisco, Calif.

Chun-Mai Michael Kuo (*PhD 2005*) is research analyst in the HIV Epidemiology Program for the Department of Public Health in Los Angeles County.

John Lefebvre (*Executive MPA 2005*) is Weld County treasurer.

Rebecca (Becky) Long, (*Accelerated MPA 2005*) is water caucus coordinator for the Colorado Environmental Coalition.

Sumit Sarkar (*MCJ 2005*) is a civilian special agent for the Air Force Office of Special Investigations at Wright-Patterson AFB in Dayton, Ohio.

Sarah Vaughn (*AMPA 2005*) is executive director for the Democratic Senate Campaign Fund overseeing all senate campaigns and acting as a campaign strategist.

2006

Deputy State Auditor **Diane E. Ray** (*Executive MPA 2006*) and the Office of the State Auditor won a prestigious award from the National State Auditors Association (NSAA) for an audit on metro districts based on research conducted by Ray through her advanced seminar project. There were five audits/projects chosen to receive awards.

In Memorium

Hans D. Schalk (*MPA 1988*) died July 6, 2007

James A. Winter (*MPA 1977*) died Dec. 6, 2006

Jody M. Hickey (*MPA 1989*) died July 25, 2005



KIRK CREATES CHANGE VIA SCHOLARSHIP

Susan Kirk faced a dilemma: how do we get a critical mass of women in public leadership positions?

Her solution: create a scholarship for public affairs students to be an inspiration and catalyst to achieve the goal.

Established in 1993, the Susan C. Kirk Scholarship for Women in the School of Public Affairs has been awarded to 46 women with financial need, a record of community activism and academic merit.

Kirk discovered her own passion for the University of Colorado through two terms on the Board of Regents (1993-2004). “Our quality of staff, faculty and students is awesome. We are blessed with an incredible, exciting institution,” she says. “We’ve made strides—we’ve had two women presidents of the university—but we still have a way to go.”

Herself honored in 1991 with the Investment in Excellence Public Service Award, Kirk is a public affairs consultant with the law firm Holme Roberts & Owen LLC.

The scholarship was funded as an endowment and is now self-supporting.

There are many ways to give to the university through the University of Colorado Foundation. Gifts can be designated to the special interests of the donor and can range from a modest annual gift or pledge to deferred or planned giving through bequests and trusts.

If you’re inspired to confront a social issue through support to the School of Public Affairs—or if you simply want to give to your alma mater—contact Rich Larson at 303-315-2060 or Richard.Larson@cufund.org.

WAYS TO GIVE

- Cash
- Securities
- Real estate or other real property
- Deferred or planning giving
Including bequests and trusts
- Pledge

Views from the West is produced annually by the School of Public Affairs at the University of Colorado at Denver and Health Sciences Center

Kathleen Beatty, **Dean**

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VIEWS

FROM THE WEST

School of Public Affairs Profile 2006–2007

Students*: 317

Degrees awarded '06†: 154

Degree programs

- Bachelor of Arts in Criminal Justice (BACJ)
- Master of Public Administration (MPA)
Optional concentrations in local government, environmental policy, management and law, domestic violence and non-profit management
- Executive and accelerated MPA options
- Interdisciplinary certificate in emergency management
- Master of Criminal Justice (MCJ)
Optional concentration in domestic violence
- Doctor of Philosophy (PhD) in Public Affairs
Optional concentration in homeland security

Faculty*

Full-time: 17

Lecturers: 11

Student-faculty ratio*: 7:1

Alumni†: 2,782

Accreditation

National Association of Schools of Public Affairs and Administration (NASPAA)

Institutes and Centers

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



Bragging rights

- The only accredited school of public affairs in Colorado authorized to grant the MPA, MCJ and PhD in Public Affairs
- Ranked 35th nationally by *U.S. News & World Report*
- Currently houses the editorial office of the *Public Administration Review* (PAR), the premier journal in the field of public affairs.
- SPA students report a 100% job placement rate (survey respondents from 2002–2005).
- Presidents-elect of both NASPAA and ASPA on faculty

For more information about the school, call 303-315-2228.

*Fall 2006 end-of-term enrollment data †Fiscal year 2005–2006



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and Health Sciences Center

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