

VIEWS

08



11

Integrated program puts practical into PhD

14

The Presidential Climate Action Project
Politically charged, vitally necessary

18

Emerging answers
Creating policies to strengthen education from preschool to graduate school

Dean's Message

In August, the School of Public Affairs was right in the middle of the Democratic National Convention—literally. Because we are located between the Pepsi Center and the Convention Center, we watched closely and participated in some events, though security considerations limited the scope of our activities.

While a party's convention is inherently political, and SPA is dedicated to nonpartisan analysis of public affairs, we did take advantage of a historic opportunity. Professor Lloyd Burton conducted research around First Amendment rights, protestors and recent political conventions. SPA sponsored programming on education, climate change and media policy during the convention.

And students volunteered and interned in various capacities.

Issues that often become political hot buttons during an election season, like climate change, energy, education and health care, have received plenty of research attention within our school.

Some of the world's leading climate specialists have been refining the Presidential Climate Action Project, a blueprint for the new president's first 100 days in office, housed at SPA and led by Wirth Chair Gary Hart.

Three of our PhD students are participating in the Integrative Graduate Education and Research Traineeship (IGERT) program, funded through a \$3.2 million grant from the National Science Foundation. Their unique research projects in sustainable urban infrastructure will have direct applications both locally and internationally.

The Center for Education Policy Analysis (CEPA) has been working to cultivate and transform relationships between the various parts of the educational system—from K-12 through higher education to the employers and industries themselves. The center's research has been critical in Governor Bill Ritter's statewide efforts to improve education and job training, particularly in the areas of science, technology, engineering and math.

Our Center on Domestic Violence is offering a new certificate program that will train health care workers to screen for and provide intervention support in response to domestic violence.

This edition of *Views from the West* will demonstrate how our SPA students and faculty continue to reach out in amazing ways—from advocating for people with disabilities, to mentoring public policy students in Kabul, Afghanistan, and protecting children in rural Tanzania.

As a result of these activities, I have many reasons to be excited as I begin my term as dean. I want to offer special thanks to Kathleen Beatty for her stellar leadership as SPA dean over these past 12 years.

Paul Teske
Dean, School of Public Affairs



“Initiatives in P-20 education, the environment, homeland security, domestic violence and public policy demonstrate how the School of Public Affairs is tackling the issues that have impact on Colorado and the nation. The research, education and outreach this school provides give students their best opportunity to meet the challenges of today's working world. And the real-world contributions the school makes ensure that the University of Colorado Denver will grow as a force in both our local and global communities.”

A handwritten signature in black ink, appearing to read 'M. Roy Wilson'.

M. Roy Wilson, MD, MS
Chancellor, University of Colorado Denver

TABLE OF CONTENTS

e ELEVATIONS

ELEVATIONS

- 2 SPA announces new partnership with Peace Corps

Conference teaches high-definition leadership
- 3 School welcomes outstanding new faculty

Certificate program provides first-of-its-kind training
- 4 Voices from the past inform the present: character interpreters, engaging content hallmark of leadership program
- 5 Founder Leo Riethmayer
- 6 Undergraduates benefit from strong criminal justice program
- 8 Mountain News
- 10 Honoring Graduates

Wiant honored for contributions in public administration

FEATURES

- 11 **Integrated program puts practical into PhD** Three PhD students in the interdisciplinary IGERT program work toward affecting change through urban sustainability research.
- 14 **The Presidential Climate Action Project: Politically Charged, Vitally Necessary** While the Presidential Climate Action Project is making big demands on policy makers, it's gaining momentum with the public.
- 16 **Legacy lives on: Transformation, transparency highlight 12-year tenure** A retrospective on Kathleen Beatty's time as dean and the significant impact she's made on the school.
- 18 **Emerging answers: Creating policies to strengthen education from preschool to graduate school** The Center for Education Policy Analysis is improving the pipeline between employers in the science, technology, engineering and math industries and Colorado's educational system.

x EXPERT TRAILS

EXPERT TRAILS

- 21 Burton to assess First Amendment rights at DNC
- 22 Translating research to practice

The art of making things happen: Kathie Novak
- 23 Committing to change
- 24 SPA professor brings accountability to AIDS spending
- 25 Hot off the presses

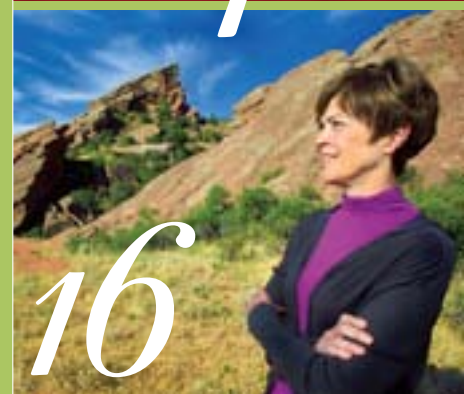
p PATHFINDERS

PATHFINDERS

- 26 Nonprofit passion helps the arts grow in Colorado Springs

Continuing a legacy of dedication to the community
- 27 From Colorado to Ukraine: Workforce expertise promotes employment worldwide
- 28 Remembering John Parr

SPA Alumni Notes



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VIEWS



SPA announces new partnership with Peace Corps

In September 2007, the Peace Corps welcomed the University of Colorado Denver as its newest Fellows/USA partner in a unique graduate school opportunity for returned volunteers.

“The University of Colorado Denver is setting a progressive example by incorporating an international perspective into their curriculum and making good use of the talents of returned Peace Corps volunteers to help solve problems in local communities,” says Peace Corps Director Ron Tschetter. “We look forward to this new partnership through the fellows program.”

A key component is a degree-related internship in an underserved U.S. community. Fellows will apply their skills to address issues of quality and access to education, nonprofit capacity building and domestic violence through organizations including the Denver Center for Crime Victims, the Colorado “I Have a Dream” Foundation and the Denver Employment Alliance.

Fellows will enter the PhD in public affairs, master of criminal justice or master of public administration degree programs. They will receive \$3,000 scholarships toward their study for up to two years and be eligible for other scholarships and assistantships in addition to their paid internships.

The relationship between UC Denver and the Peace Corps is not a new one. The university has supported its commitment to academic quality and increasing students’ international awareness through a partnership with the Peace Corps Master’s International program since 2003. The Department of Geography and Environmental Science program allows students to pursue a master’s degree in environmental science while serving in the Peace Corps.

As one of the Peace Corps’ domestic programs, Fellows/USA enables returned volunteers to pursue graduate degrees at reduced cost while aiding underserved U.S. communities through internships.

For more information about Fellows/USA, visit the Peace Corps website at www.peacecorps.gov/fellows

Conference teaches high-definition leadership

The public relies on technology for everything from making payments to breaking news; as a result, public administrators are faced with the challenge of assimilating technological changes and anticipating the future. To stimulate discussion and understand how technology waves change our society, the University of Colorado at Colorado Springs hosted the School of Public Affairs’ 10th Annual Leadership Conference, “High Definition Leadership and the Net-Centric Challenge.”

The conference presented information about operating effectively in nanotechnology environments. Nearly 100 government leaders discussed how individual leadership performance is enhanced by keeping pace with technology.

Keynote speaker Thomas J. Cowper related his experiences working as deputy project director for the New York State Office for Technology’s \$2.1 billion statewide wireless network project, the largest technology procurement in state history and the largest public safety radio project in the country.

Panelists included Peter Bishop, professor of strategic foresight and coordinator of the graduate program in future studies at the University of Houston, Nina Rikoski, PhD 2008, manager of the fiscal planning and analysis division of the Colorado Springs Fire Department, and Bill Tafoya, professor of the Henry C. Lee College of Criminal Justice and Forensic Sciences at the University of New Haven.

Thomas J. Cowper (left) and Peter Bishop (right) both contributed to the discussion at the leadership conference.



School welcomes outstanding new faculty

Christopher M. Weible comes to SPA from the Georgia Institute of Technology, where he was an assistant professor in the School of Public Policy. He earned his PhD from the University of California-Davis.

Weible's research focuses on policy process theories (particularly the advocacy coalition framework), collaborative governance and science and policy. He has examined marine protected area policy, Lake Tahoe water quality policy, watershed partnerships and organizational preparedness for disaster risks. Weible's work has been published in *Policy Studies Journal*, *Political Research Quarterly*, *Journal of Public Administration Research and Theory*, *Environmental Management*, and *Environment and Behavior*. Current projects include research on public-private partnerships and collaborative aquaculture partnerships.

Assistant Professor **Danielle M. Varda** came to SPA from the RAND Corporation, where she worked as an associate policy scientist from 2005–2008. She is an alumna of SPA's PhD program.

Varda specializes in collaborative management and policy networks, specifically public health systems



Christopher Weible

Danielle Varda

Mary Guy

research, public-private partnerships and all-hazard preparedness networks. Her research focus includes projects in the areas of pandemic influenza preparedness, public health infra-structure, military community mass casualty preparedness, impacts of Homeland Security on local law enforcement agencies, nonprofit community networks, national service, and recruitment and retention of volunteers for public health emergencies.

Mary E. Guy is a fellow of the National Academy of Public Administration, past president of the American Society for Public Administration and past editor-in-chief of the *Review of Public Personnel Administration*. Prior

to joining SPA, she held the Jerry Collins Eminent Scholar Chair at the Askew School of Public Administration and Policy at Florida State University. She holds a PhD in political science from the University of South Carolina.

Guy's research focuses on public management with special emphasis on work force diversity and the difference that gender makes in policy development and implementation. Her work also includes research on the subjects of ethical decision making and health policy. Currently, she is investigating the work lives of street-level public servants, such as emergency dispatchers, detectives and social workers, to learn how they cope with emotionally intense work.

Certificate program provides first-of-its-kind training

Health professionals are in an ideal position to prevent, detect and effectively intervene in situations of violence against women and children. Starting spring 2009, the Center on Domestic Violence at the UC Denver School of Public Affairs is offering an academic certificate program, *Certificate in Interpersonal Violence and Health Care*, to ensure that doctors, nurses, physical therapists and dentists learn to screen for and provide intervention support in response to domestic violence.

To launch the program, the Center on Domestic Violence will host a three-day conference, December 7–9, in downtown Denver. Health care workers and victim service providers from across the region are expected to attend. The conference will emphasize a practical approach to improving intervention skills and introduce strategies being utilized in neighboring states.



For information, visit www.ucdenver.edu/domesticviolence/conference or e-mail cdv@ucdenver.edu.

Voices from the past inform the present

CHARACTER INTERPRETERS, ENGAGING CONTENT HALLMARK OF LEADERSHIP PROGRAM

Alumni describe it as “a once in a lifetime experience that lasts a lifetime,” “a program without peer” and “the most profound educational experience of my career.” These comments echo the sentiments of hundreds of public sector managers and leaders who have taken part in the Rocky Mountain Program (RMP) at SPA’s Center for the Improvement of Public Management.

Now in its 26th year, RMP is one of two nationally recognized leadership programs offered through the center. Modeled after a similar program at Harvard’s Kennedy School of Government, the intensive weeklong residential seminar is designed specifically for public-sector leadership development.

“We help support policy by encouraging leadership in the public sector,” says Kathleen “Kathie” Novak, the program’s director. “Policymakers are the elected officials. But the implementers and the majority of our program’s alumni are staff.”

RMP attracts elected officials and upper-level managers from the federal, state and local levels of government

who want to increase their effectiveness, re-energize and enhance the skills needed for successful leadership, extend their network of professional colleagues and broaden their perspectives.

Typical of the program’s engaging techniques, character interpreters acting as the Mt. Rushmore presidents addressed participants during one of the 25th anniversary seminars.

“We only allowed participants to ask questions related to issues relevant in the character’s lifetime,” says Novak. “It was interesting to see how we are still debating some of the same fundamental issues such as federal control and unfunded mandates.”

“Public-sector managers and leaders are committed and very hardworking,” says Lisa Carlson, the center’s executive director. “This program gives them an opportunity to reinvigorate and reflect on their public service and on improving leadership and management styles.”

Carlson and Novak have found that being able to take a step back, learn and network with colleagues is invaluable to public-sector staff.

“The Rocky Mountain Program has been one of the most rewarding, most provocative, self-examining programs in leadership that I have ever attended in my 32 years in the fire service,” says Michael White, fire chief of Surprise, Ariz. “I have attended many classes before that skirted around the same issues, but I never received this kind of satisfaction and the necessary tools to improve myself and my organization.”

And the next 25 years? The program has attracted international public policy students from Korea, and Novak is working on bringing officials from Baghdad to Denver to participate.

“I hope we can continue to bring in international public-sector managers and leaders,” says Novak. “And I hope that we can continue to provide a life-changing and learning experience for so many.”

The Rocky Mountain Program is held twice a year, summer and winter. For information, visit www.rockymountainprogram.org.



F Leo Riethmayer founder

LEO RIETHMAYER started teaching in a one-room schoolhouse in Texas in the 1930s. By the time he retired in the 1970s, his classroom encompassed the whole country: His students were everywhere.

Riethmayer, who died in March at the age of 97, founded the School of Public Affairs and led it to prominence as one of the nation's top graduate schools. His graduates fanned out across the country, working in all 50 states as city managers, department heads, nongovernmental organization directors and think-tank researchers.

Riethmayer covered much of the United States himself. Born in 1910 in Bloomington, Calif., he earned bachelor's and master's degrees at Texas Tech in the 1930s and began his career as an educator. In 1942 he received his PhD from the University of Iowa and then went to work in Washington, D.C., serving in the office of the Secretary of War during World War II.

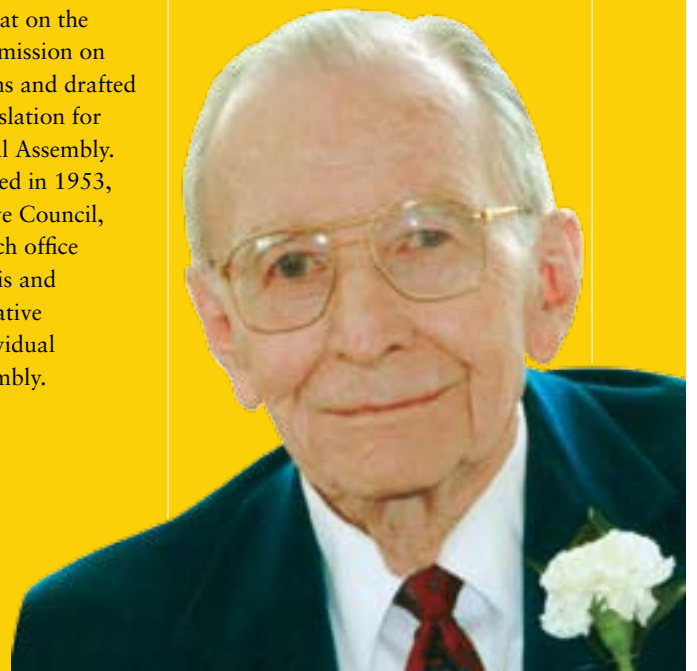
When the war ended, Riethmayer came to Colorado and joined the faculty of CU Boulder's political science department in 1946. The following year he became the director of the graduate program in public administration and remained an active faculty member

until his retirement in 1978. He served as an emeritus professor for years afterward and accepted visiting professorships at the City University of New York, the University of Southern California, the University of California at Los Angeles and the University of Manila in the Philippines.

Along the way, Riethmayer found time to run for public office and serve in various civic capacities. A longtime resident of Boulder, he served on the Boulder City Council and was elected mayor there in 1956, holding the office through 1960. He also served on the Boulder County Planning Commission.

At the statewide level, Riethmayer held a seat on the Colorado State Commission on Judicial Qualifications and drafted various pieces of legislation for the Colorado General Assembly. One of his bills, passed in 1953, created the Legislative Council, a nonpartisan research office that performs analysis and projections for legislative committees and individual members of the assembly.

Upon Riethmayer's retirement as an active CU faculty member, the Colorado chapter of the American Society for Public Administration created the Riethmayer Award, bestowed annually to honor an outstanding public administrator in the state of Colorado. Those winners continue the legacy of service and scholarship that Riethmayer built throughout his career—the legacy that, from the very beginning, he made the hallmark of the School of Public Affairs.



Undergraduates benefit from strong criminal justice program

Senior Nina Martinez has a dream. “I look forward to starting a nonprofit organization called the Extended Arm,” says Martinez, who is completing the bachelor’s degree program in criminal justice (BACJ). “It will serve children who have been isolated by some aspect of the criminal justice system—those in foster homes from families torn apart or children of drug-abusing parents.”

Though in her early 20s, Martinez displays the resolve and maturity of someone too familiar with life’s harder realities. She was introduced to the justice system at age 14, when her mother was shot and killed. The tragedy now drives her. When the BACJ program was introduced to

undergraduates, she immediately transferred from another program.

Shanelle Mays has been fascinated with criminal justice since she was a little girl. “My dad and I used to go watch court proceedings, and all of the dynamics involved intrigued me. Now I am a part of this new (criminal justice) program, and faculty are excited and innovative.”

According to Denver program coordinator Brendan Hardy, the new BACJ program already has 85 in Denver; 88 are enrolled in Colorado Springs.

“This program provides a foundation in criminal justice research and theory, which we’re already known for at the graduate

level,” Hardy says. University students don’t simply learn what it’s like to be a police officer. Course offerings also challenge students to consider such terms as victimology and criminology and interface dynamically with the world beyond the university.

“Internships help students explore different careers,” says Mary Dodge, director of the BACJ program on the Denver campus, who encourages undergraduates to connect with the community their junior or senior year. Denver students have interned with the Colorado Department of Corrections, Adams County Probation, the Denver County Coroner’s office and

Shanelle Mays, a volunteer with the Denver Police Department’s CSI program, gets field experience processing property crimes in the crime lab.



the Denver Police Department (DPD). According to Katie Kaukinen, director of the BACJ program on the Colorado Springs campus, students have worked with the Colorado Springs Police Department (CSPD) on the anti-graffiti unit, research and analysis and domestic violence intervention.

Mays was accepted into DPD's volunteer CSI program, processing property crimes in the crime lab. "It's nice to be surrounded by people interested in similar things."

For Martinez, interning at the Denver Center for Crime Victims led to a job. After serving for a semester as a hotline counselor—an experience Martinez says opened her eyes to the areas in which citizens need counseling and funding support after criminal activity—she was hired as a program assistant. Now, she sets up interpretation appointments for citizens who don't speak English.

Dodge gives faculty and staff credit for helping students understand the realities of their future career choices. BACJ instructors are recruited from

the local community: Richard Rosenthal, former independent police monitor; Donna Starr-Gimeno, a DPD lieutenant; Judge Richard Hall; Susan Jones, warden of the Centennial Corrections Facility; and Commander Rod Walker and Sergeant John Ingram of CSPD.

Hardy coordinates events allowing students to interact with community and law enforcement professionals. Last fall, he assembled a career panel that included Greeley Mayor Ed Clark, Karen Blackwell of the Denver Children's Advocacy Center and Christine Zorn, a U.S. probation officer.

On paper, the program is new. But it already thrives in SPA, due to the school's powerful relationships with local law enforcement, criminal justice and judicial groups.

"Go to school for what you are passionate about," recommends Mays. "Be self-fulfilled—it makes it easier to follow through."

▼ *Nina Martinez hopes to start a nonprofit organization to serve children isolated by the criminal justice system.*



Partnering with Our Courts

The School of Public Affairs enjoys a strong partnership with Our Courts, a collaboration between the Colorado Judicial Institute and the Colorado Bar Association that provides education to civic, community and business groups.

Judge Russell Carparelli of the Colorado Court of Appeals is concerned about a lack of forums for judges to engage such groups about the courts. "But with the advent of such high-profile trials as O.J. Simpson, Terry Schiavo and the Enron scandal," he says, "a dialogue about the role of judges and the courts is taking place in the media, the workplace, even in homes. Who is more qualified to inform the public than the judiciary?"

To help prepare judges to engage civic groups, Our Courts turned to Mary Dodge for assistance in developing provocative presentations. Her students help determine which sections will resonate with the public.

The partnership is working well for Caparelli. "It's been quite helpful."



Mountain+News

Honors and Awards

Dean and Professor **Paul Teske**, Associate Professor **Mary Dodge** and Professor **Donald Klingner** were the recipients of 2008 SPA faculty recognition awards.

Teske was recognized for excellence in research and creative activities; Dodge was honored for excellence in teaching; and Klingner earned the school's service award.

Teske is nationally recognized in K-12 education policy study and has been involved in various program initiatives within the school, including mentoring for

junior faculty and improvements to the doctoral program. His public policy research has centered on education policy, regulatory policy, urban policy, and economic development policy.

Dodge is the director of both the master's and bachelor's programs in criminal justice on the Denver campus. She 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. She also won

the university's excellence in teaching award in 2007.

Klingner, who teaches at the School of Public Affairs at the University of Colorado at Colorado Springs, was recently elected a fellow of the National Academy of Public Administration, considered the highest honor in the field. He now serves as president of the American Society for Public Administration (ASPA).

Professor **Richard Stillman's** tenure as editor in chief of *Public Administration Review*, the premier journal of public administration, has been renewed for three years.

research, theory and practice for more than 60 years, serving both academics and practitioners.

Assistant Professor **Christine Martell** was honored with the Jesse Burkhead Award for best article published in the *Public Budget and Finance Journal*, 2006. She received the award in fall 2007. The winning article, "Development of Local Government Debt Financing Markets," was co-authored with George M. Guess. She received an honorarium of \$1,000 as part of the award.

Professor **Peter deLeon** and Assistant Professor **Chris Weible** became editors for *Policy Studies Journal*, a national policy journal



Mary Dodge



Donald Klingner



Paul Teske's public policy research has centered on education policy, regulatory policy, urban policy and economic development policy.

Stillman was awarded the coveted editorship of the prestigious journal in 2005 after a year-long review process. The bimonthly scholarly journal has been the top journal in the field of public administration

published by Wiley-Blackwell. *PSJ* is the official research journal of the Policy Studies Organization and the American Political Science Association's Public Policy Section.



Student News

SPA students **Therese Thompson**, **Charlene Shelton** and **Adrienne Kraft** volunteered on the planning committee for a conference targeted to undergraduates about careers in the nonprofit sector. Local, national and international nonprofits, such as Bonfils, Save the Pandas and the Gay and Lesbian Fund participated. Students organized the entire conference from beginning to end—marketing, registration, programming, introducing speakers and moderating questions from the audience. Approximately 135 attended.

Megan Burns Pratt presented her thesis, “First Contact: Officers’ Knowledge of Domestic Violence and its Victims,” in poster sessions at the University of Colorado Denver Research Symposium and at the Academy of Criminal Justice Sciences’ (ACJS) annual conference. Burns Pratt also presented her findings to colleagues at the American Society of Criminology (ASC) in Atlanta in November 2007. She is now conducting a qualitative analysis on female embezzlers, which she will present at the ASC conference in St. Louis in November 2008.

Jared Ostermiller, MPA 2008, **Nate Schultz**, MPA 2008, and **Stephanie Willis**, MPA 2008 (UCCS), were named Presidential Management

Fellows, a highly competitive fellowship program for recent master’s or higher level graduates.

The three attended a career fair in Washington, D.C., where they interviewed for open positions with federal offices around the country. Fellows serve in full-time paid positions for two years, receiving professional development training and quick career advancement opportunities.

Ostermiller received a position with the Centers for Disease Control in their Financial Management Office in Atlanta, and Schultz has accepted a position with HUD’s Office of Lender Activities and Program Compliance in D.C. Willis is also working in D.C. as a management analyst with the Chief Business Office of the Veterans’ Administration.

Adam Wheeler, an MPA student on the Colorado Springs campus, defeated Han Tae-Young of Korea to win an Olympic bronze medal for the United States in wrestling. Wheeler was on the Greco-Roman team, wrestling in the 96 kg category.



Active Alumni

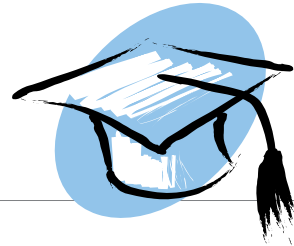
Denver alumni kicked off the election year with an event in November 2007 at the Wynkoop Brewery in LoDo. Mike Dino, CEO for the 2008 Denver Convention Host Committee, Dick Wadhams, Colorado State Republican Party chair, and moderator Lesley Dahlkemper, president of School House Communications, engaged in a lively conversation about the 2008 political season. **Dan Montez**, MPA 2002, shared his one-of-a-kind presidential candidates’ button collection.

In January 2008, SPA reached out to alumni in and around Washington, D.C. **Annie MacLachlan**, director of marketing, met with alumni working in nonprofit organizations, higher education, federal agencies and on the Hill. “We are working to create bridges between students pursuing their degrees in Colorado and opportunities in the nation’s capital,” says MacLachlan. “Our D.C. alumni were excited to meet each other and are eager to assist students interested in Washington work.” SPA plans to offer more activities in 2009 to build these connections.

Colorado Springs alumni enjoyed a networking reception in February 2008 with speakers from the Cultural Office of the Pikes Peak Region, including Executive Director Bettina Swigger and founding board member Susan Edmondson. Alumni and community members were treated to “An Insider’s View of Art and Culture in the Pikes Peak Region.”

▲ *Alec Garnett, MPA 2006, who works in Congressman Ed Perlmutter’s office, is helping the school build connections between SPA students and D.C.-area alumni.*

Honoring Graduates



Each spring, graduates enjoy the opportunity to celebrate accomplished goals and milestones at the SPA spring banquets.

The Denver campus honored 68 graduating students on May 4 at the University Club. Colorado's Lieutenant Governor Barbara O'Brien delivered a keynote address encouraging graduates to understand the importance of using solid data in decision making as they embark on their future careers.

Andrew Pattison (fall) and Michael Susek (spring) were honored as outstanding MPA students. Suzanne



Ferrere (fall), Megan Burns Pratt and Dagmar Pudrznska (spring) were honored as outstanding MCJ students, and Giannina Rikoski was honored as the outstanding PhD student. The Leo C. Riethmayer Public Administrator of the Year honor was awarded to Chris J. Wiant, president and CEO of the Caring for Colorado Foundation.

On May 20, the Colorado Springs campus came together at The Lodge to recognize 23 graduates.

Gail Nehls and Gerry Lafont were honored as the outstanding MPA students and Asya Miller as the outstanding MCJ student.

The keynote address, "Revel, Relax and Renew: The Journey from Incrementalism to Transformation," was delivered by Penelope Culbreth-Graft, Colorado Springs' newly appointed city manager.

At both celebrations, Kathleen Beatty was thanked for her many years of service to SPA and wished well as she returns to the faculty after serving as dean for 12 years.

In the words of former University of Colorado President George Norlin, SPA is delighted to see another generation be initiated "in the fullest sense into the fellowship of the university, as bearers of her torch, as centers of her influence, as promoters of her spirit." Best wishes to all of SPA's grads!

◀ Keynote speaker Lieutenant Governor Barbara O'Brien poses with former Dean Kathleen Beatty at SPA's spring banquet in Denver.

Wiant honored for contributions in public administration

The ideal public servant is one who understands that it is his duty to do the right thing in spite of political consequences. SPA alumnus **Chris Wiant** has excelled in a public health and environmental policy career that exemplifies this value.

At SPA, his dissertation examined the approaches used by states during implementation of the Clean Air Act. His very significant research suggested that the role of the federal government as an enforcer rather than a facilitator is more effective in implementing important environmental standards—a finding that ran quite opposite to the popular views of policy compliance at the time.

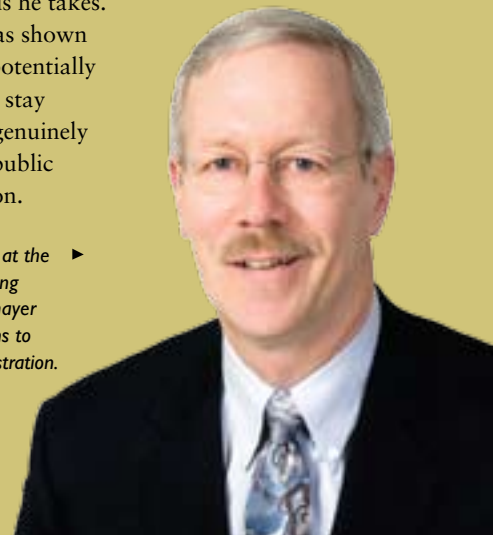
Since completing his PhD in 1995, Wiant has served Colorado in several professional and volunteer roles. In his current position as president and CEO of the Caring for Colorado Foundation, he leads the organization responsible for managing the proceeds from the sale of BlueCross BlueShield and funding health care projects throughout Colorado.

His faculty advisor, Lloyd Burton, will tell you that it's not the positions Wiant has achieved or the subjects he has mastered that make him an impressive public

administrator. "The one trait that truly makes Chris a standout leader is his courage," says Burton. "As a member of the local water quality board, Chris was adamant that it was the duty of the local board to enforce standards to ensure safe water, even though the federal protections had been relaxed. I regard him very highly because of the stands he takes."

"His leadership has shown us all what we are potentially capable of when we stay focused on what it genuinely means to serve the public interest," says Burton.

Chris Wiant was honored at the SPA Denver campus spring banquet with the Riethmayer Award for his contributions to the field of public administration. ▶



IGERT

Integrated program puts practical into PhD

The dissertations to emerge from the University of Colorado Denver's NSF-funded IGERT (Integrative Graduate Education and Research Traineeship) program are likely to have a different life than most. Whereas the ideal outcome for much PhD-worthy research is publication, the candidates in the new sustainable urban infrastructure program are after something else—implementation. CONTINUED »





Sustainability = People + Prosperity + Planet

“You can’t teach sustainability without applying it,” says Program Director Anu Ramaswami. “The projects that will come out of IGERT are real projects that will have impact in real cities.”

The principal investigator for the program, Ramaswami, professor of environmental engineering, is one of five core faculty in IGERT, the university’s groundbreaking interdisciplinary program in urban sustainability. Funded by a \$3.2 million grant from the National Science Foundation’s highly competitive IGERT program, the sustainable urban infrastructure project brings together faculty and students from the School of Public Affairs (SPA), the College of Engineering and Applied Science, the College of Architecture and Planning and the College of Liberal Arts and Sciences to attack problems related to the cities of the future.

“The IGERT is unique,” says Saba Siddiki, one of three IGERT-funded students from SPA. “It comes out of this recognized need to deal with complex problems (such as urban sustainability) from an interdisciplinary standpoint.”

The school has a strong history in environmental policy work. Since 1993, SPA has not only provided a home to the Wirth Chair in Environmental and Community Development Policy, a position currently held by former U.S. Senator Gary Hart, it also serves as the locus of the Presidential Climate Action Project, which is producing a plan outlining climate-related action items for the new commander in chief’s first 100 days in office.

IGERT fellowships provide students with generous stipends as well as interdisciplinary classes focused on urban sustainability. Though candidates have home departments, their research is expected to be “aggressively cross-disciplinary.” SPA-based IGERT students, for example, will receive PhDs in public affairs but their dissertations will attempt to contribute meaningfully not just to the sustainability literature, but also to making partner cities more sustainable long term.

In its first year, IGERT has already made its presence known. Spring semester, as part of the Defining and Measuring Sustainability class, students completed greenhouse gas inventories for UC Denver and the city of Arvada, Colo., based on one of the most thorough models of urban carbon accounting completed to date—an exacting study completed by Ramaswami and a handful of PhD students funded by a previous grant, a \$600,000 Graduate Assistance in Areas of National Need award from the Department of Education.

“You can’t change what you can’t measure,” explains Andrew Pattison, who earned his MPA in 2007 from SPA and was named outstanding MPA student that year. He has been deeply involved as a student activist working to green UC Denver and the Auraria Campus and was delighted to learn the mechanics of measuring greenhouse emissions by studying the university’s own footprint.

The work completed by the student team was presented to the Campus Council on Sustainability in May and satisfies one of the first stipulations of the American College and University Presidents Climate



WATER CONSERVATION

Saba Sidikki

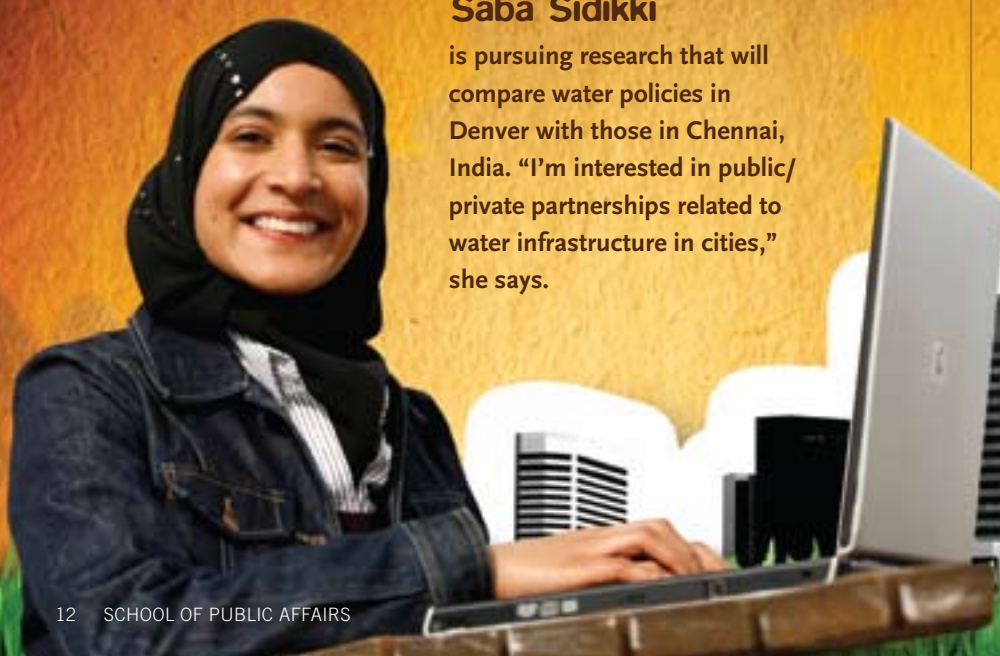
is pursuing research that will compare water policies in Denver with those in Chennai, India. “I’m interested in public/private partnerships related to water infrastructure in cities,” she says.



GREENHOUSE EMISSION

Andrew Pattison

has been deeply involved as a student activist working to green UC Denver and the Auraria Campus. He learned the mechanics of measuring greenhouse emissions by studying the university’s own footprint.



Commitment—a pledge taken by higher education heads, including UC Denver’s Chancellor M. Roy Wilson, to reduce their climate impact. “It’s really cool to be working with live data and know that it’s going to be used,” Pattison says. “We study the theory and then we apply it.”

Pattison, who calls IGERT the dream situation for a PhD student, will soon launch into his doctoral research, a project that will look at energy use by homeowners offered different energy reduction strategies and the drivers that spur behavior change and participation.

This summer Pattison evaluated homes that receive free insulation upgrades (such as water-heater blankets) and other energy-cutting options versus homes that get what Pattison calls an “energy information feedback device”—a gadget that lets people view their energy usage in real time. Though the research will find its way into Pattison’s dissertation, it is being funded by the Governor’s Energy Office and the city and county of Denver and will provide background for future initiatives put forth by those organizations.

Laurie Manderino, another SPA/IGERT fellow, is collaborating with

Pattison on a different piece of the same residential study. She’s asking the question: When it is time to sell a home, what factors encourage buyers or sellers to invest in energy efficiency?

“Some cities mandate that when a home is sold it has to be upgraded,” she explains. “Denver is interested in a voluntary program with incentives. So we’re looking at how we can design a voluntary incentive program that works.”

“You can’t change what you can’t measure.”

—Andrew Pattison

To spark energy investment, study participants—homebuyers and sellers at the point of sale and homeowners ensconced in their homes for more than a year—will receive education from their real estate agents about energy-saving options, rebates and incentives. Manderino will examine why people did or did not make certain upgrades. “The recommendations we come up with and the policy approaches will be

useful for the city,” says Manderino, whose dissertation will investigate the role of “stakeholder input” in designing voluntary behavior-change programs for urban sustainability. “We are a research resource that’s available to them.”

But Denver is not the only city that will benefit. Siddiki is pursuing research that will compare water policies in Denver with those in Chennai, India. “I’m interested in public/private partnerships related to water infrastructure in cities,” she says. “What kind of policy issues and theories can explain decentralized water distribution, and how can you integrate sustainability into those public/private partnerships?”

Ramaswami, who uses the United Nations’ Triple Bottom Line standard in defining sustainability—people (human capital), prosperity (profit), planet (natural resources)—wants each IGERT project to balance the intellectual requirements for PhD-level research with the grittier work necessary to effect real change. “I hope each (IGERT) student will have an application on the ground; that each project will have a rigorous theoretical piece and a rigorous analytical piece, but also a practical application with high impact.”



HOME ENERGY

Laurie Manderino

is asking the question: When it is time to sell a home, what factors encourage buyers or sellers to invest in energy efficiency?






30%

reduction in greenhouse
gas emissions by 2020

90%

reduction in greenhouse
gas emissions by 2050

“Despair?” I don’t want
to go there,” says Orr.
“Optimism? I can’t go
there either. It’s not
honest. But I’m hopeful.
Hope is the whole reason
for PCAP.”





{ The Presidential Climate Action Project }

POLITICALLY CHARGED, VITALLY NECESSARY

The discussions surrounding the Presidential Climate Action Project (PCAP) have changed dramatically in the nonpartisan organization's audacious two-year existence. What began as a ripple of concern about global warming has grown into a full-blown public-opinion tsunami.

"The momentum toward climate policy has doubled, tripled and quadrupled" in the months since PCAP was conceived, says David Orr, the Paul Sears Distinguished Professor of Environmental Studies at Oberlin College and a member of PCAP's advisory committee. PCAP's Bill Becker agrees. "It's like having a tiger by the tail."

Orr proposed the idea to draft a climate action plan for the next president of the United States in summer 2006 and recruited Becker, former regional director of the Department of Energy and a pioneer in the development of solar energy, as the project's executive director.

A program of the Wirth Chair in the School of Public Affairs, PCAP has mobilized scientists and public policy experts from across the country to develop hard targets for reducing greenhouse-gas emissions and the tough-minded federal policies needed to meet them.

The preliminary Presidential Climate Action Plan was released to wide acclaim in December 2007. It called for reducing greenhouse-gas emissions 30 percent by 2020 and 90 percent by 2050.

Ray Anderson, founder and chairman of the board of Interface, Inc., and chair of the advisory committee, says setting the 90-percent-reduction target was a critical moment in the evolution of PCAP. "That was a very important step to take," he says. "At one time, we talked about setting a goal of 60 percent, but in the real world, 60 percent is not going to do it."

Of course, setting an ambitious target is just the beginning.

"It is meant to be an action plan," says former Senator Gary Hart, who holds the Wirth Chair and serves on the organization's advisory committee. "The key word here is not 'presidential' but 'action.'"

PCAP has been an extraordinary project for the University of Colorado Denver. "We're dealing with, potentially, a very controversial issue and the disagreements sometimes are politically charged," Becker says, "but the university didn't hesitate to host this project, to support it and to give us license to be bold."

Proposals for achieving the goals in the Presidential Climate Action Plan include calling for a moratorium on the construction of coal-burning power plants until the emissions problems are solved, redirecting federal subsidies for fossil fuels to renewable energy development, raising vehicle fuel-efficiency standards dramatically and creating powerful incentives for weatherization of homes and buildings across the country.

The final challenge, Anderson says, is to persuade the presidential candidates that climate change demands their urgent attention. "They must be convinced that there is no more important issue—not even Iraq, not even the economy. There is nothing more important than what we do about climate change right now." At the moment, he says, "the public is ahead of the politicians."

Orr says the project has established good contacts with the campaigns, but he's not satisfied that the candidates fully appreciate the severity of the problem. "We should be past the point of talking Democrat and Republican or liberal and conservative. We need to build consensus in the United States, and we need to do it very, very quickly."

Hart believes that level of widespread awareness finally may be

happening. "Public opinion has coalesced around the need for action. That doesn't mean everybody who senses that need knows what that action ought to be," he says, "but the first step toward getting the government to act is achieving critical mass among people who want things to be done."

While Becker and the rest of the PCAP team are working on a revised Presidential Climate Action Plan to be released in fall 2008, all agree that there never can be a final plan. With conditions in the climate changing rapidly and remarkable advances occurring in the science of understanding climate change, policymakers must be agile, quick-footed and responsive.

At one time, capping carbon in the atmosphere at 450 parts per million was considered a reasonable approach to slowing global warming. But last winter, James Hansen, director of NASA's Goddard Institute and one of the world's leading climate scientists, reported that climate change was occurring much faster than scientists had anticipated. He believes that carbon in the atmosphere—measured at 386 parts per million in 2007—must be reduced to 350 as quickly as possible.

"It's like E.F. Hutton," Anderson quips. "When Hansen talks, you'd better listen."

The challenges presented by climate change clearly are getting larger—not smaller—and PCAP's founder takes that ominous prospect very much to heart.

"Despair? I don't want to go there," says Orr. "Optimism? I can't go there either. It's not honest. But I'm hopeful. Hope is the whole reason for PCAP."

"The odds are long against us," he says, "we've got to fight like hell to change them."



Legacy

lives on



TRANSFORMATION, TRANSPARENCY HIGHLIGHT 12-YEAR TENURE

An exceptional leader is one who combines vision and strategy with a capacity for detail and financial acumen. Now relinquishing her 12-year post as dean of the School of Public Affairs, the impact of Kathleen Beatty's legacy will be felt for decades.

A quick look at her achievements paints a picture of a school that has risen in rank and stature under her guidance. During Kathleen Beatty's tenure:

- SPA rose to number 32 nationally on *U.S. News & World Report's* prestigious ranking of graduate-school programs, placing it at (or above) the level of such name-brand institutions as Rutgers, Johns Hopkins and Cornell.
- The school introduced the first online MPA degree program in the country, which significantly expanded SPA's geographic reach.
- Another key initiative, the accelerated MPA program (which can be completed in a single calendar year), attracted high-caliber students from across the United States and overseas.
- The school added an executive MCJ program designed for students with at least 10 years' experience in the work force.
- The student services operation gained a more customer-oriented focus, and a culture of support and collaboration emerged among faculty.
- In 2006, former U.S. Senator Gary Hart, a widely recognized authority on U.S. security and foreign affairs, was recruited as the Wirth Chair in Environmental and Community Development Policy.
- In 2007, the first undergraduate degree was introduced, a bachelor's in criminal justice, resulting in a name change (omitting the word graduate) to become the School of Public Affairs.
- And—most important for ultimate success and growth—the school's fiscal crisis was addressed to create a positive bottom line.

Attaining the school's current state began with an effort to establish trust with a faculty that had grown contentious. At one of her first staff meetings, she took the unusual step of unveiling a balance sheet and disclosing the school's revenues and expenditures.

"It was a really powerful symbol that her administration would be transparent and participatory," says Professor and Associate Dean Linda deLeon. "That set the stage for healthy changes at the school."

Beatty recalls, "Compared to the other schools and colleges in the CU system, we looked bad on every indicator. Faculty load, faculty-student ratios, cost per student—you name it, we looked bad." Beatty served as dean on the Colorado Springs campus from 1992 to 1996.

There followed new tenure rules and hiring protocols and ground-breaking programs in criminal justice, homeland security and emergency management.

Taken together, these reforms and initiatives substantially improved the school's cash flow while lowering its overhead.

“I’m proud of turning the school into a financially healthy organization,” she says. “That conversion has had a big impact on quality. It means we can attract the faculty talent we seek, and it means faculty and staff can do what they need to be excellent in their work—travel, participate in trainings and conferences, pursue research opportunities.”

“Kathleen has put SPA into good shape—financially, intellectually, administratively,” says Paul Teske, who took over as dean July 1. While there are certainly ways to improve SPA, we are building from a very strong base, especially as we hire new faculty members. That is a credit to Kathleen’s leadership.”

Says deLeon: “She also understands Colorado’s economic and political environment, so she has a vision for the future. That makes her a strong strategic leader.”

Beatty turned her attention to the student experience, knowing that higher student satisfaction would improve recruitment and retention rates.

“There were complaints from students about how difficult it was to deal with the central administration,” Beatty says. “We generally have working students. They would come to campus to seek help over the noon hour, and the office would be locked. They’d waste two hours of work. We made it a point to change the level of attention that students received.”

Beatty tasked Associate Dean Audrey Alvarado with creating a student-services team, which recommended policy/process changes and conducted training for staff. The number of student complaints dropped sharply.

Likewise, Beatty addressed faculty dissatisfaction, enlarging the mentoring program for junior faculty and

rewriting rules for promotion and tenure. “We tried to clarify expectations and processes,” Beatty says. “We wanted to make sure the faculty who started here would be successful.”

The impressive faculty list has included former CU Presidents John Buechner and Elizabeth Hoffman.

“Dean Beatty has always combined keen intellect and scholarship with sophisticated understanding of the practical workings of the academy,” says Hart. “She leads by suggestion rather than command and respects the status and professionalism of her colleagues. The University of Colorado has been fortunate to have her in a leadership position.”

So have members of the National Association of Schools of Public Affairs and Administration (NASPAA), an organization that strives to promote excellence in public service education. Beatty is the 2007–2008 NASPAA president, applying her leadership skills on a national level.

Having a prominent dean and faculty has enhanced the school’s reputation and its ability to recruit new faculty. Hart gave SPA some gravitas, lending credibility to the school’s pioneering emergency management and homeland security programs. He also helped attract high-profile initiatives such as the Presidential Climate Action Project, whose goal is to create an agenda for the first 100 days of the next president’s administration.

Beatty will remain as one of the important people—teaching, where she can influence the future from a quieter, less visible perch.

Just as she prefers.

» “Dean Beatty possesses a rare combination of strength, talent, intellect and character that makes her a unique and admirable person.”

ROSEMARY E. RODRIGUEZ



HELP WANTED

Coloradans Needed

emerging answers

Creating policies to strengthen education from preschool to graduate school

Colorado is very good at creating jobs in the STEM fields—science, technology, engineering and math. But when it comes to creating workers to fill those jobs, the state comes up short.

“We import a lot of STEM people, but we don’t train enough of our own,” says Dean Paul Teske, who directs the Center for Education Policy Analysis (CEPA). “We need to transform the relationships between the employers and the various parts of our educational system. We need to work on every part of the pipeline, from K–12 through higher ed to the industries themselves.”

Teske and his colleagues at CEPA are working hard on that task. At the statewide, regional and local levels, CEPA is leading an effort to open the valves on the STEM pipeline.

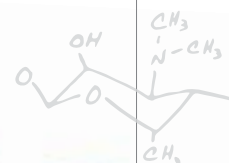
“CEPA has been critical to the success of Governor Ritter’s STEM agenda,” says Matt Gianneschi, a senior education policy analyst for Colorado Governor Bill Ritter. “They’ve engaged in ways that I haven’t seen other research organizations do. Organizations sometimes don’t garner trust or respect because they’re seen as having an agenda, but CEPA upholds the traditions of the academy. They seek the truth.”

The truth, in this case, is that Colorado’s educational system needs to integrate more tightly with STEM industries and employers. At the K–12 level, school districts have to do a better job of hiring and retaining well-trained STEM teachers, as well as give students more incentives to focus on STEM

subjects. Higher education institutions need to recruit more top students into STEM programs, produce more STEM teachers and become more responsive to the needs of employers. And the employers have to do a better job of communicating work force opportunities and needs to the education system.

Those findings are encompassed in a pair of reports CEPA released late last year. The first, titled “Learning About Science, Technology, Engineering and Mathematics: Assessing the State of STEM Education,” enumerates Colorado’s areas of greatest concern with respect to STEM education. The list includes the state’s low funding for education in general (and STEM education in particular); the achievement gaps between white students and students of color vis-à-vis STEM subjects; and the struggle of K–12 science teachers to teach STEM content effectively.

The second report, “Engineering the Future: Career and Technical Education Redesigned for Today’s Student,” calls on state policymakers to place greater emphasis on career and technical



emerging answers (continued)

education, which refers to high school and community college applied-learning programs in fields such as architecture, engineering, energy and construction.

“The key issue is the disconnect between the silos that are engaged in STEM,” says Robert Reichardt, a senior research associate at CEPA. “K–12, higher ed, the economic development system, private industry and the work force development system all have an interest in doing a good job on STEM. But they aren’t used to working with each other and they have no incentives to work together. There’s no process for integrating those systems to align the supply and demand.”

CEPA has been working to create one. Collaborating with the state and regional economic-development councils, CEPA helped staff the Metro Denver WIRED Initiative (Workforce Innovation in Regional Economic Development), funded by a \$15 million grant (which CEPA helped write) from the U.S. Department of Labor. Reichardt wrote a second grant for \$1 million from the National Governor’s Association to set up the Colorado STEM Network. This statewide system comprises five regional compacts, each of which unites employers, educators and policymakers.

“We’re pushing to break down the silos and make people think more holistically,” says Beverly Buck, CEPA’s director of development and communications. “The Colorado STEM Network is a good example. We have regional compacts around the state, and we’re asking them to

identify the influence-makers and opinion leaders in their communities. They’re going out and finding out what these people think about STEM—finding out what resonates. We take the information the network brings in and we can share it with our partners and say, ‘This is what we’re hearing. What are you hearing at your policy table?’ It’s a way to help crystallize questions and answers.”

Some of those answers are beginning to emerge and to find expression in new policies. In May 2008, the Colorado legislature passed SB 212, the Colorado Achievement Plan for Kids, which Teske thinks may go down as a landmark piece of legislation. Ostensibly, the new law will reform the state’s educational assessment policy. But Teske says its true impact lies elsewhere: in transforming relationships.

“It’s really a process bill,” he says. “It calls for the Colorado Department of Education and higher ed to look closely at assessment tests—and it forces the departments to talk to each other, which is not something that has been occurring naturally. So it creates a way to begin thinking broadly about rationalizing the pipeline. Some people see it as an opportunity for significant change.”

CEPA also helped formulate new legislation surrounding teacher compensation and work rules. But its work isn’t confined to the legislative realm. The center has also promoted

change at the administrative level—for example, by studying incentives (such as scholarships and loan-forgiveness programs) that might draw talented teacher candidates into STEM subjects.

“We see our role as providing analytic support, providing coordination and facilitation across organizations, and serving as a staff



arm for the state when they don’t have the resources themselves,” Teske says. “We do some of our own research, because that is a way of informing policy, and we help policymakers think through best practices. Then we try to organize all this information in a way that people can read through it and understand it.”

The state’s STEM shortfall won’t disappear overnight, Teske acknowledges. But he sees many signs of encouragement—a lot more than when he arrived in Colorado five years ago. “Transforming the relationships is a challenge,” he says. “The good news is that we have leaders who are on the same page.”



Burton studies First Amendment rights at DNC

Each semester, Professor Lloyd Burton challenges students in his introductory law classes to recite—from memory—the six core values expressed in the Preamble to the U.S. Constitution. He can't remember the last time a student knew them all.

They are: "To form a more perfect union, establish justice, insure domestic tranquility, provide for the common defense, promote the general welfare and secure the blessings of liberty to ourselves and our posterity." He rattles them off like a prayer.

"The most regrettable chapters in American history have been when we have sacrificed one of these goals in service to another," Burton says, citing the internment of Japanese-Americans during World War II as one horrific example. "The values embedded in our constitution are what make this country different. When we sacrifice any one of them, we do so at our own peril."

With history and profound personal convictions as guideposts, Burton set out last winter to see if the delicate balance would be struck among these values during the Democratic and the Republican national conventions.

In 2004, Burton says, First Amendment rights were abrogated both in Boston, where the Democratic National Convention (DNC) was held, and in New York, host to the Republicans.

Just one week before the opening gavel dropped in Boston, protesters petitioned a federal judge to block a last-minute security plan that would confine them to a construction site surrounded by a chain-link fence. Despite the acknowledged loss of their First Amendment rights, the judge ruled that it was too late to intervene, so anyone who dared express a dissenting political opinion during the convention was effectively quarantined.

After the Republican convention in New York, courts ruled that police unlawfully incarcerated demonstrators in an apparent attempt to keep them confined until the delegates left town.

So planning for the 2008 conventions offered an extraordinary laboratory for Burton's research in intergovernmental relations and the rule of law. The question: Given the action of the courts in 2004, would 2008 be different?

By early spring, familiar patterns were emerging.

Officials in Denver and St. Paul were not forthcoming with information about details such as parade routes, security perimeters and plans for accommodating the tens of thousands of protesters expected.

This time, though, First Amendment attorneys mobilized quickly. Representatives of the American Civil Liberties Union and the National Lawyers Guild filed suit against St. Paul in March and Denver in May. They argued that demonstrators had the right to know what accommodations were being made so if they were inadequate, they could seek redress.

Burton documented the process and watched as each city attempted to keep the peace and ensure the right to freedom of speech for tens of thousands of demonstrators and reporters.

"In Denver, the federal judge acceded to the judgment of the U.S. Secret Service and the City of Denver, denying protestors sight and sound access to the convention site from the designated free speech zone," he says. "Thus, the situation at the 2008 DNC regarding the expression of dissenting political views was indeed substantially the same as 2004."

Burton is still gathering data on outcomes from the Republican National Convention in St. Paul and plans to publish his findings.



The 2008 conventions offered an extraordinary laboratory for Lloyd Burton's research in governmental relations and the rule of law.

Above inset: A view from the site designated for protesters during the DNC. The Pepsi Center is barely visible behind the tents.

Translating research to practice

There's not a lot that slows down Jo Ann Shoup. With a positive attitude, a great laugh and seemingly endless optimism, Shoup excels in all she does—from advancing her education to implementing policies to improve the lives of individuals with disabilities.

Shoup holds an undergraduate degree and three master's degrees. After completing her master's in social work, she recognized the need to make significant population-based health changes on a much larger scale. While she feels that the Americans with Disabilities Act was a step in the right direction, she thinks it can be improved.

This is one reason why Shoup is working on her PhD in public affairs at UC Denver. She hopes to

have a positive influence on public health and the lives of people with disabilities through policymaking.

Shoup accepted a three-year public health prevention fellowship with the Centers for Disease Control and Prevention. And upon completion, she was offered a permanent full-time position with Kaiser Permanente in Denver where she works in vaccine safety research. She is also co-chair of the Kaiser Permanente People with Disabilities Association through which she implements policies and processes to advocate for people with disabilities.

Although she is still considering topics for her PhD research, in the long run Shoup sees the degree as something that will allow her to translate research and policy into clinical practice.

“The School of Public Affairs offers a challenging environment to analyze public policy,” she says. “It lends an opportunity to make a difference in the world, which is what I’m all about.”



The art of making things happen: *Kathie Novak*

As mayor of Northglenn, Colo., incoming president of the National League of Cities and mother of five, Kathleen “Kathie” Novak knows something about leadership.

Novak, who also directs the School of Public Affairs’ Rocky Mountain Leadership Program, has spent a lifetime practicing the art of making things happen. Her parents were original homeowners in Northglenn. Novak served as president of her senior class at Northglenn High School. She received a Boettcher Scholarship—one of the state’s most coveted—and earned a spot in CU-Boulder’s prestigious President’s Leadership Class (PLC), a program that gave her leadership training and experiences.

“You can teach the skills of leadership,” says Novak, who holds an MS in management from the University of Colorado Denver and currently teaches in that program. “But the only way you become a leader is to practice it.”

During her years as a Boettcher and PLC Scholar, it was impressed upon Novak that the investment in her education involved reciprocity of sorts—to give back

to the state of Colorado. So when a position on the Northglenn board of parks and recreation opened up, Novak decided the time had come to give back.

Hands-on community politics suited her. In 1991, Novak was appointed to fill an empty council seat, becoming the youngest person to sit on the Northglenn City Council, where she served for 10 years. In 2001, she won the November election for the city’s top job, the first woman ever to do so; she was reelected as Northglenn’s mayor in 2005.

Midway into her second and final term, Novak will assume the role of president of the National League of Cities (NLC), the country’s oldest and largest advocacy organization for cities, villages and towns.

The beauty of city governance, in Novak’s way of thinking, is that it focuses not so much on politics and macro policy issues but on solving problems. “The National League of Cities is a nonpartisan organization. There isn’t a Republican or Democratic way to fill a pothole,” she says. “We don’t care who wins [the

Committing to change

Born as a refugee in Pakistan after his parents fled the Soviet invasion of Afghanistan in the 1980s, Inayet Hadi is working toward a career that will place him in the heart of Afghanistan. At eight years of age, Hadi and his family moved to Colorado where he completed an undergraduate degree in international studies at Metropolitan State College of Denver and began graduate studies at UC Denver's School of Public Affairs.

In 2007, Hadi volunteered as a professor's assistant and student mentor with the Afghan eQuality Alliance. "I went to Kabul to make a difference in a country that has gone through decades of instability," Hadi says. While there, he was able to work with the first group of students enrolled at the new Institute for Public Policy at the University of Kabul. The curriculum prepares students for leadership positions in public policy and is shaping a widespread commitment to the improvement and progression of Afghanistan. Hadi also attended the Young Afghans Professional Summit in 2007, a conference that engages Afghan students in the international political process and inspires discussion around the problems in Afghanistan.

Hadi's time at UC Denver has helped him build the character, determination and self-reliance to take initiative and partake in the changing future of Afghanistan. He plans to apply his experience and education to becoming a bridge between Afghanistan and the United States. "I want to share knowledge between the two countries," he says. "I want to see change."



▲ Inayet Hadi (left) stands with Hayatullah Heiadari, Inter Parliamentary Relations Officer for the Secretariat of the Upper House National Assembly of Afghanistan. Heiadari is enrolled in the MPPA degree program at the newly established Kabul University's Institute of Public Policy and Administration.

national presidential election]. We want a good relationship with who is there so he is aware of the issues facing cities."

In her role with NLC, Novak has met House Speaker Nancy Pelosi and other congressional leaders, and she has testified before the House Transportation and Infrastructure Committee about the sad state of Colorado's bridges and highways, arguing for increased federal funding.

As for her hometown, Novak hopes that she and her government have sparked a move toward revitalization in this post-WWII community that has struggled to compete with newer suburbs outfitted with larger, more expansive homes. Under her administration, she developed the Northglenn Neighborhood Development Corporation to inspire home remodeling and neighborhood vitality.

Novak's terms as mayor of Northglenn and NLC president will both end at the close of 2009, but she has no ambition today of running for wider office. "Eighteen years in office is enough," she says, "but never say never."



SPA professor brings accountability to AIDS spending

For more than 20 years, billions of dollars have been pledged worldwide to curb the tragic impact of HIV/AIDS. Allan Wallis, associate professor of public policy in UC Denver's School of Public Affairs, wants to ensure the money does what it's supposed to. Working with the Lundy Foundation, a Denver-based nonprofit, he evaluated the impact of an internationally supported community center in eastern Africa on children whose parents died from AIDS. "International groups prefer to talk about the work they've done," says Wallis. "They find it harder to explain what that work has accomplished."

Two years ago, the Lundy Foundation received \$150,000 from the Rockefeller Foundation to measure the degree of physical and psychosocial support the Godfrey's Children's Center provided for more than 50 orphans in Idwele, Tanzania. "Allan and I met volunteering for the mayor's office to distribute federal monies connected with the Ryan White Care Act," says Victor Dukay, the foundation's president. "I was impressed by what he knew about the needs of HIV communities and his sense of fairness."

The center opened in April 2006 with financing from a nongovernmental organization, administration from the local community and input from the orphans themselves, who determined how they thought the center should operate. The evaluation team believed such collaboration provides greater benefits than programs unilaterally developed by donors. "These kids are already vulnerable," says Wallis. "They need a healthy support system and they probably could achieve it with much-needed financial support."

An evenly split group of 14 American and Tanzanian educators, psychiatrists and social workers partnered with community leaders to develop a

questionnaire that would gauge wellness levels among orphans. The results showed that kids at the center were as healthy as kids whose parents were alive and healthier than orphans supported by extended families.

Wallis played a significant role in analyzing the data and writing the final report. With the Lundy Foundation, he presented the conclusions in Dar-es-Salaam, the capital of Tanzania, at the World Health Organization in Geneva and to several nonprofit and governmental stakeholders. With assistance from Patton Boggs, a law firm, evaluation recommendations were presented to members of the Senate Foreign Affairs and Foreign Relations Committee in Washington, D.C.

That is where these findings could have the most impact. The 2003 President's Emergency Plan for AIDS Relief (PEPFAR) committed \$15 billion over a five-year period to address the needs of communities impacted by AIDS. This year, PEPFAR is considering reauthorizing \$50 billion for another five years. Influenced by the Tanzania study, the legislation includes new language requiring impact studies for all programming.

"This is huge," say Wallis and Dukay. "Groups engaged in AIDS relief now have to prove they're helping people. We're meeting with donors and international bodies such as UNICEF to argue that collaborating with communities can best ensure a successful, measurable program." But one evaluation study isn't good enough for science, and the evaluation team is seeking corporate and foundation support for future studies.

So how does the SPA associate professor feel about working outside of the classroom? "It's a great opportunity," Wallis says. "Knowledge earns its greatest reward when it serves people who need it."



To learn more about the Tanzania study, visit www.lundy-africa.org/images/links/lundy_report.pdf

Hot OFF THE Presses

Dean and Professor **Paul Teske** and Colin Provost, from University College London's School of Public Policy, edited and contributed chapters to a book about how the Bush presidency has influenced federal bureaucratic agencies and policies. *Extraordinary Times, Extraordinary Powers? President George W. Bush's Influence over Bureaucracy and Policy* was developed at a conference in Oxford, United Kingdom, in June 2007. (Palgrave/Macmillan, available in 2009)

Wirth Chair **Gary Hart** published *Under the Eagle's Wing: A National Security Strategy of the United States for 2009*, which examines global threats such as disease, climate change and terrorism while presenting a national security strategy for the next administration. (Fulcrum Publishing, 2008)

Associate Professor **Angela Gover**, along with Eve M. Brank, University of Florida, and John M. MacDonald, University of Pennsylvania, published "A Specialized Domestic Violence Court in South Carolina: An Example of Procedural Justice for Victims and Defendants" in *Violence Against Women/An International and Interdisciplinary Journal*. The research details interviews with 50 victims and 50 defendants who participated in a specialized criminal domestic violence court in Lexington County, S.C. (June 2007, Sage Publications).

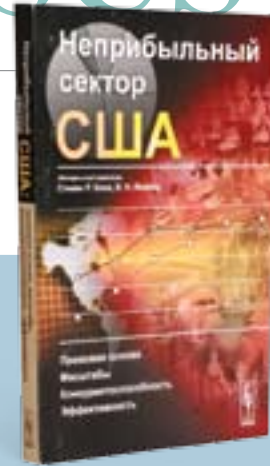
Gover also co-authored (with Wesley Jennings, University of Louisville, and Dagmar Pudrzynska, MCJ 2008) "Are Institutions of Higher Learning Safe? A Descriptive Study

of Campus Victimization Among Male and Female College Students," which appeared in the *Journal of Criminal Justice Education* in July 2007. This descriptive study provides an empirical examination of issues related to campus safety including college students' perceptions of fear and perceived risk of crime as reported by undergraduate students at a large southeastern university.

Professor **Mark Pogrebin's** article, "Defending the Indigent White-Collar Criminal: Federal Public Defender Defense Strategies for Post-Indictment Representation," was published in the *Journal of Crime & Justice*. Pogrebin and his co-authors, Jessica Leto and Paul Stretesky, Colorado State University, conducted extensive interviews with federal public defenders to explore defense strategies used to represent their white-collar clients.

He also co-authored "Prisonization and Account of Gun Carrying" in the *Journal of Criminal Justice* with CSU peers Stretesky, N. Prabha Unnithan and Gerry Venor. This study examined inmate perceptions about the reasons other people carry guns.

Associate Professor **Christine Martell** published "Debt Burdens of Overlapping Jurisdictions" in the summer 2007 edition of *Municipal Finance Journal*, published by the Civic Research Institute. This study builds on previous models of debt burden and suggests that multiple overlapping jurisdictions restrict debt growth and that the burdens associated with metropolitan districts are greater.



Associate Research Professor **Stephen Block** published a nonprofit management textbook in Russian for use in universities and by NGOs throughout Russia.

Associate Professor **Catherine Kaukinen** published "The Relationship Between Family Structure and Antisocial Behavior: Understanding Cohabiting and Blended Families" in *Criminology*. The paper seeks to introduce improvements to the measurement of family structure in delinquency research. She also co-authored with Alfred DeMaris, Bowling Green State University, "Partner's Stake in Conformity and Abused Wives' Psychological Trauma" in the *Journal of Interpersonal Violence*. This study investigates the potential buffering effect of help-seeking in the association between intimate partner assault and women's psychological trauma.

Alumni+Profiles

Nonprofit passion helps the arts grow in Colorado Springs

In a previous life, **Susan Edmondson**, MPA 2003, was a journalist. As entertainment editor at a local Colorado Springs newspaper, she pursued her enthusiasm for the arts. Still, a yearning to contribute to nonprofit agencies led her to enroll in the public administration program at the University of Colorado at Colorado Springs. “I was happy in journalism, but I wanted to make a career switch,” says Edmondson. “My courses in nonprofit management along with the connections I made at CU have been valuable in my new career.”

She hit the ground running. For example, as a result of her graduate school capstone project she founded COPPeR—the Cultural Office of the Pikes Peak Region. “I believe that the arts are an essential element to a healthy community,” says Edmondson. “I worked with hundreds of people and volunteers to create the COPPeR clearing house, which ties all the arts together in our region.”

COPPeR is just one example of her influence in the arts community.



Susan Edmondson
MPA 2003

Edmondson currently serves as the executive director of the Bee Vradenburg Foundation, a nonprofit agency that supports arts projects. “Bee was an incredible force in our arts community for decades,” she says. “Everywhere I go, people tell me what a strong supporter of the arts she was, and I’m inspired by her example.”

As executive director, Edmondson oversees a \$5 million endowment; the interest it earns is disbursed in the form of grants. Recipients have included art endeavors such as the Colorado Springs Philharmonic Orchestra as well as the area fine arts center.

Continuing a legacy of dedication to the community

In 2007, **Edward Clark Jr.**, MCJ 2004, was elected mayor of the city of Greeley, Colo. With the foundation of a remarkable law enforcement career and strong educational values, Clark is creating big changes for the community.

Clark enrolled in the criminal justice graduate program at the UC Denver School of Public Affairs while recovering from an accident that ended his law-enforcement career. It’s served him well. “I’ve been able to apply the knowledge I gained through my master’s program to address the challenges that face our city,” he says.

Six months into his two-year term, Clark believes that his experiences as a civilian police officer and as a

military police officer in the Army, paired with his master’s degree, are helping him in his new role. “Since being elected, I’ve added more police officers to the force and focused on bringing new businesses to Greeley,” he says. Improving education is also a priority. For Clark, it begins at home.



Edward Clark Jr.
MCJ 2004

“We stress the importance of education to our children,” says Clark. “One of the highlights of my time at UC Denver was having my oldest daughter see me recognized as the outstanding graduate at my graduation ceremony. She said, ‘That was cool dad,’ and I took that opportunity to reinforce that we’d have those expectations of her some day.” Clark has also developed a football program for at-risk kids in the community.

As for being mayor, Clark says it’s a work in progress. “It’s one of those experiences in life that will further make me who I am, just like my experience at CU.”



From Colorado to Ukraine

WORKFORCE EXPERTISE PROMOTES EMPLOYMENT WORLDWIDE

Most sunny weekends, the Denver foothills rumble with the sound of a Harley-Davidson. Chances are you'll find **Tom Ivory**, MPA 1981, and wife Jan astride the 600-pound Dyna Super Glide. "Riding is one of our passions," says Ivory. "It's a chance to get away, relax and feel the wind in our hair."

The weekend rides have been on hold lately. Ivory retired in 2003 after a 27-year career with the Colorado Department of Labor. Since then, he's been doing part-time contract work with the U.S. Agency for International Development in Eastern Europe and Armenia. With the collapse of communism came the realities of a marketplace economy.

"State-run entities fell by the wayside," says Ivory. "One of the consequences of that was the displacement of many workers. Eastern European governments had little experience dealing with unemployment, so I helped them set up structures to more effectively help job-seekers find positions."

Last October, Ivory did just that in Armenia. One day, a social assistance program manager introduced herself over lunch. Comparing where-are-you-from notes, they soon discovered that both **Kristine Grigoryan** and Ivory were graduates of UC Denver's School of Public Affairs. "Since then we've struck up a friendship," he says.

When he isn't riding his bike or promoting employment in Eastern Europe, Ivory makes time to help train veterans' employment specialists.

"I have found working with the University of Colorado National Veterans Training Institute to be very rewarding. I teach classes for newly hired employees so that they can better aid veterans' transition to the civilian workforce."

Remembering John Parr

Leader

The University of Colorado Denver will forever remember John Parr as a community builder, political advisor, visionary, family man and friend whose legacy of leadership in Denver will live for years to come. Parr, a lecturer with the School of Public Affairs, died with his wife, Sandy, and daughter, Chase, in a car accident last December.

Hired in 1981 as the first director of SPA's Center for Public-Private Sector Cooperation, he worked tirelessly to address complex community problems through consensus building among public, private and nonprofit leaders. Three years later, he co-founded the Denver Community Leadership Forum, a training program that has developed collaborative problem-solving skills for more than 600 graduates, including Colorado Representative Mark Udall and Senator Ken Salazar.

Before arriving at SPA, Parr worked with Denver Mayor Federico Peña and Colorado Governor Richard D. Lamm. He served as president of the National Civic League from 1985 to 1995.

In 1997, Parr helped found Civic Results, a nonprofit organization managing the Metro Denver Health and Wellness Commission. When he passed, he was also heading the Metro Mayors Caucus, a voluntary regional association of mayors from 36 Denver-area municipalities.

"It wasn't his contributions as a Democratic operative that made John remarkable," says Lisa Carlson, executive director of the centers at SPA. "The values and skills that made him successful—his authenticity, integrity, commitment to finding common ground and cheerful acceptance of different opinions—made him a great leader and human being."

The John Parr Memorial Scholarship Fund will help establish an endowment to support future forum participants. Contributions may be made to:

**CU Foundation/John Parr
DCLF Scholarship Fund**
**School of Public Affairs
c/o The Center for Public-
Private Sector Cooperation**
**Campus Box 133
P.O. Box 173364
Denver, CO 80217-3364**



Alumni NOTES

70s

Mary Lou Makepeace, MPA 1979, was inducted into the Colorado Women's Hall of Fame in March 2008. She was recognized for her contributions as both a politician and an equal rights advocate.



Mary Lou Makepeace

80s

Susan Jones, MCJ 1983, is warden at the Colorado State Penitentiary and the Centennial Correctional Facility, both in Cañon City.

Rebecca Hea, MPA 1986, is associate executive director of the Denver Children's Home and responsible for development, community relations and program planning. She has been with the organization for 14 years.

Joe Pelle, MCJ 1987, is the Boulder County sheriff, managing more than 350 employees and 200 volunteers.

90s

Todd Ziebarth, MPA/MURP 1996, a nationally recognized expert in education reform and the performance of charter schools, was appointed vice president for policy for the Denver-based National Alliance of Public Charter Schools in June 2008. The alliance recently received \$10 million in grants to expand their work.

Dawn Macy, MPA 1997, the associate director at the Center for Internships and Service-Learning at California State University, Fullerton, has oversight of Project SHINE. The recipient of the 2008 U.S. President's Volunteer Service Award, Project SHINE is a national-learning initiative that builds partnerships among community colleges, universities and community-based organizations to benefit older immigrants, refugees and college students.

Nancy L. Smith, PhD 1997, was appointed as dean of the Beth-El College of Nursing & Health Sciences at the University of Colorado at Colorado Springs in August 2008. Smith had served as associate dean. In 2007, she served on Gov. Bill Ritter's Taskforce on Nurse Workforce and Patient Care.

Tim Schnacke, MCJ 1999, is staff counsel for the Colorado Court of Appeals. Schnacke has worked with the 10th Circuit Court of Appeals and the Jefferson County Criminal Justice Planning Unit, as well as teaching legal research and writing at Washburn University School of Law as a visiting professor.

00s

Jed Ziegenhagen, MPA 2000, is rates manager for the Colorado Department of Health Care Policy and Financing.

Hilary Fletcher, MPA 2000, is county manager for Pitkin County, Colo. She is teaching graduate courses on local government issues, leadership and organizational culture for SPA's Western Slope program.

Roxanne Ornelas, MPA 2001, received her PhD from the University of Minnesota in 2007. She is now in a tenure track position at Miami

University with a joint appointment in the departments of geography and women's studies.

Deserai (Anderson-Utley) Crow, MPA 2002, completed her PhD at Duke University's Nicholas School of the Environment and Earth Sciences. She joined the School of Journalism and Mass Communication at CU-Boulder as an assistant professor this fall.

Kevin Jacobs, MPA 2003, was elected to a four-year term on the Broomfield City Council in November 2007. Jacobs is the assistant vice chancellor for human resources at UC Denver.

Pamela Anderson, MPA 2005, was elected clerk and recorder of Jefferson County, Colo. Anderson also serves as the legislative co-chair of the Colorado County Clerks Association.

Rosemary Harris, MPA 2005, was honored by the League of Women Voters of the Pikes Peak Region with the 2008 Making Democracy Work award. She is president of the Colorado Springs branch of the NAACP.

Louise Myrland, MPA 2006, is scholarship program director for the newly formed Denver Scholarship Foundation.

Ida Dilwood, MPA 2006, is the new director of the Disability Services and University Testing Center at the University of Colorado at Colorado Springs.

Todd Robertson, MPA 2007, joined Western Land Group, Inc., in October 2007. Prior to this, he was director of Summit County Open Space and Trails Department where he led land conservation efforts protecting more than 13,000 acres of open space.



Asya Miller

Asya Miller, MCJ 2008, scored all six points in goalball during the U.S. victory over China, earning her team a gold medal at the 2008 Paralympics in Beijing. Miller also has a silver medal in goalball from the Athens Paralympics and a bronze for discus from the Sydney games. She was named MCJ student of the year this spring.

VIEWS

DEAN

Paul Teske

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ABOUT THE COVER

Welcome to the launch of a newly redesigned graphic “look” for Views from the West. As SPA continues to set the standard for public affairs education, it demonstrates a strong commitment to facilitating dialogue, crafting policy and conducting research surrounding issues key to global sustainability.

Students* 593

Undergraduate: 187

Graduate: 406

Degree Programs

- Bachelor of Arts in Criminal Justice (BACJ)
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Optional concentrations in local government, environmental policy, management and law, domestic violence, nonprofit management, emergency management and homeland security
- 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: 18

Alumni* 3,529

Accreditation

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

Institutes and Centers

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

Bragging Rights

- The only accredited school of public affairs in Colorado authorized to grant graduate degrees in public affairs and criminal justice
- Ranked 32nd nationally by *U.S. News & World Report*
- Currently houses the editorial office of two major journals—the *Public Administration Review* and the *Policy Studies Journal*
- SPA students report a 100% job placement rate (survey respondents from 2002–2005)

* Combined numbers from the Denver and Colorado Springs campuses; fall 2008 census

** Fiscal year 2008–2009