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An Eventful Year

SPA events reinforce community connections

Dean's Message

We have BIG news this spring. After more than a year of planning, the Buechner Institute for Governance (BIG) at the School of Public Affairs was approved by the University of Colorado Board of Regents in April. The institute is named after John Buechner, former CU President, SPA faculty member and a distinguished scholar of local government in Colorado. BIG will work with state and local governments to elevate public administration and improve policymaking across the region.

The school's commitment to community service and stimulating informed conversations on public policy issues around the state also has been demonstrated in a series of high-profile events in recent months. Nobel Prize-winning economist Elinor Ostrom spoke to students and friends of the university during a two-day visit to the campus in April; T.R. Reid, author of *The Healing of America: A Global Quest for Better, Cheaper and Fairer Health Care*, presented his findings from his research on various health care delivery models around the world in January; a forum, "Ungovernable States: Prospects for Constitutional Reform in California and Colorado," was held in February; and *New York Times* Columnist David Brooks spoke at the school's Investment in Excellence dinner in May.

Associate Dean Kelly Hupfeld and CEPA Director Robert Reichardt helped guide the state's effort to compete for federal funds for K-12 education through the Race to the Top program. Colorado was one of 16 states selected as finalists for the funding program designed to support innovation and excellence in education policy.

Enrollment continues to grow across all programs at the school, and exciting changes are occurring in the ranks of our faculty as planned retirements and new arrivals inject energy into a dynamic educational environment. Overall, our student credit hours are up about 30 percent over last year, showing a strong demand for education in public affairs. This increase is well above the recession-caused increases in many other departments.

Our students are very active and involved. Recent capstone projects include analysis of Colorado's fiscal policy, assistance to nonprofit organizations with the challenge of communicating with diverse audiences, and assessing public service programs in Africa. School alumni are working in the U.S. Congress, serving in the Colorado Legislature and local government offices, and running police departments across the state.

With all the energy around SPA's programs, it seemed important to increase our communications to alumni and friends. We've decided to experiment with publishing *Views from the West* twice a year starting in 2011 and hope you enjoy this closer connection, as well as the more frequent news items that can be found at www.spa.ucdenver.edu.

Paul Teske
Dean, School of
Public Affairs



“Impact. When you are thinking of the School of Public Affairs at the University of Colorado Denver, I hope that's the word you have in mind. As you look across the breadth of our work at the university, SPA is the school that consistently stands out as a leader in connecting faculty and student resources to the real world challenges that need attention. By creating and enhancing existing portals, SPA is reaching out to provide support for many of our most crucial public policy debates in Colorado and nationally. You'll see in the coming pages just what I mean when I say impact best describes the school's work. I hope you'll agree.

A handwritten signature in dark ink, appearing to read "M. Roy Wilson".

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

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CONTRIBUTORS

DEAN
Paul Teske

EDITORIAL MANAGEMENT
Diane Carman

WRITING
Diane Carman

EDITORIAL REVIEW
Diane Carman, Annie Davies, Maureen Ediger, Mary Lou Kartis, Annie Nelson, Amy Rasberry, Cecile Schoberle, Paul Teske

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After waves of state budget cuts and a relentless economic recession, leaders in higher education across the country face the future with an increasing sense of foreboding.
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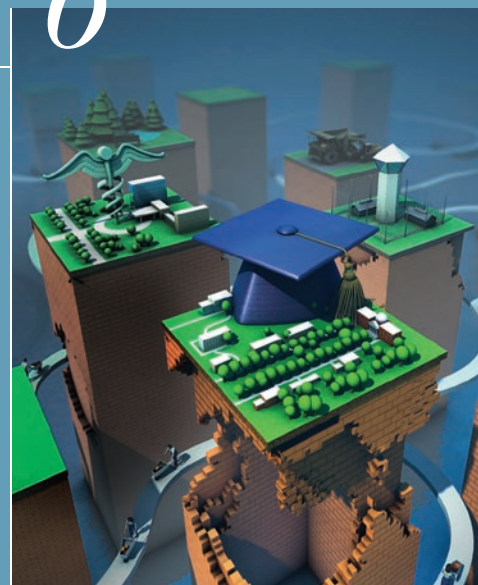
CREATIVE DIRECTION
Micheline Heckler

DESIGN & PRODUCTION
Anabliss Design + Brand Strategy

ILLUSTRATION
Bryan Leister, assistant professor in the College of Arts & Media

PHOTOGRAPHY
Glenn Asakawa, Michael Ensminger Photography, Freshwater Images, SPA Photo Archives

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Mountain+News

Honors and Awards



Kelly Hupfeld

Associate Dean and Assistant Research Professor **Kelly Hupfeld** presented at a book launch event sponsored by the Center on Reinventing Public Education in Washington, D.C., in May. The topic was “Unique Schools Serving Unique Students: Charter Schools and Children with Special Needs.”

Associate Professor **Jessica Sowa** was invited to a research roundtable, “Collaborations in Early Care and Education: Establishing a Framework for



Jessica Sowa

a Research Agenda,” in May in Washington, D.C. The meeting, sponsored by the national Administration for Children and Families, Office of Planning, Research and Evaluation, assembled experts from various disciplines to discuss research and evaluation of state-level collaborations in education and early care.

Professor **Richard Stillman** delivered the 2010 Donald Stone lecture at the American Society for Public Administration annual



Richard Stillman



Tanya Heikkila

conference in San Jose in April. It was the second consecutive year that an SPA faculty member was invited to deliver this important address. Professor Mary Guy gave the lecture in 2009.

Associate Professor **Tanya Heikkila** presented her research findings, “Transboundary Water Governance in the Western United States,” at the annual convention of the Colorado Water Congress in January.



The Best Job in the World

Klingner named distinguished professor

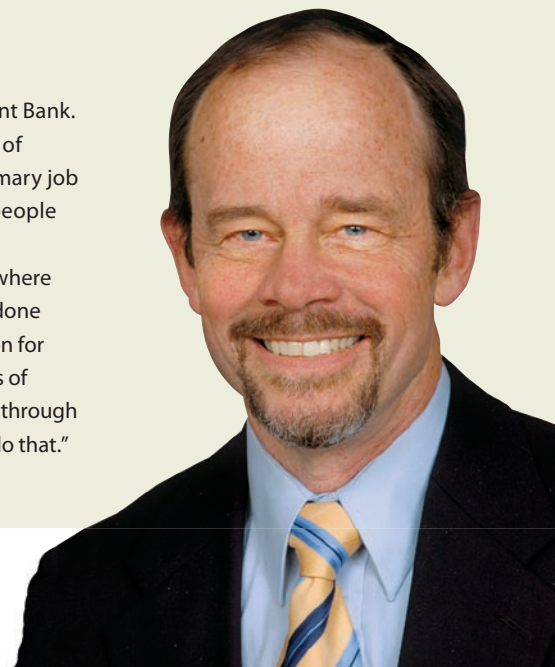
Professor Donald Klingner was named a distinguished professor by the University of Colorado Board of Regents in February. The honor is the most prestigious faculty award given at the university.

Klingner is an expert in human resource management in the public sector. He was a Fulbright Scholar in Central America, a visiting professor at the National Autonomous University of Mexico and has worked with the United Nations, the World Bank

and the InterAmerican Development Bank.

The professor, who has 35 years of classroom experience, says the primary job of a public university is “teaching people the rules of civic engagement.”

“We live in the era of rant radio, where you call somebody a name and be done with it,” he says. His recommendation for students who want to learn the skills of constructive engagement: “Breathe through your nose. You can’t talk while you do that.”



Student News



PhD candidate **Anita Davis** will present her research on energy display information in Paris this summer at the International Energy Program Evaluation Conference.

PhD student **Sheila Huss** wrote “Liability in Search and Rescues: Should Individuals Who Necessitate Their Own Rescues Have to Pay?” for the *Journal of Homeland Security & Emergency Management*.

Six students and a recent graduate of SPA attended the Colorado City and County Management conference in Glenwood Springs this year to participate in the emerging managers program. They were **Brad Hanson, Mitch Meier, Matt Urkoski, Kelley Harp, Mike Kosdrosky, Judy Eaton** and alumnus **Inayet Hadi**.

Sarah Sourk and **Jasmin Guerra**, both in the accelerated MPA program, have been selected for the Student Career Experience Program at the EPA Region 8 headquarters.

► Pictured left to right are: Brad Hanson, student and current Best & Brightest Intern in Limon; Inayet Hadi, recent SPA alumnus; Mitch Meier, student and current Best & Brightest Intern for Cedaredge; Matt Urkoski, student and current SPA graduate assistant; Kelley Harp, PhD student and current local government research assistant; Mike Kosdrosky, current student. Not pictured is Judy Eaton, current student and Best & Brightest Intern for Evans.

PhD candidate **Katrina Miller-Stevens** has accepted a teaching position in the public administration program at Old Dominion University in Virginia. She was the Association for Research on Nonprofit Organization and Volunteer Action (ARNOVA) Emerging Scholar for 2009. PhD candidate **Kevin Ward** also won an Emerging Scholars award from ARNOVA.

Elizabeth Tomsich, a PhD student, and Associate Professor Angela R. Gover collaborated with co-author Wesley Jennings on “Examining the Role of Gender in the Prevalence of Victimization and Fear, Perceived Risk, and the Use of Constrained Behaviors Among College Students Attending a Large Urban University,” which was published in the *Journal of Criminal Justice Education*.

Josh Wolfaardt, a BACJ student at the University of Colorado at Colorado Springs, was chosen for the Chancellor’s Leadership Class for 2010.



Buechner Institute Extends SPA’s Outreach

The University of Colorado Board of Regents voted April 22 to approve the creation of the Buechner Institute for Governance at the School of Public Affairs.

The institute will house several of the school’s centers for applied public policy, including the Center for Local and Regional Communities (CLARC), the Center for Education Policy Analysis (CEPA), the Center on Reinventing Public Education Denver (CRPE D) and the Center for Public/Private Sector Cooperation (CPPSC).

Its mission is to work with state and local governments in Colorado and the Rocky Mountain West to enhance

policy-making and improve public administration.

School of Public Affairs Dean Paul Teske said the institute presents an outstanding opportunity to expand the school’s outreach to the community with programs that focus on education, the environment, health care, regional governance and public finance. Services provided by the institute include training, facilitation, research and leadership development.

Leading the institute are Associate Professor Allan Wallis, director of the Center for Local and Regional Communities; Kathie Novak, director of training; Lisa Carlson, director of facilitation and planning; and Robert Reichardt, director of research.

The institute is named for John Buechner, former CU president and faculty member at the School of Public Affairs, and a scholar and expert on local government in Colorado.





A balancing act

Attorney General makes time for teaching

There's only one reason for Colorado Attorney General John Suthers to teach at the School of Public Affairs—because he loves it.

The state's highest-level law enforcement officer who is in the midst of a re-election campaign clearly has enough work to do.

"It's always a balancing act," says Suthers, who was named the first Scholar in Residence at the University of Colorado at Colorado Springs this year.

Since Suthers lives in the Springs, his class on Pleas, Trials and Sentencing was scheduled for Friday afternoons. He made his commute from Denver at midday, taught his class and then went home for the weekend. "I really do enjoy it," he says.

Suthers has taught at police academies, in programs for deputy district attorneys, at Pikes Peak Community College and at the University of Denver Sturm College of Law. "If you look at the student evaluations in the settings where I've taught, I always get very high marks for working hard to present all sides of the issues."

He also brings guest speakers into his class to talk about issues in criminal justice so students can, as Suthers says, "hear from people making decisions right now. I combine the theoretical grounding with a heavy, heavy dose of real-world information."

Among the issues his students study is the effort to re-evaluate sentencing practices in Colorado, a hot-button issue that has generated controversy nationwide.

Suthers says he makes the time to continue teaching because he finds working with students so gratifying. Last fall, after he'd given the keynote speech at the Colorado District Attorneys' annual meeting in Keystone, several members of the audience approached him to say they were working in district attorney offices around the state. "They'd all decided to become prosecutors after taking one of my courses ...," he says.

"Those kind of things make you feel good."

MPA missileer

Vanderschuere earns degree in underground bunker

Lt. Matthew Vanderschuere completed most of his coursework for his master of public administration degree deep underground.

Stationed at F.E. Warren Air Force Base in Cheyenne, Wyo., Vanderschuere graduated from the School of Public Affairs in May 2009. He is a 2006 graduate of the Air Force Academy and monitors up to 50 intercontinental ballistic missiles as a "missileer." Additionally, he is one of 10 people responsible for evaluating more than 200 other missileers assigned to the base.

"I'm one of the few who represent the final line of U.S. deterrence policy," he says.

Since there's been no need to use these weapons, his 24-hour shifts in the underground bunker provided plenty of time to work on his master's degree.

"It's kind of quiet," the 27-year-old says, "so it's conducive to working on a graduate program. It gives you something productive to do with the down time. Most of my fellow students probably had no idea I was posting online responses from deep underground in Nebraska and Wyoming."

Vanderschuere did his capstone on how to improve regulations, motivation and the organizational culture of the missile unit in which he works. Professor Malcolm Goggin was his advisor.

"My capstone attempted to bridge the gap between the orders coming from leaders at the Pentagon and implementation at the base level," Vanderschuere says. Several of the ideas presented in his capstone are being reviewed by his supervisors for implementation.

Vanderschuere said he chose the School of Public Affairs at the University of Colorado Denver because it is highly ranked, convenient to his job and provides tremendous flexibility through the online program.

He plans to teach and pursue a PhD in public administration.



New faculty members bring broad range of expertise

Associate Professor **Brian J. Gerber** joins the SPA faculty after two years as associate professor at the Public Administration Institute at Louisiana State University.

He earned his PhD in 2000 at Stony Brook University (the State University of New York).

Gerber's research has focused on emergency management, including the creation of simulations to improve mass evacuations.

His work has been published in the *Public Performance and Management Review*, *Public Administration Review* and others.

Assistant Professor **Benoy Jacob** comes to SPA from the School of Politics and Economics at the Claremont Graduate University in California, where he has been an assistant professor since 2008.

He earned his PhD in public administration in 2008 at the University of Illinois at Chicago.



Brian J. Gerber

Benoy Jacob

Callie Marie Rennison

His research has focused on land-use planning, municipal autonomy, taxation and why cities go bankrupt.

Jacob's work has appeared in the *Public Organization Review*, *Canadian Public Administration* and other publications.

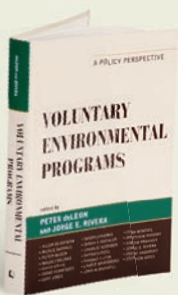
Associate Research Professor **Callie Marie Rennison** joins the SPA faculty after five years as an assistant professor in the Department of Criminology and Criminal Justice at the University

of Missouri in St. Louis. Prior to that, she worked in the Victimization Statistics Unit of the Bureau of Justice Statistics in Washington, D.C.

She earned her PhD in political science at the University of Houston, University Park, and has pursued research on gangs, violence against women, and victimization of persons for their race or Hispanic origin.

Rennison's work has been published in the *Journal of Quantitative Criminology*, *Justice Quarterly* and others.

Hot OFF THE Presses



Peter deLeon edited *Voluntary Environmental Programs: A Policy Perspective* with Jorge E. Rivera; published by Lexington Books in March 2010.

Deanna Perez was the author of "Applying Evidence-Based Practices to Community Corrections Supervision: An Evaluation of Residential

Substance Abuse Treatment for High-Risk Probationers," published in the *Journal of Contemporary Criminal Justice*, volume 25, issue 4, in November 2009.

Angela Gover was co-author with **Katie Kaukinen** of "The Effects of Low Self-Control and Childhood Maltreatment on Stalking Victimization among Men and Women," published by the *American Journal of Criminal Justice*. Gover also was co-author of "Using Propensity Score Matching to Understand the Relationship between Gang Membership and Violent Victimization: A Research Note," published in *Justice Quarterly*.

Paul Stretesky has been tapped as editor of a series of books from Ashgate Publishing in London on "green criminology." He also co-wrote "Campaign Contributions, Lobbying and Post-Katrina Contracts" with Michael J. Hogan and Michael A. Long in *Disasters: The Journal of Disaster Studies, Policy and Management*. Additionally, Stretesky joined Michael J. Lynch in writing "Global Warming, Global Crime: A Green Criminological Perspective" in the journal *Global Environmental Harm and the Greening of Criminology*, edited by Rob White.



Allan Wallis was co-author of a chapter in *Remedies for a New West: Healing Landscapes, Histories, and Cultures*, published by the University of Arizona Press. His chapter, co-written by Gene Bressler, is entitled, "Oh Give Me Land, Lots of Land." The book was edited by Patricia Limerick of the Center for the American West in Boulder.

REBUILDING BUDGETS

HIGHER EDUCATION FUNDING IN CRISIS

State university presidents and higher education officials across the country look at the future with an increasing sense of foreboding after a nearly two-year-long economic recession and the waves of state budget cuts that have accompanied it.

For many states, the budget cuts were shocking and traumatic; here in Colorado, public policy experts who have been studying the issue at the School of Public Affairs said it was more like business as usual. As Dean Paul Teske wrote in a commentary for Education News Colorado in January, “Two years ago, before the biggest national economic and state budget crisis in generations, Colorado ranked #48 in state support for higher education (per student).”

To maintain programs in the face of state budget cuts, in March the University of Colorado Regents voted 8-1 to increase tuition. Tuition will rise 9 percent for the 2010–2011 school year on the Denver and Boulder campuses, and 7.2 percent in Colorado Springs.

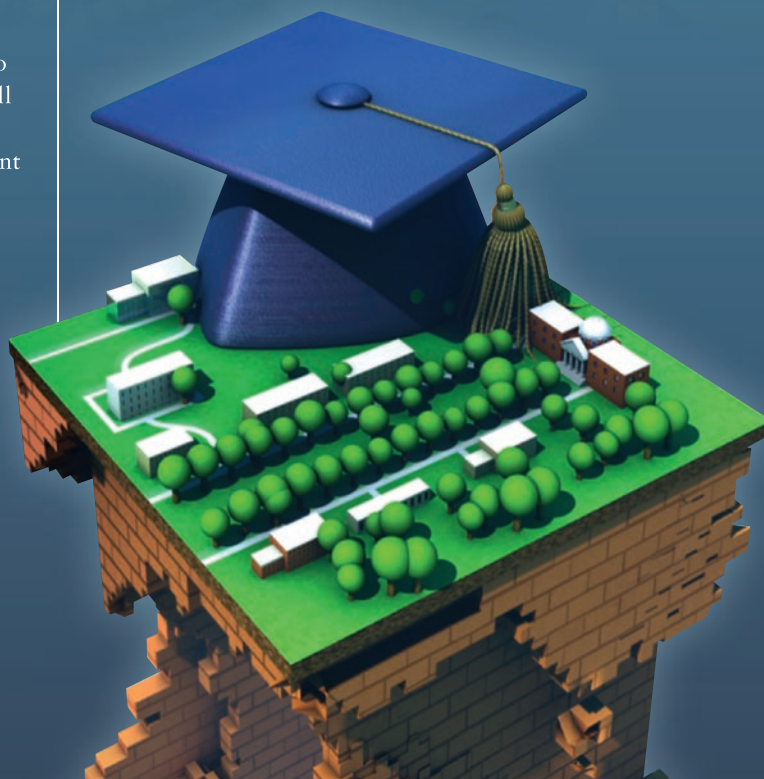
First-year PhD student and former CU Regent Maureen Ediger said that the biggest issue in the crisis is access. “The situation is dismal and students, especially those in SPA, have had the TABOR and Amendment 23 lesson so many times they know there’s no room in the budget. They feel helpless.” Their expertise in fiscal policy lays bare the challenges faced across the country and the state.

The situation in Colorado is serious and will require collaboration and innovation in public

leadership. While higher education in almost every state is faced with a new reality in the wake of the recession, since 1980 state support here has plummeted. That year 21.1 percent of the state budget went to higher education compared to 6.4 percent in the 2009–10 budget year.

David Longanecker, president of the Western Interstate Commission for Higher Education, said that Colorado is “one of the most productive states in the country” when it comes the output from each dollar invested in higher ed. That is problematic for the future, however, since federal stimulus funding from the American Recovery and Reinvestment Act of 2009, which protected higher ed from \$382 million in cuts, will disappear in 2011.

“In Colorado the situation is more serious than the rest of the country,” Longanecker said. “We start from a much lower base.”



Andy Carlson, budget and financial aid director for the Colorado Department of Higher Education (MPA 2004), said the strain on the system has taken its toll and there are no easy solutions. When the ARRA money runs out, “Higher ed is going to have to fight with transportation and K–12 education for what’s left of state funds, and it’s not going to be an easy fight.”

In the past 30 years, higher education funding has dropped from **21 percent** to less than **7 percent** of the state budget.

SPA Associate Professor Christine Martell, who serves on the university’s Budget Priorities Committee, said responding to the fiscal crisis is difficult because “the tax and expenditure limitations in Colorado restrict reform. We’re locked into the budget priorities that were determined 20 years ago.” The legislature has little latitude in determining how revenues are spent.

Longanecker said there are ways to address the problem, but they require dramatic cultural changes.

“We as a state, unlike many others, have the capacity to support higher education if we can develop the will,” he said. “We can simply move up to be a reasonable tax-effort state. That would solve the revenue side of the problem.”

A second approach is to change the way higher education operates “through using technology-mediated instruction rather than class-based instruction,” he said. That would mean logging into class instead of physically going to college.

Neither of these approaches is particularly popular, however, so the more likely scenario is the grim prospect of more budget cuts.

While Longanecker acknowledged the shortcomings of arguing the case for robust public higher education through economic arguments alone and ignoring the social justice issues involved, still “economics is an important part.”

Not only does higher education create a more highly skilled workforce and produce innovation that stimulates economic development, “health care

costs are much lower for better educated people and educated people tend to be more engaged in the arts, culture and government. The quality of life is better for a well educated population to such a great extent, it justifies a good public investment.”

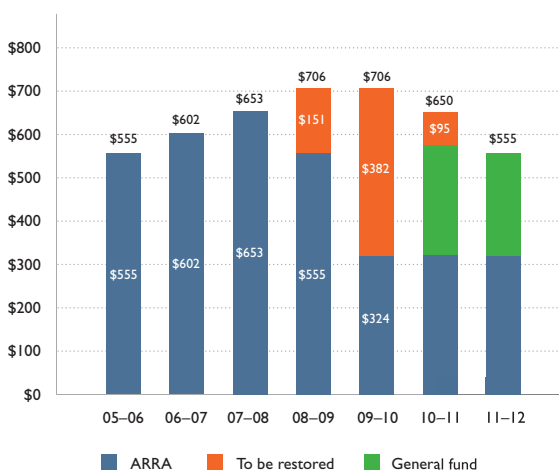
Where the money will be found to maintain that investment remains the key question.

“The solution for higher ed is the solution for state government in general,” Longanecker said. “I would call for a constitutional convention to rethink the way we do our tax structure ... and I’d eliminate the initiative and referendum processes. They’re killing the state.”

At a forum sponsored by SPA in February, Charlie Brown, director of the Center for Colorado’s Economic Future at the University of Denver, said that if action is not taken to change constitutional limits, within 10 years, 100 percent of Colorado’s general fund will be spent on K–12 education, Medicaid and corrections. No general fund money will be left for higher ed.

For the short term, the only answer is to manage budgets rigorously, and Martell said that’s one thing that’s distinguished the School of Public Affairs. “I think the leadership of the school over the last 10 years has done a lot to manage the budget in a way so that the fat has been cut and there’s been creativity in program expansion both to serve our students and to serve them in a way that’s financially viable for us.”

State Support for Higher Education



Graph provided by the CU Office of Budget and Finance.

This graph outlines the governor’s plan for state funding higher education through FY 2011-12. It shows the impact of the federal stimulus dollars (ARRA) to backfill state cuts to higher education. Continued pressures on the budget and decreasing state revenues may result in an even larger cut to higher education in future years.



AN eventful year

SPA Events Reinforce Community Connections

The School of Public Affairs has reinforced its strong connections with the community this year through an ambitious schedule of public events. Among the high-profile speakers appearing on campus in the last few months were *New York Times* columnist David Brooks, Nobel Prize-winner Elinor Ostrom, author and journalist T.R. Reid and a distinguished panel of experts who participated in a forum entitled, “Ungovernable States: The Prospects for Constitutional Reform in California and Colorado.”

Brooks wowed a packed house at the Seawell Ballroom on May 12 for the school’s Investment in Excellence dinner. But before he launched into his 45-minute presentation of political insights,

sharp observations and rich humorous asides, he expressed genuine admiration for the SPA students he met that afternoon.

“The students were really, truly impressive,” he said, “really, really impressive. They are clearly going to go on to great things.”

About 40 students met in an informal question-and-answer session with Brooks that offered a preview of formal remarks he later made in his presentation.

At the dinner, which was attended by 450 SPA supporters including former U.S. Sen. Tim Wirth, Gov. Bill Ritter, Mayor John Hickenlooper, University of Colorado President Bruce Benson, Chancellor M. Roy Wilson and other state and local leaders, Brooks commented on his impressions of the Obama White House, education reform, the Tea Party movement, the global economy and the politics of Washington, D.C.

Brooks said he has known Barack Obama for many years and, “personally I’ve never been

disappointed with the way he’s conducted himself.” He called him “a very perceptive guy” and a “genuinely nice person” with a “calmness” about him.

Brooks also offered his view that the president is “trying to do too much too soon” and is “spending too much money.”

The president has “an addiction to the home run,” Brooks said. “He always wants to swing for the home run.” As a self-described Mets fan, Brooks said, “I’m big for hitting singles.”

He also cited the flip side of Obama’s “intellectual self-confidence. He has a lack of emotional connection to where the country is,” Brooks said. The administration “came into office thinking the country was ready for a new deal, but this was a country ... that was extremely anxious about insecurity and disorder and the recession, and they added to that anxiety and insecurity by piling on a whole other set of changes. They’ve created a backlash against them.”

Counter-clockwise from left: Nobel Prize-winner Elinor Ostrom; Steven Hill, Kelly Brough, Rep. Lois Court and Charlie Brown at the constitutional reform forum; New York Times Columnist David Brooks at the Investment in Excellence dinner; and former Washington Post correspondent T.R. Reid speaking on his book about health care reform.



Brooks joked about politicians, saying they are “emotional freaks” and that they “talk so much they drive themselves insane.” Still, he said, after years of covering campaigns and congressional sessions and watching various administrations closely, “I’m

We’re able to get a lot more going and I’m very pleased about that.”

The “Ungovernable States” forum was held Feb. 24, and featured speakers Steven Hill, director of the Political Reform Program of



“The students were really, truly impressive... really, really impressive. They are clearly going to go on to great things.”

— DAVID BROOKS, NEW YORK TIMES COLUMNIST

convinced that the people who go into this line of work do it because they really care.”

A month before the school’s Investment in Excellence dinner, Ostrom proved to be a spirited and engaging participant in the two-day Institutional Analysis and Development (IAD) symposium held on April 9 and 10. She delivered her paper, “Institutional Analysis and Development Framework: Historical and Contemporary Developments,” and explained the years of work that led to her becoming the first woman to win the Nobel Prize in economics.

“I consider this a very important thing,” she said of the IAD symposium. “It’s taking ideas that I’ve been part of and seeing my colleagues really moving ahead on them. Things haven’t stopped.

the New America Foundation in California; State Rep. Lois Court, House District 6 in Denver; Kelly Brough, president and CEO of the Denver Metro Chamber of Commerce and former director of the Rocky Mountain leadership program; and Charlie Brown, director of the Center for Colorado’s Economic Future.

Speakers outlined the severe fiscal problems facing the two states and explained how constitutional amendments, many of which were created through the initiative process, have hindered efforts to balance state budgets and at the same time maintain a full range of services for the public.

California and Colorado are in “a race to the bottom,” Hill said.

Brown and Court said that 82 percent of Colorado’s general fund goes to three programs: K–12 education, Medicaid and

corrections. Within five years, the percentage is expected to rise above 90; within a decade, it will hit 100.

They predict no state funds will be left for higher education, human services, the judiciary system and an array of other programs many state residents take for granted.

Such a scenario would be devastating to business growth and job creation in Colorado, Brough said. Since lawmakers have little or no latitude to allocate funds for critical state programs, such as higher education, Brough said they bear little responsibility for the problems that result.

Reid appeared before an audience of SPA faculty, students and supporters on Jan. 21, the day after the Democrats lost their filibuster-proof supermajority in the U.S. Senate.

“Day by day we’re getting further away from a health care solution,” said Reid, the author of *The Healing of America: A Global Quest for Better, Cheaper and Fairer Health Care*.

One fundamental requirement for achieving universal health care, he said, is that the country make the moral commitment to ensure that everyone is treated. “There has to be a national ethic around health care. Fundamentally, it’s not about economics. It’s a moral judgment.”



Moving»Forward

An innovative leader

deLeon looks to the future

A pair of elaborate earrings, mounted and smartly framed, hangs on the wall in Linda deLeon's office, a tidy space with a view of the snowcapped Rocky Mountains and a campus that the long-time Californian came to love.

The earrings were a gift from a student who sought her advice. deLeon took her out for lunch "and tried to help bolster her self-confidence." Then she stepped aside to watch her graduate.

As deLeon prepares to fill a dumpster with the files from this phase of her highly successful professional life as associate professor and associate dean of the School of Public Affairs (SPA), she remains her own harshest critic.

"I enjoy teaching, but I'm not gifted at it," she says. And as for mentoring, "I guess I always thought of it as just part of the job."

Despite her dismissive self-assessment, deLeon's 21-year tenure at SPA has been marked by a commitment to the fundamentals of good public administration and collaborative decision-making. "I've always tried to use good information to inform my decisions," she says. "And we make decisions by consensus here."

As a result, few people appreciate the elaborate behind-the-scenes leadership deLeon has provided on everything from coping with the growing problem of plagiarism to designing online degree programs that really work.

"As I took over as dean in 2008, Linda was extremely kind with her support in her role as associate dean," Paul Teske says.

Dean Emerita Kathleen Beatty, who worked alongside deLeon for more than a decade, says that from the first time they met, she was impressed. "Linda

"I think I may work on something that makes me good and mad. That gives one energy, for sure."

has a great ability to sort through problems, get to the bottom of them, figure out what the real problem is and then talk through them to reach a solution."

Her husband and colleague, Professor Peter deLeon, says she maintains a "sense of balance."

Teske looks at the arrival of the couple as an important moment in the school's history. "Linda and Peter are as close to being a fixture at SPA as one can imagine. Her devotion to her students is legendary, and our exit surveys from students are full of great stories of the positive impact Linda had upon their ideas about and careers in public service."

The next chapter of deLeon's life will be devoted to work that her schedule never has been able to accommodate fully. Sure, there will be the snowshoeing and the mushroom-hunting trips that she's always enjoyed. But she envisions herself devoting some of her time to rocking the public affairs boat.

"I think I may work on something that makes me good and mad. That gives one energy, for sure."



Focus on the future

Gage caps 36 years at SPA

In his 36 years at SPA, Professor Bob Gage has moved from teaching to research to administration and back again—and again.

He's seen an innovative idea for an interdisciplinary program on public policy and administration that was born in 1972 mature into a full-fledged university program with its graduates working in such far-flung places as Washington, D.C., and Seoul, South Korea. He's seen colleagues come and go, each imprinting a unique stamp on the school, making it a more dynamic and vital place with every new idea.

In May, Gage retired to begin the next phase of his life. "In retrospect, I would do it all over again," he says. "It feels good."

Gage's research has focused primarily on intergovernmental relations and the networks that emerge to implement programs across governmental boundaries. One of the highlights of his career was a year-long sabbatical he took to study intergovernmental relations in the U.S. General Accounting Office in Washington. His findings were reported to Congress and the then-incoming George H.W. Bush administration.

"I always feel a little bit more comfortable if I've been there in the world of practice before I teach



about a subject," he says. "That was probably the best sabbatical there ever could have been."

Gage also followed his interest in Asia with three research trips to China and a sabbatical in Hong Kong, and brought back to his classroom insights on international relations.

Despite his powerful intellectual and administrative contributions to the school, it's Gage's artistic gift that most often brings appreciative smiles to the faces of colleagues, students and visitors alike. His stunning collection of photographs is exhibited throughout the halls and offices of the school. He plans to continue replacing images periodically as he gathers more spectacular photographs from his travels.

His first post-retirement trip will be to honeymoon in Italy after his wedding to Marion Honemann on June 5. "I'm not retiring," Gage says. "I'm advancing to something exciting and new."

Street cop still striving

Williams to continue outstanding career in law enforcement

Jerry Williams developed much of his expertise in criminal justice the old-fashioned way: as a cop.

Before he became an associate research professor at the School

of Public Affairs, before he was executive director of the Bill Blackwood Law Enforcement Management Institute at Sam Houston State University or director of the Law Enforcement Education & Research Program at North Carolina State University, before he was chief of police in Arvada or Aurora, and even before he graduated from college and earned his doctorate in public administration, he was a 21-year-old street cop for the Arvada Police Department.

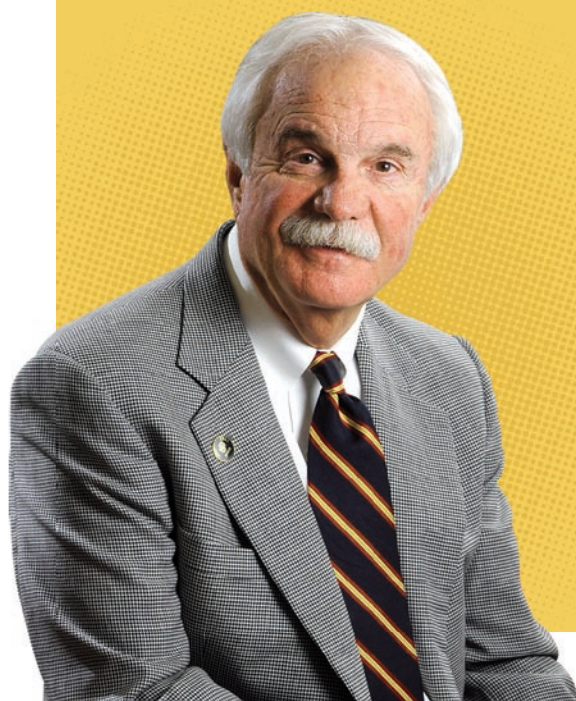
So underestimate him at your own risk.

After a decade of service at UC Denver, Williams has decided it is time to take on a new challenge. He looks back with pride on the 76 law enforcement officers who

graduated with master degrees in criminal justice with an emphasis in police executive leadership since that program began in 2001. Nine of them went on to become chiefs of police and 40 advanced in their careers dramatically.

Among these graduates were Mary Heller, who became police chief in Telluride; Wes Kufeld, chief of police in Estes Park; and FBI Special Agent Joe Airey, who was promoted to supervising special agent.

"They all saw the importance of graduate education that's relevant to the real world," says Williams. "I want to continue to play a role in improved policing. I'm satisfied with what we've done here. It's just time to move on."



Alumni+Profile

A passion for politics

Stephanie Berger
MPA 1995



When **Stephanie Berger** was a little girl, her mother took her canvassing door to door all over Houston, Texas, to campaign for Kathryn Whitmire, who would become the first woman mayor for the city. The thrill of that sweet victory has defined Berger's life.

"I always loved politics," Berger, MPA 1995, says, "and that was a really passionate race."

The president of consulting firm Berger Hirschberg Strategies still gets a rush just talking about the campaigns on which she's worked. "I work on the Democratic side," Berger says. "Governors are my niche."

She's also worked on three presidential campaigns, and "Let's face it," she says, "there's nothing like a presidential election to get the juices flowing."

She develops fundraising strategies for political campaigns and nonprofit organizations. Her first foray into presidential politics was in 2000 when she was California finance director for the Gore campaign.

Berger, who also worked as John Kerry's finance director, says that presidential races are all-consuming.

"I love the issues that come out of presidentials. I love how presidential campaigns make us think beyond ourselves, how they inspire us. And I love the fight." Berger is working on two campaigns that keep her

enthusiasm at fever pitch. New York Attorney General Andrew Cuomo is "the flagship client of my business," she says. "I'm a fan from the word go, and in New York, politics is a combat sport."

She's also working with Alex Sink, a Democrat running for governor of Florida. "Sink has a very dynamic profile. I'd like to see her as governor there," she says. "I have a ton of faith in her."

Florida always is a battleground state for the two parties, Berger explains, and after her disappointment with the outcome in 2000, she'd get great satisfaction from a Democratic victory there. Besides that, since childhood she has taken great pride in working on successful campaigns for women candidates. "That's my passion," she says, "women's leadership."

Berger credits SPA with giving her the skills and the confidence she needs to succeed in the cutthroat world of money and politics.

She enrolled in the master in public administration program at SPA and took several internships along the way. One such internship was in then-Gov. Roy Romer's office.

When she graduated, Berger went to work for the Democratic National Committee in Washington, D.C. Romer was chairman at the time. "That's how I ended up there," she explains, "through the contacts I made during my internship."

SPA "was phenomenal for me," Berger says. "Education delivered me."

Active Alumni

Professor Peter H. Koehn (MPA, 1968), director of the International Development Studies minor at the University of Montana, has a new book, *Transnational Competence*, which was written with professor James N. Rosenau of the George Washington University.

Paul Schultz (MCJ, 1988) will join the staff of the Colorado Attorney General as director of the Peace Officer Standards and Training program in July. Schultz, who has been chief of police in Lafayette since 2002, will be in

charge of documenting and managing the training and certification of active and reserve officers in Colorado's law enforcement community.

Ron Gibson (MCJ, 2001) was named Chief of Police in Redmond, Wash., in April after three decades with the Colorado Springs Police Department.

Erin Collard (MPA, 2003) joined the Washington, D.C., office of the Environmental Protection Agency.



Jamie Van Leeuwen

Jessica Sandoval (MPA, 2004) has been named director of National Field Operations at Campaign for Youth Justice in Washington, D.C.

Natalia Swalnick (MPA, 2007) is the coordinator of the Clean Cities program of the American Lung Association in Colorado.

Vital Link

Kirk connects community leaders with university

It's difficult to find women who dare call themselves feminists. Susan Kirk doesn't shrink from the moniker. Quite the contrary, she describes herself as "feminist extraordinaire."

In that capacity she has mentored young business-women and aspiring leaders, recruited women to run for political office, rallied support for women candidates, advocated for women entrepreneurs and served two terms as a University of Colorado regent. Over the years she's also brought her considerable expertise in politics to her roles as an assistant to former U.S. Sen. Tim Wirth and a public policy consultant to Holme Roberts & Owen LLP.

Now as chair of the School of Public Affairs Advisory Board, Kirk provides a vital link between community leaders and the university as well as a powerful spark of enthusiasm for the program.

"I have a real passion for the projects at the School of Public Affairs and I like the people," she says. Kirk has worked closely with former Dean Marshall Kaplan, Dean Emerita Kathleen Beatty and current Dean Paul Teske.

In helping define the role of an advisory board member, Kirk says she believes it should be that of a cheerleader, a fundraiser and an occasional sounding board. It should always be a rewarding experience for all involved.

Among the activities she strongly supports at the school are the efforts to make speakers and policy programs available to the community. "There's a hunger in this society to learn more and to be able to combat the



more aggressive quacks out there with real information and understanding of the issues," she says.

The advisory board membership also includes: Pam Anderson, MPA 2005, Jefferson County clerk and recorder; Mary Lee Beauregard, MPA 1983, incoming chair of the CU Foundation; Sara Thompson Cassidy, director of public affairs and communications for the Denver Metro Chamber of Commerce; Terrell Curtis, executive director of the Delores Project; Susan Edmondson, MPA 2003, executive director of Bee Vradenburg Foundation in Colorado Springs; David French, executive director of the Orbis Institute; David Ethan Greenberg, founder and president of the board of the Denver School of Science and Technology; Allegra "Happy" Haynes, MPA 2002, assistant to the superintendent of Denver Public Schools for community partnerships; Helayne Jones, executive director of the Legacy Foundation and a member of the Boulder Valley School Board; Tony Lewis, executive director of the Donnell-Kay Foundation; Mary Lou Makepeace, MPA 1979, vice president for Colorado programs at the Gill Foundation; Kristin Todd, MPA 2000, senior vice president at the Daniels Fund; and Paul Weissmann, MPA 2006, majority leader in the Colorado State House of Representatives.

Jamie Van Leeuwen (PhD, 2007) executive director for Denver's Road Home, the city's 10-year plan to end homelessness, has been named policy director for the John Hickenlooper for Governor campaign.

Alex Dane (MPA/MURP, 2008) has joined the staff at the National Renewable Energy Laboratory as a specialist in green building codes.

Kady Everard (MPA, 2008) has joined the staff of the City of Thornton as a budget analyst.

Samantha Long (MPA, 2008) has been named director of the Colorado Legacy Schools/National Math and Science Initiative program for the Legacy Foundation.

Gloria Schoch (MPA, 2008), who is community relations director for First Data, was named the Colorado Women's Chamber of Commerce Young Professional of the Year.

Corinne McCuskey (MPA, 2010) was chosen for the Thomas C. Wales Fellowship, which matches aspiring leaders with nonprofit organizations that address critical concerns for

communities. She has been assigned to the Washington Health Foundation in Seattle to work on policy initiatives for chronic diseases.



Samantha Long

VIEWS

University of Colorado Denver

School of Public Affairs
Campus Box 142
P.O. Box 173364
Denver, CO 80217-3364

www.spa.ucdenver.edu

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ABOUT THE COVER

The economic downturn across Colorado and the nation has had a dramatic impact on funding for all public services, but especially for higher education. The School of Public Affairs has helped focus attention on the issue and bring some of the best minds in the state together to develop solutions to protect the region's economic future. Cover illustration by Bryan Leister.

Find a job

SPA's online job and professional experience portal is available to students, alumni and friends. Access jobs, internships and capstone projects free of charge. Alumni also can post jobs and opportunities for students at no cost. Visit www.spa.ucdenver.edu/jobs to register and learn more.

Become a fan

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Join us for an event

SPA and the UC Denver Alumni Association sponsor a full schedule of events for alumni, the campus and the community. In the past few months, SPA has hosted career panels, lectures, a film series, issues forums and high-profile speaking events. We promote these events through our Web site, www.SPA.ucdenver.edu; our Facebook page, www.facebook.com/schoolofpublicaffairs; and in e-mails to alumni.

To receive notifications of events, new programs and other opportunities, update your e-mail address and your mailing address at www.ucdenver.edu/alumniupdate.

Advance your career

Did you know that completing only 15 hours (five graduate-level classes) earns a graduate certificate and could help boost your career?

SPA offers graduate certificates in:

- domestic violence
- emergency management and homeland security
- environmental policy, management and law
- homeland defense
- interpersonal violence and health care
- nonprofit management
- local government
- security intelligence

The school also offers the following degree programs:

- Bachelor of Arts in Criminal Justice
- Master of Public Administration (MPA)

Optional concentrations in local government, environmental policy, management and law, domestic violence, nonprofit management, emergency management and homeland security.

- Master of Criminal Justice (MCJ)

Optional concentrations in domestic violence, emergency management and homeland security.

- Doctor of Philosophy (PhD) in Public Affairs

