

VIEWS

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Potent PARTNERships

*Varda's network analysis
tool helps public health
systems nationwide*

Dean's Message



IT IS HARD TO BELIEVE

that we are already in the 11th year of the new millennium.

The past 10 years of public affairs were extraordinary, by any historical standard. Our presidential election in 2000 was deadlocked and ultimately decided by a few votes. We suffered the first major international terrorist event on U.S. soil on September 11, 2001. We are still fighting our nation's longest shooting war as a reaction to that event. We elected our first African-American President in 2008. And, in the past two years, we have faced the worst national financial and economic collapse in 75 years.

These events have required us to rethink old assumptions about public affairs and to develop new approaches to deal with the problems that lie ahead.

Dealing with an aging population, addressing climate change and emergency events and providing access to quality health care at a reasonable cost are all critical to the kind of future we build together.



“We believe that the SPA motto of **Lead.Solve.Change.** is more relevant than ever, and we are preparing the school to be a leader in helping to solve these challenges in Colorado and across the globe.”

All of these issues require good governance and smart policy. We believe that the SPA motto of **Lead.Solve.Change.** is more relevant than ever, and we are preparing the school to be a leader in helping to solve these challenges in Colorado and across the globe.

In terms of national and international impact, we expect and support our faculty to produce research that contributes to the base of social scientific and public affairs research that helps solve these problems. Our faculty publications have grown by 70 percent in the last few years, and we also hope to see growing impact from that work over time. Assistant Professor Danielle Varda's work on social networks in public health, expanded and facilitated by a \$200,000 Robert Wood Johnson Foundation grant, is one example of that type of impact. Associate Professor Paul Stretesky's work on environmental crime, including editing a book series and a new journal is another example.

Another arm of SPA, our new Buechner Institute for Governance (BIG) is designed to help us tackle state and local manifestations of these problems, using our expertise in applied research, training and leadership programs. The focus of BIG is mainly upon Colorado issues, including education (we are the evaluators for Denver's innovative ProComp teacher pay plan),

health care (our new Solutions website) and local policy (we are evaluating the cost savings and other impacts of mail-in ballots). BIG includes about a dozen full-time staff members and also involves faculty members when their work is more focused upon Colorado's applied problems.

We are pleased to welcome our new Wirth Chair scholar—Alice Madden—who most recently worked on energy environment and sustainability issues with Governor Bill Ritter. Madden brings a wealth of practitioner expertise to SPA and our students.

Our excellent SPA staff supports all of these efforts, as well as working with our students. This model provides both efficiencies and synergies.

Our faculty, staff and BIG team all work with students at all levels—PhD, MPA, MCJ and BACJ—to increase their knowledge, teach them to **Lead. Solve.Change.** and to prepare them for governance in the coming decades that are also likely to be “interesting times.”

As you read this issue of Views, we look forward to your help and support as we expand the scope of BIG's activities, and we welcome your ideas about how to better serve our state, nation and planet.

Paul Teske
Dean, School
of Public Affairs

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Vol. 13 • Issue I

Views from the West is produced semi-annually by the University of Colorado Denver for alumni and friends of the School of Public Affairs, Campus Box 142, P.O. Box 173364, Denver, CO 80217-3364.



Caffeine & Conservation

Downhill racer's career going full-speed ahead



On an average day, Erin Young is a whirlwind. She is halfway through her studies for her master in public administration degree; owns and

manages the Cup in the Corner coffee shop in Silverthorne; serves as an elected member of the Summit County Board of Education; coaches local ski teams and judges competitions; and, as if that isn't enough, volunteers for the Keystone Nordic Kids League and the Summit Independent Business Alliance. And she got married last summer.

The 24-year-old insists that despite her diversity of interests, it's public policy work that really drives her. "My parents always told us, 'If you're not happy with something, go fix it,'" she says. Growing up in Summit County, Colorado, she developed a strong connection with the environment, so her concentration in environmental policy management and law should serve her well in her quest to address environmental problems and preserve natural areas around the world.

"What I like about the SPA program—and most people won't say this—is the core classes we have to take," Young says. "At first I thought, well, I've been an elected official for three years, doing lots of public policy work, I don't really need intro to policymaking but no matter how long you work in the public sector,

these classes help you become a better public servant."

Young says the core classes help students develop leadership and policymaking skills. She also has found that courses in public finance have been invaluable as the school district faces continuing budget problems during the recession.

She believes that "they help you get a deeper understanding" of the principles of public finance.

Young has taken most of the core classes online and travels to the Denver campus for electives, such as Environmental Policy and Law, Conservation Biology, Environmental Planning and science classes and seminars.

Young, who was a professional skier until an injury ended her career, still enjoys the sport for fun and recently traveled to Kashmir for a ski trip.

"The day we left, there was a terrorist attack in the city we were flying into," she says. "We contacted our hosts and they said, 'No, no, no, don't cancel. It's still safe.' People there are amazing. We were skiing through an active Kashmir army camp and the people were so happy we came."

For her capstone, Young is considering several possibilities, including working with the Nature Conservancy, offering her services to one of the Colorado ski resorts to conduct environmental

analyses of proposed expansions of ski terrain or helping evaluate the proposed wildlife corridor over Vail Pass.

"I'd like to be involved in something in the Summit County region," she says.

Young expects to graduate in December 2011, right around the time her term on the school board expires. By then she expects her business to be well-established, too.

"It will be a nice culmination of everything I've been doing," she says. She has not decided whether to seek re-election. That will depend on what other opportunities emerge upon finishing her MPA.

"Maybe I'll find a career with the state Division of Wildlife or the Nature Conservancy or a ski area interested in environmental preservation—something along those lines," she says. She plans to keep—and expand—the coffee shop in Silverthorne and to maintain her volunteer commitments. Running for public office again may or may not fit into the next chapter of her life.

"I have a lot of diverse interests," says the downhill racer turned entrepreneur/policymaker/graduate student/volunteer extraordinaire.

And at 24, she's got plenty of time to pursue them all.

Student Notes



MPA student **Samantha Lippolis** has been accepted into the two-year Clinton Global Initiative university program. She is one of 1,300 students from 88 countries to participate. Lippolis plans to develop a project to extend medical care to rural Colorado

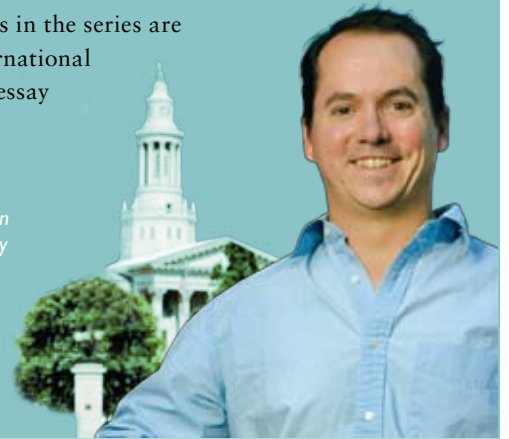
through telemedicine, using video consultations, e-mail and text messaging for information exchanges, and electronic sharing of diagnostic test data to provide patients with access to specialists not available in many small towns.

PhD student **Andy Pattison** has been appointed to the Governor's Pollution Prevention Advisory Board as the higher education representative. This is a committee of state pollution experts that advises the Colorado Department of Public Health and Environment and the governor on policies and programs.

Young-Jung Kim has won the best doctoral dissertation award for an Asian student/topic, from the Association for Public Policy Analysis and Management. It is the first time that an SPA PhD student has won this award. Kim also won the SPA PhD award. His dissertation topic was "Mapping the Policy Networks: A Case Study of the Korean Foreign Labor Policy."

PhD student **Quinn Lung** presented a paper on transnationality at the Berlin Roundtables in December. Lectures in the series are selected by an international jury and based on essay competitions.

► *Samantha Lippolis, top, joined the Clinton Global Initiative. Andy Pattison, right.*



Innovative CPM program draws eager participants

The School of Public Affairs successfully launched the Colorado certified public manager (CPM) certificate program last year. Colorado and Wyoming are the newest programs, having officially received accreditation from the CPM National Consortium in October. CPM programs are offered in 35 states.

The Colorado program is part of the Center for Local and Regional Communities, which offers facilitation services and engages in research on state and local issues. It is one of several new initiatives launched as SPA expands its role as a resource for public and nonprofit managers.

The CPM program is a nationally recognized,

innovative training program. Its goal is to enhance individual and organizational effectiveness and efficiency in three competency areas: leadership, management and administration.

"The CPM program delivers high-quality management information in a well-packaged format suitable for time-stressed government executive officers," says Rocky Ford City Manager Daniel Hyatt. "The instructors are superbly qualified practicing managers who communicate well with those in the trenches. The class content combined with excellent interaction among class members does a great job of filling in the knowledge gaps practicing managers inevitably realize they sorely need."

Classes are conducted in a hybrid format, consisting of a day-long face-to-face session (also available via webinar) and the equivalent of a second day of online instruction. Eleven courses are offered and a final capstone project is required. Students also can take the leadership courses within the CPM program by completing the Rocky Mountain Program—an eight-day intensive, residential training program. For information, visit www.spa.ucdenver.edu/cpm.





Colorado's turbulent tax environment

Ely ventures into the eye of the storm

When Assistant Professor Todd Ely began studying public finance as a PhD student at New York University's Robert F. Wagner Graduate School of Public Service, he expected to be analyzing state and municipal finance, period.

Education policy wasn't yet on his radar screen. After all, when he earned his MPA at the University of Arizona, "nobody talked about ed policy," he says. "That was in the ed school."

But at NYU, education policy was fully integrated into the public administration program—just as it is at the School of Public Affairs—and with good reason. Around a quarter of the money in state and local budgets goes to education, Ely says.

So began his odyssey into the world of school capital construction finance, charter school debt struggles, credit enhancement programs for school districts, pension obligation bonds and all manner of gnarly public finance challenges faced by communities

from coast to coast.

"I discovered at NYU that if you're not looking at education, you're missing the boat," Ely says.

As it happens, Colorado is an exciting place to be for anyone interested in local public finance. "There's a lot going on here, both good and bad," Ely says.

Tax and expenditure limitations are a "huge part of the finance field," he says, "and obviously here you get to live it." At the same time, Colorado is known as a progressive state in the way it handles credit enhancement programs for charter schools, debt insurance programs for school districts and other aspects of public policy, so it's a great laboratory for ideas.

Ely says a trend in public finance now is revisiting how to deal with service cutbacks.

Attitudes about budget cutting vary from region to region across the country as well, according to Ely.



"I'm teaching budgeting right now and here, more so than in New York, you get some very interesting conversations from students," he says. In Colorado, he says, a strong libertarian sentiment runs through every discussion. Cutting public services that in the past were untouchable is considered by many to be a perfectly reasonable response to the budget crisis.

The entire country is watching the experiment taking place in Colorado Springs as municipal budgets are being cut, resulting in deep reductions in services such as park maintenance, street-lighting and even police and fire services.

"The standard assumption is that the previous level of funding was the appropriate level and when that's cut, it's not good. But there's no one right answer," Ely explains. Different communities demand different services or services at different levels, "and that's okay."

Hot OFF THE Presses



Janet Lopez's new book, "Undocumented Students and the Policies of Wasted Potential," has been released. Lopez, director of P-20 education initiatives, completed the book as part of her PhD research. "Wasted Potential" draws on policies and student data from North Carolina as a microcosm of the nation's approach to undocumented students.

Associate Professor **Angela Gover's** article, "New Directions for Domestic Violence Offender Treatment Standards: Colorado's Innovative Approach to Differentiated Treatment," is scheduled to appear in the January issue of the journal *Partner Abuse*.

"Multiple Streams Framework," written by PhD graduate **Spiros Protopsaltis**, was recently published in the *Encyclopedia of Public Administration and Public Policy*, Second Edition.

"The Impact of Emotional Labor and Value Dissonance on Burnout Among Policy Officers," by **Lonnie M. Schaible** and **Vikto Gecas**, was published in *Police Quarterly*. "Crime, Shame, Reintegration and Cross-National Homicide: A Partial Test of Reintegrative Shaming Theory," also by Schaible, assistant professor on the University of Colorado Colorado Springs campus, has been selected for publication by *The Sociological Quarterly*.

Scholar in Residence

Culbreth-Graft brings real-world experience to students

She has been a public manager for 11 cities and one Indian reservation, grappling with personnel decisions, fiscal booms and busts and everything from potholes to allegations of police brutality. In her last job, she had to cut \$90 million from the relatively small city budget and eliminate 550 city jobs. It was disheartening, to say the least.

Last April, Penelope Culbreth-Graft resigned her position as Colorado Springs' city manager and came to the University of Colorado Colorado Springs to teach and reflect. She is a Scholar in Residence at the School of Public Affairs.

"I started working for cities at the age of 15 and worked for cities all the way through college," Culbreth-Graft says. "I'm from a public-sector family. My dad was a police officer and my mom was a deputy sheriff."

Throughout her career she also has taught public management in university settings, primarily in Southern California. She was teaching one class each semester at UCCS while she was city manager, "so this is a very natural home for me."

Her students are fascinated by her real-world experience. "They really want to know how to apply theory in a meaningful way and how to manage sustainable change," she says. "They want to know how I handled severe fiscal issues and how to do the life/work balance. They want to know if this stuff is real."

During the fall term, Culbreth-Graft taught courses in economics and finance policy, and organizational management and change. Drawing from her professional experience, she could talk about rapid organizational change and fast-moving fiscal dilemmas in ways that very few other local government officials could.

When she arrived in Colorado Springs in January 2008, "I walked in and found out the first week on the job that we were \$15 million short. It went downhill from there," she says.

"It was heartbreaking to watch a community in some ways fall apart, but yet we realize when it happens it's really just a form of development."

Recently, Culbreth-Graft began studying quantum philosophy. "They talk about the state of collapse in quantum theory, and it's a positive thing.

It allows an organization to consolidate to be more concise, to redirect and to determine the essence of what's important. It allows us to imagine possibilities: Now that it is in a collapsed state, what new and beautiful thing can we create?"

Equally important to her at this time in her life is the role she plays in caring for her husband, a disabled Vietnam veteran and one of the very first vets to be diagnosed with post-traumatic stress disorder (PTSD). She also has a son who is enrolled in the MPA program in Denver, and she is working on a book about her experiences as a city manager and as a spouse of someone with PTSD.



HONORS AND AWARDS

The Denver Regional Council of Governments gave

Kathie Novak, director of the Rocky Mountain Program, its

Distinguished Service

Award "in recognition of extraordinary contributions to the activities of DRCOG." Associate Professor **Allan Wallis** also was recognized for his service to the organization.



Associate Professor **Jessica Sowa** has been elected to a three-year term as board member for the Association for Research on Nonprofit Organizations and Voluntary Action.

Associate Professor **Catherine**

Kaukinen is

principal investigator on an innovative program to coordinate campus, local law enforcement and community programs for student victims of sexual assault, domestic and dating violence, and stalking on the University of Colorado Colorado Springs and Pikes Peak Community College campuses. The program has received a \$499,645 grant from the Office of Violence Against Women at the U.S. Department of Justice. The services and prevention programs will affect more than 21,500 students. A research group comprised of faculty members, program directors, administrators, campus police officials and representatives of community groups will participate in the effort.



Potent PARTNERships

Varda's network analysis tool helps public health systems nationwide

When economists talk about the value of a university to a community, they always mention its role in supporting innovation. Gather a group of smart people in one place, reward them for research, provide affordable labor from graduate students and, *voilà*, amazing things happen. Like Google.

The page-rank algorithm that made Google the most popular search engine in the world was created by Sergey Brin and Larry Page, two graduate students in computer science at Stanford.

It was quite an idea, all things considered. In 2009, the company reported revenues of \$23.7 billion and net profits of \$6.5 billion. Not bad at all.

Assistant Professor Danielle Varda (PhD 2005) hasn't exactly hit the big time like Brin and Page. At least, not yet. But she has nurtured the development of the PARTNER software tool for performing sophisticated network analysis, and it's rapidly becoming almost Google-like in its popularity within the realm of public health systems.

PARTNER, which stands for Program to Analyze, Record and Track Networks to Enhance Relationships, was developed to meet a growing need to demonstrate the progress and benefits of collaboration to funders and other interested participants in public health service projects. Existing tools were insufficient to measure the effectiveness of collaboration.

"Funders and stakeholders expect agencies to collaborate with partners," Varda says. The objective is to get more bang for their buck and to produce evidence that the strategy is working.

In the past when budgets were flush, agencies prided themselves on their ability to hire the best people. In recent years, however, public health organizations have sought partnerships with other agencies, private companies and individuals who are considered influential leaders and experts in their fields to maximize the level of expertise available while minimizing costs.

For a long time, Varda says, people thought the calculus was simple: "The common assumption was the more people you were connected to, the better." But numbers alone didn't guarantee success.

"The PARTNER model is built on the premise that more is **not always better." Some agencies with smaller networks seemed to operate more effectively and efficiently than others with large, impressive connections.**

"The PARTNER model is built on the premise that more is not always better," Varda says. Some agencies with smaller networks seemed to operate more effectively and efficiently than others with large, impressive connections. The question was: What makes a network work?

Varda was at the Rand Corporation about four years ago when she received a grant from the Robert Wood Johnson Foundation to develop a tool to help public health departments measure and monitor connectivity with partners. "I decided that people needed a tool, something tangible, that they could use to put information in and get analysis out," she says.

"I never thought I would get into the business of programming computer software," but one thing led to another and before long, with the help of some very smart students, the social scientist was up to her elbows in computer code.

She joined the faculty at the School of Public Affairs in 2008 and "spent four or five months working on a plan for how to take PARTNER to the next level," she says. "The best thing I did was e-mail a computer science professor." She discovered that student teams were available to work on projects for credit. "I went to the class 8-1/2 months pregnant and presented to the students. I was lucky because the smartest, brightest team of students picked it up."

Dale Anderson, a student from the team, came to her house just weeks after her daughter, Olivia, was born, and the project to upgrade the PARTNER tool began immediately.



“It’s really a sophisticated database with links to an analysis tool,” Varda says. “And the students did this all for free.” One of those students, Michael Cooper, continues to help refine the system.

Mario Rivera, program evaluator at the Colorado Department of Public Health and Environment,

“PARTNER’s simplicity is what makes it so appealing to practitioners. It’s very much for applied use by real people.”

explains how the tool has worked for him. He was asked to do a social network analysis for a coalition of public health teams in Jefferson County. “I was pretty overwhelmed at first,” he says.

Rivera worked with the two co-chairs of the coalition to customize the survey questions included in the tool. The 19 members of the coalition completed the survey; the results were loaded into the database; and then he worked with Varda to analyze them and develop a presentation for the group.

“PARTNER comes up with a pretty nice graphic display showing who connects with who,” he says. “It was a great find for me.”

Rivera says the Centers for Disease Control and Prevention is keenly interested in using social network analysis to evaluate coalitions in health care, and PARTNER makes it much easier to do.

“PARTNER looks at who’s at the table and if there are gaps or redundancies,” Varda says. “It can help users strategize about how to improve their collaboratives, for example, by reducing the number of meetings held and the number of connections, while continuing to

reap the collaborative advantage.”

She says that sometimes it is used to identify problems or to confirm an intuition about how coalitions are working. “It’s meant as a process tool and a strategic planning tool,” she says. It’s not designed to set goals for the groups or evaluate programs in terms of health outcomes.

As tight budgets require more collaboration in the public service sector, the demand for PARTNER has increased dramatically, pushing Varda, who teaches, does research and still wants to have time with her family, to the brink. “I thought about shutting it down last spring,” she says. “I couldn’t keep up with the demand for support.”

Then in July she won an ad hoc grant from the Robert Wood Johnson Foundation to hire Jessica Haxton, a post doc, to help PARTNER users. The

foundation wants to make sure PARTNER will be available to organizations that need it.

At the AcademyHealth annual research meeting in Boston last June, Debra Perez of the Robert Wood Johnson Foundation praised Varda for her “exciting work” in developing PARTNER and helping public health agencies become more “practice-oriented.”

While Varda’s innovation is hugely valuable to the organizations that use it, one thing it’s unlikely to do is make its creator rich.

“It’s hard for people to understand, but PARTNER is not meant to go big,” Varda says. “Its simplicity is what makes it so appealing to practitioners. It’s very much for applied use by real people.”

And best of all—at least from the point of users across the country—it’s free.

WONDERbabies tests networks for special-needs kids

While the PARTNER tool thrives as a useful tool for practitioners, Danielle Varda continues her network analysis research in numerous projects, including the evaluation of statewide systems of care for babies and young children with special health-care and developmental needs. In partnership with her co-investigator Ayelet Talmi, director of WONDERbabies, and the Center for Public Private Partnerships, Varda implements translational research by gathering data using PARTNER, analyzing this data, and providing technical assistance for quality improvement.

“We’ve collected data looking at organizations across the state and how it has coordinated care for this population. You see a lot of partnerships, and at first glance you would say that it seems that the money is well spent and children should be getting healthier and getting good care,” she says. “It looks terrific on paper.

“But when you ask the families, they say it’s very difficult to navigate these systems. Their real networks are their personal networks ... families supporting families.”

The research is moving into a second phase to evaluate the families’ personal networks. The final phase will implement Strategic Collaborative Management to recommend changes so the system will better meet the needs of the children.



SOLUTIONS

SPA newsroom tackles health policy analysis



As traditional news media have cut coverage of health care and policy, the School of Public Affairs has stepped up to fill the void, creating Solutions, a website and weekly electronic newsletter at www.healthpolicysolutions.org. The project presents health policy analysis, health care stories, opinions and research links in a way that most traditional media are no longer able to do.

“Our goal is to have a dramatic impact on policy by making people more well-informed so they are more effective advocates for their causes,” says Diane Carman, director of communications for the school. “We won’t be pushing an agenda and we’re not advocates. Our goal is to provide the information.”

Two years ago, Robert Reichardt, director for the Center of Education Policy Analysis, suggested the school consider developing a website to explain public policy issues. Reichardt based his idea on Education News Colorado, a website devoted to comprehensive coverage of the state’s education policymaking. Dean Paul Teske applauded the plan.

Carman discussed the concept with community leaders and found that a need existed when it came to providing unbiased information surrounding health care policy. The number of journalists covering health issues in the state had declined dramatically, and most reports focused on the political dance instead of the analysis that would educate an often-confused public.

During the recent health care reform debate, for example, newspapers—even well-respected national publications—spent a majority of the time reporting the political ramifications of reform.

“It was the rare person who understood anything about what was involved in that bill and the impact it would have on Colorado’s economy, people’s lives, the insurance industry or being a practitioner in this state,” says Carman. Even today, because the specifics of reform are under-reported, political ads are able to distort the truth because citizens don’t understand the new law.

Solutions is a “source of information that is focused on health policy itself—not merely the politics of it—and

what it means and how it works. That way, we begin to elevate the conversation and make the debate in our state legislature and in casual conversations a better informed one,” says Carman.

The Colorado Health Foundation and the Piton Foundation are providing a majority of the program’s dollars, while the university is providing considerable in-kind support.

Writer Katie Kerwin McCrimmon has teamed up with Carman to report and write objective analysis covering a broad range of issues. The site also contains opinion pieces written by university faculty, students, experts and policymakers; links to relevant studies; key facts; and blogging space for readers.

“Health policy impacts all of our lives; it intersects with every other public policy issue,” says McCrimmon. “I believe nonprofit journalism is our future, and if we want serious coverage of serious issues, we have to find new models. We are pioneers.”

Both Carman and McCrimmon are veteran journalists. Carman spent more than 30 years as a reporter, editor and columnist before joining the School of Public Affairs in 2007. McCrimmon recently worked as health policy writer for the Colorado Trust. Previously, she was an award-winning reporter for the Rocky Mountain News.

Carman emphasizes that Solutions is a journalistic endeavor, not an academic one, and that the school is responding to the crucial need for coverage of health policy issues. “Paul Teske is behind this as a news medium that will have integrity and value, and he believes the independence of the reporters and writers is critical,” she says.

► Diane Carman, left, and Katie Kerwin McCrimmon are producing Solutions, available at www.healthpolicysolutions.org.



Confronting the Issues

SPA forums elevate the debate

Throughout the raucous political season last fall, the School of Public Affairs provided cool-headed policy analysis through an ambitious series of topical forums and events.

The monthly Buechner Breakfast series was launched Oct. 1 with a lively forum on the three fiscal policy measures on the Nov. 2 ballot.

Gregory Golyansky and Jim Frye of the Colorado Union of Taxpayers advocated for Amendments 60 and 61 and Proposition 101. Henry Sobanet, president of Colorado Strategies, LLC, and Ed Scholz, Denver director of budget and management, presented the case against the measures.

Scholz said that the ballot measures would slash Denver's budget by \$60 million in four years, reducing jobs and public services and inhibiting the city from doing any construction projects. Golyansky countered that public employees were overpaid and that the private sector could provide all services more efficiently. "Just because the government doesn't build roads doesn't mean that some private interest—like E-470—won't build roads," Golyansky said.

Newly re-elected Attorney General John Suthers and Mark Grueskin, then chair of Isaacson

and Rosenbaum's Public Law and Policy Practice, faced off at the Nov. 5 Buechner Breakfast in a discussion about the multi-state lawsuit challenging the health care mandate in the federal Patient Protection and Affordable Care Act.

Moderated by Associate Dean Kelly Hupfeld, the debate drew more than 90 people and highlighted the critical constitutional questions that are expected to be decided by the U.S. Supreme Court in 2012 or 2013.

"It's not my job to be concerned about health care," Suthers said. "It is my job to be concerned about a thing called federalism."

Grueskin countered by challenging Suthers' contention that the Commerce Clause applies to economic action, but not inaction that causes serious economic harm to the country, calling it "a semantic circus."

SPA also sponsored debates with candidates for U.S. Senate on Oct. 11, candidates for Colorado Governor on Oct. 13 and with University of Colorado Regent candidates on Oct. 15.

The senate and gubernatorial debates, co-sponsored with 9News and The Denver Post, were broadcast live. Topics ranged from immigration

reform and the war in Afghanistan to higher education funding and legalizing marijuana. But the emphasis in both forums was on the candidates' ideas for expanding the economy and creating jobs.

One of the topics addressed with CU Regent candidates Steve Bosley and Melissa Hart was the proposal to consider political affiliations when hiring new faculty members.

"We need to hire great teachers and great researchers," said Hart, a faculty member at the CU School of Law. "I don't care if my surgeon is a great Republican surgeon, and when the Board of Regents focuses on politics, it erodes public confidence in the institution and distracts from the focus on hiring great teachers."

Bosley said he disagreed "100 percent. There's a difference between talking about a faculty member in the math department and one in political science. When there's an opening in political science, we want to bring some balance to the faculty," he said. "What are we afraid of?"





“I don’t care if my surgeon is a great Republican surgeon, and when the Board of Regents focuses on politics, it erodes public confidence in the institution and distracts from the focus on hiring great teachers.”

— MELISSA HART, CU REGENT CANDIDATE

With public policy controversies far from resolved, forums continued well after the votes were counted.

The fourth annual alumni event on Nov. 15 featured dueling pollsters Lori Weigel and Mike Kulisheck analyzing the behavior of the voters in Colorado and across the country.

In addition to the political forums, The Center on Domestic Violence hosted an innovative theatrical production, “Behind the Mask: Bringing Domestic Violence Center Stage,” at the Wells Fargo Theatre Oct. 20. Co-hosted by former speaker of the Colorado House of Representatives Terrance Carroll and Bridget Orton, wife of

Broncos quarterback Kyle Orton, the event drew hundreds of supporters for a 10th anniversary celebration of the center and its contributions to the community.

Sue Hagedorn, trustee of the Seedworks Fund, took the occasion to announce that she would match all donations to the center up to \$750,000. The Gay & Lesbian Fund for Colorado also issued a \$5,000 challenge to the audience.

Clockwise from top: crowds packed the U.S. Senate candidates debate; Michael Bennet and Ken Buck at Senate debate; Mark Grueskin at Buechner Breakfast; and John Hickenlooper, Tom Tancredo and Dan Maes at gubernatorial debate.



Coming Events

Buechner First Friday Breakfast: Electoral Reform

February 4, 7:30–9 a.m.
Baur’s Ristorante
1512 Curtis St., Denver, CO

Wirth Chair Luncheon in Support of Sustainable Communities

March 3, 11:30 a.m.–1:30 p.m.
Four Seasons Hotel
Grand Ballroom

Kimmie Weeks on Child Soldiers and Child Rights in African Cities

March 10, Noon–1:30 p.m.
Turnhalle at Tivoli Center

Buechner First Friday Breakfast: Higher Education

March 4, 7:30–9 a.m.
Baur’s Ristorante
1512 Curtis St., Denver, CO





Getting the scoop

Fiscal policy is Scanlon's new beat

As a newspaper reporter, Terry Scanlon (MPA 2009) cultivated the role of the neutral observer. No matter how absurd or obnoxious a source was in his or her opinions, it was Scanlon's job to represent them fairly and accurately. It's just one of the many reasons he's so happy in his new career as a fiscal analyst for the Colorado Fiscal Policy Institute.

"I still think of myself as a newspaper guy," says the former reporter for the Daily Press in Virginia. "That's such a wonderful career in so many ways. But I knew I had to change."

Scanlon moved to Colorado when his wife accepted a job here. The economic struggles of the media industry combined with a desire to get more involved in advocacy led him to contemplate a different career path.

"I kept getting more interested in policy work, and I figured the best way to get into that was grad school," he says. "I didn't like the idea of going back to school at first, but I came out with a better ability to analyze issues and to explain why I was taking a certain position."

Scanlon was particularly impressed with two of his toughest classes: an economics class taught by Research Analyst Robert Reichardt and a grueling day-long fiscal policy class taught by Ron Kirk, a fiscal analyst at the Legislative Council.



As he worked on his MPA and sunk roots in Colorado, he decided that there were three places he'd like to work: the Colorado Children's Campaign, the Bell Policy Center and the Colorado Fiscal Policy Institute.

Just days after he graduated in December 2009, he accepted a job at the Fiscal Policy Institute.

"It's the best work environment I've ever been in," he says. "I'm so grateful for this opportunity."

Scanlon says he realized not long after his arrival that the fundamental question facing Coloradans when it comes to any public policy challenge is how to pay for it.

"The state has a \$1 billion revenue shortfall, and there are only two possible solutions: either cut spending or increase revenues," he says. "The only people around who are saying that we should be raising more revenue are at the Colorado Fiscal Policy Institute. The politicians are too worried about the political climate to even mention that option."

The MPA program was instrumental in helping Scanlon make the transition from journalism to public policy work, he says. "It put me in the perfect position to work here. I'm really excited about where I am now."

Active Alumni



Frederic Marienthal

Frederic Marienthal (MPA 1979) has been appointed to the Colorado Municipal Bond Supervision Advisory Board. As a senior public finance partner at Kutak Rock LLP, Marienthal also serves on the boards

of Kitchen Sisters Productions, Public Media Company and the community board of Friends' School in Boulder.

Amy Mueller (MPA 1995) has been named director of government relations for Kaiser Permanente Colorado. In her new role she will develop strategy and policy for health care legislation and regulation

across the state. Mueller, who also is an alumnus of the Denver Community Leadership Forum, previously was deputy chief of staff to former Denver Mayor John Hickenlooper.

Emily Ferrell (MPA 2010) has assumed a position as an analyst for the Bureau of Land Management at the National Operations Center in Lakewood as part of her selection as a Presidential Management Fellow.



Spiros Protopsaltis

Spiros Protopsaltis (PhD 2008) has been named policy advisor for the Committee on Health, Education, Labor and Pensions for the Majority Staff Office of the U.S. Senate.



Got news?

Please send us details about your achievements, honors and transitions so that we can include them in future editions of Views from the West and on our website, www.spa.ucdenver.edu. E-mail us at SPA.alumni@ucdenver.edu.

High-level leadership

Duba teaches art of collaboration

The classic leadership paradigm, the one exhibited by men like George Patton, Douglass McArthur, Winston Churchill and the like, is not the one Paul Duba (MPA 2000) demonstrates in his open-air classroom outside of Leadville.

Command and control won't cut it for a leader whose team literally must hold hands to negotiate a steep mountainside. They need to work together, adapting to their situation step by step and trusting that together they can accomplish a goal that none would attempt alone.

"In Outward Bound, we talk about collaborative leadership," says Duba, who has been cultivating the skills of Denver Community Leadership Forum participants for more years than he cares to remember.

Classic top-down leadership works fine in situations where the problems are well understood and solving them is a matter of deploying resources effectively to move an organization along a clearly identifiable path to success.

"But there are quite a few problems that transcend the unified hierarchical structure," he says. Such as addressing climate change or managing scarce resources.

Consider the challenge of reducing high school dropout rates, for example. Parents, teachers, social services workers, law enforcement officials, business-people, political leaders, advocacy groups—all would like to solve the problem, Duba explains, but no one can do it alone. No single leader can issue an order and make the change happen.

"It's a process," he says. "It requires superb communication skills and the credibility of a big tent approach, where all are welcome. It requires trust."

That's why the Outward Bound course is such a good laboratory for this lesson.

"People know each other, but they certainly haven't gone camping together," Duba says. They have an uncertain challenge before them and collaboration is necessary if they are to meet it."

Duba says the group leaders don't need to know how to get to the top of the peak, but they do need to know how to keep the group together through communication and problem-solving skills. "The course actually is an apt analogy" to the kinds of problems that occur in



"The course actually is an apt analogy" to the kinds of problems that occur in the workplace or society. "It takes time, you have to persevere, you face unknown obstacles along the way and you create change through an adaptive process."

the workplace or society. "It takes time, you have to persevere, you face unknown obstacles along the way and you create change through an adaptive process."

Duba has tested his own leadership skills in a variety of roles, including his work as a member of the Gunnison City Council. He worked with Sen. Mark Udall "back in the day" when Udall was executive director of Outward Bound. But Duba says he isn't interested in a political career. "I'm not a professional in that regard."

This winter Duba and his partner, Karen, plan to spend six months in Pucon, Chile, "reenergizing my practice as an administrator."

It's not the first time Duba has immersed himself in another culture. He served in the Peace Corps in Niger from 1982 to 1984 and took six months off in the middle of his MPA program to travel through Chile in 1999. It's an environment in which he thrives.

Duba was Student of the Year in his MPA class, a group that included such luminaries as Hilary Fletcher, now Pitkin County manager, and Ken Coleman, who is town manager in Gunnison.

Duba plans to be back in Leadville in the summer of 2011, leading Denver Community Leadership Forum participants through their paces. He'll bring with him new energy and ideas from Chile, where he plans to volunteer building houses for earthquake victims, teaching in schools and learning about the culture and resilience of Chileans.



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