

VIEWS

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Gloria Schoch

At home in two cultures



School of Public Affairs
UNIVERSITY OF COLORADO DENVER

Views from the West

Dean's Message



The horrific shooting of **Rep. Gabrielle Giffords** in Arizona last year punctuated widespread concern about the increasingly negative tone of political discussions in America. Many of us now look to improved civil discourse as a way to get more citizens talking to each other, to build social capital and to discourage people from resorting to name-calling and, certainly, to violence.

I believe that universities are good at many things, but one in particular is stimulating civil discourse. At the School of Public Affairs (SPA), we focused our May 2011 Buechner Breakfast event on this topic, and we are trying to expand our menu of events and programs to help develop and model positive intellectual discussions across political and other boundaries.

And, although the Giffords shooting caused many to pause and reflect, the cacophony from cable TV news shows, radio rants and negative political ads certainly continues as the worst example of public conversations. With the 2012 presidential election campaign under way, especially in the

battleground state of Colorado, and with so many other contemporary policy issues rising in importance, the time is ripe for more and better civil discourse.

We strive to make SPA a place where important conversations about public affairs can take place. We do this by developing and sponsoring outreach events, but also by releasing policy briefing papers, reports and other informative takes on current issues.

In the fall we provided a series of fiscal policy events: Our September Buechner Breakfast forum focused on the federal deficit, followed by our October breakfast event on Proposition 103 and the state budget. We were also fortunate to host the national expert and advocate **David Walker**, former comptroller general of the United States, who outlined future trends in the federal deficit.

Alice Madden, Wirth Chair scholar-in-residence, has transformed a fledgling discussion series on sustainability issues that features a speaker and an informal conversation at the Wynkoop in LoDo on the first Tuesday of each month. Former **Gov. Bill Ritter** talked about the green economy in December, and other speakers have focused on solar energy, corporate sustainability and urban infrastructure.

Health care reform has often been at the center of some uncivil and uninformative debates. To drive better conversations, Solutions, our online health policy journalism website, is in its second year of providing news, opinions and updates on Colorado health issues to advocates and policymakers.

We also leverage our impact by working with key partners, including the Law School at CU Boulder.

Recent joint events in Denver on constitutional access to justice and trends in health care information technology (featuring the chief technology officer of the United States) were highly successful.

After learning about local non-governmental organizations working on development or environmental issues in Africa, we hosted a series of networking events to bring together Colorado-based advocates to collaborate on solutions to thorny problems.

As a result of these events, I am often privileged to get access to important decision makers. I have marveled at these recent opportunities: We cosponsored a Denver lunch with **U.N. Secretary-General Ban Ki-moon** in September, and in October I was able to watch **President Obama** announce his new national student loan plan here at CU Denver.

Please join us in these conversations that matter by coming to our events or by accessing our reports or Solutions via the SPA website. We may not quite want you to “occupy SPA,” but we do want to see you and talk with you. This spring we are planning events on topics including Colorado’s legislative term limits, sustainable food policy, trade-offs in energy production and the replication of successful urban charter schools.

Lead. Solve. Change through civil civic discourse.

Paul Teske
Dean, School of Public Affairs



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from reporting about policy TO MAKING IT

Elisa Cohen intends to land on her feet

The typical School of Public Affairs student is crazy busy, constantly juggling jobs and family responsibilities as well as the demands of scholarship. Elisa Cohen is in another category altogether.

The editor of the North Denver Tribune, mother of two teenagers, host to six exchange students from Saudi Arabia over the past three years and mentor to a young man who aged out of foster care is beyond busy. Still, she says she enjoys the time she spends studying for her master of public administration (MPA) degree.

"I have loved the program," she says. "The quality of the classes and the way it's helped me think is phenomenal." Cohen decided to enter the MPA program two and a half years ago. "I'm in print journalism," she explains. "I think that's enough said."



She wanted to acquire skills that would help her transition into a new career. "I'm positioning myself to land on my feet."

In the meantime, though, she's finding that what she's learning in class helps her tremendously on the job. A public finance class she was taking came in handy recently when she had to cover a zoning controversy.

Cohen also serves on Denver Public Schools' Northwest Denver Community Committee. She did a survey of area residents, "and I ended up with 363 responses and 40 pages of qualitative data that I didn't know what to do with."

She took the material to Research Analyst Robert Reichardt, who "walked me through it," she says, and then she enrolled in Assistant Professor Danielle Varda's qualitative research class, "so the program has provided real-time help for me as well."

Cohen says she started the MPA program with the objective of "stepping away" from the field of public education, which has been her passion. At the time, she was teaching at North High School in Denver and was troubled by the number of students she saw who left school with poor skills and few prospects.

"So many of the problems I could see were not with the kids, but with the lack of systems and support from adults," she says.

So even though she planned to move in another direction, she has found herself gravitating toward education policy courses and digging deeper into the issues surrounding poverty and public education.

Now, she says, "I would love to work in a setting that really helps low-income kids achieve more and have doors open for them because they are skilled and ready for life."



Cohen, who is 49, brings a wealth of experience to the classroom. In addition to her work in education and journalism, she and her husband, Peter Bunch, took in a young man she met while teaching at North. He had spent much of his childhood homeless or in foster care.

"He was a very sweet kid," she says, "and a good writer. I heard that he had dropped out of high school, was tooling around being an idiot and got in trouble for DUI. He was in a bad place—headed for prison—so we brought him into our house." The family provided structure and support for the young man.

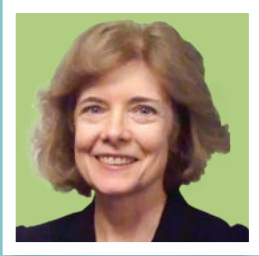
"We required him to register to vote," she says. "He said, 'I don't care about that.' But we said, 'We do.'" He finished high school and completed his probation successfully, and after a year and a half with Cohen and Bunch, he got a job and moved out to live with friends.

Cohen plans to complete her MPA in December of 2012. Then, she hopes to find a job with an organization such as the Colorado Department of Education or an advocacy group focusing on public education—or will continue working as a journalist.

"With the Internet, so many industries have to evolve or disappear," she says, "but journalism is still so important."

She'd happily continue to work as newspaperwoman, albeit one with an MPA. "The program has helped me be a better journalist," she says. "I'm learning deeper, better ways to understand community processes as they unfold."

Student Notes



PhD student **Teri Bolinger** received a two-year fellowship to work with the Colorado Department of Health Care Policy and Financing through the Peace Corps Paul D.

Coverdell Fellows Program.

PhD student **Kathleen Gallagher** was awarded a scholarship by the Association for Research on Nonprofit Organization and Voluntary Action to attend the organization's annual conference in Toronto in November.

► *Teri Bolinger, top, received a two-year fellowship. Christopher Herndon, right, was elected to the Denver City Council.*

Executive MPA student **Christopher Herndon** was elected in May to the Denver City Council, representing District 11.

MPA student **Ann Morgenthaler**, who is an active member of the Colorado City and County Management Association, has been selected for a two-year internship with the City of Ouray through the Denver Office of Local Affairs' Best and Brightest internship program.



Military Vet Returns for MCJ

Hard-working Laurie Buchanan advocates for crime victims

Laurie Buchanan is not afraid of tough situations. When she graduated from high school at the beginning of the first Gulf War, Buchanan gave up her original plan to enroll in college and enlisted in the Army. For the next 14 years, the Michigan native served as a nuclear, biological and chemical operations specialist in three countries.

Now living in Colorado Springs with her husband and two teenage sons, Buchanan recently completed a bachelor of arts degree in criminal justice (BACJ) at the University of Colorado Colorado Springs and is studying toward her master's degree in the same field. She plans to work as a victim advocate.

"What impresses me most about her is her ethic, her whole work ethic, and her

approach to life. She is just a very honest, up-front person," says Katie Kaukinen, Buchanan's advisor and an associate professor at UCCS.

Buchanan serves on UCCS advisory committees and takes significant roles in fundraisers and initiatives to help disadvantaged families and crime victims. Her unwavering commitment to public service—from her Army career to her volunteering and compassion for crime victims—is why UCCS staff and faculty voted Buchanan the Outstanding BACJ Student.

She grew up in Michigan, the fifth of nine children. "There was a past history of domestic violence in my extended family," she says.

At UCCS, Buchanan says she saw how perpetrators appear to have more rights than victims, and that victims need a great deal of support.

"They need somebody who will be non-judgmental, who can walk them through the criminal justice process," Buchanan says. "They need to see justice done, and then they can have some form of closure and know that this person is off the streets."

Today she is conducting education and outreach sessions with students on campus about how to stop dating violence. Buchanan and Kaukinen presented their research on this topic at a criminal justice conference in Washington, D.C., in November.



leaving engineering for **LAW** **ENFORCEMENT**

Certified Public Manager program helps Jason Shatek make the transition

When Jason Shatek left his cubicle and traded a job in engineering for a career in law enforcement, he realized his chemistry degree left something to be desired. “Math and science did me no good in law enforcement,” Shatek says. “It was not particularly useful information in my new career.”

For his job as a deputy in the Boulder County Sheriff's Office, he needed to develop some new skills in areas such as project management, human resources, communications and leadership.

So when the Buechner Institute for Governance began offering the Certified Public Manager (CPM) program in 2010, Shatek was among the first to enroll.

“I'd been looking around for different master's programs and having trouble making the leap,” he says. The CPM program was not as big a commitment in time or money as a master's program, so it was a good alternative.

Among his favorite classes was Knowing and Managing Yourself, which required participants to take the Emergenetics personality profile. One of the most valuable he took was Engaging the Public, which also was one of the toughest for him. “Remember,” he says, “I'm good with math and science, not necessarily at writing long papers.”

The one-Saturday-a-month schedule worked well for the busy professional who also has a seven-month-old son. Even when the Fourmile Canyon fire was raging and Shatek couldn't get away for classes, he was able to participate via webinar.

“The fire was a huge, huge burden on our sheriff's office,” Shatek says, “but I was able to work and take the classes at the same time. It was outstanding.”

Accessibility and flexibility were key components in developing the CPM program, Associate Professor Allan Wallis says.

“No matter where you are in Colorado, as long as you have a high-speed Internet connection, you can attend the one-day live portion of a course via webinar and then continue online for the remainder,” Wallis says. “One of our graduates of the program



is a manager living in Cortez. The cohort also includes a manager in Sterling, one in Lamar and another in Grand Junction. We have demonstrated that we can cover the state.”

While some participants already have law degrees or master of public administration (MPA) degrees (one even has a PhD), others, like Shatek, use the program to test their interest in entering a master’s program. Completion of the CPM program provides six credits of advanced standing (prior learning) toward the MPA program.

“This is really a midcareer program,” says Shatek, who recommends it for professionals with five or more years of experience. “A lot of the information discussed was aimed at managers and problem-solving in management situations.”

Wallis says the program isn’t just for public administrators. It’s also designed to meet the needs of managers in the nonprofit sector, and the interaction of students in class is one of its best features.

“We end up having wonderfully rich discussions because people can chime right in on situations from their own workplaces that illustrate concepts and practices that instructors are trying to get across,” Wallis says.

The best thing for Shatek was that the program helped him develop the skills and confidence he needs to thrive in his new career.

When he was in engineering, “I was working in a cubicle. I had my window, but I wanted to be outside. I’ve always been kind of an adrenaline junkie—I started rock-climbing—and I decided I wanted a job that entailed being outside more than inside.”

Law enforcement was perfect. “It’s a great career for me for sure,” he says, but it makes new demands on him.

“This is really a midcareer program...A lot of the information discussed was aimed at managers and problem-solving in management situations.”

“A lot of the things we do in law enforcement involve leading people. If we have a major fire with a lot of resources and teams arriving on the scene at one time, you need effective communication skills. I learned there’s a cycle you go through of managing the scene, determining if things worked and evaluating the situation at the end.”

Mostly the CPM program gave him an opportunity to step back from the day-to-day demands of his job and think about how to improve his performance.

“Certainly there were tons and tons of things I had never conceptualized before I got into the program,” he says. “That’s the greatest thing about school.”

» Buechner Institute for Governance Events

The economy, its wide-ranging effects on public policy and what to do about it sparked lively debates at forums sponsored by the Buechner Institute for Governance this fall.

Dean Paul Teske moderated a Buechner Breakfast forum in September titled “Federal Debt in the Future and Colorado’s Consequences.”

“Ballot Issues and Education Fixes in Colorado” was the topic for the October Buechner Breakfast, which featured state Sen. Rollie Heath; Eric Sondermann, principal and chairman of SE2; Todd Snidow, senior

vice president of the primary and secondary education finance group at George K. Baum & Co.; Penn Pfiffner, chairman of Too Taxing for Colorado; and Assistant Professor Todd Ely.

The Buechner Breakfast forums will continue through May. Among the topics on the schedule are restorative justice and the criminal justice system, food policy, and fiscal policy and the Colorado Legislature.

The forums are free and open to the public. They are held 7:30 to 9 a.m. on the first Friday of each month in the Terrace Room on the second floor at 1380 Lawrence St. For information, visit www.spa.ucdenver.edu/BIG.

► State Sen. Rollie Heath (top) and Penn Pfiffner (bottom left) debate education finance.



Public Policy

& THE PRIVATE SECTOR



"In Gloria, I saw a person with great enthusiasm and a positive outlook who was eager to learn...She was very interested in improving her skills and getting more knowledge that she could use in her work."



Gloria Schoch at home in both cultures

Gloria Schoch (MPA 2008) loves to dance, and thank goodness. Her work requires her to glide elegantly from the private sector to the nonprofit world and back, influencing legislation in several states and building communities along the way.

Schoch is director of public affairs for First Data Corporation, a global leader in payment solutions for businesses. In that capacity she works as a lobbyist, helping write legislation and teaching policymakers about how First Data works. She also helps develop public/private sector partnerships to strengthen communities.

“It’s an opportunity to align our business objectives with community needs,” she says. The company provides incentives for employees to volunteer and seek partnerships with nonprofits doing good things in their communities.

“We grow when businesses and communities grow, so it makes sense to be a good corporate citizen. It’s a win-win.”

Schoch went to work for First Data Corporation in 2005 while she was working on her MPA. One of her instructors at SPA, Mario Hernandez, worked at Western Union, a First Data subsidiary at the time. He encouraged Schoch to apply for an opening for manager of community relations.

“In Gloria, I saw a person with great enthusiasm and a positive outlook who was eager to learn,” says Hernandez. “She was very interested in improving her skills and getting more knowledge that she could use in her work.”

Schoch, who is fluent in Spanish, developed partnerships between First Data, communities, and the federal, state and municipal governments in Mexico to encourage economic development and job creation there.

The Latin American connection is a natural for her, as is her commitment to community development. Her parents met when her father was serving as a Peace Corps volunteer in Colombia. Schoch says after the Peace Corps, her father remained involved in community development activities across the country and abroad. As an immigrant to the United States,

Schoch’s mother always felt a responsibility to give back to her community.

Schoch pursued the nonprofit concentration while at SPA. For her capstone she did a needs assessment for the City and County of Denver on the Denver Coalition for Integration, making recommendations on ways to improve its performance in providing educational opportunities to immigrant and refugee families.

She was director of public relations at the Museo de las Americas when she began her MPA and says she always assumed she’d remain in the nonprofit sector. But, to her surprise, “the School of Public Affairs opened the door for a career in the private sector.”

Schoch recently joined the SPA advisory committee.

“We grow when businesses and communities grow, so it makes sense to be a good corporate citizen. It’s a win-win.”

Hernandez, who completed all but his dissertation toward a PhD at the School of Public Affairs, says building connections between the private and public sectors is vital for companies like First Data and Western Union. “Having a professional who is trained in the way government works and how the public and private sectors can work together is something of great value,” he says.

Among Schoch’s first tasks was to build the First Data Foundation.

“My nonprofit concentration was invaluable to me,” Schoch says. “We were building a global foundation from the bottom up.”

It was a whole lot different from her experience at the Museo de las Americas, however. “At the First





Data Foundation, we're fortunate to be funded by the company." At the Museo, which is dependent on the generosity of private donors, "if we ran out of paper or the printer broke, there were times when we had to wait days to get it fixed because we were short of money."

The foundation supports programs such as Junior Achievement and the Young Americans Center for Financial Education.

"We're teaching kids about business," she says, "and how to be a wise consumer."

Employee volunteers at First Data teach at schools, helping the next generation become skilled entrepreneurs and financially literate members of the community.

"I've always been fascinated by different cultures and environments...I like to challenge myself through new experiences."

"Ultimately our employees are our No. 1 resource, and we want them to be proud of their employer," Schoch says. "A significant indicator of employee morale is how well a company gives back to the community."

Her work developing public policy for the financial industry is considerably more complex.

"I work closely with the compliance department, the legal team and the folks who manage products

and services," she says. "I think we've done a very good job of building bridges between the company and policymakers so we can communicate what we do and they can make informed decisions on issues affecting our business," she says. "It takes lots of meetings, lots of patience."

Schoch travels to eight or 10 states each year during legislative sessions, helping draft legislation and educating policymakers about the financial services industry.

"It's difficult for legislators—many of whom serve part time—to become experts on the broad array of issues affecting their constituencies. Lobbying is advocating for issues and creating policy awareness. Part of my job is to interact with legislators and their staff to ensure the concerns of First Data and its coalition partners are taken into consideration." Despite all her work travel, Schoch still loves to travel for fun. She studied anthropology as an undergrad at the University of Colorado Boulder. "I've always been fascinated by different cultures and environments," she says. "I like to challenge myself through new experiences."

Last fall she spent a month traveling to Brussels, Warsaw, Ankara, Istanbul, Sofia and Berlin as an American Fellow through the German Marshall Fund of the United States. And her family has made many visits to South America over the years.

Last year, 160 of her mother's relatives gathered for a family reunion near Bogotá. They rented a hotel in town to accommodate the large group for the four-day celebration and hired live bands to perform each night. "We danced salsa and merengue until dawn," she says. "I love to dance."

"Despite all her work travel, Schoch still loves to travel for fun..."



END Violence

Program trains educators to identify, help troubled kids

The symptoms are remarkably easy to spot. Children may think they're disguising it well, but the impact of domestic violence on their behavior, their personalities and their health tells the tale.

Anita Pando-Sanchez, a social worker/therapist at Pueblo City Schools, sees the signs: the withdrawn behavior, heads on the desks, unresponsiveness to peers and teachers; the overreactions to minor conflicts or misunderstandings; the truancy; the substance abuse; the blowups at teachers; the running away, especially on weekends.

The children may be sent to the principal's office and referred to Pando-Sanchez's classroom, where she'll ask them some general questions "and the floodgates just open."

An estimated 20 percent of school children are exposed to violence in the home. "It affects all ethnicities, all classes," says Pando Sanchez. "It occurs across the board."

It affects children in every grade, every neighborhood and every school district in the state, which is why the END Violence project of the Center on Domestic Violence was created.

The formal name is the Extend Needed Domestic Violence Resources to School-age Children and Youth Project. Funded by the Colorado Department of Human Services, it provided training and assistance for school staff members in 28 schools in Pueblo, Colorado Springs, Denver, Brighton and Lafayette from January 2010 to June 2011.

"We found that a number of school staff members were hungry for the information provided on domestic violence," says Barb Paradiso, director of the Center on Domestic Violence. "They

are coming to recognize how many children are exposed to violence and the critical impact it has on their behavior and learning."

Pando-Sanchez was working as an academic behavior intervention specialist at Pitts Middle School in Pueblo in 2010 when she was contacted about participating in the END Violence program. She had worked with troubled kids for decades through the court system, probation departments, institutions and school districts. Still, END Violence helped her refine her already significant skills.

Five domestic violence experts worked with the educators under the guidance of an advisory council composed of professionals in the fields of education, health, psychology and social services.

"It provided us with information about the legal aspects, resources in our community and the dynamics of home environments," Pando-Sanchez says. "We toured domestic violence shelters, and it was very enlightening. It gave me a lot of new information to help me relate to my students."

A key component of the END Violence program is spreading the word, and Pando-Sanchez found that training other teachers and staff members at the school was essential.

"Bringing awareness to the other teachers and helping them have an understanding of what is going on in the students' lives was an important part of the program," she says.

She also created a curriculum aimed at the students to help them understand what was happening in their lives and develop coping skills. "We covered

a lot of topics, but the main objective was to teach the kids what a family is and how to respond to crisis situations," she says. "They develop critical thinking skills, coping skills and learn about the options that are available to them." Many of the students have no experience with constructive problem-solving or conflict resolution. Some have parents who are in and out of jail, prison or rehab.

"They have witnessed physical, sexual, emotional or verbal abuse, or are from poverty-stricken homes or neighborhoods," Pando-Sanchez says. Without appropriate intervention, the pattern continues across generations. "I've heard students talk a lot about teen dating violence. They're treating a girlfriend with the same type of behavior they've seen at home."

The skills taught in the END Violence program are designed to break the cycle.

In 2012 the center is continuing the project in Denver, thanks to a grant from the Rose Women's Organization. It is looking for additional funding to expand the project to more communities, either as a service project to schools or a combination research and service program.

"The evaluation indicates that the schools gained enormous benefit from the project," says Paradiso. "We hope that one day our program will be a model for all school districts across the nation."

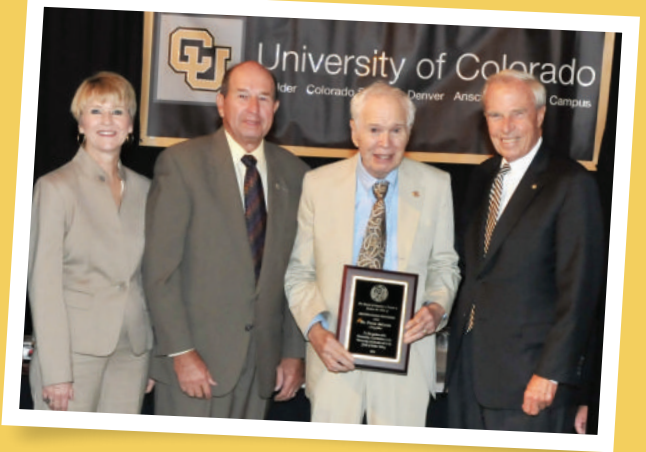
► From left to right: Anita Pando-Sanchez and Barb Paradiso





deLeon's Distinguished Career

Groundbreaking research from nuclear energy to political corruption



Peter deLeon says he was present at the creation of public affairs as an academic discipline, though from all accounts, the event was more an intellectual big bang under the auspices of the Ford Foundation than anything resembling a sacred rite.

In any case, deLeon's contributions to the field have been nothing short of almighty.

There is the book he coauthored with Garry Brewer in 1983. For years *The Foundations of Policy Analysis* was required reading in public affairs courses, with 10 printings and stellar reviews. In 1989, his book *Advise and Consent: The Development of the Policy Sciences* analyzed the trends that contributed to the convergence of the fields of law, political science, economics, sociology and psychology into the field of the policy sciences. In 1997, his *Democracy and the Policy Sciences* established deLeon as a strong proponent of the role of democracy in policy deliberations.

The books were "the foundation of my professional persona," deLeon says. "Advise and Consent set me on my professional trajectory, while *Democracy and the Policy Sciences* established my theoretic chops."

His career clearly was launched, but it never hewed to a narrow path.

Over the years, he has taught at Columbia University, UCLA and the University of Colorado Denver School of Public Affairs. He was a researcher at Caltech's Jet Propulsion Laboratory and was a senior analyst at the Solar Energy Research Institute (now called the National Renewable Energy Laboratory). He was a consultant to governments in Sweden, France, South Korea and Italy, and, for a dozen years, did energy research and strategic analysis for the RAND Corp.

When the nuclear power plant at Chernobyl blew, deLeon was tapped by the media as an expert on the Soviet nuclear reactor system. "That had to be a giggle," he says dismissively.

"It is hard to find a subfield of public policy in which Peter has not had an impact," says Dean Paul Teske. "His research has ranged from science and technology policy and explaining the different stages of public policy development to exploring how policies sometimes get terminated, political corruption, and the role of democratic input in policymaking... His work is simply an essential part of the canon of public policy research over the past 30 years."

"It is hard to find a subfield of public policy in which Peter has not had an impact."

Linda deLeon, Peter's wife and the former associate dean at SPA, says that it was "awful" working side by side with him. "He always does his work on time; he does a really good job of researching; he writes really well; he edits really well. It's amazing to me the discipline he has."

Peter deLeon directed the PhD program at SPA for two separate four-year periods.

In the 26 years he's been at SPA, he's been named the school's Outstanding Research Scholar seven times and has received both the school's Outstanding Teacher and Outstanding Service Awards. In 2000, the Policy Studies Organization gave him the Harold D. Lasswell Award, citing him for being "an outstanding scholar in contributing to our

understanding of the substance and process of public policy." This award was especially important to deLeon because Lasswell had been one of his initial mentors.

In 2011, the University of Colorado Board of Regents gave him the prestigious Distinguished Professor Award, and the CU Foundation is honoring Peter and Linda at the Chancellor's Recognition Dinner in 2012 for their generous bequest to SPA.

"He truly merits the title University of Colorado Distinguished Professor in every dimension: 25 years here of pathbreaking research, illuminating teaching and superb mentoring of several generations of PhD students," says Teske.

As he contemplates retirement in May, deLeon admits with some delight that he won't miss the faculty meetings one bit. He will miss his colleagues and students, however, "though I'm sure some students will be glad to be rid of me."

Looking back, deLeon is a brutal critic of his career. "I never was motivated to attempt to be as good as I might have been," he says. "I'm not going to rue what I haven't done. The cost of getting there was more than I wanted to pay. But given the constraints, my career hasn't been shabby."

Teske puts that career in a different perspective.

"The School of Public Affairs really began its ascent in the national rankings when Peter arrived," he says. "On the public policy side of public affairs, he has been our biggest name and the person most associated with SPA's success."

► (Above, left to right) Regent Sue Sharkey, Chancellor Jerry Wartgow, Peter deLeon and CU President Bruce Benson.

In Print

- 1 The book *About Criminals: A View of the Offender's World*, edited by Professor **Mark Pogrebin**, was published by Sage Publications.

- 2 Assistant Professor **Danielle Varda** co-authored "A Systematic Review of Collaboration and Network Research in the Public Affairs Literature: Implications for Public Health Practice and Research," published in the *American Journal of Public Health*.

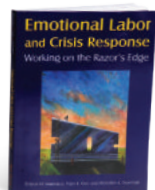


- 3 Associate Professor **Jody Fitzpatrick** co-authored *Evaluation in Action: Interviews with Expert Evaluators*, published by Sage Publications, and *Program Evaluation: Alternative Approaches and Practical Guidelines*, published by Pearson.

- 4 Associate Professor **Mary Dodge** contributed chapters to *Reflecting on White-Collar and Corporate Crime: Discerning Readings*, published by Waveland Press, and to the *Routledge Handbook of Deviant Behavior*.

- 5 Associate Professor **Angela Gover** co-authored "Factors Related to the Completion of Domestic Violence Offender Treatment: The Colorado Experience," published in the journal *Victims and Offenders*.

- 6 Professor **Mary Guy** co-authored *Emotional Labor and Crisis Response: Working on the Razor's Edge*, published by M.E. Sharpe.



- 7 Associate Professor **Tanya Heikkila** co-authored "The Role of Cross-Scale Institutional Linkages in Common Pool Resource Management: Assessing Interstate River Compacts," published in *Policy Studies Journal*.

- 8 Associate Professor **Paul Stretesky** co-edited *Radical and Marxist Theories of Crime*, published by Ashgate.

- 9 Associate Professor **Callie Rennison** co-authored "Weapon Lethality and Social Distance: A National Test of a Social Structural Theory," published in *Justice Quarterly*.

HONORS & AWARDS



Mary Guy

Professor **Mary Guy** was named winner of the Distinguished Research Award for 2012 from the National Association of Schools of Public Affairs and Administration/ American Society for Public Administration (ASPA). She will receive this award at the ASPA conference in March in Las Vegas.



Jody Fitzpatrick

Associate Professor **Jody Fitzpatrick** was elected president of the American Evaluation Association. She will serve for the 2012-13 term.

Dean **Paul Teske** has been named to the steering committee of the Colorado School Finance Partnership project. The group brings together 20 key business and nonprofit organizations to examine resources and reforms in Colorado education with the intention of drafting recommendations for legislation.

Assistant Professor **Danielle Varda** has been awarded a subcontract through the RAND Corp. to use her PARTNER computer tool to develop and validate measures to assess relationships among members of health care coalitions participating in the Hospital Preparedness Program. The \$156,000 contract is through the Office of the Assistant Secretary for Preparedness and Response of the U.S. Department of Health and Human Services.



Danielle Varda

Grants and Contracts Manager **Jen Gartner** took the third-place award for efficiency-enhancing innovations in the University of Colorado system for her grant budget tool, which makes putting together a budget easier.

Professor **Lloyd Burton** is a founder and host of the collaborative research network Jurisprudence of Disasters: Law as Contributory, Law as Corrective, created under the auspices of the Law and Society Association.



COP IN THE classroom

Undersheriff David Walcher shares experiences, insights

In the law enforcement world, Dave Walcher is about as experienced as they come. During the last 30 years, he has worked in patrol, detentions, investigations and Special Weapons and Tactics (SWAT). He also taught at police academies and served in administration, overseeing everything from IT systems to dispatch to recruiting.

Today, Walcher is the Arapahoe County undersheriff, the second highest official in one of the largest sheriff's offices in Colorado. Overseeing about 700 sworn officers and civilian employees, Walcher could easily think he's at the top of his game. But he is still eager to learn, still minding the scanner and responding to traffic and crime scenes.

Walcher also has an active life outside of the uniform. He loves the outdoors (hiking, boating, golf and ATVing) and vintage cars (he owns a red 1970 Dodge Charger). Walcher also teaches undergraduate and graduate criminal justice courses at the School of Public Affairs.

"I love the classroom environment," Walcher says. "My students get the academic piece. What I bring to it is a lifetime of experience. I've been there, done it and seen it all, and my students haven't. Ultimately when they walk out the door, I want them to have learned things."

Walcher says he also benefits from being in the classroom. "Teaching enlightens me. It makes me think and it makes me a better person."

Walcher was born in Colorado Springs and grew up in Grand Junction and Arvada. He comes from a family of engineers and accountants, which explains his love for numbers. During his teen years, Walcher became interested in law enforcement because a family friend was an FBI agent. Walcher worked for the FBI before joining the Jefferson County Sheriff's Office as a deputy in his late 20s. He would stay at that agency for the next 22 years, rising to the rank of division chief. He retired from the Jefferson County Sheriff's Office in 2009 to begin a new chapter of his life at the Arapahoe County Sheriff's Office.

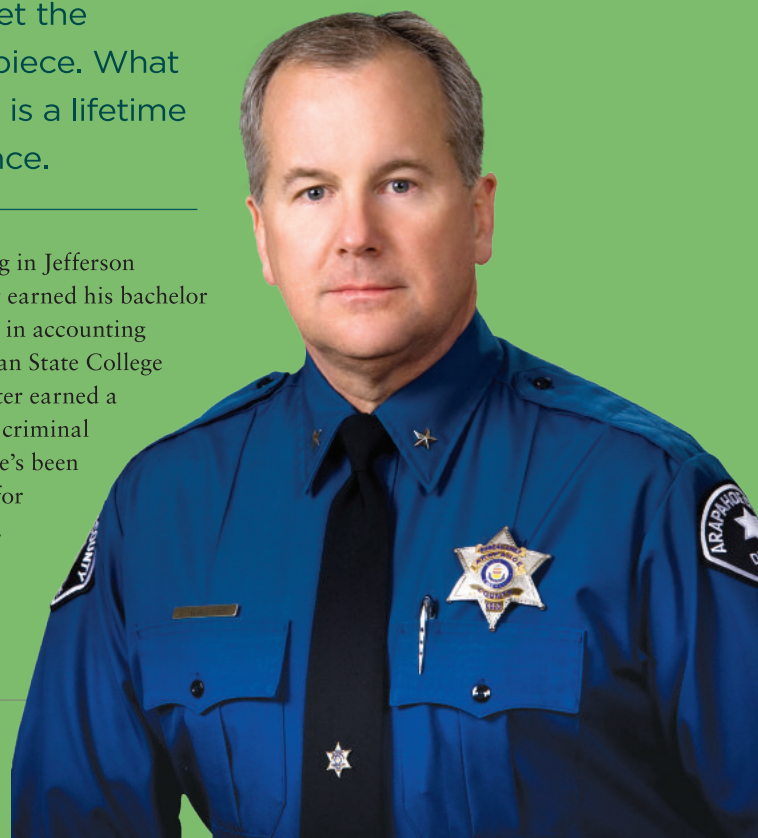
"I love the classroom environment...My students get the academic piece. What I bring to it is a lifetime of experience."

While working in Jefferson County, Walcher earned his bachelor of science degree in accounting from Metropolitan State College of Denver. He later earned a master degree in criminal justice at SPA. He's been teaching at SPA for about four years.

Walcher is clean-cut, soft-spoken and keeps an immaculate desk. He promotes a high level of professionalism and dedication to customer service in the office and with the public. "I'm a taxpayer. We are very cognizant of the fact that we are taxpayer funded. The agencies I've worked for have tried to do the right things for the right reasons and to be good stewards of taxpayer funds."

Walcher looks forward to learning and improving his profession, and helping as many people as he can along the way.

"I am very lucky. I can count on one hand the number of bad days I've had. I love law enforcement. I love what we do. Unfortunately, not many people say, 'God, I love to come to work.' And I do."



Active Alumni

Katy Anthes (MPA 2001 and PhD 2007) has been named executive director of educator effectiveness for the Colorado Department of Education. She will work on the implementation of the state's new law creating guidelines for evaluating teachers.

Colorado Springs **Deputy Police Chief Pete Carey** (MPA 1995) has been named interim chief. A new chief is expected to be named in early 2012.



Pete Carey

Andy Carlson (MPA 2004) is policy analyst for the State Higher Education Executive Officers organization.

Annie Davies (MPA 2003) has joined Denver Options as director of communications and outreach.

Emma Douglas (MPA 2009) is manager of the human trafficking program at the Colorado Organization for Victim Assistance.



Annie Davies

Paul Duba (MPA 2000) received the Josh Miner Award, presented annually to an employee who exemplifies the qualities and character of Outward Bound's U.S. founder and whose commitment and contributions to Outward Bound have improved the lives of students and staff.

Adam Greenwade (MPA 2010) is an energy analyst in the Demand Side Management Division of Nexant in the Boulder office.

Aleah Horstman (PhD 2006) is director of development with Arapahoe House.

Tara Jahn (AMPA 2008) is the project coordinator for educator effectiveness initiatives at the Colorado Legacy Foundation.

State Senate Minority Leader Mike Kopp (MPA 2007) resigned his legislative

seat on October 21 to spend more time with his children after his wife died of cancer in July.



Mike Kopp

Bob Overstreet (AMPA 2009) is special projects manager for Hunger Free Colorado.

Stephanie Sasz (MPA 2006) is working for the Institute of International Education on the foreign Fulbright program. She works with a caseload of about 250 foreign master's and PhD students attending universities in a seven-state region.

Michael Susek (MPA 2008) is elections administrator for the City and County of Broomfield.

Erica Zeiler (BACJ 2010) enrolled in law school at the University of Denver.



Got news?

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

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ABOUT THE COVER

Gloria Schoch (MPA 2008) transcends cultural barriers, whether they are between the business and nonprofit worlds or the United States and Latin America. She is director of public affairs for First Data Corporation, where she lobbies, builds public/private sector partnerships and helped create the First Data Foundation.

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Kristin Todd, MPA 2000, senior vice president of the scholarship program at the Daniels Fund

Paul Weissmann, MPA 2006, chief of staff for the minority leader of the Colorado House of Representatives