

VIEWS

12

building a city for the generations we will never meet

inspired by the mission

building a strong sustainable local economy

$$a^2 + b^2 = c^2$$

8.8 meters...

5280 ft



Michael Hancock

Building a Better Denver

Dean's Message



Our cover story for this issue is about Denver Mayor **Michael Hancock**, who earned his MPA from SPA in 1995. We are very proud of him and his work as mayor over the past year.

Mayor Hancock graciously agreed to be the keynote speaker at our SPA spring graduation banquet in May 2012. He encouraged our graduates to be extraordinary (as a SPA graduate should be!). He cautioned against merely being “normal” and urged graduates to overcome public affairs challenges by taking hold of a leadership attitude of “do it anyway” based upon the poem “Anyway” by Mother Theresa. All 180 of us in the audience were inspired by Hancock’s comments.

Colette Peters, MCJ '00, is also featured in a story in this issue, showing the impact of her SPA studies on her career in criminal justice. She recently was named director of corrections for the state of Oregon.

After about 40 years as a freestanding school, SPA has more than 4,500 alums, a number that grows by another 200 each year. Perhaps you are one of them.

We are proud that so many of our graduates are making an impact on the

quality of governance in Colorado and elsewhere. Indeed, the last three covers of *Views* have been graced by alums of our school, including **Jamie Van Leeuwen**, Gov. Hickenlooper’s director of community partnerships; **Gloria Schoch**, public affairs director with First Data Corp.; and **Danielle Varda**, a PhD alum who is now a member of our tenure-track faculty.

Other SPA graduates of our degree or leadership programs play critical roles in our society. At the federal level, some examples are **U.S. Sen. Mark Udall** (DCLF), **U.S. Secretary of Interior Ken Salazar** (DCLF) and **U.S. Senate Health, Education, Labor and Pensions Committee Senior Education Policy Advisor Spiros Protopsaltis** (PhD).

Many others are important players in Colorado state politics and government, including state legislators **John Morse** (PhD), **Ted Harvey** (MPA) and **Lois Court** (MPA), and Department of Natural Resources Executive Director **Mike King** (MPA).

SPA also trains many key leaders in local government, including Colorado Municipal League Executive Director **Sam Mamet** (MPA), Denver Board of Education President **Mary Seawall** (DCLF) and Douglas County Manager **Doug DeBord** (MPA), to name just a few.

SPA alums also influence higher education in Colorado and beyond. Among them are Metropolitan State University of Denver President **Steve Jordan** (PhD), NCAA President **Mark Emmert** (DCLF), CU system Chief Financial Officer **Kelly Fox** (MPA) and University of Denver Dean Emeritus and head of their Strategic Issues Panel **Jim Griesemer** (PhD and DCLF).

As nonprofits play a growing role in governance and service delivery, we are pleased to have trained

such leaders as Mile High United Way President **Christine Benero** (DCLF), Denver Metro Chamber of Commerce President **Kelly Brough** (DCLF), Gates Family Foundation President **Tom Gougeon** (DCLF) and Think 360 Arts Director **Jane Hansberry** (MPA).

And, although we are not a business school, we have many prominent graduates serving key roles in the private sector, including the founder of Owens Public Affairs **Monica Owens** (MPA), Poudre Valley Health System President **Rulon Stacey** (PhD) and **Vicki Mattox**, managing director of public finance at Stifel Nicolaus.

In addition, many of our alums serve on the SPA Advisory Board (listed on the back page). The board plays a critical role in shaping the school’s vision and in reaching out to our broader stakeholder communities.

Our graduates, along with our current students, faculty members and staff, have helped us move up to become the number 29 ranked program in America in public affairs (out of 270 programs) this year, according to the *U.S. News & World Report* survey of deans and program directors.

We like to brag about our program and our graduates who have achieved prominent positions, but frequently I am also fortunate to run into other SPA alums who are quietly improving their communities across the state. Every day, they help fulfill our motto to “Lead. Solve. Change.”

Paul Teske
Dean, School of Public Affairs



TABLE OF CONTENTS



STUDENT NEWS

- 2 **Cycling for Health**
PhD candidate confronts a “daunting” goal
- 3 Student Notes
- Public Policy is Her Oeuvre**
Daisy McConnell applies public policy to the arts



FACULTY NEWS

- 10 **A Lot to Learn**
Kathleen Beatty evaluates struggling Maldives education system
- 11 In Print
Honors and Awards



FEATURES

- 4 **Women and Climate Change**
Wirth Chair building partnerships worldwide
- 6 **Building a Better Denver**
Mayor Michael Hancock leads Denver into the future
- 9 **Public Manager Explores New Road to Success**
Executive MPA Program offers skills for professional growth



ALUMNI NEWS

- 12 **An Executive Driven by Research**
Colette Peters works to streamline corrections in Oregon
- 13 Active Alumni

CONTRIBUTORS

DEAN

Paul Teske

EDITORIAL MANAGEMENT

Diane Carman

WRITING

Diane Carman

EDITORIAL REVIEW

Anne Button, Diane Carman, Kelly Hupfeld, Sarah Kirschner, Faith Marcovecchio, Annie Nelson, Paul Teske

CREATIVE DIRECTION

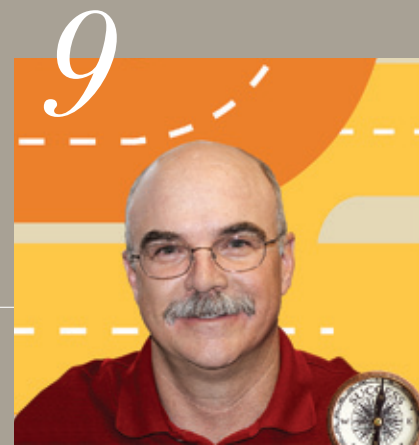
Micheline Heckler

DESIGN & PRODUCTION

Anabliss Design + Brand Strategy

PHOTOGRAPHY

Casey Cass, Bill Cronin, Michael Ensminger Photography, Freshwater Images, SPA Photo Archives



Summer 2012

VIEWS

Vol. 14 • Issue 2

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.



Cycling for Health

PhD candidate confronts a “daunting goal”

After Mark Davis successfully completed his PhD comprehensive exams in October 2011, he took a long look at himself. “I realized, ‘I’m fat; I’m out of shape; and I need to do something about it.’” With that he began an eight-month training program, which culminated in the 545-mile AIDS/LifeCycle ride from San Francisco to Los Angeles in June.

“I’ve always been a big biker, and I’ve always been a big biker—I mean a big guy,” says Davis, who grew up riding his bicycle all over Denver and the surrounding area. “Bicycling is one of my favorite excursions.”

So he set out to restore the conditioning he’d lost in nearly three years of intensive focus on his PhD program. He is working on his PhD in public affairs with a research focus on sustainable urban infrastructure.

He started with 30-minute cardio workouts in the gym. “That’s all I could do,” he says. But as the

weeks and months went by, he grew stronger, and by January he needed a goal.

A friend had approached him a year ago requesting sponsorship for the AIDS/LifeCycle ride. His friend really enjoyed the experience, and Davis thought that was just the challenge he needed.

“It supports two really great charities, and it’s a beautiful route,” he says. “And if this isn’t a big goal, I don’t know what is.” Along with the goal of training for a 545-mile bike ride, Davis had to meet the \$3,000 minimum fund-raising goal to participate. “You can’t even get a tent mate until you raise \$2,000.”

He went to work, applying skills he had learned in the PhD program. First, he culled his contact lists and identified the 25 people he believed were most likely to contribute. Then, before he even called the 25 most-likely-to-be-generous pals, he posted an item on Facebook.

“This is where I used things I learned from survey techniques,” he says. He posted the item in January, saying he planned to do the ride and mentioning that, in time, he would be asking friends to make contributions.

“In surveys, you often tell people you will be doing the survey, but you don’t give them the survey right away,” he says.

When he did post his request for contributions, the money started coming in. Then he was able to thank people by name via the social media site and dedicate a training ride to individual contributors.

“People would see that, and it would remind them about the fundraising,” he says. “More and more donations started coming in.”

By early April, he was within \$120 of his goal and some of the original 25 potential donors had not

contributed yet. “I’m the first to say that what I learned is I really had no idea who would contribute,” he says.

His training regimen had advanced to frequent 26-mile round-trip commutes to school and 75-mile training rides on weekends. He was anticipating his first century ride, a goal he knew he had to reach since the longest day on the weeklong AIDS ride is 108 miles.

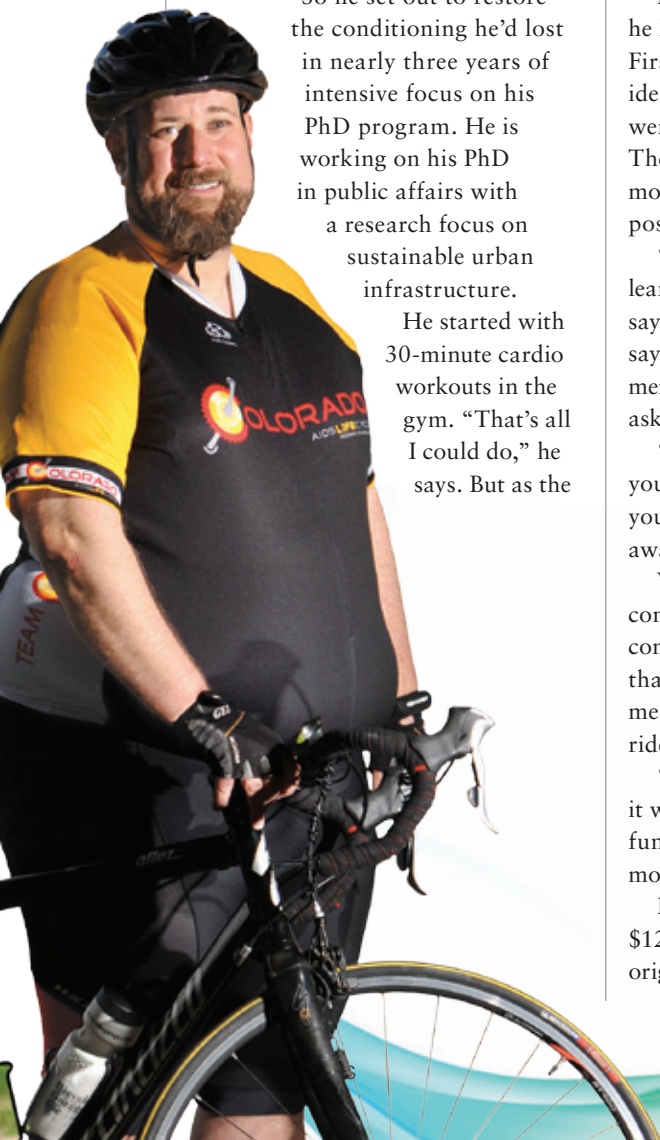
“It all has been very cool and very exciting,” he says, adding that he realizes now that it wasn’t necessary for him to sacrifice fitness to meet the demands of the PhD program. “Now I’ve got a better balance.”

All last spring, he was working hard preparing to defend his dissertation proposal in May. At the same time, he was training hard for the ride. “I had to do both,” so obviously, he says, it’s possible to find that balance.

Part of his motivation clearly was fear. The 545-mile goal was daunting, he says. “I realized in April that with all my training since January, I’d only done 550 miles of biking. It was my reality check. I thought, ‘Holy crap, I’ve got to do that in one week.’”

Davis ultimately completed 292 miles on the ride. A combination of mechanical, physical and weather issues prevented him from riding the entire route. “I’m not done yet,” he says. Davis plans to continue his training and return next year to try again for the whole 545-mile ride.

“The overall experience was amazing,” he says. He left his computer behind and focused only on cycling for that week. “I hit the reset button and now I’m coming back to work with fresh ideas.”



Student Notes



Carolyn Berry received the award for Outstanding MCJ Student for spring 2012.

Carol Peeples was named Outstanding MPA Student for spring 2012.

Coy Pflieger was the winner of the Outstanding BACJ Student for spring 2012.

PhD student **Saba Siddiki** was named the winner of the 2011 Best Dissertation award. **Kevin Ward** received honorable mention.

PhD student **Sheila Huss** was among the top 10 Colorado women competing in the Las Vegas Rock 'n' Roll Marathon in December. She finished in 3 hours, 38 minutes and 14 seconds.

PhD student **Jo Ann Shoup** was awarded a scholarship to participate in the Keeneland Conference at the Center for Public Health Systems & Services Research at the University of Kentucky in April.

- ▶ *Carolyn Berry, top, was named Outstanding MCJ Student. Carol Peeples, right, won Outstanding MPA Student and Coy Pflieger, right, won Outstanding BACJ Student.*

MPA student **J. C. Martel** received a full scholarship to attend the Colorado Capital Conference June 5–7 in Washington, D.C.

MPA student **Angela Breuillaud** is taking online SPA courses while she resides in France. Later this summer she will complete her internship requirement by working as a development assistant for a nonprofit in Uganda.

MCJ student **Patricia Woodin** has been promoted to division chief at the Jefferson County Sheriff's Office.

PhD candidate **Robyn Mobbs** was awarded a scholarship from AcademyHealth and the Robert Wood Johnson Foundation to participate in AcademyHealth's annual research meeting June 24–27 in Orlando.



Public Policy is Her Oeuvre

Daisy McConnell applies public policy to the arts

The role of art in the world of public policy often is overlooked and underappreciated. Daisy McConnell is working to change that.

The director of the Galleries of Contemporary Art at the University of Colorado Colorado Springs is an advocate for the arts, not just as an aesthetic form but as a means for helping people understand complex issues.

"We're big on ideas here, and art is our vehicle for communicating them," she says. McConnell, 36, plans to complete her MPA with certificates in nonprofit management and fund development in the fall of 2013.

McConnell says she was "a little intimidated" about returning to school after being away from the classroom for nine years. With a demanding job, a husband and two children, she knew that graduate school would be a whole lot different from her experiences at Colorado

College, where she earned her BA in fine arts. "But I forgot how much I love being in the classroom."

In addition to the skills she's developing in managing nonprofit organizations, she appreciates the interaction with students in the program and the opportunity to hear from practitioners in the community.

On a recent day, McConnell was sorting through hundreds of articles of clothing for an installation of scarves and fabrics designed to mimic the cross section of a geologic formation similar to those seen along roadways all over Colorado.

"It's a wonderful way to invite comment about our consumer culture, about geology, land, the environment and landfill issues," she says. "It's different from giving a lecture or writing a book. Art operates on an emotional level."

McConnell says her first love is the arts and she hopes to continue encouraging public engagement through her work in galleries, art museums or other opportunities that might emerge.

"Art is an umbrella for so many ideas," she says. "It speaks to people in a very different and powerful way."



Women and climate change

Wirth Chair building partnerships worldwide

When the third United Nations Conference on Sustainable Development was held in Rio de Janeiro in June, attending it was a “once in a lifetime opportunity” for Wirth Chair Alice Madden and MPA student Jennifer Kagan, who accompanied her.

Not only did the event feature experts on sustainability from all over the world, but it expanded an international platform for women who are dedicated to creating collaborations to produce meaningful progress on addressing climate change. Madden says she was thrilled to play a role.

As Wirth Chair, Madden received a National Science Foundation grant, along with scholars from Colorado State University, the University of Florida and George Washington University, to create the Global Women Scholars Network. The team participated in a host of activities at the UN conference, nicknamed Rio+20. In addition to the official events, Madden was part of a gathering of 60 women from around the world. She hosted a daylong event on international collaborations for sustainable development for that gathering.

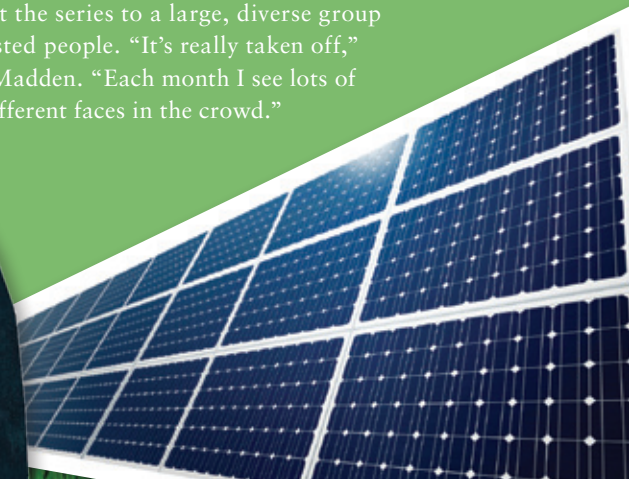
“The networks and ideas that we started in Rio serve the key goals of our NSF grant,” says Madden, “and will lead to long-term collaborations, knowledge sharing and the expansion of the role of women in sustainable development.”

The grant’s objectives dovetail nicely into Madden’s overall objectives as Wirth Chair.

“Just over one year into it, I’ve learned that building diverse partnerships is the key to success,” she says. “For the last year, I’ve been building relationships and creating new projects around those relationships.”

Among the collaborations she has developed is the effort to produce the Sustainability Series, or S2, a monthly lecture and networking event on topics around sustainability. The founders of the series—preservationist Fred Andreas, urban planner Craig Johnson, engineer Mark Reiner, solar energy researcher Jeannette Singen and businessman Brad Wells—welcomed the partnership with the Wirth Chair and its ability to market the series to a large, diverse group of interested people. “It’s really taken off,”

says Madden. “Each month I see lots of different faces in the crowd.”





The 13th Wirth Chair Sustainability Awards Luncheon, held in April, honored Veterans Green Jobs, Wind for Schools, the Colorado Alliance for Environmental Education, Denver's Sustainability Park, the Colorado Foundation for Water Education and the late David Getches, former dean of the CU School of Law and a lifelong advocate for environmental causes. The popular annual event included remarks by Gov. John Hickenlooper and former U.S. Sen. Timothy Wirth.

In May, Madden worked with college students to develop effective ways to communicate science in an intensely politicized environment. The event, held in the Tetons, featured mock interviews designed to train the students to respond effectively to everyone from a New York Times environmental reporter to Fox News's Bill O'Reilly.

"We want to put students in the hot seat a little bit to work on their response skills," she says, "and to think about their audience."

Madden said that thanks to a "well-funded and recalcitrant few," work on sustainability is often stalled by the false debate about climate change. "Opponents argue that climate change is a myth and use that as an excuse not to change the status quo."

Since proponents of sustainable development so often find themselves on the defensive, she says, "it's really important to develop the skills to communicate science effectively."

Madden admits that the task at hand is sometimes overwhelming. But whether it's pushing for baby steps or giant leaps, she is committed to advancing the cause.

In June, Madden hosted the Keystone Center's Youth Policy Summit on the University of Colorado Denver campus. Twenty high school students from across the state and around the

country met to develop leadership skills under the theme of urban sustainability.

Last January, she organized a forum in Denver on the role natural gas might play in a sustainable energy future. Although industry advocates celebrate the transition from coal-fired power plants to natural gas, Madden finds it imperative to keep the development of cleaner alternatives on a parallel track.

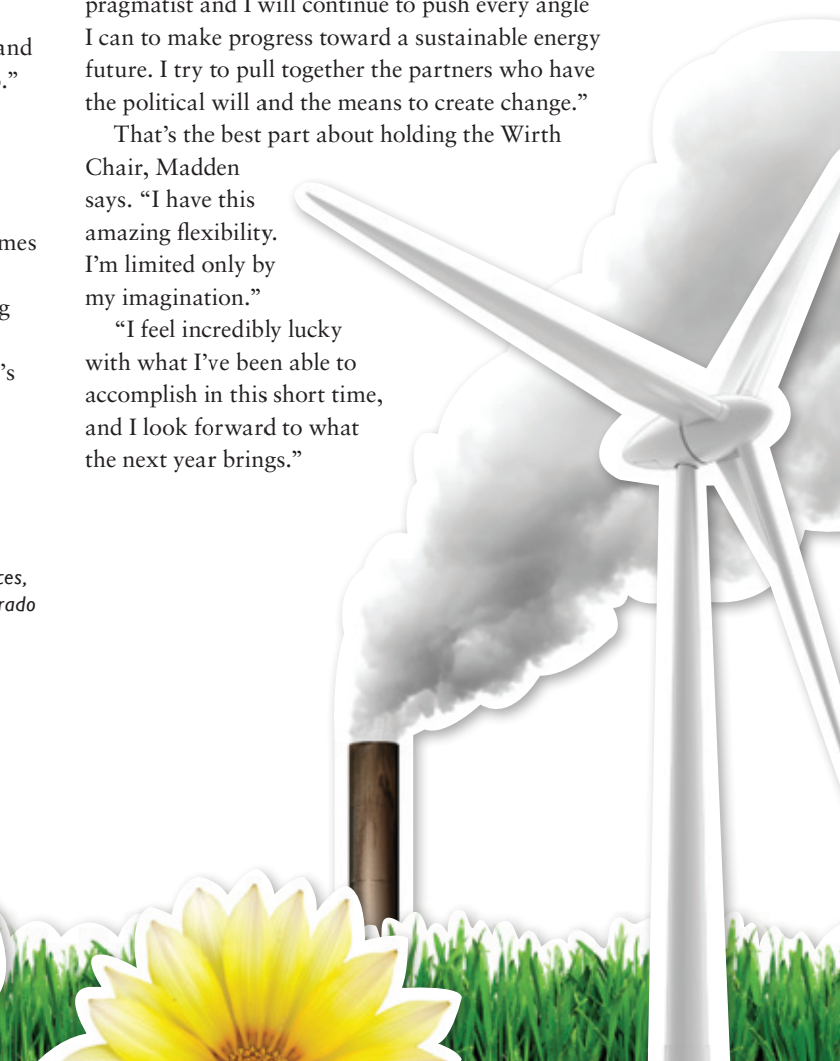
"Opponents argue that climate change is a myth and use that as an excuse not to change the status quo."

"So much has to be done to assure safety in natural gas development," Madden says, "but I'm a pragmatist and I will continue to push every angle I can to make progress toward a sustainable energy future. I try to pull together the partners who have the political will and the means to create change."

That's the best part about holding the Wirth Chair, Madden says. "I have this amazing flexibility. I'm limited only by my imagination."

"I feel incredibly lucky with what I've been able to accomplish in this short time, and I look forward to what the next year brings."

► (Above) Alice Madden, center, and Mike King, executive director of the Colorado Department of Natural Resources, congratulate Katie Navin, executive director of the Colorado Alliance for Environmental Education, on her award.



Michael Hancock

Building a Legacy



The way Hancock sees it, the job of mayor is part administrator, part fiscal manager, part cheerleader and part teacher. But every day, the mayor must be someone who inspires the community to greatness.

Mayor Michael Hancock leads Denver into the future

A

fter nine months in office at a time when budgets were being slashed and public sentiment toward government was in stomach-churning free fall, Denver Mayor Michael Hancock (MPA '95) is upbeat and optimistic.

There's never been a better time for "bold, hairy, audacious leadership," he says.

The challenges demand it. As mayor, he believes his job is to "put in concrete terms a vision for the city," and this is no time to hold back.

"I think about when I walk out of this office and turn off the lights for the last time: What do I want to leave behind?" Hancock says. "We're building a city not so much for those of us who live here today, but for the generations we will never meet."

The way Hancock sees it, the job of mayor is part administrator, part fiscal manager, part cheerleader and part teacher. But every day, the mayor must be someone who inspires the community to greatness.

He's energized by it, but he admits that the pace can be brutal. In addition to nonstop meetings and public appearances in the city, Hancock is called upon to represent Denver across the country to organizations working in fields ranging from economic development and transit policy to education—all of them interested in discovering Denver's secret.

"We don't realize the place Denver holds in the nation as a major city," he says.

"There's a lot of interest in how we've done things here."

Still, while the mayor sees plenty to crow about, he's always looking for ways to make life in the city better.

Improving educational opportunities for everyone and building a strong, sustainable local economy are high on his to-do list.

Hancock says he draws on the skills he developed at SPA more often than he ever imagined when he was juggling his jobs with the

Denver Housing Authority and the National Civic League while working on his MPA.

"I struggled the most with analytics and statistical methods," he says. "I hated that class. But now, everything I do involves being able to look at statistics, analyzing them for decision-making and being able to predict how things will come out."

Courses he took in ethics, public finance and budgeting, economics and organizational theory all have come into play during his career, from his time as executive director of the Denver Urban League through his eight years on the Denver City Council and now in his role as mayor.

Professor Bob Gage, who retired in 2011, remembers Hancock as a "very curious, very conscientious student. "He worked extremely hard on his papers, and they were always well-written and thorough," he says. "He was a little on the quiet side back then, but when he had something to say, it always was worth listening to."

Gage said he is "overjoyed by the accomplishments he's logged since he graduated." But Hancock's decision to seek an MPA was largely the result of a happy accident. He says that during his senior year at Hastings College, he was contemplating going to law school. Then one day when he was home in Denver for a visit, he had a "happenstance meeting" with a man who was the lead in-house counsel for AT&T. The attorney asked him what kind of law he wanted to pursue, and Hancock said he really didn't plan to practice law. He wanted to go into public service.

"We're building a city not so much for those of us who live here today, but for the generations we will never meet."

"He said, 'Why would you do that, invest all the money, the heartache, the blood, sweat and tears to get a law degree and not practice?'" Hancock recalls.

Later that year, during winter break, he met with then-Dean Marshall Kaplan, was impressed not only with the quality of the MPA program but with the convenience and flexibility it offered, and enrolled for the spring semester in 1992.

► (Below) Mayor Hancock speaks at the first "Cabinet in the Community" meeting at the Washington Park Recreation Center.





Hancock’s commitment to public service is the stuff of legend. He was elected class president five times, starting when he was in sixth grade; he helped create a tutoring program at a city recreation center while in high school; and he served on Mayor Federico Peña’s commission on youth.

Peña offered Hancock a summer internship after his freshman year at Hastings, and Hancock continued to work in Peña’s office during summer breaks for the next two years.

When he was a sophomore at Manual High School, a local television station selected him for its “Youth on the Move” distinction and aired an interview with him in which he said, “I really see myself as being the first black mayor of Denver.”

Wellington Webb got there first, but on July 18, 2011, Hancock was inaugurated Denver’s second black mayor.

With a whole world of opportunities arrayed before him, Hancock says public service has always been his passion. “I’ve never been driven by money,” he says, though he admits that providing a comfortable life for his family is very important to him. Hancock grew up in poverty, one of 10 children supported by his mother after his parents divorced when he was six. “I do better when I’m inspired by the mission.”

One of Hancock’s primary missions as mayor is to connect with young people. “I try to get into the schools as often as possible,” he says. Because he grew up in Denver, he says he has real credibility when he tells students that he was in their place not so long ago. He always reminds them to focus on their schoolwork to get where they want to be in life, and every now and then something happens that really helps him relate to the students.

Recently, while speaking to a group of kids at Slavens School, Hancock recalled the story of a boy named Julius who was in his eighth-grade class at Cole Middle School.

“One day he came in and he was so high he didn’t realize where he was,” he says. The students heard “click, click, click.” Julius was sitting in the back of the classroom trying to light a joint with a cigarette lighter.

“Fifteen years later, he walked into my office to apply for a job, and what do you think I thought about?”

Teachers later told Hancock that the students were amazed by the story because on the very day he spoke to them at Slavens, a young boy had been suspended for smoking marijuana at school.

Although visiting classrooms and talking to students is satisfying and rewarding for the mayor, dealing with the unexpected and calamitous events that every city inevitably faces is a real challenge.

“When you decide to run, people say the No. 1 thing you’ll be doing is managing the police,” he says. “People from Polo Club and Cherry Creek to Curtis Park all say you will be judged on this very important issue.”

It’s why he spent a great deal of time deciding which people to put in place in the police department, but he knows there still will be unexpected incidents, snowstorms, disasters and controversies.

“I’ve never been driven by money ... I do better when I’m inspired by the mission.”

“The reality is I can’t concern myself with the things I can’t control,” he says. “Police officers have more than 70,000 contacts a year with members of the public. Things are bound to happen. Leadership comes into play after the incident when you step up, deal with the people and [are] honest and transparent with the public.”

Another thing he can’t control is YouTube. When you’re mayor, you’re “living in a fishbowl,” Hancock says, one that has become more invasive than ever.

Often, if he goes out to lunch with someone, by the time he gets back to the office, a video of the meeting is up on YouTube. “It’s very stressful,” he says. Hancock’s answer to that is to live by one simple rule: “Remember, the mic is always on.”

- Mayor Hancock reads to preschoolers at the “One Book, One Denver” launch at the Denver Public Library (top) and practices his throw for the first pitch of a game at Sonny Lawson Park (right).



Public Manager Explores New ROAD TO SUCCESS

Executive MPA Program offers skills for professional growth

For a couple of decades now, Tom Daugherty has specialized in infrastructure. He has built roads and bridges and kept cities moving in New Mexico and Colorado.

A civil engineer by training, he knows how to manage projects. But last year he was named public works director for the Town of Breckenridge and decided he wanted to expand his range to include such things as personnel management, organizational theory, budgeting and the whole range of leadership skills that are encompassed in public administration.

He enrolled in the Executive MPA Program and says he's already enjoying the way it has broadened his horizons.

"I think the experience I'm going to take away will come a lot from my fellow students," says Daugherty. "They come from different backgrounds and have different outlooks and opinions than I have, and it will broaden my horizons a little bit to have conversations with them."

The Executive MPA Program is designed for established professionals at the mid-career or senior level. It focuses on developing leadership and management skills, and is structured to allow participants to continue in demanding jobs while completing the necessary 30 credit hours.

Even with the various options—online courses, weekend intensives and hybrid classroom/online courses—the workload is a challenge for Daugherty, who is married and has two children.

"For my first class, I took a little more than a week off work so I could concentrate on my schoolwork and get that done," he says.

He expects to finish the program in four years. "Because of the intensity of the rest of my life, I know I have to pace

myself. One thing about being 46 years old, it makes you realize what you can and cannot do and be wise about it."

In the Executive MPA Program, Daugherty says, "everyone has been through a lot already," so the interactions in class are at an extraordinary level. Professor Mary Guy is one of the instructors in the program, and he says she "is easy to connect with and really good at leading conversations."

"... It's funny what the human spirit can do. It's hard, oh God yes, but if you want it, you'll do it."

Guy says she loves teaching the executive students. "They bring a decade's worth of wisdom to the classroom, using their firsthand experience to inform lively debates, exercises and discussion. And in return, their studies provide them with ways of understanding the dynamics within their agencies, and help them to see that the challenges they face in their own offices are emblematic of the challenges of public service in general.

"It's a win-win for students as well as faculty," she says. "I learn from them, and they learn from me."

One element of the Executive MPA that appeals to Daugherty is the requirement that participants take part in the Rocky Mountain

Program, which is held in Breckenridge. "That's kind of handy," he says, and it will be good for him to share his community with fellow participants.

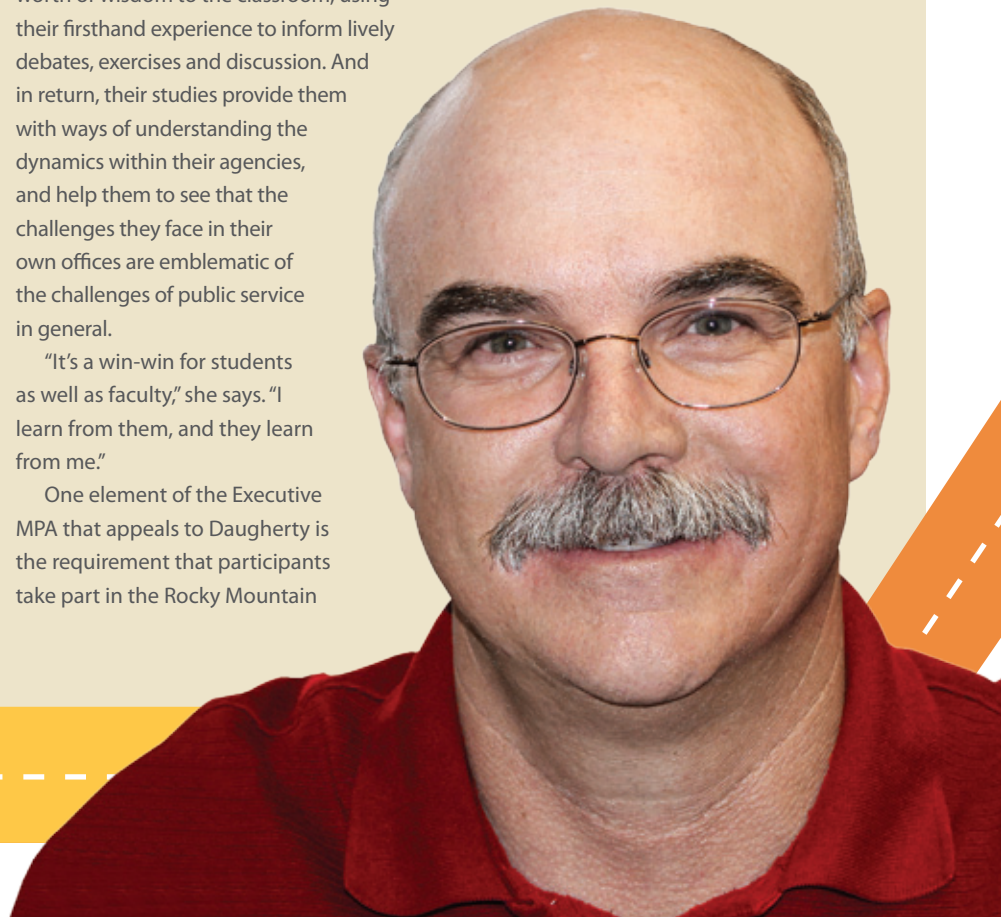
The best part, though, is that he expects to be able to push himself out of his comfort zone and face new challenges at this point in his career rather than merely coasting to retirement.

"A lot of people are frightened by change," Daugherty says. "I'm the type of person who is excited by it and the opportunity to take on bigger roles and advance my career, to continue to grow and take on more responsibilities."

Living outside your comfort zone can be exhausting, though.

"Between work, being a parent and going back to school, I'll admit, I'm tired at the end of the day," he says.

"But it's funny what the human spirit can do. It's hard, oh God yes, but if you want it, you'll do it."





A Lot to Learn

Kathleen Beatty evaluates struggling Maldives education system



During her five-and-a-half weeks in the Maldives, Professor Kathleen Beatty visited three schools; interviewed principals, deputy principals and teachers; met with officials in the education ministry and with the country's new president and vice president; and pored through data on everything from test scores and nationwide education trends to employment rates and economic forecasts.

Then each evening she retired to her tiny hotel room where dinner most often was cereal and yogurt, enjoyed while waiting—and waiting—for emails to download via the creaky, intermittent Internet connection.

The tourist vision of the luxurious Maldives, a string of sun-drenched atolls perched on the equator south of India, did not apply. It was anything but glamorous, Beatty says. Instead, “it was fascinating.”

The leaders of the Maldives “have an extremely strong commitment to education,” she says. “They absolutely realize that universal education is the key to development. Their commitment to doing better for the education of their citizens is very high.”

Beatty was invited by the government under the Fulbright Senior Specialist program to evaluate the existing educational system and make recommendations for improving it. Her arrival in the island nation was delayed by a month when then-President Mohamed Nasheed left office and was replaced by President Mohammed Waheed Hassan.

She discovered a system struggling with an array of problems that she dubbed “the Maldivian Paradox.”

“There is high participation in education through the 10th grade,” Beatty says, but after that, participation plummets.

“They absolutely realize that universal education is the key to development.”

Tenth-graders must pass five of the eight segments of the Oxford O Level tests to proceed to 11th grade, and only about 30 percent succeed. In the capital city of Male, competition for advanced education is so great and resources so limited that students must pass all eight segments of the exam to be eligible to enter 11th grade.

The Oxford O Level test is a “tough test,” Beatty says, but the bigger problem lies with the quality of the teaching in the Maldives.

“There are a lot of Maldivian teachers whose educations did not go past the seventh grade,” she says. Many have poor English language skills, and since they’re required to teach in English, the resulting language skills of their students are often inadequate.

“After the seventh grade, teachers are primarily expats from India and Sri Lanka,” she says. “Many have bachelor’s degrees, master’s degrees or more than one master’s degree, and because the economies are bad at home, they take these jobs in places like the Maldives.”

But students often arrive in eighth grade with an inadequate mastery of essential subject matter, and struggle

with the demanding curriculum covered in the Oxford exams.

The leaders really want more well-trained Maldivian teachers, “but what they want is impossible to achieve. They’ve closed all the doors. They’ve created this paradox.”

Beyond her education research, Beatty explored other aspects of the Maldives, studying the country’s political system, its economy and its people.

The transfer of power that occurred abruptly last winter left many in the government ministries unnerved and feeling insecure, she says, “and not without good reason to be.”

On weekends, she visited the outer islands with one of her colleagues, Maldivian Aamaal Ali, and spent one weekend with her husband, Mike, at a tourist resort.

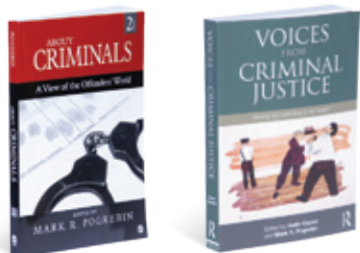
“The culture of the Maldives was not like any other place I’ve ever been.” Beatty appeared to be one of only three Americans and a handful of Caucasians in Male, and, she says, “I stood out to such a huge extent, people just stared at me. It’s unusual to feel like such an alien being on the street.”

Although navigating the cultural differences was often challenging, Beatty says, “I think I have a much better understanding of the difficulties of traveling from a lack of development to development and meeting the expectations of the developed world, and the difficulty of traveling from a dictatorship to a democracy.” It takes time, she says. “These things are really hard to do.”

► *Kathleen Beatty talking to teachers and students at Maafushi School.*

In Print

1 Assistant Professor **Todd Ely** wrote “No Guaranties: The Decline of Municipal Bond Insurance,” published in *Public Budgeting & Finance*.



2 Professor **Mark Pogrebin** co-edited *Voices from Criminal Justice: Thinking and Reflecting on the System*. He also edited the second edition of *About Criminals: A View of the Offenders' World*.

3 Associate Professor **Paul Stretesky** edited a special issue of the *International Journal of Comparative and Applied Criminal Justice* on Wildlife Crime and Enforcement. He also co-wrote “Toxic Crimes,” published in the *Oxford Handbook of Criminology*.

4 Professor **Mary Guy** co-authored “Consequences of Work-Related Emotions: Analysis of a Cross-Section of Public Service Workers.” It was published in *The American Review of Public Administration*.

5 Associate Professor **Mary Dodge** and Associate Professor **Callie Rennison** co-wrote “Police Impersonation: Pretenses and Predators,” which was published in the *American Journal of Criminal Justice*. **Dodge** also wrote “What about Women and White-Collar Crime?” published in *Reflecting on White-Collar and Corporate Crime: Discerning Readings*. **Rennison** co-wrote “Context Matters: Violence against Women and Reporting to Police in Rural, Suburban and Urban Areas,” published in the *American Journal of Criminal Justice*.

6 Associate Professor **Christine Martell** wrote “Profiles of Local Government Finance,” which was invited for inclusion in *The Oxford Handbook of State and Local Government Finance*.

7 Distinguished Professor **Peter deLeon**, Associate Professor **Tanya Heikkila** and Associate Professor **Christopher Weible** co-authored an article, “Understanding and Influencing the Policy Process,” published online by *Springer Science+Business Media, LLC*.

8 Assistant Professor **Danielle Varda** and PhD candidates **Sara E. Miller** and **Jo Ann Shoup** co-wrote “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*.

9 Professor **Angela Gover** wrote “New Directions for Domestic Violence Offender Treatment Standards: Colorado’s Innovative Approach to Differentiated Treatment,” published in *Partner Abuse*, and co-wrote “Integrating the American Criminal Justice and Mental Health Service Systems to Focus on Victimization,” published in the *International Journal of Offender Therapy and Comparative Criminology*.

HONORS & AWARDS



Tanya Heikkila



Christopher Weible



Callie Rennison



Angela Gover



Kathie Novak

Associate Professor **Tanya Heikkila** and Associate Professor **Christopher Weible** won a \$325,000 grant from the Alfred P. Sloan Foundation for a project titled “Analyzing the Political Coalitions of Shale Gas Development in the U.S.”

Associate Professor **Callie Rennison** was appointed a senior researcher for the federal Bureau of Justice Statistics. She also

received the 2011-12 SPA Excellence in Teaching Award.

Visiting Professor **Denise Scheberle** was awarded the 2012 Distinguished Teaching Award by the American Political Science Association.

Professor **Angela Gover** was promoted to full professor by the University of Colorado Board of Regents. She also received the

Student Mentor Award at the Research and Creative Activities Symposium in April and the 2011-12 SPA Excellence in Service Award.

Kathie Novak, former mayor of Northglenn and a staff member at the Buechner Institute for Governance, was named the 38th recipient of the John V. Christensen Award by the Denver Regional Council of Governments.



An Executive Driven by Research

Colette Peters works to streamline corrections in Oregon

When Colette S. Peters (MCJ '00) enrolled in the criminal justice program at the School of Public Affairs in 1995, it was like joining an exclusive club.

Three faculty members—Professors Eric Poole, Mark Pogrebin and Mike Smith—ran the program, and the cohort of students was a close-knit group.

“We really had the opportunity to know the professors and their backgrounds,” she says. “Every class was connecting in some way to the real world, and once you jump into the real world, it’s very different from the textbooks.”

Peters, who was named director of corrections for the State of Oregon in February, brought a varied background in criminal justice to

the program when she arrived. She previously had worked in juvenile corrections in Iowa, at a halfway house for gang members in Minnesota and then, ironically, at a prep school in Minneapolis.

“That was a little bit of a social experiment on my behalf,” Peters says. At the prep school, she says, the kids did the same kinds of things—experimenting with drugs, fighting, bringing knives to school—but instead of calling the police, “we were calling their families and the psychologist.”

Pogrebin remembers Peters as “one of the best we ever had in our program. I am very proud of her accomplishments and am not surprised at all by her success.”

After finishing her master’s degree in criminal justice, Peters went to work at the Oregon Department of Corrections and, later, the Oregon Youth Authority, where she says her MCJ degree and the internship opportunities she had in Colorado prepared her well for the challenges she faced.

Peters worked as an analyst for the Legislative Council of the Colorado General Assembly and for the Victim Assistance Unit of the Denver Police Department.

“I really had an opportunity to see the broad continuum of the public safety system,” from homicides and suicides to domestic violence and sexual assault, she says.

She watched the system from the inside in her work

while pursuing her MCJ. “It was one of my most challenging and greatest professional moments.”

Last winter, a story in the *Oregonian* announcing her appointment described Peters as “a polished and research-driven executive,” attributes that have been essential during this period of extreme fiscal challenges.

“We recognize that we’re in a very difficult budget situation,” Peters says. “Oregon has just gone through 15 down quarters. Every state agency including the Department of Corrections has had to manage through incredibly substantial budget reductions. Right now, out of a \$1.4 billion budget, we’re managing through a \$50 million hole in the budget.”

In announcing her appointment, Oregon Governor John Kitzhaber said, “Colette has the skills and experience to lead our efforts to improve Oregon’s public safety system, continue our dramatic reductions in crime and better protect the public at less cost.”

Although the governor and legislators believe in the importance of public safety, Peters says, “because the budget has been so short, we’re fighting for funds against the elderly, children and education, and it’s been a struggle.”

Still, Peters says her department can improve its performance despite the limited resources.

“We know what works: programs, treatment, education, connections to the community, connections to families,” she says. “I can’t prevent the victims who brought these offenders to us, but I really think it’s part of our job to prevent the next victim.”



Active Alumni

Kelly Fox (MPA '95) was named senior vice chancellor for budget and finance and chief financial officer for the University of Colorado System.

Kelly Fox



Jeremy Olmedo (BACJ '10) has joined the U.S. Department of Homeland Security's Office of Immigration and Customs Enforcement.

Brandy Parker Reitter (MPA '08) was named president-elect of the University of Colorado Alumni Association.

Ruth Zaplin (DPA '88) has been named executive-in-residence at the School of Public Affairs at American University.

Michelle Tovrea (MCJ '04) has been named chief of police in Cherry Hills Village.

Michelle Tovrea



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.

Don't retire your dream. Fund it with your IRA.



dream big

Turn your dream of leaving a legacy gift into a reality by naming the University of Colorado Foundation as a beneficiary of your IRA, 401(k), 403(b), insurance policy or commercial annuity.

leave a legacy

Your dreams can support people, places and programs across the university and what's near and dear to your heart.

contact us

To learn more about how your IRA can fund your dream, visit cufund.org or contact **Lori Goldstein** in the **Gift Planning Group**, 303.315.2027 or email lori.goldstein@cufund.org.



University of Colorado
Foundation

cufund.org

Campus Box 142
P.O. Box 173364
Denver, CO 80217-3364

www.spa.ucdenver.edu



ABOUT THE COVER

Michael Hancock (MPA '95) is energized by the job of being Denver's mayor despite its often brutal schedule. His abiding goal is to create an even greater city for future generations.

Become a fan

Join our Facebook page to stay up to date on SPA events and news. Expand your network, learn more about your field and connect with classmates at www.facebook.com/schoolofpublicaffairs.

Join us for an event

SPA and the CU 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, issues forums and high-profile speaking events. We promote these events through our website, 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.

Be part of SOLUTIONS

The Solutions journalism website covers health policy issues across the Rocky Mountain region with in-depth stories and opinions from a wide array of experts. Sign up for a free subscription at www.healthpolicysolutions.org.

SPA Advisory Committee

- Chair, Susan Kirk**, former University of Colorado Regent
- Pam Anderson**, MPA 2005, Jefferson County clerk and recorder
- Stephanie Berger**, MPA 1995, president of Berger Hirschberg Strategies
- Sara Thompson Cassidy**, director of the Colorado Competitive Council
- Pat Cooper**, MPA 1994, DCLF 1995, member of the board of directors of the international group Pathfinders
- Terrell Curtis**, DCLF 2009, executive director of the Delores Project
- Kelly Dunkin**, MPA 2006, vice president of philanthropy at the Colorado Health Foundation
- David French**, DCLF 1984, chairman of the board of the Orbis Institute
- Allegra "Happy" Haynes**, MPA 2002, DCLF 1987, director of civic and community engagement for CRL Associates Inc. and member of the Denver Board of Education
- Susan Innis**, MPA 2007, senior manager of state government relations for Vestas – American Wind Technology Inc.
- Tony Lewis**, executive director of the Donnell-Kay Foundation
- Mary Lou Makepeace**, MPA 1979, vice president for Colorado Programs at the Gill Foundation and former mayor of Colorado Springs
- Frederic H. Marienthal**, MPA 1979, partner at Kutak Rock LLP
- Vicki Mattox**, MPA 1980, managing director of public finance at Stifel Nicolaus & Co.
- Mark D. Safty**, partner at Holland & Hart LLP
- Gloria Schoch**, MPA 2008, director of public affairs at First Data Corp.
- 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