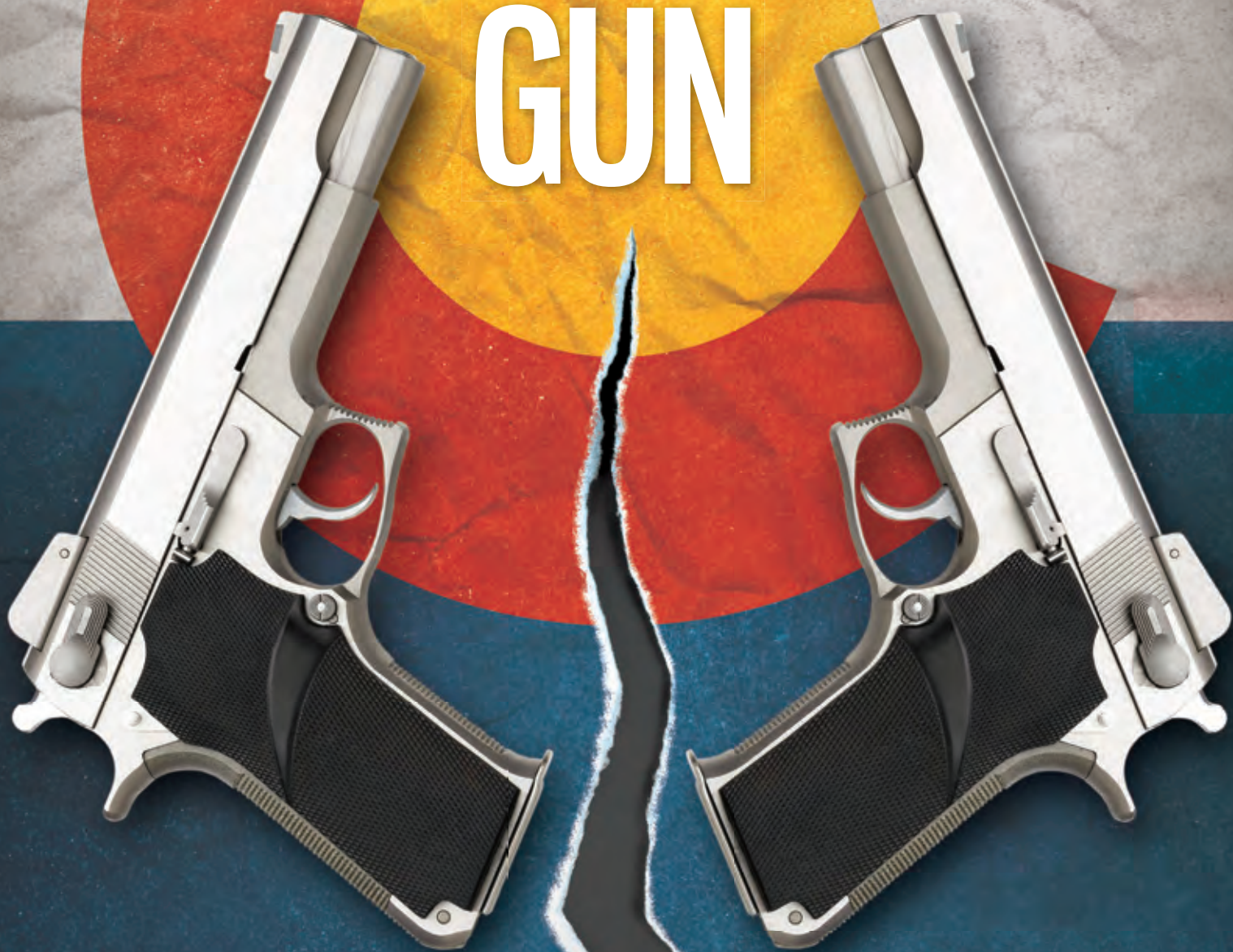


VIEWS

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COLORADO AND THE

GUN



School of Public Affairs
UNIVERSITY OF COLORADO DENVER

Views from the West

Dean's Message



Political courage is exhibited in many different contexts of public affairs. John F. Kennedy's book *Profiles in Courage* documented important examples of courageous acts by United States senators, and brave stands on issues abound across our history in the actions of everyone from school board members to U.S. presidents.

Although political courage is revered and often cited on the campaign trail, it seems increasingly rare among those who serve in elected office. Colorado Governor Hickenlooper's recent decision to stay the execution of a notorious convicted killer drew mixed reviews. He didn't grant clemency, nor did he allow the execution. He kept the criminal in prison with a decision that a future governor could reverse.

Many attacked the governor's decision as weak because it was not definitive. However, it did appear to meet the basic standards of political courage because it went against the tide of statewide public opinion, according to polls that found a majority of Coloradans support the death penalty in general and particularly in this case. The consequences to his political career are yet to be determined.

It seems that political courage is most often displayed when politicians make decisions likely to hurt them with a key interest or constituent group, or in an election. This shows that their personal values and thinking matter, and that they do not just do what is most popular.

Politicians obviously believe that voters do not like leaders who only take the easy, popular stands, or who bend with the prevailing political winds.

And yet this attitude can reflect badly on politicians who are thoughtful, or even "Hamlet-like," in their approach to decisions, which is unfortunate since few major political or public affairs choices are easy, and carefully examining both sides of an issue can lead to better decisions and outcomes.

The cover story on MPA and PhD alumnus **John Morse** demonstrates his courage on the contentious issue of gun control in Colorado. This topic is not an easy one, as our society continually tries to balance broad public safety issues with the interpretations of the constitutional right of individuals to bear arms.

Many voters stake out extreme positions and feel passionately about this issue. A politician who supports the other side is likely to be viewed in harsh terms, perhaps

mobilizing his opponents to engage in political action.

That seems to be the case with Morse. As a result of his visible support for new laws regulating gun and ammunition purchases in Colorado in this past legislative session, the state Senate president faces a recall election. Money is pouring in to this recall effort from around the country as both pro-gun and anti-gun groups see Colorado as a testing ground for future actions.

As Morse himself says, some issues are worth risking your seat over. Although many politicians might say that, far fewer are willing to take that risk and actually face the consequences.

Examples of political courage are indeed rare in our dysfunctional political system, highlighted especially in Washington, D.C. Not a lot of other virtues, such as the ability to forge sensible compromises, are being demonstrated either.

Our MPA students all take a required class in leadership and ethics where these issues are discussed. We can only hope that there are enough examples of political courage—whether embodied in principled stands against heavy interest group pressure or in smaller gestures of compromise across groups and parties—for future leaders, like our SPA students, to emulate.

Lead. Solve. Change.

Paul Teske
Dean, School of Public Affairs



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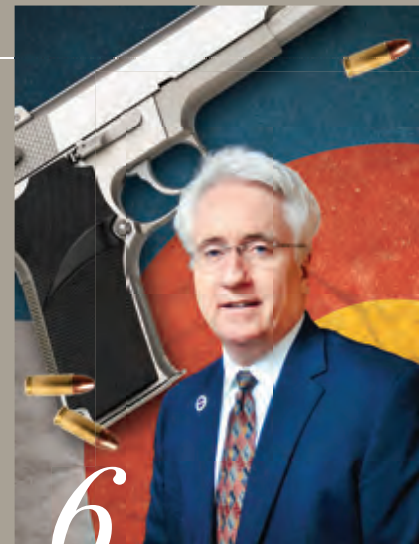
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Amy Danzl and Disaster Management

A career where nothing goes as planned

Amy Danzl was an undergraduate at the University of Alaska Anchorage when disaster struck and changed her life.

The journalism student from Moose Pass, Alaska, population 219, heard about Hurricane Katrina, saw the devastation on TV and decided she needed to help. She walked into the local Red Cross headquarters to volunteer and discovered what soon would become her passion.

She never looked back. She became director of disaster preparedness and response for the Red Cross in Alaska, then moved to London, where she was volunteering unit manager for the British Red Cross. In 2011, she came to Colorado to enroll in the MPA program with a concentration in emergency management.

“I came here from London specifically for this program,” she says. She settled in Boulder and took a job as a specialist for the Boulder Office of Emergency Management.

Last summer, in the midst of a horrific wildfire season, the Boulder office hosted a group of emergency management specialists from Thailand. “They wanted to see activities here, and they arrived right in the middle of the Flagstaff fire,” Danzl says.

Six months later, Danzl was on a plane to Thailand. She had been invited to spend a week in Chonburi in northern Thailand, where she would work with disaster managers to identify gaps in their protocols, redesign systems and find new ways to respond to emergencies more efficiently and effectively. The country had experienced severe flooding earlier, and that exposed some flaws in their emergency management systems.

During a disaster “you have to adapt quickly,” she says. “Nothing ever goes as planned.” They used the system design that was in place in Boulder as a template, overlaying specific protocols for that vastly different part of the world.

For Danzl, who backpacked across Southeast Asia years ago, the trip was a tremendous opportunity. Not only does she have an abiding affection for Thailand, but the trip provided her with good experience that relates directly to her goal of working in emergency management internationally.

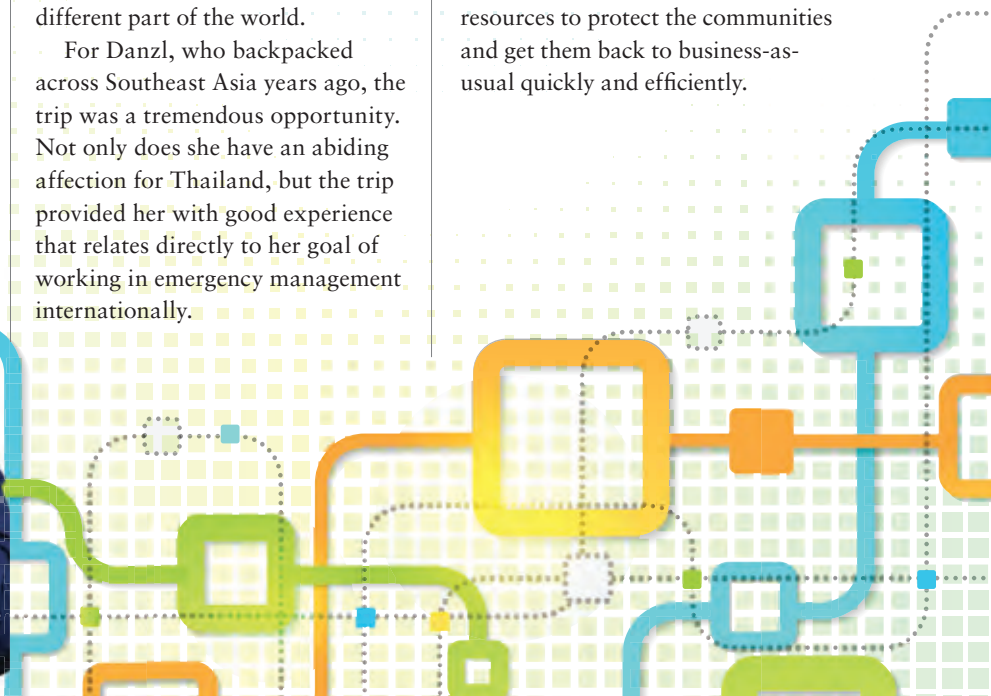
“I’d like to do overseas capacity-building,” she says, just like the work in Chonburi, only on a grander scale.

Back home in Colorado, Danzl is enjoying a very different lifestyle. “Boulder is such a great fit for me,” she says. She loves the culture, the community, the outdoors ethic and the team she is working with at the Office of Emergency Management. She plans to complete her MPA in 2014.

In the meantime, she’s back on wildfire duty. With another devastating fire season under way in 2013, she’s continued to hone her skills in managing emergency response tactics and logistics, and worked with teams that had to make quick decisions on where to deploy resources. With as many as a dozen fires burning at one time around the state, the challenges have been immense for emergency responders.

“When you study disasters, you realize the logistical challenges faced in every one. The infrastructure is down. The roads are closed. You need to respond immediately.”

Whether it’s Moose Pass or London, Boulder or Chonburi, Danzl expects to be prepared to mobilize resources to protect the communities and get them back to business-as-usual quickly and efficiently.



Student Notes



The **outstanding graduates** for spring 2013 were Matthew D. DePuy, BACJ; Clare Megan Bastable, MPA; Jennifer Ann Kagan, MPA; Nora Claire Scanlon, MCJ; and PhD students Bryon Gordon Gustafson and

Jonathan Jeffrey Pierce.

PhD student **Mark Davis** will be an assistant professor in the Department of Public Policy and Administration at West Chester University of Pennsylvania in August. He also completed his second AIDS LifeCycle Ride in June.

Allison Dellwo, who completed her MPA in May, has taken a job as special projects coordinator with the Colorado Nonprofit Development Center.

PhD student **B. Kathleen Gallagher** has joined Southern Methodist University as an assistant professor in the Arts Management Program.

Megan Griffin, who completed her MPA in May, traveled to Nicaragua to build houses with Habitat for Humanity.

Denver City Councilman **Chris Herndon** graduated from the Executive MPA Program in May.

Jennifer Kagan did her capstone research for her MPA in Uganda.

May AMPA graduate **Stacie Knight** did research for her capstone in Haiti.

Xiaoxil Lin, who completed her MPA in May, interned with the City of Denver.

PhD student **Liz Tomsich** will be joining Texas A&M International's Department of Public Affairs and Social Research in the fall of 2013 as an assistant professor of criminal justice.

► PhD student B. Kathleen Gallagher, top; Graduate Chris Herndon, right.



Learning More than Just Criminology

Nora Scanlon draws on varied skills in her new career

Nora Scanlon was the first person a lot of folks arriving at the School of Public Affairs met during the three years she spent working on her combined MCJ/MPA degree. By the time she graduated in May, the organizational and communications skills she developed while working at the front desk as a graduate assistant to Director of Student Recruitment and Career Services Brendan Hardy turned out to give her a real advantage in her job search.

Scanlon is a technical recruiter for Connecting People Inc., a Denver company that matches information technology specialists with a wide range of employers.

Scanlon received the Outstanding MCJ Student Award for spring 2013.

She was drawn to the program because of her “genuine interest in making the world a better place,” she says. Ultimately, she realized that there are many ways to achieve that goal.

“What’s really cool about my job is that I help people get the jobs they want,” she says. She hopes to engage on a volunteer basis in the nonprofit sector. Connecting People is a sponsor of a golf tournament to benefit Rocky Mountain Human Services, which provides programs for persons with traumatic brain injuries. She plans to work as a volunteer at that event.

Scanlon says that Associate Professor Callie Rennison was a great mentor to her. “I love animals—especially dogs—and one of my interests was in understanding the role dogs can play in the public sector, particularly in the field of criminal justice,” she says.

She did an independent study project under Rennison’s guidance on canine programs, including studying a dog-therapy program and a dog-training program for inmates in Colorado institutions, and riding along with an Aurora Police officer in the K-9 patrol. “Callie gave me structure and academic feedback, and I got to pursue my passion,” says Scanlon.

A job in public administration or criminal justice could be part of Scanlon’s future, but for now, she’s delighted with her career path in the private sector.

One great fringe benefit of her work is the gratification she feels when she finds the right jobs for her clients.

“Helping people improve their lives is definitely a driver for me in my career,” she says, whether it’s in the public, private or nonprofit sector.





LENDING A HAND IN THE LEGISLATURE

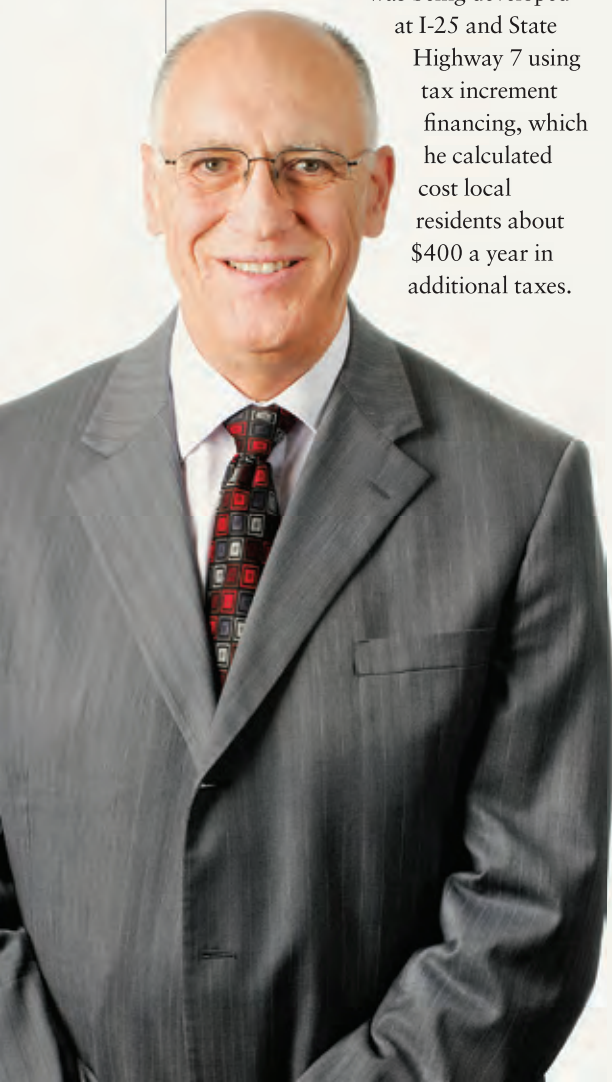
— Weld County Treasurer John Lefebvre works behind the scenes —

John Lefebvre has never been elected to the Colorado Legislature, at least not yet. Still, his fingerprints are all over several bills that have churned through the legislative process in the years since he completed his MPA in 2006.

The Weld County treasurer is chair of the legislative committee of the Colorado County Treasurers' Association, so that's definitely part of his job. But one of his biggest legislative accomplishments began as a capstone. The topic was how the tax increment financing instrument was being used in ways well beyond the law's intent.

"When I did my paper, I was the treasurer in Adams County," Lefebvre says. The Larkridge shopping center

was being developed at I-25 and State Highway 7 using tax increment financing, which he calculated cost local residents about \$400 a year in additional taxes.



A couple of good things came of that project, he says, including some long-needed highway interchanges, but for a steward of public funds, it was a grim spectacle to watch. It seemed to distort the purpose of the funding mechanism.

Tax increment financing was developed as an urban renewal tool to rescue inner-city neighborhoods that had fallen into decay. Then, sometime around the 1980s, Lefebvre says, city administrators on the urban edge seized the instrument and abuse of the tax increment financing became widespread. "They were using it anywhere they wanted to," he says.

"...The truth of the matter is probably four out of five times, the job is to keep bad policy from being passed."

"It went from a tool to make urban cores economically competitive to something to be used on the urban edge to the detriment of the urban core."

One of the biggest misuses of the program was when it was employed to attract the development of shopping centers to boost sales taxes in suburban areas. The sales tax revenues go to the cities, but by using tax increment financing, the property tax revenues were lost, which meant funds were not available to schools, county governments or other tax districts providing fire protection, parks or other services.

After he completed his MPA, Lefebvre presented his capstone research to the Colorado County Treasurers' Association. Boulder County Treasurer Bob Hullinghorst heard his presentation and told his wife, Dickey Lee Hullinghorst, about it. At that time, she was doing policy work



for the Boulder Board of County Commissioners and she enlisted state Senator Lois Tochtrop to carry a bill to revise the law.

The legislative process took years, Lefebvre says. In the meantime, Dickey Lee Hullinghorst was elected to the state House and joined Tochtrop in advocating for the measure. Every time a bill was introduced, the powerful Colorado Municipal League would lobby strenuously to kill it. "They wouldn't compromise," Lefebvre says. "It was like taking cocaine away from an addict." What finally enabled the sponsors to get the bill passed was focusing on protecting agricultural lands, called "green fields."

The experience was highly satisfying for Lefebvre, but it was just the beginning. "Now, as chair of the legislative committee for the County Treasurers' Association, I can drive a whole lot of really good policy," he says, "though the truth of the matter is probably four out of five times, the job is to keep bad policy from being passed."

Lefebvre has maintained ties to the School of Public Affairs in the years since he graduated. He spoke to Professor Richard Stillman's ethics class recently, regaling students with stories about corruption that The Denver Post uncovered in Adams County. "It's kind of an eye-opening experience" to hear about officials abusing the public trust, he says.

Occasionally, colleagues will urge him to run for another office. "I think I could come up with good policy solutions," he says, but he isn't sure he's interested in taking on the political gamesmanship. "I love working here in Weld County," he says.

AN IDEAL JOB

Samantha Long found her niche in education policy

When Samantha Long (AMPA '08), left her public relations job in New York City to enroll in the School of Public Affairs, she imagined herself someday working in the field of education policy. To her delight, that happened almost overnight.

"I was looking for a change, and I wanted to leave New York," she says. The expertise of the faculty, the compressed time frame of the AMPA program, plus the opportunity to work as a research assistant in the Center for Education Policy Analysis (CEPA) drew her to the School of Public Affairs and helped her land just the kind of job she'd envisioned.

As director of the Expanded Learning Opportunities Initiative at the Legacy Foundation in Denver, Long works with schools to help develop personalized teaching methods to meet the needs of individual students and to create more dynamic learning environments.

"The standout thing about Samantha was that she had an 'I'm-going-to-solve-that-problem attitude,'" said Robert Reichardt, former director of CEPA. "That and she had terrific communications skills."

Reichardt calls Long "a real success story" in that she set her sights on a career and made it happen. "She was strategic about getting the right experience and going after the right job." Long earned her undergraduate degree in public relations and public policy at Syracuse University. After completing her AMPA degree in 2008, she went to work at the Colorado Department of Education, overseeing some of its initiatives for improving high school student achievement.

Then she was one of the earliest employees of the Legacy Foundation, which was established in 2007 with the mission of increasing graduation rates and reducing the achievement gap in Colorado. She was hired by Helayne Jones soon after Jones became the foundation's president and CEO in 2009. "I love my job," she says. "The Legacy Foundation is a phenomenal organization to work for, and I do feel like I've had an impact."

When Long joined the foundation, the state was considered a strong contender for substantial U.S. Department of Education funds under the Race to the Top program. When that money did not

materialize, the foundation applied for grants from other sources, and in 2011 Long was able to devote all of her time to mobilizing the Expanded Learning Opportunities Initiative.

"The fantastic thing about Legacy is not only the work that we do, but we're really committed to our mission," she says. "As an organization, the culture is really important to us, so we hire people who are great to work with. They inspire me to learn more every day."

Long, 30, also has fallen for Colorado in a big way. "I love it here," she says. She's taken up snowboarding and has become a serious runner. She ran the Rock 'n' Roll Marathon in 2010 and Georgetown Half Marathon this summer. "There's nowhere else I'd rather be," Long says.



Active Alumni

Douglas Stephens (MCJ '03) has been named chief of police in Littleton.



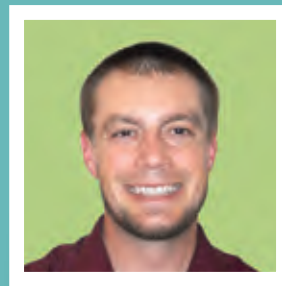
Douglas Stephens

Kara Carlson (MPA '12) has been named development director for the

Interior Alaska Center for Non-Violent Living.

Dane Egli (PhD '11) now affiliated with Johns Hopkins University, has had a revised dissertation chapter accepted for publication in the *Journal of Strategic Security*. The chapter is "Beyond the Storms—Strengthening Preparedness, Response and Resilience in the 21st Century."

Ben Cairns (MPA '09) has joined the Denver School of Science and



Ben Cairns

Technology Network as a principal in training to open Cole High School in 2014.



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. Email us at SPA.alumni@ucdenver.edu.

FEATURE

JOHN MORSE

& THE BITTER GUN DEBATE



No one could have predicted this would happen, least of all John Morse. The president of the Colorado Senate, CPA, paramedic, former police chief and that rarest of creatures in elective office, an El Paso County Democrat, became the leader of the gun safety movement in Colorado in 2013. “We didn’t plan for this session,” says Morse (MPA ’96, PhD ’01). “It was thrust upon us.”

When Morse was elected by fellow Democrats to lead the Senate on November 8, 2012, he thought he might grapple with bills on such things as telecommunications issues, youth and alcohol, tobacco licensure and the usual budget wrangling. “I didn’t really expect to be carrying big bills myself,” he says.

As the leader of the Senate, he figured his colleagues would carry the major legislation and he would provide the best possible environment for its success. “Then when December 14 happened, it thrust the whole issue of gun violence into the forefront,” he says. The Newtown massacre of 20 young children and six educators at Sandy Hook Elementary School so shocked the country that gun control suddenly dominated nearly every public policy debate.

In Colorado, where the theater shooting in Aurora had occurred only five months earlier, feelings were especially raw. By the end of the legislative session, six major pieces of legislation had passed. They would limit the size of ammunition magazines to 15 rounds, require background checks for all gun sales, require gun customers to pay the cost of background checks, mandate in-person training for concealed weapons permit holders, require persons convicted of domestic violence or under a restraining order to relinquish their firearms, and create a task force to study mentally ill persons and gun possession.

“The gun thing is powerful and emotional, and really does

mean life and death,” says Morse. “Everybody wants their gun and nobody wants to be a victim of gun violence. But people with guns cause gun violence. They’re inextricably linked. We had no choice but to address that.”

Morse was called upon not only to move the gun control bills through the often vitriolic legislative process but also to make the case for measures to restrict access to firearms in countless local and national media interviews, public appearances and debates.

At a February 19 debate sponsored by the Counterterrorism Education Learning Lab, Morse forcefully defended the gun control bills under consideration, frequently drawing on his experience as a police officer in Colorado Springs and later as chief of police in Fountain to support his arguments.

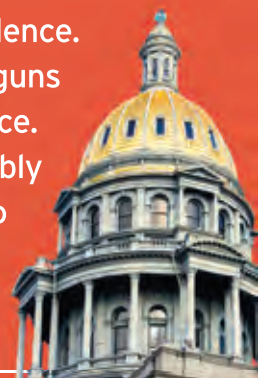
“When these guns are not available, when these magazines are not available ... when there’s a little bit of a hurdle, who knows how many suicides, homicides and accidental deaths would be prevented,” he told the audience of 1,000 passionate gun-rights and gun-control activists. “Only in America would we argue that guns are not the problem.”

Morse says he worked hard to prepare for the debate. He wanted to have the facts, the data and the logic fresh in his mind. That kind of thorough preparation should not surprise anyone who knows Morse. He has a BSBA degree in accounting and finance from the University of Colorado Colorado Springs, an MBA from Regis College, an MPA from UCCS, a PhD in public affairs from the School of Public Affairs and a master’s degree in taxation from Golden Gate University.

He’s an inveterate student. When he left the business world in 1989 to become a police officer, he decided

to “get some book learning” so that he could operate more effectively in the public sector. “We get into it not infrequently on the floor here when people say, ‘Government needs to do

“Everybody wants their gun and nobody wants to be a victim of gun violence. But people with guns cause gun violence. They’re inextricably linked. We had no choice but to address that.”



things like business.’ No, government needs to do things like government. The state provides services the private sector would not, such as Medicaid, social services and public safety, firefighters and law enforcement.”

Morse says that he had great private sector background, but it wasn’t relevant to a police officer working on the street. He ended up being among the few cops anywhere with a PhD. He did his dissertation on community policing.

Professor Richard Stillman recalls Morse as “the most public-service-oriented doctoral student” he’s encountered in his career. “You can’t grade on integrity, honesty, prudence and a sense of values,” says Stillman, who offers the fact that he is a registered Republican as evidence of his impartiality. “If I could grade students as solid citizens, he would have been at the top of his class.”

Morse remembers the process of getting a PhD as a very humbling experience. “You may think you’re



all high and mighty to be admitted to a PhD program, but getting admitted is child's play," Morse says. "Getting the degree is a marathon. It requires a level of tenacity that most of the population doesn't have."

Morse says he was not an intellectual giant compared to many of the other members of his 19-student PhD cohort, but he was the fourth one to finish. "Sure, getting a PhD requires intelligence, but it also requires a great deal of Energizer Bunny to get over the finish line."

"When you have to... publicly take a stand, there are going to be some people who think you're the greatest thing since sliced bread and some who decide you are evil incarnate."

Morse draws on both parts of his resume to navigate the rugged terrain of the gun debate. He knows what it's like to carry a gun for protection. As a police officer, he says, you learn in training that every fight is a gunfight because a cop carries his service weapon on the job. But in his 13 years of police work, he never fired his gun at another human being. He was shot at once and "I pointed it a number of times, but the subjects were always compliant. I used my pepper spray a lot more often than I used my gun."

As a student at the School of Public Affairs, Morse says his instructors tried to give him the background and preparation to handle

whatever came his way, "and they did an exceptional job." When his term in office ends next year, Morse plans to return to the private sector to be a CPA once more. "I've had a great career," he says, "but I haven't adequately funded my retirement."

Higher office is not in his future, he says. "As a Democrat in El Paso County, my political future was always finite."

For all his education and experience, there was one thing he wasn't prepared for when he entered public office.

"You have to be prepared to learn who your friends are not," he says. Even "lifelong deep friends" will abandon you if you take strong stands on explosive issues such as abortion rights, gay rights or gun control. "You have to be prepared for that," Morse says. "I didn't see that coming."

He continues, "It's not true of everyone...but it's true of way too many. When you have to stand up and publicly take a stand, there are going to be some people who think you're the greatest thing since sliced bread and some who decide you are evil incarnate."

Morse is facing a recall election on September 10. The Colorado Springs Gazette's conservative editorial page has fueled the recall campaign, labeling him a "radical anti-gun politician" and "an extreme liberal who portrays himself as a moderate."

"If they're successful, I'll be a CPA sooner rather than later," Morse says. And although he looks forward to escaping the daily deluge of hateful emails, there are things he knows he'll miss about this experience. "It's interesting that for the first time in my life and my legislative career, I'm stopped on street corners in Denver and Colorado Springs by people saying,

'Thank you. Thank you for fighting the fight,' " he says. "It turns out fighting to save lives is always a fight. I fought that fight as a paramedic, racing against the clock, trying to stop the bleeding fast enough and get fluids in fast enough and clear airways fast enough. And I actually thoroughly enjoyed that."

"I now have to fight with powerful interest groups that have just brainwashed people into thinking that having a gun will make them safer when actually exactly the opposite is true," he says. It's why it's so hard to get gun safety measures through the U.S. Congress. "We all agree that we've got to keep guns out of the hands of dangerous and criminal people, but we can't get Congress to even consider universal background checks. ... It's like, wow, it's OK to kill children as long as we don't take a dangerous person's gun rights away?"

All the arguments are right there on the tip of his tongue. He's studied the issue and taken his stand in the face of a storm of controversy. "This experience has stretched me. I'm a round peg in a square hole," Morse says. "I'm much happier researching a policy paper or writing a policy instead of standing on a stage, but that's the role I've been put into."

"It was great to be selected Senate president at the conclusion of my Senate career," he says, "There aren't many people who get to do that, and I don't take it for granted for one second. But I'll be happy to turn the gavel over to the next Senate president and step out of the limelight."

20 Years of the Wirth Chair

Anniversary event honors seven sustainability leaders

It was the Tim and Ken Show at the 14th Wirth Chair Sustainability Awards luncheon in June. Former U.S. Senator Tim Wirth and former Interior Secretary and U.S. Senator Ken Salazar shared the stage for a discussion of the controversial practice of fracking as well as other issues facing the West, such as protecting the region's public lands and how climate change is affecting life on Earth.

Founded in 1993, the Wirth Chair also honors individuals for outstanding work in the field of energy sustainability.

Wirth opened the discussion by saying that fracking "absorbs us all in its many manifestations." Many people hail the process that uses large amounts of water, sand and a combination of chemicals to break up shale, which releases natural gas.

Fracking is a not a new process; the first experiments were done in the late 1940s. Adherents also say that the process will open new sources of fossil fuels here in the United States. Opponents worry about the potential for water contamination and depletion, and the effects of the chemicals on surrounding communities.

Wirth noted that a balance between the two sides is needed because American energy dependence affects us all. Salazar said there is a national security issue at stake as well, and the less dependent the nation is on foreign oil, the more secure it will be. Wirth said we've made tremendous progress in reducing our need for fuel in this country. "In 2005," he said, "60 percent of our oil was imported. Now it's less than 40 percent."

Salazar said that in the field of renewable energy, "the future is bright, with certain challenges." He pointed to successes in the fields of solar and wind energy, and said that since the wind always blows over the Atlantic Ocean, the nation would be well-served to harvest wind offshore. There's enough wind there to "light up the Eastern grid, and the costs of wind and solar are competitive with natural gas."

There are no guarantees that we have lots of time to learn to cope with a global increase in temperatures, said Wirth. "We can't expect a gradual increase in temperatures that we can deal with. We have to move much more rapidly in finding solutions" to our energy problems.

On another note, Salazar pointed out that although more Americans are using our public lands, funding for their care is being slashed. "We need to have a discussion in a way that people understand it. How we protect these very special places is a responsibility we all share."

Receiving awards were:

Susan Kirk (presented by Colorado Governor John Hickenlooper). Kirk is a former member of the CU Board of Regents and serves on the School of Public Affairs Advisory Board. Long active in public issues, Kirk has served on the boards of the Women's Economic Development Council and the Center of the American West;

James Balog (presented by Barbara Bridges, founder of Women + Film). Balog is a renowned photographer whose study of glacier and Arctic ice decline was seen in the documentary "Extreme Ice" and in the feature-length film "Chasing Ice";

The late **Dan Friedlander** (presented by Balog). Friedlander was an entrepreneur, professor, artist and principal of Clean Tech Consulting who worked much of his life helping to create a way to a clean energy future;

Jim Martin (presented by former Colorado Governor Bill Ritter). Martin is the former Region 8 administrator for the Environmental Protection Agency. He also served as executive director of the Colorado Department of Public Health and Environment and the state Department of Natural Resources, and held previous positions with Western Resources Advocates, the Environmental Defense Fund and the Natural Resources Law Center at the CU School of Law;

Mark Reiner (presented by adjunct Assistant Professor Fred Andreas). Reiner is associated with Non Sequitur Engineering Worldwide, the International Centers for Appropriate Technology and Indigenous Sustainability, and is founder of Symbiotic Engineering and of the Sustainability Series;

Stacie Gilmore (presented by Salazar). Gilmore is the founder and director of Environmental Learning for Kids;

Salazar (presented by Wirth). In addition to his posts in the U.S. Senate and the Interior Department, Salazar is a former Colorado attorney general.

Former U.S. Senator Tim Wirth (left) and former Interior Secretary Ken Salazar. ◀





Water, Water Everywhere

Tanya Heikkila's research takes her around the world



Whether it is in the semiarid region of northeast Brazil, the lush Mekong region of Southeast Asia or the rugged mountains and plains of Colorado, managing increasingly scarce water resources looms large in the specter of critical public policy challenges facing the planet.

For the past 10 years, Associate Professor Tanya Heikkila has immersed herself in the issue, traveling to Brazil and Cambodia to research transboundary conflicts over water and how organizations and communities develop policies for sharing the often dwindling supplies. She plans to travel to Vietnam and India in 2013 to continue her work.

Heikkila was honored with this year's University of Colorado Denver Excellence in Research and Creative Activities award.

"The research I've done internationally actually started when I was at Columbia University," says Heikkila, who was a research scientist, assistant professor

and director of the Columbia Water Center at the Columbia University Earth Institute before she joined the faculty at the School of Public Affairs in 2009.

"We got a big grant from the Pepsico Foundation to study water, agriculture and sustainability issues across competing sectors in India, China and Brazil." She also has worked with an interdisciplinary group of scientists studying paleoclimate research in the Mekong region to document how societies adapted to changes in the environment over a millennium.

Heikkila works closely with Associate Professor Chris Weible on research that was launched under the IGERT (Integrative Graduate Education and Research Traineeship) program. Together with colleagues from the University of Minnesota, Yale University and Georgia Tech, and universities in China and India, they are studying strategies for moving urban areas toward a more sustainable, low-carbon future.

Although each region has unique environmental, cultural and political influences, many of the institutional challenges of managing scarce vital resources ring familiar no matter where they occur around the world.

Heikkila has studied the ways communities use information to address scarcity issues, how water laws and compacts play a role in heightening or mitigating conflicts, and how to create incentives for sharing the resource and building infrastructure systems that enable people to manage resources effectively.

Her research employs the Institutional Analysis and Development Framework developed by Nobel laureate Elinor Ostrom, who studied collaboration and institutions for natural resource management. Heikkila completed a post-doc under Ostrom in 2002.

As climate change affects water supplies globally, the ability to

design and implement good public policies governing their use becomes increasingly important. But Heikkila has found that "we all are doing pretty poorly when it comes to managing our environment." One of the goals of her research is to identify successful efforts—even if they are on a very small scale—and learn how to build on them.

One such example is in the small state of Ceará in Brazil. Heikkila says people there have worked together on resource management for many years and built an extraordinary level of confidence in one another. "They know each other really well."

"Policy change is slow, and we have limited public funds...But we don't have unlimited time to make it a sustainable planet."

These long-standing networks and social ties have led to a high level of trust that encourages innovation. "Another one of my research threads is, 'How do we learn in these complex settings?'" she says. "How do we learn collectively?"

That ability to share knowledge is crucial to moving the world toward more effective resource management strategies. Although the stakes are high, Heikkila is optimistic about the ability of humans to respond to the immense challenges.


"We are innovative. We're crafty," she says. "We do come up with new institutional approaches. We just don't do it at the speed we need." Overcoming that inertia is essential, however. "Policy change is slow, and we have limited public funds," she says. "But we don't have unlimited time to make it a sustainable planet."



In Print

1 Assistant Professor **Danielle M. Varda** and co-author Assistant Professor **Ayelet Talmi** wrote "A Patient-Centered Approach for Evaluating Public Health Roles within Systems of Care for Children with Special Healthcare Needs," which was published in *Frontiers in Public Health Services and Systems Research*. Varda also collaborated with postdoctoral fellow **Jessica H. Retrum** and **Carrie Chapman** on "Implications of Network Structure on Public Health Collaborative." It will be published in the *Journal of Health Education & Behavior*.

2 Associate Professor **Brian J. Gerber** was co-author with **Warren S. Eller** and **Scott E. Robinson** on *Public Administration and Research Methods: Tools for Evaluation and Evidence-Based Practice*, published by Routledge.



3 Assistant Professor **Todd Ely** and Assistant Professor **Benoy Jacob** wrote "Beating the Clock: Strategic Management under the Threat of Direct Democracy," published in *Public Administration Review*. Ely also collaborated with **Mark Fermanich**, who is an assistant professor at Oregon State University, on "Learning to Count: School Finance Formula Count Methods and Attendance-Related Student Outcomes," which was published in the *Journal of Education Finance*.

4 Professor **Paul B. Stretesky** and **Michael J. Lynch** co-wrote "The Distribution of Water-Monitoring Organizations across States: Implications for Community Environmental Policing and Social Justice," published in *Policing: An International Journal of Police Strategies & Management*. **Stretesky** and **Matt Griefe** co-wrote "Crude Laws: Treadmill of Production and State Variations in Civil and Criminal Liability for Oil Discharges in Navigable Waters." It was published in the *Routledge International Handbook of Green Criminology*.

5 Professor **Mary Dodge** wrote "Collaborative Lessons Learned under the Tutelage of Gilbert Geis," which was published in the *Western Criminology Review*. Dodge and Geis also co-wrote "Global White-Collar Crime," published in the *Routledge Handbook of International Crime and Justice Studies*.

6 Associate Professor **Christine R. Martell**, Assistant Professor **Todd L. Ely** and **Sharon N. Kioko** co-wrote "Determinants of the Credit Rating Fee in the Municipal Bond Market," published in *Public Budgeting & Finance*. Martell collaborated with Kioko and **Tima Modogaziev** on "Impact of Unfunded Pension Obligations on Credit Quality of State Governments," to be published in *Public Budgeting & Finance*.

7 Professor **Angela Gover** collaborated with **Tara Richards**, **Wesley G. Jennings** and **Elizabeth A. Tomsich** on "A Longitudinal Examination of Offending and Specialization among a Sample of Massachusetts Domestic Violence Offenders," which was published in the *Journal of Interpersonal Violence*. Gover also co-wrote "When Abuse Happens Again: Women's Reasons for Not Reporting New Incidents of Intimate Partner Abuse to Law Enforcement" with **Joanne Belknap**, **Courtney Welton-Mitchell** and **Anne Deprince**. It was published in *Women & Criminal Justice*.

8 Associate Professor **Tanya Heikkila** co-wrote "Adaptation in a Transboundary River Basin: Linking Stressors and Adaptive Capacity in the Mekong River Commission" with **Andrea Gerlak**, **Andrew Bell** and **Susanne Schmeier**. It was published in *Environmental Science & Policy*. She also collaborated with **Samuel Gallaher**, **Will Patterson**, **Vanessa Frank** and Associate Professor **Chris Weible** on "Adapting Water Policy Tools to New Issues: Lessons from Colorado's Experience over Time," published in *Water Policy*.

HONORS & AWARDS



Mary Guy

Professor **Mary Guy** won the American Society for Public Administration/National Association of Schools of Public Affairs and Administration book award for her second book, *Emotional Labor and Crisis Response: Working on the Razor's Edge*. It also received the Best Book award from the Academy of Management Public and Nonprofit Division.



Denise Scheberle

Clinical Professor **Denise Scheberle** has been invited to deliver the keynote speech at the Learning and Teaching Conference of the Political Studies Association and British International Studies Association September 9 and 10 at the University of Westminster in London.



Jessica Sowa

Associate Professor **Jessica Sowa** has been invited to join the editorial board of the journal *Public Personnel Management*, a SAGE publication.



Danielle Varda

Assistant Professor **Danielle Varda** has been selected as one of three inaugural Graduate School Dean's Mentoring award recipients for



Chris Weible

the University of Colorado Denver. The University of Colorado Denver's 2013 Excellence in Service award went to Professor **Paul Stretesky**. Associate Professor **Tanya Heikkila** won the university's 2013 Excellence in Research and Creative Activities award.

Associate Professor **Chris Weible** won a university faculty development grant for \$2,000 for a project titled "Institutional Patterns of Mayor Authority in City Charters: Implications for Local Government Climate Change Policy."



LEGACY OF Leadership

Facilitating the public process is Lisa Carlson's specialty

When Lisa Carlson came to work at the School of Public Affairs in 1986, she thought she might stay a couple of years. Senior Research Analyst Peggy Cuciti hired her to work on a fiscal impact analysis for the City of Lakewood, and Carlson eagerly went to work alongside the late John Parr, then director of the Center for Public-Private Sector Cooperation; Dennis Donald, then director of the Center for Improving Public Management; and others who helped launch the Centers, which morphed into the Buechner Institute for Governance in 2010.

Twenty-seven years and dozens of projects later, Carlson is leaving the school to become director of facilitation for Engaged Public, which works with civic leaders and community members to assist in the development of good public policy.

"Working here has been central to my personal and professional growth," says Carlson, who was among the first in the nation to undergo training in the

emerging field of facilitation when she participated in an intensive five-day training program at Interaction Associates in San Francisco in 1986.

"I liked it right away," she says. "I came back and practiced on the DCLF (Denver Community Leadership Forum) class." That year's class was especially memorable for her. It included Mark Udall, now a U.S. senator, and several other "wonderful characters," Carlson says.

She went on to facilitate such projects as the meetings, held each year since 1992, of the Colorado Water Quality Forum, a large organization with members from a range of competing interests; and a gathering in Liberia a decade ago to create the foundation for a new government.

Professor Lloyd Burton says that through her skills at facilitation, Carlson and Ken Torp, her former colleague at the Centers, helped "change the course of environmental decision-making in Colorado and the region.

"I had the privilege of working with them to bring around the table high-powered stakeholders, who normally only saw each other in federal court, to negotiate means of implementing the Endangered Species Act in the Upper Colorado River Basin," he says. Similarly, he calls her work with the Colorado Water Quality Forum

"history-making." Burton continues, "It was the same situation: stakeholders who normally only communicated with each other through their lawyers and court summons, sitting in the same room, awkwardly seeking common ground."

Carlson said she enjoys facilitating discussions of tough issues because she has "an inherent trust in groups." If you make sure you get the right people in the room, accept people where they are, make sure everything gets aired and listen with an open mind, finding a successful resolution is remarkably achievable. Besides that, Carlson says, "I end up liking people a lot more than I would have expected."

In addition to her work in facilitation, over the years Carlson has been director of DCLF and the Rocky Mountain Leadership Program. "I've always had an interest in the science of leadership," she says, "and the art of moving theory to practice."

Associate Professor Allan Wallis says Carlson has been "an extraordinary asset to SPA. Over her tenure, she has brought millions of dollars in contracts and grants to the school, conducting high-quality programs that have enhanced SPA's reputation in training and facilitation."

Carlson says she'll miss the school, especially her colleagues. "We all learned together, utilizing our different styles and abilities," Carlson says, "and when there were conflicts, we resolved them in ways that made us all better. It's nice to be on a team where people have more faith in you than you have in yourself."



► Lisa Carlson (left) and a DCLF participant on the rock climbing course.

Remembering Tom McCoy

The poet of the School of Public Affairs



Tom McCoy's title was professional research assistant when he was at the School of Public Affairs, but only because the university never had a position for staff poet. Writing was his passion.

McCoy, who died of prostate cancer on April 11, was respected as a fine writer and editor, and remembered warmly as a great friend. "Tom was so enormously empathetic, anybody would work for him," says Buie Seawell, former director of the International Center for Administration and Policy at SPA, who hired McCoy.

One of McCoy's chief roles was writing and editing the *Mind of Colorado* surveys in the 1990s. "It would have been hard to do the

Mind of Colorado without him," says Peggy Cuciti, former senior research analyst at the Buechner Institute for Governance.

Despite his quiet demeanor, Cuciti says, "Tom had a great big personality, and he nurtured everyone around him. Without him, we never could have recruited or maintained an effective team of phone interviewers.

"Tom also had a strong interest in and understanding of local politics, the media and the community. We drew on that knowledge in designing surveys, interpreting results, editing reports and organizing events at which we could share our findings. You couldn't have a better colleague or friend."

McCoy's career was varied, but always focused on writing. He taught English and the humanities at Ricker College in Maine throughout the 1960s and, when university administrators were lured away in 1967, he was recruited to join them at the old Colorado Alpine College in Steamboat Springs. He also taught at the Stephens-Perry-Mansfield Performing Arts School and Camp there.

From Steamboat Springs, he went on to work as a writer/producer at KRMA-TV, press secretary for the state Democratic Party, and then as a speechwriter and advisor to Seawell during his unsuccessful campaign for the U.S. Senate in 1990. "For nearly 40 years, we always found ways to work together and be friends," Seawell says.

"After he left teaching, he really had to reinvent himself," says his widow, Catherine McCoy. Though he aspired to be a successful published author, he also was passionate about politics and public policy, says his daughter, Molly McCoy. "The longest job he ever had was at the School of Public Affairs, which is a tribute to how lovely the people there are and how lovely they thought he was."

McCoy is also survived by a son, Mark McCoy, and three grandchildren.



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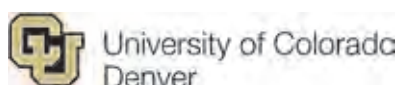
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ABOUT THE COVER

Leaders across the state have been tested this year as the gun control debate rocks Colorado.

Illustration by Carey Joliffe.

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