

# VIEWS

13

LEADING,  
SOLVING,  
CHANGING  
FOR OVER  
40 YEARS



School of Public Affairs  
UNIVERSITY OF COLORADO DENVER

*Views from the West*

# Dean's Message

»

**H**appy Birthday, SPA! The school is 40 years old in 2012–13. Also celebrating its 40th anniversary in 2013 is our university, the University of Colorado Denver. Forty years is relatively young for a university and a school, but is enough time that more than 5,000 students have passed through the School of Public Affairs.

Our cover story by Diane Carman illustrates the growth and transitions of SPA from an institute growing out of CU Boulder's Political Science Department, spearheaded by Dr. Leo Riethmayer, to a full-fledged independent school. As what used to be called the Graduate School of Public Affairs settled into a school headquartered on the CU Denver campus, with a related unit on the University of Colorado Colorado Springs campus, changes have accelerated.

I'm very proud of the accomplishments of the school over the full 40 years and during my own five-year tenure as dean. All of these accomplishments are about people—faculty, staff, students, alums and other supporters of the mission of providing Colorado with top-notch

public servants, along with research that makes an impact.

In the midst of what is a very interesting time for higher education generally—more accountability for results, less state funding, technological innovations threatening to change course delivery modes quickly—it is interesting to speculate about what SPA might look like 40 years from now, in 2053.

Predicting what our society, culture, government, and even our planet will look like in 2053 tests the limits of our imagination. As we have seen in the past, peering into the future is a risky proposition.

One of my first childhood memories is of attending the New York World's Fair in 1964 with my family. At that time, the future looked like it might include flying cars, lots of freeze-dried food and the potential of nuclear bombs from the Soviet Union. Instead, 49 years later we still have cars with four wheels on the ground and locally grown real food is what we seem to prefer. The Soviet Union is gone.

That 1964 future view also vastly underestimated the growth and importance of small computers and telecommunications devices, never envisioning today's iWorld.

So I feel some trepidation about projecting what SPA will look like in 40 years. I hope it will still be the go-to place for training public servants and nonprofit leaders for the region. Colorado will continue to add people, creating additional public affairs challenges around transportation, environmental sustainability, education and health care.

I am confident that government and nonprofit organizations will continue to be crucial to the proper functioning of our society. Indeed, I would guess that public service will be even more important than it is today: long-term trends suggest

further growth in the services that governments provide.

Although technology and modes of course delivery will certainly change, I believe that face-to-face learning and human interactions will still be very important. Faculty may well be spending more one-on-one time with students as lectures are increasingly delivered in some electronic version. I suspect the curriculum will be more flexible, perhaps extremely individualized, based upon students' backgrounds, needs and interests (the iCurriculum?).

I hope there will still be state funding for higher education. If we move completely to providing higher education as a private good, with no public good elements (and the funding to support them), we will be limiting student opportunities and decreasing our span of excellence.

I also hope that SPA will be a named and endowed school. If we want to maintain a high national ranking and reputation and train our students well, we will need the resources to attract and retain top faculty, students and staff, as we are fortunate to have today.

Still, I worry that my limited vision here only seems to project perhaps one decade or two into the future. I doubt that students will fly into SPA and park their helicopter cars on the roof of 1380 Lawrence Street in 40 years, snacking on freeze-dried ice cream. It is hard to envision the types of changes that might occur. In any case, I'm looking forward to seeing how they build upon our past 40 years of excellence.



**Paul Teske**  
Dean, School of Public Affairs



## TABLE OF CONTENTS



### STUDENT NEWS

- 2 **Baptism by Fire**  
Waldo Canyon tested Nikki Richardson's skills, stamina
- 3 **Student Notes**
- Police Officer of Tomorrow**  
Skylar Steele to hit streets with a BA/MCJ



### FACULTY NEWS

- 10 **Emotional Labor Abroad**  
From China to Haiti, Mary Guy's research resonates
- 11 **In Print**  
Honors and Awards



### FEATURES

- 4 **Public Policy in the Real World**  
Peggy Cuciti puts ideas into action
- 5 **Agreeing to Disagree**  
Tradition of respectful debate thrives
- 6 **The View from Here**  
The first 40 years of the School of Public Affairs



### ALUMNI NEWS

- 12 **Thinking Big in Small-Town Gilcrest**  
Brandy Reitter learns to balance expectations as town manager
- 13 **Active Alumni**

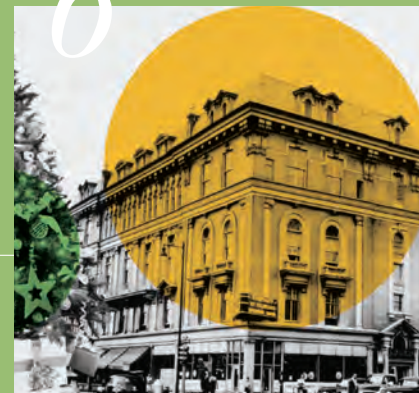
4



5



6



## CONTRIBUTORS

#### DEAN

Paul Teske

#### EDITORIAL MANAGEMENT

Diane Carman

#### WRITING

Diane Carman

#### EDITORIAL REVIEW

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

#### CREATIVE DIRECTION

Micheline Heckler

#### DESIGN & PRODUCTION

Anabliss Design + Brand Strategy

#### PHOTOGRAPHY

Michael Ensminger Photography, Freshwater Images, Mike Shum, SPA Photo Archives, The Denver Post

Winter 2013

# VIEWS

Vol. 15 • Issue I

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





# Baptism by Fire

Waldo Canyon blaze tested Nikki Richardson's skills, stamina

**I**t was Nikki Richardson's first weekend doing standby communications for Colorado Springs Utilities. She had been working as a public affairs specialist at the utility for three months and was prepared to field whatever questions might arise from reporters after hours.

As a full-time student in the nonprofit concentration at the School of Public Affairs at the University of Colorado Colorado Springs, she was accustomed to juggling the workload of a demanding career and graduate school. But nothing could have prepared her for what came next.

Saturday, June 23, "was just a normal day," Richardson says, until the plume of smoke rose in the sky over Waldo Canyon. "Around noon I got my first call," she says, "and then we were in the thick of it pretty quickly." The Waldo Canyon Fire ultimately was the most destructive fire in Colorado history, forcing the evacuation of 32,000 people and destroying 346 homes. It was not contained until July 10.

For the utility, the first priority was to protect the infrastructure so service could be maintained throughout the area. Colorado Springs Utilities has a

wildland fire team of employees who are trained firefighters.

Richardson said this was advantageous to the company because team members understood the operations well and could respond quickly to any threats to systems.

It also helped build a strong communications network inside the organization because the team knew firsthand what was happening in the fire zone. "I managed things on Saturday, but on Sunday afternoon a few of us from my team met in the office to start tackling things in a more coordinated effort," she says.

Daily media briefings were scheduled at 8 a.m. and 4 p.m. A tactical operations center was established to share information and assign duties. Communications personnel were assigned to handle social media, reporters, internal communications and customer relations. Richardson said she was on standby 24 hours a day from June 22 to June 29. After that, the staff rotated through the after-hours duties.

"The local news stations went to 24-hour news cycles," Richardson says, "which was a pretty challenging deal for everybody." That meant that if it was 3 a.m. and the on-air reporters needed to know what was happening at the fire scene and how the utility was responding, they'd call.

"We had a lot of overnight calls," she says. Both the reporters and the communications staff at the utility were fighting fatigue and the stress of dealing with a disaster that continued for nearly three weeks. "We were all patient with each other at the media briefings. We were all operating on little sleep and doing the best we could."

When the fire finally was contained with the summer monsoons helping to douse the smoldering remains, Richardson says she had to adjust a bit to go back to her normal hectic schedule of full-time student and full-time communications specialist.

"Leaving work at 5 felt weird at first, but the best part was when it was over I didn't feel like I needed to sleep with my BlackBerry anymore."

In retrospect, the experience gave her an intense, whirlwind introduction to her job, forcing her to meet people across the whole organization, to learn operations at every level and to build relationships with people all over the community.

"As a result I have a better understanding of what's going on and feel like I can contribute more to the team," she says. The experience also provided an extraordinary opportunity for her to apply the skills she has been studying in the MPA program and to bring vivid personal stories to class to share with her fellow students.

Richardson completed her capstone last fall and graduated in December. She plans to continue working at Colorado Springs Utilities, which provides an opportunity for her to pursue her interest in nonprofit work through its support of local volunteers, grants to nonprofit organizations and community relations programs.

"I genuinely believe that the reason I have this job is that I was in the MPA program." The program is well respected and attracts a diverse population of students who share their experiences and learn from each other, she says. "It was a huge reason why I'm in this position now."



## Student Notes



The capstone research by MPA students **Derek Jones**, **Erin Westmoreland-King** and **Cheryl Winston** was the basis for a report produced by the Alliance for Sustainable Colorado. The report, “Environmental

Literacy in Schools: Success Stories Across Colorado,” detailed case studies of successful environmental education programs in public K-12 schools. It featured an introduction by Lt. Gov. Michael Garcia.

**Jarkko Levanen**, a PhD student from the University of Helsinki, is visiting the School of Public Affairs on a Fulbright fellowship. He is doing research on policy change related to industrial solid waste management. Associate Professor Tanya Heikkila is his faculty sponsor and he is participating in the Workshop on Policy Process Research.

► *Derek Jones, top. Jo Ann Shoup, right, was awarded the George Bennet Fellowship.*

MPA student **J.C. Martel** co-authored a manuscript with **Stephanie Gripne** from the University of Denver and **Brian Lewandowski** from the University of Colorado Boulder. “A Market Evaluation of Colorado’s High Performance Commercial Buildings” was published in the *Journal for Sustainable Real Estate*.

PhD student **Jo Ann Shoup** was awarded a \$25,000 George Bennett Fellowship from the Foundation for Informed Medical Decision Making. The fellowship will support her work on her dissertation, “Decision Making of Parents about Vaccines for their Child: A Prospective Cohort Comparison of Parents who use a Vaccine Information Website and Usual Care in an Integrated Health Care System in Colorado.”

MPA student **Spencer Wells** has been offered a Presidential Management Fellowship with the Federal Emergency Management Agency in Washington, D.C.



## Police Officer of Tomorrow

*Skylar Steele hopes to hit the streets with a BA/MCJ*

A century ago, the most important qualification for a police officer in an average American city was to be born Irish. To see how dramatically things have changed, meet Skylar Steele, who plans to become the cop of the future.

Steele, 20, was the fifth student enrolled in the five-year bachelor/master’s degree program in criminal justice, launched in 2008. He completed his BA in December and plans to undergo training at a police academy before finishing the requirements for his MCJ.

“To be in law enforcement, you need to be a well-rounded person with a diverse, interdisciplinary background,” Steele says. “Even to investigate an accident, you often need background in physics, chemistry, anthropology, psychology. You need to know how to negotiate with people.”

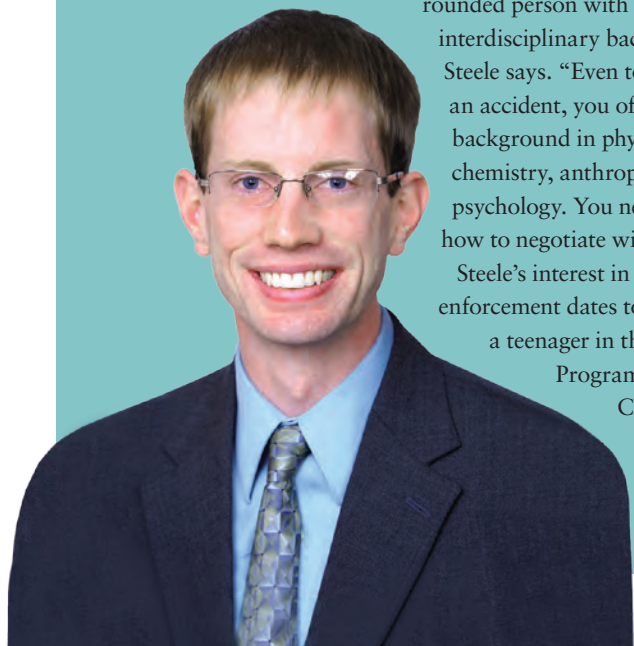
Steele’s interest in law enforcement dates to his days as a teenager in the Explorer Program in Summit County where he did ride-alongs with

police officers. “You see the whole range—domestics, child abuse, assaults. I realized if I’m not willing to do something about these situations, who will?”

Last year, Steele accompanied Denver police on a ride-along during an Occupy protest and said he learned a lot just from the conversation inside the police car. “The officers were talking about balancing the rights of the protestors with the rights of the public, and the public relations impacts no matter how they responded,” he says.

The five-year BA/MCJ program is ideal, Steele says, because it will allow him to join the workforce quickly with a master’s degree. He also likes having the opportunity to get a real-world perspective through his interaction with the faculty. Surrounded by instructors such as David Walcher, undersheriff in Arapahoe County, and Daniel Burke, who is a federal agent, Steele says, “I’m seeing people who are where I want to be.”

Steele says he is attracted to the field because he wants to make a difference. “In law enforcement, you have a substantial chance of making a very large impact on people’s lives,” he says. “You know that even if you don’t remember it, every person will remember that encounter with you.”



# Public Policy in THE REAL WORLD

Peggy Cuciti puts ideas into action



It's one thing to develop theories of policymaking, compare methods and ponder the impacts of various approaches over time. That's important work and a significant part of the mission of the School of Public Affairs. But alongside that academic work is applied public policy: assessing needs, evaluating programs and approaches, and facilitating dialogue to ensure that the good ideas developed in academia actually work in the real world.

Peggy Cuciti, senior research analyst at the Buechner Institute for Governance, has been getting down to the real nitty-gritty of applied public policy at the School of Public Affairs for nearly 30 years. Her fingerprints are all over policies across Colorado, from statewide strategies for implementing early childhood education programs and national approaches to managing infrastructure to measuring public sentiment on a whole range of issues through the annual Mind of Colorado surveys during the 1980s and '90s.

One of the most interesting projects she undertook was federally funded research designed to test a new approach developed in Colorado to help people get off public assistance. "It was the most challenging, perhaps the most rigorously designed research project we had worked on," she says. Clients were randomly assigned to experimental and control groups. Some received education, training and financial incentives designed to move them into the workforce, and others received the standard welfare program at the time. Outcomes were to be tracked over several years. "The project was terminated a year early," Cuciti says. It was a casualty of welfare reform in the 1990s, and she still betrays some disappointment that she couldn't complete it.

One of the most exciting chapters in Cuciti's career at the school was her international work with then-Dean Marshall Kaplan. "We went to Russia just after the Soviet Union broke up," she says. "We did lots of facilitation of dialogue on what it meant to be in transition to a democracy." It was an exhilarating time in history and rewarding to play a role in that transition, she says.

Cuciti, who earned her master's degree and doctorate in political science at the University of Chicago and her bachelor's degree at State University of New York at Stony Brook, is proud of the role applied public policy has played in the development of the School of Public Affairs since she arrived here in 1982. "When I got here, the school was much smaller and less well known. The work we did was part of a distinct strategy to attract funders, to attract better students and to gain visibility and respect within the University of Colorado system," she says. "We engaged very directly in the community, assuming a visible role on some public policy issues, and showed that we could be helpful. In that way we made friends for ourselves."

Another early strategy, she says, was to develop programs with strong partners. "That's what we did when we partnered with some important folks in Washington on a project on infrastructure policy. That led to work with Harvard University." They produced a quarterly newsletter, which ultimately was published as part of *Governing* magazine. "It showed we could work effectively in conjunction with the Harvards of the world," she says. "That helped give the school both visibility and gravitas."

Cuciti, who retired in January, plans to travel and enjoy time with her family, but she will continue one of the projects she's worked on for several years at the university: helping manage the distribution of housing funds to Indian tribes for the Department of Housing and Urban Development.

Although Cuciti has seen many advances in the role applied public policy has played at the university and in the community, one of its earliest problems remains unsolved: how to pay for the work. "It's tough to find a sound base for applied research and facilitation, and to determine how it fits within a university," she says. "It's important work, but it's such a challenge for any school to do."







# Agreeing to Disagree

*Tradition of respectful debate thrives*

The School of Public Affairs has proven that the American tradition of civil discourse is not dead.

In fact, it's alive, well and often highly entertaining. Among the highlights of a fall schedule that included Buechner Breakfast forums and a wide range of speakers and panel discussions was the Post-Election Alumni Event November 7, featuring state Sen. Shawn Mitchell and Wirth Chair Scholar in Residence Alice Madden. Less than 24 hours after the polls closed, the former colleagues from the Colorado Legislature dissected the outcomes from their often dramatically divergent points of view.

Mitchell joked that he was on "a day pass from the suicide watch unit at Denver Health," but the Republican conservative found little to smile about in the election results. "Obviously conservatives, Republicans, are disappointed at the resounding defeat."

He said that "the national electorate is changing. People are tipping toward more of an activist, redistributive role for government." For Republicans, "the coalition of old white guys no longer

constitutes a voting majority," he says. "Republicans have to find a way to not be so voted against among Latinos, among women, among young people."

Madden, who served as Democratic House majority leader from 2005 to 2008, says she breathed "a huge sigh of relief" after the vote tally. She interprets the outcome as an indication that Republicans' "obstinance of the last couple of years didn't pay off."

---

**"The national electorate is changing ... People are tipping toward more of an activist, redistributive role for government."**

---

Moderator Curtis Hubbard, editorial page editor at the *Denver Post*, calls the Democrats' strategy of targeting women and minorities, particularly Latinos, "the Bennet model," since it was employed successfully by U.S. Sen. Michael Bennet in 2010.

Madden says that model has been successful for Democrats in several election cycles in which candidates have focused on issues such as education, health care, the environment and the economy instead of running on social issues.

Although obviously successful, Mitchell says that targeting specific demographic groups, especially in terms of turnout, is "an unfortunately divisive approach to politics."

The two found common ground on one high-profile issue in the election: Amendment 64, the measure to legalize marijuana for recreational use.

"I'm the only Republican lawmaker who endorsed Amendment 64, which makes me part of the niche Romney weed ticket," says Mitchell, who explained that the measure appeals to his libertarian philosophy and his belief that the "war on drugs does more harm than good."

In addition, he says, "One reason to support Amendment 64 was to get rid of the charade that is medical marijuana. Medical marijuana is legalization in drag. We should just have the debate and legalize it or not legalize it."

Madden says she voted for the measure because she, too, thinks that the medical marijuana industry is a backdoor effort to sell marijuana for recreational use. "In Boulder, every 18-year-old gets a medical marijuana license as a rite of passage," she says. "I supported it because I wanted there to be more regulation and so we could tax it."

Looking ahead to 2014, the panelists clashed over the prospects for re-election of Gov. John Hickenlooper and U.S. Sen. Mark Udall. Madden describes them as "wildly popular. It will be really tough to take either of them out."

Mitchell says that Colorado is "migrating a little left" and that "Republicans have a tough haul statewide in Colorado," but he criticized the governor, saying, "I think John Hickenlooper is better at maintaining a persona and being popular than he is at guiding the affairs of the State of Colorado." He also says that Udall could be vulnerable. "I don't think he's as popular as Alice says."



▶ (Left) Alice Madden. (Top right) Curtis Hubbard (left) and Shawn Mitchell.



1972

Dr. Robert F. Wilcox is appointed dean of the new Graduate School of Public Affairs which begins to offer a DPA at CU Denver.

1973

Colorado voters turn down 1976 Olympics and launch political career of Gov. Dick Lamm.

1975

Dean's office moves from Boulder to Denver campus.

1981

Marshall Kaplan succeeds Robert Wilcox as dean of GSPA.

# The View from Here

## The first 40 years of the School of Public Affairs

**A**round the time that Pat Schroeder became the first woman elected to the U.S. House of Representatives from Colorado, when the state's population was only a little over 2 million, when John Love was governor, Bill McNichols was Denver's mayor and the state was poised for an orgy of energy-related economic development after the Arab oil embargo, the School of Public Affairs began.

Back then, and until 2007, it was known as the Graduate School of Public Affairs. And it was pretty good. It had emerged from a program developed by Professor Leo C. Riethmayer, chair of the Department of Political Science on the University of Colorado Boulder campus, and was offered in Boulder, Colorado Springs and Denver.

Students wore their hair long. Eighteen-year-olds had only recently won the right to vote. More than 20 percent of the state's general fund revenues went to support higher education, and in-state tuition for graduate students was \$440 a year.

As the School of Public Affairs celebrates its 40th anniversary, change not only has become a way of life, managing it is a course offering.

Four deans have led the school: Robert Wilcox, Marshall Kaplan, Kathleen Beatty and Paul Teske. Each has faced different challenges and taken the school in new directions. The two longest-serving deans were Kaplan (1981–1995) and Beatty (1996–2008).

Wilcox helped launch the school, attracted scholars to the faculty and led the school through its move from

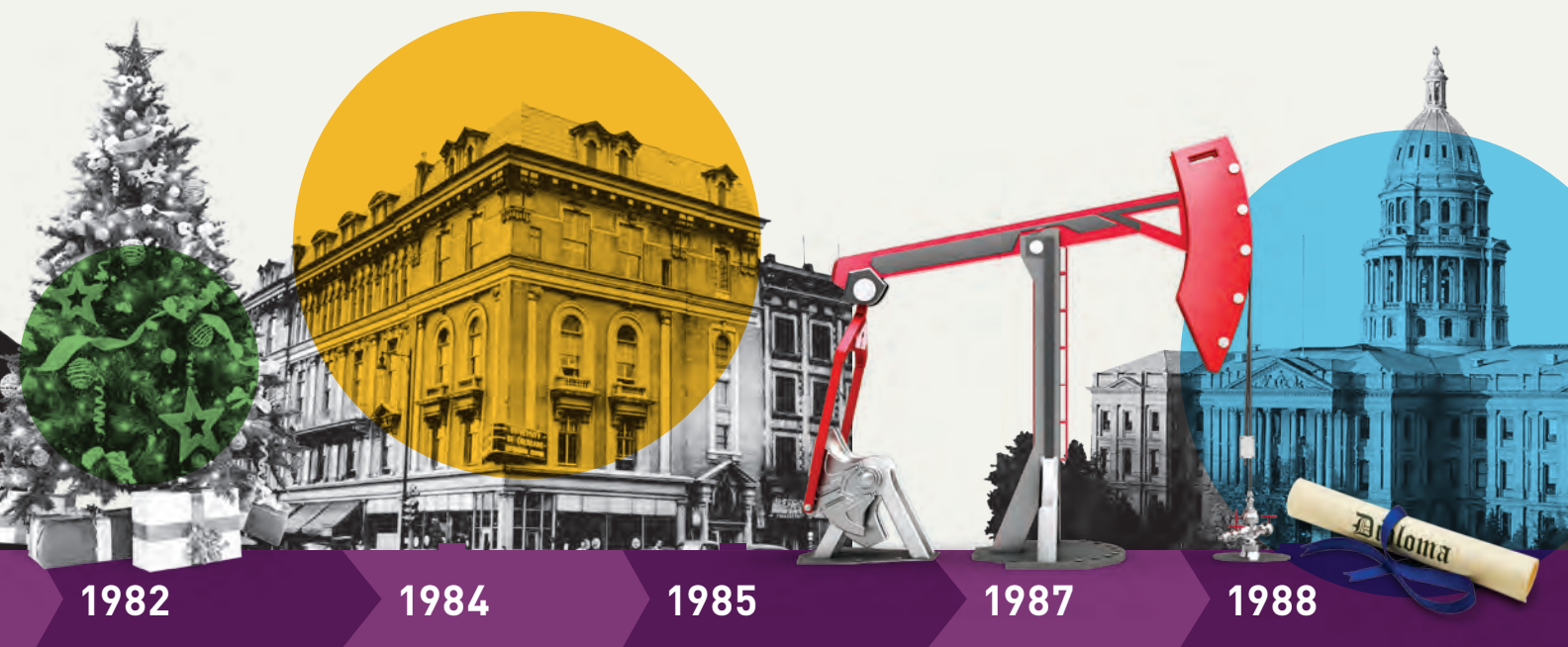
Boulder to Denver, retired Professor Robert Gage recalls. Wilcox also started the doctoral program, recruiting Phil Burgess to direct it.

### MAKING HIS MARK

Kaplan takes pride in having elevated the profile of the school in the community. When he was hired, "it's hard to say where the school was ranked, but clearly it was at the lower end," says Kaplan.

His strategy was to raise funds for applied research to give the budget some flexibility, so he persuaded the Piton Foundation and the Gates Family Foundation to contribute to a \$1 million fund to create what were called "the Centers," which at that time included the Center for the Improvement of Public Management,





1982

Christmas Eve snowstorm precipitates end of Denver Mayor Bill McNichols' political career.

1984

Denver Community Leadership Forum is founded at GSPA.

1985

The conservative think tank the Independence Institute is founded in Golden, Colorado.

1987

Oil bust thrusts Colorado into recession.

1988

The DPA is converted to a PhD in Public Administration.

the Center for Public-Private Sector Cooperation, the Center for Health Ethics and Policy and others.

“The Centers at that time were unique to the university,” says Kaplan. “They took risks getting involved in public policy issues. They showed that the Graduate School of Public Affairs cared and was committed to solving real-world problems.”

One of the prominent activities of the Centers was producing an annual survey called “The Mind of Colorado.” Peggy Cuciti, research analyst at the Buechner Institute for Governance, led that project.

“The Centers gave the school visibility in the community,” says Kaplan, and so did the dean who energetically cultivated relationships with donors, politicians and the media.

The Investment in Excellence dinners began under Kaplan’s leadership. “When we started them, there was a fear that fundraising dinners would contaminate the academics at the university,” Kaplan says. “I remember bringing it up at

a deans meeting and they said, ‘You can’t.’ We went ahead anyway, and now everyone’s doing them.”

The Wirth Chair in Sustainable Development was among the first endowed chairs at the University of Colorado Denver when Kaplan succeeded in raising the necessary \$1.5 million with the help of former U.S. Sen. Tim Wirth, attorney Steve Farber and former CU Regent Susan Kirk, now chair of the School of Public Affairs Advisory Committee. Kaplan held the chair from 1995 to 2004 after he resigned as dean.

### BEATTY IN DEMAND

Dean Kathleen Beatty’s tenure, which began in 1996, was marked by focused concentration on the academic side of the school to attract more high-level faculty members and elevate it in the national rankings.

“It was fortuitous because the fields of public affairs and public policy nationally had for a long time been dominated by men,” Beatty says, “so I was very much in demand.”

She was recruited to serve on national accreditation committees and the board of the National Association of Schools of Public Affairs and Administration.

“... the Graduate School of Public Affairs cared and was committed to solving real-world problems.”

Beatty’s networking helped enhance faculty and student recruitment, and the school began to be recognized more widely. *U.S. News & World Report* ranked it 32nd among schools of public affairs in the country. She also expanded the staff of the school to provide strong administrative support and a more comprehensive student services component.

It was during Beatty’s tenure that the impact of the 1992 tax limitation measure known as the Taxpayer’s Bill of Rights began to be felt in higher



1989

First full year of academic instruction at the Grand Junction location of GSPA at Mesa State University.

Scientific, Cultural and Facilities District is formed to generate tax support for cultural institutions in metro Denver.

1991

Voters elect **Wellington Webb** first African-American mayor of Denver; Focus on the Family moves to Colorado Springs.

1992

TABOR passes; Voters approve Amendment 2, outlawing equal rights for homosexuals in Colorado.

1993

GSPA implemented a policy of separate accreditations for the Denver and Colorado Springs programs.

1994

Lowry Air Force Base closes.

1996

**Kathleen Beatty**, resident dean in Colorado Springs, becomes dean of the Denver campus.

U.S. Supreme Court rules Amendment 2 is unconstitutional.

education budgets. The percentage of the state general fund devoted to higher education had sunk to 15 percent, and cutting budgets had become an annual ritual.

“If we were going to survive the budget cuts, we realized we had to create an entirely new financial model for the school,” Beatty says. The school did that by focusing on enterprise models for parts of its educational activities.

“We were lucky to be at CU Denver because it had a tolerance and even an encouragement for that kind of enterprise.” Since the campus had always been “resource poor,” she says, it had attracted administrators who were willing to be innovative in solving problems. “CU Denver was a strongly entrepreneurial campus.”

One of her early initiatives was to venture into the emerging world of online classes. Academic traditionalists were highly skeptical of online education—most faculty members didn’t even use email at this time, and there were no successful prototypes on

which to model a new program—so this idea was not the no-brainer it seems in retrospect.

Still, a few experiments in offering online classes were under way. Not all of them succeeded, she says, “but we just kept at it until we figured out what was going to work for us.”

With the help of then-Associate Dean Linda deLeon and some tenacious faculty members, the school became the first in the country to offer an online master in public administration degree.

Among the other innovations during Beatty’s tenure was the creation of the accelerated master in public administration, a popular one-year program that has helped stabilize the department’s budget, and a strong international program that has brought scores of public managers from South Korea to Denver for advanced study.

### NEW PROGRAM BRINGS NEW NAME

The school also found a new identity in 2007 when it was transformed from the Graduate School of Public

Affairs to the School of Public Affairs in official acknowledgement of the important role that undergraduates would play in its future.

The bachelor of arts in criminal justice program was approved by the Board of Regents in 2006, and in addition to injecting new energy into the school, the flood of undergraduates “makes the school look much better on the university budget books,” Beatty says.

Beatty also worked with Wirth and then-Mayor John Hickenlooper to bring former U.S. Sen. Gary Hart to the school as Wirth Chair, and in 2003 she recruited Paul Teske, an expert in education policy, to establish a new center on education policy at the school. The Center for Education Policy Analysis was the first center specifically designed to be academically focused.

Five years later, Teske was the choice of the faculty to be the next dean when Beatty announced that she would return to teaching.

With the school’s financial situation stabilized and the faculty and staff



1997

GSPA begins development of its online program.

Gary Lee Davis is executed, the first in the state since the death penalty was reinstated in 1975.

2004

Center on Domestic Violence is founded at GSPA.

Voters approve FasTracks for Denver Metro area.

2006

The Bachelor of Arts in Criminal Justice program at the University of Colorado Colorado Springs is approved by the Board of Regents.

2007

The Bachelor of Arts in Criminal Justice program at Denver is approved by the Board of Regents, which also approved the name change to the School of Public Affairs.

2008

**Paul Teske** succeeds Kathleen Beatty as dean.

2010

**Buechner** Institute for Governance is founded at SPA.

culture working well, Teske says he wanted to “up the ante.” He increased emphasis on external relations, rebuilding the school’s advisory committee and sponsoring a wide range of forums and events.

**“We’re funding more students, getting more applicants and we’re more plugged-in to the national conversation.”**

Several new faculty members were hired in his first year and as a result, “there’s more of a critical mass for scholars to support each other’s work and ... build more intellectual vitality internally,” he says. In addition, the PhD program has expanded and has become “a lot stronger,” he says. “We’re funding more students, getting more applicants and we’re more plugged-in to the national conversation.”

When *U.S. News* ranked the school 29th in the country last year, the

faculty, staff and students celebrated with a cake and a round of applause for a job well done. Teske’s most ambitious initiative, however, is the Buechner Institute for Governance, which was created in 2010 to take the renamed and reorganized Centers to a new level of academic and real-world interaction.

### BUECHNER INSTITUTE SHOWS PROMISE

The institute, which is funded primarily through grants and contracts, “is a long-term game,” says Teske. “I get very excited when I see the Buechner Institute working out there in the real world with faculty engaging in research and then bringing it back into the classroom. It’s what I wanted to do personally in my career.”

Although Teske acknowledges that financing higher education isn’t getting any easier, Colorado’s position as “dead last in the country” in state support means “things won’t get much worse.”

“I’m not super pessimistic, but I’m not super optimistic about the state funding future either,” he says.

He expects that the School of Public Affairs will continue to be entrepreneurial and will aggressively pursue grants, contracts and private donations to support its work. Teske would like to add an undergraduate program in public service and continue to build the PhD program, and he envisions enhancing the school’s international program by further expanding outreach to Africa and Asia. He also would like to see another name-change for the school someday, this time with an endowment attached.

Like the John Glenn School of Public Affairs at Ohio State University or the Daniel J. Evans School of Public Affairs at the University of Washington, Teske wants the School of Public Affairs to share the prestige and notoriety of a respected local leader.

“I know it’s hard to find the combination of both resources and a person who is universally regarded as a statesman, but if we could, I think that would be great,” he says.





# Emotional Labor Abroad

From China to Haiti, Mary Guy's research resonates

Professor Mary Guy was talking to an aid worker in the slums of Haiti last June when she experienced the kind of moment she has felt again and again over the past decade as she has researched the rich topic of emotional labor.

The worker, who spends his days trying to help earthquake survivors who live under tattered plastic tarps in camps with rivers of sewage, no consistent sources of potable water and generally appalling living conditions, related a story of his trip to visit his family in Europe over Christmas.

He was "trying to tell the family what he had seen in Port-au-Prince and he realized from the horror on his mother's face that he couldn't complete the story, that he couldn't get any help and relief about his work there because it was too hurtful to her. He realized how locked in he was and that he was not going to be able to let go of the visions, the smells, the sounds and the pleas, and get them out of his head," she says.

Guy, who is working on her third book on emotional labor, is in high demand to speak on the topic around the world. Her 2008

book, "Emotional Labor: Putting the Service in Public Service," which won best book of the year awards from three prestigious academic organizations, vaulted her and her coauthors to the forefront of an emerging field in public administration: that of identifying, evaluating and rewarding the critically important ability to

understand and respond effectively to people in crisis.

---

"Emotional labor is really the juice that gives people meaning... People know...they've made a difference in someone's life."

---

Guy defines emotional labor as work that is not cognitive in nature. "It is the part that requires the worker to sense the emotional state of a citizen and then respond." But first the worker must manage his or her own emotions to elicit important information from the citizen and determine what needs to be done.

It seems simple until you realize the kinds of situations that compel citizens to go beyond their normal support network of friends and family, and seek help from the government. These are genuine disasters, such as a wildfire sweeping through a canyon and destroying a neighborhood or a Ponzi scheme that has bilked people of their entire life savings.

"They come to the government in the worst hour on the worst day of the worst week of the worst month of the worst year in their lives. They're oftentimes upset. If they're calling 911, they may be hysterical."

The worker needs to listen and get enough information to make a good judgment, Guy explains. "The more responsive that worker is to the citizen's state of mind, the more responsive the citizen feels the worker is, or in other words, the state is."

It's a critical component of most public service work, Guy says, "and yet it is never in any job description, not listed as a required skill, not

mentioned in performance evaluations. But everyone in the office knows who's good at this and who isn't."

Guy says from a human resources standpoint, public agencies need to legitimize this concept, train for it, hire for these characteristics and compensate employees for their mastery of these important skills.

The clamor for recognition of the importance of emotional labor is occurring not just across the United States, but in China, Korea, Thailand and Australia, as well as beleaguered Haiti. Although evidence is clear that emotional labor can be draining and can lead to burnout, Guy says the evidence is equally apparent that it is satisfying and personally rewarding.

"Emotional labor is really the juice that gives people meaning," she says. "People know when they go home at night that they've made a difference in someone's life."

She recalls the story of a 911 dispatcher who quit his job because he felt it was too intense. He was having trouble sleeping and was feeling emotionally drained. "He wanted a normal job," she says.

Not long after he took that normal job, he realized it was a mistake. He was bored. "He felt like his work didn't matter, so he went back to the dispatch job," she says.

Guy's research has provided her with her own version of emotional labor, taking her into prisons, hospitals, fire departments and refugee camps. It has been upsetting, grueling, exhausting and wildly satisfying at the same time.

"At this point in my career, it's closing the loops of my life," says the former rehabilitation counselor, hospital administrator and social psychologist who entered the world of academia in the 1980s. "This is so rewarding," she says. "It ties together all of my interests, and it's really important work."



# In Print

1 Associate Professor **Christine Martell** wrote "The Liquidity Crisis: The 2007–2009 Market Impacts on Municipal Securities" with **Robert S. Kravchuk**. It was published in *Public Administration Review*. She also wrote "Impact of State-Level Tax and Expenditure Limits (TELS) on Government Revenues and Aid to Local Governments" with **Sharon Kioko**, published in the *Public Finance Review*, and "Profiles of Local Government Finance" with **Adam Greenwade**, published in *The Oxford Handbook of State and Local Government Finance*.

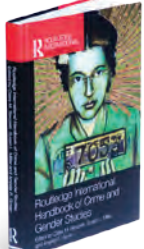
2 Professor **Mary E. Guy** wrote "Social Equity: Its Legacy, Its Promise" with **Sean McCandless**. It was published in *Public Administration Review*.

3 Professor **Lloyd Burton** spent his spring 2012 sabbatical doing comparative research on wildfire mitigation law reform in the aftermath of catastrophic wildfires in the western U.S., Australia and Spain. His work is being published in the *Oñati International Institute for the Sociology of Law's Oñati Socio-Legal Series* and in a forthcoming edited anthology, *Cassandra's Curse: The Law and Reasonably Foreseeable Disasters*.

4 Assistant Professor **Danielle M. Varda** and postdoctoral fellow **Jessica H. Retrum** wrote "An Exploratory Analysis of Network Characteristics and Quality of Interactions among Public Health Collaboratives," which was published in the *Journal of Public Health Research*.

5 Associate Professor **Tanya Heikkila** coauthored "Addressing the Issues: The Choice of Environmental Conflict-Resolution Venues in the United States" with **Edella Schlager**. It was published in the *American Journal of Political Science*. **Heikkila** also joined **Andrea Gerlak** and **Mark Lubell** in writing "The Promise and Performance of Collaborative Governance" for *The Oxford Handbook of U.S. Environmental Policy*.

6 Professor **Paul Stretesky** coauthored "Add Parsimony and Stir: Exploring the Explanation of State Crime" for the *American Journal of Criminal Justice* with **Michael J. Lynch** and **Michael Long**. **Stretesky, Lynch, Long** and **Emily Fenwick**, MPA 2012, cowrote "Crime in the Coal Industry: Implications for Green Criminology and Treadmill of Production" for the journal *Organization and Environment*.

7  Professor **Angela Gover** coedited the *Routledge International Handbook of Crime and Gender Studies* with **Claire M. Renzetti** and

**Susan L. Miller**, which includes an article by Professor **Mary Dodge** titled "Where Are All the Women in White-Collar Crime?" **Gover** coauthored "College Women's Experiences of Dating Violence in Casual and Exclusive Relationships" with Associate Professor **Catherine Kaukinen** and **Jennifer L. Hartman** for the *American Journal of Criminal Justice*.

8  Associate Professor **Jody Fitzpatrick** contributed "L'Évaluation de Programme? Points de Vue Fondamentaux" to *L'Évaluation de Programme et le Jugement Credible*, published in Quebec.

9 Associate Professor **Catherine Kaukinen** wrote "Status Compatibility and Help-Seeking Behaviors among Female Intimate Partner Violence Victims" with **Caroline Akers** and **Silke Meyer** for the *Journal of Interpersonal Violence*.

10 Assistant Professor **Lonnie Schaible** wrote "Overcoming the Neglect of Social Processes in Cross-National and Comparative Criminology" for the journal *Sociology Compass*.

## HONORS & AWARDS



Associate Professor **Catherine Kaukinen** gave an honorarium lecture on "Risk and Protective Factors for Intimate Partner Violence among College Students" at the national scientific meeting at the Center for Research on Violence Against Women at the University of Kentucky in June.



Wirth Chair Scholar in Residence **Alice Madden** toured Berlin in September with a group of green energy experts. The program was sponsored by the Heinrich Böll Foundation.



Clinical Teaching Professor **Denise Scheberle** gave a presentation on her approach to teaching to a professional development panel at the International Studies Association conference in California in October.



Associate Professor **Jessica Sowa** was awarded a \$67,000 grant from the Society for Human Resource Management Foundation to study high-performance work systems in nonprofit organizations. She will share the project with co-principal investigator Sally Coleman Selden of Lynchburg College.



**Paul Stretesky** has been promoted to full professor by the University of Colorado Board of Regents.



Assistant Professor **Danielle Varda** was invited to serve on the editorial board of the journal *Frontiers in Public Health Systems and Services Research* and on the Evaluation Consultant Group convened by the Division of Cancer Prevention and Control at the Centers for Disease Control and Prevention.



# Thinking Big in Small-Town Gilcrest

*Brandy Reitter learns to balance expectations as town manager*

First it was an internship in economic development at the City and County of Denver. Then a job in city administration in Washington, D.C. Then Brandy Reitter, MPA 2008, decided she needed experience in public works, so she took a job in that department at the City of Longmont. Step by step, Reitter has methodically enhanced her resume and her skill set to reach her goal of becoming a local government manager.

"I like the more high-level thinking," she says. "I like providing the direction and shaping the policies that city departments execute. I prefer to fly at 30,000 feet rather than 20,000 or 10,000."

Last August she was named manager of the Town of Gilcrest, Colorado, population 1,000, which is located about 15 miles south of Greeley and a world away from Washington, D.C. Reitter, 31, says it's a great opportunity for her.

"I always figured I would start out in a small town," she says, and Gilcrest, with an annual budget of around \$1.6 million, is a good fit. The mayor and the town trustees were looking for a manager who would bring new ideas and a new approach to the community, and Reitter offered a wide array of experiences and innovative ways to look at administration.

"The biggest challenge is balancing what residents want with what you can actually do," she says, so her first priority is "setting accurate expectations."

Residents would like the town to pave all the streets, a challenge still unmet 100 years after Gilcrest was settled. To accomplish that, Reitter says she's working to build the tax base by bringing more industries to the community, whose economy relies primarily on agricultural services and oil and gas development.

"We're trying to market our town a little better," she says. "We're getting a website up for the first time, starting to be part of the information technology age."

She also is working to increase access to town services by

offering forms via the website and enabling customers to pay their utility bills online. "We want to make the website a one-stop shop for residents."

Reitter says she has drawn on many of the skills she learned at the School of Public Affairs since she took on the role of town manager. "My finance classes were really important," she says, citing Associate Professor Christine Martell as a key influence in her career.

"A thorough understanding of budget and finance is really important," Reitter says. "If you understand that, you can do a lot."

Another course that has been valuable to her is Research Methods.

"Especially in town management, in a small organization where everyone wears a lot of hats, it's very important to have analytical skills," she says.

More than just the classes, however, the School of Public Affairs offered Reitter opportunities to meet people and learn from their experiences.

"In this journey, it's important to ask a lot of questions of people who are practicing in local government management," she says. "It's what you must do to really understand what you need to know to get there. I always did that and I still do."

Being town manager of Gilcrest is "a great opportunity," says Reitter, a Colorado native, but she knows it's not forever. A career as a city manager often requires a person to relocate frequently, but Reitter says she hopes to be able to stay close to home.

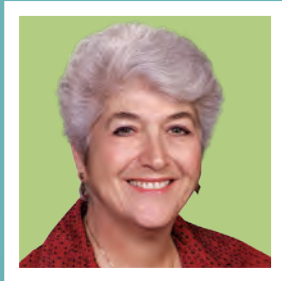
"Colorado is my preference, but we'll see what the future brings."





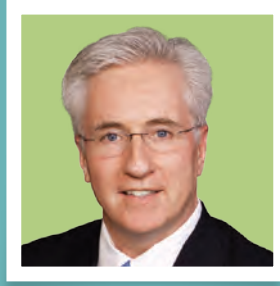
## Active Alumni

**Lois Court**, MPA 1996, has been elected caucus chair for the house majority in the Colorado Legislature.



Lois Court

**Nicolle Ingui Davies**, MPA 2003, has been named executive director of the Arapahoe Library District.



John Morse

**John Morse**, MPA 1996, PhD 2001, has been named president of the Colorado State Senate.

**Fran Gomez**, MCJ 2006, was promoted to commander at the

Aurora Police Department. She is the first woman to achieve that rank at the department.

**Colin Laughlin**, AMPA 2012, has been named a policy and stakeholder specialist for the Colorado Department of Health Care Policy and Financing.

**Paul Weissmann**, MPA 2006, has been named public trustee for Boulder County by Gov. John Hickenlooper. Weissmann also is a member of the School of Public Affairs Advisory Committee.



### 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](http://www.spa.ucdenver.edu). Email us at [SPA.alumni@ucdenver.edu](mailto:SPA.alumni@ucdenver.edu).

# A gift of real estate can make a real difference.



### create futures

Turn your real estate into something far more than a structure or piece of land. By deeding your residence, second home, commercial property, or raw land to the CU Foundation, you can help create futures.

### support CU

A gift of real estate today can save you the hassle and expense on a property you no longer want. You can also make a difference tomorrow by giving your property through a bequest in your will.

### have an impact

Either way, your gift will “in deed” have real impact, and you may avoid capital gains.

### contact us

So before you sell, think about making a real difference with a real estate gift. To find out more, **visit [cufund.org](http://cufund.org)** or **contact Lori Goldstein in the Gift Planning Group, 303.315.2027 or email [lori.goldstein@cufund.org](mailto:lori.goldstein@cufund.org)**.



University of Colorado  
Foundation

**[cufund.org](http://cufund.org)**

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

[www.spa.ucdenver.edu](http://www.spa.ucdenver.edu)



#### ABOUT THE COVER

*The School of Public Affairs celebrates its anniversary this year with pride at 40 years of accomplishments and excitement about what the future holds.*

#### 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](http://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](http://www.spa.ucdenver.edu); our Facebook page, [www.facebook.com/schoolofpublicaffairs](http://www.facebook.com/schoolofpublicaffairs); and in emails to alumni.

To receive notifications of events, new programs and other opportunities, update your email address and your mailing address at [www.ucdenver.edu/alumniupdate](http://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](http://www.healthpolicysolutions.org).

#### Support SPA

Help train the next generation of great leaders through your contribution to the School of Public Affairs. Visit [www.cufund.org](http://www.cufund.org).

#### SPA Advisory Committee

**Chair, Susan Kirk**, former University of Colorado Regent

**Pamela Anderson**, MPA 2005, Jefferson County clerk and recorder

**Stephanie Berger**, MPA 1995, president of Berger Hirschberg Strategies

**Sara Thompson Cassidy**, director of public affairs for Colorado and Wyoming for Union Pacific Railroad

**Patricia 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

**Jo Donlin**, MPA 1996, director of external affairs for the Colorado Division of Insurance

**Kelly Dunkin**, MPA 2006, vice president of philanthropy at the Colorado Health Foundation

**David A. 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.

**Monica Clark Petersen**, DCLF 2011, associate at SB Clark Companies

**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, Boulder County public trustee