

Creating Futures

University of Colorado

Serving Our State, and Beyond
School of Public Affairs



Lead. Solve. Change.



Associate Professor **Angela Gover** with students from the Program on Domestic Violence. Gover received the 2009 campuswide Research and Creative Activities Award for her work on gender and crime, policy-relevant family-violence issues, and violence against women.



The Public Sector's Changing Profile

The public sector is in the spotlight, perhaps more than at any time since the New Deal. Public and nonprofit institutions face new challenges and require innovative solutions in education policy, public safety, and other fields.

Economic turbulence has contributed to the public sector's higher profile—but it's not the only factor. Cultural, technological, and demographic changes have led to a constantly shifting landscape, provoking circumstances that require action.

These shifts include:

- A **more transient workforce**, as corporations outsource and consolidate, and jobs move from manufacturing to knowledge industries
- **Increased physical mobility and cultural diversity**, which can challenge community stability and threaten justice and well-being
- Renewed **emphasis on responsible, sustainable stewardship of resources** (natural and economic), in a world in which some seek a greater standard of living while others scale back
- **Industry, government, and nonprofits** teaming up to solve problems

The West, in many ways, *exemplifies* these challenges. Our rapid growth, abundant natural resources, ethnic diversity, and complex fiscal landscape demand a rich palette of skills from civic leaders, including budgeting, municipal and nonprofit management, and deep, nuanced perspectives on myriad fields.

Fortunately, citizens are increasingly aware of these needs, and are rising to meet them with a groundswell of public engagement and grassroots activity.

Citizens are tired of being on the sidelines, and want to make a difference. They need pathways to change, and the tools to orient them in the right direction.



"Support for SPA will help us serve a diverse student body, and allow us to lead, solve, and change the world for the better."

Paul Teske
Dean, School of Public Affairs



Educating Tomorrow's Public Leaders

With students from 13 countries, SPA benefits from diverse perspectives.

The School of Public Affairs at the University of Colorado provides tomorrow's public-sector and nonprofit leaders with the tools they need to play integral roles throughout Colorado and beyond.

SPA's programs span a vast array of fields, including local government, nonprofit management, emergency management, and homeland security. Our highly regarded faculty educate and inspire our students to pursue new ideas, and conduct research that charts a course forward. Our No. 32 *U.S. News and World Report* ranking indicates

SPA's escalating reputation, yet we maintain an accessible, student-focused environment that attracts and serves students from all walks of life.

While our graduates serve communities far and wide, they make their biggest impact here at home. As Colorado's only school of public affairs, SPA is an incubator for the West's nonprofit and public service leaders, employees, and new ideas. Like you, we have a vital stake in the future your children will inherit.

Assistant Professor **Danielle Varda's** research focuses on improving systems and connections within public health activities. A software tool she developed, PARTNER, helps public health departments and partners measure and monitor collaborative activity over time—improving funders' and stakeholders' ability to see their resources make a positive impact.



An Initiative to Strengthen SPA

The need for capable and transformative public leaders escalates each day, so we must take this opportunity to bolster the School of Public Affairs for the future. With your help, we will:

- **Graduate more students** prepared for tomorrow's challenges
- **Attract and retain outstanding faculty**, particularly in growing areas such as environmental policy, educational innovation, nonprofits, and government
- **Support a broader array of students**—regardless of background or financial means—with incentives to attract the best and brightest
- **Establish and expand centers** supporting research in state and local government, social justice and nonprofit leadership, and domestic violence, intensifying our scholars' impact on key civic issues

In all, your support of SPA will pay dividends everywhere you look. In better schools. More vibrant nonprofits. Safer, more stable communities. An investment in SPA is an investment in the world you and your children will inhabit.



Alumnus Rod Walker (MCJ '04), a Colorado Springs police commander, at a local leadership conference hosted by SPA in Colorado Springs.



SPA alumni who have made significant impacts include Mary Lou Makepeace (MPA '79), former Colorado Springs mayor, and Susan Edmondson (MPA '03), executive director of the Bee Vradenburg Foundation.

SPA: Rapid Growth in a Short Time

With SPA graduates filling thousands of nonprofit and government roles regionwide, it may be surprising to hear that less than 40 years ago, the school did not yet exist. But we've grown rapidly since our 1973 founding. We now offer Doctorate, Master of Public Administration, Master of Criminal Justice, and Bachelor of Arts in Criminal Justice programs, and attract students from more than 20 states and 13 countries.

Several SPA programs (such as Domestic Violence and Homeland Security) are unique or rare in the United States, or tackle regional concerns (such as environmental policy) that we're well-positioned to address. By balancing a present-focused management education with analysis that projects the proper path forward, SPA stands proudly behind its motto:

Lead. Solve. Change.



SPA's influential institutes, centers, and programs include:

- Center for the Improvement of Public Management
- Center for Public/Private Sector Cooperation
- Institute for Policy Research and Implementation
- Center on Domestic Violence
- Presidential Climate Action Plan
- Center for Education Policy Analysis
- Wirth Chair in Environmental and Community Development Policy
- Denver Community Leadership Forum
- Rocky Mountain Leadership Program
- SPA/UCCS Annual Leadership Conference

A Trying Task, an Even Keel

Many take for granted public service roles such as prison guards, 911 operators, and caseworkers, without considering the emotional makeup and maintenance required to do these jobs well.

"At the worst minutes of a person's life, they turn to government," says SPA Professor Mary Guy. "They are the safety net—and it matters so much that these workers are able to provide support for the citizen."

Guy has co-authored a pioneering book in this emergent area, *Emotional Labor: Putting the Service in Public Service*. "The people who really care deeply about what they do are the best public service workers," says Guy, who also directs SPA's Master of Public Administration (MPA) program.

Guy's work on this and topics such as workforce diversity and gender's impact on policy development helps SPA promote effective, compassionate links between the public and its servants.





Accessible faculty and partnerships with the city's active military and nonprofit sectors help make UCCS CU's fastest-growing campus.

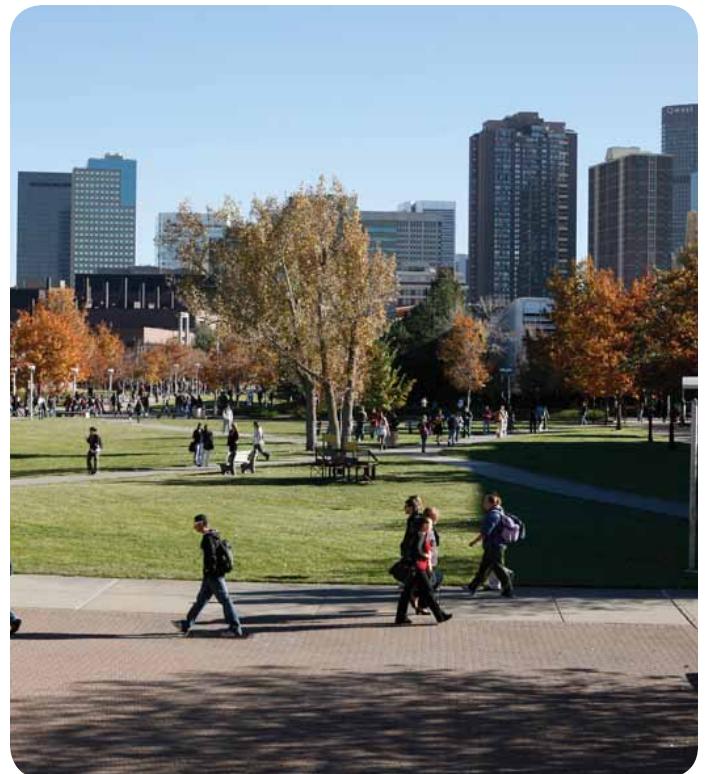
Bridging Two Great Campuses, and Then Some

The School of Public Affairs straddles two University of Colorado campuses—each with unique strengths, a shared mission of preparing public servants and civic leaders, and a mutual ability to serve diverse student interests and circumstances.

More than 400 SPA students attend the **University of Colorado Denver's** Downtown campus, at the hub of the Mountain West's civic, political, and cultural life. And more than 200 students pursue SPA degrees at the **University of Colorado at Colorado Springs**, in view of majestic Pikes Peak.

To serve students beyond Colorado's major cities, SPA offers an MPA degree through a Western Slope partnership, and a broad slate of online coursework.

SPA broke new ground in 1997 by being the first program in the nation to offer a Master of Public Administration degree entirely online. The online Master of Criminal Justice degree program launches in 2010.



CU's vibrant Downtown Denver campus draws a high proportion of part-time or midcareer students.

The School of Public Affairs is About:

Top Faculty

SPA's escalating reputation owes a debt to our dedicated faculty, whose extensive experience and expertise is remarkable for a public affairs school of our size. SPA professors are recognized leaders in fields such as domestic violence (**Katie Kaukinen**, **Angela Gover**) and policy studies (**Peter deLeon**), and are advocates and catalysts for our students' progress.

SPA professors have presided over associations such as the National Association of Schools of Public Affairs and Administration (**Kathleen Beatty**) and the American Society for Public Administration (**Donald Klingner**). The School also benefits from renowned visiting scholars and lecturers, such as former Denver Mayor **Wellington Webb**, Colorado attorney general **John Suthers**, former U.S. Senator and presidential candidate **Gary Hart**, and former Colorado House Speaker **Andrew Romanoff**.



Scholar-in-Residence Gary Hart, UC Denver

Insightful Research

Civic issues can be hotly contested, often by individuals or groups driven by varied motives. We need schools to explore issues based not on flashpoints, but on systematic, well-grounded research that considers the big picture.

SPA faculty and student research infuses the public debate with data and well-reasoned analysis, on topics such as the Presidential Climate Action Project and disability-rights policy. In addition to generating research, we disseminate it in two SPA-edited journals, *Policy Studies Journal* and *Public Administration Review*.



Much of this research occurs under the auspices of SPA institutes and centers that put ideas into action, providing a forum for intellectual activity and debate on public education, community development, public management, homeland security, and more.



Professor Donald Klingner, UCCS



Professor Kathleen Beatty, UC Denver



Scholar-in-Residence John W. Suthers, UCCS

Community Outreach

Since SPA explicitly aims to serve the community, it's no surprise we've forged links with institutions that work toward positive change.

SPA has been an integral partner on Colorado's P-20 Council on education reform, and a regular collaborator with Denver Public Schools. Public events such as the UCCS Leadership Conference draw speakers and attendees in top local-government and nonprofit positions, and we provide expertise on water policy to help balance resource conservation with community needs.

While students have myriad opportunities for outreach, capstone projects and undergraduate internships ensure that all SPA graduates have exposure to real-world policy settings while in school.

With your help, SPA will expand on existing strengths, and take a major leap forward.



The Program on Domestic Violence at SPA delivers a certificate in interpersonal violence and health care. The one-of-a-kind program attracts students and multidisciplinary faculty from several states.



*SPA associate professor
Katie Kaukinen*

Educating Law Enforcement Leaders

An escalating prison population. A growing focus on areas such as homeland security and domestic violence. Increasing uses, and need, for enhanced technology.

These factors and more demand increased education from criminal justice sector employees. "People with a higher education make better cops," says Katie Kaukinen, director of UCCS's criminal justice programs. "They negotiate better with the public, there are fewer negative interactions, there's less use of force."

SPA fills this need with bolstered educational offerings in this growing field. In just its second year, SPA's Bachelor of Arts in Criminal Justice program has outpaced enrollment goals—augmenting an existing Master of Criminal Justice degree to create the West's largest and best criminal justice program.

And with a high local concentration of federal employees and correctional facilities, this is the place for it. "There's been huge growth in jobs, including FBI, Secret Service, and Homeland Security," says Mary Dodge, director of UC Denver's criminal justice programs (Denver Police Chief Gerry Whitman and Pueblo Police Chief Jim Billings are alumni). "Our programs help professionalize the field—not only the workforce, but also in research."



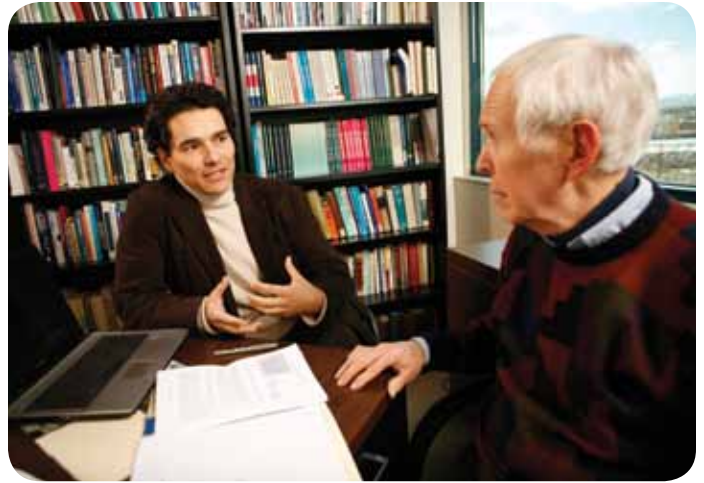
*SPA associate professor
Mary Dodge*

Donors Can Lead The Way

This is a critical time in SPA's lifespan. Our ability to serve the next generation of students hinges on private funding from active, engaged citizens like you. We seek support in these areas:

Students:

SPA students frequently balance coursework, family, and a full- or part-time job on their way to their degree—and pursue jobs characterized more by service than by salary. Scholarship support can be an essential margin to enable students to overcome financial and logistic challenges, and helps us educate applicants from all walks of life. Merit scholarships and fellowships are also a catalyst for achievement, enabling graduate students to allocate necessary time for intellectual exploration.



PhD candidate André Corrêa d'Almeida, in discussion with PhD Director Peter deLeon. d'Almeida's dissertation studies poverty alleviation in Mozambique.



Sean Bradley (MPA '07, with former Colorado Senate President Peter Groff) is currently director of governmental affairs at the Colorado League of Charter Schools.

Faculty:

More resources are needed to enhance our faculty and provide the support that motivates and attracts top research and teaching talent. Donor funding for faculty also keeps class sizes small, helps with student recruitment, and frees up innovative thinkers to dedicate time to research. Endowed chairs also provide prestige to the recipient and SPA, and recognize outstanding talent.

Research and Community Involvement:

Education, the environment, and law enforcement are areas in which we cannot wait for solutions. Donor support will improve our ability to explore fast-changing trends in these fields, with new and enhanced centers and institutes that promote public debate. It also will enable us to forge more links with regional institutions, increasing our faculty and students' impact on today's institutions.

Governments and nonprofits must serve their citizens—learning from successes and failures, and sorting through best practices to provide inspiring, clear, and just leadership. With recent economic turbulence undermining our stability, it is clearer than ever that the work of SPA's graduates and faculty will remain essential for years to come.

As U.S. House Representative, U.S. Senator, and Undersecretary for Global Affairs, **Timothy Wirth** has spent his career working tirelessly for positive change in the areas of refugees, population, environment, and human rights. Generous gifts to the School of Public Affairs established the Wirth Chair in Environmental and Community Development, enabling students and faculty to pursue solutions in these areas.

How You Can Help

For nearly any problem you seek to solve—from homelessness to urban development, from security to wellness—SPA students and faculty are working toward the answers. You can help SPA grow and solidify in key areas.

Each campus has distinct strategic initiatives that you can support. Large or small, gifts to SPA signal an important vote of confidence in these projects, and can leverage additional support from corporations, foundations, and others.

Programwide Initiatives

- **Center for Nonprofit Leadership and Social Entrepreneurship**, fostering social change; reducing social disparities in education, health care, and health outcomes; promoting civil rights, democracy, and environmental justice; and bridging both CU campuses with SPA programs. **\$3 million, endowed**
- **Faculty Chair in Nonprofit Leadership and Social Entrepreneurship**: Focusing on new ideas and mechanisms to promote positive change in the public sphere; linking the Center for Nonprofit Leadership and Social Entrepreneurship, SPA, and CU with cutting-edge research; and organizing a conference to attract leaders on issues of civic engagement. **\$2 million, endowed**

Denver Initiatives

- **Center on Domestic Violence**, capitalizing on our nationally regarded programs and expertise in the area. **\$8 million, endowed**
- **Buechner Institute for Governance**, enhancing partnerships with municipal managers. **\$10 million, endowed**
- **Faculty Chairs in:**
 - o **Education**: Building on our statewide and national partnerships. **\$2 million, endowed**
 - o **Sustainability and the Environment**: Preserving our natural landscape, balancing stakeholder needs. **\$2 million, endowed**
- **Scholarships**: Keeping SPA accessible, and maintaining excellence. **\$3 million, endowed**



Colorado Springs Initiatives

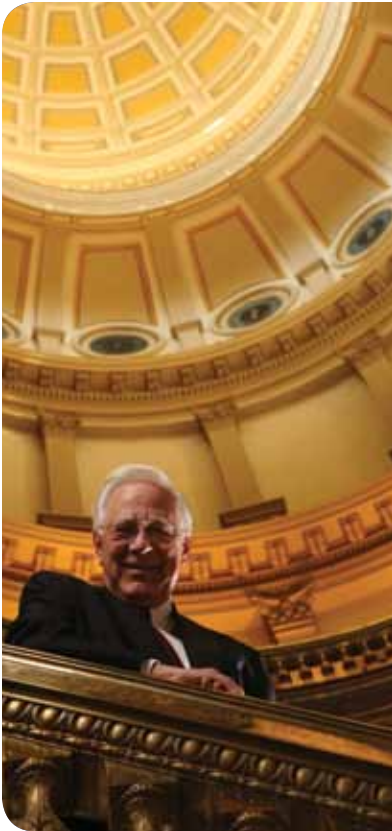
- **Student Scholarships**: Keeping SPA accessible and affordable to students from all walks of life
- **Faculty Support**: Attracting and recognizing teaching and research talent, with chairs, research support and community outreach support
- **Program Enhancements**: Funding for student paper awards, internships, and initiatives that tackle local issues

Naming opportunities are available, enabling you to establish a personal legacy or honor someone who has made a personal or professional impact on you. Our development officers (see back cover for contacts) can discuss these projects in further detail, and elaboration on priority projects is available on a supplemental document.

“I was born and raised in Kenya, and I want to work for an international nonprofit with health programs in east Africa, to give back there. By supporting SPA, you can support professionals who will give back to the community directly. You’ll see the impact.”

Shree Nath

Student, Master in Public Administration program; UCCS recipient, scholarship from the Inasmuch Foundation



Leadership, in Words and in Deeds

SPA Professor Emeritus John Buechner has made a tremendous impact at the University of Colorado, and throughout the state. He provided inspiring, steady leadership as UC Denver chancellor (1988-95) and as president of the CU system (1995-2000). As a former Boulder mayor and Colorado state representative, he has been an exemplary public servant.

Buechner's experience helps him play a respected role as a volunteer for the School of Public Affairs. This role has been recognized by generous donors who have funded scholarships in his honor, supporting students who might not otherwise have had the opportunity to experience an SPA education.

He prides the School on its faculty-student collaboration, and a curriculum that fluidly adapts to real-world events, issues, and developments in government. "The issues and problems of this century are of such magnitude and complexity that government policymakers can only succeed with experienced and educated administrators who carry out the policy decisions," Buechner says. "We should all donate whatever we can to make certain that those holding positions at all levels of government have had the highest quality of education."

To learn about the many ways you can make a gift:

Contact Monica Petersen

University of Colorado
Foundation, Denver
1380 Lawrence Street, Suite 1325
Denver, CO 80204
303-315-2061
monica.petersen@cufund.org

or

Megan Fisher

University of Colorado
Foundation, Colorado Springs
1420 Austin Bluffs Parkway
Colorado Springs, CO 80918
719-255-5104
megan.fisher@cufund.org

www.cufund.org

Help us Make a Difference

We're working to create leaders who will make a difference. Join us as we help convert ideas and potential into action, for the welfare of all of our citizens.



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