The following courses are available during the spring 2014 semester which runs January 21st – May 17th. Registration opens Nov. 4th!

**PUAD 5110/7110**  
Seminar in Nonprofit Management  
Online

This course provides an overview of the principles and concepts that are unique to nonprofit management. Topics include executive management, funding diversity, human resource management, marketing, volunteer management and ethics. Students are also given an introduction to the history and the importance of the nonprofit sector.

**Instructor: Jessica Sowa** received a PhD in Public Administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University in 2003. Dr. Sowa’s research focuses on public and nonprofit management, with an emphasis on organizational effectiveness, collaborative service delivery.
mechanisms, and the management of human resources in public and nonprofit organizations. She has studied inter-agency collaborations in early care and education and economic development, state civil service systems, grievance procedures, and performance management systems in nonprofit organizations. Current projects include research on communication processes and organizational effectiveness in nonprofit organizations, state leadership training programs, and HR capacity in small nonprofit organizations. Dr. Sowa is also on the Board of Directors of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA).

**PUAD 5140/7140**  
*Nonprofit Financial Management*  
**Thursdays 6:30 – 9:15PM**

Financial management is one of the core competencies of effective nonprofit managers. Every nonprofit organization needs money to sustain or advance its mission. This course provides a grounding in financial management for the "non-accountant" by focusing on an array of knowledge and management skill areas necessary for allocating and controlling resources and for analyzing, reporting and protecting the fiscal health of the organization. Topics include key accounting principles, understanding and using financial statements, the budget development process, cash flow analysis, banking relationships, using the audit report, maximizing investment policy and strategy, and understanding the boundaries of tax exemption.

**Instructor: Erik Estrada** is an attorney with Davis Graham & Stubbs LLP, where his practice focuses on corporate and financial transactions, corporate governance, and regulatory guidance for businesses, public entities, and nonprofit organizations. He is a graduate of the University of Colorado at Boulder (B.A.), the University of Colorado School of Public Affairs (M.P.A.), where he was named the Outstanding Student, and the University of Denver College of Law (J.D.), where he was named a Chancellor’s Scholar. Currently, he is pursuing an LL.M. (Master of Laws) degree from the Boston University School of Law. Prior to graduating from law school, he served as the Program Officer for the Boettcher Foundation, a private foundation located in Denver, Colorado, and as a Trustee, Program Director and Senior Fellow of El Pomar Foundation, a private foundation located in Colorado Springs, Colorado. In addition to his tenure as a Trustee of the El Pomar Foundation, he was appointed by Governor Bill Ritter to the board of directors for the Tony Grampsas Fund in July 2007. He was re-appointed by Governor Bill Ritter in April 2010 to serve another three-year term. He has also served on the boards of directors for the University of Colorado Alumni Association, the Colorado Center on Law & Policy, and the Community Resource Center. He is a member of the Colorado Bar Association and the Denver Bar Association.
PUAD 5150/7150  
Fundraising & Financial Resource Development  
Online

Designed to provide a comprehensive overview of funding sources available to nonprofit organizations (e.g., foundation and governmental grants, individual and corporate donations, entrepreneurial sources of revenue and events.), as well as detailed information on how to secure support of the various sources presented. Additionally, students are expected to gain both theoretical and practical knowledge relevant to why it is important to diversify an organization's revenue streams.

Instructor:  Dirk Bird currently serves as the Executive Director of Major Gifts and Planned Giving for Jewish Colorado, has spent the past 15 years as a fundraising professional. Mr. Bird has extensive experience in major gifts development, planned giving, corporate philanthropy, direct mail solicitation, foundation engagement and event-based fundraising. A native of Colorado, Mr. Bird received his undergraduate degree from the University of Northern Colorado and his graduate degree from the University of the Pacific. Mr. Bird, an avid fly-fisherman, lives in Denver with his wife and three children.

PUAD 5160/7160  
Nonprofit Boards and Executive Leadership  
Online

The important roles and responsibilities of a voluntary board of directors and the process of governing are often misunderstood. This course explores the special powers of a nonprofit board of directors as framed by and responsive to public policy. From the perspective of organizational behavior and theory, the course examines the leadership role and interplay between board members and the executive director. The examination includes a comparative analysis of different governing models, and explores fundamental questions of board composition, the role of advisory boards, achieving effective board meetings, the realm of liability, using committees, and the board's role in fundraising, among other special subject matters.

Instructor:  Stephen Block earned his MSW from Indiana University and Ph.D. from the University of Colorado Denver’s School of Public Affairs (SPA). As a Fulbright Scholar, he taught at Moscow State University of Management and is currently involved in activities to advance nongovernmental organization (NGO) management education in Russia. His teaching and research interests include nonprofit boards of directors, executive leadership, and nonprofit organizational behavior and development. Dr. Block has authored numerous journal articles and books including Why Nonprofits Fail: Overcoming Founder's Syndrome, Fundphobia, and Other Obstacles to Success (Jossey-Bass, 2004), and Perfect Nonprofit Boards: Myths, Paradoxes & Paradigms (Simon & Schuster 1998).
PUAD 5170/7170  
**Strategic Management for Nonprofit and Public Managers**  
**Wednesday 5:00 – 7:45PM**

Designed to train public and nonprofit managers in the effective use of strategic management tools and techniques traditionally used by corporations. Strategic management tools and skills, although traditionally used by business, should not be seen as the exclusive domain of corporations. The course teaches students how to adapt traditional strategic management capabilities to the particular conditions of public and nonprofit organizations.

**Instructor:** Laura Lefkowits is President of Lefkowits Consulting, LLC, which provides a wide array of services to public, private, and non-profit organizations in the areas of strategic planning and policy development. Ms. Lefkowits has a Masters in Public Administration from the University of Colorado at Denver and is certified by the Global Business Network as a scenario planner. From 1995 – 1999 Lefkowits was an At-Large Member of the Board of Education for Denver Public Schools (DPS). Other past positions include Director of Policy, Advanced Education Inc. (AdvancED), Vice President for Policy and Planning Services at Mid-continent Research for Education and Learning (McREL), K-12 Program Director for the Colorado Institute of Technology (CIT), and Executive Director of the Colorado Mathematics, Science, and Technology Education Coalition (COMSTEC).

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PUAD 5250/7250  
**Intergovernmental Management**  
**Online**

Surveys the basic literature of intergovernmental management and examines the interactive role of managers at federal, state, and local levels of government. Emphasis is placed on current intergovernmental issues.

**Instructor:** Denise Scheberle joined the SPA faculty as a clinical professor in 2012, after twenty years at the University of Wisconsin-Green Bay, where she was the Herbert Fisk Johnson Professor in Environmental Studies and professor and chair of the Department of Public and Environmental Affairs. In 2012, she received the American Political Science Association’s Distinguished Teaching Award. She is also the recipient of the University of Wisconsin Regents Teaching Excellence Award, the Founders Award for Excellence in Teaching, and the Founders Award for Excellence in Community Service. She recently served as Vice President and Commissioner of the Green Bay Metropolitan Sewerage District, President of the Public Policy section of the APSA, as well as on committees for the International Joint Commission and the Wisconsin Department of Natural Resources, looking at water issues involving the Great Lakes and the Lower Fox River. She is the author of over a dozen articles, two books on environmental federalism and policy implementation, and is currently working on a book on environmental policy stories. Her teaching and research interests are in the fields of environmental policy and management, public administration and service, and federalism and intergovernmental relations.
**PUAD 5260/7260**  
*Managing in a Multicultural Society*  
*Intensive Format*

Wed. 5:00PM - 9:00PM – 1/08, 1/15
Thurs. 5:00PM - 9:00PM – 1/09, 1/16
Fri. 5:00PM - 9:00PM – 1/10, 1/17
Sat. 8:30AM – 4:30PM – 1/11, 1/18

This Course will examine the management challenges and issues related to diversity and managing in a multicultural society in the 21st century. Multiculturalism, ethnocentrism, inclusiveness, and the changing demographic issues will be discussed. Using a systems approach, diversity within organizations is examined through the construction and review of theories in private, public, and nonprofit organizations. Multiculturalism and inclusiveness are examined from a historical, theoretical, and practical perspective. Existing models and aspects of diversity are analyzed and discussed. The course promotes both personal and professional development in dealing with the economic, social, and political issues surrounding diversity. Upon completion of the course, students should 1) possess a greater awareness and understanding of the implications of diversity within organizations and society, 2) understand the cultural and demographic breakdown of the United States and implications for the future, politically and economically, 3) obtain a better understanding of prejudice and discrimination, and the legal basis and regulatory framework for affirmative action and the civil rights movement, 4) acquire the ability to interact with individuals from different backgrounds and cultures.

**Instructor: Wendell Pryor** is the current Director of the Chaffee County Economic Development Corporation. He has served as Executive Director of the Boys and Girls Clubs of Chaffee County, and is the former Director of the Colorado Civil Rights Division. Mr. Pryor has served as Executive Director of the Colorado Association of Public Employees (CAPE); Human Resource Director for the City and County of San Francisco; Personnel Director for the cities of Aurora, Colorado and Riverside, California; Director of Personnel Operations and Acting Personnel Director for the Career Service Authority, City and County of Denver; and the Personnel Administrator for the Colorado Department of Labor and Employment. Mr. Pryor earned a law degree from the University of Denver, College of Law, an MPA from the University of Colorado, and a BA in Psychology from Western State College in Gunnison, Colorado. He has also been involved with numerous community organizations including the San Francisco branch of the NAACP. Currently he serves on the following boards; Colorado Humanities, Credit Union of Colorado, LARSA.
PUAD 5310/7310
Policy Formulation & Implementation
Online

Building on PUAD 5005 (Policy Process and Democracy), students learn how policy is developed and implemented in several levels of government - local, state, federal - and within organizations themselves. The course makes use of the case studies to explore the intricacies of developing and implementing policy and the political, economic, and institutional contexts that affect these two states of policy development. Students also consider the different criteria that can be used to judge the effectiveness of programs and policies.

Instructor: Malcolm Goggin earned his doctorate in political science in 1981 from Stanford University and has taught in the Stanford University political science department and the department of community and preventive medicine at the Stanford University Medical School. He was also a tenured professor in the department of political science at the University of Houston’s Central Campus and taught public policy and administration in the MPA and Ph.D. programs there and at Michigan State University. He is the author or editor of five books and scores of articles and monographs. Dr. Goggin has been a Fulbright Scholar (University of Strathclyde in Glasgow, Scotland), a Guest Scholar at the Brookings Institution, and a Senior Fellow at the Nelson A. Rockefeller Institute of Government at SUNY, Albany. He has been in teaching in the School of Public Affairs since 2005 and in the fall of 2008 was appointed Clinical Professor and is now teaching and conducting research full time on the UCD Auraria campus.

PUAD 5350/7350
Program Evaluation
Monday 5:00 – 7:45PM

Describes the theory and methodology for the design of social research and demonstration projects and the application of analytic and statistical methods for evaluating public programs. Focus is on the application of evaluation methods and techniques of data interpretation. Report preparation is emphasized.

Instructor: Brian Gerber is an Associate Professor and the Executive Director of the Buechner Institute for Governance, located in the School of Public Affairs. He is also the director of the concentration in Emergency Management and Homeland Security in the School's MPA program.

Dr. Gerber received his PhD from Stony Brook University (SUNY) in 2000. His research specialization areas include disaster policy and management, homeland security policy and administration, and environmental regulatory policy. he has served as Research Director for the Stephenson Disaster Management Institute at Louisiana State University, has been a Research Associate with West Virginia University's Regional Research Institute, was a Research Fellow with the National Science Foundation's "Next Generation of Hazards Researchers" program and has served as a subject matter expert on a variety of projects. At present he serves as the chair of the Denver Board of Environmental Health and is
a member of the Editorial Advisory Board for the *Policy Studies Journal*. His publications with co-authors received national research article-of-the-year awards in 2008 and 2009.

Dr. Gerber has extensive experience performing policy analysis and evaluation work for the state and local government agencies, as well as major national nonprofits engaged in disaster relief and recovery work.

**PUAD 5410/7410**  
**Administrative Law**  
**Online**

This course examines legal aspects of policy implementation within administrative agencies, including oversight by the courts. The course covers standards of judicial review and agency action; administrative procedure and due process; administrative discretion and privatization; and selected special topics such as rights, liabilities, and immunities of public employees.

This course has three purposes. First, students will study the legal environment within which public administrators function, including the relationship between the courts and administrative agencies. Second, students will identify practical guidelines and best practices to reduce legal liability in the administrative process. Third, students will develop and enhance legal reasoning skills, legal research skills, and understand the use of legal materials in academic, professional, and technical writing. Students will be required to apply the concepts from the lectures and readings to real life situations during discussions and short written assignments. In addition, students will create, maintain, and present wikis that relate to federal administrative agencies.

**Instructor:** Jen Gartner, formerly SPA’s Director of Grants & Contracts, is now university counsel at the University of Maryland. She is a government contracts attorney and has worked in administrative law and university sponsored research for many years, first at the law firm of Morgan, Lewis, & Bockius in Washington, DC, and later at the Space Science Institute, a research non-profit and home to the Cassini Imaging Team, in Boulder. She has extensive experience with federal and state agencies, including the U.S. Department of Defense, Department of Justice, National Science Foundation, NASA, NIH, Colorado Department of Education, and the Colorado Department for Public Health and the Environment.

Jen received her BA in Criminal Justice and Political Science from the University of Delaware in 1998 and her J.D. from the George Washington University Law School, where she served as Senior Managing Editor of the Public Contract Law Journal and as Student Director for the Domestic Violence Advocacy Project. While working as an attorney in Washington, DC, she also obtained an MPA from Norwich University. Jen has been an adjunct professor and lecturer for both the University of Colorado Denver School of Public Affairs and Norwich University’s Office of Graduate Programs. She teaches both graduate and undergraduate courses in the areas of public administration and criminal justice and has
published several articles related to government contracts law, including an article about government contracting under the Homeland Security Act.

**PUAD 5450/7450**  
**Law of All-Hazard Management Intensive**

Fri 4:30PM – 8:30PM 02/14  
Sat 9:00AM – 6:00PM 02/15  
Fri 4:30PM – 9:00PM 03/14  
Sat 9:00AM – 6:00PM 03/15  
Fri 4:30PM – 9:00PM 04/18  
Sat 9:00AM – 6:00PM 04/19  

This course conveys knowledge of the statutes, regulations and court decisions governing the management of hazards by governmental agencies. It covers local, state and federal agencies as they mitigate, prepare for, respond to and recover from naturally, accidentally and intentionally caused disasters.

**Instructor:** Lloyd Burton holds undergraduate degrees in Government (Prescott College) and Conservation of Natural Resources (UC-Berkeley); an M.A. in Cultural Geography with a Regional Planning emphasis (San Francisco State University); and the Ph.D. in Jurisprudence and Social Policy from the School of Law (Boalt Hall), University of California, Berkeley. He co-directs the M.P.A. program concentration in Environmental Policy, Management, and Law; and also teaches in the M.P.A. program concentration in Emergency Management and Homeland Security. He is the founder and managing co-host of *The Jurisprudence of Disasters*, a collaborative research network established under the auspices of the Law and Society Association. Much of his current research centers on the interface between environmental management and disaster management, in contexts such as wildfires in the Wildlands/Urban Interface in states of the Mountain West, and hazardous infrastructure in urban settings. He has done overseas sabbatical research in New Zealand (Fulbright Award, 1994); Thailand (2004); Australia, and Spain (2012). He has written books on the water rights of American Indian tribes, and on legal aspects of the religious uses of public lands. His current book project is on the law of living in dangerous place.
**PUAD 5625/7625**  
*Local Government Management*  
*Online*

Relates the systems, processes, and principles of public management to the local government environment. Public management concepts such as strategic planning, bureaucracy, formal and informal organizational structures, human resource planning, management control, systems theory, and administrative behavior are explored within the context of local government.

**Instructor:** Michael Penny is city manager of Littleton, CO.

**PUAD 5628/7628**  
*Urban Social Problems*  
*Intensive Format*

Fri. 4:00PM – 8:00PM—01/24  
Sat. 8:00AM – 5:00PM—01/25  
Fri. 4:00PM – 8:30PM—01/31  
Sat. 8:00AM – 5:00PM—02/01  
Fri. 4:00PM – 8:30PM—02/21  
Sat. 8:00AM – 5:00PM—02/22

Central cities, along with older inner-ring suburbs, are caught in a complex web of social problems ranging from homelessness and swelling indigent health care rolls, to growing crime and delinquency. Cities have always been entry points for immigrants, but today the growing influx of immigrants, especially from the Latin Hemisphere, is radically altering not only the demographics, but the economies of major metropolitan regions.

Ironically, even when cities show improvement, as with the revitalization of historic neighborhoods and redevelopment of downtown business centers, they may experience a downside as low-income tenants are displaced by more affluent households. Moreover, even these signs of revitalization may fail to alter a more intractable decline. Additionally, older suburbs are showing many of the problems of declining central cities, but with fewer resources to cope with them.

This course is designed for practitioners and policy analysts who are interested in addressing urban social problems. My objective is to help you in conceptualizing the nature of these problems and in thinking in a more systematic and strategic way--from a public policy and management perspective--about how to address these challenges.
**Instructor: James Van Leeuwen** currently works as Senior Advisor & Director of Community Partnerships for Governor Hickenlooper and Lieutenant Governor Garcia. Prior to this role, he worked as the Policy Director and served on the transition team for the Hickenlooper for Colorado gubernatorial campaign. In 2006, Jamie was appointed by Denver Mayor Hickenlooper to head up Denver’s Road Home, the city’s Ten Year Plan to End Homelessness. The initiative generated over $50 million in new resources, developed over 2,000 new units of affordable housing, prevented over 3,500 families from becoming homeless and reduced chronic homelessness by 70%.

In 2007, Jamie was appointed to chair the Drug Strategy Commission and oversee the Office of Drug Strategy. In the first two years the plan created over $500 thousand in new treatment services and generated $3.5 million in-kind media annually. Previously, Jamie directed fundraising, legislative work and research as Director of Development & Public Affairs at Urban Peak, serving homeless and at-risk youth. He is a graduate of Leadership Denver, Emerging Leaders, and Leadership Arts and served as adjunct faculty at University of Colorado, Metropolitan State College of Denver and University of Denver. Jamie completed his PhD in Public Policy at the Graduate School of Public Affairs at the University of Colorado Denver with an emphasis on affordable housing and homelessness. He has a Masters degree in International Public Health and a Masters degree in Sociology from Tulane University.

**PUAD 5633/7633**  
Seminar in Natural Resource and Environmental Health Law  
Tuesday 5:00PM – 7:45PM

Studies administrative law aspects of environmental policy implementation & enforcement, role of courts in stimulating & limiting statutory reform, & regulatory innovation. Focuses on legal aspects of natural resource allocation & mgmt, & environmental protection. Alternatives to traditional processes for environmental dispute resolution.

**Instructor: Lloyd Burton** holds undergraduate degrees in Government (Prescott College) and Conservation of Natural Resources (UC-Berkeley); an M.A. in Cultural Geography with a Regional Planning emphasis (San Francisco State University); and the Ph.D. in Jurisprudence and Social Policy from the School of Law (Boalt Hall), University of California, Berkeley. He co-directs the M.P.A. program concentration in Environmental Policy, Management, and Law; and also teaches in the M.P.A. program concentration in Emergency Management and Homeland Security. He is the founder and managing co-host of *The Jurisprudence of Disasters*, a collaborative research network established under the auspices of the Law and Society Association. Much of his current research centers on the interface between environmental management and disaster management, in contexts such as wildfires in the Wildlands/Urban Interface in states of the Mountain West, and hazardous infrastructure in urban settings. He has done overseas sabbatical research in New Zealand (Fulbright Award, 1994); Thailand (2004); Australia, and Spain (2012). He has written books on the water rights of American Indian tribes, and on legal aspects of the religious uses of public lands. His current book project is on the law of living in dangerous place.
**PUAD 5650/7650**  
**Disaster and Emergency Management Policies**  
**Wednesday 6:30 – 9:15PM**

Examines policies for the management of hazards, emergencies and disasters. Focuses on a series of case studies concerning major disasters and on management principles drawn from those cases. Examines the role of institutional processes, government organizations and nongovernmental organizations in emergency management.

**Instructor: Aden Hogan**

Aden Hogan, Jr. is the City Manager for Evans, Colorado, a northern Front Range community of 20,000 located in central Weld County. Aden has over 35 years of public administration experience in both cities ranging from 10,000 to 500,000 in population and in county government. He holds a master’s degree in public administration from the University of Colorado and a bachelor’s degree in business from Mesa State College. He has also earned the _Credentialed Manager Certificate_ from the International City/County Management Association along with several national awards for program excellence. Aden is an adjunct instructor for the University of Colorado teaching public administration, disaster management, leadership and ethics, and he is a frequent lecturer and keynote speaker across the U.S. and Canada.

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**5710/7710**  
**Public Sector Technology**  
**Online**

Technology is an integral piece of public administration today. Taking a historical/topical approach, this course examines the relationship between technology and culture; technology’s role in economic growth; how technologically-driven prosperity impacts the balance between governments and markets; and the impact of information technologies on e-Government and e-Democracy.

**Instructor: Ross Alexander**

I have been a university professor since 1999, teaching graduate and undergraduate courses in political science and public administration, in both face-to-face and online formats. In addition, I have created numerous online courses and programs for several universities. I have held several professor and administrator positions at universities across the country. I possess a Ph.D. in Political Science from Northern Illinois University with emphases in public administration, American politics, and political theory in addition to an MPA from Arizona State University. I have written a book, several book chapters, and numerous peer-reviewed journal articles in the areas of state and local government, public budgeting and finance, public personnel administration, gambling policy, information literacy, and American politics. I enjoy spending time with my wife, physical fitness, and watching college football.
PUAD 6600/7600
Special Topics: Emerging Issues in Public Management
Tuesday 3:30 – 6:15PM

Studies special topics relevant to public administration, such as public/private sector partnerships, community participation, international development, conflict management, regionalism, managing economic options for Colorado, and nonprofit management and marketing. Each semester various topics are studied.

**Instructor:** Mary Guy teaches courses on public administration, public management, organizational behavior, human resource management, and leadership and ethics. Her research emphasizes the human processes involved in public service delivery. She has written widely about emotional labor in public service, especially in regard to emotionally intense work demands. She also writes about workforce diversity and the difference that gender makes in policy development and implementation. She is a Fellow of the National Academy of Public Administration, past President of the American Society for Public Administration, and past Editor-in-Chief of the Review of Public Personnel Administration. She is the recipient of numerous awards for her research, leadership, and mentoring. Prior to joining the School of Public Affairs, she held the Jerry Collins Eminent Scholar Chair at the Askew School of Public Administration and Policy at Florida State University and before that, she served as department head at the University of Alabama at Birmingham. She holds a Master’s degree in Rehabilitation Counseling (University of Florida), a Master’s degree in psychology (University of South Carolina) and a Ph.D. degree in political science (University of South Carolina).