SPA Course Offerings

The following Fall 2016 courses are available and run August 22nd – December 16th.

*Please note that the AMPA schedule is a separate listing; please contact your advisor for more information.

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<td>PUAD 3004</td>
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PhD Public Administration Courses .................................... 19

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Undergraduate Public Service Courses

PUAD 1001 - Introduction to Leadership and Public Service
Introduces key elements of public service in governmental, nonprofit, and nongovernmental organizations, including their roles in a market based economy and democratic society. Students explore their own values and pathways to promoting the public good, including possible public service careers. Max hours: 3 Credits.

Section E01 | Online

Instructor: Sean McCandless works for the UC Denver School of Public Affairs (SPA) as an academic resources coordinator and adjunct faculty member and is also a PhD candidate at SPA. He has taught a variety of courses at the graduate and undergraduate levels, including public administration, political science, and English writing. Sean’s research interests revolve around social equity, public service, administrative ethics, and the intersections between constitutional law and public administration. He is published in Administrative Theory & Praxis, Public Administration Review, and a soon-to-be released edited book on the administrative and policy dimensions of youth violence.

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PUAD 3003 - Introduction to Nonprofit Organizations
Historical background, development, role, auspices, organization, and purposes of nonprofit agencies. The course will explore the scope and breadth of the US nonprofit sector, examine inner workings of nonprofit organizations, and provide a foundation for further study on nonprofit organizations. Max hours: 3 Credits.

Section E01 | Online

Instructor: Pamela Medina is a Senior Instructor whose research interests include e-government, civic engagement and volunteerism, health policy, and comparative public administration. She holds a PhD in Public Affairs with a specialization in public policy research, as well as a master's degree in International Politics from the University of Central Florida. Prior to joining the University of Colorado, she served as a researcher at the Florida Center for Nursing, and was also involved in community organizations including Central Florida Community Arts and the United Nations Volunteers.

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PUAD 3004 - Managing Nonprofit Organizations
Examine leadership and decision-making theory and practice in the nonprofit sector. Explore classic and contemporary theories on leadership, management, governance and organizational effectiveness of nonprofit organizations. Techniques for effective board meetings, committee work, development of board members, and policy development. Max hours: 3 Credits.

Section E01 | Online

Instructor: Dr. Shariq Siddiqui is the Executive Director of (ARNOVA), Association for Research on Nonprofit Organizations and Voluntary Action. ARNOVA is a leading international association that connects scholars, teachers, and practice leaders in research on nonprofit organizations, voluntary
action, philanthropy and civil society. Siddiqui serves as the co-editor of the new Journal on Muslim Philanthropy and Civil Society that will be published through a partnership of the Center on American Muslim Philanthropy and Indiana University – Indianapolis University Library. Prior to taking over the helm of ARNOVA, Shariq was Director of Development for the Indiana University School of Education. Professor Siddiqui has taught and has served in leadership roles in the local, regional, national and international nonprofit organizations for over fifteen years. His research interests include diversity, legitimacy and power in nonprofit organizations; nonprofit change dynamics during crisis, failure and turn-around; membership associations in the United States; and the development of civil society from a comparative perspective, with a specific focus on the development of international humanitarian non-governmental organizations (NGO). Dr. Shariq Siddiqui has a Ph.D. and MA in Philanthropic Studies from the Lilly Family School of Philanthropy at Indiana University. He also has JD from the McKinney School of Law at Indiana University and holds a BA in History from the University of Indianapolis.

PUAD 4009 - Human Service Organizations
Provides an overview of human services delivery in government and nonprofit organizations. Explore causes and conditions that give rise to the need for effective and equitable human service organizations. Learn essential skills including cultural competencies, boundaries, and collaboration. Max hours: 3 Credits.

Section E01 | Online

Instructor: Jane Hansberry has held several executive positions in the public and nonprofit sectors. Most recently Jane was the Managing Director of Think 360 Arts Complete Education. Prior to assuming this position, Dr. Hansberry was the Executive Director of the Foundation for Human Enrichment (FHE) - a Boulder Colorado based somatic psychology training organization. In addition to her management positions Dr. Hansberry lectures at University of Colorado School of Public Affair and has taught at the University of Denver’s University College in its Masters in Arts Management program. Hansberry’s areas of research include the economic impact of arts and culture, nonprofit and public sector governance and organizational development, regional cultural asset districts, and the facilitation of collaboration. Prior to her doctoral studies Hansberry served from 1990-1999 as the District Administrator for the metropolitan Denver Scientific and Cultural Facilities District.
Dr. Hansberry worked in local government and human services in rural Colorado in the 1980’s. She was the founding executive director of a women’s resource center in rural Colorado and was a founder of services to victims and survivors of domestic abuse. From 1983-1987 Hansberry served as the General Manager of the Fraser Valley Metro Recreation District in Winter Park, CO and in that capacity was a member of the management team that built Pole Creek Golf Course. In addition to her general management duties she oversaw the development of children’s and adult recreation programs.
Graduate Public Administration Courses

PUAD 5001 - Introduction to Public Administration and Public Service
Examines fundamental theories, structures, and processes of governance in the United States, including the evolving roles and responsibilities of public, nonprofit, and private sectors. Covers topics including public service values and ethics, cross-sector and intergovernmental partnerships, and comparative public administration. Max hours: 3 Credits.

Section E01 | Online

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.

Section 001 | In-Person: Mondays, 5:00-7:45 PM

Instructor: Pamela Medina is a Senior Instructor whose research interests include e-government, civic engagement and volunteerism, health policy, and comparative public administration. She holds a PhD in Public Affairs with a specialization in public policy research, as well as a master’s degree in International Politics from the University of Central Florida. Prior to joining the University of Colorado, she served as a researcher at the Florida Center for Nursing, and was also involved in community organizations including Central Florida Community Arts and the United Nations Volunteers.

PUAD 5002 - Organizational Management and Behavior
Course covers elements which, when combined, create a resilient learning organization. Topics include organization theory and design, managing human capital, group development and performance, inter- and intra-group communication, information management, and ethical decision-making. Max hours: 3 Credits.

Section E01 | Online

Instructor: Robyn Mobbs is a Senior Instructor at the University of Colorado Denver School of Public Affairs, where she teaches courses in the Masters of Public Administration (MPA) degree program. Dr. Mobbs’ teaching interests include public management and administration, leadership, public policy, health policy, research methods, and systems science. She especially focuses on the application of
theories to practice, and aims to foster knowledge, skills and techniques needed to successfully implement policies, projects, and programs to address problems within organizations and in society. Dr. Mobbs’ research interests and expertise focus on health and public health systems, inter-organizational relationships, networks, policy implementation and collaborative governance. Her research has been supported by the National Coordinating Center for Public Health Services and Systems Research and the Robert Wood Johnson Foundation. Dr. Mobbs has worked within the University of Colorado system since 2003. Previously, she was an Instructor in the Department of Pediatrics at the School of Medicine, where she held leadership roles in various state and federal level grants and provided strategic leadership as Head of Administration and Finance of Colorado WIN Partners at the School of Medicine; and Acting Administrator and Health Administration Discipline Director for JFK Partners, a multifaceted Interdepartmental Program of the Departments of Pediatrics and Psychiatry at the School of Medicine. Prior to the University of Colorado, she worked in policy and quality assurance at the University of Wollongong in New South Wales, Australia. Dr. Mobbs earned her Ph.D. in Public Affairs from the University of Colorado Denver School of Public Affairs. She also has a MBA from the University of Southern Queensland, Australia and an undergraduate degree in Political Science from the University of Colorado Boulder.

Section 001 | In-Person: Tuesdays, 6:30-9:15 PM

**Instructor: William L. Swann** (Ph.D., Florida State University) is an assistant professor at the School of Public Affairs at the University of Colorado Denver. His research focuses on the intersection of urban policy and public management and aims to better understand how public managers and their contextual and institutional environments shape policy implementation and outcomes associated with economic development, environmental protection, and social equity in local governments. His research contributions include forthcoming articles in the Journal of Urban Affairs and The American Review of Public Administration. He is interested in teaching courses on organizational behavior, public management, quantitative research methods, local government administration, and urban policy. He has served as a research assistant at the Local Governance Research Laboratory at Florida State University, the Task Force on Consolidated Government in the City of Jacksonville, Florida, and the Planning and Research Unit of the Rhode Island Department of Corrections. He has also taught an introductory course on public administration at Florida State University. He was named a 2015 Staats Emerging Scholar by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA).

**PUAD 5003 - Research and Analytic Methods**
Examines qualitative and quantitative research methods used to answer questions and inform decisions in public and nonprofit settings. Methods covered include reviewing scholarly literature; formulating research questions; selecting appropriate design, data collection and sampling strategies; and analyzing data. Max hours: 3 Credits.

Section E01 | Online

**Instructor: Pamela Medina** is a Senior Instructor whose research interests include e-government, civic engagement and volunteerism, health policy, and comparative public administration. She holds a PhD in Public Affairs with a specialization in public policy research, as well as a master's degree in International Politics from the University of Central Florida. Prior to joining the University of Colorado, she served as a researcher at the Florida Center for Nursing, and was also involved in community organizations including Central Florida Community Arts and the United Nations Volunteers.
Section 001 | In-Person: Tuesdays, 3:30-6:15 PM

Instructor: Jisun Youm Bio coming soon!

PUAD 5004 - Economics and Public Finance
Evaluates the role of government with respect to provision and financing of public goods. Explores 5 broad topics: 1) welfare & microeconomics 2) expenditure theory 3) resource mobilization (emphasis on taxation) 4) fiscal federalism 5) basic budgeting & analytical tools. Max hours: 3 Credits.

Section E01 | Online

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.

Section 001 | In-Person: Thursdays, 3:30-6:15 PM

Instructor: Tamara Hannaway has been teaching at the university level since 2002. She invested the first twenty years of her career in the corporate world in management, finance, sales, and marketing for three fortune 500 companies. She earned significant time in strategic planning, forecasting, and management positions. She earned her MBA concentrating in economics in 1995 from Westminster University in Salt Lake City. The corporate experience and education prompted her interest in the overlapping spheres of markets, governments, and NGOs, occasioning the Ph.D. in Public Affairs from the University of Colorado Denver focusing on economic development. Dr. Hannaway’s has extensive experience in business, and extensive teaching experience, but genuinely enjoys teaching undergraduate and graduate, classroom and online classes the most. Thus, she chose to shift her career to higher education in after realizing it fit her best. She has been successful creating new graduate programs, developing new classes, and actively recruiting and mentoring students. Her research areas include income inequality, corruption, education funding, and economic development. As a Doctor of Public Affairs with many years of business training, she can teach the unique aspects between public and private enterprises with a breadth of administration acumen. She maintains a business analytics consulting business staying abreast of markets, innovations, and econometrics. Her favorite subjects to teach are in economics, finance, marketing, and the public administration arenas. She grew up in Colorado and enjoys the Colorado lifestyle.
PUAD 5005 - The Policy Process and Democracy
Introduces theoretical and applied studies of the policy process. Policy process includes how (I) issues are conceptualized and brought forward as problems needing action; (II) policies are designed and selected; and (III) enacted policies are implemented, monitored, evaluated, and revised. Max hours: 3 Credits.

Sections 001 | In-Person: Wednesdays, 3:30-6:15 PM

Instructor: Ian Danielson is a PhD Candidate in the University of Colorado Denver's School of Public Affairs. He has a BA in Psychology from Macalester College and MPAs in Policy Analysis and Economic Development from Indiana University's School of Public and Environmental Affairs (SPEA). Ian has practical experience in a variety of areas, including local economic development, data management and analysis, grant writing, early childhood and higher education, and program evaluation. He studies morality (or social regulatory) policy, with a focus on US drug policy, but also has experience and interest in the areas of criminal justice policy and administration, early childhood education policy, and policy analysis.

Sections E01 and E02 | Online

Instructor: Professor 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 UC-D Auraria campus.

PUAD 5006 - Public Service Leadership
Provides understanding of the role played by leaders within and across public and nonprofit organizations, and in complex social environments. Examines theories of leadership, skills and processes employed by effective leaders, and ethical conduct of leaders in shaping societal values. Max hours: 3 Credits.

Section E01 | Online

Instructor: Amanda Hasty is a part-time Lecturer with the University of Colorado Denver School of Public Affairs and teaches 5006-OL and 5633-OL. Ms. Hasty has over 11 years’ experience in public administration at both the local and Federal level. She has managed and directed programs and departments in the area of environmental protection, rural and mitigation planning and emergency management. She has worked as Executive Director of a nonprofit focused on downtown revitalization and has also worked as a managerial consultant and leadership coach. Ms. Hasty is a founding board member and presently serves as an advisory board member for Healthkind, a nonprofit organization that works with South Sudanese nationals to address health needs in South Sudan. Ms. Hasty
completed her graduate studies at the University of Denver receiving both a Master of Business Administration at the Daniels’ College of Business and a Master of Resource Law Study from the Sturm College of Law and received her Coaches Training from the Coaches Training Institute in San Rafael, CA.

Section E02 | Online

**Instructor: Robyn Mobbs** is a Senior Instructor at the University of Colorado Denver School of Public Affairs, where she teaches courses in the Masters of Public Administration (MPA) degree program. Dr. Mobbs’ teaching interests include public management and administration, leadership, public policy, health policy, research methods, and systems science. She especially focuses on the application of theories to practice, and aims to foster knowledge, skills and techniques needed to successfully implement policies, projects, and programs to address problems within organizations and in society. Dr. Mobbs’ research interests and expertise focus on health and public health systems, inter-organizational relationships, networks, policy implementation and collaborative governance. Her research has been supported by the National Coordinating Center for Public Health Services and Systems Research and the Robert Wood Johnson Foundation. Dr. Mobbs has worked within the University of Colorado system since 2003. Previously, she was an Instructor in the Department of Pediatrics at the School of Medicine, where she held leadership roles in various state and federal level grants and provided strategic leadership as Head of Administration and Finance of Colorado WIN Partners at the School of Medicine; and Acting Administrator and Health Administration Discipline Director for JFK Partners, a multifaceted Interdepartmental Program of the Departments of Pediatrics and Psychiatry at the School of Medicine. Prior to the University of Colorado, she worked in policy and quality assurance at the University of Wollongong in New South Wales, Australia. Dr. Mobbs earned her Ph.D. in Public Affairs from the University of Colorado Denver School of Public Affairs. She also has a MBA from the University of Southern Queensland, Australia and an undergraduate degree in Political Science from the University of Colorado Boulder.

Section 001 | In-Person: Thursdays, 5:00-7:45 PM

**Instructor: Sean McCandless** works for the UC Denver School of Public Affairs (SPA) as an academic resources coordinator and adjunct faculty member and is also a PhD candidate at SPA. He has taught a variety of courses at the graduate and undergraduate levels, including public administration, political science, and English writing. Sean’s research interests revolve around social equity, public service, administrative ethics, and the intersections between constitutional law and public administration. He is published in Administrative Theory & Praxis, Public Administration Review, and a soon-to-be released edited book on the administrative and policy dimensions of youth violence.

PUAD 5110 - Seminar in Nonprofit Management

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. Max hours: 3 Credits.

Section 001 | In-Person: Mondays, 3:30-6:15 PM

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Instructor: Jason Machado is currently a Doctoral Candidate and received his MPA from UCD in 2006. Jason’s research interests include comparative public administration, nonprofit board governance, grassroots advocacy and the role of nonprofits in the policy process. He has worked as a Public and Legislative Affairs Director for multiple Colorado nonprofits and continues to consult on several advocacy projects that promote civic engagement and voter access.

PUAD 5115 - Effective Grant Writing for Nonprofit and Public Sector Managers
This course is designed to provide students with the knowledge and skills to perform one of the most critical functions for any public or nonprofit sector agency today: gaining funds through proposals. Students learn how to locate and analyze funding opportunities through public and private funders and how to research, plan and write effective and competitive proposals. The course provides theoretical and practical knowledge about persuasive writing, the proposal submission and review process, building effective relationships with funders and how to proceed after post-funding decisions (positive or negative). Max hours: 3 Credits.

Section E01 | Online

Instructor: Kim Hedberg is a business consultant working with companies on sustainability issues, professional development, business plan writing, financial analysis, and finding funding. With advanced degrees in both Hydrology and Business, and an undergraduate degree in Economics, she has lent her skills to teaching, environmental consulting, and business consulting. Her experience includes over 25 years of managing both nonprofits and for-profit ventures. Other skills include project management, data analysis, business consulting, and negotiation. She has significant experience fundraising, grant writing, managing staff and budgets, developing programs and policies, and running an organization. She began teaching the Grant Writing Class in the School of Public Administration in the spring of 2016. In her spare time, she loves to backcountry ski, and she has been an active member of the National Ski Patrol for over 20 years.

PUAD 5140 - Nonprofit Financial Management
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. Max hours: 3 Credits.

Section E01 | Online

Instructor: Erik Estrada is an attorney whose 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 Denver, School of Public Affairs (M.P.A.), where he was named the Outstanding Student, the University of Denver College of Law (J.D.), where he was named a Chancellor’s Scholar, and the Boston University School of Law (LL.M.). Prior to attending graduate school, Erik served as a Trustee, Senior
Fellow and Program Director at the El Pomar Foundation and as a Program Officer at the Boettcher Foundation.

PUAD 5180 - Social Entrepreneurship
Designed to introduce students to the concept of social entrepreneurship. Using nonprofit (and public) organizational examples, students gain an understanding of what it means to be an innovative manager. Students study techniques designed to advance an organization's mission and increase organizational effectiveness, accountability and efficiency through the use of for-profit techniques within a nonprofit context. Max hours: 3 Credits.

Section 001 | In-Person: Wednesdays, 6:30-9:15 PM
Instructor: John Ronquillo's research focuses on the processes of innovation in government and nonprofit organizations, as well as other related issues involving cross-sector collaboration, social innovation, and public and nonprofit management in general. He is currently engaged in research on hybrid social enterprises including low-profit limited liability companies (L3Cs), certified B Corporations, and benefit corporations. He has manuscripts published or forthcoming in Public Administration Review, The Nonprofit Quarterly, Handbook of Decision Making, Leadership in Nonprofit Organizations, and Human Resource Management in the Nonprofit Sector: Passion, Purpose and Professionalism. He has served as an advisor to student groups entering various competitions including the Dell Social Innovation Challenge and the Clinton Global Initiative. Dr. Ronquillo currently serves as a member of the Board of Directors for the Association for Research on Nonprofit Organizations and Voluntary Action.

PUAD 5250 - Intergovernmental Management
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. Max hours: 3 Credits.

Section E01 | Online
Instructor: Jisun Youm Bio coming soon!

PUAD 5271 - Managing Conflict and Change
Explores the process of change in organizations, communities, society, and conflicts that arise. Through the use of relevant case studies and role playing exercises, students are provided a practical framework for looking at change and managing conflict associated with change. Max hours: 3 Credits.

Section E01 | Online
Instructor: Ida Drury, MSW is a PhD Student at the School of Public Affairs as well as a faculty member at the Kempe Center for the Prevention and Treatment of Child Abuse and Neglect on Anschutz Medical Campus. She has over a decade of professional experience in the area of child welfare, from frontline casework to state-level administration. Her research interests are emotional labor and street-level
bureaucracy. She lives in a vibrant, changing neighborhood in Denver with her partner James, and her cat, Mouse.

PUAD 5320 - Public Policy Analysis
Provides training in the systematic analysis of policy and program initiatives using an economics orientation and employing a case method. The course covers benefit-cost analysis, cost-effectiveness analysis, present values, and the treatment of multiple criteria in public sector program analysis. Prereq: PUAD 5003, 5004 and 5005. Max hours: 3 Credits.

Section E01 | Online

Instructor: Tamara Hannaway has been teaching at the university level since 2002. She invested the first twenty years of her career in the corporate world in management, finance, sales, and marketing for three fortune 500 companies. She earned significant time in strategic planning, forecasting, and management positions. She earned her MBA concentrating in economics in 1995 from Westminster University in Salt Lake City. The corporate experience and education prompted her interest in the overlapping spheres of markets, governments, and NGOs, occasioning the Ph.D. in Public Affairs from the University of Colorado Denver focusing on economic development. Dr. Hannaway’s has extensive experience in business, and extensive teaching experience, but genuinely enjoys teaching undergraduate and graduate, classroom and online classes the most. Thus, she chose to shift her career to higher education in after realizing it fit her best. She has been successful creating new graduate programs, developing new classes, and actively recruiting and mentoring students. Her research areas include income inequality, corruption, education funding, and economic development. As a Doctor of Public Affairs with many years of business training, she can teach the unique aspects between public and private enterprises with a breadth of administration acumen. She maintains a business analytics consulting business staying abreast of markets, innovations, and econometrics. Her favorite subjects to teach are in economics, finance, marketing, and the public administration arenas. She grew up in Colorado and enjoys the Colorado lifestyle.

PUAD 5361 - Capstone Seminar
Synthesizes competencies gained throughout the course of study into a client-based research project. Students conduct independent research, complete a final written project demonstrating their qualifications and expertise, and orally present findings to a committee of faculty and public administration professionals. Max hours: 3 Credits.

Section E01 | Online

Instructor: Malcolm Goggin Professor 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 UC-D Auraria campus.

Section 001 | In-Person: Fridays, 5:00-7:45 PM

Instructor: Wendy Bolyard has been serving in higher education administration for more than 20 years. Dr. Bolyard has worked at five universities, a Fortune 500 company, a small non-profit organization, and she sat on the Non-Profit Advisory Board at the University of Central Florida. Dr. Bolyard has been teaching for the past ten years. She received her Ph.D. in Public Affairs from the University of Central Florida. In addition, she holds a B.S.J. and M.A from West Virginia University. Dr. Bolyard recently founded K-20 Consulting, an organization that works with universities to develop best practices in recruiting and admissions, model business processes, and create financial aid leveraging strategies. She also works with organizations on strategic planning and optimization of technology infrastructure to support automation of routine tasks and report on performance. Dr. Bolyard has consulted with numerous institutions on performance management and constituent relationship management and she recently served on the Board of Directors for the Autism Society of Colorado.

Section 002 | In-Person: Fridays, 5:00-7:45 PM

Instructor: Benoy Jacob is an Assistant Professor and the Director for the School’s Center for Local Government Research and Training. Benoy also directs the School’s Certified Public Management Program. Benoy’s research focuses on the growth and governance of cities; in particular, issues of public finance, state and local relationships, and social diversity and equity. His work has been featured in Urban Affairs Review, the National Tax Journal, and Public Administration Review. Benoy also serves on the Executive Committee for ASPA’s Section on Intergovernmental Administration and Management, and the Executive Committee for the National Certified Public Management Association. Benoy’s work has been supported by the Rockefeller Foundation, the Lincoln Institute of Land Policy, and ASPA’s Center for Accountability and Performance. Recently, Benoy has also worked on applied research projects for the Denver Regional Council of Governments, and the Colorado Municipal League. Prior to joining the School of Public Affairs, Benoy was an Assistant Professor of Politics and Policy at Claremont Graduate University’s School of Politics and Economics. Benoy earned his PhD in Public Administration in 2008 from the University of Illinois – Chicago. While completing his PhD, he worked as a Summer Associate at RAND and was also awarded a Lincoln Institute of Land Policy dissertation fellowship. Benoy has also worked as a land-use planner for Rockland County, New York, and as a development consultant for a small consulting firm in the New York Metropolitan Area.

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PUAD 5380 - Citizen Participation: Theory and Practice

Tackles the issues of citizen participation and community involvement in theory and practice. Students work in class on understanding the theoretical foundations that are relevant to citizen participation. Students engage in significant out-of-class projects to ground them in the practice of public involvement. Max hours: 3 Credits.
Section 001 | In-Person: Tuesdays, 5:00-7:45 PM

Instructor: Pamela Medina is a Senior Instructor whose research interests include e-government, civic engagement and volunteerism, health policy, and comparative public administration. She holds a PhD in Public Affairs with a specialization in public policy research, as well as a master's degree in International Politics from the University of Central Florida. Prior to joining the University of Colorado, she served as a researcher at the Florida Center for Nursing, and was also involved in community organizations including Central Florida Community Arts and the United Nations Volunteers.

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PUAD 5440 - Negotiation and Conflict Resolution

Focuses on concepts and skills necessary to negotiate policy and management decisions and manage internal and external conflicts. Designed to help students understand the dynamics that affect negotiations and to apply the principles and strategies of negotiation in a variety of decision making and dispute resolution contexts. Max hours: 3 Credits.

Section 001 | In-Person (Intensive): Aug 26, Aug 27, Sept 9, Sept 10, Sept 23, Sept 24

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. Wendell has also 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. He holds a law degree from the University of Denver, College of Law and an MPA from the University of Colorado. He has also been involved with numerous community organizations, including the San Francisco branch of the NAACP.

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PUAD 5503 - Public Budgeting and Finance

Covers concepts to manage the fiscal purse, prioritize resources, use financial documentation, and analyze fiscal data. Includes budget policy, content, format, processes, performance management, forecasting, inflation adjustment, time value of money, cost analysis, financial condition analysis, and spreadsheet competency. Max hours: 3 Credits.

Section 001 | In-Person: Tuesdays, 3:30-6:15 PM

Instructor: Todd Ely received his Ph.D. from the Robert F. Wagner Graduate School of Public Service at New York University and holds an M.P.A. from the University of Arizona. His research interests include the financing of state and local public services, education policy, and public and not-for-profit financial management. His current research examines the financing of school capital spending and alternative teacher compensation systems. Previously, Dr. Ely provided research assistance at the Institute for Education and Social Policy in New York and served as a Lecturer on Public Administration at New York University. Prior to returning to school, he worked in management consulting and university
PUAD 5626 - Local Government Politics and Policy
Examines local government from the perspective of politics and public policy making. The course focuses on local government political structures, policy analysis and formulation, political forces in administrative decision making, and the relationships between professional administrators and elected officials. Max hours: 3 Credits.

Section 001 | In-Person: Thursdays, 5:00-7:45 PM

Instructor: Allan Wallis is an Associate Professor of Public Policy at the School of Public Affairs, University of Colorado Denver, where he directs the concentration in local government. He currently teaches courses in leadership and ethics, urban policy, growth management policy, and innovation in public management. He has also taught courses in architecture, city planning and urban design. An active researcher, Dr. Wallis focuses his work on emerging forms of metropolitan regional governance, leadership development, and methods for improving collaboration among nonprofit organizations. He is currently working on a metropolitan regionalism project in South Florida and Chicago under a grant from the MacArthur Foundation. He has authored numerous articles, book chapters, and a book-Wheel Estate: the Rise and Decline of Mobile Homes. Professor Wallis holds a Bachelors in Architecture from The Cooper Union, a Master of Public Administration from the Kennedy School of Government at Harvard, and a Ph.D. in Environmental Psychology from the Graduate School of the City University of New York. Dr. Wallis has also taught at The Cooper Union, Pratt Institute, Ball State University and the University of Colorado at Boulder.

PUAD 5631 - Seminar in Environmental Politics and Policy
Examines the fundamental principles of politics and policy that shape strategies of environmental protection. Focuses on the role of institutional processes, government organizations and nongovernmental organizations in environmental politics and policy. Max hours: 3 Credits.

Section 001 | In-Person: Mondays, 3:30-6:15 PM

Instructor: Tanya Heikkila joined the faculty of the School of Public Affairs in Fall 2009. Previously, she was an assistant professor in Columbia University's School of International and Public Affairs and the Associate Director of the Columbia Water Center. Before joining Columbia she was a postdoctoral research fellow at Indiana University's Workshop in Political Theory and Policy Analysis. Her research interests are in the study of institutions for managing water resources, with particular interest in transboundary and collaborative resource governance, as well as institutional change and learning. Her research has been funded by the National Science Foundation, the Sloan Foundation, the PepsiCo Foundation, and the National Oceanic and Atmospheric Administration. Heikkila has published numerous articles and co-authored a book titled Common Waters Diverging Streams: Linking Institutions...
and Water Management in Arizona, California, and Colorado. She holds an M.P.A. and Ph.D. from the University of Arizona, School of Public Administration and Policy (1998, 2001).

PUAD 5650 - Public Policies for Homeland Security and Disasters
Examines public policymaking and administration related to homeland security and disasters in the United States, including the interplay between security and traditional hazards management concerns. Assesses the role of institutional processes, governmental and nongovernmental organizations in policy development and implementation.

Section 001 | In-Person: Wednesdays, 5:00-7:45 PM

Instructor: Dr. Deserai Anderson Crow is Associate Professor in the School of Public Affairs at the University of Colorado Denver. Crow earned her PhD from Duke University’s Nicholas School of the Environment in Environmental Policy. She also holds a Master of Public Administration from the University of Colorado at Denver’s School of Public Affairs and a B.S. in Journalism from the University of Colorado Boulder. Dr. Crow researches local and state-level environmental policy, including stakeholder participation and influence, information sources used, and policy outcomes. Her work often focuses on natural disaster recovery and risk mitigation in local communities and natural resource agencies. Dr. Crow’s natural hazards work includes a study of community flood recovery and policy learning in the aftermath of the 2013 floods in Colorado that is funded by the National Science Foundation. A second current project analyzes the role of agencies and individuals in promoting wildfire risk mitigation on private property in the Wildland Urban Interface across the West. Prior to her academic work, she worked as a broadcast journalist and for the U.S. Fish and Wildlife Service.

PUAD 5930 - Interpersonal Violence Law and Policy*
This course provides insight into public policy and law affected by or affecting interpersonal violence, (welfare reform, child maltreatment, criminal and civil court responses). Students will understand the role of law enforcement agents and the practice of victim advocacy, and describe and engage in methods to change law and policy.

Section H50 & H51 | Hybrid (Intensive): Aug 14-18; 8:30 AM – 5:30 PM
*This course is part of the Gender Based Violence program; please contact Barb.paradiso@ucdenver.edu for further information.

Instructor: Victoria L. Lutz, JD - For most of Vicki’s 37-year legal career she has worked to end sexual and domestic violence. Currently, she provides domestic violence expert counsel and testimony in civil and criminal cases throughout Colorado and performs annual grant review for the Department of Justice’s Office on Violence Against Women. She is admitted to the Colorado and New York bars and has been endorsed and qualified as an expert witness in many federal and state courts. From 2004 to 2012 Vicki was the executive director of Colorado’s Crossroads Safehouse, and for the decade prior to 2004 she held the same title at New York’s Pace Women’s Justice Center. She has been a law professor and has handled civil and criminal cases ranging from harassment to homicide. In addition to training thousands on gender violence issues in America, Canada, and Africa, she has authored more
than 15 books or articles. She was on the faculty of the National Institute for Trial Advocacy (NITA) for many years, and is the recipient of many honors. Under a 2012-2014 Colorado University grant, she was a statewide consultant for domestic violence programs.

PUAD 6600 - Special Topics: Public Administration
Topics vary - see individual course descriptions under each section.

**Section 001 | In-Person (Intensive): Nov 3-5, Nov 10-12**

*Colorado State Politics:* This course will focus specifically on Colorado and the role of local, state and federal politics that impact our state. It is an interactive dialogue so prepare to hear from a variety of perspectives and voices on the face of Colorado politics and how decisions are made. You will agree with some and you will disagree with others... but you should find yourself in the midst of some lively conversations. If we get the job done, you should have a better perspective on the Gordian Knot that exists involving TABOR, Gallagher and Amendment 23; you should be able to have a well-informed conversation about how City Council makes decisions and why the marijuana laws in Colorado are being regulated differently than in California.

**Instructor: Jamie Van Leeuwen** currently serves as the Senior Advisor for Governor Hickenlooper after almost four years as Deputy Chief of Staff and Director of Community Partnerships. Leading up to the Hickenlooper administration, he worked as the Policy Director and served on the transition team for the Hickenlooper for Colorado gubernatorial campaign. He is also the founder and Executive Director of the Global Livingston Institute, a non-governmental organization in East Africa designed to engage students and community leaders to develop innovative solutions to poverty and is a Senior Research Fellow with the Buechner Institute at the University of Colorado Denver School of Public Affairs. He became a Fulbright Scholar in 2013.

**Section 003 | In-Person (Intensive): Oct 28, 29; Nov 17-19; Dec 1-3**

*Resourcing Societal Change: Philanthropy and Impact Investing:* Philanthropy – the love of humankind – is as old as civilization. But in the last century, it has come to take on significant importance and influence as philanthropic organizations have grown in size and impact. In the last ten years, philanthropy has been adapting to a new set of interests and tools – the investment of resources that result in financial and social impact. Today, the organized field of philanthropy and its companion field, impact investing, are growing at a remarkable speed. This course will explore the origins of philanthropy and impact investing and provide students with an in-depth understanding of:

- How philanthropy works today and the nuances that exist among different forms of philanthropy and investment;
- Individual giving, foundations, corporate philanthropy, and impact investing;
- New trends among individual and institutional investors;
- Different approaches that funders are taking to influence how services are delivered; and,
- Striking efforts to affect systems changes.

**Instructor: Katherine Pease** has worked with foundations, investors and organizations for over 20 years. She served as the executive director of the Gill Foundation and as Senior Vice President for Philanthropic Investments and Policy at Gary Community Investments, which includes The Piton Foundation. She has also consulted extensively with foundations, investors and nonprofits organizations on strategy, program design, organizational development, and related topics. She regularly presents on
topics ranging from social equity in impact investing to strategic planning for foundations and philanthropic networks. She earned her Bachelor of Arts from The Colorado College and her Master’s in Public Administration from The University of Colorado. She currently serves on the Board of Directors of Global Greengrants Fund. She is also on the Steering Committee of Impact Finance Center at the University of Denver and she serves on the Advisory Board for the School of Public Affairs at the University of Colorado.

PUAD 6910 - Internship

For students who have not had government experience. Studies and reports are made while students have full- or part-time administrative traineeships, internships, or similar positions in government agencies or government-related organizations. Prereq: Completion of the common core courses. It is recommended that at least three of the track courses also be completed. Max hours: 3 Credits.

Section 900 | Individually Scheduled

Instructor: Kelly Hupfeld earned her JD in 1991 from Northwestern University School of Law. She joined SPA’s Center for Education Policy Analysis in 2007. Previously, she worked as Director of Policy for the Public Education & Business Coalition, Senior Policy Analyst at the Bighorn Center for Public Policy, and maintained a consulting practice on education policy. She also practiced labor and employment law in Chicago for a number of years. Her current areas of research interest include education systems, leadership, strategic human capital management, school finance, and encouraging innovation.
PhD Public Administration Courses

PUAD 8010 - Historical and Comparative Foundations of Public Administration
A doctoral seminar on developments and changes in public administration as a field of study. It examines how theory and practice have evolved and how the field is defined, studied and taught. It must normally be taken during the first full semester of the doctoral program.

Section 001 | In-Person: Tuesdays, 4:00-6:45 PM

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).

PUAD 8030 - Seminar in Public Policy
Offers an in-depth examination of contemporary literature, concepts, and theories of public policy, with an emphasis on policy process. Current issues and research problems are emphasized to prepare students for their advanced research.

Section 001 | In-Person: Mondays, 4:00-6:45 PM

Instructor: Dr. Chris Weible received his Ph.D. in Ecology from the University of California Davis. He earned a Master in Public Administration and a Bachelor of Science in Mathematics and Statistics from the University of Washington. He is a returned Peace Corps Volunteer. Dr. Weible is the co-editor for the Policy Studies Journal. He teaches courses in environmental politics, policy processes, policy analysis, and research methods and design. He co-directs the Workshop on Policy Process Research (WOPPR) and is currently serving as the Director for the PhD Program for the School of Public Affairs at the University of Colorado Denver. Dr. Weible recently co-edited with the late Paul Sabatier the third edition of the Theories of the Policy Process. Recent and current research include studying multi-stakeholder collaboration processes in aquaculture partnerships, assessing policy designs and improving outcomes in organic farming, and analyzing the politics of unconventional oil and gas development using hydraulic fracturing (fracking).
PUAD 8050 - Quantitative Methods I
Introduces foundational principles & techniques of quantitative analysis in social sciences generally & in public affairs specifically, incl statistical inference, regression analysis, other related estimation techniques, & commonly-used statistical software packages. Students should have taken master level stats course w/in last 3 yrs.

Section 001 | In-Person: Thursdays, 4:00-6:45 PM

Instructor: Dr. Lucy Dwight's scholarly interests are drawn from her childhood in the rural South, focusing on the intersection of race and place with particular consideration of inequality, public policy, and racial attitudes in the contemporary U.S. Her recent work has connected these interests to the criminal justice system. Dr. Dwight completed her MA and Ph.D. in sociology at Penn State. Her undergraduate degree in public health was earned at UNC-Chapel Hill. Prior to joining UC-Denver, she was a member of the faculty at the University of Denver and Western Washington University in Bellingham, WA. She also worked for several years in Institutional Research at UC-Denver, and she has consulted with several policy organizations in the Denver area. She primarily teaches statistics and research methods, and occasional courses on urban issues as well as race and public policy.

PUAD 8060 - Seminar on the Conduct of Empirical Inquiry
Introduces basic elements of research design in the social sciences, focusing on the relationship between theories and methods, concept development and measurement, selection of observations or cases, and alternative methods of data collection and analysis.

Section 001 | In-Person: Wednesdays, 4:00-6:45 PM

Instructor: Tanya Heikkila joined the faculty of the School of Public Affairs in Fall 2009. Previously, she was an assistant professor in Columbia University’s School of International and Public Affairs and the Associate Director of the Columbia Water Center. Before joining Columbia she was a postdoctoral research fellow at Indiana University’s Workshop in Political Theory and Policy Analysis. Her research interests are in the study of institutions for managing water resources, with particular interest in transboundary and collaborative resource governance, as well as institutional change and learning. Her research has been funded by the National Science Foundation, the Sloan Foundation, the PepsiCo Foundation, and the National Oceanic and Atmospheric Administration. Heikkila has published numerous articles and co-authored a book titled Common Waters Diverging Streams: Linking Institutions and Water Management in Arizona, California, and Colorado. She holds an M.P.A. and Ph.D. from the University of Arizona, School of Public Administration and Policy (1998, 2001).