



# School of Public Affairs

UNIVERSITY OF COLORADO DENVER



## SPA Course Offerings

The following Fall 2017 courses are available and run August 21<sup>st</sup> – December 16<sup>th</sup>.

Please refer to the [Syllabi page](#) on the SPA website closer to the start of term to view your course syllabi and textbook information.

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

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# Graduate Public Administration Courses

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## 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 001** | In-Person: Tuesdays, 5:00-7:45 PM

**Instructor: Sebawit Bishu** | [Sebawit.Bishu@ucdenver.edu](mailto:Sebawit.Bishu@ucdenver.edu)

Sebawit Bishu is an instructor at University of Colorado at Denver School of Public Affairs (SPA). She has taught graduate and under graduate level courses in public administration and urban planning. Sebawit conducts her research on issues related to equal employment opportunity and diversity in the public sector and social justice and equity issues in urban transformation. Sebawit has published in *Administration and Society*.

**Section E01** | Online

**Instructor: Denise Scheberle** | [Denise.Scheberle@ucdenver.edu](mailto:Denise.Scheberle@ucdenver.edu)

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.

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## 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 001** | In-Person: Tues, 6:30-9:15 PM

**Instructor: William L. Swann** | [William.swann@ucdenver.edu](mailto:William.swann@ucdenver.edu)

Will 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).

## Section E01 | Online

**Instructor: Robyn Mobbs** | [Robyn.Mobbs@ucdenver.edu](mailto:Robyn.Mobbs@ucdenver.edu)

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, interorganizational 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.

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

**Instructor: William L. Swann** | [William.swann@ucdenver.edu](mailto:William.swann@ucdenver.edu)

Will 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).

### **Section E01 | Online**

**Instructor: Pamela Medina | [Pamela.MedinaGutierrez@ucdenver.edu](mailto:Pamela.MedinaGutierrez@ucdenver.edu)**

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 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 001 | In-Person: Mon, 3:30-6:15 PM**

**Instructor: Kristin Olofsson | [Kristin.Olofsson@ucdenver.edu](mailto:Kristin.Olofsson@ucdenver.edu)**

Kristin Olofsson is a research associate and PhD candidate at SPA. She is also a research fellow with the University of Stirling in Scotland, UK. Her current research focuses on environmental and energy policy, with interests primarily in comparative policy processes and institutional analysis. Past research focused on economic and financial market growth as well as political psychology and its intersection with democratic theory. Kristin worked in economic and financial research in the private sector before joining SPA. She is published in Environmental Communication, Review of Policy Research, European Policy Analysis, Environment Magazine, and several edited volumes.

### **Section E01 | Online**

**Instructor: KD Park | [kyudong.park@ucdenver.edu](mailto:kyudong.park@ucdenver.edu)**

Kyudong (KD) Park works for the UC Denver School of Public Affairs (SPA) as an academic resource assistant (statistics) and is also a PhD candidate at SPA. KD's research interests are comparative public policy, environmental policy, and policy process theory. He is published in Journal of Asian Public Policy, Korean Governance Review, and Journal of Governmental Studies.

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## 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: Mon, 3:30-6:15 PM

**Instructor: Deserai Crow** | [Deserai.crow@ucdenver.edu](mailto:Deserai.crow@ucdenver.edu)

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.

**Sections E01** | Online

**Instructor: Pamela Medina** | [Pamela.MedinaGutierrez@ucdenver.edu](mailto:Pamela.MedinaGutierrez@ucdenver.edu)

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 5006 – Leadership and Professional Ethics

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.

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

**Instructor: Wendy Bolyard** | [Wendy.Bolyard@ucdenver.edu](mailto:Wendy.Bolyard@ucdenver.edu)

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.

## Sections E01 | Online

**Instructor: Robyn Mobbs** | [Robyn.Mobbs@ucdenver.edu](mailto:Robyn.Mobbs@ucdenver.edu)

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, interorganizational 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.

## PUAD 5008 - Evidence-Based Decision-Making

Course provides opportunities for students to use skills developed in Research and Analytic Methods (including developing research/evaluation questions, designing surveys/interview guides, and analyzing data) to inform decisions and/or develop recommendations in multiple policy, management, and program evaluation scenarios. Max hours: 3 Credits.

**Section 001** | In-Person: Thurs, 5:00-7:45 PM (Classroom 500)

**Instructor: Danielle Varda** | [Danielle.Varda@ucdenver.edu](mailto:Danielle.Varda@ucdenver.edu)

Danielle Varda is an Assistant Professor at the School of Public Affairs, with a secondary appointment in



the Colorado School of Public Health, Department of Health Systems, Management, and Policy. She specializes in collaborative management and policy networks, focusing specifically in public health systems research. Her research focus is on evaluating the network structure of collaborations between the public, private, and nonprofit sectors and the subsequent network effects of these recorded interactions. Dr. Varda's PARTNER tool was featured in her first place award for the 2008 Maxwell School Collaborative Governance Initiative competition, Teaching Simulation. In addition, she was recently awarded the "Public Health Systems and Services Article of the Year" award by Academy Health PHSSR Interest Group for her paper "Core Dimensions of Connectivity in Public Health Collaboratives". Her research portfolio includes projects in the areas of maternal/child health, public health preparedness, nonprofit community networks, and evaluation of collaboration. She is an experienced interviewer, facilitator, and has extensive experience developing and administering surveys.

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### 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: Thurs, 5:00-7:45 PM

**Instructor: Juniper Katz** | [Juniper.Katz@ucdenver.edu](mailto:Juniper.Katz@ucdenver.edu)

Juniper Katz is a research fellow, PhD student, and lecturer at the UC Denver School of Public Affairs. She has a Masters of Science in Resource Management and Administration from Antioch University New England. Before returning to graduate school, Juniper worked in the land conservation field where she protected over 49,000 acres of wildlife habitat and agricultural land. Prior to entering the School of Public Affairs, she was an executive director at a nonprofit land trust. Juniper's research interests include the role of public bureaucrats in mediating bias and reinforcing democratic regime values. She also studies the role of public policy in influencing the priorities of nonprofit environmental organizations in placed-based contexts.

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### 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** | [Kim.Hedber@ucdenver.edu](mailto:Kim.Hedber@ucdenver.edu)

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.

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## PUAD 5120 - Nonprofits and Public Policy

Examines the intersection of public policy and the nonprofit world and the ways in which each affects the other. The course examines current policy issues that relate to the nonprofit sector such as conversion of nonprofit to for-profit status, regulation of the nonprofit sector, issues of financial management, the role of nonprofits in devolution and privatization of government services, tax exemptions, "charitable choice," donor control, governance and the future of the future of the sector. The course examines the ways nonprofits have affected the policy process and public policies by exploring the factors that shape social movements, nonprofit advocacy, strategies of influence, and the role of nonprofits in social movements such as Civil Rights and the environment. Max hours: 3 Credits.

### Section E01 | Online

**Instructor: Jason Machado** | [Jason.Machado@ucdenver.edu](mailto:Jason.Machado@ucdenver.edu)

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.

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## 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.

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## 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 E01** | Online

**Instructor: Sandy Zook** | TBD  
Bio coming soon!

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## 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 5003/7003, 5004/7004 and 5005/7005. Max hours: 3 Credits.

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

**Instructor: Sean McCandless** | [Sean.McCandless@ucdenver.edu](mailto:Sean.McCandless@ucdenver.edu)

Sean McCandless, PhD works for the UC Denver School of Public Affairs (SPA) as an academic resources coordinator and instructor. 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 several books.

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

**Instructor: Christine Martell** | [Christine.Martell@ucdenver.edu](mailto:Christine.Martell@ucdenver.edu)

Dr. Christine Martell is an Associate Professor and MPA Program Director at the School of Public Affairs, University of Colorado Denver where she focuses on issues of public finance and policy. Her teaching

and research interests include debt policy issues, fiscal federalism, international development, and the development of municipal credit markets in developing countries.

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

**Instructor: Wendy Bolyard** | [Wendy.Bolyard@ucdenver.edu](mailto:Wendy.Bolyard@ucdenver.edu)

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 E01** | Online

**Instructor: Pamela Medina** | [Pamela.MedinaGutierrez@ucdenver.edu](mailto:Pamela.MedinaGutierrez@ucdenver.edu)

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 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 E01** | Online

**Instructor: Pamela Medina** | [Pamela.MedinaGutierrez@ucdenver.edu](mailto:Pamela.MedinaGutierrez@ucdenver.edu)

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): 8/25-26; 9/8-9; 9/22-23

Fridays, 4:00 - 9:00 PM; Saturdays, 8:30 AM - 5:00 PM

**Instructor: Wendell Pryor** | [Wendell.Pryor@ucdenver.edu](mailto:Wendell.Pryor@ucdenver.edu)

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 E01** | Online

**Instructor: Christine Martell** | [Christine.Martell@ucdenver.edu](mailto:Christine.Martell@ucdenver.edu)

Dr. Christine Martell is an Associate Professor and MPA Program Director at the School of Public Affairs, University of Colorado Denver where she focuses on issues of public finance and policy. Her teaching and research interests include debt policy issues, fiscal federalism, international development, and the development of municipal credit markets in developing countries.

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## 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: Weds, 5:00-7:45 PM

**Instructor: Allan Wallis** | [Allan.Wallis@ucdenver.edu](mailto:Allan.Wallis@ucdenver.edu)

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 Bachelor's 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.

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## 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 | Online

**Instructor: Tanya Heikkila** | [Tanya.Heikkila@ucdenver.edu](mailto:Tanya.Heikkila@ucdenver.edu)

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).

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## 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. Cross-listed with CRJU 5650. Max hours: 3 Credits.

## Section E01 | Online

**Instructor: Deserai Crow** | [Deserai.Crow@ucdenver.edu](mailto:Deserai.Crow@ucdenver.edu)

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.

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## PUAD 5910 – Nature and Scope of Interpersonal Violence\*

This course will analyze the social, historical, political, legal, and psychological aspects of gender based violence. Topics addressed include: definitions of the problem, demographics, children and youth exposed, national and global perspectives. Strategies for prevention, intervention, treatment, and social change are explored. Cross-listed with CRJU 5910 and 7910. Max hours: 3 Credits.

**Section H50 & H51** | Hybrid (Intensive): In-Person 8/13-17, 8:30 AM - 5:30 PM; Online 8/18-12/16

*\*This course is part of the Gender Based Violence program; please contact [Barb.paradiso@ucdenver.edu](mailto:Barb.paradiso@ucdenver.edu) for further information.*

### **Instructor: Kathryn Woods** |

Dr. Kathryn Woods is an Assistant Professor at Ferris State University in Big Rapids, Michigan as well as an Adjunct Faculty Member for the University of Colorado Denver, School of Public Affairs. Dr. Woods teaches advanced clinical skills as well as courses about interpersonal violence, including sexual assault, sexual abuse, intimate partner violence, and stalking. She has been teaching in higher education since 2004 and teaching is her greatest passion. Kathryn lives in Michigan with her miniature dachshund, Zoe.

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## PUAD 6600 - Special Topics: Public Administration

Topics vary - see individual course descriptions under each section.

**Section 001** | In-Person (Intensive): 10/26-28 and 11/2-4

Thursdays and Fridays, 4:00-9:00 PM; Saturdays, 8:00 AM – 5:00 PM

**Topic:** Colorado State Politics

**Instructor: Jamie Van Leeuwen** | [James.VanLeeuwen@ucdenver.edu](mailto:James.VanLeeuwen@ucdenver.edu)

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 002** | In-Person: Mon, 5:00-7:45 PM

**Topic:** Regulatory Governance and Public Policy

This course is a 3-credit elective in the MPA degree program. The class offers students an analytical introduction to how public policy is developed through the regulatory and rule-making process, providing an overview of the roots and history of U.S. and state-based regulatory governance and processes. The course focuses on the administration of regulatory and enforcement agencies and their role in shaping public policy in several key public arenas, including financial markets and institutions, occupational licensing, and environmental regulations and policies. There are no pre-requisites for this class.

**Instructor: Joe Neguse** | TBD

Joe Neguse serves in the Governor of Colorado's Cabinet as the Executive Director of the Colorado Department of Regulatory Agencies. As Executive Director, he leads the state's regulatory department, an agency with roughly 600 employees, a \$90 million budget, and nine divisions, including Banking, Civil Rights, Consumer Counsel, Financial Services, Insurance, Professions and Occupations, the Public Utilities Commission, Real Estate, and Securities. Prior



to joining DORA, Mr. Neguse practiced law as a litigator at the state's largest law firm, and served a six-year term representing Colorado's 2nd Congressional District on the University of Colorado—Board of Regents.

**Section 003** | In-Person: Tues, 5:00-7:45 PM

**Topic:** Education Policy

**Instructor:** Parker Baxter | [Parker.Baxter@ucdenver.edu](mailto:Parker.Baxter@ucdenver.edu)

Parker Baxter is Director of the Center for Education Policy Analysis (CEPA) at the University of Colorado Denver School of Public Affairs. Previously, Parker was Director of Knowledge at the National Association of Charter School Authorizers (NACSA) where he was responsible for identifying and disseminating effective practices for charter school authorization and oversight and assisting authorizers in developing their expertise. Parker is also a Senior Research Affiliate at the Center on Reinventing Public Education where he previously served as Senior Legal Analyst working on the District-Charter Collaboration Compact Project and the Portfolio District Project. Prior to his work at NACSA, Parker served as Assistant Superintendent and the Executive Director of the Office of Parental Options at the Louisiana Department of Education and as Director of Charter Schools for Denver Public Schools. Parker was also an aide to Senator Edward M. Kennedy on the Health, Education, Labor and Pensions Committee, where he worked on issues related to the No Child Left Behind Act and Head Start, and assisted in the formation and passage of the Higher Education Access Act. Parker has a Juris Doctor from New York University School of Law and a Masters in Public Management and Policy from NYU's Wagner School of Public Service where he was a Dean's Scholar. He is also a former special education teacher, an alumnus of Teach for America, and an honors graduate of Colorado College.

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## 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.

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# PhD Public Administration Courses

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## 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. Prereq: PUAD 7001 or PUAD 5001 (or equivalent). Max hours: 3 Credits.

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

**Instructor: Mary Guy** | [Mary.Guy@ucdenver.edu](mailto:Mary.Guy@ucdenver.edu)

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).

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## 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. Prereq: PUAD 7004/5004, 7005/5005 or equivalent. Max hours: 3 Credits.

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

**Instructor: Chris Weible** | [Chris.Weible@ucdenver.edu](mailto:Chris.Weible@ucdenver.edu)

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).

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## 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. Prereq: PUAD 8010, 8020, 8030, and 8040. Max hours: 3 Credits.

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

**Instructor: Lucy Dwight** | [Lucy.Dwight@ucdenver.edu](mailto:Lucy.Dwight@ucdenver.edu)

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.

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## PUAD 8060 - Seminar On The Conduct Of Empirical

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. Prereq: PUAD 5003,7003 or equivalent, PUAD 8010, 8020, 8030, and 8040. Max hours: 3 Credits.

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

**Instructor: Tanya Heikkila** | [Tanya.Heikkila@ucdenver.edu](mailto:Tanya.Heikkila@ucdenver.edu)

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).