SPA Course Offerings

The following Spring 2017 courses are available and run January 17th – May 13th.

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

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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 | sean.mccandless@ucdenver.edu
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 3002 - Program Design, Evaluation, and Decision-Making
Effective public service program outcomes are systematically managed, monitored, and evaluated. Learn the analytical, critical thinking, and problem-solving skills required for program design, implementation, evaluation, and evidence based decision-making.

Section E01 | Online
Instructor: Sheila Huss | Sheila.Huss@ucdenver.edu
Sheila Huss is a senior instructor of Criminology and Criminal Justice in the School of Public Affairs at the University of Colorado Denver. Sheila received her Ph.D. in Public Affairs from the University of Colorado Denver. She has taught numerous courses, including Environmental Crime and Justice; Criminological Theory; Research Methods; Introduction to Criminal Justice; and Race, Social Structure, and Crime. Her research primarily focuses on environmental justice and theory. In 2010, Sheila received the International Technical Rescue Symposium Best Conference Paper Award, and in 2014, her dissertation received honorable mention for best dissertation in the School of Public Affairs at UC Denver.

PUAD 3005 - Collaboration Across Sectors
Organizations across sectors respond to complex problems with innovative and flexible responses through networks. Managing within and across organizations is essential to effective performance in a networked system. Explore collaborative governance across sectors—nonprofit, for-profit, and public—with analyses and applications.

Section E01 | Online
Instructor: Wendy Bolyard | 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.

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PUAD 4001 - Ethics in Public Service
Understand ethics in public service, explore ethical concerns in public affairs, and confront ethical challenges in government and nonprofit organizations. Through theoretical and case study readings and applied projects, students analyze ethical issues and proposed responses.

Section E01 | Online

Instructor: Denise Scheberle | 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 4010 - Public Service in Emergency Mgmt & Homeland Security
Introduces emergency management and homeland security including: management of hazards, emergencies, disasters, and the networks of government and nonprofit organizations providing services. Focuses on principles of emergency management and homeland security at state and local jurisdictional levels.

Section E01 | Online
Sheila Huss is a senior instructor of Criminology and Criminal Justice in the School of Public Affairs at the University of Colorado Denver. Sheila received her Ph.D. in Public Affairs from the University of Colorado Denver. She has taught numerous courses, including Environmental Crime and Justice; Criminological Theory; Research Methods; Introduction to Criminal Justice; and Race, Social Structure, and Crime. Her research primarily focuses on environmental justice and theory. In 2010, Sheila received the International Technical Rescue Symposium Best Conference Paper Award, and in 2014, her dissertation received honorable mention for best dissertation in the School of Public Affairs at UC Denver.
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 001 | In-Person: Wednesdays, 3:30-6:15PM
Instructor: Richard Stillman | Richard.Stillman@ucdenver.edu
Richard J. Stillman II is a Professor of Public Administration at the School of Public Affairs, University of Colorado Denver. He taught on the faculties of George Mason University and California State University-Bakersfield and is the author or editor of several books including: The Integration of Negro in the U.S. Armed Forces, The Rise of the City Manager, A Search for Public Administration (With Brack Brown), Professions in Government (with Frederick C. Mosher), Results – Oriented Budgeting, The American Bureaucracy, The American Constitution and Administrative State, The Effective Local Government Manager (with Wayne Anderson and Chester Newland), Preface to Public Administration, The Modern State and its Study (with Walter Kickert), Creating the American State, and Basic Documents of American Public Administration Since 1950. Stillman is an elected fellow in the National Academy of Public Administration and his textbook, Public Administration: Concepts and Cases, 8th edition is used at over 400 universities and colleges. His books have been translated into Chinese, Korean, and Hungarian. Stillman received the William E. and Frederick C. Mosher Award for distinguished scholarship and is currently the editor in chief of the Public Administration Review. Professor Stillman is the Editor of Public Administration Review, The Premier Journal of Public Administration.

Section E01 | Online
Instructor: Mary Guy | 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).
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: Thursdays, 6:30-9:15PM
Instructor: William L. Swann | 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: Mary Guy | 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).

Section E02 | Online
Instructor: John Ronquillo | John.Ronquillo@ucdenver.edu
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 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: Mondays, 5:00-7:45PM
Instructor: Wendy Bolyard | 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: Kara Luckey | Kara.Luckey@ucdenver.edu

Kara Luckey will earn her PhD in Planning and Design at the University of Colorado, Denver College of Architecture and Planning in January 2017. Kara’s research centers broadly on the intersection between transportation planning, housing policy, community development, and social justice. Her dissertation work takes a mixed-method approach to examining issues of transportation justice related to housing affordability and neighborhood change in transit-accessible neighborhoods. Kara has worked as an urban planner in a range of contexts including transit and transportation planning, and planning for public and federal lands. She holds a B.S. in Civil Engineering and has been funded by both an Integrative Graduate Education Research Traineeship (IGERT) and U.S. Department of Transportation Eisenhower Fellowship. Kara has previously taught Research and Analytical Methods on-line in the School of Public Affairs.
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 | ross.alexander@ucdenver.edu
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, 5:00-7:45PM
Instructor: Tamara Hannaway | Tamara.Hannaway@ucdenver.edu
Dr. 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.

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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: Mondays, 3:30-6:15PM
Instructor: Deserai Crow | 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: Sean McCandless | sean.mccandless@ucdenver.edu
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 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 001 | In-Person: Tuesdays, 3:30-6:15PM

Instructor: Wendy Bolyard | 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.
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.

PUAD 5007 - Qualitative Research Methods
Focuses on qualitative research methods that incorporate field work techniques such as observation, interviews, and content analysis. The main objective is to discover practicalities and limitations of ethnographic methods with a comparative methodology perspective. Students are required to conduct a research project. Max hours: 3 Credits.

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 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 E01 | Online

Instructor: Pamela Medina | 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 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 E01 | Online

Instructor: Carrie Chapman | Carrie.Chapman@ucdenver.edu
Bio Coming Soon!

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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
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 5130 - Collaboration Across Sectors

The blurring of the three economic sectors - government, business and nonprofits-- continues to increase as more partnerships are developed across sectors. This course focuses on collaboration and partnerships involving public, nonprofit and for-profit organizations. Additionally, students are expected to gain an understanding of the issues and policies associated with the bidding, contracting, program delivery and reporting processes when nonprofit organizations are contracted to achieve public sector goals and/or private sector objectives. Max hours: 3 Credits.

Section E01 | Online

Instructor: Wendy Bolyard | 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.

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

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 5150 - Fundraising & Finance Res Development
Designed to provide a comprehensive overview of funding sources available to nonprofit organizations (e.g., foundation and governmental grants, individual and corporate donations, entrepreneurial sources of revenue and events.), as well as detailed information on how to secure support of the various sources presented. Additionally, students are expected to gain both theoretical and practical knowledge relevant to why it is important to diversify an organization's revenue streams. Max hours: 3 Credits.

Section 001 | In-Person: Mondays, 3:30-6:15PM
Instructor: Kim Hedberg | Kim.Hedberg@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.

PUAD 5160 - Nonprofit Boards-Exec Leadership
The important roles and responsibilities of a voluntary board of directors and the process of governing are often misunderstood. This course explores the special powers of a nonprofit board of directors as framed by and responsive to public policy. From the perspective of organizational behavior and theory, the course examines the leadership role and interplay between board members and the executive director. The examination includes a comparative analysis of different governing models, and explores fundamental questions of board composition, the role of advisor boards, achieving effective board meetings, the realm of liability, using committees, and the board's role in fundraising, among other special subject matter. Max hours: 3 Credits.

Section 001 | In-Person: Wednesdays, 5:00-7:45PM
Instructor: Laura Lefkowits | Laura.Lefkowits@ucdenver.edu
Laura Lefkowits is a management consultant for non-profit and governmental educational agencies. She holds a Masters in Public Administration from the University of Colorado at Denver and is certified by the Global Business Network as a scenario planner. From 1995 – 1999 Lefkowits was an At-Large Member of the Board of Education for Denver Public Schools (DPS). Other past positions include Director of Policy, Advanced Education Inc. (AdvancED) and Vice President for Policy and Planning
Services at Mid-continent Research for Education and Learning (McREL) where she oversaw government relations and strategic planning.

PUAD 5170 - Strategic Management for Nonprofit-Public Managers
Designed to train public and nonprofit managers in the effective use of strategic management tools and techniques traditionally used by corporations. Strategic management tools and skills, although traditionally used by business, should not be seen as the exclusive domain of corporations. The course teaches students how to adapt traditional strategic management capabilities to the particular conditions of public and nonprofit organizations. Max hours: 3 Credits.

Section E01 | Online
Instructor: Shariq Siddiqui | shariq.siddiqui@ucdenver.edu
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 in 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 5220 - Human Resource Management
Covers human resource functions in public and nonprofit agencies. Topics include job analysis, compensation, recruiting, selection, rewarding, training and development. Contemporary issues concerning civil service reforms are also presented. Prereq: PUAD 5002 or PUAD 7002. Max hours: 3 Credits.

Section 001 | In-Person: Tuesdays, 5:00-7:45PM
Instructor: Tamara Dixon | Tamara.dixon@ucdenver.edu
Tamara Dixon is the Human Resources Manager for the City of Wheat Ridge, Colorado where she guides and manages Human Resources services, policies, and programs for the City. Tamara has over 14 years of experience in Human Resources and has facilitated sessions on leadership, strategic planning, engagement and motivation and is also certified in Crucial Conversations. She is PHR and IPMA-CP certified and she holds a Bachelor’s degree in Political Science from Tuskegee University as
well a Master's degree in Public Administration from Auburn University (War Eagle!). She also serves as 2nd Vice President of the Western Region of the International Public Management Association for Human Resources (IPMA-HR).

PUAD 5260 - Managing Diversity

Using a systems approach, diversity within organizations is examined through the construction and review of theories in private, public, and nonprofit organizations. Existing models of managing diversity are examined and analyzed. Max hours: 3 Credits.

Section 001 | In-Person (Intensive): Jan 27-28, Feb 10-11, Mar 10-11
Fridays, 4:00-9:00  Saturdays, 8:30AM-5:30PM

Instructor: Wendell Pryor | 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.

PUAD 5310 - Policy Formulation and Implementation

Building on PUAD 5005, students learn how policy is developed and implemented in several levels of government - local, state, federal - and within organizations themselves. The course makes use of the case studies to explore the intricacies of developing and implementing policy and the political, economic, and institutional contexts that affect these two states of policy development. Students also consider the different criteria that can be used to judge the effectiveness of programs and policies. Prereq: PUAD 5005 or 7005. Max hours: 3 Credits.

Section E01 | Online

Instructor: Jisun Youm | Jisun.Youm@ucdenver.edu
Jisun Youm is an Assistant Lecturer in the Department of Political Science at the University of Wyoming, where she teaches in the Master of Public Administration Program. She will join the School of Public Affairs (SPA) at the University of Colorado Denver as a senior instructor in the fall of 2016. Her teaching and research interests revolve around public administration, public policy, collaborative management and intergovernmental relations, quantitative research methods, policy analysis and evaluation, and climate protection and energy policy. Her dissertation studied the multi-level governance of climate protection and energy policy, focusing on how federal and state governments affected interlocal collaboration and the adoption and implementation of energy-efficiency practices at the local level. Dr.
Youm has worked on a number of funded research projects as a post-doctoral fellow and as a research assistant at Florida State University, including the “Energy Efficiency Conservation Block Grant” project funded by the National Science Foundation, and the “Florida Recovered Materials Dealers Survey” funded by the Hinkley Center for Solid and Hazardous Waste Management in Gainesville, Florida. She received her Ph.D. in Public Administration and Policy from Florida State University, and also holds an M.S. in Urban and Regional Planning from Michigan State University.

PUAD 5350 - Program Evaluation
Describes the theory and methodology for the design of social research and demonstration projects and the application of analytic and statistical methods for evaluating public programs. Focus is on the application of evaluation methods and techniques of data interpretation. Report preparation is emphasized. Prereq: PUAD 5003 or PUAD 7003 and PUAD 5005 or PUAD 7005. Max hours: 3 Credits.

Section 001 | In-Person: Wednesdays, 5:00-7:45PM
Instructor: Londell Jackson | TBD
Londell Jackson works as a consultant to nonprofit and private businesses in the areas of program planning, development, and evaluation. He has taught varied undergraduate and graduate courses related to nonprofit and philanthropic theory and administration: strategic planning, program and evaluation planning and development, and philanthropic roles and practices. Londell is a doctoral student and North Dakota State University and has focused his studies on adult and occupational learning.

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: Pamela Medina | 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.

Section 001 | In-Person: Fridays, 5:00-7:45 PM
Instructor: Tanya Heikkila | 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).

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

Instructor: Richard Stillman | Richard.Stillman@ucdenver.edu
Richard J. Stillman II is a Professor of Public Administration at the School of Public Affairs, University of Colorado Denver. He taught on the faculties of George Mason University and California State University-Bakersfield and is the author or editor of several books including: The Integration of Negro in the U.S. Armed Forces, The Rise of the City Manager, A Search for Public Administration (With Brack Brown), Professions in Government (with Frederick C. Mosher), Results – Oriented Budgeting, The American Bureaucracy, The American Constitution and Administrative State, The Effective Local Government Manager (with Wayne Anderson and Chester Newland), Preface to Public Administration, The Modern State and its Study (with Walter Kickert), Creating the American State, and Basic Documents of American Public Administration Since 1950. Stillman is an elected fellow in the National Academy of Public Administration and his textbook, Public Administration: Concepts and Cases, 8th edition is used at over 400 universities and colleges. His books have been translated into Chinese, Korean, and Hungarian. Stillman received the William E. and Frederick C. Mosher Award for distinguished scholarship and is currently the editor in chief of the Public Administration Review. Professor Stillman is the Editor of Public Administration Review, The Premier Journal of Public Administration.

PUAD 5370 - Media and Public Policy
Explores the conventions and practices of the print and electronic media in the United States. The course enables students to better understand the place of the media in society, the way the media look at themselves and how journalists confront conflicting values in the performance of their roles. Max hours: 3 Credits.

Section E01 | Online

Instructor: Scott Schmidt | Scott.schmidt@ucdenver.edu
Scott Schmidt currently serves as the Lead Digital Strategist to the Federal Reserve Bank of San Francisco. In this position, he leads the development and execution of the Bank’s digital properties while managing the design of insight-driven strategies that engage, inform, and educate the public. Previously, Scott served in strategic roles at both the House Committee on Financial Services and the House Committee on Oversight & Government Reform. During the 2008 financial crisis, he served as
Special Assistant in the George W. Bush Administration where he functioned as a speechwriter to the Assistant Secretary for Housing at HUD. Prior to that, he served as a policy assistant at the House Committee on Energy & Commerce. Scott earned his Bachelor of Arts Degree in communication and political science from the State University of New York at Buffalo and his Master of Public Policy Degree from George Mason University. He has served as an adjunct professor and lecturer for numerous bachelor’s and master’s degree programs focusing on communication, public policy, and design.

**PUAD 5410 - Administrative Law**
Examines legal aspects of policy implementation particularly the relationship between courts and administrative agencies. Covers standards of judicial review and agency action; administrative procedure and due process; selected special topics such as rights, liabilities, and immunities of public employees; and administrative discretion and scientific uncertainty. Max hours: 3 Credits.

**Section E01 | Online**

**Instructor: Jennifer Gartner | Jen.Gartner@ucdenver.edu**

Jen Gartner attended the University of Delaware (B.A., 1998); the George Washington University Law School (J.D., 2001), where she served as Senior Managing Editor of the Public Contract Law Journal; and Norwich University (M.P.A., 2005). Jen Gartner was the Director of Grants & Contracts and adjunct professor for the University of Colorado Denver’s School of Public Affairs. She is trained as a government contracts attorney and has worked with military, aerospace, and nonprofit contractors for many years, first at the law firm of Morgan Lewis in Washington, DC, and later at the Space Science Institute, home to the NASA's Cassini Imaging Team, in Boulder, Colorado.

**PUAD 5420 - Law and Public Policy**
Examines the relationship between courts and legislative assemblies. Explores how legislators use the policy process to shape and influence the exercise of judicial authority, and how the courts affect the policy process in reviewing the constitutionality of state and federal legislation. Max hours: 3 Credits.

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

**Instructor: Beverly Buck | beverly.buck@ucdenver.edu**

Beverly Buck has her JD and MPA degrees from Syracuse University College of Law and Maxwell School of Citizenship and Public Affairs, respectively. Her career path from public lawyer to public policy researcher has resulted in three decades of experience in strategic planning and facilitation, program design, assessment and evaluation, research and analysis, philanthropic efforts, and capacity building, all related to systems impacting children, families, and communities. At the Buechner Institute for Governance, her expertise is in addressing the “big picture” of systems integration of composite policy issues, e.g., pre-K-16 education, health, economic self-sufficiency, budget and tax policy, housing/homeless, school readiness, evaluation of advocacy. Currently, she is working on the third
edition of a Colorado Children’s Budget and strategic planning for a major Colorado foundation. She has authored over fifteen reference works widely used by Colorado nonprofits serving children and families.

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 E01 | Online

Instructor: Robyn Mobbs | 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, 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.

PUAD 5460 - Political Advocacy
Addresses advocacy & lobbying issues of public policy & govt problems. Special attention is given to how advocacy process works in the public sector & policy making bodies & how lobbying techniques & processes can be understood. General focus on practical applications at all levels of govt with primary attention to state & local govt. Max hours: 3 Credits.
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: Tamara Hannaway | Tamara.Hannaway@ucdenver.edu
Dr. 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 5625 - Local Government Management
Relates the systems, processes, and principles of public management to the local government environment. Public management concepts such as strategic planning, bureaucracy, formal and informal organizational structures, human resource planning, management control, systems theory, and administrative behavior are explored within the context of local government. Max hours: 3 Credits.

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

Instructor: Michael Penny | Michael.Penny@ucdenver.edu
Michael Penny is the city manager of Littleton, Colorado, a vibrant and unique community located about
10 miles south of Denver. With a population of 42,000, Littleton is primarily residential, but without the suburban feel that typically accompanies a city so close to a metropolitan area. The core of the community is made up of homes, churches, schools, parks and open spaces. Another aspect of Littleton’s charm is the walkable Main Street Historic District, full of eclectic businesses and devoid of any chains (the Main Street Historic District was placed on the National Register of Historic Places in 1998). The city of Littleton has roughly 450 employees, a large figure due to the fact that Littleton’s fire and medic personnel also serve surrounding communities, including an additional 180,000 citizens.

PUAD 5628 - Urban Social Problems
Examines local government from the perspective of sociology and group dynamics. Course could include some or all of the following subjects: neighborhoods and community groups, class and race relations, community crime, social service issues, immigration, the underclass in American society, and related urban social problems. Cross-listed with URPL 6449. Max hours: 3 Credits.

Section 001 | In-Person (Intensive): Feb 23-24, 4:00-9:00PM, Feb 25, 8:30-5:00PM
            Mar 2-3, 4:00-9:00PM, Mar 4, 8:30-5:00PM

Instructor: Jamie Van Leeuwen | 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.

PUAD 5632 - Environmental Management
Examines the practical challenges facing environmental managers today, using a series of case studies. Focuses on the role of institutional processes, government organizations and nongovernmental organizations in the practice of environmental management. Max hours: 3 Credits.

Section E01 | Online

Instructor: Denise Scheberle | 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.

**PUAD 5633 - Natural Resource and Environmental Health Law**

Studies administrative law aspects of environmental policy implementation & enforcement, role of courts in stimulating & limiting statutory reform, & regulatory innovation. Focuses on legal aspects of natural resource allocation & mgmt, & environmental protection. Alternatives to traditional processes for environmental dispute resolution. Max hours: 3 Credits.

**Section E01 | Online**

**Instructor: Amanda Hasty | Amanda.Hasty@ucdenver.edu**

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.

**PUAD 5940 - Interpersonal Violence Advocacy and Change**

*Students will gain an understanding of different models of social change and the various approaches to public address, including social movements and campaigns, that accomplish change. Strategies for engaging diverse individuals, systems and communities to address interpersonal violence will be examined at individual to societal levels. Cross-listed with CRJU 5940 and 7940. Max hours: 3 Credits.*

**Section H50 & H51 | Hybrid (Intensive): Jan 9-12, 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: Sue Hagedorn |
Dr. Susan Hagedorn’s nursing career has been dedicated to social justice as a nurse educator, nurse practitioner, philanthropist, filmmaker, and activist. Dr. Hagedorn practiced child and emergency psychiatric nursing before becoming a nurse practitioner in 1982. She guided the establishment of the first comprehensive school-based health center in Massachusetts. Sue taught nursing at Simmons College and the University of Colorado and established numerous pioneering faculty practices serving vulnerable populations. Through these practices and her career as a nurse educator and nurse practitioner, nursing students were mentored in social justice-informed practice and research. Dr. Hagedorn is active on the Board of the Center for Domestic Violence and started the first shelter-based health clinic in Colorado.

As a nurse philanthropist, Dr. Hagedorn has funded numerous community-university partnerships including the Partnership in Prevention, a health clinic at a domestic violence shelter, the Center of Domestic Violence at the University of Colorado and the Seedworks Professorship in Social Justice at her undergraduate alma mater, the University of Massachusetts at Amherst College of Nursing.

As a documentary filmmaker (www.seedworksfilms.org), Dr. Hagedorn has produced more than 20 films focused on nursing and social justice. Her documentaries include films advocating for advanced practice nurses in Colorado and Florida, the life and career of Loretta Ford, a portrait of an 85-year-old island nurse, a multi-site description of forensic nursing, the story of nurse anesthetists in Colorado, a history of the University of Colorado College of Nursing, a 10-video innovative curriculum for the Nurse Family Partnership, and a feature documentary for PBS about a hate crime on Long Island (Deputized). She is currently working on a film about recently-deceased peace activist, Father Daniel Berrigan.

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

**Section 001** | In-Person (Winterim-Intensive): Jan 2-6, 1:00-5:00PM, Jan 9-13, 1:00-5:00PM

**Social Equity: Theory and Practice:** This course presents the foundations of social equity in public administration and criminal justice and targets several skills students can learn and use to improve social equity outcomes, particularly social equity analyses and performance measurement.

**Instructor (2):** Sean McCandless | sean.mccandless@ucdenver.edu
Samantha Larson | Samantha.larson@ucdenver.edu

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.
Samantha Larson is a Ph.D. candidate and research assistant in the School of Public Affairs. She has published and presented at national and international conferences, and her recent honors include the American Society for Public Administration (ASPA) Founders’ Fellowship and the Society on Women in Public Administration Scholarship. Sam also has more than 10 years of practical public service and nonprofit management experience. She is currently a Research Analyst for the Department of Labor’s Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant Program and serves as the Vice Chair of the City of Lakewood’s Advisory Commission for an Inclusive Community (ACIC).

Section 002 | In-Person (Intensive): Feb 16-18, March 9-11 | Thurs/Fri, 4:00-8:00 PM  Sat, 10:00 AM-4:00 PM  
April 14-15, Friday, 3:00-8:00 PM  Saturday, 9:00 AM-4:00 PM

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.

Section E01 | Online

Community Development in Social Justice: In this online seminar, we will explore models of community-based development and the ways in which they further – and possibly inhibit – social justice. We will begin the course discussing the meanings of ‘community’ and the role community plays in the larger political and policy context. Students will gain an understanding about the historical and theoretical perspectives on community development and social justice in U.S. urban context, as well as the specific role of housing, transportation, and education policy in community development. We will also discuss community-based organizing and institutional structures, and explore methods that support community engagement and capacity-building. Issues associated with environmental justice, neighborhood change, and urban sustainability will also be studied in-depth. The on-line seminar format will feature student-moderated discussions of weekly reading and close examination of case studies that highlight the theoretical perspectives we discuss. Students can expect to develop a broad understanding of
substantive issues related to community-based development, as well as critical insights into related implications for social and racial justice.

**Instructor: Kara Luckey | Kara.Luckey@ucdenver.edu**

Kara Luckey will earn her PhD in Planning and Design at the University of Colorado, Denver College of Architecture and Planning in January 2017. Kara’s research centers broadly on the intersection between transportation planning, housing policy, community development, and social justice. Her dissertation work takes a mixed-method approach to examining issues of transportation justice related to housing affordability and neighborhood change in transit-accessible neighborhoods. Kara has worked as an urban planner in a range of contexts including transit and transportation planning, and planning for public and federal lands. She holds a B.S. in Civil Engineering and has been funded by both an Integrative Graduate Education Research Traineeship (IGERT) and U.S. Department of Transportation Eisenhower Fellowship. Kara has previously taught Research and Analytical Methods on-line in the School of Public Affairs.

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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.
PhD Public Administration Courses

PUAD 8020 - Seminar in Public Management
An in-depth examination of contemporary literature, concepts, and theories of public management. Current issues and research problems are emphasized to prepare students for their advanced research. Prereq: PUAD 7003/5003, 7004/5004 or equivalent. Max hours: 3 Credits.

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

Instructor: John Ronquillo | John.Ronquillo@ucdenver.edu
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 8040 – Seminar in Economic and Institutional Foundations of Public Affairs
Offers an in-depth examination of the economic and institutional foundations of public affairs, with an emphasis on the evolution of theory and research in these fields. Prereq: PUAD 8010 and 8030. Max hours: 3 Credits.

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

Instructor: Paul Teske | paul.teske@ucdenver.edu
Paul Teske was named Dean of the School of Public Affairs in 2008.

Prior to his appointment, Teske served as Director of CU Denver’s Center for Education Policy Analysis (CEPA), in addition to his teaching and research activities as a Professor. He was also director of the SPA PhD program. From 1988-2003 he was a professor of political science at SUNY Stony Brook. He earned his Ph.D. (1989) and MPA (1982) degrees in Public Affairs from the Woodrow Wilson School of Public and International Affairs at Princeton University. He earned his B.A. in economics and political science from UNC-Chapel Hill, where he was a Johnston Scholar and Phi Beta Kappa.

Teske won the 2005 Distinguished Research Award from the 275 college member group NASPAA/ASPA (National Association of Schools of Public Affairs and Administration/American Society for Public Administration). He also won the 2005 Excellence in Research and Creative Activities award from the University of Colorado Denver.
PUAD 8070 - Quantitative Methods II
Moves beyond basic linear regression techniques by covering advanced analytic methods for improved causal inference. Students will also be introduced to data management skills and techniques for using longitudinal data. Prereq: PUAD 8010, 8020, 8030, 8040, 8050, and 8060. Max hours: 3 Credits.

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

Instructor: Todd Ely | Todd.Ely@ucdenver.edu
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 administration. Dr. Ely’s research has been presented at the American Education Finance Association and National Tax Association conferences.