



School of Public Affairs

UNIVERSITY OF COLORADO DENVER



SPA Course Offerings

The following Summer 2017 courses are available and run June 5th – July 29th.

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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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: Vanessa Fenley | Vanessa.fenley@ucdenver.edu

Vanessa Fenley has worked in the public and nonprofit sectors for ten years, focusing on creating system-level changes to address various social issues including homelessness and a lack of adequate behavioral healthcare. She currently works as an independent contractor. Previous positions include serving as Director of Homeward 2020, the 10 Year Plan to Make Homelessness Rare, Short-Lived, and Non-Recurring in Fort Collins, Colorado and as Director of the Denver Office of Drug Strategy at the City and County of Denver. Vanessa is a PhD candidate in the School of Public Affairs at the University of Colorado - Denver. Her research interests include social equity, democratic participation, and cross-sector partnerships.

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PUAD 2001 – Management for Public Service

Learn how managers in public sector organizations foster human capital and manage performance in a diverse, inclusive, and collaborative workforce. Examine strategic management techniques, human resource law and procedures. Explore the values of character and competence in creating effective organizations. Max hours: 3 Credits.

Section E01 | Online

Instructor: Sean McCandless, PhD | 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 3003 – Introduction to Nonprofit Organizations

Explore the historical background, development, role, auspices, organization, and purposes of nonprofit agencies. Expand awareness of the scope and breadth of the nonprofit sector in the U.S., examine the inner workings of nonprofit organizations as the foundation for further study. 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.

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 E01 | Online

Instructor: Sean McCandless, PhD | 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 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: Mondays & Wednesdays, 3:30-6:00 PM

Instructor: Sojin Jang | Sojin.Jang@ucdenver.edu

Sojin Jang is a doctoral candidate at the School of Public Affairs in University of Colorado-Denver. Prior to joining the SPA in 2012, she received her BS in economic consulting and public policy analysis from the Kelley School of Business at Indiana University-Bloomington with business honors in 2009. She also interned with the Ministry of Foreign Affairs and Trade in Korea and obtained her MPA from Sungkyunkwan University in Korea in 2012. Her research interests include renewable energy policy, emergency management, and policy innovation and diffusion.

Section E01 | Online

Instructor: Katz Juniper | 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 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: Tuesdays & Thursdays, 3:30-6:00 PM

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: 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 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: Kyudong (KD) Park | Kyudong.park@ucdenver.edu

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 E01 | Online

Instructor: Malcolm Goggin | Malcolm.Goggin@ucdenver.edu

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

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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.

Section E01 | Online

Instructor: Sean McCandless, PhD | 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 5110 - Seminar in Nonprofit Management

This course provides an overview of the principles and concepts that are unique to nonprofit management. Topics include executive management, funding diversity, human resource management, marketing, volunteer management and ethics. Students are also given an introduction to the history and the importance of the nonprofit sector. Max hours: 3 Credits.

Section 001 | In-Person: Mondays & Wednesdays, 3:30-6:00 PM

Instructor: Carrie Chapman | Carrie.Chapman@ucdenver.edu

Bio coming soon!

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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 001 | In-Person: Tuesdays, 3:30-8:30 PM

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.

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PUAD 5125 – Civil Society and NGOs

This course is designed for students interested in the international nonprofit sector. The course compares non-Western forms of civil society with the American tradition of civil society. Students will learn about the efforts of

Nongovernmental Organizations (NGOs) working in Third World countries to influence democracy, free association, and/or increased political and societal pluralism. Additionally, the course will focus on NGO management and governance issues in countries where there are strict controls and limits on the activities of NGOs. 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.

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PUAD 5655 – Principles in Emergency Management

This course is an introduction to the practice of emergency management. It provides instruction on the discipline of emergency management and covers not only administrative practice, but how public policy shapes how governments at all levels address hazards, emergencies and disasters. Cross-listed with CRJU 5655. Max hours: 3 Credits.

Section E01 | Online

Instructor: Jim Krugman | James.Krugman@ucdenver.edu

Jim Krugman has been with the Denver Office of Emergency Management and Homeland Security since 2012 following 36 years with the USDA Forest Service as a natural resource manager, wildfire and all-hazard emergency responder. Just prior to joining the City he served as the agency's Branch Chief for Fire and Aviation Management. He currently coordinates and instructs emergency management training for Denver emergency responder agencies, volunteer organizations, and other state-wide and national agencies. His experience includes not only wildfire but extended assignments to the 2014 Florida Hurricanes and Hurricane Katrina in 2005.

Jim has been a national emergency management course instructor since 1978. He holds a BS in Forest Management Science from CSU, an Associate's Degree in Emergency Management & Planning from Red Rocks CC, and a Graduate Certificate in Homeland Security and Emergency Management from the University of Colorado Denver. He is a Colorado Certified Emergency Manager as well as instructing for the Buechner Institute for Governance's Certified Public Manager Program.

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PUAD 6600 – Special Topics in Public Administration

Studies special topics relevant to public administration, such as public/private sector partnerships, community participation, international development, conflict management, regionalism, managing economic options for Colorado, and nonprofit management and marketing. Each semester various topics are studied. Max hours: 15 Credits.

Section E01 | Online

Topic: Marijuana Policy Frontier

Recent shifts in contemporary marijuana policy have provided unique opportunities for state and local governments to experiment with innovative forms of governance. As experience and precedence with marijuana legalization continues to unfold around the nation, approaches to marijuana policy are as varied as the number of jurisdictions and government entities tasked with implementing it.

This course will explore the political and democratic underpinnings central to making informed decisions about the formulation and implementation of marijuana policy. Students will become part of history as they explore the democratic processes that led to the current political environment and develop innovative policy alternatives for a governmental body grappling with the complexity and potential divisiveness of marijuana policy.

Instructor: Lewis Koski | walter.koski@ucdenver.edu

Bio coming soon!

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