



Public Administration (PUAD) Course Offerings

The following TERM courses are available and run Jan. 16 – May 12.

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

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

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Graduate Public Administration Courses

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.

Section 001 | In-Person: Weds, 5:00 PM - 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*.

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).

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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.

Section D01 | In-Person: Weds, 5:30 PM - 8:15 PM (*this section meets on the CU South Campus*)

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 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, interorganizational relationships, networks, policy implementation and collaborative governance. Her research has been supported by the National Coordinating Center for Public Health Services and Systems Research and the Robert Wood Johnson Foundation. Dr. Mobbs has worked within the University of Colorado system since 2003. Previously, she was an Instructor in the Department of Pediatrics at the School of Medicine, where she held leadership roles in various state and federal level grants and provided strategic leadership as Head of Administration and Finance of Colorado WIN Partners at the School of Medicine; and Acting Administrator and Health Administration Discipline Director for JFK Partners, a multifaceted Interdepartmental Program of the Departments of Pediatrics and Psychiatry at the School of Medicine. Prior to the University of Colorado, she worked in policy and quality assurance at the University of Wollongong in New South Wales, Australia. Dr. Mobbs earned her Ph.D. in Public Affairs from the University of Colorado Denver School of Public Affairs. She also has a MBA from the University of Southern Queensland, Australia and an undergraduate degree in Political Science from the University of Colorado Boulder.

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PUAD 5003 – Research and Analytic Methods

Examines qualitative and quantitative research methods used to answer questions and inform decisions in public and nonprofit settings. Methods covered include reviewing scholarly literature; formulating research questions; selecting appropriate design, data collection and sampling strategies; and analyzing data.

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

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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.

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

Instructor: Geoffrey Propheter | Geoffrey.Propheter@ucdenver.edu

Geoffrey Propheter is an assistant professor in the School of Public Affairs at the University of Denver. His research covers topics in state and local government with a particular focus at the local level in public finance and budgeting, economic development, and sports and public policy. Prior to academia, Geoffrey earned his practitioner stripes as a property tax analyst at the New York City Independent Budget Office. Some of his recent published work can be found in Economic Development Quarterly, Journal of Sports Economics, and Urban Affairs Review. Geoffrey earned his PhD from the Trachtenberg School at George Washington University.

Section E01 | Online

Instructor: Kyudong Park | Kyudong.Park@ucdenver.edu

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

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PUAD 5005 – The Policy Process and Democracy

Introduces theoretical and applied studies of the policy process. Policy process includes how (I) issues are conceptualized and brought forward as problems needing action; (II) policies are designed and selected; and (III) enacted policies are implemented, monitored, evaluated, and revised.

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

Instructor: Pamela Medina Gutierrez | 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 E01 | Online

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.

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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.

Section 001 | In-Person: Weds, 5:00 PM - 7:45 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: 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, interorganizational relationships, networks, policy implementation and collaborative governance. Her research has been supported by the National Coordinating Center for Public Health Services and Systems Research and the Robert Wood Johnson Foundation. Dr. Mobbs has worked within the University of Colorado system since 2003. Previously, she was an Instructor in the Department of Pediatrics at the School of Medicine, where she held leadership roles in various state and federal level grants and provided strategic leadership as Head of Administration and Finance of Colorado WIN Partners at the School of Medicine; and Acting Administrator and Health Administration Discipline Director for JFK Partners, a multifaceted Interdepartmental Program of the Departments of Pediatrics and Psychiatry at the School of Medicine. Prior to the University of Colorado, she worked in policy and quality assurance at the University of Wollongong in New South Wales, Australia. Dr. Mobbs earned her Ph.D. in Public Affairs from the University of Colorado Denver School of Public Affairs. She also has a MBA from the University of Southern Queensland, Australia and an undergraduate degree in Political Science from the University of Colorado Boulder.

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PUAD 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. Cross-listed with PUAD 7007.

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

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.

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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. Prereq: Completion of PUAD 5003 with a grade of B- or better.

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

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

Carrie Chapman is a PhD Candidate at the University of Colorado Denver's School of Public Affairs. Prior to joining the PhD program at SPA, Carrie graduated summa cum laude with a BA in Political Science from the University of North Carolina at Asheville. She has worked as an instructional assistant for special education high school students, and has experience in various teaching capacities for the MPA program at SPA. Carrie has previously been a teaching assistant for numerous capstone seminars, as well as for The Policy Process and Democracy. Last spring, she taught the Seminar in Nonprofit Management and is currently co-teaching Evidence-Based Decision Making alongside Dr. Danielle Varda. Her doctoral dissertation examines accountability in privatized governmental service delivery, and her research interests explore the intersection of public management and policy questions in settings of governmental collaboration with nonprofit and private agencies.

Section E01 | Online

Instructor: Pamela Medina Gutierrez | 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. Cross-listed with CRJU 5010.

Section E01 | Online

Instructor: Nuriel Heckler | Nuriel.Heckler@ucdenver.edu

Before seeking his PhD, Nuri Heckler is an attorney with experience as a fundraiser, nonprofit executive, community organizer, campaign manager, and financial director. Nuri taught seminars on resource and financial development, constitutional law, race, and gender. His research interests look at nonprofits and social enterprises, and how they reinforce and/or resist racism and sexism. He has published in law journals and professional newsletters, and is now writing for public administration journals. Nuri practices learner centered pedagogy focused on giving students hands-on experiences in the classroom and online.

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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.

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

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PUAD 5140 – Nonprofit Financial Management

Financial management is one of the core competencies of effective nonprofit managers. Every nonprofit organization needs money to sustain or advance its mission. This course provides a grounding in financial management for the "non-accountant" by focusing on an array of knowledge and management skill areas necessary for allocating and controlling resources and for analyzing, reporting and protecting the fiscal health of the organization. Topics include key accounting principles, understanding and using financial statements, the budget development process, cash flow analysis, banking relationships, using the audit report, maximizing investment policy and strategy, and understanding the boundaries of tax exemption. Cross-listed with CRJU 5140.

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

Instructor: Erik Estrada | Erik.Estrada@ucdenver.edu

Erik Estrada is an attorney whose practice focuses on corporate and financial transactions, corporate governance, and regulatory guidance for businesses, public entities, and nonprofit organizations. He is a graduate of the University of Colorado at Boulder (B.A.), the University of Colorado Denver, School of Public Affairs (M.P.A.), where he was named the Outstanding Student, the University of Denver College of Law (J.D.), where he was named a Chancellor's Scholar, and the Boston University School of Law (LL.M.). Prior to attending graduate school, Erik served as a Trustee, Senior Fellow and Program Director at the El Pomar Foundation and as a Program Officer at the Boettcher Foundation.

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PUAD 5150 – Fundraising & Financial Resource 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.

Section E01 | Online

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 5160 – Nonprofit Boards and Executive 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.

Section E01 | Online

Instructor: Sandy Zook | Sandy.Zook@ucdenver.edu

Sandy Zook is an Assistant Professor at the University of Colorado Denver School of Public Affairs. She has previously taught courses at the graduate level in nonprofit resource development and financial

management and social entrepreneurship. Her research interests are in nonprofit financial management, social enterprise and international development.

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PUAD 5170 – Strategic Management for Nonprofit and 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.

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

Instructor: Sandy Zook | Sandy.Zook@ucdenver.edu

Sandy Zook is an Assistant Professor at the University of Colorado Denver School of Public Affairs. She has previously taught courses at the graduate level in nonprofit resource development and financial management and social entrepreneurship. Her research interests are in nonprofit financial management, social enterprise and international development.

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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.

Section E01 | Online

Instructor: Sebawit Bishu | Sebawit.Bishu@ucdenver.edu

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

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PUAD 5250 – Intergovernmental Management

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

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 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.

Section E01 | Online

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.

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PUAD 5280 – American Public Service Environment

Designed for SPA international students, especially those in their first or second semester, students will compare US culture and its public and nonprofit organizations (NGOs) with those in their home countries. Class sessions include: site visits; guest speakers from public and non-profit organizations; case studies, with an emphasis on applying theory to current issues in public policy and management.

Section 585 | In-Person: Weds, 9:00 AM - 11:30 AM

Instructor: Scott Steinbrecher | Scott.Steinbrecher@ucdenver.edu

Scott Steinbrecher has served in several capacities in public schools in Colorado: teacher, substitute teacher and coach. As a graduate student at SPA, he served several graduate assistantships and researched the degree requirements for the Joint MPA/Law degree. His public policy work included stints at the National Conference of State Legislatures and the University of Colorado Denver, where he edited several Resource Guides for families and individuals with disabilities. He also has served as an Adjunct Faculty member at the School of Public Affairs, teaching the American Public Service Environment course for International students and with Colorado Technical University Online. He has extensive volunteer experience with the University of Colorado System and with community and civic

organizations, including current service as a Planning Commissioner and Library Board member for the City of Lafayette (CO).

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PUAD 5310 – Policy Formulation & 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.

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

Instructor: Daniel Costie | Daniel.Costie@ucdenver.edu

Instructor Bio coming soon!

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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 5005.

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 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.

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

Instructor: Christine Martell | Christine.Martell@ucdenver.edu

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

Section 002 | In-Person: Fri, 5:00 PM - 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*.

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, interorganizational relationships, networks, policy implementation and collaborative governance. Her research has been supported by the National Coordinating Center for Public Health Services and Systems Research and the Robert Wood Johnson Foundation. Dr. Mobbs has worked within the University of Colorado system since 2003. Previously, she was an Instructor in the Department of Pediatrics at the School of Medicine, where she held leadership roles in various state and federal level grants and provided strategic leadership as Head of Administration and Finance of Colorado WIN Partners at the School of Medicine; and Acting Administrator and Health Administration Discipline Director for JFK Partners, a multifaceted Interdepartmental Program of the Departments of Pediatrics and Psychiatry at the School of Medicine. Prior to the University of Colorado, she worked in policy and quality assurance at the University of Wollongong in New South Wales, Australia. Dr. Mobbs earned her Ph.D. in Public Affairs from the University of Colorado Denver School of Public Affairs. She also has a MBA from the University of Southern Queensland, Australia and an undergraduate degree in Political Science from the University of Colorado Boulder.

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PUAD 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.

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.

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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.

Section E01 | Online

Instructor: Jennifer Gartner | Jennifer.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.

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PUAD 5440 – Negotiation and Conflict Resolution

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

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, interorganizational relationships, networks, policy implementation and collaborative governance. Her research has been supported by the National Coordinating Center for Public Health Services and Systems Research and the Robert Wood Johnson Foundation. Dr. Mobbs has worked within the University of Colorado system since 2003. Previously, she was an Instructor in the Department of Pediatrics at the School of Medicine, where she held leadership roles in various state and federal level grants and provided strategic leadership as Head of Administration and Finance of Colorado WIN Partners at the School of Medicine; and Acting Administrator and Health Administration Discipline Director for JFK Partners, a multifaceted Interdepartmental Program of the Departments of Pediatrics and Psychiatry at the School of Medicine. Prior to the University of Colorado, she worked in policy and quality assurance at the University of Wollongong in New South Wales, Australia. Dr. Mobbs earned her Ph.D. in Public Affairs from the University of Colorado Denver School of Public Affairs. She also has a MBA from the University of Southern Queensland, Australia and an undergraduate degree in Political Science from the University of Colorado Boulder.

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PUAD 5450 – Law of All-Hazards Management

This course conveys knowledge of the statutes, regulations and court decisions governing the management of hazards by governmental agencies. It covers local, state and federal agencies as they mitigate, prepare for, respond to and recover from naturally, accidentally and intentionally caused disasters. Cross-listed with CRJU 5450. Max hours: 3 Credits.

Section H01 | In-Person: Thurs, 5:00 PM - 7:45 PM

Instructor: Lauren Fontana | Lauren.Fontana@ucdenver.edu

Lauren Fontana works as the ADA/Affirmative Action Coordinator. Before joining the University, she spent several years litigating civil rights cases in Colorado and taught at the University of Denver Sturm College of Law Civil Rights Clinic for two years. She earned her law degree from the Ohio State University Moritz College of Law, and has a B.S.E. in Computer Science in Engineering from the University of Michigan. When she is not in the office, she can be found hiking with her dog or tending to her overly ambitious garden.

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PUAD 5460 – Political Advocacy

Addresses advocacy and lobbying issues of public policy and government problems. Special attention is given to how advocacy process works in the public sector and policy making bodies, and how lobbying techniques and processes can be understood. General focus on practical applications at all levels of government with primary attention to state & local government.

Section 001 | In-Person, Winterim – January 3-6 and January 10-13, Weds-Fri, 5-9:00 PM, Sat, 8:30AM - 4:30PM

Instructor: Parker Baxter | Parker.Baxter@ucdenver.edu

Instructor Bio coming soon!

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PUAD 5503 – Public Budgeting and Finance

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

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

Instructor: Alexis Kennedy | Alexis.Kennedy@ucdenver.edu

Instructor Bio coming soon!

Section E01 | Online

Instructor: Tamara Hannaway | Tamara.Hannaway@ucdenver.edu

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 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.

Section E01 | Online

Instructor: Jennifer Hooker | Jennifer.Hooker@ucdenver.edu

Jennifer Hooker is a Lecturer and Ph.D. Candidate at CU Denver's School of Public Affairs (SPA). She has taught a variety of undergraduate and graduate courses in the areas of state and local government, federal government, and quantitative methods. Jennifer previously worked as a research consultant on projects centered around state employees and healthcare programs in Texas. Her research interests are

rooted in a passion for social justice, with a focus on representative bureaucracy and LGBTQ representation.

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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.

Section 001 | In-Person, Weekend Intensive

Thurs-Fri, Feb 1-2, 4:00 to 9:00 PM

Sat, Feb 3, 8:00 AM to 6:00 PM

Thurs-Fri, Feb 8-9, 4:00 to 9:00 PM

Sat, Feb 10, 8:00 AM to 6:00 PM

Instructor: James Van Leeuwen | Jamie.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 SPA Institute at the University of Colorado Denver School of Public Affairs. He became a Fulbright Scholar in 2013.

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PUAD 5632 – Seminar in 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.

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 – Seminar in 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.

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

Instructor: Jennifer Kagan | jennifer.kagan@ucdenver.edu

Jennifer Kagan joined the Wirth Chair in Sustainable Development in 2013 after completing her Master of Public Administration at the School of Public Affairs at CU Denver. Ms. Kagan earned her juris doctor in 2004 and spent six years as an attorney in the private sector, working primarily in class action litigation. In 2011, Ms. Kagan returned to school to earn her MPA. While completing her coursework, she worked as a policy research fellow for the SPA Institute and as a graduate assistant for the Global Women Scholars Network, a National Science Foundation funded international network of scholars and practitioners, designed to provide support to women promoting sustainability in developing countries. She also worked as a research assistant on an Alfred P. Sloan Foundation funded study examining policymaking related to hydraulic fracturing. For her master's thesis, Ms. Kagan spent time in Uganda, exploring the relationship between interorganizational partnerships and nongovernmental organization institutional sustainability. Ms. Kagan is currently pursuing her Ph.D. in public affairs. Her research interests include nonprofit advocacy, particularly as it pertains to environmental policy and international development. She is also a registered yoga teacher and teaches weekly yoga and meditation classes.

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PUAD 5920 – The Psychology of Interpersonal Violence

This class addresses the contributions and limitations of current empirical and clinical psychological literatures about interpersonal violence (IPV). The primary focus of the course is on the effects of IPV on adult and child survivors, on their psychological needs, and on the contribution of psychological knowledge to practice in IPV. Cross-listed with CRJU 5920.

Section H50 & H51 | Hybrid

In-Person: January 6-11 | Jan 6, 5-9:00 PM; Jan 1-10, 8:30 AM – 5:30 PM; Jan 11, 8:30 AM – 12:30 PM

Online: Jan 12 – May 12

Instructor: Barbara Flood | barbara.flood@ucdenver.edu

Dr. Barbara Flood received her PhD in 2004 in Psychology. She also holds a Master's degree in Social Work and has experience as a researcher, author, professor, and international speaker and trainer. Dr. Flood has taught at the undergraduate and graduate level including Metropolitan University of Denver and is presently with Naropa University. She has taught many courses including but not limited to women and psychology, gender studies, abnormal psychology, diagnostics, professional orientation and internship, social psychology, multiculturalism, psychology of prejudice and developmental psychology.

Dr. Flood has been a clinician for over 20 years and has extensive experience working with trauma reduction, addictions, co-dependency, and relational violence. She has designed and facilitated several post graduate training programs for therapists and coaches. Dr. Flood is certified in EMDR and Emotional Intelligence with the Institute of Social and Emotional Intelligence and has trained with Pia Melody in post induction training for childhood trauma. She has several publications in the field of aging

as well as psychology of forgiveness and codependency. Dr. Flood is passionate about the ongoing transformational process of personal growth and social change.

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PUAD 6600 – Special Topics: 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.

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

Topic: Economic Development

Description: This course will utilize Colorado's experience as a laboratory for understanding how economic development works; how business location decisions are made; how infrastructure decisions can build jobs and communities; how local workforce development and businesses can connect to match workers with skills and jobs. Colorado is attracting people and jobs – how does this formula work?

Instructor: Randolph Harrison | randy.harrison@ucdenver.edu

Randy Harrison recently served as Executive Director of Move Colorado, a non-profit corporation representing Colorado's transportation community on transportation finance issues, and two major architecture, engineering, and environmental consulting firms - URS and AECOM responsible for business and program development for corporate and regional management. As Director of State Planning in the Office of State Planning and Budgeting, Mr. Harrison managed several initiatives as part of the Governor's economic development strategy: the Colorado Superconducting Super Collider (SSC) Project to locate a \$5 billion DOE high-energy physics laboratory near Ft Morgan; directed the Governor's Council on High Technology Economic Development, a 5-year Economic Plan and Implementation program; served as Executive Director of the Colorado Commission on Local Government Finance; and Executive Director of the Governor's Blue Ribbon Panel on Capital Infrastructure. He has supervised research into Colorado's technology industries: biotechnology, aerospace, and advanced manufacturing; and developed small business strategies for innovation research. Mr. Harrison's experience includes major proposals for a public-private partnerships to design/build, finance, operate and maintain a 17-mile LRT Passenger Rail Line; a CDOT Public Private Initiative to design/build, operate, finance and maintain the C-470 Value Express Lanes; and support for the University of Colorado competition win of the BP Amoco Visualization Center (\$13M gift) for the University of Colorado.

Section E01 | Online

Topic: Marijuana Policy Frontier

Description: 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: Walter Koski | Walter.Koski@ucdenver.edu

Lewis Koski works part time for the UC Denver School of Public Affairs as a course lecturer and full time

as a Co-Founder and Senior Director at Freedman & Koski, Inc. Prior to founding his consulting firm, Lewis was employed by the Colorado Department of Revenue for 13 years. During the last six and half years, Lewis played a pivotal role in Colorado building the first agency in the world to implement medical and retail marijuana policy. Lewis is recognized nationally and internationally as an expert in formative marijuana policy. He is among a small group of government executives who have been intimately involved in the development and implementation of marijuana policy from the infancy of medical marijuana through the realization of legalization. Lewis holds a Master of Business Administration with an emphasis on International Business and is a Doctoral Candidate in Public Administration with a focus on policy analysis and public participation in rulemaking."

Section E02 | Online

Topic: Decision Making at the Street Level

Description: This class explores the dynamics of street-level decision-making in law enforcement. First, it examines prominent theories of decision-making. Second, it explores how any street-level decision is nested within constitutional and legal requirements at all levels of government. Third, it uses case studies to explore street-level decision-making, particularly the effects of stakeholders throughout communities, community history, laws, departmental requirements and dynamics, standards and practices of incident control, and more.

Instructor: GM Vogler | GM.Vogler@ucdenver.edu

& Sean McCandless | Sean.McCandless@ucdenver.edu

G. Michael Vogler has 21 years of law enforcement experience serving in patrol, investigations, training and community outreach. His areas of interest focus on leadership and the intersection of mental health and law enforcement. He is working on strategies for officers to assist members of the community with mental illness. His other area of interest is building resiliency in first responders as a defense against PTSD and cumulative stress. He currently teaches Law Enforcement and is developing courses in leadership and decision making. He has two children and spends his free time fixing bikes and reading Goosebumps.

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 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.

Section 901 | Traditional MPA Students only

Instructor: Kelly Hupfeld | Kelly.Hupfeld@ucdenver.edu

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.

Section 950 | AMPA Students only

Instructor: Kelly Hupfeld | Kelly.Hupfeld@ucdenver.edu

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.

Section 955 | IMPA Students only

Instructor: Scott Steinbrecher | Scott.Steinbrecher@ucdenver.edu

Scott Steinbrecher has served in several capacities in public schools in Colorado: teacher, substitute teacher and coach. As a graduate student at SPA, he served several graduate assistantships and researched the degree requirements for the Joint MPA/Law degree. His public policy work included stints at the National Conference of State Legislatures and the University of Colorado Denver, where he edited several Resource Guides for families and individuals with disabilities. He also has served as an Adjunct Faculty member at the School of Public Affairs, teaching the American Public Service Environment course for International students and with Colorado Technical University Online. He has extensive volunteer experience with the University of Colorado System and with community and civic organizations, including current service as a Planning Commissioner and Library Board member for the City of Lafayette (CO).

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PhD Public Administration Courses

PUAD 7007 – 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 search project. Cross-listed with PUAD 5007.

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

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.

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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 5003, 5004 or equivalent.

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

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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.

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

Instructor: Paul Teske | Paul.Teske@ucdenver.edu

Paul Teske's public policy research has centered on education policy, regulatory policy, urban policy, and economic development policy. He has written 8 books, 50 articles, and 20 book chapters on these topics. His most recent book (co-edited with Colin Provost in 2009) is *President George W. Bush's Influence over Bureaucracy and Policy –Extraordinary Times, Extraordinary Powers?* A prior book *Pay for Performance Teacher Compensation: An Inside Story of Denver's ProComp Plan* (Harvard Education Press, 2007, with Phil Gonring and Brad Jupp) analyzes the entrepreneurial policy development of the nation's leading market-based teacher pay plan. His co-authored book, *Choosing Schools* (Princeton University Press, 2000, with Mark Schneider and Melissa Marschall), won the Aaron Wildavsky Award for best book from the American Policy Studies Organization.

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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.

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

Instructor: Geoffrey Propheter | Geoffrey.Propheter@ucdenver.edu

Geoffrey Propheter is an assistant professor in the School of Public Affairs at the University of Denver. His research covers topics in state and local government with a particular focus at the local level in public finance and budgeting, economic development, and sports and public policy. Prior to academia, Geoffrey earned his practitioner stripes as a property tax analyst at the New York City Independent Budget Office. Some of his recent published work can be found in *Economic Development Quarterly*, *Journal of Sports Economics*, and *Urban Affairs Review*. Geoffrey earned his PhD from the Trachtenberg School at George Washington University.

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