



School of Public Affairs

UNIVERSITY OF COLORADO DENVER



Public Administration (PUAD) Course Offerings

The following SUMMER 2018 courses are available and run JUNE 4 – JULY 28.

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

CORE REQUIRED COURSES

PUAD 5001– Introduction to Leadership and Public Service

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

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

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 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: Wednesdays, 3:30 - 8:30 PM

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.

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. Max hours: 3 Credits.

Section 001 | In-Person: Mondays, 3:30 - 8:30 PM

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.

Section E01 | Online

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

Jennifer Kagan, JD, MPA, is a lecturer, research assistant, and PhD student at the School of Public Affairs. After practicing law for seven years primarily in the private sector, Jennifer joined SPA where she has served in a variety of roles. She spent four years as director of the Wirth Chair in Sustainable Development, where she conducted research on international and domestic energy policy, organized international energy-related trips for students and professionals, and coordinated local educational events. Jennifer has also worked for the SPA Institute and on Sloan Foundation and NSF funded research about the politics and policies surrounding hydraulic fracturing. Her research interests include nonprofit advocacy, energy and environmental policy, and international development. Jennifer also teaches weekly yoga classes.

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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

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

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PUAD 5005 – The Policy Process and Democracy

Introduces theoretical and applied studies of the policy process. Policy process includes how (I) issues are conceptualized and brought forward as problems needing action; (II) policies are designed and selected; and (III) enacted policies are implemented, monitored, evaluated, and revised. Max hours: 3 Credits.

Section E01 | Online

Instructor: Sean McCandless | 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 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 001 | In-Person- Weekend Intensive:

June 9, 3:00 - 8:00 PM

June 10, 8:30 AM - 5:00 PM

June 23, 3:00 - 8:00 PM

June 24, 8:30 AM - 5:00 PM

July 14, 3:00 - 8:00 PM

July 15, 8:30 AM - 5:00 PM

Instructor: Maren Trochmann | MAREN.TROCHMANN@ucdenver.edu

Maren Trochmann is an adjunct faculty member and a PhD candidate at University of Colorado Denver's

School of Public Affairs (SPA). Maren also works as Division Director in the Denver Regional Public Housing Office with the U.S. Department of Housing and Urban Development (HUD) and has previous professional experience on Capitol Hill and in the nonprofit realm. Maren strives to bring a practitioner-focused and engaged scholarly lens to her courses, integrating theory and practice. Maren's research interests revolve around social equity, citizen engagement, professional ethics, and the interaction between race, class, gender, and social policy.

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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. Max hours: 3 Credits.

Section E01 | Online

Instructor: Pamela Medina | Pamela.MedinaGutierrez@ucdenver.edu

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

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PUAD 6910 – Internship

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

Section 901 | Independent Study

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.

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EMERGENCY MANAGEMENT AND HOMELAND SECURITY COURSES

PUAD 5655 – Principles of Emergency Management

Introduces the discipline and practice of emergency management. Topics include administrative practice and processes by which public policy shapes governmental responses to hazards, emergencies, and disasters. Cross-listed with CRJU 5655. Max hours: 3 Credits.

Section E01 | Online

Instructor: James 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 SPA Institute's Certified Public Manager Program.

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LOCAL GOVERNMENT COURSES

PUAD 5626 – Local Government Politics and Policy

Relates the systems, processes, and principles of public management to the local government environment. Public management concepts such as strategic planning, bureaucracy, formal and informal organizational structures, human resource planning, management control, systems theory, and administrative behavior are explored within the context of local government. Max hours: 3 Credits.

Section E01 | Online

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

Parker Baxter is Director of the Center for Education Policy Analysis (CEPA) at the University of Colorado Denver School of Public Affairs. Previously, Parker was Director of Knowledge at the National Association of Charter School Authorizers (NACSA) where he was responsible for identifying and disseminating effective practices for charter school authorization and oversight and assisting authorizers in developing their expertise. Parker is also a Senior Research Affiliate at the Center on Reinventing Public Education where he previously served as Senior Legal Analyst working on the District-Charter Collaboration Compact Project and the Portfolio District Project. Prior to his work at NACSA, Parker served as Assistant Superintendent and the Executive Director of the Office of Parental Options at the Louisiana Department of Education and as Director of Charter Schools for Denver Public Schools. Parker was also an aide to Senator Edward M. Kennedy on the Health, Education, Labor and Pensions Committee, where he worked on issues related to the No Child Left Behind Act and Head Start, and assisted in the

formation and passage of the Higher Education Access Act. Parker has a Juris Doctor from New York University School of Law and a Masters in Public Management and Policy from NYU's Wagner School of Public Service where he was a Dean's Scholar. He is also a former special education teacher, an alumnus of Teach for America, and an honors graduate of Colorado College.

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NON-PROFIT CONCENTRATION COURSES

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. 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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OTHER GENERAL ELECTIVES

PUAD 5115 – Effective Grantwriting for Nonprofit and Public Sector Managers

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

Section E01 | Online

Instructor: Kim Hedberg | Kim.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 Nongovernmental Organizations

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 5260 – Managing in a Multicultural Environment

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

Section M01 | In-Person - Weekend Intensive (Maymester):

TENTATIVELY SCHEDULED FOR:

May 17, 5:00 – 9:00 PM

May 18, 5:00 – 9:00 PM

May 19, 8:00 AM – 6:00 PM

May 20, 8:00 AM – 6:00 PM

May 21, 5:00 – 9:00 PM

May 22, 5:00 – 9:00 PM

(Please check CU SIS for most accurate offering dates)

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 5440 – Negotiation and Conflict Resolution

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

Section E01 | Online

Instructor: Wendy Bolyard | Wendy.Bolyard@ucdenver.edu

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

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PUAD 6600 – Special Topics in Public Administration *(topics vary by section)*

Section E01 | Online

Topic: Marijuana Policy

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 M90 | STUDY ABROAD: Maymester - see registration page for program dates.

Topic: Energy in Denmark

Description: In the years ahead, the global workplace will offer the most meaningful, challenging and rewarding opportunities to those engaged in the critical food, water and energy sectors. Engagement in these sectors will require substantive knowledge of the principles of sustainable development and the management and policy challenges associated with providing energy, food and water to the planet's population. This course will focus on the energy sector, but will include engagement in and learning about food and water supply issues, as well as attention to issues surrounding our built environment. Students in this course will explore the guiding principles of sustainable development both historically and presently. A foundation will be created for understanding the sources, uses and challenges in the global energy sector. During our two-week visit to Denmark, we will learn, from presentations made by Danish experts and visits to sites and facilities, about the country's successful and ongoing transition to clean energy and the interconnected climate change and adaptation techniques employed by government, business and individuals there. We will see first-hand many of the innovative and interesting solutions to energy and water management challenges and explore the underlying policies and policy implementation techniques in Denmark's regions and communities. We will learn about the effectiveness of community-based planning and action, and how locally based solutions can impact or be impacted by national policies. We will hear from innovators and policy leaders in Copenhagen (national policy and neighborhood action), on Samsøe Island (thought leadership, planning and development of a carbon-negative island community), and Arhus (wind energy solutions and water management).

Instructor: Mark Safty | mark.safty@ucdenver.edu

Mark Safty was appointed as the Wirth Chair in Sustainability at the University of Colorado in 2013. The Wirth Chair is housed within the School of Public Affairs at the University of Colorado-Denver and honors the environmental and sustainable development achievements of former U.S. Senator, and Undersecretary of State and President of the United Nations Foundation, Tim Wirth. Mr. Safty is a partner and Chair of the Energy and Infrastructure Group at Holland & Hart, LLP, where for more than 25 years he has represented companies operating on five continents in virtually every type of infrastructure development and financing transaction. He has extensive experience developing and financing projects in the renewable energy, healthcare, water, wastewater, and transportation sectors. He also teaches Renewable Energy Law and Policy courses at the Denver University and University of Colorado Law Schools.

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