

At A Glance: School of Public Affairs

Students*

317

Degrees Awarded 2006‡

Graduate: 154

Degree Programs

Master of Public Administration (MPA)

Optional concentrations in
local government
environmental policy
management and law
domestic violence
nonprofit management

Executive and accelerated MPA options

Interdisciplinary certificate in emergency
management

Master of Criminal Justice (MCJ)

Optional concentration in domestic violence

Doctor of Philosophy (PhD) in Public Affairs

Optional concentration in homeland security

Faculty*

Full-time: 17

Lecturers: 11

Student-Faculty Ratio*

7:1

Alumni‡

2,782



Sample Organizations Hiring Alumni

State of Colorado
ICE/Homeland Security
Arapahoe Library District
Environmental Protection Agency
Denver Public Schools
Mile High Down Syndrome Association
City and County of Denver
Colorado Municipal League
Court Appointed Special Advocates (CASA)
Omni Research Institute
Colorado Coalition Against Domestic Violence
Colorado Office of Legislative Auditing
Bell Policy Center

Average starting salary for those working full-time in related field†:

\$54,444

Accreditation

National Association of Schools of Public
Affairs and Administration (NASPAA)

Institutes and Centers

Institute for Policy Research
and Implementation
Center on Domestic Violence
Wirth Chair in Environmental and
Community Development Policy
Center for Education Policy Analysis
Center for Public/Private Sector Cooperation
Center for the Improvement of
Public Management

Bragging Rights

The only accredited school of public affairs
in Colorado authorized to grant the MPA,
MCJ and PhD in Public Affairs
Ranked 35th nationally by *U.S. News &
World Report*
Currently houses the editorial office of the
Public Administration Review (PAR), the
premier journal in the field of public affairs.
SPA students report a 100% job placement
rate. (Survey respondents from 2002-2005)

*Fall 2006 end-of-term enrollment data ‡Fiscal year 2005-2006 data †2005 survey of 2003-2004 graduates, one year after graduation

School of Public Affairs

Dean
Kathleen M. Beatty

Associate Dean
Linda deLeon

Associate Dean, Colorado Springs
Teresa Schwartz

**Director, Doctor of Philosophy in
Public Affairs (PhD)**
Paul Teske

**Director, Master of Public
Administration (MPA)**
Jody Fitzpatrick

Director, Criminal Justice (MCJ)
Mary Dodge

Director, Western Slope Program
Fred Rainguet

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Prospective Student Inquiries
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Current Student Inquiries
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Last Name A–K: Dawn.Savage@cudenver.edu
Last Name L–Z: Antoinette.Sandoval@cudenver.edu

Application Deadlines

Undergraduate

Fall—July 22
Spring—December 1
Summer—May 3

Graduate

	<i>Preferred Deadline</i>	<i>Final</i>
<i>Fall</i>	March 15	August 1
<i>Spring</i>	October 15	December 1
<i>Summer</i>	April 1	May 1

The School of Public Affairs is the only institution in Colorado authorized to offer graduate degrees in public administration, public affairs and criminal justice. Beginning in the fall of 2007, we will also welcome our first undergraduate students—with the addition of a new bachelor of arts in criminal justice degree. Nationally ranked for excellence, SPA offers programs in multiple locations: on the downtown Denver campus of UCDHSC, at the University of Colorado–Colorado Springs campus, on the Western Slope (Grand Junction) and through the nation’s oldest online MPA. The school offers four degrees: the bachelor of arts in criminal justice (BACJ), the master of public administration (MPA), the master of criminal justice (MCJ) and the PhD in public affairs. Qualified senior managers may elect to participate in the school’s executive MPA option, an innovative partnership between the school and the federal Management Development Centers, while upper-level police officials may choose the executive leadership MCJ. SPA offers an accelerated MPA option as well as a variety of concentrations for students with diverse interests.

SPA Students

The School of Public Affairs (SPA) attracts a wonderful mix of students, from undergraduates just beginning their public service careers to well-seasoned professionals already immersed in public or nonprofit management and policy. Students encompass a range of age and experience, and they represent the diversity of the Denver metropolitan area. Fifteen percent are students of color, and almost 5 percent hail from countries around the globe. SPA classrooms promote interaction among students, and the wealth of student backgrounds and experience enriches student learning enormously.

Our graduates are among the most successful in the university. They include state legislators and department heads, city managers and mayors, police chiefs and law enforcement or correctional administrators, nonprofit and for-profit CEOs and executives, school superintendents and university presidents and faculty.

The School of Public Affairs is accredited by the National Association of Schools of Public Affairs and Administration’s (NASPAA) Commission on Peer Review and Accreditation.

The Mission of SPA

The School of Public Affairs will improve the quality of public life in Colorado and the Rocky Mountain West.

To achieve this mission, SPA has set the following objectives:

- **build educational and research excellence**, establishing the School of Public Affairs as the best school of public affairs in the Rocky Mountain West and a top-ranked national school
- **focus on solving pressing public problems**, both by helping students to build strong problem-solving skills and by committing the entire SPA community to participation in problem-solving efforts
- **strengthen SPA’s contribution to successful student career development**
- **serve all of Colorado, the mountain West and the global community**

A Commitment to Community, to Public Service and to Problem Solving

The School of Public Affairs seeks students committed to public service. It prepares those students through a rigorous course of study

that combines scholarship and theory while building practical analytical, management and policy-making skills. SPA faculty frequently engage students in community-centered research projects, and the school offers a variety of opportunities for students to engage in the work of its centers and institute or to participate in events featuring visiting experts.

UNDERGRADUATE PROGRAM

BA in Criminal Justice

Program Director: Mary Dodge, PhD

Prospective Students: 303-315-2896

Current Students and Advising: 303-556-5970

Faculty

Professors: Mark Pogrebin, PhD, University of Iowa; Eric Poole, PhD, Washington State University

Associate Professors: Mary Dodge, PhD, University of California, Irvine; Angela Gover, PhD, University of Maryland

Assistant Professor: Deanna Perez, PhD, University of Maryland

Associate Research Professor: Jerry Williams, DPA, University of Colorado

The School of Public Affairs is excited to offer a new bachelor of arts degree in criminal justice (BACJ). The BACJ is an interdisciplinary program that combines specific course work in criminal justice with a liberal arts focus. The criminal justice degree will offer training for specific occupations within criminal justice agencies as well as provide students with the critical thinking, writing and presentation skills necessary for career advancement. The course work will emphasize an understanding of the complex nature of crime causation, evolving criminal justice organizations and the implications of public policies that will allow graduates to adapt to the evolving nature of the field.

As with all undergraduate degrees, students are required to complete the requirements of the downtown Denver campus core curriculum, providing an education that draws heavily on social and natural sciences as well as liberal arts. The program will not only provide a direct line to employment in the growing field of criminal justice, but will also facilitate the movement of outstanding students into SPA's MCJ and PhD graduate programs. Students will be well prepared to pursue additional advanced degrees in fields where critical thinking and analytical skills are required.

Admissions Requirements

Entering freshmen, current UCDHSC students and transfer students are eligible for admission to the BACJ program. All students must meet the admission requirements described in the Information for Undergraduate Students chapter of this catalog.

TRANSFER STUDENTS

Students who have attended another college or university are expected to meet general requirements for admission of transfer students as described in the Information for Undergraduate Students chapter. Transfer students with at least 30 semester hours of transferable credit who have been denied admission to the college by the downtown Denver campus Office of Admissions, and who have special circumstances not covered by the regular admission policies, may petition the SPA Academic Standards for provisional admission. The Academic Standards Committee requires evidence of academic performance before provisional admission is granted. Policies and procedures for the SPA Academic Standards Committee are available through the SPA Advising Office.

Advising and Student Services

Upon matriculation into the BACJ, students will receive advising from SPA's Student Services Team. Advising will ensure that students take appropriate courses in the core curriculum to provide a foundation for their course work in the BACJ. As students move through the program, they will also be assigned a faculty advisor who will assist them with questions about their majors, concentrations and career directions.

The Internship Program

Undergraduate students without experience in the field will be expected to complete an internship for credit under the direction of a faculty sponsor. Internships are helpful for career exploration early in a student's academic career or for job experience after developing academic content in the major.

Students must have a minimum 2.75 cumulative GPA and a minimum of 15 semester hours completed at UCDHSC before registering for the internship. A maximum of 3 semester hours of internship per semester and 9 credits total may be counted toward the 120 semester hours necessary for graduation.

Undergraduate students should contact the Career Center for details on internship placements, paperwork and requirements.

Program Requirements—Bachelor of Arts in Criminal Justice

Students completing a BACJ at UCDHSC will complete a minimum of 120 semester hours including:

- 34–36 general education core curriculum semester hours
- 21 undergraduate criminal justice semester hours, including 16 upper-division semester hours
- 15 elective semester hours in criminal justice and ancillary fields for the selected area of concentration
- 46–48 elective semester hours which will include an internship (if applicable), an optional CLAS or language minor (15-21 hours) and optional electives
- students without experience in the field of criminal justice must complete a 3-semester-hour internship

Students must receive a minimum of a C (2.0) in each undergraduate course applied to satisfy degree requirements.

UNDERGRADUATE REQUIRED CRIMINAL JUSTICE COURSES

<i>Required Courses</i>	<i>Semester Hours</i>
C J 1001. Introduction to Criminal Justice.....	3
C J 2041. Crime Theory and Causes.....	3
C J 3100. Criminal Justice Research Methods.....	3
C J 3150. Statistics for Criminal Justice.....	3
C J 4042. Corrections.....	3
C J 4043. Law Enforcement.....	3
C J 4044. Courts and Judicial Process.....	3
Total.....	21

Criminal Justice Electives—15 semester hours, with 9 hours from the Department of Criminal Justice and 6 from other departments

Criminal Justice Electives

C J 2110. Drugs, Alcohol and Crime.....	3
C J 2210. Probation and Parole.....	3
C J 2320. Policy-Community Relations.....	3
C J 2510. Juvenile Justice Administration.....	3
C J 3160. White Collar Crime.....	3
C J 3220. Community-Based Corrections.....	3
C J 3250. Violent Offenders.....	3
C J 3310. Police in Contemporary Society.....	3
C J 3420. Pleas, Trials and Sentences.....	3

	<i>Semester Hours</i>
C J 3540. Crime and Delinquency Prevention.....	3
C J 4120. Race, Class and Crime	3
C J 4130. Poverty and Crime	3
C J 4140. Domestic Violence and Crime	3
C J 4170. Victim Studies	3
C J 4180. Comparative Study of Criminal Justice Systems (C J 1001++)	3
C J 4230. Corrections and Treatment.....	3
C J 4410. Criminal Law and Constitutional Procedure.....	3
C J 4430. Law and Society	3
C J 4440. Courts and Social Policy.....	3
C J 4520. Gangs and Criminal Organizations	3
C J 4530. Families and Intergenerational Crime	3
C J 4600. Special Topics in Criminal Justice (C J 1001, C J 2041++)..	3
C J 4700. Internship.....	3
C J 4800. Independent Study	3
C J/P AD 4600. Homeland Security and Emergency Management ..	3
Total	9

++Prerequisite

*Other Department Electives***

SOC 2462. Social Psychology.....	3
SOC 3020. Race and Ethnicity in the U.S.A.	3
SOC 3600. Social Relations	3
SOC 3700. Sociology of the Family.....	3
SOC 3964. Criminology.....	3
SOC 4340. Juvenile Delinquency.....	3
SOC 4440. Social Stratification.....	3
SOC 4460. Hate Crimes.....	3
SOC 4471. Sociology of Corrections.....	3
SOC 4770. Women and Crime.....	3
PSY 3135. Organizational Psychology.....	3
PSY 3205. Human Development I: Child Psychology.....	3
PSY 3215. Human Development II: Adolescence and Adulthood	3
PSY 3265. Drugs, Brain and Behavior.....	3
PSY 3305. Abnormal Behavior.....	3
PSY 3612. Domestic Abuse.....	3
PSY 3034. Race, Gender, Law and Public Policy.....	3
PSY 4124. Denver Politics	3
PSY 4185. Corruption in the U.S. and Abroad.....	3
PSY 4427. Law, Politics and Justice	3
PSY 4477. Constitutional Law I.....	3
PSY 4487. Constitutional Law II.....	3
PSY 4545. Immigration Politics	3
PSY 4837. Contemporary Issues in Civil Liberties.....	3
ANTH 4090. Political Economy of Drug Culture.....	3
CMMU 4265. Gender and Communication.....	3
ECON 3300. Economics of Crime and Punishment.....	3
Total	6

**Students must comply with departmental prerequisites.

Examples for Areas of Concentration

Juvenile Justice

C J 2510. Juvenile Justice Administration	3
C J 3540. Crime and Delinquency Prevention.....	3
C J 4520. Gangs and Criminal Organizations	3
SOC 4340. Juvenile Delinquency.....	3
SOC 3700. Sociology of the Family	3
Total.....	15

Law and Society

C J 4440. Courts and Social Policy.....	3
C J 4430. Law and Society	3
C J 3420. Pleas, Trials and Sentences.....	3

	<i>Semester Hours</i>
PSC 4427. Law, Politics and Justice	3
PSC 3034. Race, Gender, Law and Public Policy	3
Total.....	15

Domestic Violence

C J 4140. Domestic Violence and Crime	3
C J 4170. Victim Studies	3
C J 4530. Families and Intergenerational Crime	3
PSY 3612. Domestic Abuse.....	3
CMMU 4265. Gender and Communication	3
Total.....	15

Minor in Criminal Justice

A minor in criminal justice will require 18 semester hours of course work including the following:

C J 1001. Introduction to Criminal Justice.....	3
C J 2041. Crime Theory and Causes	3
Total.....	6

At least one of the following:

C J 4043. Law Enforcement	3
C J 4044. Courts and Judicial Process	3
C J 4042. Corrections	3
Total.....	3-9

One to three additional elective courses in criminal justice or ancillary fields.

GRADUATE PROGRAMS MASTER'S LEVEL—GENERAL INFORMATION

Transfer of Credit to SPA

Up to 9 semester hours of appropriate graduate work from an accredited college or university may transfer, if such credit was not applied to a completed degree that was awarded.

Limitation of Course Load

The normal course load for a full-time student is 9 semester hours. A student who is employed full time may not carry more than 9 hours unless an excess load has been approved in advance by the faculty advisor.

Financial Assistance

Students in the master's degree programs are eligible for several types of financial assistance. Educational loans require application to the Office of Financial Aid on the downtown Denver campus and completion of the FAFSA. A number of students secure internships or other part-time positions with local, state and federal agencies in the Denver metropolitan area. Scholarship assistance to underrepresented students entering the SPA is available on a limited basis.

The school receives announcements for fellowships from various government organizations and actively seeks additional funding for student support in the form of internship positions and research assistantships.

For meritorious candidates, SPA will also fund a small number of doctoral research assistantships each year based on financial availability. Students selected will receive a full-tuition waiver as well as a stipend of \$12,000 for the academic year. Our goal is to provide such funding for students for at least three years.

Persons interested in applying for financial assistance should inquire in the SPA office. The deadline is March 15 for the following term.

The Internship Program

An internship for the MPA and MCJ programs is required for students who have not had significant public, nonprofit or private-sector experience. The purpose of the internship is to continue the linkage between theory and practice that is the philosophical basis of SPA.

The internships generally involve part-time work. A maximum of three semester hours will be awarded for internship service.

Great care is taken by the SPA to ensure that the internship experience meets the intellectual needs of the student. Placements have included the Governor's Office, Colorado State legislature, Denver Mayor's Office, City of Denver, Denver Police Department, Boulder Crime Lab, Western Governor's Association, the National Conference of State Legislatures, the Colorado Department of Public Health and Environment and the Denver Center for the Performing Arts.

Admission Requirements

1. A baccalaureate degree from a college or university of accredited standing, with a minimum GPA of 3.0. Two sets of official transcripts are required from all higher education institutions attended.
2. Three recommendations from qualified references. Recommendations may be from professors, employers and/or others acquainted with the prospective student's professional and/or academic work.
3. Applicants are required to take the GRE, the GMAT or the LSAT unless they meet the requirements for waiver as stated below. Standard graduate admission test scores are normally waived when the candidate already has a graduate degree in another field. Other applicants may have test scores waived if: (1) they have an undergraduate GPA of 3.0 or better *and* (2) they have *significant* professional employment in management or policy-making positions for a minimum of 10 years or the equivalent.
4. A current resume highlighting professional accomplishments and community involvement.
5. International students whose first language is not English are required to take the TOEFL or IELTS. A score of 550 or higher on the paper-based exam or 213 or higher on the computer-based exam is required for the MPA or 525/197 for the MCJ.

All application material and test scores should be sent to SPA, University of Colorado at Denver and Health Sciences Center, Campus Box 142, P.O. Box 173364, Denver, CO 80217-3364.

SPA will process applications as they come in. Master-level applicants generally receive notification of their admission status three weeks after all materials have been received in the office. The preferred deadlines listed below allow students to receive best consideration for scholarships, financial aid and course selection. *Students who do not meet the preferred deadline may still submit application materials until approximately one month before the start of classes and will be considered on a space available basis.*

Semester	Preferred Application Deadline	Final Deadline*
Fall	March 15	August 1
Spring	October 15	December 1
Summer	April 1	May 1

*Final deadline does not apply to international students who should adhere to the preferred deadline.

PROVISIONAL ADMISSION

Under special circumstances, a student may be admitted on provisional status for one semester. Students admitted on a provisional basis take two courses in their first semester. MPA students may select two of the following: PAD 5001, 5003 or 5004. They may take no other courses during that semester. Based on their performance in these courses, a decision will be made concerning their admission into the program.

NONDEGREE ADMISSIONS

Students may register as nondegree students while developing their application packet. However, students are discouraged from taking many courses as a nondegree student if they hope to pursue a degree. Instead, it is best to apply before completing several courses to ensure the student will be admitted and the courses will apply to a degree. **Nine semester hours taken in the program as a nondegree student may be applied to the master's degree programs with approval of an advisor.** Nondegree student application forms are available in the Office of Admissions.

Time Limit for Master's Degree

Master's degree students must complete all course work and degree requirements within six years of registration in their first course.

MASTER OF PUBLIC ADMINISTRATION

Program Director: Jody Fitzpatrick, PhD

Faculty

Professors: Kathleen Beatty, PhD, Washington State University; Lloyd Burton, PhD, University of California, Berkley; Peter deLeon, PhD, Pardee RAND Graduate School; Robert Gage, PhD, Indiana University; Richard Stillman, PhD, Syracuse University; Paul Teske, PhD, Princeton University

Associate Professors: Linda deLeon, PhD, University of California, Los Angeles; Angela Gover, PhD, University of Maryland; Jody Fitzpatrick, PhD, University of Texas, Austin; Allan Wallis, PhD, City University Graduate Center

Assistant Professors: George Busenberg, PhD, University of North Carolina at Chapel Hill; Gabriel Kaplan, PhD, Harvard University; Christine Martell, PhD, Indiana University; Jennifer A. Wade-Berg, PhD, University of Georgia

MPA, West Slope Director: Fred Rainguet, PhD, University of Colorado
Wirth Chair: Sen. Gary Hart (Ret.), JD, Yale University

Research Professor: Stephen Block, PhD, University of Colorado
Clinical Professor: Malcolm Goggin, PhD, Stanford University
Research Associate: Robert Reichardt, PhD, Pardee RAND Graduate School

Lecturers: Todd Bryan, MPA, Harvard University; Floyd Ciruli, JD, Georgetown University; Wellington Webb, MA, University of Northern Colorado

Professors Emeritus: John Buechner, PhD, University of Michigan; Dale Neugarten, PhD, University of Southern California

The master of public administration (MPA) is designed to provide graduate professional education for students who wish to prepare themselves for careers in public management or policy, in nonprofit organizations or in private corporations that interface with the other sectors. The program also offers to those already in public service an opportunity to pursue additional education as a means of furthering their careers.

MPA Degree Requirements

The minimum requirements for the basic MPA degree are outlined below. Occasionally, changes are made; students may graduate under the requirements that were in effect when they were admitted.

1. All students must complete a minimum of 36 semester hours of graduate course work, with an average of *B* or better. No more than 6 semester hours of independent study can be applied toward the degree. Students who have not had professional work experience in the public or nonprofit sectors must complete an internship through an additional 3-semester-hour course described in No. 6 below, bringing their total semester-hour requirements to 39.

2. All MPA students (with the exception of those in the executive MPA option) must complete the following core courses or approved equivalents:

Semester Hours

	<i>Semester Hours</i>
P AD 5001. Introduction to Public Administration and Public Service	3
P AD 5002. Organizational Management and Change	3
P AD 5003. Research and Analytic Methods	3
P AD 5004. Economics and Public Finance	3
P AD 5005. The Policy Process and Democracy	3
P AD 5006. Leadership and Professional Ethics	3
Total	18

Students must receive a grade of B– or better in each core course. Students who earn a lower grade may repeat the course once to attempt to earn a B– or better.

3. All MPA students must complete 15 hours of electives. Courses in which a student earns a grade of less than a C will not be counted toward a degree.

4. All MPA students must complete the advanced seminar class during the last semester of their degree program:

P AD 5361. Advanced Seminar in Public Policy and Management	3
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All core or required classes must be completed before taking the advanced seminar.

5. Thesis option. The thesis option is available in lieu of P AD 5361 for MPA students who have an interest in pursuing a PhD in the future or a career in research. P AD 5361 also provides an opportunity for research projects.

6. Internships. Students who have limited experience (generally defined as less than one year of experience) in public, nonprofit or relevant private-sector service must enroll in P AD 6910. Field Study in Public Administration. The decision to require P AD 6910 for a particular student is made by the faculty admissions committee or the student’s faculty advisor upon the student’s acceptance to the MPA program. A minimum of 300 hours of supervised work and study is required to earn 3 hours of credit. This requirement raises the total semester hours needed to earn the MPA degree to 39.

P AD 5626. Local Government Politics and Policy	3
P AD 5628. Urban Social Problems	3
Electives (3)	9
Total	15

DOMESTIC VIOLENCE CONCENTRATION

P AD 5920. Psychology of Violence Against Women	3
P AD 5910. Women and Violence	3
P AD 5930. Battered Women and the Law	3
P AD 5110. Seminar in Nonprofit Management	3
Elective (1)	3
Total	15

EMERGENCY MANAGEMENT AND HOMELAND SECURITY CONCENTRATION

P AD 5650. Disaster and Emergency Management Policies	3
GEOG 5230. Hazard Mitigation and Vulnerability Assessment	3
Elective (3)	9
Total	15

The emergency management and homeland security concentration requires the completion of three electives chosen from a preapproved, multidisciplinary list of courses relevant to emergency management. Students may choose electives in one of three tracks: policy and management; spatial analysis, planning and quantitative assessment; or public safety, homeland security and justice.

NONPROFIT ORGANIZATIONS CONCENTRATION

P AD 5110. Seminar in Nonprofit Management	3
P AD 5140. Nonprofit Financial Management	3
Electives (3)	9
Total	15

Certain sections of P AD 6600. Special Topics in Public Administration may be substituted with permission of the nonprofit organization concentration director.

The Accelerated Cohort

The accelerated MPA is a fast-paced, full-time option that brings academically superior students together with a dedicated research and teaching faculty in the midst of the vibrant downtown Denver environment.

The accelerated option enables students to focus their energies in a concentrated program of study and earn a nationally accredited 36-hour MPA in 12 months. (It is preferred that applicants have some knowledge of economics, statistics and political science.)

The cost for the accelerated option is the same for both in-state and out-of-state students, providing out-of-state students with substantial savings.

The students in the cohort enjoy a unique experience as they go through all classes in the MPA together, fostering a community of scholar-practitioners.

Students are admitted to the program in cohorts of approximately 20 participants. A new cohort starts each fall. The cohort format helps to increase the opportunity to become acquainted with other graduate students and increases the opportunities for interaction between program participants and faculty.

The Executive Option

The School of Public Affairs and the Management Development Centers of the federal Office of Personnel Management have formed a partnership to offer an innovative course of study for selected senior-level professionals in the public and nonprofit sectors.

The executive MPA option provides students with an opportunity to earn a master’s degree targeted at improving their leadership competencies, while also offering significant flexibility in customizing course work to fit students’ individual needs and career objectives. In addition, the course

MPA OPTIONS

Concentrations and Graduate Certificates

All SPA concentrations are a total of 15 semester hours and may either be taken as part of the MPA program or as a stand-alone graduate certificate.

A student *may* choose to select one of the concentrations described below. Students completing a concentration take their electives in the area of their concentration, complete the advanced seminar project in the area of their concentration and are advised by faculty from the concentration. The concentrations and their particular required courses are:

ENVIRONMENTAL POLICY, MANAGEMENT AND LAW CONCENTRATION

Two of the three are required:

P AD 5631. Environmental Politics and Policy	3
P AD 5632. Environmental Management	3
P AD 5633. Natural Resource and Environmental Health Law	3
Electives (3)	9
Total	15

LOCAL GOVERNMENT CONCENTRATION

Two of the three are required:

P AD 5625. Local Government Management	3
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formats—online courses and weekend or week-long intensive meetings—enable students to fit their study into the framework of busy lives.

The executive MPA option is intended to serve high-level managers and policy experts from public agencies—federal, state and local—as well as those from the nonprofit sector.

PROGRAM DESIGN

The executive MPA option requires 30 semester hours of credit plus two required seminars at one of the management development centers of the federal Office of Personnel Management. One is in Aurora, Colorado; the other is outside Washington, D.C. The first required seminar is an assessment seminar. Students explore their own managerial and leadership styles, their personality types, and their levels of competence in a variety of executive skills. A group of highly-skilled trainers and psychologists administers and interprets test results, and participants use this self-knowledge to plan their MPA degree.

Near the end of the program, students also participate in one of the Management Development Centers' Core Leadership Seminars. These seminars focus on developing competencies identified by the federal government as necessary for its highest-level managers, the senior executive service. The required Western Management Development Center courses should total six units of graduate credit. More information is available online at www.leadership.opm.gov or by e-mail from WMDC Program Manager Bruce Kirschner at bhkirsch@opm.gov.

Executive students must take P AD 5001. Introduction to Public Administration and Public Service as one of their first courses. They then must select a minimum of three of the core courses listed below. Their advisor will assist in this selection. They must be able to demonstrate that they have gained competencies in the core courses they do not take through job experience and/or past course work.

	<i>Semester Hours</i>
P AD 5002. Organizational Management and Change	3
P AD 5003. Research and Analytic Methods	3
P AD 5004. Economics and Public Finance	3
P AD 5005. The Policy Process and Democracy	3
P AD 5006. Leadership and Professional Ethics	3
Total	9

These courses may be taken at one of SPA's sites in Denver, Colorado Springs or Grand Junction, or for students who live outside of Colorado, online.

Students also take five elective courses (15 semester hours), which may be selected either from the offerings at the Management Development Centers or from SPA. Both partners provide a wide variety of courses.

At or very near the end of their program, students participate in P AD 5361. Advanced Seminar. In this course, students engage in a self-designed professional project that integrates their new skills and knowledge. In addition, they reassess their professional competencies, charting the progress they have made during the program and designing a plan for future developmental experiences.

Online Classes

SPA provides a unique opportunity for students who live at a distance from the university to obtain a MPA degree.

Designed to serve students who are looking for a high-quality education, but who need an alternative to traditional classroom instruction, students may elect to do one or all of their courses online. This option allows students to complete the entire degree at a distance or to choose to come to campus for some courses while using an interactive online format for others. For both in-state and out-of-state online students, tuition is comparable to the rate charged to in-state students for courses that meet in the classroom. The nonprofit organization concentration is available online, as well as a variety of other electives leading to a general MPA degree. Students in the executive option may also choose to do all SPA course work online.

Domestic Violence Cohort

The first graduate program of its kind in the nation, the University of Colorado at Denver and Health Sciences Center's MPA concentration in domestic violence focuses on the management policies and public policy surrounding domestic violence, as well as grass-roots social justice work and best practices in this emerging field.

The program invites students from around the world to participate in a unique cohort program, which combines online courses with five intensive campus seminars spaced throughout the two-year program. Students may choose to take all courses in the classroom if they wish.

Western Slope Cohort

Public and nonprofit sector professionals living in Colorado's Western Slope have the opportunity to earn a MPA without traveling to the Front Range. SPA offers one MPA course each semester in Grand Junction at Mesa State College and supplements these offerings with online courses. Courses are designed to integrate the academic and applied experiences necessary to be an effective modern manager. The courses are offered in an intensive weekend format and emphasize the needs of small and rural communities.

DUAL DEGREES AND OTHER SPECIAL PROGRAMS

MPA/Juris Doctor Dual Degree Program

The School of Public Affairs and the University of Colorado at Boulder School of Law jointly sponsor a dual degree program leading to the simultaneous granting of the master of public administration (MPA) and juris doctor (JD) degrees. The program may be of particular interest to students who wish to practice law within the public sector, obtain a senior administrative post, represent public-sector clients, represent private-sector clients in transactions with government agencies and institutions and/or develop scholarly expertise in the relationship between law and public administration.

Interested persons must separately apply to and be admitted by both SPA and the School of Law. Upon admission, students may begin full-time study at either SPA or the School of Law; however, law study must be initiated no later than the beginning of the second year of enrollment in the program, and the first year of law study must be taken in its entirety and exclusive of nonlaw course work.

Through the choice of electives, students may develop a limited substantive specialization within the study of law and public administration. The dual degree program is structured to allow for 12 credits from the law school to be accepted as electives in the 36-credit MPA program, and 12 credits from SPA to be accepted into the law school's 89-credit JD program. Students are thus simultaneously awarded both degrees with a cumulative total of 101 credits; the program therefore allows students to complete all dual degree requirements in approximately four years of full-time study. Students without prior public-sector work experience will be required to complete an internship in an appropriate governmental institution or closely related nonprofit organization.

MPA/MASTER OF SCIENCE IN TECHNICAL COMMUNICATION DUAL DEGREE PROGRAM

The School of Public Affairs and the Department of Communication in the College of Liberal Arts and Sciences jointly sponsor a dual degree program leading to the simultaneous granting of the master of public administration (MPA) and the master of science in technical communication (MSTC) degrees. This program is designed for students interested in the development, operation and management of modern communications system networks and management information systems in government and nonprofit organizations. Interested persons must apply separately and be admitted by each program under its respective admissions standards. Upon admission, students may begin study in either program.

The dual degree program allows students to receive both degrees more quickly than they could by pursuing each separately. This is accomplished through a dual degree plan in which the core courses for each program are accepted as electives for the alternative program. Thus, in the MPA program, the SPA faculty will accept up to 12 hours of course work in the technical communication program as electives toward the 36 semester hours required for the MPA degree. A reciprocal agreement is that the technical communication program faculty will accept up to 9 semester hours of SPA core courses as electives in its program.

MPA students may choose any four of the following technical communication core courses for credit as electives in the MPA Program:

	<i>Semester Hours</i>
CMMU 5210. Communication and Discourse Analysis.....	3
CMMU 5240. Organizational Communication.....	3
CMMU 5405. Technical Communication: Writing.....	3
CMMU 5505. Technical Communication: Editing.....	3
CMMU 5510. Usability Testing.....	3
CMMU 5605. Rhetorical Theory for Technical Communication.....	3
CMMU 5805. Graphics.....	3
Total.....	12

Technical communication students may choose any three of the following MPA core courses as elective credits in the technical communication program:

P AD 5001. Introduction to Public Administration and Public Service.....	3
P AD 5002. Organizational Management and Change.....	3
P AD 5003. Research and Analytic Methods.....	3
P AD 5004. Economics and Public Finance.....	3
P AD 5005. The Policy Process and Democracy.....	3
P AD 5006. Leadership and Professional Ethics.....	3
Total.....	9

For more information, contact the MPA/Technical Communication degree program advisor at the SPA office, 303-556-5970.

MPA/MASTER OF URBAN AND REGIONAL PLANNING

Background and Purpose

Public administration and urban and regional planning have many aspects in common. To provide students with an excellent education through understanding of both professions, the School of Public Affairs and the College of Architecture and Planning have developed a dual degree program. Students can obtain both master of public administration (MPA) and master of urban and regional planning (MURP) degrees with a minimum of 63 semester hours, as compared to a total of 87 semester hours to complete both degrees independently.

To be eligible for the dual MPA/MURP degree program, students must be admitted to each of the two schools under their respective admission procedures and standards and indicate an intention to pursue the dual degree. Students will take all the core courses and the Advanced Seminar in Public Policy and Management required for an MPA, plus the core and concentration requirements necessary for the MURP.

Students in each school must apply to the other school before completing 18 hours in their respective programs. Upon admission to both schools, students will be assigned an advisor in each school to work out a specific degree plan.

Core and Elective Requirements

CORE COURSES (42 CREDITS)

MURP

URP 5501. Planning Issues and Processes.....	3
URP 5511. Planning Methods II.....	3
URP 5520. Urban Spatial Analysis.....	3
URP 5530. Planning Law.....	3
URP 6630. Planning Studio I.....	3

Semester Hours

URP 6631. Planning Studio II.....	3
Total.....	18

MPA

P AD 5001. Introduction to Public Administration and Public Service.....	3
P AD 5002. Organizational Management and Change.....	3
P AD 5004. Economics and Public Finance.....	3
P AD 5005. The Policy Process and Democracy.....	3
P AD 5006. Leadership and Professional Ethics.....	3
Total.....	15

Take one of two

P AD 5003-3. Research and Analytic Methods.....	3
URP 5510-3. Planning Methods I.....	3
Total.....	3

ADDITIONAL COURSE WORK (21 CREDITS)

MURP: 12 hours if URP 5510 elected, or 15 hours if P AD 5003 elected. Courses are to be selected with MURP advisor's approval.

MPA: 6 hours if P AD 5003 elected, or 9 hours if URP 5510 elected.

Practicum: P AD 5361 (3 hours required)

Electives: Take one of the following or another option with MPA advisor's approval (3 credits):

P AD 5250. Intergovernmental Management.....	3
P AD 5410. Administrative Law.....	3
P AD 5440. Negotiation and Conflict Resolution.....	3
P AD 5502. Public Financial Management and Policy.....	3
P AD 5503. Governmental Budgeting and Accounting.....	3
P AD 5540. Organization Development.....	3
P AD 5625. Local Government Management.....	3
P AD 5626. Local Government Politics and Policy.....	3
P AD 5631. Environmental Politics and Policy.....	3
P AD 5632. Environmental Management.....	3
Total.....	3

MASTER OF CRIMINAL JUSTICE

Program Director: Mary Dodge, PhD

Faculty

Professors: Mark Pogrebin, PhD, University of Iowa; Eric Poole, PhD, Washington State University

Associate Professors: Mary Dodge, PhD, University of California, Irvine; Angela Gover, PhD, University of Maryland

Assistant Professor: Deanna Perez, PhD, University of Maryland

Associate Research Professor: Jerry Williams, DPA, University of Colorado-Denver

The master of criminal justice (MCJ) program is designed for students interested in comprehensive professional graduate education in the field of criminal justice. It is intended to develop in the student a fundamental understanding of the basic fields within criminal justice and of background material from supporting disciplines, which would enable the student to adapt to many operational specializations.

As an academic and professional field of study, this program is dedicated to preparing men and women not only to administer the system as it presently exists—but also to evaluate, to analyze and to change—to become pioneers in accelerating the shaping of a rational and responsive criminal justice system.

To deal with this system effectively, research design capability must be developed along with the skills required for the ordering and analysis of empirical data. This course of study will also prepare the student to

be an innovator in crime control and prevention through course work dealing with strategies and skills for promoting individual, organizational and social change.

Degree Requirements

1. The program leading to the MCJ degree requires a minimum of 36 semester hours of appropriate graduate study with an average of *B* or better. No grade below *C* will be accepted for graduate credit. No more than 6 semester hours of independent study can be applied toward the degree.
2. The completion of the following core courses is required with a grade of *B–* or better:

	<i>Semester Hours</i>
CJ 5000. Law and Social Control	3
CJ 5100. Administration of Criminal Justice	3
CJ 5120. Nature and Causes of Crime	3
CJ 5321. Research Methods in Criminal Justice	3
Total	12

3. Students must complete a minimum of 27 semester hours of course work in criminal justice.
4. Students who have not had criminal justice experience are required to complete CJ 6910 (Field Study). A minimum of 240 hours of supervised work is required to earn 3 hours of credit. All required core courses must be completed before taking CJ 6910.
5. Completion of a comprehensive written examination taken during the last semester of enrollment is required to complete graduation requirements. In special cases, students must receive the approval of both a faculty advisor and the director of the criminal justice program to complete a thesis for 3 semester hours in lieu of the comprehensive exam.

ELECTIVE COURSES

The courses listed below may be taken as electives for the MCJ degree:

CJ 5325/7325. Qualitative Methods for Criminal Justice	3
CJ 5510/7510. Seminar: Contemporary Issues in Law Enforcement	3
CJ 5520/7520. Seminar: Corrections	3
CJ 5530/7530. Seminar: Community Corrections	3
CJ 5540/7540. Seminar: Juvenile Justice Administration	3
CJ 5552/7552. Seminar: Criminal Justice Ethics	3
CJ 5553/7553. Seminar: Women and Criminal Justice	3
CJ 5554/7554. Seminar: Criminal Justice Reform	3
CJ 5571/7571. Advanced Seminar: The Social Organization of Crime	3
CJ 5572/7572. Advanced Seminar: Race, Crime and Justice	3
CJ 5573/7573. Advanced Seminar: Organized Crime	3
CJ 5574/7574. Advanced Seminar: White Collar Crime	3
CJ 5575/7575. Advanced Seminar: Mentally Disordered Offender	3
CJ 5576/7576. Advanced Seminar: Social Science in the Criminal Justice System	3

MCJ Options

EXECUTIVE LEADERSHIP MCJ PROGRAM

Program Director: Gerald L. Williams

The School of Public Affairs' executive leadership master of criminal justice (ELMCJ) is a two-year, part-time cohort program that allows police executives to gain and enhance the knowledge and skills necessary to manage change, solve problems, plan and act strategically, develop and challenge employees, foster and encourage innovation and trust, understand and support calculated risk taking and establish and maintain organizations with a sound foundation in ethics and integrity.

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Qualified candidates are executive-level law enforcement officers or those designated as potential future executives within local, state and federal law enforcement agencies. Classes meet two Friday evenings and three Saturdays, from 8 a.m. to 5 p.m., over a three-month period during each semester. One additional class will be held between each semester on two consecutive Fridays and three Saturdays.

CONCENTRATION IN DOMESTIC VIOLENCE

	<i>Semester Hours</i>
P AD 5920. Psychology of Violence Against Women	3
P AD 5910. Women and Violence	3
P AD 5930. Battered Women and the Law	3
P AD 5110. Seminar in Nonprofit Management	3
Elective (1)	3
Total	15

DOCTOR OF PHILOSOPHY IN PUBLIC AFFAIRS

Program Director: Paul Teske, PhD

Faculty

Professors: Kathleen Beatty, PhD, Washington State University; Lloyd Burton, PhD, University of California, Berkeley; Peter deLeon, PhD, Pardee RAND Graduate School; Robert Gage, PhD, Indiana University; Richard Stillman, PhD, Syracuse University; Paul Teske, PhD, Princeton University

Associate Professors: Linda deLeon, PhD, University of California, Los Angeles; Angela Gover, PhD, University of Maryland; Jody Fitzpatrick, PhD, University of Texas, Austin; Allan Wallis, PhD, City University Graduate Center

Assistant Professors: George Busenberg, PhD, University of North Carolina at Chapel Hill; Gabriel Kaplan, PhD, Harvard University; Christine Martell, PhD, Indiana University; Jennifer A. Wade-Berg, PhD, University of Georgia

Wirth Chair: Sen. Gary Hart (Ret.), JD, Yale University

Research Professor: Stephen Block, PhD, University of Colorado-Denver

Clinical Professor: Malcolm Goggin, PhD, Stanford University

Research Associate: Robert Reichardt, PhD, Pardee RAND Graduate School

Lecturers: Todd Bryan, MPA, Harvard University; Floyd Ciruli, JD, Georgetown University; Wellington Webb, MA, University of Northern Colorado

Professors Emeritus: John Buechner, PhD, University of Michigan; Dale Neugarten, PhD, University of Southern California

The School of Public Affairs offers a program of advanced graduate study leading to the doctor of philosophy in public affairs. The program, based on the downtown Denver campus, permits elective work to be taken on any campus of the university if it is part of the approved program of study or degree plan.

The doctoral program was developed to meet the need for people with mastery in the scholarly theory, concepts and research skills of public administration, public policy and public management, and who are able to use such skills in careers of research, teaching and analysis of public-sector challenges. The PhD is designed to prepare students for leadership responsibilities in academia, senior research and senior public policy analysis. Accordingly, the PhD stresses the development of theoretical, conceptual and methodological knowledge.

Participants

The doctoral program is primarily designed to serve (1) people who desire to further the field of public policy, and public and nonprofit management through teaching and research; (2) scholar-practitioners working in government, private-sector organizations concerned with

government and nonprofit organizations; and (3) policy analysts in government, private-sector organizations concerned with government and nonprofit organizations.

Time Required for PhD Degree

The PhD program requires an intense commitment. Most courses and seminars are offered during the late afternoon, in the evenings or on an intensive basis. (Some electives are offered online, but core courses are not.) Anyone starting the PhD program with a master's degree in public administration can expect to take at least three but no more than eight years to complete all of the requirements for the PhD.

Students are required to enroll for a minimum of 6 semester hours of course work each fall and spring semester. All requirements for the PhD should be completed within eight years of admittance. Any student entering the program with no prior graduate work in public administration, public policy, or management should expect additional course requirements.

PhD Admission Requirements

Admission to the program is based on the personal and professional qualifications of the applicant. It is desirable that an applicant have a master's degree in public administration or a closely related field before undertaking doctoral work. Applicants should have a 3.5 GPA or above in master-level course work, as well as a combined score of 1,000 or better on the quantitative and verbal sections of the GRE. Successful applicants will also show the potential for productive careers of scholarship, research and analysis.

Meeting the minimum thresholds listed above does not assure admission. In unusual cases, students who fail to meet the thresholds may be admitted if high academic skills are demonstrated in other ways.

PhD Application Process

Applicants must submit the following items to the SPA office before they can be formally considered for admission. The application deadline is February 1; admitted students will begin in the fall semester.

- application forms
- official transcripts (two copies) from all degree granting institutions
- GRE scores (no more than three years old)
- a resume or vita
- three letters of recommendation from colleagues and previous professors, focusing on the potential for deriving benefit from the PhD program
- a 500–1,000 word statement of educational and career goals, focusing on research interests

In addition, students may also submit samples of research reports or publications. All application materials will be retained by SPA and will not be returned. A personal meeting with the PhD director or other faculty member is recommended.

PhD Degree Requirements

COURSE WORK

A total of 36 semester hours of course work is required past a master's degree in public administration or related degree. In some cases, additional prerequisite courses may be required to assure adequate preparation for doctoral studies. All PhD students are required to take a minimum of 6 credit hours of course work in both the fall and spring semesters, until their course work requirements are met, if they wish to maintain their full-time student status.

During their first year of study, all PhD students are required to take the following four doctoral seminars:

	<i>Semester Hours</i>
P AD 8010. Historical and Comparative Foundations of Public Administration	3
P AD 8020. Seminar in Public Management	3
P AD 8030. Seminar in Public Policy	3
P AD 8060. Seminar on Conduct of Empirical Inquiry	3
Total	12

During subsequent years, doctoral students are required to take:

P AD 8040. Critical Issues in Public Affairs	3
P AD 8070. Advanced Seminar in Research Methods	3
Total	6

Prerequisites for P AD 8070 include P AD 7330. Intermediate Statistical Analysis, P AD 8010, 8020 and 8030, and the successful completion of the comprehensive examination. These prerequisites may be waived with the permission of the doctoral director.

In addition, all PhD students must complete a second methodology course (as well as four elective courses) relevant to the student's dissertation plans.

COMPREHENSIVE EXAM AND DISSERTATION

In addition to course work, PhD students must pass a comprehensive exam no later than the beginning of their third year of study. Students are also required to complete and defend, before a faculty committee, a dissertation that makes a significant contribution to the literature and theory of public administration, management or policy.

Students advance to candidacy for the PhD once they have completed all required course work and examinations, have successfully presented their research colloquium, and have been certified for candidacy by the program director. After students are formally advanced to candidacy, they must register for a total of 30 hours of dissertation research credit to complete the PhD. Each fall and spring semester students are expected to register for 5 credit hours of dissertation research; if unable to register for at least five credit hours, students must request a leave of absence from the PhD program until able to complete the minimum dissertation requirement. Students may take up to two semesters' leave of absence before they are disenrolled from the program. Students then would need to reapply to the program.

Further details on the program can be found in the *Handbook for the Doctor of Philosophy in Public Affairs Program*, available from the SPA office on online at www.cudenver.edu/gspa.

THE INSTITUTE AND CENTERS

The centers at the School of Public Affairs create bridges between the research-driven world of academia and the public and nonprofit sectors. This is how SPA contributes to the community—and how we in turn seek to provide leadership, policy solutions and ideas for societal change. The centers also enable students to engage first-hand in public policy research, work with client organizations, participate in internships and attend conferences and seminars. The SPA centers involve themselves in an impressive array of projects, from working with the Colorado Trust to helping Colorado communities establish health-delivery partnerships and studying Colorado's homeless population.

SPA Centers

- Institute for Policy Research and Implementation
- Center on Domestic Violence
- Wirth Chair in Environmental and Community Development Policy
- Center for Education Policy Analysis
- Center for Public/Private Sector Cooperation
- Center for the Improvement of Public Management

For details about these centers, see the Information for Graduate Students chapter of this catalog.