

# Fall Electives Flyer



The following courses are available during the fall 2009 semester which runs August 17<sup>th</sup> – December 12<sup>th</sup>. Registration for fall courses is open!

## **PAD 5120: Nonprofits & Public Policy – Online**

How do private charities, grant-making foundations, and voluntary associations influence government policies and operations? That question is addressed by “Nonprofits and Public Policy,” an elective course offered this fall in a distance-learning format by the School of Public Affairs. The on-line graduate seminar explores relations between the private nonprofit sector and federal, state, local, regional, and tribal governments. Topics include:

- Government regulation of nonprofit organizations,
- Implementation of public policy and programs by churches and private nonprofit corporations,
- Nonprofit lobbying and other public policy advocacy activities, methods, and strategies,
- Influential public policy research and analysis by nonprofit organizations, and
- Legal and ethical issues concerning the roles of nonprofits in representative democracy.

Seminar participants will prepare research papers based on independent reading, interviews, and observation of selected nonprofits. An open-book take-home examination, aided by on-line discussion among participants, will assess mastery of essential facts, principles, and concepts presented by the instructor and assigned readings. In the tradition of academic seminars, every participant will help educate everyone else by sharing their individual research, reading, and experience.

**Instructor: Michael Cortes** is a research and management consultant to public policy advocacy groups. His publications and current research interests include Latino nonprofits, philanthropy, and uses of policy analysis by interest groups. He has held several staff positions at nonprofit organizations, including vice-president for research, advocacy, and legislation at the National Council of La Raza, the nation's largest Latino public policy advocacy organization. He also served as executive director of the Institute for Nonprofit Organization Management at the University of San Francisco, where he directed and taught in the Master of Nonprofit Administration degree program. He has held teaching and administrative positions at UCLA, the University of California at Berkeley, and the University of Denver. While on the faculty at the University of Colorado, he served as founding director of the MPA elective concentration in Nonprofit Organizations at the School of Public Affairs, and founding co-director of the Latino Research and Policy Center. Dr. Cortés has served on numerous government and nonprofit boards, commissions, and advisory committees, and is now a founding board member at the Center for Lobbying in the Public Interest in Washington, D.C. He holds the Master of Social Work degree with a specialty in community organizing from the University of Michigan, and the M.P.P. and Ph.D. degrees in Public Policy from the University of California at Berkeley.

**PAD 5220: Managing People in Public & Nonprofit Organizations – Wednesdays  
4:00 p.m.**

The effective management of human resources (HRM) is crucial for attaining high performance in public and nonprofit organizations. This seminar focuses on how to foster this effective management, including an exploration of the laws and structures that influence HRM in public and nonprofit management and the core practices associated with the management of human resources. In addition, this course will explore strategic human capital management and how this approach to HRM can help address many of the HR challenges currently experienced in the public and nonprofit sector.

**Instructor: Jessica E. Sowa** will join the faculty of the School of Public Affairs in Fall 2009. Previously, she was an assistant professor of public administration, and the director of the MPA program, at the Maxine Goodman Levin College of Urban Affairs at Cleveland State University. Dr. Sowa received her Ph.D. in Public Administration from Syracuse University. Her research focuses on nonprofit organizational effectiveness, human resource management in public and nonprofit organizations, and collaborative public management. Her research has appeared in such journals as *Public Administration Review*, *the Journal of Public Administration Research and Theory*, *Review of Public Personnel Administration*, and *Nonprofit and Voluntary Sector Quarterly*.

**PAD 5260 Managing in a Multicultural Society – Intensive**

This course will examine the management challenges and issues related to diversity and managing in a multicultural society in the 21st century. Multiculturalism, ethnocentrism, and generational diversity will also be discussed. Developing individual and organizational competency will be a key focus of the course. Students are expected to examine societal

and individual roles and responsibilities that help define diversity, and create strategies for the identification and management of relevant diversity issues.

**Instructor: Wendell Pryor** is the current Personnel Director for the City of Oakland, California. Previously, he was Executive Director of the Boys and Girls Clubs of Chaffee County. Mr. Pryor is the former Director of the Colorado Civil Rights Division. Mr. Pryor has 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.

Mr. Pryor earned a law degree from the University of Denver, College of Law, an MPA from the University of Colorado, and a BA in Psychology from Western State College in Gunnison, Colorado.

Mr. Pryor was appointed by Governor Elect Ritter as Co-Chair of the Department of Personnel and Administration Transition Committee. Mr. Pryor has served on the State of Colorado Personnel Board and numerous Boards and Commissions in a volunteer capacity. He was appointed by former Denver Mayor Pena to the Commission on the Disabled. He was appointed by Governor Owens to the Commission on National and Community Service and New Century Colorado. He has also been involved with numerous community organizations including the San Francisco branch of the NAACP. Currently he serves on the following boards; Colorado Humanities, Credit Union of Colorado, LARSA.

### **PAD 5271 Managing Conflict & Change – Intensive**

This course develops your understanding of change processes and provides you with practical skills for managing and leading change. Change occurs in many forms from minor transitions to major transformations and upheavals. Effectively managing change involves different activities depending on the scope of change and the organization's readiness for it. Attention will be given to managing disruptions from transitions and the inevitable losses that radical change brings. You will conduct an individual change project and work a team to participate in a change simulation.

#### **Instructors: Kathie Novak & Lisa Carlson**

Kathie Novak is Director of the Rocky Mountain Program. She specializes in process facilitation, leadership development, management training, team building, and retreat facilitation.

Ms. Novak teaches at both Regis and the University of Colorado Denver. She was elected Mayor of Northglenn in 2001 after serving for ten years as a Northglenn City Councilmember and is the President of the National League of Cities. In addition, she has chaired the Mayors and Council Members Section and the Strategic Visioning Committee for the Colorado Municipal League.

Ms. Novak has an M.S. in Management from the University of Colorado Denver, and an undergraduate degree in Business Administration from the University of Colorado in Boulder.

Lisa Carlson is the Executive Director of the SPA research Centers. She specializes in collaborative problem solving and consensus building with diverse groups. She is also an experienced trainer in conflict management, team building, leadership development, strategic planning, and Myers Briggs. Her expertise has been sought by a wide range of non-profit boards, private corporations and governmental agencies.

Ms. Carlson has directed both the Rocky Mountain Program and the Denver Community Leadership Forum for the Centers. Prior to joining the Centers, Ms. Carlson worked on economic development efforts with City Venture Corporation and the Minority Business Development Agency in San Antonio.

Ms. Carlson holds a BA in Organizational Psychology from Claremont McKenna College and is a graduate of the Coro Fellows Program.

### **PAD 5350 Program and Policy Evaluation – Mondays 4:00 p.m.**

Evaluation is a critical tool for public and nonprofit decision-makers to use when considering the effectiveness of programs and policies. Evaluation helps decision-makers answer key questions involved in making program improvements, identifying funding priorities, and meeting the needs of constituents and stakeholders.

In this class, students will learn how to apply evaluation theories and practical frameworks to real-world situations. We will discuss different theoretical approaches to evaluation, and the implications of these different approaches for evaluators and their clients. Students will learn methods for developing evaluation questions, identifying stakeholders, selecting and implementing appropriate evaluation designs, and interpreting and disseminating results. Professional standards and ethics of evaluations will also be covered.

**Instructor: Kelly Hupfeld, JD**, is the Assistant Dean for Special Projects with the School of Public Affairs, and a research associate with SPA's Center for Education Policy Analysis where she provides research, analysis, and technical assistance to government agencies, school districts, and nonprofit organizations working to improve education.

### **PAD 5160 Nonprofit Boards & Executive Leadership – Tuesdays 4:00 p.m.**

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 advisory boards, achieving effective board meetings, the realm of liability, using committees, and the board's role in fundraising, among other special subject matter.

**Instructor: Stephen Block** is the director of SPA's Nonprofit Management Program. Dr. Block also has 30 years of experience as a nonprofit management practitioner and is the founding executive director of Denver Options, one of the most important and largest of nonprofit human service organizations in Colorado.

He earned his MSW from Indiana University and Ph.D. from the University of Colorado Denver's School of Public Affairs (SPA). As a Fulbright Scholar, he taught at Moscow State University of Management and is currently involved in activities to advance nongovernmental organization (NGO) management education in Russia. His teaching and research interests include nonprofit boards of directors, executive leadership, and nonprofit organizational behavior and development.

Dr. Block has authored numerous journal articles and books including *Why Nonprofits Fail: Overcoming Founder's Syndrome, Fundphobia, and Other Obstacles to Success* (Jossey-Bass, 2004), and *Perfect Nonprofit Boards: Myths, Paradoxes & Paradigms* (Simon & Schuster 1998). His latest nonprofit management textbook is in the Russian language for use in universities and NGOs throughout Russia. He is currently authoring a new book on a nonprofit board model that has been in development for the past ten years.

### **Introduction to Sustainable Urban Infrastructure – Fridays 1:00 p.m.**

Urban infrastructures refer to engineered systems that provide water, energy, information, sanitation and built environment services to more than half the world's people living in cities today. Rapid diffusion of more sustainable infrastructures is being recognized as critical in achieving urban sustainability. In this foundation course at UCD's Sustainable Urban Infrastructure Program, the class will learn how to:

- Recognize elements of sustainable infrastructure design
- Evaluate alternative future infrastructures based on their expected contributions to sustainability
- Promote the diffusion of such sustainable infrastructures through urban planning, public policy and community engagement strategies.

The focus will be on developing a uniform vocabulary on sustainable infrastructure across the disciplines of science & technology, architecture & planning, public policy & governance, and, health & behavioral sciences. Students will learn key concepts, principles/pathways and evaluation techniques in each of these four disciplines pertaining to sustainability, and bring them together in the context of promoting rapid diffusion of sustainable urban infrastructures in society

**Instructor: Anu Ramaswami** is the Principal Investigator & IGERT Program Director and hold a PhD in Engineering.

### **PAD 5380 Citizen Participation: Theory & Practice – Online**

President Obama is promoting civic engagement and internationally, the role of civil society is expanding. The power to engage, organize, express and participate is fundamentally important to how societies operate. Fundamental to the function of citizen participation are the two parallel concepts - perceived value of actively encouraging an expectation of involvement and the inherent ability of organizations to field participants. 77% of Americans say they are willing to be involved, 55% actually volunteer, 35% find the experience fulfilling and 15% say "wow." That's tragic - and there is an amazing opportunity to be better at engagement - youth, communities of culture and color, elders, all.... Therefore, great organizations - both public and nonprofit, have the capacity to engage with aplomb! What do they know - how do they engage, what are their secrets?

Citizen Participation: Theory and Practice tackles the issues of citizen participation and community involvement in theory and practice. Students work in class on understanding the theoretical foundations that are relevant to citizen participation. Students engage in significant out-of-class projects to ground them in the practice of public involvement.

**Instructor: Jeff Pryor** is the Executive Director of the Anschutz Family Foundation, a Colorado based foundation with a focus upon self-sufficiency, community and economic development. Dr. Pryor is also an adjunct faculty member at Regis University and Stellenbosch University.

Dr. Pryor received his doctorate in Education from the University of Northern Colorado. He has been recognized by a number of community organizations/awards including: the Valley Forge Freedom Medal; Outstanding Professional in Philanthropy Award, 1999; Fire Fighter of the Year Award for Inter-Canyon Fire Department, 2001; Trailblazer Award 2001; Regis University Teacher Award for the School of Professional Studies for 2001-2002; The Community Resource Center named him a "Legend in Building Capacity" in Colorado nonprofit sector in 2006; Rocky Mountain Farmers Union awarded him the "Century Award" in the fall of 2006 marking their 100<sup>th</sup> Anniversary; awarded the Steve Graham Award for Building Nonprofit Capacity by the Colorado Nonprofit Association in 2009.

### **PAD 5450: Law of All Hazards Management – Intensive**

Using the case study approach, students will study how authority is distributed laterally across branches of government and vertically between levels of government, depending on the scope and scale of a disaster; and on whether it was naturally, accidentally, or intentionally (e.g., terrorist-) caused. The course is based on the all-hazards framework.

We will study the role of the courts in reviewing the actions of emergency management agencies and managers on topics such as quarantine planning and enforcement; liability for and immunity from civil lawsuits among emergency management agencies and emergency managers personally; the legal interface(s) between local, state, and federal emergency managers; and the interface between civilian and military authorities. Finally, we will be mapping all these relationships into a unifying "legal GIS" framework that can allow emergency managers to better

understand not only their own legal environment but that of their counterparts in other organizations as well.

**Instructor: Lloyd Burton** holds undergraduate degrees in Government (Prescott College) and Conservation of Natural Resources (UC-Berkeley); an M.A. in Cultural Geography with a Regional Planning emphasis (San Francisco State University); and the Ph.D. in Jurisprudence and Social Policy from the School of Law (Boalt Hall), University of California, Berkeley. He directs the M.P.A. program concentration in Environmental Policy, Management, and Law and the M.P.A. program concentration in Emergency Management and Homeland Security. Dr. Burton's specialization is law and public policy, with an emphasis on the cultural dimensions of environmental law and policy, and on intergovernmental relations in all-hazards management. He is former chair of a gubernatorial commission overseeing cleanup of Colorado's largest municipal Superfund site; and is now serving his third term on the Denver Board of Environmental Health. Overseas research includes a Fulbright Fellowship at the University of Auckland, New Zealand; and the study of culture, religion, and environmental management in Thailand.

### **PAD 5626: Local Government Politics & Policy**

Most would agree that sound public policy should be developed and implemented based on objective criteria that identify solutions that are equitable, efficient, and accountable. In practice, policies are formulated and implemented in a politically charged environment where many interest groups maneuver to maximize their position. Often the policy outcome is very different than the "ideal solution" because of the interaction of multiple interests that shape local government policies. Policy analysts and managers must understand the politics of local government in order to survive and be effective. The objective of this course is to help students to learn to think and act more strategically about policy in the context of the local political environment.

**Instructor: Margaret Browne** has over 25 years of experience in policy, management, and financial analysis working at the City and County of Denver. During her tenure, she was appointed by two mayors to serve as the Director of Finance and Management. Prior to serving as Director of Finance and Management, she worked in progressively more responsible positions within Denver government including serving as Budget Director for seven years. Prior to joining the City and County of Denver, she worked as research analyst for the Joint Budget Committee of the Colorado State Legislature. She was an active member of the Government Finance Officer's Association National Budget Committee. Currently, she is the President of M.V. Browne & Associates, a consulting firm providing analysis, research and strategy on a wide range of governmental policy, finance, and management issues.

Ms. Browne holds a masters degree in Public Administration from the University of Colorado Denver and a B.A. from the University of California at Santa Cruz. She received a Gates Fellowship to the Program for Senior Executives in State and Local Government at Harvard University.

## **PAD 5631: Seminar in Environmental Politics & Policy**

The field of environmental policy has undergone substantial changes and innovations over the past 30 years. Across all levels of government, we have developed a diverse range of policy tools and institutions to help address the problems of environmental degradation and resource sustainability. These policies and institutions, and the processes that establish them, are by no means straightforward or simple. This course is designed to help students understand and compare the processes through which we design environmental policies and the types of policy tools available, such as markets, regulation, and voluntary programs, to address environmental dilemmas. The course also explores some of the key facets of implementing environmental policies, including the mechanisms for effective stakeholder communication, enforcement, monitoring, and adaptive management.

**Instructor: Tanya Heikkila** will join the faculty of the School of Public Affairs in Fall 2009. Previously, she was an assistant professor in Columbia University's School of International and Public Affairs and the Associate Director of the Columbia Water Center. Before joining Columbia she was a postdoctoral research fellow at Indiana University's Workshop in Political Theory and Policy Analysis. Her research interests are in the study of institutions for managing water resources, with particular interest in transboundary and collaborative resource governance, as well as institutional change and learning. Her research has been funded by the National Science Foundation, the Sloan Foundation, the PepsiCo Foundation, and the National Oceanic and Atmospheric Administration. Heikkila has published numerous articles and co-authored a book titled *Common Waters Diverging Streams: Linking Institutions and Water Management in Arizona, California, and Colorado*. She holds an M.P.A. and Ph.D. from the University of Arizona, School of Public Administration and Policy (1998, 2001).