

PUBLIC ADMINISTRATION (PUAD)

PUAD 5001 - Introduction to Public Administration and Public Service (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5002 - Organizational Management and Behavior (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5003 - Research and Analytic Methods (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5004 - Economics and Public Finance (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5005 - The Policy Process and Democracy (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5006 - Public Service Leadership and Ethics (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5007 - Qualitative Research Methods (3 Credits)

Focuses on qualitative research methods that incorporate field work techniques such as observation, interviews, and content analysis.

The main objective is to discover practicalities and limitations of ethnographic methods with a comparative methodology perspective.

Students are required to conduct a research project. Prereq: PUAD 5003 with a B- or higher. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with PUAD 7007. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: PUAD 5003 with a B- or higher. Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5008 - Evidence-Based Decision-Making (3 Credits)

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: PUAD 5003 with a B- or higher. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: PUAD 5003 with a B- or higher. Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5010 - Rocky Mountain Program (3 Credits)

This program encourages participants to examine their public sector roles, develop an understanding of their leadership styles, develop communication skills, and enhance their ability to think more systematically and strategically in their positions. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5030 - Denver Community Leadership Forum (3 Credits)

Designed to increase cross sector cooperation and enhance personal leadership skills and knowledge, program is administered annually February to November. Students gain skills in conflict management, participate in Outward Bound program in July, and learn leadership theories and concepts from a variety of presenters and trainers.

Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5110 - Seminar in Nonprofit Management (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with PUAD 3110 and CRJU 5010. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5115 - Effective Grant Writing for Nonprofit and Public Sector Managers (3 Credits)

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). Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5120 - Nonprofits and Public Policy (3 Credits)

Examines the intersection of public policy and the nonprofit world and the ways in which each affects the other. The course examines current policy issues that relate to the nonprofit sector such as conversion of nonprofit to for-profit status, regulation of the nonprofit sector, issues of financial management, the role of nonprofits in devolution and privatization of government services, tax exemptions, "charitable choice," donor control, governance and the future of the future of the sector. The course examines the ways nonprofits have affected the policy process and public policies by exploring the factors that shape social movements, nonprofit advocacy, strategies of influence, and the role of nonprofits in social movements such as Civil Rights and the environment. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5125 - Civil Society and Nongovernmental Organizations (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5130 - Collaboration Across Sectors (3 Credits)

The blurring of the three economic sectors - government, business and nonprofits-- continues to increase as more partnerships are developed across sectors. This course focuses on collaboration and partnerships involving public, nonprofit and for-profit organizations. Additionally, students are expected to gain an understanding of the issues and policies associated with the bidding, contracting, program delivery and reporting processes when nonprofit organizations are contracted to achieve public sector goals and/or private sector objectives. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5140 - Nonprofit Financial Management (3 Credits)

Provides a grounding in financial management for the "non-accountant" by focusing on an array of knowledge and management skill areas necessary for allocating and controlling resources and for analyzing, reporting and protecting the fiscal health of the organization. Topics include key accounting principles, understanding and using financial statements, the budget development process, cash flow analysis, banking relationships, using the audit report, maximizing investment policy and strategy, and understanding the boundaries of tax exemption. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with PUAD 4140 and CRJU 5140. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5145 - Philanthropy (3 Credits)

Today, the organized field of philanthropy and its companion field, impact investing, are growing at a remarkable speed. This course will explore the origins of philanthropy and impact investing and provide students with an in-depth understanding of how philanthropy works today and the nuances that exist among different forms of philanthropy and investment: individual giving, foundations, corporate philanthropy, and impact investing. It will also explore new trends among individual and institutional investors and unpack the different approaches that funders are taking to influence how services are delivered and the striking efforts to affect systems changes. Cross-listed with PUAD 4145. Max hours: 3 credits

Grading Basis: Letter Grade

PUAD 5150 - Fundraising & Financial Resource Development (3 Credits)

Designed to provide a comprehensive overview of funding sources available to nonprofit organizations (e.g., foundation and governmental grants, individual and corporate donations, entrepreneurial sources of revenue and events.), as well as detailed information on how to secure support of the various sources presented. Additionally, students are expected to gain both theoretical and practical knowledge relevant to why it is important to diversify an organization's revenue streams. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5160 - Nonprofit Boards and Executive Leadership (3 Credits)

The important roles and responsibilities of a voluntary board of directors and the process of governing are often misunderstood. This course explores the special powers of a nonprofit board of directors as framed by and responsive to public policy. From the perspective of organizational behavior and theory, the course examines the leadership role and interplay between board members and the executive director. The examination includes a comparative analysis of different governing models, and explores fundamental questions of board composition, the role of advisor boards, achieving effective board meetings, the realm of liability, using committees, and the board's role in fundraising, among other special subject matter. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade
Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5170 - Strategic Management for Nonprofit and Public Managers (3 Credits)

Designed to train public and nonprofit managers in the effective use of strategic management tools and techniques traditionally used by corporations. Strategic management tools and skills, although traditionally used by business, should not be seen as the exclusive domain of corporations. The course teaches students how to adapt traditional strategic management capabilities to the particular conditions of public and nonprofit organizations. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade
Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5180 - Social Entrepreneurship (3 Credits)

Designed to introduce students to the concept of social entrepreneurship. Using nonprofit (and public) organizational examples, students gain an understanding of what it means to be an innovative manager. Students study techniques designed to advance an organization's mission and increase organizational effectiveness, accountability and efficiency through the use of for-profit techniques within a nonprofit context. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade
Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5190 - Comparative Nonprofit Sector Development (3 Credits)

Students will analyze the evolution, scope, structure, financing, and role of nonprofit sector in select countries. Through readings, lectures, case studies, students will gain a depth understanding of civil society organizations' role with respect to the market and state. Restriction: Restricted to Grad and Non-Degree Grad students only. Max hours: 3 Credits. Grading Basis: Letter Grade
Prereq: Graduate standing (Grad or Non-Degree Grad)

PUAD 5200 - Education Policy (3 Credits)

This course provides a broad overview of the history, purposes, and structure of public education in the United States, including topics such as education systems and governance, institutional actors, funding, education reform trends, and policy implementation and outcomes. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade
Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5210 - Education Finance (3 Credits)

This course provides students with a fundamental understanding of public school funding and expenditures in the United States, and the impact of school finance policy and practice in driving educational and social outcomes. Key issues addressed include revenue sources and funding mechanisms; the evaluation of school funding through the lenses of equity, adequacy, efficiency, and the achievement of desired educational outcomes; specific topics such as teacher compensation, special education, and facilities funding; the strategic use of funding to drive reform in K-12 education; and the future of public education funding. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade
Prereq: Graduate standing (Grad or Non-Degree Grad)

PUAD 5220 - Human Resource Management (3 Credits)

Covers human resource functions in public and nonprofit agencies. Topics include job analysis, compensation, recruiting, selection, rewarding, training and development. Contemporary issues concerning civil service reforms are also presented. Cross-listed with PUAD 4220. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade
Restriction: Restricted to Graduate and Graduate Non-Degree Majors

PUAD 5230 - Education Systems Leadership (3 Credits)

This class uses the combined lens of history, public administration, organizational theory, and public policy analysis to better understand the complexity of public education systems in America. The class focuses heavily on recent changes to the "one best system" model that developed from the 1850s through 2000, and particularly emphasizes reforms that aim to provide greater autonomy to individual schools and encourage more of a governance role for school districts. The class is very interactive and includes a number of guest speakers and experts. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade with IP
Prereq: Graduate standing (Grad or Non-Degree Grad)

PUAD 5250 - Intergovernmental Management (3 Credits)

Surveys the basic literature of intergovernmental management and examines the interactive role of managers at federal, state, and local levels of government. Emphasis is placed on current intergovernmental issues. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade
Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5260 - Managing for Social Equity (3 Credits)

This course uses a systems approach to analyze social equity through philosophical, societal, and organizational lenses, and explores the various ways in which public and nonprofit managers can impact social equity inside and outside their organizations through inclusive management and leadership approaches and techniques. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits. Grading Basis: Letter Grade
Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5271 - Managing Conflict and Change (3 Credits)

Explores the process of change in organizations, communities, society, and conflicts that arise. Through the use of relevant case studies and role playing exercises, students are provided a practical framework for looking at change and managing conflict associated with change. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5280 - American Public Service Environment (3 Credits)

The American Public Service Environment. This course, intended for students from cultures outside the United States and for whom English is a second language, introduces students to public service professionals working at area government and nonprofit organizations. Students learn about the American system of government, American political and cultural values, and the workplace context for public service in America. Through interactions with public service professionals and course assignments, students improve their language skills as well as their knowledge about government and civil society in America.

Restriction: This course is restricted to International students enrolled in the International MPA (IMPA program). Max Hours: 3 Credits.

Grading Basis: Letter Grade with IP

Restriction: This course is restricted to International students enrolled in the International MPA (IMPA program)

PUAD 5290 - Comparative Public Administration for International Students (3 Credits)

This year-long course provides mid-career international students with individualized attention as they actively compare and contrast American public administration with that of their home countries, develop their own organizational and personal leadership skills, and prepare to implement lessons learned in the U.S. in their own cultural and professional context. Restriction: Restricted to International students enrolled in the International MPA (IMPA) program only. Repeatable. Max Hours: 6 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 6.

Restriction: This course is restricted to International students enrolled in the International MPA (IMPA program)

PUAD 5310 - Principles of Policy Design (3 Credits)

This course will explore the intricacies of designing public policy in different political and institutional contexts, the ways in which different tools of policy design influence the people and organizations targeted by policies, and criteria and mechanisms for assessing policy designs. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5320 - Public Policy Analysis (3 Credits)

Provides training in the systematic analysis of policy and program initiatives using an economics orientation and employing a case method. The course covers benefit-cost analysis, cost-effectiveness analysis, present values, and the treatment of multiple criteria in public sector program analysis. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5325 - Public Private Partnerships (3 Credits)

This course has been designed to introduce students to public private partnerships (PPPs) as a field of study and practice using Colorado as a laboratory for current practice, policy, strategy, management and finance. Students will engage current examples of PPPs as cases, learn and exchange in class presentations with guest lecturers currently leading PPPs and evaluate projects in class assignments doing research, analysis, and field interviews. Students will enhance their knowledge as well as skills commonly used in public, private, nonprofit and enterprise management and the public policy context and narrative of PPPs in international and U.S. practice. Cross-listed with PUAD 4325. Max hours: 3 credits

Grading Basis: Letter Grade

PUAD 5330 - Intermediate Statistical Analysis (3 Credits)

Follows PUAD 5003/7003 and is focused on more advanced statistical techniques to be used in research. These techniques include the use of regression in time series analysis; binary response; nonlinear, logistic, and profit models; and factor and path analysis. Evaluating potential problems with model specification and the remedies are included.

Students are required to test hypotheses using these models with a data set. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with PUAD 7330. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5350 - Program Evaluation (3 Credits)

Describes the theory and methodology for the design of social research and demonstration projects and the application of analytic and statistical methods for evaluating public programs. Focus is on the application of evaluation methods and techniques of data interpretation. Report preparation is emphasized. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5361 - MPA Capstone Seminar (3 Credits)

Synthesizes competencies gained throughout the course of study into a client-based research project. Students conduct independent research, complete a final written project demonstrating their qualifications and expertise, and orally present findings to a committee of faculty and public administration professionals. Prereq: PUAD 5001, 5002, 5003, 5004 or 5503, 5005 and 5006 and 5008 with a B- or higher. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Prereq: PUAD 5001, 5002, 5003, 5004 or 5503, 5005 and 5006 and 5008 with a B- or higher. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

Additional Information: Report as Full Time.

PUAD 5362 - MPP Capstone Seminar (3 Credits)

Synthesizes competencies gained throughout the course of study into a client-based research project. Students conduct independent research, complete a final written project demonstrating their qualifications and expertise, and orally present findings to a committee of faculty and public policy professionals. Prereq: PUAD 5003, 5004, 5005, 5310, 5320, 5380, 5750 with a B- or higher. Restriction: Restricted to Graduate majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Prereq: PUAD 5003, 5004, 5005, 5310, 5320, 5380, 5750 with a B- or higher. Restriction: Restricted to Graduate majors within CU Denver. Typically Offered: Fall.

PUAD 5370 - Public Discourse and the Policy Process (3 Credits)

This course will explore how public discourse (as found in the argumentations, frames, narratives, and debates in news and social media) shapes and is shaped by policy processes. Students will learn skills for analyzing public discourse and ways to contribute to it and develop a better understanding of how public discourse advances (or undermines) principles of democracy. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

Typically Offered: Fall.

PUAD 5380 - Public Participation, Political Equity, and Government (3 Credits)

This course explores issues related to the various ways the public engages in public affairs, including theoretical and practical insights about engaging in the policy process, administration of government programs and service delivery, political mobilization, self-governance, and more. The course addresses engagement at local, subnational, national, and supranational levels. Woven throughout the course are normative challenges associated with political equity and different ways to assess public participation and its impacts. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

Typically Offered: Fall.

PUAD 5410 - Administrative Law (3 Credits)

Examines legal aspects of policy implementation particularly the relationship between courts and administrative agencies. Covers standards of judicial review and agency action; administrative procedure and due process; selected special topics such as rights, liabilities, and immunities of public employees; and administrative discretion and scientific uncertainty. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5420 - Law and Public Policy (3 Credits)

Examines the relationship between courts and legislative assemblies. Explores how legislators use the policy process to shape and influence the exercise of judicial authority, and how the courts affect the policy process in reviewing the constitutionality of state and federal legislation.

Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5440 - Negotiation and Conflict Resolution (3 Credits)

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. Cross-listed with PUAD 4440. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5455 - Environmental and All-Hazards Management Law (3 Credits)

Conveys knowledge of the statutes, regulations, administrative law, and court decisions governing the management of hazards, natural resources, and environmental protection, with a focus on the risk and liability that individuals and organizations face in these areas of law. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with CRJU 5455. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5460 - Political Advocacy (3 Credits)

Addresses advocacy & lobbying issues of public policy & govt problems. Special attention is given to how advocacy process works in the public sector & policy making bodies & how lobbying techniques & processes can be understood. General focus on practical applications at all levels of govt with primary attention to state & local govt. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5501 - Contemporary Issues in Revenue and Tax Administration and Policy (3 Credits)

This course provides a contemporary evaluation of Colorado's tax structure, revenue system, and the state budget. The interaction of politics, the initiative process, the State Constitution, and stakeholders is studied. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5502 - Public Financial Management and Policy (3 Credits)

Provides basic understanding of issues & tools relevant to financial mgmt of public & non-profit org, including managerial acct (managing resources & obligations, investing idle funds, reporting, financial statement analysis, overview of budgeting, revenue forecasting, & costing) & debt management. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5503 - Public Budgeting and Finance (3 Credits)

Covers concepts to manage the fiscal purse, prioritize resources, use financial documentation, and analyze fiscal data. Includes budget policy, content, format, processes, performance management, forecasting, inflation adjustment, time value of money, cost analysis, financial condition analysis, and spreadsheet competency. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5540 - Organization Development (3 Credits)

Studies the dynamics involved in managing and facilitating change in organizations by application of behavioral science knowledge. Emphasis is placed on both cognitive and experiential learning. A background in organization theory and administrative behavior is required. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5615 - Health Policy (3 Credits)

Draws upon existing policy models and evaluates the status of health policy formulation and implementation. Health policy topics include Medicaid and Medicare, managed care, health care reform proposals, telemedicine, the non-profit and for-profit role in health. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5625 - Local Government Management (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5626 - Local Government Politics and Policy (3 Credits)

Examines local government from the perspective of politics and public policy making. The course focuses on local government political structures, policy analysis and formulation, political forces in administrative decision making, and the relationships between professional administrators and elected officials. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5627 - Introduction to Smart Cities (3 Credits)

This course will explore some of the most change-making technological innovations in the 21st century and their impact on public policy in cities through a survey of best practices, model policies, and lessons learned from cities across the United States and globe. Restriction: Restricted to graduate and graduate non-degree majors within CU Denver. Cross-listed with ENGR 6299, ENVS 5660, and URPL 6299. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prereq: Graduate standing (Grad or Non-Degree Grad)

PUAD 5628 - Social Problems and Policies (3 Credits)

Examines local government and nonprofit approaches to addressing common urban social problems. Topics covered may include urban poverty, crime, education, housing, and immigration. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5630 - Economic Development (3 Credits)

As governments search for new ways to be efficient, improve performance and leverage resources, they are also looking at their communities, states and regions in terms of competitiveness, international trade and globalization innovation, collaboration and partnerships. This course will look at practices where economic development includes these elements: the Colorado Innovation Network, the Colorado Office of Economic Development and International Trade, the Metro Denver and Denver South Economic Development Partnerships, Mile High Connects, the Downtown Denver Partnership, and public-private partnerships across multiple sectors in transportation, broadband, water and innovation. Students will develop an economic development strategy based on knowledge and tools learned in the course. Political and professional leadership will be part of the dialog. Cross-listed with PUAD 4630. Max hours: 3 credits

Grading Basis: Letter Grade

PUAD 5631 - Seminar in Environmental Politics and Policy (3 Credits)

Examines the fundamental principles of politics and policy that shape strategies of environmental protection. Focuses on the role of institutional processes, government organizations and nongovernmental organizations in environmental politics and policy. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5632 - Seminar in Environmental Management (3 Credits)

Examines the practical challenges facing environmental managers today, using a series of case studies. Focuses on the role of institutional processes, government organizations and nongovernmental organizations in the practice of environmental management. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5638 - Colorado Politics, Policy, and Administration (3 Credits)

This course focuses on the state-level policy-making process in Colorado, and how that process is affected by local, state, and federal politics, administration, and other policy-making constraints applicable to the state. Substantive topics covered will vary, but students will be exposed to a wide range of perspectives and experiences from practitioners and policy influencers engaged in state-level politics, policy-making, and administration. Cross-listed with PUAD 4638. Restriction: Restricted to Graduate level and Non-Degree Graduate students only. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors

PUAD 5644 - Environmental and Hazards Law (3 Credits)

This course provides a broad overview of issues in all hazards management as well as natural resource and environmental health law. It will convey knowledge of the statutes, regulations and court decisions governing the management of hazards by governmental agencies. The course will also cover aspects of environmental policy implementation and enforcement including the legal aspects of natural resource allocation and management and environmental protection. Cross-listed with CRJU 5644. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5650 - Public Service in Emergency Management and Homeland Security (3 Credits)

Introduces emergency management and homeland security including: management of hazards, emergencies, disasters, and the networks of government and nonprofit organizations providing services. Focuses on principles of emergency management and homeland security at state and local jurisdictional levels. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with PUAD 4010, CRJU 4010, and CRJU 5650. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5655 - Principles of Emergency Management (3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with CRJU 5655, CRJU 4012, and PUAD 4012. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

Typically Offered: Fall.

PUAD 5710 - Public Sector Technology (3 Credits)

This course addresses the impact and current use of technology in the modern government and nonprofit sector environments, including implications for interacting with citizens and organizational stakeholders, organizational decision-making and communication, and core functions such as budgeting and human resources. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5720 - Public Policies for Hazards and Disasters (3 Credits)

Examines public policymaking and administration related to homeland security and disasters in the United States, including the interplay between security and traditional hazards management concerns. Assesses the role of institutional processes, governmental and nongovernmental organizations in policy development and implementation. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with CRJU 5720. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5740 - Sustainable Energy Policy (3 Credits)

This course will cover the basic principles and operation of policy and regulation that impact the production and use of energy (with a focus on transportation and electricity generation) from all of the major sources currently available and used. We will analyze (and, through a sustainability lens, critically evaluate) energy from water (hydroelectric, hydrokinetic), coal, domestic and international petroleum, natural gas and nuclear reactors. A significant portion of the course will focus on electricity generation and associated policy, technologies and regulation. In the context of each energy source and use, we will review and discuss sustainability practices, policies, and, issues. Cross-listed with PUAD 5740. Max hours: 3 credits

Grading Basis: Letter Grade

PUAD 5750 - Policy Workshop Seminar (1 Credit)

This seminar explores issues related to public policy and democracy. Students will design and develop a project of their choosing through regularly "workshopping" their ideas with fellow students and professors. Students will also discuss course readings, presentations, and contemporary events. The seminar content will vary by semester. Prereq: PUAD 5005. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Repeatable. Max hours: 3 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 3.

Prereq: PUAD 5005. Restriction: Restricted to Graduate and Graduate Non-Degree students.

Typically Offered: Fall.

PUAD 5910 - Nature and Scope of Interpersonal Violence (3 Credits)

Analyzes the social, historical, political, legal, and psychological aspects of gender-based violence. Topics include definitions of the problem, demographics, children and youth exposure, and national and global perspectives. Strategies for prevention, intervention, treatment, and social change are explored. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with CRJU 5910. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5920 - The Psychology of Interpersonal Violence (3 Credits)

Addresses the contributions and limitations of current empirical and clinical psychological literatures on interpersonal violence (IPV). Special attention is paid to the effects of IPV on adult and child survivors, their psychological needs, and the contribution of psychological knowledge to understanding and addressing the problem of IPV. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with CRJU 5920. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5930 - Interpersonal Violence Law and Policy (3 Credits)

Examines public policy and law related to interpersonal violence (e.g., welfare reform, child maltreatment, criminal and civil court responses). Topics include the role of law enforcement agents, victim advocacy, and methods to change law and policy. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with CRJU 5930. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5940 - Interpersonal Violence Leadership, Advocacy, and Social Change (3 Credits)

Examines different models of social change and various approaches to public address, including social movements and campaigns. Strategies for engaging diverse individuals, systems and communities to address interpersonal violence will be emphasized. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Cross-listed with CRJU 5940. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5960 - Interpersonal Violence and Health Care (3 Credits)

Provides students with the knowledge and skills necessary for responding to the health care needs of patients experiencing interpersonal violence (IPV). Also explores how healthcare professionals can develop public & institutional discourses that transform healthcare policies & systems to address the health needs of IPV survivors.

Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5961 - Interpersonal Violence, Health Advocacy and Systems Change (3 Credits)

Explores how healthcare professionals can develop successful public & institutional discourses that transform healthcare policies & systems to address the health needs of patients experiencing interpersonal violence. Methods of advocacy, activism & organizational change that produce positive results including effective educ techniques. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.

Grading Basis: Letter Grade with IP

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 5995 - Global Study Topics (3 Credits)

This course is reserved for CU Denver faculty-led study abroad experiences. The course topic will vary based on the location and course content. Students register through the Office of Global Education. Cross-listed with PUAD 4995. Repeatable. Max hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Typically Offered: Fall.

PUAD 6600 - Special Topics: Public Administration (1-6 Credits)

Studies special topics relevant to public administration, such as public/private sector partnerships, community participation, international development, conflict management, regionalism, managing economic options for Colorado, and nonprofit management and marketing. Each semester various topics are studied. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Repeatable. Max hours: 15 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 15.

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 6620 - Crisis and Emergency Communication (3 Credits)

This course examines strategic communication practices throughout the three stages of a crisis or emergency event. Special emphasis is placed on crisis planning, emergency messaging, media relationships, image restoration, ethical responses, and organizational learning. Restriction: Restricted to Graduate and Graduate Non-Degree Majors. Cross-listed with PUAD 4620, COMM 4557, and COMM 5557. Max hours: 3 Credits.

Grading Basis: Letter Grade

Restriction: Restricted to Graduate and Graduate Non-Degree Majors

Typically Offered: Spring.

PUAD 6650 - Professional Topics in Public Service (1-3 Credits)

This series of elective courses delivers just-in-time professional skills and topical content relevant to the needs of today's public service workforce. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Repeatable. Max Hours: 3 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 18.

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 6700 - Community-Based Field Experience and Seminar (3 Credits)

Students work in small groups to complete substantive projects for government agencies and community organizations, led by faculty instructor. Topics addressed will vary depending on the needs of the community partner. Prereq: Completion of PUAD 5003 and permission of instructor. Restriction: Restricted to SPA graduate students. Max hours: 3 Credits.

Grading Basis: Letter Grade

Prerequisite: Completion of PUAD 5003 and permission of instructor.

Restriction: Restricted to SPA graduate students.

PUAD 6840 - Independent Study: PUAD (1-6 Credits)

Affords students the opportunity to do independent, creative work.

Prereq: Permission of instructor. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Repeatable. Max Hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 6910 - Internship (1-3 Credits)

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. Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Max hours: 3 Credits.
Grading Basis: Satisfactory/Unsatisfactory
Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.

PUAD 6950 - Master's Thesis (3-6 Credits)

Restriction: Restricted to Graduate and Graduate Non-Degree majors within CU Denver. Repeatable. Max hours: 6 Credits.
Grading Basis: Letter Grade with IP
Repeatable. Max Credits: 6.
Restrictions: Restricted to Graduate and Graduate Non-Degree majors within CU Denver.
Additional Information: Report as Full Time.

PUAD 7007 - Qualitative Research Methods (3 Credits)

Focuses on qualitative research methods that incorporate field work techniques such as observation, interviews, and content analysis. The main objective is to discover practicalities and limitations of ethnographic methods with a comparative methodology perspective. Students are required to conduct a search project. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Cross-listed with PUAD 5007. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 7010 - Advanced Seminar in International Public Policy (3 Credits)

Explores advanced approaches and techniques in the study of public policy from international perspectives. The course includes lectures, student research presentations, and discussions with international public policy scholars. The course also includes public policy readings and writing assignments tailored to the student interests and needs. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8010 - Historical and Comparative Foundations of Public Administration (3 Credits)

A doctoral seminar on developments and changes in public administration as a field of study. It examines how theory and practice have evolved and how the field is defined, studied and taught. It must normally be taken during the first full semester of the doctoral program. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8020 - Seminar in Public Management (3 Credits)

An in-depth examination of contemporary literature, concepts, and theories of public management. Current issues and research problems are emphasized to prepare students for their advanced research. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8030 - Seminar in Public Policy (3 Credits)

Offers an in-depth examination of contemporary literature, concepts, and theories of public policy, with an emphasis on policy process. Current issues and research problems are emphasized to prepare students for their advanced research. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8040 - Seminar In Economic and Institutional Foundations of Public Affairs (3 Credits)

Offers an in-depth examination of the economic and institutional foundations of public affairs, with an emphasis on the evolution of theory and research in these fields. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8050 - Quantitative Methods I (3 Credits)

Introduces foundational principles & techniques of quantitative analysis in social sciences generally & in public affairs specifically, incl statistical inference, regression analysis, other related estimation techniques, & commonly-used statistical software packages. Students should have taken master level stats course w/in last 3 yrs. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8060 - Seminar On The Conduct Of Empirical Inquiry (3 Credits)

Introduces basic elements of research design in the social sciences, focusing on the relationship between theories and methods, concept development and measurement, selection of observations or cases, and alternative methods of data collection and analysis. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8070 - Quantitative Methods II (3 Credits)

Moves beyond basic linear regression techniques by covering advanced analytic methods for improved causal inference. Students will also be introduced to data management skills and techniques for using longitudinal data. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Max hours: 3 Credits.
Grading Basis: Letter Grade
Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8840 - Independent Study: PUAD (1-6 Credits)

(Doctoral level) Affords students the opportunity to do independent, creative work. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Repeatable. Max Hours: 9 Credits.

Grading Basis: Letter Grade

Repeatable. Max Credits: 9.

Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

PUAD 8990 - Doctoral Dissertation (1-10 Credits)

Once students are admitted to candidacy, they must be continuously registered for dissertation credit each fall and spring semester or be automatically dropped from the program. Students must register for 5 credit hours per semester. In cases where students will not be using any university resources during a particular semester, they may petition the Ph.D. director to register for fewer semester credit hours. Students must be registered for dissertation credit during the semester they have a colloquium or defense. Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only. Repeatable. Max hours: 30 Credits.

Grading Basis: Letter Grade with IP

Repeatable. Max Credits: 30.

Restriction: Restricted to students in the Public Affairs PhD program (PAFF-PhD) only.

Additional Information: Report as Full Time.