Anthony J. Petrocelli College of Continuing Studies

MAS/MSHS/MSA/MASSA/BAIS/School of Administrative Science

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Graduate Assistant
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GRADUATE

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Billing & Registration:
Sofiya Kalantarova (201) 692-2369

Financial Aid:
Nora or Dawn (201) 692-2427

http://www.fdu.edu/mas

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General Information:
Roger Kane (201) 692-2027

Billing & Registration:
Miranda Albert (201) 692-2748

Financial Aid:
Nora or Dawn (201) 692-2427
PETROCELLI COLLEGE OF CONTINUING STUDIES
School of Administrative Science

Master Degree Program
Master of Administrative Science
Master of Science in Homeland Security
Master of Sports Administration
Master of Arts in Student Services Administration

Graduate Certificate Programs
Administrative Science
New Advanced Forensics Acquisition and Analysis
Career Development
Community Development
Computer Security & Forensic Administration
Correctional Administration & Leadership
Diplomacy and International Relations
Displaced Persons
Emergency Management Administration
European Studies and Administrations
First Responder Administration
Forensic Accounting
Government and Administration
Global Emergency Medical Services Administration
Global Health & Human Services Administration
Global Leadership & Administration
Global Perspectives & International Studies
Global Technology Administration
Global Security & Terrorism Studies
Homeland Security and Administration
Human Resources Administration
Intelligence-Led Policing
Information Literacies & Learning Environments
Latin American Studies
Law & Public Safety Administration
Leadership Theory and Practice
Legal Environment Administration
Middle East Studies
Non-Profit Organization Development
New Public-Private Partnership Administration
Public Relations Administration
School Security & Safety Administration

Post Graduate Certificate Programs
Public & Non-Profit Leadership

Bachelor of Arts in Individualized Studies

Undergraduate Certificate Programs
Code & Safety Environment
Contemporary Cyber Communication
Correctional Studies & Administration
Disaster & Emergency Management
Emergency Medical Services Administration
Fire & Arson Investigation
Fire Protection Technology
Fire Service Administration
Health & Human Services Administration
New Homeland Security Studies
Leadership Administration
Protective Services & Facility Security
Public Service Administration
Security & Terrorism Studies
New Sports Administration Studies
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<td>Audubon High School</td>
<td>Audubon</td>
<td>Camden</td>
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<tr>
<td>350 Edgewood Avenue, Audubon, NJ-08106-1545</td>
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<tr>
<td>856-547-1325/7695 x106 (Mickey)</td>
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<tr>
<td>Bergen County Law &amp; Public Safety Institution</td>
<td>Mahwah</td>
<td>Bergen</td>
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<tr>
<td>281 Campgaw Road, Mahwah, NJ-07430</td>
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<tr>
<td>(201) 785-6000</td>
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<tr>
<td>Bergen Community College at the Meadowlands</td>
<td>Lyndhurst</td>
<td>Bergen</td>
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<tr>
<td>1280 Wall Street West, Lyndhurst, NJ-07071-3517</td>
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<tr>
<td>201-460-0610</td>
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<tr>
<td>Camden County Police Department</td>
<td>Camden</td>
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<tr>
<td>800 Federal Street, Camden, NJ-08101</td>
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<tr>
<td>609-820-7131</td>
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<tr>
<td>Clara Maass Medical Center</td>
<td>Belleville</td>
<td>Essex</td>
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<tr>
<td>1 Clara Maass Medical Drive, Belleville, NJ-07109</td>
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<tr>
<td>973-450-2202</td>
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<tr>
<td>Cliffside Park Police Department</td>
<td>Cliffside Park</td>
<td>Bergen</td>
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<tr>
<td>525 Palisade Avenue, Cliffside Park, NJ-07010-2998</td>
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<tr>
<td>(201) 945-3600</td>
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<tr>
<td>Deptford Township Municipal Building</td>
<td>Deptford</td>
<td>Gloucester</td>
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<tr>
<td>1011 Cooper Street, Deptford, NJ-08096</td>
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<td>856-845-5300</td>
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<tr>
<td>Eastern Senior High School</td>
<td>Voorhees</td>
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<tr>
<td>1401 Laurel Oak Road, PO Box 2500, Voorhees, NJ-08043</td>
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<tr>
<td>856-784-4441 (1165)</td>
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<td>FDU Graduate Center</td>
<td>Eatontown</td>
<td>Monmouth</td>
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<tr>
<td>1 Main Street, Suite 116, Eatontown, NJ-07724</td>
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<td>609-777-4678</td>
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<td>FDU – Metropolitan Campus</td>
<td>Hackensack</td>
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<td>140 University Plaza, Dickinson Hall, Hackensack, NJ-07601</td>
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<td>201-692-7177</td>
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<td>FDU Wroxton College</td>
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<td>Florence Township Fire Department</td>
<td>Florence</td>
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<tr>
<td>401 Firehouse Lane, Florence, NJ-08518</td>
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<td>609-499-1393</td>
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<td>Gloucester County Institute of Technology</td>
<td>Sewell</td>
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<td>856-468-1445</td>
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<td>Greystone Park Psychiatric Hospital</td>
<td>Morris Plains</td>
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<tr>
<td>59 Koch Avenue, Morris Plains, NJ-07950</td>
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<td>973-538-1800</td>
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<td>Hackensack University Medical Center</td>
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<tr>
<td>30 Prospect Avenue, Hackensack, NJ-07601</td>
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<td>201-996-2000 x2409</td>
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<td>Holy Name Medical Center</td>
<td>Teaneck</td>
<td>Bergen</td>
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<tr>
<td>718 Teaneck Road, Teaneck, NJ-07601</td>
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<td>201-833-3061</td>
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<td>Hudson County Community College</td>
<td>Jersey City</td>
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<td>70 Sip Avenue, Jersey City, NJ-07306</td>
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<td>Lakehurst Emergency Services Center</td>
<td>2 Proving Ground Road, Lakehurst, NJ 08733</td>
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<td>Manchester Township Police Department</td>
<td>1 Colonial Drive, Manchester, NJ 08759-3898</td>
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<tr>
<td>Monmouth County Police Academy</td>
<td>2000 Kozloski Road, Freehold, NJ-07728</td>
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<tr>
<td>Morris County Public Safety Training Academy</td>
<td>500 West Hanover Avenue, Parsippany, N.J.</td>
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<td>Mountainside Hospital</td>
<td>1 Bay Avenue, Montclair, NJ 07042</td>
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<td>Newark Police Department</td>
<td>311 Washington Street, Newark, NJ 07105</td>
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<tr>
<td>NJ State Police Buena Vista Headquarters</td>
<td>1045 State Highway 54, Williamstown, NJ 08360</td>
<td>Buena Vista</td>
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<tr>
<td>NJ State Police, Troop D Headquarters</td>
<td>278 Prospect Plains Road, Cranbury, NJ-08512</td>
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<tr>
<td>NJ State Police Hamilton Headquarters –Troop C</td>
<td>1400 Negron Drive, Hamilton, NJ-08619</td>
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<td>NJ State Police Division Headquarters</td>
<td>250 Minnisink Rd, Totowa, NJ 07512</td>
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<td>Orange Police Department</td>
<td>29 Park Street, Orange, NJ 07050</td>
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<td>Parsippany Police Department</td>
<td>3339 Route 46, Parsippany, NJ 07954</td>
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<td>Passaic County Technical Institute</td>
<td>45 Reinhardt Road, Wayne, NJ- 07470</td>
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<td>Passaic Police Department</td>
<td>330 Passaic Street</td>
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<td>Perth Amboy Police Department</td>
<td>365 New Brunswick Ave., Perth Amboy, NJ 08861</td>
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<td>Picatinny Arsenal</td>
<td>Bldg. 3409, Rt. 15 North, Picatinny Arsenal, NJ 07806-5000</td>
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<td>Port Authority of NY &amp; NJ</td>
<td>220 Bruce Reynolds Boulevard, Fort Lee, NJ- 07024</td>
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<td>River Winds Community Center</td>
<td>1000 River Winds Drive, Thorofare, NJ 08086</td>
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<td>Institution</td>
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<tr>
<td>Roselle Park High School</td>
<td>510 Chestnut Street, Roselle Park, NJ-07204</td>
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<td></td>
<td>908-241-2851/2890</td>
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<tr>
<td>South Brunswick Police Department</td>
<td>540 Ridge Road, Monmouth Junction, NJ 08852</td>
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<td></td>
<td>732-329-4646</td>
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<tr>
<td>St. Barnabas Medical Center</td>
<td>94 Old Short Hills Rd, Livingston, NJ-07039</td>
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<td>973-322-8808</td>
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<tr>
<td>Stafford Township Police Department</td>
<td>260 E Bay Ave, Manahawkin, NJ 08050</td>
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<td>609-597-8581</td>
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<tr>
<td>Sussex County Community College</td>
<td>One College Hill, Newton, NJ-07860</td>
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<td>973-300-2235</td>
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<tr>
<td>Tenafly High School</td>
<td>19 Columbus Drive, Tenafly, NJ 07670-1698</td>
<td>Tenafly</td>
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<tr>
<td></td>
<td>(201) 816-6600</td>
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<tr>
<td>United Way</td>
<td>6 Forest Avenue, Paramus, NJ 07652</td>
<td>Paramus</td>
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<td>201-291-4050</td>
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<tr>
<td>Woodbury Heights Police Department</td>
<td>500 Elm Ave, Woodbury Heights, NJ - 08097</td>
<td>Woodbury</td>
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<tr>
<td></td>
<td>(856) 845-4003</td>
<td>Heights</td>
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</table>

U _ Undergraduate – BAIS
G _ Graduate – MAS, MSHS, MSA, MSSA
**FDU Policies and Procedures**

**PAYMENT & PAYMENT OPTIONS**
Students are responsible for payment in full at the time of registration; however, the following payment options are available:

1. Students can present a voucher/payment order (PO) at the time of registration. FDU will then bill the municipality.
2. Students who do not have a voucher/PO can participate in the FDU Deferred/Corporate Payment Plan. A 4% payment must be made at the time of registration and you will be billed for the full tuition after the grades are submitted. A delay in the receipt of grades does not constitute an extension of the payment deadline.
3. FDU now offers students an additional method of payment through WebAdvisor. After logging in follow the link to Pay on My Account under Financial Information. They accept MasterCard, American Express & Discover and charge 2.5% APR.
4. Students can pay in full when they register for courses.

**WEBMAIL & WEBCAMPUS**

In order to access WebCampus, you must have a Webmail account and be officially registered for classes.

If you have a FDU Webmail account, your username and password for WebCampus are identical to your Webmail username and password (e.g. einstein@student.fdu.edu). Please note, there will be a delay of up to 2 business days after creating a Webmail account before you can access WebCampus. Passwords must be 6-8 characters in length and are case-sensitive (i.e. capitalization counts).

If you do not have a Webmail account, you must first create your Webmail account at webmail@fdu.edu. Click on the "Create New Account" link and follow the online instructions. There will be a delay of up to 36 hours after creating a Webmail account before you can access WebCampus.

If you are having trouble creating your Webmail account or logging in to WebCampus, please contact the Fairleigh Dickinson University Technical Assistance Center (FDUTAC) at 973-443-8822 or email fdutac@fdu.edu.

**NEW WEBADVISOR Online Registration**

Registration is available online through web advisor. http://webadvisor.fdu.edu/.

**New Students:**
Application and registration forms are available at http://fdu.edu/mas. These forms must be printed out and either sent or faxed to us.

**Continuing Students:**
Continuing students must register online through WebAdvisor. WebAdvisor accounts are available for currently registered student with an FDU WebMail account. Currently registered students can create an FDU email account at http://webmail.fdu.edu/ and Within 2 business days of the FDU WebMail creation you will receive your login information for WebAdvisor. To register go to https://webadvisor.fdu.edu. If you experience any problems with WebAdvisor send an email to webadvisoradmin@fdu.edu

**RECORDS**
Change of Name or Address: All changes relating to a student’s permanent records must be made through the Office of Enrollment Services by submitting the appropriate form. Students are responsible for ensuring that the University has their correct address.

**TUITION & FEES** *Subject to change*

- Graduate/Post-Graduate Tuition (Domestic Students) $1731.00 per 3-credit course (includes 50% Scholarship)
- MASSA Tuition $1902.00 per 3-credit course (includes 45% Scholarship)
- Graduate Tuition – Online (International Students) $2076.00 per 3-credit course (includes 40% Scholarship)
- Undergraduate Tuition $1677.00 per 3-credit course (includes 50% Scholarship)

**FEES**
- Facilities Fee (where applicable) $50.00 per class
- Technology Fee/Fall & Spring Part-time, 6 credits or less - $195.00 Full-time, 9 credits or more - $418.00
- Technology Fee/ Summer Off-campus locations $12.00 per credit
- Audit Fee 1 credit + $10.00 registration fee
- National Guard Personnel $750.00 per 3-credit course No technology fees

A $50.00 facilities fee is charged to students for each course they attend at the following Instructional Sites: Audubon High School, Bergen County Law & Public Safety Institute, Camden Admin. Bldg., Eastern Sr. HS Gloucester County Institute of Technology, Hudson County Community College, Morris County Public Safety Training Academy, All New Jersey National Guard locations, Passaic County Technical Institute, River Winds Community Center, Roselle Park High School, Sussex County Community College & Tenafly High School.
**BOOKS**

**BUY BOOKS ONLINE:**  [www.efollett.com](http://www.efollett.com)

Additionally, books are available at the Metropolitan Campus Bookstore. You may purchase your books at the bookstore or for a small fee; the books will be shipped to you by two-day UPS. Before going to the bookstore, check for availability. Metropolitan-Teaneck Bookstore: (201) 692-2093 or 2094.  See online course syllabus for required text(s) [http://fdu.edu/masa](http://fdu.edu/masa) and click on course descriptions for specific syllabus. If you have any questions call (201) 692-7171.

**LIBRARY**

As a student of FDU you may utilize library service through remote access. To access this service please contact 201-692-2068. If you need to obtain remote-access passwords to use one or more databases from off-campus, please visit the reference desk at any FDU library to complete and sign a required form (if this is not practical, contact the Reference Department (201) 692-2100.

**WITHDRAWAL, NON-ATTENDANCE, NON-PAYMENT**

Does not constitute an official withdrawal. Also, notification to an instructor is not sufficient. Students must notify the SAS office in writing of their intention to withdraw from graduate study. An official drop form MUST be filed with the Office of Enrollment services. FAILURE TO OFFICIALLY WITHDRAW will result in the student receiving an “F” grade for the course. Additionally, 100% REFUND IS GRANTED ONLY WHEN A STUDENT WITHDRAWS BEFORE THE FIRST DAY OF THE SEMESTER.

**SECURITY**

Identification Cards:
All students are required to carry University identification cards while on campus. These cards may be obtained at:

Metropolitan-Teaneck – Public Safety Office (201) 692-2222
College of Florham — Student Activities Office (973) 443-8888

**PARKING**

When on campus, all cars must display an official decal which is available at:

Metropolitan-Teaneck Public Safety Office 870 River Road
College at Florham Public Safety Office The Barn

Failure to display a decal will result in ticketing and a fine.
FDU’s Student Counseling & Psychological Services on the Metropolitan Campus has relocated from the Wellness Center in the Student Union Building to a former private residence on campus. The new address is 914 River Road, which is not actually located on River Road, but located at the intersection of Lone Pine Lane and Residence Drive - near University Court 8 Residence Hall. The new campus mail code is T-SC1-01. On the map below, it is # 15. The phone number (201-692-2174) and Fax (x2669) remain unchanged.

Look forward to an announcement of an Open House when the warm weather breaks, but in the meantime, don’t hesitate to visit us as we are finishing final touches in getting set up. For students, we are fully operational offering all of our services as detailed on our website (www.fdu.edu/s-caps). Feel free to call to schedule an appointment or consultation.
Campus Buildings in Numbered Map Order

1. Bancroft Hall
2. Williams Hall
3. Fitness Center
4. Northpointe Residence Hall
5. Robison Hall
6. Robison Hall Annex
7. Muscarelle Center for Building Construction Studies
8. Kron Administration Building
9. University Hall
10. Alumni Hall
11. TV Production Studio
12. Weiner Library
13. Becton Hall
14. Becton Theater
15. Student Counseling and Psychological Services
18. University Court Residence Hall #9
19. University Court Offices #10
20-24. University Court Residence Halls #4-8
25. 892 River Road
26-28. University Court Residence Halls #1-3
29. Public Safety Office (870 River Rd., Teaneck)
30. Interfaith Chapel
31. International Student Services (841 River Rd, Teaneck)
32. EOF Office
33. 838 River Rd., Teaneck
34. Housekeeping
35. 835 SUB Lane (History / Political Science House)
36. 839 SUB Lane (Modern Language House)
37. 867 SUB Lane (Dean of Students)
38. Student Union Building (SUB) Student Life, Dining Services, Health Services
39-46. Linden Court Residence Halls #1-8
47. Student Government
48. Residence Life
49. 10 Woodbridge Ave., Hackensack
51. 131 Temple Ave., Hackensack
52. 139 Temple Ave., Hackensack
54. George and Phyllis Rothman Center (100 University Plaza Drive, Hackensack)
55. Dickinson Hall
56. Edward Williams Hall (150 Kotte Place, Hackensack)
57. Field House (1150 River Rd., Teaneck)
58. Purchasing
The Master of Administrative Science (MAS) degree program is structured to meet the career development needs of adult learners working in administrative and professional positions in government agencies, not-for-profit organizations & private industries. Its primary purpose is to enhance the administrative skills of graduates.

The program is designed to serve primarily in-service students with five or more years of relevant professional work experience. Since the degree program is targeted toward working adults, admission is based on multiple criteria, including the applicant’s career and other accomplishments, personal maturity and evidence of commitment to graduate study and continued professional development. Special consideration will be given to applicants who have a significant record of relevant professional and/or administrative experience in government and not-for-profit organizations. The program combines both cognitive and affective (interactive) instruction through case studies, simulations, individual and group exercises, and fieldwork that helps to develop critical managerial effectiveness. The MAS educational experience seeks to develop critical administrative competencies in a supportive learning environment in conjunction with specific and clear feedback.

**Degree Requirements:**

1. At least 21 credits must be completed at FDU.
2. A resume & 500 word essay must accompany your application. This essay should outline your career goals and how you perceive the MAS program will assist you in accomplishing those goals.
3. Students must achieve a grade point average of 2.75 for the current trimester and keep a cumulative grade point average of 2.75. Students who receive two or more C grades will be warned, and if evidence of definite improvement in their academic performance does not ensue, they will be put on academic probation or be asked to withdraw from graduate study.
4. The curriculum areas and credit distribution requirements are designed to provide students with flexibility in planning a program of study within a competency-focused framework for professional development. Students must successfully complete 30 credits of graduate course work in the following categories.

**For more information contact:**

Ronald E. Calissi, Esq.
Director, School of Administrative Science
Executive Associate Dean,
Off-Campus Credit Programs
201-692-6522 (Voice)
201-692-6529 (Fax)
msa@fdu.edu
Program Highlights

- 30 Credits
- Flexible Curriculum – focused on developing the managerial skills of experienced professionals.
- MAS courses can be taken at any of our 50 off-campus sites. The Capstone course must be taken on campus at the College at Florham in Madison, Teaneck-Metropolitan Campus in Teaneck/Hackensack, FDU Monmouth County Graduate Center in EATONTOWN or FDU’s Wroxton College, Oxfordshire, England. The Capstone course is also offered in an online format.
- GRE/GMATs not required.
- A 50% tuition scholarship for employees of state and local government agencies and not-for-profit organizations.
- Adjunct faculty of highly experienced practitioners.
- 12-week terms or 5 consecutive Saturdays, 4 terms/year, September, January, April, and June
- 10-week online terms, 4 terms/year, September, January, April, and June
- Degree requirements can be completed in 5 term or 20 months.
- Step-in, Step-out flexibility (i.e., courses are not in a rigid sequence with pre-requisites).
- Advanced standing (6 transfer credits) for graduates of NJ State Certified Public Manager Program or (3 transfer credits) for Certified Public Works Manager Program or (3 transfer credits) for Certified Municipal Finance Officer or (3 transfer credits) for College of New Jersey Leadership Certificate or (3 transfer credits) for graduates of New Jersey State Association of Chiefs of Police (NJSACOP) Command & Leadership Program or (3 transfer credits) for graduates of Saint Barnabas Health Care System Leadership Institute or (up to 9 transfer credits, if credits are posted on a University of Virginia transcript, Level 500 or above, 3 credit hours and a grade of B or better has been earned) for graduates of FBI National Academy or (3 transfer credits) for Northwestern University School of Police Staff & Command or (6 transfer credits) for US Army Command & General Staff College or (6 transfer credits) for Fairleigh Dickinson University’s Para-Legal Program or (3 transfer credits for Society of Human Resource Management Certificate.
- Also up to 3 courses at 3 credits each (9 transfer credits) advanced standing from Master of Public Administration, Master of Arts or Master of Business Administration programs from other accredited Universities but only where the courses directly relate to specific courses in the MAS program and a grade of B or better has been earned. An official transcript and course descriptions must be submitted for review of transfer credits. The University requires that each candidate for the MAS degree complete a minimum of 21 credits “in residence” (seven courses in the MAS program).
HOW TO APPLY:
For immediate admission, complete the application for admission & registration and send together with a copy of your undergraduate transcript or diploma to take courses pending formal admission.

ADMISSIONS DEADLINES
Fall (Sept – Dec): August 25
Spring (Jan – Mar): December 15
Summer I (Apr – June): March 15
Summer II (June – Sept): May 30

REQUIRED DOCUMENTS
All applicants must submit official transcripts. For transcripts not in English, a notarized or certified English translation must accompany the original transcript. A transcript is official only when it is sent directly from an institution to Fairleigh Dickinson University’s School of Administrative Science, or when it is submitted with the application in a sealed envelope stamped by the institution.

All applicants are required to submit a resume & 500 word essay with the application. This essay should outline your career goals and how you perceive the MAS program will assist you in accomplishing those goals.

Applicants to Master’s degree must submit official transcripts for a minimum of four years of previous university study. Transfer and graduate applicants must submit transcripts from all post-secondary institutions attended.

Application for Graduation:
Students are required to notify the SAS office (201-692-7171) of their intention to graduate. A Declaration of Candidacy form, together with graduation fee must be filed in this office no later than four months prior to graduation. Before filing for graduation, students should carefully review their degree requirements with their advisers and be prepared to fulfill any deficiencies. Degrees are awarded September, February and in May.

For more information contact:

<table>
<thead>
<tr>
<th>RONALD E. CALISSI, ESQ., BA, JD, CFP, CPM, MBA</th>
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<tbody>
<tr>
<td>Director, School of Administrative Science</td>
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<tr>
<td>Executive Associate Dean, Off-Campus Programs</td>
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<tr>
<td>201-692-6522 (Voice)</td>
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<td>201-692-6529 (Fax)</td>
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<td><a href="mailto:calissi@fdu.edu">calissi@fdu.edu</a></td>
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<thead>
<tr>
<th>LORRAINE S. NIENSTEDT, BA, MAS, CPM</th>
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<tbody>
<tr>
<td>Assistant Director, School of Administrative Science</td>
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<tr>
<td>Anthony J. Petrocelli College of Continuing Studies</td>
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<tr>
<td>201-692-7172 or 7171 (Voice)</td>
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<tr>
<td>201-692-7179 (Fax)</td>
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<tr>
<td><a href="mailto:niensted@fdu.edu">niensted@fdu.edu</a></td>
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*To see the names & titles of thousands of School of Administrative Science graduates visit [www.fdu.edu/mas](http://www.fdu.edu/mas), click on “Alumni” on the left side of the home page.*
Graduate & Post-Graduate Certificate Program Specialization

These graduate certificates are 18-credit, six courses within the Master of Administrative Science (MAS) program. The following certificates can be taken on a matriculating or non-matriculating basis and can also be taken as Post-graduate certificates for students who have earned a graduate degree. The minimum number of students per class is ten.

*Also available in online modality

**Administrative Science**
Any six graduate courses (18 credits) qualify for a Certificate in Administrative Science.

**Career Development**
This 18-credit, 6-course certificate is designed for individuals working in the workforce investment systems. It is designed to provide common knowledge throughout the system for all participants in the system.

*Choose six courses from the following:*
- MADS 6628* - Building Strategic Partnerships
- MADS 6629* - Planning and Program Development
- MADS 6662* - Customer Service
- MADS 6723 - Survey and Opinion Polling for Market Research & Administration
- MADS 6774 - Practices and Structure of Workforce Investment Systems
- MADS 6775 - Career Development Process
- MADS 6776 - Research Methods for Workforce Professionals
- MADS 6781* - Social Media Marketing

**Community Development**
The 18-credit, 6-course certificate focuses on planning and economic issues of housing and business. Students are required to take three core courses from the following classes and one other course from the MAS program:

*Choose six courses from the following:*
- MADS 6622 – Community Development
- MADS 6624 – Urban Politics
- MADS 6625 – Financing Community Development
- MADS 6628*† - Building Strategic Partnerships
- MADS 6645* – Marketing Social Change
- MADS 6648 – Disaster Recovery & Organizational Continuity
- MADS 6712* - Introduction to Countermeasures for Malware
- MADS 6720 - Special Topics: Metropolitan America: Influences of the Past & Future

**Computer Security & Forensic Administration**
This 18-credit, 6-course certificate program is designed exclusively for the law enforcement community and cooperate security executives. Practical application is emphasized throughout the entire course of study. The courses include:

*Choose six courses from the following:*
- MADS 6637* – Computer Systems Seizure & Examination
- MADS 6654*† – The Forensic Expert.
- MADS 6697* – Current Issues in Cyber Forensics
- MADS 6701* – Special Topics: Intro. To Computer Network Security
- MADS 6702 – Special Topics: Investigation of Comp. System/Network Emergencies
- MADS 6730 – Malware Investigations
- MADS 6735* – Introduction to Countermeasures for Malware
- MADS 6773* – Current Issues in Forensic Science

* Also available in online modality

**Correctional Administration & Leadership**

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This 18-credit, 6-course certificate is designed for individuals who are working in local, county, or state correctional facilities. Both theoretical and practical applications of concepts are included in the course work:

**Choose six courses from the following:**
- MADS 6600*† – Theory & Practice of Administration
- MADS 6602* – Personnel Administration
- MADS 6610* – Organizational Decision Making
- MADS 6618*† – Leadership Plus
- MADS 6661* – Managing Organizational Change

**Diplomacy and International Relations**

*Contact Jaime Buenahora ([jaimeb@fdu.edu](mailto:jaimeb@fdu.edu) or 201-692-2532)*

This 18-credit, 6-course certificate is designed for those who are engaged in the field of diplomacy or in international relations. The program will study critical topics of a global nature including globalization, international conflicts and relations, leadership, and global marketing.

**Choose six courses from the following:**
- MADS 6608* – Organizational Communication & Conflict Resolution
- MADS 6611 – Introduction to Diplomacy and International Relations
- MADS 6615 – Global Leadership
- MADS 6640* – Leading in Times of Crisis
- MADS 6672* – Ethics and Human Rights
- MADS 6693 – Leading Culturally Diverse Workplaces
- MADS 6732 – International Conflict Resolution
- MADS 6733 – World Economy and Globalization
- MADS 6740 – Comparative Political Systems
- MADS 6749 – Marketing in a Global Economy

**Displaced Persons**

There is a myriad of issues that displaced individuals are faced with, and organizations must be able to identify such issues in order to provide assistance. This 18-credit, 6-course certificate will investigate various issues as well as remedies for problems.

**Choose six courses from the following:**
- MADS 6617*† – Emergency Management & Safety Administration
- MADS 6628*† – Building Strategic Partnerships
- MADS 6636*† – Global Preparedness for Catastrophic Emergencies
- MADS 6656* – Social Problems and Solutions
- MADS 6672* – Ethics and Human Rights
- MADS 6674* – Sociological Perspectives of Disaster
- MADS 6717 – Special Topics: Leading Out of the Mainstream
- MADS 6739 – Refugees & Administrative Challenges in Forced Displacement

**Emergency Management Administration**

This 18-credit, 6-course certificate is designed for community leaders involved in planning, policy-making, implementation and administration of emergency management.

**Choose six courses from the following:**
- MADS 6617*† – Emergency Management & Safety Administration
- MADS 6633*† – GIS and Emergency Administration
- MADS 6634*† – Community Threat Assessment & Risk Analysis
- MADS 6636*† – Global Preparedness for Catastrophic Emergencies
- MADS 6647 – Organizational Planning & Risk Communications
- MADS 6648*† – Disaster Recovery & Organizational Continuity
- MADS 6713* – Special Topics: Environmental Response & Reporting Seminar
- MADS 6715* – Global Terrorism & Emergency Management Preparedness

* Also available in online modality
**European Studies and Administrations**

This 18-credit, 6-course certificate explores European political, cultural, social, technological, and economic conditions.

**Choose six courses from the following:**
- MADS 6614 – Comparative Public, Private and Not-for-Profit Systems
- MADS 6626 – Law Enforcement Executive Leadership Seminar
- MADS 6640 – Leading in Times of Crisis
- MADS 6666 – The New European Map
- MADS 6694 – New Challenges in Leadership in a Global Society
- MADS 6700* – Global Technology Project Management
- MADS 6749 – Marketing in a Global Economy
- MADS 6751 – Cultural and Social Awareness Seminar

*Students may take as an elective any of the MADS courses taught in Europe.*

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**First Responder Administration**

This 18-credit, 6-course certificate is designed to provide theoretical and practical application of concepts used by first responders.

**Choose six courses from the following:**
- MADS 6600*† - Theory and Practice in Administration
- MADS 6601* - Financial Administration
- MADS 6602* – Personnel Administration
- MADS 6628† - Building Strategic Partnerships
- MADS 6714* – Special Topics: First Responder Stress Awareness and Management
- MADS 6747* – Relational Leadership
- MADS 6777* – Volunteerism

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**Forensic Accounting**

The 18-credit, 6-course certificate in Forensic Accounting focuses on white collar crime and its implications.

**Choose six courses from the following:**
- MADS 6687* – Accounting Fraud Examination
- MADS 6688* – Legal Environment for Forensic Accounting
- MADS 6689* – Accounting and E-Commerce
- MADS 6690* – Forensic Accounting Fraud & Taxation
- MADS 6773* - Current Issues in Forensic Science
- MADS 6778* – White Collar Crimes

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**Global Emergency Medical Services Administration**

This 18-credit, 6-course certificate is designed to enhance the knowledge and leadership skills of administrators & staff of organizations responsible (or potentially responsible) for provision of Emergency Medical Services. All of New Jersey’s mobile healthcare resources should be prepared to respond to crisis events, as well as the everyday needs of their communities.

**Choose six courses from the following:**
- MADS 6602* – Personnel Administration
- MADS 6608* – Organizational Communication & Conflict Resolution
- MADS 6617 – Emergency Management & Safety Administration
- MADS 6620* – Human Resources Systems: Approaches & Techniques for the Modern Workplace
- MADS 6646* – Finance & Accounting for Health & Human Service
- MADS 6650* – Emergency Medical Services Quality Improvement

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**Global Health & Human Services Administration**

This 18-credit, 6-course certificate covers the essentials for a balanced administrator & leader in Healthcare, Human Services, and related fields.

**Choose six courses from the following:**
- MADS 6628*† – Building Strategic Partnerships
- MADS 6642* – Global Health & Human Services Systems
- MADS 6643* – Community Needs Assessment & Qualitative Analysis for Health & Human Services
- MADS 6644 – Law, Ethics & Policy for Health & Human Services
- MADS 6645* – Marketing Social Change
- MADS 6646* – Finance & Accounting for Health & Human Services
- MADS 6647 – Organizational Planning & Risk Communications
- MADS 6718* – Special Topics: Lifestyle Modification for Community Leaders
- MADS 6747* – Relational Leadership
- MADS 6753* – Special Topics: Elder Care Law
Global Leadership & Administration

This 18-credit, 6-course graduate certificate is especially designed for leaders and administrators of worldwide organizations.

Choose six courses from the following:
MADS 6600† – Theory & Practice of Administration
MADS 6606* – Administrative Leadership in Complex Organizations
MADS 6609† – Productivity & Human Performance
MADS 6610* – Organizational Decision Making
MADS 6615 – Global Leadership
MADS 6618† – Leadership Plus
MADS 6627 – Women’s Leadership in Today’s Global World
MADS 6653 – Global Citizenship Seminar
MADS 6658 – Leadership: Global Advanced Scholarship/Practice
MADS 6661* – Managing Organizational Change
MADS 6675 – Optimum Leadership
MADS 6708* – Collaborative Leadership
MADS 6709 – Special Topics: Creativity, Change & the 21st Century Leaders
MADS 6731 – Executive Communication as a Leadership Tool
MADS 6747* – Relational Leadership

Global Perspectives & International Studies

Any six graduate courses (18 credits) taken under the Global Perspectives & International Studies category from the Individual Development Plan (IDP) in the Master of Administrative Science (MAS) program. Classes taken online or in-person at FDU’s Wroxton and Vancouver campuses, as well as any International instructional sites also qualify toward the Certificate in Global Perspectives and International Studies.

Global Security & Terrorism Studies

The Post 9/11 world recognizes that modern leaders all play an important part in ensuring the security of their personnel, their organization and the public at large. To enhance our security skills it is important to have a greater understanding of the nature of the threat of domestic and transnational terrorism. This certificate provides a balance of courses employing action steps organizational managers can take to enhance their security capabilities.

Choose six courses from the following:
MADS 6617† – Emergency Management & Safety Administration
MADS 6634† – Community Threat Assessment & Risk Analysis
MADS 6636† – Global Preparedness for Catastrophic Emergencies
MADS 6648† – Disaster Recovery & Organizational Continuity
MADS 6698* – Special Topics: Current Issues/Terrorism & Security
MADS 6701* – Special Topics: Intro. To Computer Network Security
MADS 6705* – Homeland Security & Constitutional Issues
MADS 6715* – Global Terrorism & Emergency Management

Global Technology Administration

The 18-credit, 6-course Global Technology Administration Certificate provides a comprehensive examination of project management process, integrating technical tools with leadership and team communication skills. This program is designed for managers and information technology professional to improve innovation, strategy, operations and effectiveness in today’s agile global business architectures. Students learn technical aspects of project management planning and execution methods as we as people skills that are critical to successful projects.

Choose six courses from the following:
MADS 6605* – Principles of Information Systems
MADS 6610* – Organizational Decision Making
MADS 6696* – Special Topics: Building Effective Teams
MADS 6618† – Leadership Plus
MADS 6832* – Technology Applications
MADS 6638† – Computer Security Administration
MADS 6677* – Planning for Change in Information Technology
MADS 6700* – Global Technology Project Management
MADS 6781* – Social Media Marketing
MADS 6815* – Business Analysis for Administrators

* Also available in online modality

Government and Administration
This 18-credit, 6-course certificate explores government and its operation. It is designed for those in the public sector to explore different concepts for governance and different ways that services are provided.

**Choose six courses from the following:**
- MADS 6603 – Law & Administrative Practice
- MADS 6614 – Comparative Public, Private, and Not-for-Profit Systems
- MADS 6616† – Grant Writing and Administration
- MADS 6621 – Development of Governmental & Administrative Theories
- MADS 6624 – Urban Politics
- MADS 6629* – Planning and Program Development
- MADS 6640* – Leading in Times of Crisis
- MADS 6722 – N.J. Political Parties, Politics & Policy Making in the New Millennium
- MADS 6756 – Public, Private Partnership Administration
- MADS 6763* – Grants and Sponsored Projects Administration

**Homeland Security**
This 18-credit, 6-course certificate is designed to provide an introduction to the area of homeland security.

**Choose six courses from the following:**
- MADS 6617† – Emergency Management and Safety Administration
- MADS 6636† – Global Preparedness for Catastrophic Emergencies
- MADS 6648† – Disaster Recovery and Organizational Continuity
- MADS 6697* – Current Issues in Cyber Forensics
- MADS 6698* – Current Issues in Terrorism and Security
- MADS 6705* – Homeland Security and Constitutional Issues
- MADS 6748 – Multidisciplinary Approaches to Homeland Security

**Human Resources Administration**
The area of human resources has become more complex with new laws, court decisions, and changes in business practices. The 18-credit, 6-course certificate is designed for those who are working in the area of human resources or desire to move into that field.

**Choose six courses from the following:**
- MADS 6602* – Personnel Administration
- MADS 6603* – Law and Administrative Practice
- MADS 6607 – Collective Bargaining & Contract Administration
- MADS 6608* – Organizational Communication & Conflict Resolution
- MADS 6609† – Productivity & Human Performance
- MADS 6620* – Human Resources Systems: Approaches & Techniques for the Modern Workplace
- MADS 6661* – Managing Organizational Change
- MADS 6662* – Customer Service
- MADS 6695 – Advanced Employment Law

**Intelligence-Led Policing**
This 18-credit, 6-course certificate explores the changes in policing. Intelligence-Led Policing involves the modern techniques that integrate best practices of community policing with law enforcement intelligence. This methodology builds on the use of data and information to solve issues involving crime, homeland security and quality of life.

**Choose six courses from the following:**
- MADS 6628* – Building Strategic Partnerships
- MADS 6680* – Strategic Planning for Intelligence-Led Policing
- MADS 6681 – Intelligence Team Management
- MADS 6682 – Intelligence Analysis
- MADS 6683 – Tactical & Operational Management
- MADS 6684 – Principles of Information & Intelligence Collection
- MADS 6685 – Fusion Center Operations & Integration

* Also available in online modality
Latin American Studies
Contact Jaime Buenahora (jaimeb@fdu.edu or 201-692-2532)
This 18-credit, 6-course certificate explores historical and current aspects of Latin America’s culture, social, economic, and political influences on the western hemisphere.

Choose six courses from the following:
MADS 6614 – Comparative Public, Private and Not-for-Profit Systems
MADS 6752 – Current Issues in Latin America
MADS 6761 – Political Literature in Latin America
MADS 6788 – Political and Economic History of Latin America
MADS 6789 – Modern Latin America
MADS 6790 – Economic Development in Latin America
MADS 6791 – Economic Integration and Free Trade Agreements in Latin America
MADS 6792 – Political Parties and Electoral Systems in Latin America
MADS 6793 – Brazil, Mexico, Columbia, and Argentina: A Comparative Perspective
MADS 6794 – Cuba: Past, Present and Future

Law & Public Safety Administration
This 18-credit, 6-course certificate program recognizes the importance of enhancing the leadership and management of the key administrators of modern law enforcement, Emergency management and Public Safety organizations. The emphasis is on blending communication, decision-making and strategic partnering skills with the latest trends in Human Resource management, Finance and Media strategies.

Choose six courses from the following:
MADS 6601* – Financial Administration
MADS 6604† – Ethics & Public Values
MADS 6608* – Organizational Communication & Conflict Resolution
MADS 6610* – Organizational Decision Making
MADS 6617† – Emergency Management & Safety Administration
MADS 6618† – Leadership Plus
MADS 6620* – Human Resources Systems: Approaches & Techniques for the Modern Workplace
MADS 6626 – Law Enforcement Executive Leadership Seminar (International Elective)
MADS 6628† – Building Strategic Partnerships
MADS 6655 – Contemporary Issues in Community Policing
MADS 6656* – Social Problems & Solutions
MADS 6675 – Optimum Leadership
MADS 6703* – Special Topics: Public Presentations & Media Strategies
MADS 6762 – Current Issues in Immigration Law

Leadership Theory and Practice
This 18-credit, 6-course certificate is designed for individuals who would like to increase their leadership skills. There are differences between managers and leaders, and this course of study looks at the attributes of leaders, different theories that can be used, and how leaders can vary their style based on the situation at hand.

Choose six courses from the following:
MADS 6600† – Theory and Practice of Administration
MADS 6618† – Leadership Plus
MADS 6640* – Leading in Times of Crisis
MADS 6675* – Optimum Leadership
MADS 6676* – Perspectives on Leadership from Film
MADS 6717 – Special Topics: Leading Out of the Mainstream
MADS 6731 – Executive Communication as a Leadership Tool
MADS 6747* – Relational Leadership

* Also available in online modality
Legal Environment Administration

The modern public, private and non-profit organization is greatly impacted by our legal systems. This 18-credit, 6-course certificate program recognizes that the modern organizational leader needs to have a greater understanding of the way the legal system works as well as the latest legal trends that affect the workplace. This program studies current legal issues and their practical application to your workplace.

Choose six courses from the following:
MADS 6603* – Law & Administrative Practice
MADS 6607 – Collective Bargaining & Contract Administration
MADS 6620* – Human Resources Systems: Approaches & Techniques for the Modern Workplace
MADS 6635 – Legal Research Methods & Analysis
MADS 6641 – Contemporary Legal Issues
MADS 6669 – Environmental Regulations
MADS 6695 – Advanced Employment Law
MADS 6708* – Special Topics: Administrative Research
MADS 6713* – Special Topics: Environmental Response & Reporting Seminar
MADS 6719 – Special Topics: Litigation Preparation & Admin.
MADS 6721 – Special Topics: NJ Code of Criminal Justice

Middle East Studies

Contact Jaime Buenahora (jaimeb@fdx.edu or 201-692-2532)

This 18-credit, 6-course certificate focuses on the history of the Middle East and its current role in the global environment.

Choose six courses from the following:
MADS 6750 – Current Issues in the Middle East
MADS 6758 – Politics, Ideologies, and Religion in the Middle East
MADS 6760 – Economics in the Middle East
MADS 6795 – History of the Middle East
MADS 6796 – Introduction to the Modern Middle East
MADS 6797 – Oil and Politics in the Middle East
MADS 6798 – Middle East Contributions to Civilization
MADS 6799 – History of Intercultural Conflicts in the Middle East
MADS 6801 – The Israeli-Palestinian Conflict
MADS 6802 – The Ottoman Empire and Its Influence in the Middle East

Non-Profit Organizational Development

This 18-credit, 6-course certificate program is designed for professionals leaders in the not for profit community. The needs for non-profit organizations vary from those of the private sector, and this certificate explores those areas that are unique to non-profit organizations and provides theoretical and applied practice on how these organizations operate.

Choose six courses from the following:
MADS 6606* – Administrative Leadership in Complex Organizations
MADS 6608* – Organizational Communication & Conflict Resolution
MADS 6613* – Marketing of Public, Not-for-Profit & Private Organizations
MADS 6616† – Grant Writing and Administration
MADS 6618* – Leadership Plus
MADS 6628† – Building Strategic Partnerships
MADS 6629* – Planning and Program Development
MADS 6631* – Advanced Fundraising Practices
MADS 6632* – Technology Applications
MADS 6645* – Marketing Social Change
MADS 6661* – Managing Organizational Change
MADS 6662* – Customer Service
MADS 6675 – Optimum Leadership
MADS 6747* – Relational Leadership
MADS 6763* – Grants and Sponsored Projects Operations
MADS 6781* – Social Media Marketing

* Also available in online modality
**Public Relations Administration**
This 18-credit, 6-course certificate focuses on the concepts relative to public relations including media strategies and how organizations market their programs and policies.

**Choose six courses from the following:**
- MADS 6613* – Marketing of Public, Private and Not-for-Profit Organizations
- MADS 6703* – Public Presentations & Media Strategies
- MADS 6704 – Managing Media Relations: From Local to Global
- MADS 6723 – Special Topics: Survey & Opinion Polling for Market Research & Administration
- MADS 6731 – Executive Communications as a Leadership Tool
- MADS 6779 – Mass Communication Theories
- MADS 6780 – Society and Mass Communication
- MADS 6781* – Social Media Marketing

**School Security & Safety Administration**
This 18-credit, 6-course certificate is designed for safety & security professionals and school officials. This program encourages the importance for safety planning in the total school environment. Guidelines for responding and managing crises in a school setting are emphasized. Measures for reducing risks are addressed.

**Choose six courses from the following:**
- MADS 6617† – Emergency Management & Safety Administration
- MADS 6634† – Community Threat Assessment & Risk Analysis
- MADS 6636† – Global Preparedness for Catastrophic Emergencies
- MADS 6655 – Contemporary Issues in Community Policing
- MADS 6691* – Preventing Future Columbines
- MADS 6692 – Cultural Diversity, Stereotype, and Profile
- MADS 6707* – Impact of Terrorism on School Safety
- MADS 6714* – ST: First Responder Stress Awareness & Mgmt.

**Post-Graduate Certificate**
**Public, Non-Profit, & Private Leadership**
This 24-credit, 8-course program is designed to further enhance the competencies of public, not-for-profit & private organization administrators. Upon successful completion of either the 30-credit MAS program or the 39-credit MPA program, graduates can enroll in eight additional courses of their choice and earn a Certificate in Public, Non-Profit & Private Leadership. Courses taken for the Master’s degree cannot be repeated, however, there are ample new courses to choose from.

* Also available in online modality
Master in Administrative Science
Course Descriptions

All MADS classes are 3-Credit Courses

MADS 6600* Theory and Practice of Administration (Administrative Competency)
Introduction to issues of administration of public, private & not-for-profit organizations. Cases are used to analyze the relation of theory to practice and to illustrate the direct practical relevance of theoretical models to administrative action. This course is waived for graduates of the NJ Certified Public Manager Program (CPM).

MADS 6601* Financial Administration (Analytic & Decision-Making Competency)
Analysis of the concepts and principles used in the financial administration of the public, private and not-for-profit sector. This includes the key elements of accounting, budgeting, planning and control, auditing, and their integration into a comprehensive administrative control system, including issues of systems design and implementation.

MADS 6602* Personnel Administration (Administrative Competency)
This course provides an overview of personnel administration, focusing on a unified human resources administration program, including the integration of human resources planning, job analysis, employee selection, training, performance evaluation and compensation administration. This course is waived for graduates of the NJ Certified Public Manager Program (CPM).

MADS 6603* Law and Administrative Practice (Administrative Competency)
Exploration and analysis of the function of law in a democratic society. Emphasis is placed on understanding the law as a legal and moral force guiding and constraining public decision-making and action.

MADS 6604* Ethics and Public Values (Administrative Competency)
This course focuses on the ethical dimensions of the personal and professional judgments of public sector administrators. Cases are used to examine the ethics of public service organizations and the moral foundation of public policy.

MADS 6605* Principles of Information Systems (Analytic & Decision-Making Competency)
This course provides an overview of the role of information systems in the administration of public, private and not-for-profit organizations by presenting an integrated view of administration, information and systems concepts into a unified framework. Topics include information systems development, design implementation and evaluation strategies.

MADS 6606* Administrative Leadership in Complex Organizations (Administrative Competency)
Analysis of leadership behavior and administrative activities. Examination of major theories of leadership and motivation, including trait, behavioral, situational and power-influence leadership theories and cognitive motivational principles for various levels of the formal organization. This course is waived for graduates of the NJ State Association of Chiefs of Police West Point Command & Leadership Program.

MADS 6607 Collective Bargaining and Contract Administration (Administrative Competency)
Analysis of federal and state employee relations laws and regulation. Topics include the bargaining environment, contract negotiations, wage and benefit issues in arbitration, grievance arbitration, and employee relation in non-union organizations.

MADS 6608* Organizational Communication & Conflict Resolution (Administrative Competency)
Theories and models of communications and communications media; barriers to effective communication and techniques for improving interpersonal, group and organizational communications. Sources of conflict at the individual, group and organizational levels; methods of conflict resolution.

MADS 6609* Productivity and Human Performance (Analytic & Decision-Making Competency)
Definitions and measurement of individual, team and organizational productivity, effectiveness and efficiency. Models for the analysis of organizational and individual productivity and productivity growth. Techniques for improving productivity.

* Also available in online modality

MADS 6610* Organizational Decision Making (Analytic & Decision-Making Competency)
Examination of processes in organizational decision making; the state of theory; research and applications for the practicing administrator. Topics include administrative style and decision making, problem discovery and diagnosis, the search for solutions, evaluation and choice, group decision-making, decision aids and support systems and risk analysis.

**MADS 6612** Seminar on Strategic Management – Capstone- *Students should declare for graduation when registering for this course.* Approaches to formulating strategies that enable public, private & not-for-profit organizations to adapt to changing social, technological, economic and political conditions. Strategic Management from the administrator’s perspectives. Development of long-range organizational strategies. Topics include forecasting, goal setting, environmental scanning, implementation of organizational strategies and strategic management and public policy. Taken as the last or next to last course after completion of at least 24 credits.

**MADS 6613** Marketing of Public, Private and Not-For-Profit Organizations (Administrative Competency)
Course examines marketing concepts relevant to public, private and non-profit organizations that will enable administrators to match goals, strengths and resources of an organization with the needs, wants and opportunities in the public sector.

**MADS 6614** Comparative Public, Private and Not-For-Profit Systems (Administrative or Analytic & Decision-Making Competency)
A global examination of alternative government and legal systems, public policy formulation and implementation, & conflict resolution. Organization and operational characteristics of public providers, private organizations & not-for-profit providers in global settings are analyzed with particular reference to different approaches to leading political and social issues as advanced by the US, UK & European Union. This course begins with a mandatory orientation at FDU’s Teaneck/Hackensack campus. We will discuss course format, research paper requirements, books & other practical concerns of the trip. Each student must make their own travel arrangements. The cost of this program is tuition, room & board/TBA.

**MADS 6615** Global Leadership (Administrative or Analytic & Decision-Making Competency)
Leadership theories of European and American theoreticians as well as the methods and practices of world organization leaders in government, private and not-for-profit organizations are studied, compared and discussed. Presenters are drawn from local governments and entrepreneurs who have created, innovated and implemented sweeping policy changes in the operation of government. Several site visits are included. This course begins with a mandatory orientation at FDU’s Teaneck/Hackensack campus. We will discuss course format, research paper requirements, books and other practical concerns of the trip. Each student must make their own travel arrangements because several students combine vacation with the rip. The cost for this program is tuition, room & board/TBA.

**MADS 6616** Grant Writing and Administration (Administrative Competency)
This course provides students with an understanding of the process of writing successful grant proposals, including responding to the Request for Proposal, letter proposals, defining needs, methodology, time lines and the budget. Learn the elements of preparing a winning proposal that can secure funding for major public sector initiatives. Students will prepare and submit a full grant proposal relevant to their organization.

**MADS 6617** Emergency Management & Safety Administration (Administrative Competency)
Course will provide for an in-depth analysis of planning and administration for Emergency Management in the public & not-for-profit sectors; the need for emergency planning, recovering losses from FEMA & State agencies due to catastrophic events, identification and allocation of resources, incident command procedure, safety in the working environment, and Federal OSHA & State PEOSHA regulations. Students evaluate their environment and prepare a safety plan that is presented to class.

**MADS 6618** Leadership Plus (Administrative Competency)
Master the best principles practiced by great leaders of past & present. Topics include: creative & innovative thinking, super conscious mental laws, the constant pursuit of professionalism, craftsman-like dedication to quality, building effective self-directed teams, creating an energized workplace, the habits of effective earning organizations, capitalizing on leverage and the art of identifying and designing a shared destiny.

**MADS 6620** Human Resources Systems: Approaches & Techniques for the Modern Workplace (Analytic & Decision Making Competency)
New approaches and techniques in human Resources systems go beyond theories and principles of personnel administration. A “hands-on” experience that utilizes case studies in each topic allows students to devise solutions. This course will use case studies, lectures, assigned readings, and recent rulings. State & federal court decisions that impact public & not-for-profit sector organizations will be thoroughly examined.

**MADS 6621** Development of Governmental & Administrative Theories (Administrative Competency)
Trace the development of governmental and administrative theories, and to extent practices, in western societies during the modern era. The British traditions of common law and trade theory, as well as the European Theoretical bases of political practice will be presented.

* Also available in online modality
MADS 6626 Law Enforcement Executive Leadership Seminar (Administrative or Analytic & Decision-Making Competency)
New and complex challenges facing the law enforcement community worldwide will be studied and discussed with top criminal justice leaders in and outside the United States. Subjects include multi-jurisdictional police forces – Europol and Interpol, policing in a multi-racial society, riot and public order, leadership and community policing, forensics and crime scene investigations, combating drugs, terrorism its global impact and combating chemical and biological warfare. This course begins with a mandatory orientation at FDU’s Teaneck/Hackensack campus. We will discuss course format, research paper requirements, books and other practical concerns of the trip. Each student must make their own travel arrangements because several students combine vacation with the trip. The cost for this program is tuition, room & board/TBA.

MADS 6627 Women’s Leadership in Today’s Global World (Administrative or Analytic & Decision-Making Competency)
Public, private and not-for-profit sector administration and leadership development challenges are compared and studied as part of women’s leadership seminar focusing on global networking. Presenters are cutting edge, renowned CEO’s and scholars whose cutting edge accomplishment have distinguished them as leaders representing the public and not-for-profit sectors in and outside the United States. Study is combined with travel and experiential learning. This course begins with a mandatory orientation at FDU’s Teaneck/Hackensack campus. We will discuss course format, research paper requirements, books and other practical concerns of the trip. Each student must make their own travel arrangements because several students combine vacation with the trip. The cost for this program is tuition, room & board/TBA.

MADS 6628* Building Strategic Partnerships (Analytic & Decision-Making Competency)
Building strategic partnerships is key to organizational survival and success. The course will use case studies to explore the principles, approaches and motivations behind some of the most noteworthy collaborations forged by private & not-for-profit leaders.

MADS 6629* Planning and Program Development (Administrative Competency)
Effective program development requires a clearly stated purpose of what your organization is trying to achieve, compelling evidence That demonstrates the importance of that need, and a well-reasoned plan that outlines how your organization will meet this need in a cost effective manner. This course will explore how to turn an idea into a feasible project that merits funding. Students will learn the skills and strategies needed to assess need, plan for and design programs and services that solve problems and improve the community by evaluating internal and external readiness, identifying trends and organizing and managing information. Valuable online resources will be explored zeroing in on the top Internet sites for research, reference and continued learning.

MADS 6630 Development of Political and Administrative Leadership (Analytic & Decision-Making Competency)
An analytical course which traces the evolution and development of political and administrative leadership through the study of relevant concepts and theories and their application to select historical figures.

MADS 6631* Advanced Fundraising Practices (Administrative Competency)
This course is designed to provide an in-depth study of comprehensive fundraising planning. The course will focus on management issues including assessing organizational readiness, strategic approaches to the development process and evaluating results. The course will also provide students the opportunity to broaden their knowledge with regard to prospect research and cultivation, planned giving, corporate philanthropy and cause related marketing.

MADS 6632* Technology Applications (Analytic & Decision-Making Competency)
Learn to develop an approach to technology, which best serves, the needs of your organization. This course will provide an overview of how to plan for technology including website development, on-line marketing, data base management, finance & accounting and working with consultants.

MADS 6633* GIS and Emergency Administration (Administrative Competency)
Geographic Information System (GIS) is a technology tool used for resource allocation. This course will provide an overview of GIS applications at the administrative level of emergency management. Topics covered will include uses of GIS within the planning and mitigation phases, along with response and recovery assessments. Students will gain a valuable perspective on planning for and administering resources. A final course project will be assigned to include GIS budget, funding and implementation strategies relative to individual administrative roles.

MADS 6634* Community Threat Assessment & Risk Analysis (Analytic & Decision-Making Competency)
An analytic course that is designed for public safety officers, elected officials & business community leaders for developing collaborative approaches to counter-terrorism and other security threats. Topics include vulnerability assessments, hazard mitigation, best practices, emergency planning, physical security surveys, networking of experts and community policing. Students will conduct a vulnerability assessment survey within their organization or community and present a comprehensive response plan.

MADS 6635 Legal Research Methods and Analysis (Analytic & Decision-Making Competency)
Hands-on study of methods of legal research for non-lawyers, with a concentration in utilization of both fee-based and free Internet legal sites. Instruction will also be provided in the procedures used in analyzing and interpreting court opinions and statutes. Students will prepare and present a legal brief, with supportive references and arguments, regarding an assigned legal issue. This hybrid course consisting of classroom instructions are asynchronous on-line delivery plus independent research at FDU’s law collection (Lexis Nexis & Westlaw).

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MADS 6636* Global Preparedness for Catastrophic Emergencies (Administrative or Analytic & Decision-Making Competency)
This course examines various catastrophic emergencies and responses to such emergencies. Included are the following areas of concentration: emergency management, hazardous risk analysis, social dimensions of disaster, psychology of terrorism, counter-terrorism, weapons of mass destruction, bio-defense mobilization and cyber security.

MADS 6637* Computer Systems Seizure and Examination (Analytic & Decision-Making Competency)
This analytic course will cover the appropriate protocols for seizure of computer systems and their examination in cases of internet or computer fraud, terrorism, child pornography, internet sex crimes, and other high tech crimes or violations of organization rules and regulations. It will explore the use of technology to retrieve date, and copy data on computers and on websites without disturbing the original data/site. It will study essential protocols needed to ensure the integrity of the data from the investigation process through prosecution or administrative disciplinary procedures.

MADS 6638* Computer Security Administration (Administrative Competency)
This course will introduce the basics of computer security (confidentiality, message integrity, authenticity, etc.) and investigate ways to prevent hackers from accessing websites. Encryption processes and firewall protection may not be enough for someone who wants to access data maintained on your computer system. The course will analyze formal criteria and properties of hardware, software, and database security systems, and will determine ways to improve overall site and system security. Additional topics to be reviewed include: formal specifications, verification of security properties, security policies that includes hardening a site and preventing an intrusion, detection of an intrusion and how to react to such an intrusion, safeguards for systems, organizational training and protocols, and other methods for providing data security in this technological age will be reviewed and assessed.

MADS 6639* The Forensic Expert (Analytic & Decision-Making Competency)
This analytic course will study what is necessary to become a forensic expert, the methods for preparing and presenting technical information in a courtroom of administrative hearing setting, and the use of technical and scientific witnesses in the area of high-tech crimes or violations of agency rules and regulations. Appropriate interaction with criminal justice agencies to develop internal security intrusions, what constitutes admissible proof, how to manage evidence, and how to develop proactive initiatives in this area.

MADS 6640* Leading in Times of Crisis (Administrative or Analytic & Decision-Making Competency)
This course will examine in the classroom and in the field principles of leadership forced during times of stress. The class will use as a model, the preparation and execution of the June 6, 1944 D-Day landings in Normandy, France. Study will concentrate on actions taken by military and civilian leaders during this momentous time of world crisis. Class will be conducted at Wroxton College, England and on the D-Day beaches in France.

MADS 6641 Contemporary Legal Issues (Analytic & Decision-Making Competency)
This seminar will examine relevant legal issues in the workplace with a comparison of US and UK Law. Topics presented by leading experts will include workplace violence, Social and Privacy Issues in the workplace, the troublesome Employee, Harassment in the workplace, and various issues of hiring and termination.

MADS 6642* Global Health & Human Services Systems (Administrative Competency)
Offered in the U.S. with the option of an international setting, this course includes a comparison of health and human services philosophy, concepts and practices. Policy decisions and politics of health and human services delivery mechanisms are discussed with special emphasis on problem analysis and strategies to address issues.

MADS 6643 Community Needs Assessment & Qualitative Analysis for Health & Human Services (Analytic & Decision-Making Competency)
Presents a framework for conducting and analyzing health and human services needs within the community. Designing projects, methods of collecting data, matching evaluation plans with community priorities, writing and evaluating proposals/reports providing an essential foundation for planning initiatives.

MADS 6644* Law, Ethics & Policy for Health & Human Services (Administrative Competency)
Examines health and human services within the context of law, ethics, policy, and the role of government and society. Provides a framework for analyzing policies in terms of social needs, work place diversity, and environmental issues in the context of exposure to liability and prevention of lawsuits.

MADS 6645* Marketing Social Change (Administrative Competency)
Fundamental marketing concepts are applied to health and human services issues as a means to bring about social change. Attention is given to understanding the needs, wants and perception of the consumer in developing a social marketing plan, implementing it and evaluating its impact.

* Also available in online modality
MADS 6646 Finance & Accounting for Health & Human Services (Analytic & Decision-Making Competency)
This course provides an overview of fiscal administrative decision-making and financial performance in health and human services organizations. Budget course & structure, planning & preparation, revenue forecasting, reporting, controls, cash flow management, grants, endowments, audits and evaluations are emphasized.

MADS 6647* Organizational Planning & Risk Communications (Administrative Competency)
Risk communications practices, emergency operations planning and theory for public, private and not-for-profit organizations. Includes an overview of existing federal, state and local emergency operations planning and communication processes using case studies and practical exercises.

MADS 6648 Disaster Recovery & Organizational Continuity (Analytic & Decision-Making Competency)
This course examines the differences between accidents and disasters, the response for disasters, those “players” that will become involved in Disaster Response and Recovery, the disaster cycle and how we maintain our operations, whether civilian or military, to ensure Organizational Continuity. A key element in Disaster Recovery is the concept of isomorphism, where we have the opportunity for one organization to learn from the experiences of another organization and this course seizes the opportunity to fully capture what has been learned dealing with previous events. And finally, the fact that disasters cause massive social changes because of how we respond and adapt to these crises are milestones of attitudinal change in both our personal and professional lives. Disasters in our society will no doubt occur and this course provides participants the ability to step back, re-assess and review how we as individuals and governmental entities respond, recover and ensure the continuity of our organizations for the future.

MADS 6650 Emergency Medical Service Quality Improvement (Analytic & Decision-Making Competency)
Ensuring clinical and operational quality is a critical aspect of EMS organizational management. This course will examine specific quality issues attached to the clinical components of EMS, as well as areas of potential operational risk. Methods for effective quality leadership will be discussed: quality benchmarking; information management; techniques for measuring organizational and individual performance outcomes; methods for evaluating new technologies; developing quality improvement policies; and building a quality improvement culture.

MADS 6651* Operations Administration (Analytic & Decision-Making Competency)
Operations management is the direction and control of various process that move inputs into completed goods and services. Organizations administer products or services and determine how they are delivered. Various components of the organization must be coordinated to efficiently provide these services and/or products. Decisions are made every day on inventory, scheduling, and capacity of the operations. Planning, project management, benchmarking, PERT (Program Evaluation & Review Techniques), CPM (Critical Path Method), and decision making are topics included in this course. This course will deal with management of processes and will introduce students to the problems and issues involved in operations management, and it will familiarize students to concepts, language, and tools in both service and production industries.

MADS 6653 Global Citizenship Seminar (Administrative or Analytic & Decision-Making Competency)
Current workplaces are diverse in various aspects and have a mix of workers from different ethnic and cultural backgrounds. For leaders, managers, and supervisors to be effective, they must be aware of the diversity issues that impact their organization. This is increasingly important in a global context. Global Citizenship requires awareness of the challenges globalization presents. Special emphasis will be placed upon a study of leadership, ethical worldview, communications, and diverse sub-cultures presented from a global perspective along with political, social, and economic issues. Comparative studies of the different systems will be the focus of student coursework. The Global Citizenship Seminar will include various site visits designed to enhance the individual's understanding of the international issues that have a direct and indirect effect on current and long-term goals of an organization.

MADS 6654 Forensics Administration (Analytic & Decision-Making Competency)
This course examines the principles of forensics administration and how to apply them. Proper administration of forensic work is required to produce consistently high-quality forensic analysis. This course begins with a case study in a failed forensic administration. It provides the context for a review of the basics of forensics admin. Near the end of the course, we look at some new concepts. Topics covered include training and education of forensic analysis, accreditation, proficiency testing, audits, evidence presentation, information hiding, and strategic redundancy.

MADS 6655* Contemporary Issues in Community Policing (Analytic & Decision-Making Competency)
This course explores community policing – a revolutionary movement, a philosophy, and an organizational strategy that expands the traditional police mandate. It draws on the fields of administration, supervision, community organization, psychology, sociology, advertising, journalism, public speaking, and problem solving. The history of policing is examined to determine how and why community policing has emerged as the predominant philosophy used by police departments today. Special attention will be given to current issues that impact law enforcement and the future of community policing especially in light of global terrorism.

MADS 6656* Social Problems & Solutions (Administrative Competency)
This course presents conceptual framework for understanding social problems. It presents administrative and managerial roles and issues concomitant with working in government and not-for-profit organizations, as well as implications for private enterprise. The nature of social problems, causes and consequences, incidence and prevalence, gainers and losers, underlying ideologies are developed, using generalist and specific perspectives. The nature of managerial roles with a focus on solutions is developed theoretically and practically.
MADS 6658 Leadership: Global Advanced Scholarship & Practice (Administrative or Analytic & Decision-Making Competency)
The historical discourse on advanced learning has as its genesis work implemented in many Old World cities. This course will investigate the global history of educational institutions and models of scholarship. The topics included are: an overview of leadership; leadership as boundary spanning; diplomatic leadership as a behavior and an organizational auspice; impression management; interpersonal management; interpersonal communications in a multi-cultural world; and levels of government and relationships to the private sector. This course is intended to provide students with theoretical and practical applications of scholarship and leadership. In addition to the course material, students will experience the culture of one of the University’s international partners.

MADS 6659 Latin America & Globalization (Administrative Competency)
This customized course reviews the past and current world economy and globalization. Topics include: historical relations between Latin America & the US & Europe, revolution as a response to globalization, World Bank & International Monetary Fund (IMF) Projects in Latin America, the future of Latin America products on the international market.

MADS 6661* Managing Organizational Change (Analytic & Decision-Making Competency)
This course provides an overview of the principles of organizational change in order to develop the knowledge skills and abilities to design and/or oversee basic change efforts. Understand the change process along with the tools to conduct basic change efforts. The ability to change is essential for health individual and organizational growth and development; but change is often resisted for a variety of reasons.

MADS 6662* Customer Service (Administrative Competency)
Learn how to connect your organization with your customers. Train and develop your staff and customers for a shared learning environment. Communicate effectively through newsletters, surveys, instructor outreach meetings, videos, seminars, internet, e-mail & telephone. Exceed expectations through quality service, gaining trust & building a loyal customer base & civil coalition for a long-term & productive relationship.

MADS 6666* The New European Map (Administrative or Analytic & Decision-Making Competency)
This course provides students with a comprehensive exploration of the current state of the political environment of Europe through historical background and country by country analysis. Topics include: the European Union, European legal systems, comparative political systems, the fall of communism, European international relations etc.

MADS 6667* Ethics and Human Rights (Administrative Competency)
Although there are internationally recognized human right standards, many individuals who are displaced are not afforded the same rights as others. As countries accept a more global view of the world, human rights issues are being brought to the attention of the world. There is also a linkage between values, morality, ethics, law, and human rights. This course will investigate the plight of displaced persons as far as human rights and its related issued are concerned. This includes the concept of ethics and ethical treatment of individuals regardless of their status.

MADS 6668* Sociological Perspectives of Disaster (Administrative Competency)
This course identified significant historical and contemporary disasters, broadly defined. It then analyzes causes and effects of these disasters using classical and contemporary sociological theory. Particular emphasis is placed on implications for public policy. The course integrates facts, theories, and public policies.

MADS 6669* Optimum Leadership (Administrative or Analytic & Decision-Making Competency)
This course will explore major theories and practices of scholars and philosophers with a focus on the tools and knowledge necessary for 21st century leadership development. Principles will be extracted from major contributors in the field, including Drucker, Bennis, Burns, Heifetz, Zenger, Folkman, Kanter, Gardner, Pouzes, Vaill, Greenleaf, Kellerman, Lipmann-Bluman, Goleman, and others.

MADS 6670* Perspectives on Leadership from Film (Administrative Competency)
Movies exaggerate and over-simplify, but they can still be compelling case studies. This course uses a dozen classic movies (from Citizen Kane to The Producers), readily available for rental or purchase, as the material for the study of leadership issues including ethics, teamwork, and imagination. Students are invited to contribute insights from other movies, and from their own experiences, to complement the assigned films.

MADS 6671 Planning for Changes in Information Technology (Analytic & Decision-Making Competency)
New or upgraded information technologies affect many areas of the workplace. The first steps in the development of any automated system are to understand and document what is needed. This course introduces the terms and techniques of information technology requirements planning that help promote a smooth transition from manual procedures or old technologies to new automated tools.

* Also available in online modality
This course is designed as an introduction to the intelligence-led policing model. Intelligence-led policing links strategic planning crime analysis, priority setting, accountability, risk management, and stakeholder involvement with investigative and front-line delivery of services. The course will include collection of data, analysis of the data, and essential actions to be taken. Case studies will be utilized to illustrate principles include in the course.

MADS 6680* Strategic Planning for Intelligence-Led Policing (Administrative Competency)
This course will emphasize highly productive collaborations to address goal setting, problem solving, and decision making relative to situational awareness to address crime, homeland security, and quality of life issues. Assessing environmental issues is also included. This course is designed for current or future senior level decision makers.

MADS 6681 Intelligence Team Management (Administrative Competency)
This course will explore methodologies for developing and managing an intelligence initiative that includes the roles of decision makers, analysts, and operators. Also included are situations that illustrate collaboration, integration, and networking.

MADS 6682 Intelligence Analysis (Analytic & Decision-Making Competency)
This course will investigate the process of moving from raw data to intelligence. Included are methods for analyzing raw intelligence and determining the source credibility. Critical thinking, logical reasoning, hypotheses testing, and analytical reasoning, as well as introducing quantitative and qualitative analysis will also be covered. Assessing the validity of information received from various sources will be included along with the importance of maintaining an open mind to information and data. How to represent the analysis and recommendations through finished intelligence products to senior level decision makers will also be included.

MADS 6683 Tactical and Operational Management (Analytic & Decision-Making Competency)
This course will define and distinguish between tactical and operational management relative to the effective and efficient deployment of resources to respond to crime, homeland security, and emergency management issues.

MADS 6684 Principles of Information and Intelligence Collection (Administrative Competency)
This course will explore the differences between information and intelligence collection within the framework of constitutional safeguards afforded to citizens. Covert and overt data collection strategies including open source information types are emphasized.

MADS 6685 Fusion Center Operations and Integration (Administrative Competency)
This course will explore the methodologies for managing a high-performance fusion center that creates intelligence and warning for diverse constituencies. Included are strategies, principles, and practices for addressing the all crimes, all hazards, all threats approach to homeland security and intelligence-led policing.

This course explores the implications of what is deemed to be white collar crime. Financial crime has many aspects ranging from employees stealing from employers, tax avoiders becoming tax evaders, and companies improperly stating earnings to shareholders. Case studies include actions by companies such as WorldCom, Enron, Arthur Anderson, and Tyco, and the lifestyles and motivations of financial criminals.

MADS 6687* Accounting Fraud Examination (Analytic & Decision Making Competency)
This course will investigate various procedures used in forensic accounting examinations. The reasoning behind such procedures will also be included as will be the detection, investigation, & prevention of specific types of personal and organizational fraud.

MADS 6688* Legal Environment for Forensic Accounting (Administrative Competency)
This course will study various federal & international law designed to protect the rights of the individuals suspected of committing fraud. The focus on what is related to statutory elements of the crime is essential since evidence is collected to address that issue. Included will be laws that govern prosecution, admissibility of evidence and expert witness testimony.

MADS 6689* Accounting and E-Commerce (Analytic & Decision-Making Competency)
This course examines the unique characteristics of e-commerce entities. Applying accounting principles in such an environment requires an understanding of the virtual market.

MADS 6690* Forensic Accounting Fraud & Taxation (Administrative Competency)
The course will build on the basic knowledge of theories, principles & concepts of taxation & build on these concepts to analyze how to prevent & deter opportunities for fraud & the tax implications.

* Also available in online modality
MADS 6691* Preventing Future Columbines (Analytic & Decision-Making Competency)
This course is based on research using sociology, psychology, and brain research to develop program outlines for preventing school violence that has culminated in school shootings. Columbine is used as the index because it was the single most lethal case of school shootings in the US. In addition, shootings that preceded and followed Columbine along with Columbine are examined for commonalities, signals, and processes that led to shootings in the schools as well as programs that can be established to prevent shootings long before the violence escalates. The movement from bullying, the single most important forerunner of lethal violence to uncontrollable rage along with lifelong effects on self-imaging and quality of life are also examined.

MADS 6692* Cultural Diversity, Stereotype, and Profile (Administrative Competency)
The human cultural array possesses certain universals, such as family, belief systems, and modes of socialization. All of these are based in the system of social rules (the norms), which make life predictable and patterned. These also become the basis of stereotypes. A close examination of various subcultures to show their commonalities with all cultures will assist school personnel in reducing adversarial encounters.

MADS 6693 Leading Culturally Diverse Workplaces (Global Perspectives & International Elective)
With increased globalization, different cultures, beliefs, & values become important aspects that the organization’s leadership must understand & address. Cultural differences may result in conflict or ineffective & inefficient work groups & teams. Leaders who understand their own behaviors & beliefs are better able to acknowledge & embrace cultural differences & understand the implications of the global market and human capital strategies. This course will explore the dimensions of diversity, cross-cultural models, assessment tools, and the best practices to improve relationships. This course will include an international experience.

MADS 6694 New Challenges of Leadership in a Global Society (Administrative or Analytic & Decision-Making Competency)
The importance of advanced leadership skills will be explored in all areas confronted by the challenges of the global society. Emphasis will be placed on current trends in global communication conflict management and international negotiation. Priority of study on latest trends in each activity will be highlighted.

MADS 6695* Advanced Employment Law (Administrative Competency)
This course is designed to provide an in-depth study of the essential principles and foundations of employment law for managers & human resource personnel. The course will cover theories & practical applications of contractual law as a source of employment obligations, public policy claims, exceptions to the employment-at-will concept, workplace torts, federal and state regulation of the employment relationship with emphasis on the various laws against workplace discrimination and controlling court cases, family leave, health and safety issues, wage and hour considerations, disability, and unemployment compensation. The course will be concluded with practical considerations concerning the present status of the various areas discusses.

MADS 6696* Building Effective Teams (Administrative Competency)
Establishing team work is an organization is not easy. This course provides students with a comprehensive overview of the team leadership skills that make and keep organizations competitive. Topics include: team fundamentals, managing by vision and principle, achieving improvements in quality and productivity, setting goals and boundaries that change as the team matures, resolving common team problems.

MADS 6697* Current Issues in Cyber Forensics (Administrative Competency)
This course will emphasize the use of computers and computer technology in investigating cases where computers or computer technology played a significant role. Techniques for safeguarding evidence, computer fingerprinting of suspected parties, and interacting with investigative authorities will be covered. Students will become familiar with core computer science theory and practical skills necessary to perform preliminary computer forensic investigations, understand the role of technology in investigating computer-based crime, and be prepared to deal with investigative bodies at basic levels. Students will also learn various techniques that aid in preventing computer incidents and recovery from such events.

MADS 6698* Current Issues on Terrorism & Security (Administrative Competency)
This course provides an in-depth analysis of terrorism, the ideological forces & psychology behind terrorism and its worldwide network. Discussions & class assignments will focus on what government leaders can do to prepare their communities for the effects of a catastrophic event including assessing their security plan, its design & construction, agency policies, procedures, & various types of security staffing.

MADS 6700* Global Technology Project Management (Administrative Competency)
It addresses the role of the project manager and the project team at each phase of the project life cycle. IT project management skills through hands-on exercises, interactive case studies, and relevant discussions with your peers.

MADS 6701* Introduction to Computer Network Security (Administrative Competency)
This course will introduce the basics of computer network security for the professional or personal user. The course will include both theoretical and practical application processes to block unauthorized access, remove covert programs, and assess network vulnerabilities. In addition, it will provide mechanisms for strengthening computer network defenses from malicious users. This course is held in the U.S. with the option of taking the course overseas when scheduled, including FDU’s Wroxton College in Oxfordshire, England.
MADS 6702 Investigation of Computer System/Network Emergencies (Administrative Competency)
This course will introduce students to computer system emergencies & response to these emergencies. It will explore techniques & system configurations to create redundancy in critical computer systems and learn proper standards for data backup & recovery. It will also cover the pros & cons of adapt encryption. Students will learn how common hacking techniques are used for computer system intrusion as well as common techniques used to obtain information from employees. Also covered will be the development of a user agreement for the workplace, remote users, vendors with access to systems and consultants.

MADS 6703* Public Presentations & Media Strategies (Administrative Competency)
This course provides the knowledge and skills needed to develop effective media relations strategies for your organization. Public presentation skills are addressed in the context of developing and delivering effective messages, persuasion, and communicating with key audiences during crisis situations. Emphasis will be placed on targeting audiences and analyzing their needs, developing positive working relationships with journalists, and creating plans and policies which use media relations to enhance organizational goals.

MADS 6704 Managing Media Relations: From Local to Global (Analytic & Decision-Making Competency)
This course will offer practical hands-on techniques in understanding the media, how to build relationships with journalist, how to communicate your message effectively and clearly, and what steps to take when faced with crisis. The aim is to equip administrators with common sense tools to properly manage their own message while also handling a variety of media, from newspapers to radio and TV to the internet.

MADS 6705* Homeland Security and Constitutional Issues (Administrative Competency)
This course provides an overview of constitutional issues, statutes, and case law that govern Homeland Security professionals at the local, state, and federal levels. Social, ethical and political implications of actions intended to preserve the safety and security of the citizens are studied in relationship to the legal constraints placed on the systems. This course will utilize case studies.

MADS 6706* Collaborative Leadership (Administrative Competency)
This course will investigate the concept of leadership exhibited by a group that is acting collaboratively to resolve issues that all feel must be addressed. Since the collaborative process insures that all people that are affected by the decision are part of the process, the course will explore how power is shared in the process and how Leadership is developed.

MADS 6707* Impact of Terrorism on School Safety (Administrative Competency)
Increased incidents of violence in the schools has impacted how schools are responding to and preparing for potential issues. This course will investigate the latest school violence trends, including fatal & non-fatal shootings, & the threat of terrorist attacks on American schools. There will be analyses of impacts of terrorism on school safety as well as crisis planning and current strategies for preparedness planning. Case studies of incidents in both the US and the world will be studied as will best practices.

MADS 6730 Executive Communication as a Leadership Tool (Administrative Competency)
This broad-based and highly interactive course will help students develop a strong foundation in communication theory and practice, with an emphasis on communication skills development and in the five key areas: written, oral, presentation, cross-cultural, and listening skills. Further, students will examine great leaders – from inside and outside the business world – and how their communication skills, styles, and approaches contributed to their leadership impact.

MADS 6731 Executive Communication as a Leadership Tool (Administrative Competency)
This course offers to learn some of the basics of computer security countermeasures for the professional or personal user who encounters various types of malware such as spyware, phishing sites, spam, bots, root kits, viruses, key loggers, cookies, and hijackers. The course will include both theoretical and practical application processes to block unauthorized access, remove covert programs, and assess network vulnerabilities. In addition it will provide mechanisms for strengthening computer network defenses from malicious users. This course will demonstrate to students how one can forensically copy a hard drive and run it in a virtual machine to examine the effects of the malware without changing the original hard drive.

MADS 6741 Special Topics Information Literacy’s and Research
Research today requires competence in using information representations across a wide range of media, from print to Facebook. This course is a “hands on” entry to the Information Age, and explores topics such as knowing when information is needed, and accessing and managing the information legally to solve the problem.
MADS 6742 Learning Theories and Practice (Administrative Competency)
There are many theories that address how individuals learn. This class will explore learning theories and practices, intelligence and learning styles, formative learning outcomes assessment; tutoring practicum, and the concept of learner-centered education.

MADS 6743 Connectivism: New Learning of Environments (Analytic & Decision Making Competency)
Increased use of technology has led to the development of a theory specifically related to the digital age. This course explores the new learning environment along with its technology, and includes topics such as: learning support technologies; E-portfolios; Social learning and knowledge building; and the collaboration they enable.

MADS 6744 Academic Support (Administrative Competency)
A learner-centered environment may involve a series of support services to ensure the learner is attaining his or her potential. This course will explore various services available to students both on and off campus as well as adults who seek to educate themselves.

MADS 6745 New Media Literacy (Analytic & Decision-Making Competency)
This course provides an in depth look at “new” media and representational diversity. Digital, multi-media representation access and utilization, basic visualization tools and practices, and the use of online social networks and video gaming as learning media will be explored.

MADS 6746 Special Topics: Specialized Research and Argument
This course will focus on an inquiry/discovery research project of interest and value to the individual or organization. It will include a variety of research methods, an analysis, and presentation of finding.

MADS 6747* Relational Leadership (Global Perspectives & International Studies Elective)
As our world continues to become ever more complex, the need to connect and collaborate across disciplines, functional realities and worldviews is a necessity. This complexity calls for leadership that is inclusive, ethical, empowering and sustaining. Whether viewed from an individual, group, or process perspective, leading is very much about relating on every level and from different perspectives. Notable theory and research in the field will be discussed in a case study approach to relational leadership. This course will explore relational leadership and its international implications for individuals and organizations.

MADS 6751 Cultural and Social Awareness Seminar (Global Perspectives & International Studies Elective)
As we become more global in our perspectives, it is important that individuals understand how cultures and social structures are impacting our lives. Each of us has a culture, upon which we base our beliefs and values. This course will explore various components relative to culture and social groups, such as diversity, verbal and non-verbal differences, prejudices and biases, and barriers associated with culture and social awareness. This seminar will explore cultural and social awareness through case studies, the media, films, lectures, and discussions.

MADS 6752 Connectivism: New Learning of Environments (Analytic & Decision Making Competency)
This course provides an in depth look at “new” media and representational diversity. Digital, multi-media representation access and utilization, basic visualization tools and practices, and the use of online social networks and video gaming as learning media will be explored.

MADS 6753* Special Topics: Specialized Research and Argument
This course will focus on an inquiry/discovery research project of interest and value to the individual or organization. It will include a variety of research methods, an analysis, and presentation of finding.

MADS 6754 Connectivism: New Learning of Environments (Analytic & Decision Making Competency)
This course provides an in depth look at “new” media and representational diversity. Digital, multi-media representation access and utilization, basic visualization tools and practices, and the use of online social networks and video gaming as learning media will be explored.

MADS 6755* Special Topics: Specialized Research and Argument
This course will focus on an inquiry/discovery research project of interest and value to the individual or organization. It will include a variety of research methods, an analysis, and presentation of finding.

MADS 6756 Connectivism: New Learning of Environments (Analytic & Decision Making Competency)
This course provides an in depth look at “new” media and representational diversity. Digital, multi-media representation access and utilization, basic visualization tools and practices, and the use of online social networks and video gaming as learning media will be explored.

MADS 6757* Special Topics: Specialized Research and Argument
This course will focus on an inquiry/discovery research project of interest and value to the individual or organization. It will include a variety of research methods, an analysis, and presentation of finding.

MADS 6758 Connectivism: New Learning of Environments (Analytic & Decision Making Competency)
This course provides an in depth look at “new” media and representational diversity. Digital, multi-media representation access and utilization, basic visualization tools and practices, and the use of online social networks and video gaming as learning media will be explored.

MADS 6759* Special Topics: Specialized Research and Argument
This course will focus on an inquiry/discovery research project of interest and value to the individual or organization. It will include a variety of research methods, an analysis, and presentation of finding.

MADS 6760 Connectivism: New Learning of Environments (Analytic & Decision Making Competency)
This course provides an in depth look at “new” media and representational diversity. Digital, multi-media representation access and utilization, basic visualization tools and practices, and the use of online social networks and video gaming as learning media will be explored.

MADS 6761* Special Topics: Specialized Research and Argument
This course will focus on an inquiry/discovery research project of interest and value to the individual or organization. It will include a variety of research methods, an analysis, and presentation of finding.

MADS 6762 Connectivism: New Learning of Environments (Analytic & Decision Making Competency)
This course provides an in depth look at “new” media and representational diversity. Digital, multi-media representation access and utilization, basic visualization tools and practices, and the use of online social networks and video gaming as learning media will be explored.

MADS 6763* Grants & Sponsored Projects Operations (Administrative Competency)
Receipt of a grant or funded project requires a solid foundation of concepts methods, and requirements necessary to administer the enterprise. This course will cover the steps involved in setting up a grants management system, managing documentation in line with compliance obligations, ensuring due diligence, reporting properly, and utilizing best practices in implementing and completing the project as planned.

MADS 6764 Criminal Law & Procedures (Administrative Competency)
This course provides an introduction to the American legal system. Included in the course are models of judicial systems and procedures for each as well as an exploration of the decision-making process.

MADS 6765* Current Issues in Forensic Sciences (Administrative Competency)
This course explores current issues and challenges confronting the forensic science community. The issues include reviews of the scope of forensic services, the various ways forensic services are organized, the professional and education requirements for careers in forensic science. The challenges include the uneven levels of service, the admissibility of scientific evidence and testimony in courts of law and the differences between criminal and homeland security forensic investigations.

MADS 6766 Research Methods for Workforce Professionals (Analytic & Decision-Making Competency)
Workforce professionals need information from various sources to help make decisions for themselves and their customers. In addition to labor market information, the workforce professional needs to look at projections for growth industries and labor demand. This course explores basic research methods as well as decision making processes to assist the professional to provide the best choices for the customers.

MADS 6767 Leading Volunteers in Organizations (Analytic & Decision-Making Competency)
Many organizations rely on volunteers to provide essential services to public, private, and not-for-profit organizations. Issues arise with how to recruit and utilize volunteers in organizations, whether all volunteer or a mixed agency that includes individuals where part of the workforce is paid and part are volunteers. This course explores the management, recruitment, training, and retention issues that affect such types of organizations.
MADS 6778* White Collar Crimes (Analytic & Decision-Making Competency)
White collar crimes were originally those identified as embezzlement, or theft after trust offenses. Technology has made this crime more difficult to investigate and prosecute. In addition, there are issues with sentencing and what appears to be leniency in these cases. This course explores the total issue of what these crimes are, how to investigate and prosecute them, and the courts impact on the issue.

MADS 6779 Mass Communication Theories (Administrative Competency)
Mass communication involves creating and sending a message to a large group. Those in the field of public relations need to understand these theories and utilize them as efficiently as the media, which have studied this process and utilize the different theories to get their message out. A number of theories will be studied, including diffusion theory, cultivation theory, media dependency, and functional approach to mass communication, among others.

MADS 6780 Society and Mass Communication (Administrative Competency)
This course explores the relationship between society and mass communication. Mass communication influences society in various ways, including advertising and education. Society's beliefs, values, and norms are influenced by the media and also influence the media. The media provides news, information, and even entertainment.

MADS 6781* Social Media Marketing (Administrative Competency)
Social media has become a necessary component of leading digital marketing programs. This course explains how to use social networks, such as Twitter and Facebook, blogs, YouTube, message boards and other social media to understand what customers are saying. More importantly, this course helps you to act on that knowledge with smarter digital campaigns in social media and elsewhere that show provable return on investment.

MADS 5000 1 credit
Curricular Practical Training
This one credit independent study is designed primarily for graduate international students but may apply to any wishing to engage in a paid internship. Students are expected to comply with the Internship Guidelines and meet any other requirements that may apply. This class allows students to experience the work environment while completing their studies in the appropriate Petrocelli College of Continuing Studies program.

* Also available in online modality
Master in Administrative Science
Special Topic Course Description

**Qualifies for Administrative or Analytic Competence All Special Topics Courses are 3 Credits**

Students are permitted to take a maximum of 2 Special Topics courses in the MAS program.

Contemporary issues in administrative sciences; specific course topics will vary; may be repeated once for credit. Examples include customer service, professional development seminar, entrepreneurial public and not-for-profit organizations, administration organizational changes, public policy issues and analyses etc.

**MADS 6708** Special Topics: Administrative Research
This course surveys the basic methods of research likely to be encountered by administrators. The goal of the course is not to make you researchers or statisticians but to make you better research and statistics consumers. Quantitative techniques help administrators make budget projections, set staffing levels, determine service quantity & delivery logistics, & estimate service demand. Topics covered include descriptive statistics, measurement & research design, inferential statistics & regression.

**MADS 6709** Special Topics: Creativity, Change & the 21st Century Leader
Leaders of the 21st century can no longer deal just with change; they must be able to create, discover, & invent new ways of thinking, new ways of dealing with great changes yet to come, & new ways of building organizations. This course focuses on recognized leadership characteristics and skills that stimulate change; vision, communication, synergistic decision-making, motivation, talent development, and student will engage in highly interactive stimulations and other exercises that require willingness and ability to challenge convention, shift paradigms, communicate effectively, and challenge the status quo in order to develop unusual solutions to usual problems.

**MADS 6710** Special Topics: Dissonant Issues Seminar
This course will explore a myriad of divisive & conflicting issues in contemporary society including: school reform, gangs, obscenity, religious extremism, global warming, identity theft, human trafficking, poverty, unemployment/underemployment, disease, immigration, drug smuggling, war, capital punishment & political corruption. Guest speakers will share their experience and expert knowledge on these critical & sensitive issues supplemented by films & documentaries.

**MADS 6713** Special Topics: Environmental Response & Reporting Seminar
This course examines the legal requirements of environment law for reporting spills, releases and non-compliance issues. An understanding of basic federal and state environmental law, the regulated community, public safety and emergency response administration will be emphasized. The air, water and hazardous waste laws as they pertain to public administration will be covered.

**MADS 6714** Special Topics: First Responder Stress Awareness & Management
An in-depth analysis of the causes & consequences of first responder perceived stressors is presented along with a detailed explanation of stress management techniques. The course is designed primarily for members of the emergency service community (police, fire, EMS & health care providers).

**MADS 6715** Special Topics: Global Terrorism & Emergency Management Preparation
Terrorism & its impact on governmental, social, legal and financial organizations is the basis of this course. Various measures to stem the growth of terrorism and to prevent it through intelligence, legislation and international collaboratives will be fully explored.

**MADS 6716** Special Topics: ISO 9000
This course investigates the quality movement from TQM to the growing ISO certification process. TQM, continuous improvement, and the Malcomb Baldrige Quality Award deal with quality, but ISO certification deals with standardization and quality. ISO was established in 1947 with delegates from 26 companies, and the ISO movement has expanded internationally with the original objective of standardization of industrial standards to standardization of various products and services. Why is standardization important, how is it obtained, what does the certification mean, standards for government agencies and other related topics will be covered in this course. Students prepare an ISO 9000 plan for their organization.

**MADS 6717** Special Topics: Leading Out of the Mainstream
This course includes an extensive analysis of paradigms and how they affect behavior and decision making by examining both sides of major issues on public policy, politics, global economy, environment, media, health, law, public safety, and ethics. Numerous guest speakers will present different views on current topics and events.

* Also available in online modality
MADS 6718* Special Topics: Lifestyle Modification for Community Leaders
Leaders and managers face many workplace and life challenges that can lead to imbalance and conflict resulting in wrong decisions that affect the lives of many people. Everyone is living a stressful life leading to a depletion of energy, fatigue and even depression. This course will focus on achieving a healthier more fulfilling lifestyle to meet the demands of life and work. This course is designed to lead students to a new level of awareness and empower them to make the life changes needed for full engagement as leaders.

MADS 6719 Special Topics: Litigation Preparation & Administration
This course will cover preparing summonses, complaints and other pleadings; participate in motion practice; digest transcripts of depositions; summarize trial testimony; index documents and exhibits; act as librarian for trial documents; and prepare exhibits for trial. The course introduces basic tort and contract law, together with certain jurisdictional considerations. Also a full familiarization of the judicial system at the state federal level will be discussed.

MADS 6720 Special Topics: Metropolitan America: Influence of the Past and Future
The American metropolis at the end of the century is very different than what people anticipated about 50 years ago. At mid century we envisioned a clean, rationally planned environment of the future, free of long standing problems such as traffic and poverty. The reality is so much more complex. Leaders built a metropolis that addressed some major problems, while at the same time creating new ones. The next 50 years surely will contain similar surprises. This class will take an in depth view of those key influences shaping the past and future of the American metropolis. The overwhelming impact of government policy on the American metropolis, especially those policies, which promote suburbanization and urban sprawl will be reviewed and analyzed. To the future, a view of the growing disparities of wealth, a suburban political majority, and a perpetual urban under class, racial integration and cultural diversity and the possible intensification of the urban crisis will be addressed.

MADS 6721 Special Topics: New Jersey Code of Criminal Justice
This course will present Titles 2C and Title 39 of the New Jersey Code of Criminal Justice. Throughout the class, participants will move from defining crimes, disorderly persons offenses, and petty disorderly persons offenses to many related statutes including defenses and general provisions, plus motor vehicle violations. The course provides practical applications for many statutes that law enforcement officers deal with on a continuing basis. Interpreting the statutes’ meanings for the working professional is a critical component of the class.

MADS 6722 Special Topics: N.J. Political Parties, Politics & Policy Making in the New Millennium
This course provides an overview of New Jersey’s political process from a historical view along with the growth of state government. The role of the Governor and the State Legislature and their relationship to the principal political parties will be the major concern. In depth analyses will be conducted of various political campaigns as well as case studies of governing at the state level and its impact on local government. The course will also look at the policy making process in NJ with current reform efforts including those involving ethics and campaign finance reform. This course will include guest lecturers, case studies, and research on the specific areas of interest.

MADS 6723 Special Topics: Survey & Opinion Polling for Market Research & Administration
This course introduces those in the private, public, and not-for-profit arenas to surveys and opinion polling. We begin by discussing why administrators are increasingly turning to surveys to elicit customer needs, assess stakeholder views, and evaluate their own organization’s performance. Following a non-technical overview of survey methodology and how to interpret survey data, we describe the costs, benefits, and tradeoffs to different types of surveys, from mail, email and web surveys, to sophisticate random digit dialing telephone surveys. Students gain hands-on experience by constructing their own surveys tailored to their own organizations.

MADS 6724 Special Topics: Current Issues in Park and Recreation Leadership
This course examines the contemporary issues challenging administrators in park and recreation leadership positions. Specific course topics include: public policy, politics and special interests sources of funding, fundraising, special events, resource management, facilities planning, technology tools and interconnectivity, automated reservations systems and legal and safety issues.

MADS 6741 Special Topics: Information Literacy’s and Research
Research today requires competence in using information representations across a wide range of media, from print to Facebook. This course is a “hands on” entry to the Information Age, and explores topics such as knowing when information is needed, and accessing and managing the information legally to solve the problem.

MADS 6746* Special Topics: Specialized Research and Argument
This course will focus on an inquiry/discovery research project of interest and value to the individual or organization. It will include a survey of variety of research methods, an analysis, and presentation of finding.

MADS 6753* Special Topics: Elder Care Law
Increases in the elderly population have resulted in new and complex issues and concerns that impact everyone. These issues include making decisions for the elderly, caregiving, maintaining self-sufficiency or assistive living accommodations, and home and estate planning. This course will explore topics such as informed consent, decision making capabilities, legal issues related to death and dying, privacy rights, geriatric services and finding, age discrimination, and family law issues. In addition to lectures, the course will include case studies, and discussions.

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"My educational experience in the MAS program was a fantastic opportunity on a personal and professional level. The classes were very challenging. The program is structured to meet the needs of the working professional in a user-friendly academic environment. The best part was the Wroxton experience because it gave me a chance to study in another country and broaden my understanding of problem solving techniques in a global setting. I am a very supportive advocate of this worthy program. Obtaining my master's degree at FDU was a most enjoyable and rewarding experience."

Theresa Lappe
Transportation Planner
South Jersey Transportation Authority
Class of 2004

"The professors and students in the MAS program are the best"

Brenden G. Coughlin
Manager, Lucent Technologies

"Every bit of knowledge I have acquired in the MAS program, I have been able to use everyday. This program is highly recommended for working professionals both in government and non-profit organizations."

Joel G. Trella
Former Sheriff, Bergen County Jail, NJ

"My experience in the MAS program has been rewarding and enriching. The courses have enhanced my leadership skills and had a direct impact on the two non-organizations that I lead. This program came to me at the perfect time in my professional career. I look forward to earning my MAS degree in Spring 2004."

Timothy P. Zeiss
Executive Director,
Foundation and Alumni Affairs
Brookdale Community College

"The MAS program has given me insight to becoming one step closer to achieving my goals and is providing me with direction and purpose for the type of leader that I would like to become"

Nicholas Calenicoff
Platoon Commander, NJ National Guard

"FDU's MAS program has provided me with an excellent learning experience, greater than I had ever imagined. "The MAS faculty is awesome."

Agnes M. Hill
Customer Service Representative, William Paterson University.

"As a full time manager, this program is most flexible to my schedule. The educational content is relevant easily applied in everyday practice"

Catherine McPolin
Nurse Manager, Hackensack University Medical Center

"The MAS program has significantly enhanced my job skills and performance, and it gave me the focus and motivation to move on to another career."

Kevin C. Perry
Security Specialist, US Army ARDEC

"The MAS program has been a fulfilling educational experience, one that I would recommend to my colleagues."

Annette P. McDonald
Case Manager, Domestic Abuse Services Inc., NJ
"The MAS program has been a challenging and rewarding experience. I have forged friendships with persons that will last a lifetime."

Joseph Kolakowski
Lieutenant, South River Police

"I've recommended FDU and the MAS program to everyone that I can because it has enhanced my personal as well as my professional life. I'm glad that I'm in the program."

Ron DiAmore
Sergeant, Barrington Police Department

"Returning to classroom in a focused environment with students from such diverse educational and work backgrounds was a truly rewarding experience"

David Carson
Police Officer/EMT, Raritan Township Police Department

"I know that my experience in the MAS Program has assisted me tremendously and will also be great benefit in my new career. One of the greatest things I have done is to enroll in the program because it has taught me valuable lessons as well as provided me with the opportunity to meet great professors"

Ralph J. DeGroat Jr.
Probation Officer
Passaic County Probation Department

"We found the MAS graduate program to be informative, convenient and comprehensive. It will surely help us to grow as a government employees"

Edward F. Beck
Committee Person
Township of Dennis

Barbara Beck
Lincs Coordinator
Health Dept. Cape May County

"The education I am receiving through Fairleigh Dickinson's Masters’ of Administrative Science Program is proving to be invaluable. With such a wide selection of courses you can tailor your classes to suit your specific needs. The professors’ are knowledgeable and sensitive to the fact that we all have full time jobs and lives outside the classroom. Having transferred in from another university’s Masters’ program, I can truly say this program is as challenging as it is organized. I would highly recommend this program to anyone considering a Master’s Degree."

Joe Maimone
Police Officer
Hammonton PD, NJ

"The experience with the MAS program has been wonderful. I have enjoyed every class"

Della Carroll
Management Specialist
Bergen County Parks
Study Abroad

INTERNATIONAL STUDIES & WROXTON EXPERIENCE
OXFORDSHIRE, ENGLAND
Broaden your horizons, strive to be extraordinary

Mary Ann Ragone – “It was tremendous learning experience comparing the two countries. Thank you for this opportunity.”

Bill Perna – “The networking and presentation phase of the Wroxton experience provided valuable reinforcement for the program. I especially enjoyed hearing the student’s views of comparative systems.”

“Kat” Zawryt – “We are inspired to share what we know and support our peers as they enlighten us from very different perspectives and experiences.”

Theresa Lappe – “Wroxton was a very enlightening experience in international studies.”

Balenda L. Nelson – “The Wroxton Experience is essential for anyone seeking to advance their leadership potential.”

Doreen Shoba – “The Wroxton experience to me was more than just enjoyment and relaxation. It was intellectually stimulating, and left me with ample food for thought.”

Maureen Davis – I came for three credits. It got a life changing experience. Thanks.

Joan M. Kozeniesky – “This is my second course at Wroxton and it was truly a wonderful learning experience as well as an excellent opportunity to travel through the United Kingdom.”

Susan DeJackmo – “An experience that changes you.”
Master of Science in Homeland Security
Degree Program Information

The Master of Science in Homeland Security (MSHS) program is administered by the School of Administrative Science (SAS) from the Metropolitan Campus and is conducted off-campus (week nights and Saturdays) and online. Both Petrocelli College of Continuing Education and SAS are dedicated to providing experiential learning to adults through non-traditional formats.

The program will focus on practical and theoretical aspects of enforcing and ensuring homeland security and would include areas of specialization. There will also be a strong emphasis on leadership throughout the program.

The goals of the program are to:

- Provide graduate level studies for the non-traditional student involved in homeland security,
- Support success of the students in the educational process,
- Contribute to preparation of world citizens through global education,
- And encourage the development of high-quality, applied research for the practitioners in the field of homeland security.

The MSHS program is a 36-credit graduate program divided into 12 courses. All students will be required to complete four mandatory courses: Homeland Security and Constitutional Issues; Research and Policy Analysis; Weapons of Mass Destruction/Terrorism Awareness; and Strategic Planning, Implementation, and Evaluation with a thesis & 2 electives. Certain areas of specialization have additional course requirements. The program is designed for off-campus and online delivery, although courses will also be offered in a blended-model with off-campus classes in a traditional classroom setting combined with online work.

For more information contact:

Paulette Laubsch, DPA
Director, Master of Science in Homeland Security
201-692-6523 (Voice)
201-692-6529 (Fax)
mshs@fdu.edu
Admissions to the program are based on the following criteria:

1. Transcripts

List all colleges and universities attended whether or not a degree was received
Send only official transcripts to the School of Administrative Science for review
Foreign language transcripts must submitted with a certified English translation

2. Recommendations

Three letters of recommendation are required and may be submitted separately
They must include the name and affiliation (i.e., university or place of business) of the person submitting the letter
Two of the letters must come from persons who can address your academic qualifications
One letter must be from an employer who can verify your form of homeland security employment

3. Grade Point Average (GPA)

All undergraduate and graduate averages must be listed including current near graduation average. A 3.0 or above undergraduate GPA must have been maintained to be considered for admission

4. Test Scores: No required GMAT or GRE scores. International students must take the Test of English as a Foreign Language (TOEFL)

5. Essay: Attach a written 1000 word essay outlining your current job responsibilities, duties, and management philosophy

6. Resume: A current resume must accompany the Application form
Master of Science in Homeland Security
Certificates

The MSHS program is a 36-credit graduate program divided into 12 courses. All students will be required to complete four mandatory courses & 2 electives. The program will focus on practical and theoretical aspects of enforcing and ensuring homeland security and includes areas of specialization. There is also a strong emphasis on leadership throughout the program.

Required Courses:

- MSHS 7601* Homeland Security and Constitutional Issues
- MSHS 7602* Research and Policy Analysis
- MSHS 7603* Weapons of Mass Destruction/Terrorism Awareness
- MSHS 7604* Strategic Planning, Implementation, and Evaluation (Capstone Course—after completion of at least 27 credits)

Certificates:

Homeland Security – Terrorism and Security Studies
This 18-credit, 6-course certificate focuses on terrorism and security studies. The Post-911 world has made many sectors of the public, private, and not-for-profit sectors involved in preventing and combating terrorism as they try to ensure a safe and secure nation. The knowledge provides both historical and current information to add to the knowledge of various threats posed by terrorist organizations, whether domestic or international, and to provide organizations to prepare for the risks associated with such activities.

Choose any six courses:

- MSHS 6601* Terrorism Issues and Implications
- MSHS 6602* Computer and Network Security
- MSHS 6603* Cyber Forensics Issues and Impacts
- MSHS 6604* Assessing Internal and External Threats
- MSHS 6605* Preparing for Catastrophic Emergencies
- MSHS 6606* Historical Perspectives of Terrorism
- MSHS 6607* Border Security: Policies, Actions, and Implications
- MSHS 6608* Terrorism and Disaster Management
- MSHS 6609* The Face of Terror
- MSHS 6610* Bio-terrorism Preparedness and Response

This 18-credit, 6-course certificate focuses on the area of emergency management. Homeland security requires that the first responder community and citizens develop the capability to prepare for, protect against, respond to, recover from, and mitigate all hazards that may impact anytime and anywhere. The field of emergency management is a broad area of study, which includes natural disasters, accidents, or acts of terrorism.

Choose any six courses:

- MSHS 6611* Emergency Management
- MSHS 6612* GIS in Emergency Management
- MSHS 6613 Organizational Planning for Emergency Situations
- MSHS 6614 Effective Risk Analysis
- MSHS 6615* Managing Responses to Environmental Emergencies
- MSHS 6616* Stress Awareness and Management
- MSHS 6617* Sociological Effects of Disasters
- MSHS 6618 Emergency Management Policies, Analysis, and Implications

* Also available in online modality

Homeland Security Leadership
This 18-credit, 6-course certificate focuses on the critical area of leadership in homeland security. Leadership is essential for successfully carrying out programs or tasks. This certificate is designed to meet the personal and professional development goals of those individuals in the broad field of homeland security, such as first responders, law enforcement, emergency management, various security personnel, health and hospital worker, and the military.

Choose any six courses:
- MSHS 6619* Collaborative Leadership
- MSHS 6620* Organizational Leadership
- MSHS 6621 Human Resource Management
- MSHS 6622 Effective Team Building
- MSHS 6623* Implementing Organizational Change
- MSHS 6624 Effective Decision Making for Organizations
- MSHS 6625* Organizational Communication
- MSHS 6626* Resolving Conflicts in Organizations
- MSHS 6627* Values and Ethics for Decision Making

* Also available in online modality

**Additional courses will be developed in concert with appropriate faculty at the University.
**All MSHS Classes are 3-Credit Courses**

**MSHS 7601* Homeland Security and Constitutional Issues (Required)**
This required course provides an overview of Constitutional issues, statutes, and case law that govern Homeland Security professionals at the local, state, and federal levels. Social, ethical, and political implications of actions intended to preserve the safety and security of the citizens are studied in relationship to the legal constraints placed on the systems. This course will utilize case studies.

**MSHS 7602* Research and Policy Analysis (Required)**
This required course is designed to develop critical thinking skills that students need for completion of their academic work as well as in their professional lives. The course will assist students in understanding the research process, develop a research question, assess relevant literature to support the research, select and use an appropriate research methodology, conduct the research and evaluate the results. The end result will be a well written research report.

**MSHS 7603* WMD/Terrorism Awareness (Required)**
This required course will explore the use of weapons of mass destruction and the link to terrorist activities. Included in the course are: definitions of effects of nuclear, chemical, biological, and radiological weapons; types and characteristics of biological and chemical warfare agents; potential modes of nuclear and radiological terrorism; use of improvised nuclear devices (INDs) and radiological dispersal devices (RDDs); Large Vehicle Borne Improvised Explosive Devices (VBIEDs); the motivations, capabilities, techniques, and practices of terrorist groups to acquire and use WMD; and the use and attempted use of WMD against countries by internal and external groups.

**MSHS 7604* Strategic Planning, Implementation, and Evaluation (Required)**
This required course will link strategic planning with strategic management. This is the capstone course of the program and requires the completion of a thesis. Strategic planning links the vision, mission, and guiding principles with the internal and external environment in which the organization exists. The course will explore security formulation, the drivers of homeland security issues for the historical and emergency issues, and the results of such policies. Organizations need to understand how strategic plans are implemented and then reviewed and evaluated as part of a continuous improvement process. Taken as the last or next to last course after completion of at least 27 credits.

**MSHS 6601* Terrorism Issues and Implications (Terrorism & Security Studies Concentration)**
This course will investigate the concepts, ideologies, goals, strategies, tactics and methods used by terrorist groups in the current and historical perspectives. The terrorist motives and their actions will be studied in relation to historic and current national and international policies. Terrorist organizations will be studied based on their specific criteria to better understand their influence on other nations. Also included will be the concepts of the media and terrorism, law and terrorism, the military response to terrorism, counter-terrorism and anti-terrorism approaches, and governmental responses to terrorism as well as how the intelligence community categorizes and prioritizes resources to target groups and issues.

**MSHS 6602* Computer and Network Security (Terrorism & Security Studies Concentration)**
This course will investigate advanced topics in computer security and forensics. Included will be topics such as cryptography, automatic intrusion detection, firewalls, and vulnerability scanning, and advanced pattern matching as well as statistical techniques.

**MSHS 6603* Cyber Forensics Issues and Impacts (Terrorism & Security Studies Concentration)**
This course will investigate cyberterrorism and cyber crime, and how this differs from computer security. Technological advancements that are on the cutting edge present opportunities for terrorists, and it is necessary to explore the current domestic and international policies relative to critical infrastructure protection and methods for addressing issues.

**MSHS 6604* Assessing Internal and External Threats (Terrorism & Security Studies Concentration)**
This course will investigate the usefulness of threat assessment in various contexts, such as the workplace, infrastructure protection, and public safety. Included in the course will be basic methods for examining vulnerabilities to attack, evaluating capacities of the potential attackers as well as their motivation, and the role of the intelligence community in these actions. The course will link strategic analysis with priority setting and accountability.

**MSHS 6605* Preparing for Catastrophic Emergencies (Terrorism & Security Studies Concentration)**
This course will investigate a wide range of natural and manmade disasters, and develop appropriate plans for mitigating the problems. Natural disasters include a wide range of issues from outbreak of diseases, floods, earthquakes, fires, and tornados. Manmade disasters include emergencies such as chemical spills, nuclear incidents, terrorist threats, transportation accidents, and power outages.

* Also available in online modality

**MSHS 6606* Historical Perspectives of Terrorism (Terrorism & Security Studies Concentration)**
This course will examine the social basis of fear and terrorism, and the related consequences on society. Factors such as race/ethnicity, class, religion, politics, local and international policies, and gender will be studied in the historical context of terrorism. Case studies will include terrorist techniques that have been used in the past.

**MSHS 6607 Border Security: Policies, Actions, and Implications (Terrorism & Security Studies Concentration)**

Immigration policies and terrorism threats have increased the focus on national borders. This course will investigate issues relative to border security from economic to security to social and cultural integration or separation. The costs of attempting to maintain a secure border are discussed as are the implications of border security on free trade agreements.

**MSHS 6608 Terrorism and Disaster Management (Terrorism & Security Studies Concentration)**

This course will focus on planning and preparing for terrorist acts as well as the area of disasters. There will be a focus on the legal and ethical issues that surround planning for acts of terrorism or disasters, and a study of the National Response Plan and its implications. The need for and how to develop interagency collaborative agreements from civilian, military, and governmental entities will be explored.

**MSHS 6609 The Face of Terror (Terrorism & Security Studies Concentration)**

This course will examine various characteristics of terrorism from left-wing terrorism to nationalist terrorism to religious terrorism to group dynamics to secret societies, and cults and charismatic leadership. Also included are identification of underground terrorist cells, both domestic and foreign and state supported and non-state supported, as well as methods for dealing with the separate groups.

**MSHS 6610 Bio-terrorism Preparedness and Response (Terrorism & Security Studies Concentration)**

This course will investigate options to address the threat of a biological attack. Options for identifying a bio-attack and potential responses for addressing these issues will be included in the course. Case studies of actual incidents will be included in the course.

**MSHS 6611 Emergency Management (Emergency Management Concentration)**

This course will explore the nature and rationale for emergency management policies and processes. Included will be preparedness for natural and manmade hazards, optional strategies for dealing with such issues, appropriate planning modalities, public awareness techniques to assist in the process, and stakeholder communication. Legal and ethical issues that impact emergency manager will also be studied.

**MSHS 6612 GIS in Emergency Management (Emergency Management Concentration)**

This course will provide an introduction to the basic concepts of geographic information systems as well as their application to specific issues.

**MSHS 6613 Organizational Planning for Emergency Situations (Emergency Management Concentration)**

This course will provide an overview of planning and management principles that can be utilized to address operational issues when an emergency situation arises as well as how to resume operations once the emergency is over. The course will also focus on how to minimize the impact of disasters on business operations.

**MSHS 6614 Effective Risk Analysis (Emergency Management Concentration)**

This course will examine the natural and manmade disasters from a risk assessment perspective. Development of plans to prepare for each type of disaster as well as control processes will be part of the coursework.

**MSHS 6615 Managing Responses to Environmental Emergencies (Emergency Management Concentration)**

This course will examine the theory and practices in terms of incident command systems and emergency operating centers.

**MSHS 6616 Stress Awareness and Management (Emergency Management Concentration)**

Stress is a part of everyone’s life, but in emergency situations, stressors may adversely impact the individual as well as those being served. Leaders need to be aware of the impact of stress on the individual’s ability to perform at peak levels as well as the ability to make the best decisions. This course will investigate stressors and how these factors can be mitigated.

**MSHS 6617 Sociological Effects of Disasters (Emergency Management Concentration)**

This course will explore how various populations respond to the various phases of disasters. Included in the course are: response to warnings, reaction to evacuation orders, and civilian disobedience to orders as well as the development of strategies for the organization, individuals, and groups.

**MSHS 6618 Emergency Management Policies, Analysis, and Implications (Emergency Management Concentration)**

This course will investigate management of complex emergency management operations using incident management systems. The role of the emergency management operation centers in reacting to disasters will be explored as will current policies. Case studies of emergency management policies and their implications will be analyzed to determine areas in need of improvement.

* Also available in online modality

**MSHS 6619 Collaborative leadership (Leadership Concentration)**
This course will investigate the concept of leadership exhibited by a group that is acting collaboratively to resolve issues that all feel must be addressed. Since the collaborative process insures that all people that are affected by the decision are part of the process, the course will explore how power is shared in the process and how leadership is developed.

**MSHS 6620* Organizational Leadership (Leadership Concentration)**
This course will investigate examples of past and present leadership models. The moral framework for leadership and decision-making in organizations will provide the basis for exploring current organizational leadership models as well as assisting the students in assessing their own leadership roles.

**MSHS 6621 Human Resource Management (Leadership Concentration)**
This course addresses the challenges of managing human capital in organizations focusing on homeland security. Current issues in recruiting, selecting, and moving individuals through the organization will be studied. In addition, teambuilding, problem solving, decision-making, and human resource planning skills will be explored as will be the leadership skills of mentoring, advising, counseling, and disciplining individuals in the organization.

**MSHS 6622 Effective Team Building (Leadership Concentration)**
As organizations move to empowering employees to work in a team setting with a high degree of autonomy, it is necessary to develop high performance teams. This course investigates what makes teams effective. Various methodologies will be studied that have resulted in exceptional teams and team results.

**MSHS 6623* Implementing Organizational Change (Leadership Concentration)**
This course will explore the issues of resistance to change and obstacles to change in relationship to organizations. Theories relative to change will be studied in terms of the restructuring process, leadership roles, and the settings in which the work is done.

**MSHS 6624 Effective Decision Making for Organizations (Leadership Concentration)**
This course explores the process for effective decision making using decision analysis theory, appropriate mathematical processes, evaluating inputs for applicability, and applicable quantitative and qualitative methods. The course will utilize “what if” challenges and will consider individual and organizational preferences as well as environmental certainty and uncertainty.

**MSHS 6625* Organizational Communication (Leadership Concentration)**
An introduction to communication in organizations includes relevant theories, leadership, diversity, teamwork, and ethics. Included in the course are definitions of organizational culture, leadership, teamwork, diversity, ethics, and informal and formal communication as well as how they influence and impact organizational communication. The course will also investigate organizational communication systems and their relevant theories as well as comparing and contrasting the major theories.

**MSHS 6626* Resolving Conflicts in Organizations (Leadership Concentration)**
This course will investigate the sources of conflict in organizations, the sources of such conflict, and various modalities for resolving such conflicts. Conflict in organizations can be manifested in various ways, such as interpersonal conflict, intra-group conflict, inter-group conflict, and inter-organizational conflict. Resolving conflict includes compromise, collaboration, negotiation, and addressing individual sources of conflict.

**MSHS 6627* Values and Ethics for Decision Making (Leadership Concentration)**
Personal and organizational ethics and values guide decision making. There are times when two or more ethical principles are in conflict. This course will explore how to maximize the basic elements that form the context for ethical decision making.

* Also available in online modality
Chair
George Martin
Executive Director, NFL Alumni Association, Inc.
Former Captain, New York Giants

Co-Chair
Vincent Naimoli
Chairman, Tampa Bay Rays

Secretary
Lorraine Nienstedt
Assistant Director
School of Administrative Science

Kenneth T. Verhkens
Dean & Associate Vice President
Anthony J. Petrocelli College of Continuing Studies, Fairleigh Dickinson University

Ronald E. Calissi, Esq.
Executive Associate Dean
Off-Campus Credit Programs
Fairleigh Dickinson University

Charles Brown
Director of Athletics
University of Maryland

Emma Davis-Kovacs
Executive Director
United States Optimist Dinghy Association

Deborah A. Fredericks
Director of Operations
Continuing Education
Fairleigh Dickinson University

Dr. Michael Golz
Chiropractic Medicine

Jay Horowitz
VP of Communications & Public Relations, New York Mets

William Klika
Director of Athletics
Collage at Florham
Fairleigh Dickinson University

David Langford
Director of Athletics
Metropolitan Campus
Fairleigh Dickinson University

Paulette Laubsch
Associate Professor
School of Administrative Science
Fairleigh Dickinson University

Robyn Lubisco
Assistant Professor
School of Administrative Science
Fairleigh Dickinson University

Roman Oben
NFL Players Association Benefits Committee

Luanee Pennesi
Natural Health & Wellness Author, Consultant, Speaker

Louis Gary Talijan
Director of Marketing & Sales
CSI Technology Group

Joseph Devine
Assistant Professor
School of Administrative Science
Fairleigh Dickinson University

Sean P. Morrison
Director of University Athletic Marketing
& Development
Fairleigh Dickinson University

Jong-Chae "J.C." Kim
Assistant Professor
School of Administrative Science
Fairleigh Dickinson University
Admissions to the program are based on the following criteria:

1. **Transcripts**
   
   List all colleges and universities attended whether or not a degree was received. Send only official transcripts to the School of Administrative Science for review. Foreign language transcripts must be submitted with a certified English translation.

2. **Recommendations**
   
   Three letters of recommendation are required and may be submitted separately. They must include the name and affiliation (i.e., university or place of business) of the person submitting the letter. Two of the letters must be from persons who can address your academic qualifications. One letter must be from an employer.

3. **Grade Point Average (GPA)**
   
   All undergraduate and graduate averages must be listed including current near graduation average. A 3.0 or above undergraduate GPA must have been maintained to be considered for admission.

4. **Test Scores**: No required GMAT or GRE scores. International students must take the Test of English as a Foreign Language (TOEFL).

5. **Essay**: Attach a written 1000 word essay outlining your current job responsibilities, duties, and management philosophy.

6. **Resume**: A current resume must accompany the Application form.

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**For more information contact:**

Ronald E. Calissi, Esq.
Director, School of Administrative Science
Executive Associate Dean,
Off-Campus Credit Programs
201-692-6522 (Voice)
201-692-6529 (Fax)
msa@fdue.edu
This 36-credit, 12-course program focuses on practical and theoretical aspects of the various components relative to the administration and management of sports personnel and facilities, recreation and fitness programs and businesses, health facilities, coaching, and recreational activities in both volunteer and paid positions. There will also be a strong emphasis on leadership throughout the program. Students must complete five required courses.

**The required courses are:**

- MSA 6701*  Legal Issues in the Domestic and International Sports Industry
- MSA 6702*  Sports Administration Research and Policy Analysis
- MSA 6703*  Financial Administration in Sports
- MSA 6704  Internship I or Independent Job Related Project (This course meets the required course for each certificate in the program. It cannot be taken until students complete at least 9-credits, 3 courses in the program.)
- MSA 6705*  Strategic Planning, Implementation and Evaluation (Capstone Course – after completion of at least 27 credits)

There are three areas of specialization, and students must complete six courses in an area of specialization to be awarded a certificate in that area. The areas of specialization are:

**Sports Administration**

This 18-credit, 6-course certificate focuses on the skills required for a career in the administration of professional and amateur sports. This course of study can lead to employment in areas such as sports organizations, regulatory agencies, private and or public facilities, and athletic departments at the college and university level, as well as related areas.

**Required Course:**

MSA 6704 - Internship I or Independent Job Related Project (This course meets the required course for each certificate in the program. It cannot be taken until students complete at least 9-credits, 3 courses in the program.)

**Choose any five of the following courses:**

- MSA 6601* - Organizational Leadership and Team Development
- MSA 6602* - Facility Development, Administration and Programming
- MSA 6603*  - Sports Marketing and Promotions
- MSA 6604*  - Sports in a Social Context
- MSA 6605 - Legal and Professional Ethics in Sports
- MSA 6606*  - Group Dynamics
- MSA 6607* - Human Resource Administration in Sports Organizations
- MSA 6608 - Sports Risk Assessment
- MSA 6609* - Communications and Media Relations
- MSA 6610* - Strategies in Fund Raising and Development

* Also available in online modality
Coaching Theory and Strategies
This 18-credit, 6-course certificate is designed to provide students with skills and knowledge to address coaching at all levels of sports. Coaching methodology, nutrition, conditioning, human performance, and team administration are areas studied in the program.

Required Course:
MSA 6704 - Internship I or Independent Job Related Project (This course meets the required course for each certificate in the program. It cannot be taken until students complete at least 9-credits, 3 courses in the program.)

Choose any five of the following courses:
- MSA 6605 - Legal and Professional Ethics in Sports
- MSA 6608* - Sports Risk Assessment
- MSA 6611* - Coaching Leadership
- MSA 6612 - Coaching Theory Methods and Issues
- MSA 6613* - Coaching Psychology
- MSA 6614* - Assessing Human Performance
- MSA 6615* - Effective Team Administration
- MSA 6633* - Weight Training & Conditioning

Recreation Administration
This 18-credit, 6-course certificate focuses on the recreation and leisure industries. The community recreation segment includes private and public organizations that offer leisure types of facilities, services, and products. Non-profit organizations and governmental agencies at various levels provide recreation and leisure services that range from special interest camps or clubs, parks and recreational facilities, university and school sports and recreation facilities, and community education programs.

Required course:
MSA 6704 - Internship I or Independent Job Related Project (This course meets the required course for each certificate in the program. It cannot be taken until students complete at least 9-credits, 3 courses in the program.)

Choose any five of the following courses:
- MSA 6602* - Facility Development, Administration and Programming
- MSA 6618 - Program Development for Diverse Populations
- MSA 6619* - Entrepreneurship in Leisure Services
- MSA 6620* - Current Issues in Park and Recreational Leadership
- MSA 6621 - Community Sports and Recreation
- MSA 6622 - Disability Sport and Rehabilitation
- MSA 6637 - Concepts and Issues in Community Recreation

Electives:
Students may also select up to two electives from the list of electives below:
- MSA 6624 - Organization and Administration of Sports
- MSA 6625* - Physiological Basis of Physical Fitness
- MSA 6626* - Nutrition for Sports and Fitness
- MSA 6627 - Measurement and Evaluation in Physical Fitness
- MSA 6628 - Valuing Diversity
- MSA 6629 - Motivation and Performance
- MSA 6630* - Global Sports
- MSA 6631 - Administration of Outdoor Recreation Facilities
- MSA 6632 - Sports Programming for Senior Citizens and Other Non-Traditional Populations
- MSA 6634* - Sports Security MSA
- MSA 6635* - Events Planning and Administration
- MSA 6636 – Internship

* Also available in online modality
Master of Sports Administration
Course Descriptions

All MSA Classes are 3-Credit Courses

MSA 6601* Organizational Leadership and Team Development (Sports Administration Concentration)
This course will study how teams are organized and the role of leadership in motivating team performance. Topics to be covered include sports leadership in the sport and community, group and team development, and the role of the leader in moving the organization to their vision of success.

MSA 6602* Facility Development, Administration and Programming (Sports Administration Concentration)
Principles and applications of planning, designing, financing, budgeting and construction in the sports field, as well as the use of facilities for sports and non-sport activities, will be explored. Facility operations, event management and planning, and equipment purchasing, maintenance and inventory will be included in the course.

MSA 6603* Sports Marketing and Promotions (Sports Administration Concentration)
This course will explore the concepts of marketing, promotions, and public relations for various components of the sports industry. At the foundation of marketing and promotion are strategic planning and coordination of efforts. Marketing strategies and varying consumer behaviors in different sports venues will be analyzed as social and economic issues related to buying and selling of sports. The inclusion of sponsorships and endorsements into the marketing efforts will also be included.

MSA 6604* Sports in a Social Context (Sports Administration Concentration)
This course will explore the concepts of sports and their sociological impact on a nation or state as well as the impact of the role of sports organizations as a social institution.

MSA 6605 Legal and Professional Ethics in Sports (Sports Administration Concentration)
This course will investigate the moral and legal framework for those in sports. Ethical dilemmas and how personal traps may affect the individual’s career will be discussed. The course will also explore the differences between law and ethics, the concept of moral theory, and issues of perception as well as ethical behavior. Case studies will be included.

MSA 6606* Group Dynamics (Sports Administration Concentration)
This course will explore the basic nature of groups and how productive groups develop. Topics will include the various models of group development, the stages of development, informal and formal groups, team building, and changing informal work groups or team norms.

MSA 6607* Human Resource Administration in Sports Organizations (Sports Administration Concentration)
This course will explore administrative regulations, and techniques, procedures and policies for effective personnel administration, and legal and ethical parameters that guide personnel in organizations. Additional topics include communication, compensation, negotiation, appraisal processes, training and development, and decision making.

MSA 6608* Sports Risk Assessment (Sports Administration Concentration)
This course will investigate the costs of sporting accidents, which can be a significant financial and emotional burden for an organization. Although organizations look at legal liabilities, there are other costs that organizations need to consider. Case studies and scenarios will be utilized in the class.

MSA 6609* Communications and Media Relations (Sports Administration Concentration)
This course will explore practical techniques in understanding the media, how to build relationships with journalists, how to communicate messages effectively, and what steps to take when faced with a crisis. The course aims to equip students with common sense tools to properly manage their message while handling a variety of media that range from newspapers to radio and TV to the Internet.

MSA 6610* Strategies in Fund Raising and Development (Sports Administration Competency)
This course will explore ways organizations can capitalize on fund raising activities to improve market share and visibility. Examples from private and volunteer organizations will be used in the course.

* Also available in online modality

MSA 6611* Coaching Leadership (Coaching Theory & Strategies Concentration)
This course will explore leadership skills needed for those entering into coaching positions.
MSA 6612 Coaching Theory, Methods and Issues (Coaching Theory & Strategies Concentration)
This course will explore the foundations for coaching as a profession and how coaching has influenced society and been influenced by society. Topic areas will include the psychology of coaching, coaching players, and the relationship between players and coaches as well as coaches and colleagues.

MSA 6613* Coaching Psychology (Coaching Theory & Strategies Concentration)
This course will investigate the foundations of the psychological factors related to coaching. The course will review the concepts of sports psychology and how coaches can encourage optimum performance from the players.

MSA 6614* Assessing Human Performance (Coaching Theory & Strategies Concentration)
This course will explore the concepts of human performance for sports and appropriate assessment processes. As organizations seek to attain a certain performance goal, there is a need to ensure the individuals involved meet the requisite standards of performance or have the ability to do so. Various assessment tools will be reviewed as will case studies that demonstrate standards in use.

MSA 6615* Effective Team Administration (Coaching Theory & Strategies Concentration)
This course will investigate how effective teams are developed. There are a number of essential concepts that will be studied, including assessing a current team; defining team objectives and criteria of success; establishing team capabilities; defining ground rules; assessing the team culture and behavior; developing effective personal collaboration processes; conducting effective meetings; and conducting good team decision processes.

MSA 6616* Developing Leadership while Coaching (Coaching Theory & Strategies Concentration)
This course will explore the role of the coach in building a culture that fosters leadership within the team. Topics to be discussed will be responsibility, high performance, maturity, and values.

MSA 6617* Principles of Learning in Sports (Coaching Theory & Strategies Concentration)
This course will investigate various learning techniques that are needed when working with athletes of various levels. The concepts to be studied include knowledge of results, feedback, pacing effect, principles of progression, and evaluation of participant performance.

MSA 6618 Program Development for Diverse Populations (Recreation Administration Concentration)
This course will explore the curriculum design for sports and recreational programs. Included in the program are methods for developing curricula and program areas as well as special programs.

MSA 6619* Entrepreneurship in Leisure Services (Recreation Administration Concentration)
This course will explore entrepreneurship in the growing area of leisure services, which includes sports camps, private fitness centers and health spas, and non-profit agencies. The course requirements will involve the development of a business plan for starting or acquiring an enterprise and exploring basic operational processes of such services and facilities.

MSA 6620* Current Issues in Park and Recreational Leadership (Recreation Administration Competency)
This course examines the contemporary issues challenging administrators in park and recreation leadership positions. Specific course topics include: public policy, politics and special interests, sources of funding, fundraising, special events, resource management, facilities planning, technology tools and interconnectivity, automated reservations systems, and legal and safety systems.

MSA 6621 Community Sports and Recreation (Recreation Administration Concentration)
This course will examine different programming options relative to the community. As communities may have competitive sports and recreational activities for targeted groups, issues may arise. This course will use case studies and best practices as a method for determining potential offerings as well as the factors that impact their implementation.

MSA 6622 Disability Sport and Rehabilitation (Recreation Administration Concentration)
This course explores the role of sports and recreation in the rehabilitation of those with disabilities. A special focus is on the unique development and therapeutic role of recreation and sport.

MSA 6624 Organization and Administration of Sports (Elective)
This course will study the fundamental skills of sports administration including planning, organizing, staffing, coordinating, and budgeting in public, not-for-profit, and for profit sectors.

* Also available in online modality

MSA 6625 Physiological Basis of Physical Fitness (Elective)
This course will explore the physiological basis for testing physical fitness, the range of methods for assessing power, muscular strength and endurance, and flexibility. Different tests will be studied as well as methods for improving fitness in participants.

**MSA 6626** Nutrition for Sports and Fitness (Elective)
This course will study fundamental principles of nutrition and physical training for sports and exercise. The role of nutrition and physiology will be investigated as they relate to performance. Nutritional needs for specific sports and appropriate preparation for competition, the use of performance enhancement supplements, screening procedures for various substances, and legal issues will also be explored.

**MSA 6627** Measurement and Evaluation in Physical Fitness (Elective)
This course will explore the principles and practices for measuring individual progress toward specific objectives relative to physical fitness as well as methods for evaluating the training and education process.

**MSA 6628** Valuing Diversity (Elective)
This course will explore the concepts of diversity in teams. Diversity includes various categories, such as gender, age, education, and nationality. As individuals work together, there is a need to understand individual differences that may influence the operations. The course will use case studies in addition to lectures.

**MSA 6629** Motivation and Performance (Elective)
This course will examine the impact of motivation on performance in the areas of sports administration. Various motivational theories, concepts of positive reinforcement and recognition programs, and maximization of performance relative to individual and group will be studied.

**MSA 6630** Global Sports (Elective)
Sports extend beyond national boundaries. This course will explore the sports from a global perspective by examining the similarities and differences between various national sports cultures. The course will also investigate the types of sports activities found in specific cultures in order to determine the potential for expansion of activities into other international venues.

**MSA 6631** Administration of Outdoor Recreation Facilities (Elective)
This course will investigate outdoor recreation facilities and systems including camps and outdoor programs. Included are the concepts for planning programs, operational processes, human resource policies, and liability concerns as well as protection of the environment while conducting such activities.

**MSA 6632** Sports Programming for Seniors and Other Non-Traditional Populations (Elective)
Diverse populations can participate in sports activities. Seniors and individuals with disabilities may be underserved populations. This course will explore the different populations and their specific needs as well as options that communities can explore to meet their needs.

**MSA 6633** Weight Training and Conditioning (Coaching Theory & Strategies Concentration)
This course will explore the theory and practice behind weight training and conditioning of sports participants. Included will be assessments and exercises designed to increase strength and endurance. Assessments will range from novices to professional level athletes.

**MSA 6634** Sports Security (Elective)
This course will investigate the various strategies employed for major sports events. Ensuring a safe and secure environment for the players and spectators is necessary for organizational survival. The course will employ case studies and scenarios to develop potential strategies.

**MSA 6635** Events Planning and Administration (Elective)
This course will explore the choosing the appropriate venue, presentations, exhibits, selecting and managing vendors, and providing on-site coordination. In addition, establishing priorities, building alliances, and defining duties and responsibilities for various functional areas will be investigated.

**MSA 6636** Internship II (Elective)
This is a practical experience of previously learned skills and knowledge. The internship assignment will depend on the student’s background and specific goals, and must be approved by the Program Director.

**MSA 6637** Concepts and Issues in Community Recreation (Recreation Administration Concentration)
This course investigates contemporary issues in recreation that impact community functions. Included in the course are examples of programming efforts to resolve problems and implementation issues.

* Also available in online modality

**MSA 6701** Legal Issues in the Domestic and International Sports Industry (Required)
This course will study current issues within various areas of the domestic and international sport industry including legal liability of coaches, administrators, and players; potential issues for facilities and sponsored events; regulations of amateur sports; legal relationships in professional sports; antitrust aspects of sports activities; and risk management.

**MSA 6702* Sports Administration Research and Policy Analysis (Required)**
This course will explore current issues and trends relative to administration and operation of various types of sports and recreation programs. Research into leadership models that have led to productive programs as well as the implication of policy on sports and recreation will also be studied.

**MSA 6703* Financial Administration in Sports (Required)**
This course is designed to provide an understanding of different financial decisions that confront the sports industry. In addition to basic accounting skills, the course will explore financial statement analysis, working capital, and budgeting.

**MSA 6704 Internship I or Individual Job Related Project (Required)**
This is a practical experience of previously learned skills and knowledge. The internship assignment will depend on the student’s background and specific goals. Although efforts will be made to match students with appropriate opportunities to enhance their learning, some students may not be able to perform such an internship due to work or family responsibilities. In those cases, a specific job related project can be approved by the Program Chair.

**MSA 6705* Strategic Planning, Implementation and Evaluation (Required)**
This course is the capstone course of the program. Students will be expected to develop an operational or strategic plan, an implementation schedule and plan, and an evaluation process for the plans. **Taken as the last or next to last course after completion of at least 27 credits.**

* Also available in online modality
Master of Arts in Student Services Administration
Degree Program Information

The Master of Arts in Student Services Administration (MASSA) program is administered by the School of Administrative Science (SAS) from the Metropolitan Campus and is conducted off-campus (week nights and Saturdays) and online. Both Petrocelli College of Continuing Education and SAS are dedicated to providing experiential learning to adults through non-traditional formats.

The MASSA program will focus on practical and theoretical aspects of the various components relative to the administration and management of college student personnel services, including: student affairs; financial aid and admissions; residence life; intercollegiate athletics; student activities; special populations support; veterans support; disability support; student judicial affairs; campus security; records and registration; and other student services. Leadership and service will be core components throughout the program.

The goals of the program are to:

- provide masters level studies for traditional and non-traditional students in preparation for or advancement in Student Services Administration,
- deliver a strong foundation in the core areas of Student Services Administration, including student activities, financial aid, admissions, residence life, intercollegiate athletics, student judicial, organizations and clubs, and student affairs administration,
- expose students to current topics within Student Services Administration,
- develop abilities to research and develop programming options,
- support success of the students in the educational process,
- contribute to preparation of world citizens through global education, and
- Encourage the development of innovative programming and services in the field of Student Services Administration.

The Master of Arts in Student Services Administration is a thirty-six (36) credit hour, non-thesis program consisting of 18 credits of required core courses, which include a 3 credit course in a college student personnel internship, and 18 credits of electives. Required courses include: Research Methods; College Student Development; Social Issues in Higher Education; Governance, Planning and Finance in Higher Education; The Law and Student Affairs; and Student Personnel Internship. A final project paper is also required.

The program is designed for off-campus and online delivery, although courses may also be offered in a blended-model with off-campus classes in a traditional classroom setting combined with online work.

For more information contact:

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201-692-7179 (fax)
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Admissions to the program are based on the following criteria:

1. Transcripts

List all colleges and universities attended whether or not a degree was received
Send only official transcripts to the School of Administrative Science for review
foreign language transcripts must submitted with a certified English translation

2. Recommendations

Three letters of recommendation are required and may be submitted separately
They must include the name and affiliation (i.e., university or place of business) of the person submitting the letter
Two of the letters must be from persons who can address your academic qualifications
One letter must be from an employer who can verify your form of homeland security employment

3. Grade Point Average (GPA)

All undergraduate and graduate averages must be listed including current near graduation average. A 3.0 or above undergraduate GPA must have been maintained to be considered for admission

4. Test Scores: No required GMAT or GRE scores. International students must take the Test of English as a Foreign Language (TOEFL)

5. Essay: Attach a written 1000 word essay outlining your current job responsibilities, duties, and management philosophy

6. Resume: A current resume must accompany the Application form

The required courses are:

MSSA 6601 Research Methods
MSSA 6602 College Student Development
MSSA 6603 Social Issues in Higher Education
MSSA 6604 Governance, Planning & Finance in Higher Education
MSSA 6605 The Law & Student Affairs
MSSA 6606 Student Services Internship (after 9 credits)
MSSA 6100 Master Project (no credit)
There are four certificates that will be phased in based on the number of students enrolled in each area of specialization. If students already have a Graduate degree and would like to attain a Post-Master's certificate, 24 credits (8 - three credit courses) must successfully be completed.

The four certificates and their order of implementation are provided below:

I. On-Campus Student Administration

Students must complete the following three required courses:

MSSA 6602* College Student Development
MSSA 6604* Governance, Planning and Finance in Higher Education
MSSA 6605* The Law and Student Affairs

Students must select three of the following courses to complete the certificate:

MSSA 6607* Mental Health/Substance Abuse in Higher Education
MSSA 6611 Program Design and Instructional Strategies for Adults in Higher Education
MSSA 6612 Program Design and Strategies for Special Populations in Higher Education
MSSA 6613* Post-Secondary Student Affairs Issues and Management
MSSA 6615 Administration of College Career Development
MSSA 6626 Mentoring Students for Success

II. Admissions and Financial Aid Administration

Students must complete the following course:

MSSA 6604* Governance, Planning and Finance in Higher Education

Students must select five of the following to complete the certificate:

MSSA 6602* College Student Development
MSSA 6608* Technology Foundations in Higher Education
MSSA 6610* Multiculturalism, Diversity and Difference: Theory, Research and Practice in Student Affairs
MSSA 6614 Administration of College Financial Aid
MSSA 6619* Grant Writing and Administration in Higher Education
MSSA 6624 College Recruitment and Retention

III. Intercollegiate Sports Administration

Students must complete the following two courses:

MSSA 6604* Governance, Planning and Finance in Higher Education
MSSA 6623* Legal Issues in Domestic College Sports

Students must select four of the following to complete the certificate:

MSSA 6602* College Student Development
MSSA 6607* Mental Health/Substance Abuse in Higher Education
MSSA 6620* Marketing and Promotion for College Sports
MSSA 6622 Financial Administration in College Sports
IV. Institutional Risk Administration

Students must complete the following four courses:

- MSSA 6605* The Law and Student Affairs
- MSSA 6604* Governance, Planning and Finance in Higher Education
- MSSA 6607* Mental Health/Substance Abuse in Higher Education
- MSSA 6608* Technology Foundations in Higher Education

Students must select two of the following to complete the certificate:

- MSSA 6616* Threat Assessment and Risk Analysis in Higher Education
- MSSA 6617* Crisis Management for Higher Education Administrators
- MSSA 6618* Impact of Terrorism on College Safety
- MSSA 6621* Communication and Media Relations in Higher Education
Core Course Requirements (18 credits)

MSSA 6601*  Research Methods (3 credits)
This course provides an introduction to quantitative methods and procedures through the study of the logic and procedures of educational and social research. Information about the various stages of the research process with attention on measurement, sampling, design, data analysis and application will be included in the course.

MSSA 6602*  College Student Development (3 credits)
This course provides an introduction to the theory and practice of College Student Development and focuses on the variety of non-instructional services that impact on the student's growth as an individual and as a member of the campus community.

MSSA 6603*  Social Issues in Higher Education (3 credits)
This course provides an analysis of the historical and current social issues that shape the experience of a college student. Topics include gender/sexual identity, ageism, racism, ethnocentrism, religious intolerance, among others.

MSSA 6604*  Governance, Planning and Finance in Higher Education (3 credits)
This course provides an overview of college governance, and explores the relationship between program development, planning, and budgeting, to management in higher education settings; resource acquisition; and alumni/trustee relations.

MSSA 6605*  The Law and Student Affairs (3 credits)
This course provides an overview of relevant state/federal statutes (FERPA, ADA, etc.). In addition, the development and implementation of campus judicial models are reviewed with a focus on best practices.

MSSA 6606  Student Services Internship (3 credits)
All students will be required to complete the graduate course, MSSA 6606, Internship in Services Internship. To describe and analyze the internship experience, students will complete a portfolio. The portfolio must document what was done and explain how the student achieved the objectives. This is a practical experience of previously learned skills and knowledge. The internship assignment will depend on the student's background and specific goals, and the opportunities will be in higher education. Although efforts will be made to match students with appropriate opportunities to enhance their learning, some students may not be able to perform such an internship due to work or family responsibilities. In those cases, a specific job related project can be approved by the Program Director.

MSSA 6100  Master Project (0 credits)
A master project is part of the degree requirements. This is a no-credit course, but it must be completed in order to graduate from the program.

* Also available in online modality
Electives (18 credits) All candidates must take 18 credits of electives. The electives may be chosen from the MSSA with the approval of the student's advisor.

MSSA 6607 Mental Health/Substance Abuse in Higher Education (3 credits)
This course provides an overview of the mental health/substance abuse issues on college campuses today with emphasis on service models, governmental regulations, and intervention/prevention programming.

MSSA 6608* Technology Foundations in Higher Education (3 credits)
This course provides an overview of the following topics related to planning and using technology: instructional technology models; internet resources; web design; networking and database fundamentals; technology standards; technology integration strategies; assessment and evaluation; societal, legal, and ethical issues; social media and related strategies; and collaborative planning of technology programs.

MSSA 6609 Student Personnel Management (3 credits)
This course provides an overview of the supervisory skills necessary for the effective management of a student personnel office. Topics will include staffing, evaluation, development, and mentoring.

MSSA 6610* Multiculturalism, Diversity and Difference: Theory, Research and Practice in Student Affairs (3 credits)
This course explores issues of multiculturalism, diversity and differences as they relate to work in student personnel through assignments, exercises, discussions, readings, and reflection.

MSSA 6611* Program Design and Instructional Strategies for Adults in Higher Education (3 credits)
This course explores program planning, development, and evaluation for adult and continuing education programs. The course will include diagnosis of client needs; effective system of planning, development, and evaluation for adult education programs; program scheduling; and budget and resource planning.

MSSA 6612 Program Design and Strategies for Special Populations in Higher Education (3 credits)
This course explores designing programs for the wide range of populations attending colleges. This includes students with disabilities, bi-lingual populations, and other targeted groups that add to the diversity of the institutions.

MSSA 6613* Post-secondary Student Affairs Issues and Management (3 credits)
This course is intended for higher education professionals in leadership positions and includes topics such as student affairs issues, co-curricular programming, residence life, substance abuse, judicial issues, and related public relations.

MSSA 6614* Administration of College Financial Aid (3 credits)
This course explores the current laws, rules, and regulations relative to financial aid at the federal and state levels as well as the processes needed to ensure students receive the appropriate funds. Included in the course are scholarship design, work study programs, and supplemental Financial Aid programs.

MSSA 6615 Administration of College Career Development (3 credits)
This course focuses on the area of career development. Included in the course are: career development theories and practices, career decision making, career services, and development of alumni/business/industry contacts.

MSSA 6616* Threat Assessment and Risk Analysis in Higher Education (3 credits)
This course investigates approaches for maintaining a safe and secure facility through planning for possible threats. The topics include: vulnerability assessments, hazard mitigation, and physical security assessments. Students will conduct a vulnerability assessment for their organization and will develop a comprehensive response plan.

MSSA 6617* Crisis Management for Higher Education Administrators (3 credits)
This course explores the assessment and preparation of plans for addressing crises that may occur within a college setting. The components will include crisis management planning, response, and recovery efforts. In addition to safeguarding the students and facility, there is a need to consider the psychological impact on the students and faculty. This course focuses on the broad range of issues such as natural disasters, terrorist activity, violent students, and active shooter issues on college property.

* Also available in online modality
MSSA 6618*  Impact of Terrorism on College Safety (3 credits)
This course investigates the latest school violence trends, including fatal and non-fatal shootings and gang activity, and the threat of terrorist attacks on American schools. Case studies of incidents from throughout the world are studied and assessed to determine best practices.

MSSA 6619*  Grant Writing and Administration in Higher Education (3 credits)
This course provides students with an understanding of the process of writing successful grant proposals, including responding to the Request for Proposal, letter proposals, defining needs, methodology, time lines and the budget. The essential elements of preparing a winning proposal that can secure funding for major initiatives are reviewed, and students will prepare and submit a full grant proposal relevant to their organization.

MSSA 6620*  Marketing and Promotion for College Sports (3 credits)
The concepts of marketing, promotions, and public relations for intercollegiate sports are explored. Strategic planning and coordination of efforts are also included in the course. Marketing strategies, varying consumer behaviors, and different sports venues will be analyzed as social and economic issues related to marketing sports and their related activities.

MSSA 6621  Communications and Media Relations in Higher Education (3 credits)
The course reviews common sense tools to properly manage the media message while handling a variety of media that range from newspapers to radio and TV to the Internet. Included in the course are: how to build the relationships with journalists, how to communicate messages effectively, and what steps to take when facing a crisis.

MSSA 6622  Financial Administration in College Sports (3 credits)
This course provides an understanding of different financial decisions that confront the intercollegiate sports industry. In addition to basic accounting skills, the course explores financial statement analysis, working capital, and budgeting.

MSSA 6623*  Legal Issues in Domestic College Sports (3 credits)
This course studies current issues within various areas of domestic sports including legal liability of coaches, administrators, and players; potential issues for facilities and sponsored events; regulations of amateur sports; legal relationships in professional sports; antitrust aspects of sports activities; and risk management.

MSSA 6624  College Recruitment and Retention (3 credits)
College students are more diverse than in previous decades. There are more adult students, veterans, special populations, and other distinct categories. This course explores various strategies used to recruit new students and retain the ones who are currently in college. Case studies on student persistence as well as attracting those who have stopped their education are included in the course.

MSSA 6625  Community Colleges in America (3 credits)
Community Colleges in the United States have a rich history of providing higher education and lower level tertiary education. In addition to providing students with the possibility of earning diplomas or specialized certificates, these institutions provide individuals with the ability to earn their associate’s degrees, however these colleges have been transforming themselves to meet the demands of the adult learners. This course studies the history of these institutions as well as exploring innovations found in these colleges.

MSSA 6626  Mentoring Students for Success (3 credits)
The role of individuals involved in the area of Student Affairs is broad, and it involves counseling for academic success and future achievements. This course explores the mentoring processes as well as concepts of counseling. Case studies will be used to supplement lectures and research.

* Also available in online modality
Program Description
The Bachelor of Arts in Individualized Studies is a 120-credit adult learner degree completion program. This program offers numerous specializations and an opportunity for earning a six-course, eighteen credit certificate tailored to government workers and other individuals from the nonprofit sector interested in pursuing undergraduate courses geared towards improvement of management and supervisory skills, while earning credits that lead to a baccalaureate degree. Transfer credits (up to 90), life experience/portfolio assessment (up to 30 credits), and/or College Level Examination Program (CLEP—up to 30 credits) can be applies towards a 120-credit Bachelor of Arts in Individualized Studies degree. A student must take at least 30-credits of course work at FDU to be conferred a degree.

***Inquire about a combined degree option for the Bachelor of Arts in Individualized Studies (BAIS) and Master of Administrative Science (MAS) programs.

Admission Criteria
Two years or the equivalent of undergraduate course work from an accredited college or university, with a GPA of 2.7 preferred. Call for a personal interview to discuss your educational goals. NO SAT/ACT required.

Proof of successful completion of an associate degree from an accredited college or university or equivalent is necessary for admission. A copy of your transcript or diploma attached to your application is sufficient proof.

Criminal Justice (BA): University College, Arts Sciences Professional Studies (Teaneck/Metropolitan Campus) Undergraduate students may pursue this program or opt to use criminal justice courses as an area of specialization in the Bachelor of Arts in Individualized Studies Program.

A copy of your diploma or a copy of your student transcript indicating that a degree was awarded must accompany your application. You will be billed by FDU for tuition after the start of the course(s).

UNDERGRADUATE APPLICATION PROCESS
Applicants are admitted into the Undergraduate Certificate in Public Service Administration Program initially as non-degree students at the University. Applicants who are interested in continuing to earn credits toward a Bachelor of Arts in Individualized Studies should contact:

For more information contact:

Roger Kane, MAS, MPA
Director of Transfer Student Services
(201) 692-2027 or email at rwkane@fdu.edu
Program Highlights

- A certificate in one of fifteen specializations is awarded upon successful completion of the prescribed eighteen credit hours. To qualify for a Certificate, a student in the BAIS program must complete 18 credits, 9 credits of which must be in PADM or POLS courses. These courses apply to the 120-credit Bachelor of Arts in Individualized Studies degree program.

- The BAIS is a degree completion program tailored towards your schedule. The University requires that each candidate for the BAIS degree complete a minimum of 30 credits “in residence” (courses taken with FDU). For transfer credits and portfolio options please contact Roger Kane at 201-692-2027 or email at rwkane@fdu.edu.

- The program is offered online and off-campus instructional sites in New Jersey.

- This program is now in its 20th successful year. Over five hundred public employees from federal, state, country and municipal offices and agencies have participated, which provides opportunities for professional networking.

- It brings you closer to a degree. The eighteen undergraduate credits apply to selected Bachelor of Arts or Bachelor of Science degrees offered through Fairleigh Dickinson University and satisfy the requirement for Specialized Studies in FDU's new adult degree program, the Bachelor of Arts in Individualized Studies degree.

- Classes begin in September, January, April, and June. Enroll in the term of your choice.

- Inquire about a combined degree option for the Bachelor of Arts in Individualized Studies (BAIS) and Master of Administrative Science (MAS) programs.
BAIS Undergraduate Certificate Program

These undergraduate certificates are 18-credit, five courses, an elective plus the Global Challenge within the Bachelors of Individualized Studies (BAIS) program.

**Public Service Administration**
This 18-credit, 6-course certificate is designed to enhance the knowledge of administrators and staff in public sector organizations. Any six PADM courses meet the requirements of this certificate.

**Computer Security & Forensics Studies**
This 18-credit area of specialization is designed for professionals involved in the fields of computer security or cyber forensics or to prepare them to enter such a field. The course of study focuses on theory as well as application. Students should take MIS 1135 Introduction to Computer as the computer science course to meet that requirement on the check sheet since this course provides an overview of computers, or they can take an equivalent course. Topics include hardware, software components, and fundamentals of programming, loops, Word processing, spreadsheets, databases, e-mail and the Internet.

*Required courses:*
- PADM 4566 - Introduction to Cyber Crime and Computers
- PADM 4592 - Introduction to Computer and Data Forensics

*Students must select four of the following:*
- PADM 4546 - Fact Finding, Preparation and Testimony
- PADM 4565 - White Collar Crime Issues
- PADM 4569 - Computer-incident Response and Handling
- PADM 4573 - Introduction to Security Management
- PADM 4592 - Introduction to Network Security
- PADM 4595 - Computer Hacking – Ethical and Unethical
- PADM 4594 - Computer Networking and Data Communication
- PADM 4596 - Introduction to Computer Security and Current Problems

**Contemporary Cyber Communication**
This 18-credit, 6-course certificate is designed for individuals who are involved in the area of cyber communication. This includes exploration of the internet for research purposes, media literacy, and knowledge management.

*At least four courses must be selected from the following:*
- COMM 3143 - Internet Research and Communication
- COMM 3144 - Visual and Media Literacy
- COMM 3145 - Digitization, Visualization, and Presentation
- COMM 3146 - Interactive Communication and Networking
- COMM 3147 - Organization Development and Strategy
- COMM 3148 - Self Knowledge, Action Research, and Intellectual Capital

*The remaining electives must be selected from the following:*
- COMM 2140 – New Technology in Communication
- COMM 3314 – Research in a Digital World
- MIS 2111 - The Internet, E-commerce and Technology

**Correctional Studies & Administration**
This 18-credit, 6-course certificate is designed for individuals who are working in local, county, state, or federal correctional facilities. It provides theoretical and practical application relative to operation of the facilities and inmate issues.

*At least four courses must be taken from the following:*
- COMM 2101 - Professional Communication
- PADM 4556 - Legal Issues in Corrections
- PADM 4557 - Inmate Behavior Management
- COMM 2101 - Professional Communication
- PADM 4558 - Critical Incident Management in Corrections
- PADM 4559 - Health Issues in Correctional Institutions
- PADM 4560 - Diversity in the Correctional Environment

*The remaining electives must be selected from the following:*
- PADM 4567 – Introduction to Gangs & Gang Behavior
- PADM 4573 – Introduction to Security Management

**Disaster &Emergency Management**
This 18-credit, 6-course certificate is designed for individuals who are working in the wide range of emergency management occupations. It provides theoretical and practical application relative to emergency management operations.
At least four courses must be taken from the following:
- PADM 4508 - Technology & Emergency Management
- PADM 4509 - Political & Policy Basis of Emergency Management
- PADM 4510 - Principles & Practice of Mitigating Hazards
- PADM 4511 - Social Dimensions of Disaster
- PADM 4512 - Safety & Emergency Administration
- PADM 4513 - Emergency Management: Principles & Application for Tourism, Hospitality & Travel Industries

The remaining electives must be selected from the following:
- PADM 4507 – Business and Industry Crisis Administration
- PADM 4516 – Personnel Management for Emergency Services Community
- PADM 4545 – Effective Risk Communications for Emergency Service Leadership

Emergency Medical Services Administration
This 18-credit, 6-course certificate is designed for individuals who are working in emergency medical services occupations. It provides theoretical and practical application relative to emergency management operations.

At least four courses must be taken from the following:
- PADM 4512 – Safety & Emergency Administration
- PADM 4516 – Personnel Management for Emergency Services Community
- PADM 4553 - Foundations of Emergency Medical Service Admin.
- PADM 4554 - Quality Improvement for the Emergency Medical Service Community
- PADM 4555 - Public Policy & Politics in Emergency Medical Services

The remaining electives must be selected from the following:
- PADM 4506 – Domestic Preparedness for Catastrophic Emergencies
- PADM 4545 – Effective Risk Communications for Emergency Service Leadership
- PHIL 2255 – Business Ethics

Government Studies
This 18-credit, 6-course certificate is designed for those who are or desire to be employed in the public sector. It provides a broad view of government planning and policy.

Six courses must be taken from the following:
- HIST 2282 – Government and the Individual
- PADM 3300 – Public Policy and Administration
- PADM 3301 – Public Sector Budgeting
- PADM 3302 – Ethics and Values in Public Service Administration
- PADM 3303 – Public Personnel Administration
- PADM 3304 – Public Sector Collective Bargaining and Labor Relations
- PADM 3305 – Local Government Administration
- PADM 4543 – Municipal Budgeting
- POLS 1220 – Comparative Government and Politics
- POLS 2265 – State & Local Government
- POLS 3801 – Government & Political Systems

Health & Human Services Administration
This 18-credit, 6-course certificate focuses on the social services provided to ensure for protecting the health and well-being of the citizens. Essential human services may be provided by different public, not-for-profit, and private organizations and these services may be delivered to those in all groups, regardless of age, national origin, economic status, and so forth.

Required courses:
- PADM 4547 - Global Issues in Health & Human Services
- PADM 4548 - Legal Issues in Health & Human Services Administration

The remaining electives must be taken from the following:
- PADM 4549 - Public Policy for the Health & Human Services Community
- PADM 4550 - Program Design and Implementation for Health & Human Services Organizations
- PADM 4551 - Budgeting & Finance for Health & Human Services Professionals
- PADM 4552 – Complementary & Integrative Medicine

Homeland Security Studies
This 18-credit Certificate in Homeland Security Studies prepares students for the two distinct areas: terrorism and natural disasters. Knowledge of the reasons for the events and understanding reactions is needed to improve on the homeland security system. This certificate will explore the roots of terrorism and how to combat these actions, as well as the impact and implications of man-made and natural disasters. Whether the
event is one of terrorism or natural disasters, there is a need to mitigate, prepare, respond, and recover. The certificate can be used as part of the degree completion requirements for the BAIS degree.

**At least three courses must be taken from the following:**
- PADM 4505 – Psychology of Terrorism
- PADM 4587 – Introduction to Homeland Security
- PADM 4588 - Comparative Governmental Homeland Security Systems
- PADM 4589 - Legal Issues in Homeland Security

**The remaining electives must be selected from the following:**
- PADM 3302 - Ethics and Values in Public Sector Administration
- PADM 4501 – Terrorism and Emergency Management
- PADM 4502 – Counter-Terrorism and Response
- PADM 4503 – Weapons of Mass Destruction – Policy Issues
- PADM 4509- Political and Policy Basis of Emergency Management
- PADM 4511 – Social Dimensions of Disaster
- PADM 4590 – Religion and Terrorism
- PADM 4591- Changing Policing Philosophies

**Leadership Studies & Administration:**
This 18-credit, 6-course certificate is designed for those individuals who desire to develop their leadership skills in order to lead people and/or organizations.

**At least nine credits must be taken from the following:**
- PADM 4400 - Seminar on Leadership Development (6 credits)
- PADM 4545 – Effective Risk Communications for Leadership
- PADM 4562 – Leadership of the Founding Leaders
- PADM 4564 – Managing Culture, Diversity & Change in a Global Workplace
- MGMT 2261 - Human Motivation and Behavior

**The remaining electives must be selected from the following:**
- COMM 2101 - Professional Communication
- IBUS 2201 - Fundamentals of International Business
- MGMT 1110 - Business in a Global Society
- MGMT 1111 - Introduction to Business Management
- MGMT 3700 - Human Resource Management

**Non-Profit Leadership Studies:**
This 18-credit, 6-course certificate is designed for those who are employed or would like to be employed in non-profit organizations. The non-profit sector is expanding its role with changes in government policies, and this certificate will review policy and program issues.

**At least nine credits must be taken from the following:**
- PADM 4400 - Seminar on Leadership Development (6 credits)
- PADM 4597 - Global Issues in Not-for-Profit Administration
- PADM 4598 - Public Policy for Not-for-Profit Organizations
- PADM 4599 - Program Design, Implementation, and Evaluation for Not-for-Profit Organizations

**The remaining electives must be selected from the following:**
- BUS 115 – Introduction to Nonprofit Organizations
- PADM 4600 - Budgeting and Finance for Not-for-Profit Organizations
- PADM 4564- Managing Culture, Diversity & Change in a Global Workplace
- PADM 4601- Internship/Co-Op

**Protective Services & Facility Security**
This 18-credit, 6-course certificate in Protective Services is designed to address the changes to private security concerns that have occurred since 911. The key concepts involve assessing threat levels in specific areas, such as the individual, the facility, and the product. This course of study will lead to a certificate in Protective Services and Facility Security.
Required courses include:
PADM 4572 - Security Concepts
PADM 4573 - Introduction to Security Management

At least 4 courses (12-credits) must be taken from the following:
PADM 4504 - Hazardous Risk Analysis
PADM 4507 - Business and Industry Crisis Administration
PADM 4545 - Effective Risk Communication for Leadership
PADM 4574 - Corporate Security and Loss Prevention
PADM 4575 - Incident Command Systems
PADM 4576 - Threat Assessment
PADM 4577 - Basics of Executive Protection

School Resource Officer Leadership & Administration
This 18-credit, 6-course certificate is designed for the School Resource Officer and to help increase the Officer’s effectiveness and efficiency in a school setting.

Six courses must be taken from the following:
PADM 4504 – Hazardous Risk Analysis
PADM 4506 - Domestic Preparedness for Terrorism & Catastrophic Emergencies
PADM 4545 - Effective Risk Communications for Leadership
PADM 4561 - School Emergency Management
PADM 4563 – Violence & Culture
PADM 4567 – Introduction to Gangs and Gang Behavior
PADM 4576 – Threat Assessment
PADM 4591 – Changing Policing Philosophies

Security & Terrorism Studies
This 18-credit, 6-course certificate is designed for those who are in law enforcement, the military, the fire services, and first responders, as well as a broad range of other occupations that seek to understand terrorism and counter-terrorism measures.

Select six courses from the following:
PADM 4501 - Terrorism and Emergency Management
PADM 4502 - Counter-Terrorism and Response
PADM 4503 - Weapons of Mass Destruction: Political Issues
PADM 4504 - Hazardous Risk Analysis
PADM 4505 – Psychology of Terrorism
PADM 4506 - Domestic Preparedness for Terrorism & Catastrophic Emergencies
PADM 4507 - Business and Industry Crisis Administration.
PADM 4511 – Social Dimensions of Disaster
PADM 4542 – Response to Weapons of Mass Destruction

Sports Administration Studies
This 18-credit, 6-course certificate in Sports Administration Studies is designed for those individuals who are interested in pursuing sports and recreation as a vocational or a vocational interest.

Required courses:
SPAD 2004 - Introduction to Sports Administration
SPAD 2010 - Legal Aspects in Sports Administration

Select four courses from the following:
SPAD 2012 - Nutrition and Wellness
SPAD 2013 - Exercise Physiology
SPAD 2014 - Ethical Issues in Sports
SPAD 2015 - Team Development
SPAD 2016 - Stress Management
SPAD 2017 - Safety, First Aid, and Prevention of Injury
Bachelor of Arts in Individualized Studies - Course Descriptions

All BAIS classes are 3-credit courses unless otherwise specified

ACCT 1133 Business Law I
An analysis of fundamental branches of law under which business enterprises are organized and activities conducted; state and federal laws and administrative agency regulations that authorize, limit or control the conduct of business.

ART 1061 Cultural Art
Studies in the fine arts, complemented by visits to the theatre, opera, ballet and art museums.

ART 1071 Film and Society
The film from the earliest years to the present, as a reflection of the social, political and psychological ideas defining the modern world; the film as an art form.

BIOL 1031, BIOL 1032 Environmental Health
Changes in the environment of concern for both personal & community health. Toxic substances entering the air, water & food chain from pesticides use, industrial use of chemicals, & pollution events associated with landfills, incineration & sewage treatment. Background information necessary to understand & prevent pollution & to remediate degraded environments.

BIOL 1105, BIOL 1115 The Human Environment
The human species is treated as a biological component of a complex ecosystem. Topics include human evolution, technological change, resource availability and pollution problems. Lecture and laboratory.

BIOL 2051 Biology of Nutrition
This course will explore the nature and functions of components of the human diet. Topics in energy production, weight control, hunger and malnutrition are studied along with the influence of alcohol, smoking exercise, aging and illness on nutrition. Health maintenance is stressed. Laboratory includes diet evaluation, menu planning and chemical aspects of nutrients. Includes laboratory.

COMM 2101 Professional Communication
This course offers an opportunity to strengthen presentation skills and to understand listener/speaker dynamics and addresses interpersonal communications. Study of and practice in major oral and written communication techniques and modes appropriate to professional communicators and others. Emphasis on group dynamics, collaborative presentations, report writing, empowerment of staff and staff attitude & behavior.

COMM 2140 New Technology in Communications
An examination of new and incipient technologies in the communications industries; the Internet, e-commerce, e-publishing; video conferencing and the development of "electronic villages"; the expansion of asynchronous and synchronous corporate training programs; technology as a communication aid for handicapped individuals; social, economic and cultural ramifications of technological changes in communications.

COMM 3051 Communication and Gender
A great deal of research has been done that explores the difference between men and women in terms of communication. Not only is it valuable to explore this research for its personal value, but it holds professional value as well. Starting with a more general exploration of gendered communication, and moving into media and workplace-specific applications, this course seeks to blend extensive reading and personal reflection into a solid understanding of what "gender" means in today's society and the implications that this understanding has for communication in our personal and professional lives.

COMM 3310 Professional Presentations
Advanced communication techniques in the professional environment, collaborative presentations, effective written and oral styles and audience analysis, among other topics.

COMM 3311 Communication & Customer Service
This course will focus on the role of communication in customer service and the practices "best in class" companies apply to differentiate themselves from the competition. The course includes a grounding in communication theory as well as practical information and activities designed to teach students not only how to respond to customers, resolve problems and provide quality customer service, but also how to manage and motive a staff of customer-service employees as well.

COMM 3314 Research in a Digital World
The internet and World Wide Web is changing the way we gather knowledge, learn, communicate and deal with each other and the world within our institutions. To be effective in our world, in our professions, work, as citizens in our nations, as members in our communities, we must learn to
use the internet for communication, knowledge, and information. This course will discuss these issues as well as others as the students learn to research and observe collaborations.

**ECON 1121 Macroeconomics**
Basic macroeconomics. An introduction to the nature of economic analysis and reasoning, institutions and issues of economic policy; emphasis on aggregate economics; including national economy; monetary and fiscal policy and international trade.

**ENGL 1111 Literature and Composition I**
Principles of grammar, rhetoric and style; expository writing; introduction to literary forms, especially short fiction.

**ENGL 1112 Literature and Composition II**
Expository writing; literary criticism; introduction to literary forms, especially drama, poetry & the novel; research techniques.

**ENGL 2209 Business Communications**
Clear and effective business communication, both oral and written. Appropriate style, tone and organization for reports, memos and letters.

**ENGL 2211 Masterpieces of World Literature I**
Representative works of world literature focusing on the ancient classics.

**ENGR 4000 History of Technology**
Ways in which technology contributed to the building of a global society. Technology as a central layer in the larger political, cultural and economic trends during various periods.

**ENGW 3001 Advanced Writing Workshop**
This course presents advanced principles of writing expository prose; focus on style, tone, organization, purpose and audience, required for communication and writing concentrations. Satisfies the advanced writing requirements in the Bachelor of Arts in Individualized Studies degree program.

**FIN 2201 Business Finance I**
Financial management, funding, assets and liabilities, financial analysis and planning, financial services, budgeting, capital and other relevant topics will be covered.

**FIN 2203 Personal Finance**
Efficient management of personal and family finances; family financial planning; tax, Insurance, mortgage and investment issues; protection of assets and credit management; retirement and estate planning.

**HIST 1123 Business History**
The evolution of business institutions from the period of the ancient Greeks to present multinational corporation; topics include medieval concepts, the Protestant ethic, capitalism, the age of business expansionism and the advent of the big firm of modern business.

**HIST 2108 The American Presidency**
This course will explore the role of great presidents in the expansion of presidential power.

**HIST 2231 The Heritage of the Past I**
Basic topics of Western civilization, origin of the universe and man, dynamics of civilization, the ancient Middle East, Greco-Roman civilization, the development of Christianity and the Middle Ages.

**HIST 2232 The Heritage of the Past II**
Basic topics in Western civilization; the Renaissance; Reformation; the Enlightenment; the French Revolution and the Age of Napoleon; 19th-century national and ideological revolutions; the Industrial Revolution; the roots of the 20th century.

**HIST 2233 The Modern World**
World History from 1848 to the present day. Topics include imperialism, World War I, the emergence of totalitarian systems, World War II, the Cold War, postwar de-colonization and the challenges of our time.

**HIST 2282 Government & the Individual**
The nature and functions of government; the Constitutional framework; Federalism; civil rights; public opinion and public information; interest groups and political pressures; campaigns, voting and elections; bureaucracy; the courts, the president and Congress.
HIST 2297 History of Science & Technology
The history of science and technology from pre modern times to their preeminence in the 20th century; concentration on important developments; concentration on important development; harnessing of energy sources, mechanical devices, use of natural resources, increase in scientific knowledge and methodology, development of modern medical practices, etc.

HUMN 2216 American Culture Through Film
An in depth look at the images of social life and social relationships contained in popular movies. Film will be used to illuminate the contradictions among issues of social stratification (class, race, equality, wealth, gender, values, etc.) in our pursuit of the American dream.

HUMN 2241 Greek Civilization
This course will explore the history and culture of Greece during the fifth century BC. Topics will include Greek constitutional history (especially the development of Greek democracy), the Persian Wars, the rise of the Athenian Empire and the Peloponnesian Wars.

HUMN 3218 Current Ethical Issues
This course will address a diverse array of ethical and moral issues in today's society. Class will utilize discussion of contemporary readings and current media. Practical application will involve group projects and review current literature.

HUMN 4210 Violence & Culture: World of Entertainment, Film, TV, & Video Games
This is a thought-provoking look at the complexity and contradiction involved in violence within society through and examination of the impact of the film, television and video game industries on violence in society. This course will examine the industry-from cartoons to video games.

MATH 1131 College Mathematics I
Set theory, number sets, coordinate geometry, matrices, number theory.

MATH 1142 Introduction to Statistics
Collection and presentation of data; descriptive measures; sets; probability theory; random variables; mathematical expectations; discrete and continuous probability distributions, including Binomial, Poisson and Normal; sampling distributions; introduction to regression and correlations.

MGMT 1110 Business in a Global Society
A survey of the functions and operations of business organizations in a global marketplace. Organizational structure, operations and financing of business firms are studied in light of the legal, social, regulatory and environmental issues affecting business on a global basis. Critical thinking, communication, research and problem-solving skills are emphasized in individual and group settings.

MGMT 1111 Introduction to Business Management
The principles of management; planning, organizing, staffing, directing and controlling public and private organizations; the functions common to all managers; communication, motivation and decision making.

MGMT 2261 Human Motivation and Behavior
Students will be exposed to a broad range of individual, group an organizational level theories, empirical research; and effective management practices in organizations. The emphasis is on the application of theories and the development of managerial skills, such as understanding individual differences, effectively working in teams, motivating and influencing others, active listening, leadership techniques and managing organizational change.

MGMT 3111 Management and Labor
This course will establish a framework for the analysis of labor-relations problems; appreciation of the role of management and labor in our society; an understanding of the grievance, mediation and arbitration procedures; an analysis of the changing role of labor; and the concept of participatory or shared management.

MGMT 3700 Human Resources Management
Theories and practices of personnel administration, formulation and application of personnel policies for a cohesive working force within an organization. Job analysis and evaluation, recruiting, selecting, and training employees and executive development.

MIS 1135 Introduction to Computers
An overview of computers. Topics include hardware, software components, fundamentals of programming, loops, Word processing, spreadsheets, databases, e-mail and the Internet.

MIS 2111 The Internet, E-commerce and Technology
This course will cover various topics relating to competitive advantages to today's global markets. Discussion includes: Internet strategies, electronic business concepts, total quality management (TQM), profit implications in the leveraging of intellectual property and management adaptation to and adoption of emerging technologies.
PADM 3300 Public Policy and Administration
This course provides students with an overview of public policy and administration in the United States, including the formulation, implementation, and assessment of public policy initiatives at the national, state and local levels.

PADM 3301 Public Sector Budgeting
Students learn the theoretical foundations and the practice of various approaches to governmental budgeting, with particular attention to the role of the budget as a policy instrument.

PADM 3302 Ethics and Values in Public Service Administration
In this course students will examine various theories of values and ethical systems, with a view toward understanding the influence of ethics and values on public services administration.

PADM 3303 Public Personnel Administration
Students are introduced to public personnel administration at the national, state and local levels of government, including the history and development of civil service and the merit principle, the functions and operations of a public personnel system, and basic concepts and techniques in public personnel administration.

PADM 3304 Public Sector Collective Bargaining and Labor Relations
This course examines collective bargaining and contract administration in the public sector, including grievance arbitration, with special emphasis on the implications of collective bargaining for public sector managers and employees of public service organizations.

PADM 3305 Local Government Administration
Students are familiarized with the structure, functions and administrative processes of municipal and county governments, including taxing and spending powers, service delivery systems, and political and legal constraints facing government administrators.

PADM 3342 Comparative Leadership Studies
Through engaging case studies, this course explores leadership theories and their practices throughout the world. Discussions and research focus on public, private, and not-for-profit global leaders. Students are expected to select one government, business, military, or religious leader who is from a different country to study.

PADM 4000 Curricular Practical Training 1 Credit
This one credit independent study is designed primarily for undergraduate international students but may apply to any student wishing to engage in a paid internship. Students are expected to comply with the Internship Guidelines and meet any other requirements that may apply. This class allows students to experience the work environment while completing their studies in the appropriate Petrocelli College of Continuing Studies program.

PADM 4400 Seminar on Leadership Development 6 credits
In this seminar participants will study leadership theories and their application in the public sector setting, with a view toward developing their individual leadership skills.

PADM 4501 Terrorism and Emergency Management
Examine terrorism in the context of emergency management. Definition of what terrorism is and why politically motivated acts of violence occur. Explore the ideological forces behind terrorism and provide an overview of terrorist groups and their intimidation and fear tactics, examine weapons of mass destruction and focus on the history of counter terrorism legislation.

PADM 4502 Counter –Terrorism and Response
Examine effective methods of counter terrorism, response to reduce the effects locally, nationally and globally. Examine the history of terrorism in the United States of America, in other parts of the world, the motivations behind the violence, how to prepare for effective response and to reduce the severity and extent of destruction.

PADM 4503 Weapons of Mass Destruction: Political Issues
Examine the types and methods of distribution of weapons of mass destruction, the cause, effect and message the terrorist is attempting to deliver. The most effective target the terrorist may identify and the desire to cripple certain industries, communications and travel, and important political figures to make the strongest statement.

PADM 4504 Hazardous Risk Analysis
Examine how to identify the most vulnerable and/or most damaging target the terrorist may focus upon to cause the widest and most damaging interference with normal operation of a certain area or industry. By using the mitigation and preparedness process safety measures may be put into place to reduce or eliminate a certain target from experiencing loss or damage.

**PADM 4505 Psychology of Terrorism**
An in depth analysis of terrorism, the terrorists beliefs and reasons for actions against a certain group or government agency both here and abroad. What beliefs or cause the terrorist practices and the psychology of the suicide bomber syndrome.

**PADM 4506 Domestic Preparedness for Terrorism & Catastrophic Emergencies**
What can we do to prepare our cities and communities from suffering the effects of a violent attack? What measures we can put into place to recover quickly and efficiently with the least loss of life and property? This course will include an in depth analysis of terrorism, the terrorists’ beliefs and reasons for actions against a certain group or government agency both here and abroad and what beliefs or causes does the terrorist practice and the psychology of the suicide-bomber syndrome are explained.

**PADM 4507 Business and Industry Crisis Administration**
This course identifies, examines and integrates the diverse crisis management, disaster recovery & organizational continuity issues facing the private sector organization. The main focus will towards crisis management, disaster recovery, organization, and continuity/resumption of business.

**PADM 4508 Technology & Emergency Management**
To clarify the nature and extent of emerging technology and demonstrate its use in emergency management; in relationship to mitigation, preparedness, response and recovery. To examine the problems and issues associated with the emerging technology and to address the problems.

**PADM 4509 Political & Policy Basis of Emergency Management**
To introduce the concepts and basic descriptive information about the political system and processes and demonstrate how the political policies and procedures affect the role of Emergency Management.

**PADM 4510 Principles & Practice of Mitigating Hazards**
To provide an understanding of the principles and practices of hazard mitigation in the United States on all levels of government in relationship to preventing future and re-occurring losses of life and property. To familiarize the students with the tools, resources, techniques, programs, etc. to be used in hazard mitigation.

**PADM 4511 Social Dimensions of Disaster**
To develop skills in applying sociological principles and research methodology to the practice of Emergency Management. To acquire an introduction to current research pertaining to the sociological aspects of disaster. To develop an understanding of how social science research can be used as a basis for modifying public police in relation to Emergency Management.

**PADM 4512 Safety & Emergency Administration**
An overview of the Emergency Management and an in depth analysis of planning and administration of Emergency Management for the public and not-for-profit sectors. Identification of resources, natural and man-made disasters, FEMA and state agencies, OSHA & PEOSHA regulations, Incident (event) Command procedure and safety in the working environment.

**PADM 4513 Emergency Management: Principles & Application for Tourism, Hospitality & Travel Industries**
This course considers the policy and behavioral issues with regard to emergency management and tourism in the broadest sense. It introduces emergency managers to issues, needs and planning that is relevant to this important sector of community life.

**PADM 4514 Analytical Approaches to Fire Protection**
Examines the tools and techniques of rational decision making in fire departments, including databases, statistics, probability, decision analysis, utility modeling, resource allocation, cost benefit analysis and linear programming.

**PADM 4515 Advanced Fire Administration**
Examines organization and management in the fire service, including new technologies, changing organizational structures, personnel & equipment, municipal fire protection planning, manpower and training and financial management.

**PADM 4516 Personnel Management for Emergency Services Community**
Examines relationships and issues in personnel administration and human resource development within the context of emergency services organizations. Topics include discussion of key concepts in personnel management, organizational development, productivity and motivation, recruitment and selection, performance management systems discipline, workplace safety, resolving conflicts/grievances and collective bargaining.
PADM 4518 Managerial Issues in Hazardous Materials
Examines regulatory issues, hazard analysis, multi-agency contingency planning, response personnel, multi-agency response resources, agency policies, procedures and implementation, public education and emergency information systems, health and safety, command post dynamics, strategic and tactical considerations, recovery and termination procedures and program evaluation.

PADM 4519 Emergency & Non-Emergency Operations I (Fire Officer Program)
Includes arson detection for the first responder, building construction, incident safety officer and initial company tactical operations.

PADM 4520 Emergency & Non-Emergency Operations II (Fire Officer Program)
Includes the Incident Command System, Incident Management Systems I-100 & I-200, managing company tactical operations, preparation, command decision making, health and safety officer functions, building construction principles, fire resistive and non-combustible construction.

PADM 4521 Fire Official Strategy & Planning
Examines the duties, responsibilities and functions of the fire official in strategic planning, evaluating, measuring and identifying the department mandates, the developing a mission statement, setting goals for the department, assessing the internal and external threats and opportunities, developing a written plan through mitigation, preparation, response and recovery.

PADM 4522 Fire Prevention
Examines the administration, legal authority and compatibility in respect to state statues, fire prevention code, fire safety code, enforcement, and dealing with the construction of board of appeals and hearings.

PADM 4523 Fire Protection and Building Construction
Overview of BOCA building codes and enforcement, general building limits, types of construction, heights, area modifications, special uses and applications, occupant loads, means of egress, fire rating and construction, fire walls, fire areas, special hazards and finishes, overview of protection signaling and alarm systems.

PADM 4524 Political and Legal Foundations of Fire Protection
Examines the legal, political and social aspects of the government’s role in public safety, including the American legal system, liability, negligence, code enforcement and public sector personnel issues.

PADM 4525 Fire Prevention Organization and Management
Examines the factors that shape fire risk and the tools for fire prevention, including risk reduction education, codes and standards, inspection and plans review, fire investigation, research, master planning, various types of influences and strategies.

PADM 4526 Fire Fighting Operations
Introduction to general principles of fire fighting, size up, examination of company operations, hose lines, water supplies, standpipe and sprinklers, ladder company operations, forcible entry and ventilation, private and multiple dwellings, high rise buildings, buildings under construction and collapses.

PADM 4527 Fire Protection Systems
The design, installation and maintenance of portable and fixed fire suppression systems including fire extinguishers, fire protection hydraulics and water supplies, test procedures, hydraulic calculations, flow through pumps, pipes and hoses.

PADM 4528 Fire Alarm and Detection Systems
Examines the types of fire detection and alarm systems, gas and vapor detection, automatic fire detection and alarm systems, smoke alarms, design and principles of alarm systems, smoke alarms, design and principles of alarm systems, industrial and private sector guard services.

PADM 4529 Applications of Fire Research
Examines the rationale for conducting fire research, various fire protection research activities, research applications, including fire test standards and codes, structural fires safety, automatic detection and suppression, life safety and firefighter safety.

PADM 4530 Industrial Loss Prevention
Examines the need for industrial fire brigades, the training and organizational issues of brigade firefighters, the regulatory requirements both OSHA and Consensus standards, NFPA 1081 and 600 for Industrial Fire Brigades, recognition, evaluation and control of occupational health and safety hazards. Accident prevention, analysis, training techniques and programs and reviews OSHA Code of Federal Regulations applicable to private industry.
PADM 4531 Fire Dynamic
Examines fire dynamics within the context of firefighting and its applications to fire situations, including combustion, flame spread, flashover and smoke movement, as well as application to building codes, large-loss fire and fire modeling.

PADM 4532 Fire Related Human Behavior
Examines human aspects of the fire problem, including research and analysis of the problems and related issues in residential properties, wild land fires, assisted living/group home situations, commercial/industrial settings and multi-use high-rise buildings.

PADM 4533 Incendiary Fire Analysis and Investigation
Examines technical, investigative, legal and managerial approaches to the arson problem including principles of incendiary fire analysis and detection environmental and psychological factors of arson, gang-related arson legal considerations and trial preparations, managing the fire investigation unit, intervention and mitigation strategies and shaping the future.

PADM 4534 Fundamentals of Fire Investigation
Examines the organization, responsibilities and authority of the fire investigator, fire behavior, basics of building construction as it relates to the investigator, basic electricity for the investigator, recognition of hazardous materials, examine and securing the fire scene, documenting, evidence collection and preservation, determination of the exterior and interior of the scene, determination of the area of origin, debris examination removal, reconstruction, determination of ignition source, interviewing and interrogation analysis of the findings and presentation.

PADM 4535 Electrical Fire Investigation
Examines the method of evidence collection, documenting and preservation, determining the origin and source of ignition, understanding the standard electrical codes for wiring and loads, research in relationship to manufactures of the electrical components, understanding basic wiring schematics, recognizing the need for more qualified assistance to determine cause, investigation of financial status of victim, interviewing and interrogation.

PADM 4536 Motor Vehicle Fire Investigation
Examines the method of evidence collection, documenting and preservation, determining the origin and cause of the fire, research in relationship to the vehicle manufacturer, recognizing the need for more qualified assistance to determine cause, interviewing and interrogation, investigation of the financial status of the victim.

PADM 4537 Transit System Safety
Promote understanding and implementation of the system safety concept: people, procedures, facilities and environment. Studies organizational relationships, including coordination across functions and departments and the impact on the safety department. Application of the steps necessary in development and implementation of a system safety plan, using engineering and behavioral safety approaches.

PADM 4538 Transit System Security
Examines the tools needed to develop a system security plan and implement the program, using resources to reduce crime, improve passenger and employee security. Included in the course are basic security terms, the five steps in threat and vulnerability identification and the resolution process. Assess the security plan, design and construction, agency policies and procedures and various types of transit security staffing.

PADM 4539 Effectively Managing Transit Emergencies
Examining the method used to develop and implement transit emergency management and response programs, the nature of emergencies and disaster and emergency management concepts.

PADM 4540 Transit Explosives Incident Management
Examines the preparation and initial response planning to acts of terrorism, understanding how to implement the plan the procedures to respond to an explosive incident. The identification and general security awareness in the transit environment, identification of flaws in facility or vehicle design and how to discourage criminal activity.

PADM 4541 Transit Industrial Safety Management
Develop, implement and maintain an industrial safety management program following OSHA principles and guidelines for the transit workplace, transit facilities, office, shop, yard, platforms, passenger shelters, on-board vehicles, equipment, etc. Emphasis on human factors, (fatigue, workplace violence, operator assault, medical & health risks) pro-active policies, identification of unsafe practices, hazard control and resolution.

PADM 4542 Response to Weapons of Mass Destruction
Examines the history and nature of chemical/biological/nuclear terrorist incidents, current events and how to respond to such events in the transit environment. Internal and external resources, the role of transit in responding to community incidents, and the roles and cross-jurisdictional responsibilities of emergency responders.
PADM 4543 Municipal Budgeting
Examines the budget function and process of county and municipal finance systems, the methods used to determine the needs of the community and individual agency, measuring the capability and benchmarking of the agency, preparation and presentation of the budget, selling the budget and needs to the county or city administration.

PADM 4544 GIS & Emergency Response
The implementation of Geographical Information Systems for mitigation planning, response and recovery for emergency responders. A general understanding and overview of what GIS is and how data is displayed, how to design and manage a database to assist in mitigation, preparedness and planning, response and recovery. Basic mapping concepts to deliver information in an easy-to-read display will enable the student to use real-time decision making skills based on information gathered. Illustrations on how to use GIS in all phases of emergency service including ingress/egress routes for evacuation efforts and quicker response.

PADM 4545 Effective Risk Communications for Leadership
Developing better oral and writing skills with the use of modern technology, learning how to deal with the media as a public relations officer and to use the media as an effective tool, writing press releases, fostering good relationships with the media, developing better public relations skills to inform and educate the public and how to handle damage control.

*Course qualifies for Advanced Writing/Communication Requirement on the BAIS official check sheet.

PADM 4546 Fact Finding, Preparation and Testimony
Examination of the evidence needed to produce a complete, effective and convincing report to aid in the prosecution of offenders. Understanding the court and legal system, interrogatories, responsibilities and liabilities in relationship to fact vs. opinion and the testimony. To include report writing and testimony exercises.

PADM 4547 Global Issues in Health & Human Services
This course is held in the U.S. with the option of taking the course overseas, when scheduled, including FDU’s Wroxton College in Oxfordshire, England. An instructor will facilitate guest lectures to provide information on relevant issues affecting clients of health and human/social services providers. Global differences in service priorities in the areas of health care, mental health, disease control, inoculations, geriatrics, domestic violence prevention, child abuse prevention, early childhood learning and services for persons with disabilities.

PADM 4548 Legal Issues in Health & Human Services Administration
There are many legal issues specific to the health care and human/social services clients. This course provides an overview to the legal process and delves into patient rights, rights of the mentally ill, health care directives, family law, domestic violence laws and other relevant topics.

PADM 4549 Public Policy for the Health & Human Services Community
Legislation and government policy have a major impact on program priorities and funding for special needs populations. This course addresses the legislative process, how a bill is introduced, gatekeepers, special interest groups, political action committees, the media, research methods and the role of advocacy and lobbying within the political system.

PADM 4550 Program Design and Implementation for Health & Human Services Organizations
Designing new programs to serve varied populations will be the focus of this course. The student will develop a program from idea to implementation including conducting a needs analysis, drafting outcome measures, determining requirements and recommending a financing plan.

PADM 4551 Budgeting & Finance for Health & Human Services Professionals
This course provides students with an understanding of the fundamentals of budgeting and finance, budget preparation, distinctions between operating and capital budgets, and the role of donations and grants from government and private foundation sources.

PADM 4552 Complementary & Integrative Medicine
The practice of medicine is changing. A new paradigm called integrative medicine is emerging; it is a holistic healing model that combines western (allopathic) medicine with complementary modalities. For healthcare professionals or laypersons seeking information, this course is designed to introduce students to what the National Center for Complementary & Alternative Medicine (NCCAM) refers to as CAM modalities. These include whole medical systems rooted in traditional practices as well as chiropractic, acupuncture, herbs, massage, foods, and spirituality.

PADM 4553 Foundations of Emergency Medical Service Administration
This course will introduce the basic management components of an Emergency Services System. Topics of discussion will include: planning, budgeting & revenue sources, scheduling, team building, problem solving & communication, quality improvement, customer service, managing
clinical matters, continuing education, medical control, managing a communication center, the role & impact of regulations, community involvement, developing a culture of excellence.

**PADM 4554 Quality Improvement for the Emergency Medical Service Community**
Developing a comprehensive ongoing program of quality improvement for EMS organizations is a challenge to administrators. During this course, students will be introduced to both quantitative and qualitative methods of developing and implementing programs that utilize meaningful date & performance measurement, staff participation, and quality benchmarking in the context of EMS provision.

**PADM 4555 Public Policy & Politics in Emergency Medical Services**
Public policy and politics impact EMS delivery on many levels. Discussion and course work will examine: how public policies are developed; how EMS organizations can initiate or become involved in the policy/political process; and the administrative or operational impact of recently adopted (or proposed) federal, state, and local policies.

**PADM 4556 Legal Issues in Corrections**
This course provides an overview of the legal policies and practices that govern adult correctional institutions; legal issues pertinent to facility operations and standard operating procedures; security; custody & control. The course reviews a history of correctional law and the evolution of prisoners’ rights; a review of United States Supreme Court cases that directly impact on prisons and prisoners; due process; inmate lawsuits and requisite responses; and other relevant legal topics.

**PADM 4557 Inmate Behavior Management**
The basic components of inmate behavior management provide the focus for this course. Topics include: assessing risk and needs of individual inmates and developing classification processes; supervising inmates; alternatives for engaging inmates in productive activities; expectations of inmate behavior and management; high risk prisoners; security threat groups; special management prisoners; managing the first time offender and different methods for addressing problems with the inmate population.

**PADM 4558 Critical Incident Management in Corrections**
Critical incidents in a correctional setting require specific strategies. This course will investigate potential episodes and approaches to address resulting issues and concerns. The course of study includes: hostage situations; hostage survival for staff; suicides; terrorist situations; equipment and training needs assessment; emergency response planning and protocol; tactical assault; critical incident stress and coordinating outside agency responses.

**PADM 4559 Health Issues in Correctional Institutions**
This course addresses the various medical and mental health issues that may arise in a correctional setting. Topics include: infectious diseases; substance abuse; sexually transmitted diseases; tuberculosis; hepatitis; chronic physical illnesses; mental disorders; psychotropic medications; appropriate treatment options; acute medical care; care for the elderly inmate; special needs offenders and suicide prevention.

**PADM 4560 Diversity in the Correctional Environment**
Balancing and managing a diverse environment are important factors in a correctional environment. Issues such a multi-cultural values; gang behavior and mentality’ extremists; the multiple offender; multigenerational populations; the anti-social personality in prison; staff and inmate subcultures; gender and race issues and cults will be explored.

**PADM 4561 School Emergency Management**
Students will learn the principles of school safety and security essentials with a special focus on the security assessment process, developing crisis preparedness and response guidelines, analyzing security issues and working collaboratively with students, parents, police, & the community. The course will also examine specific security assessment components paramount to school emergency management; security policies & procedures, security staffing & operations, physical security, education, training and strategy.

**PADM 4562 Leadership of the Founding Fathers**
This course will examine ten of our nation’s founding fathers; their lives, their roles in the development of our early government, and the impact their individual leadership still has on us today.

**PADM 4563 Violence & Culture**
A thought provoking look at the complexity & contradiction involved in violence within society through examination of global societies. The course will examine the contrasts between violent & non-violent societies around the globe.

**PADM 4564 Managing Culture, Diversity & Change in Global Workplace**
Both the internal and external environments of organizations in the United States are changing rapidly. Many of these changes require managers and human resource specialists to understand how and why diversity influences organizational behavior. This course focuses on the sources of changes which necessitate the effective management of diversity; how work forces, constituencies, clients, consumers, and markets are changing;
how more diverse work groups differ from relatively homogeneous work groups; and what organizations can do to ensure that diversity is effectively managed. This course will emphasize culture and cultural differences in employee, management, and organizational behavior.

**PADM 4565 White-Collar Crime Issues**
White Collar crime has both direct and indirect impacts on individuals. This course will examine the nature of corporate non-profit white-collar criminal organizations. Students will gain an understanding of the nature and problems of white-collar crime as well as the detection and deterrence aspects of white-collar criminals, which will include criminal liability sanctions and policing strategies. Areas to be addressed include: money laundering; securities fraud; political corruption; professional misconduct; organizational misconduct; and numerous other related topics. This course will also explore legal, law enforcement, and societal responses to white-collar crime.

**PADM 4566 Introduction to Cybercrime & Computer**
This is an introduction into the basics of Cybercrime and Computer Forensics. This course will help the student define Cybercrime, categorize Cybercrime and fight Cybercrime. This student will also have an understanding of what Computer Forensics are and their relation to solving Cybercrimes.

**PADM 4567 Introduction to Gangs & Gang Behavior**
The growing phenomenon of street gangs in our communities is of a national concern. With the presence of gangs comes an increase not only in violent activity by the youths involved but a general increase in criminal activity such as narcotics, theft & substance abuse violations. The 1st step in initiating a program to combat gangs in the community is recognition of both the problem & identification of the specific threat. This course acquaints the individual with the history & organization of gangs, legal definitions, identifiers, graffiti, hand signs, & drug dealing activities. It also explores local street gangs, nationally affiliated gangs, gangs within the prison system, the relationship between the DOC and Law Enforcement & gang investigations using the RICO system.

**PADM 4568 Airport Operations Safety**
In this course students will have the opportunity to learn the principles related to airport operations & safety as it applies to day to day operations. Students will review the US Federal Regulations as they apply to different aspects of airport operations & safety, airport operations procedures, airport security, Aircraft Rescue & Fire Fighting (ARFF)m & related entities involved in airport mishaps. Textbooks & Federal Regulations will be utilized throughout this course & the body of knowledge elements required to complete Airport Operations Safety.

**PADM 4569 Computer-incident Response & Handling**
Coverage of computer-incident response and incident handling, including identifying sources of attacks and security breaches, analyzing security logs, recovering the system to normal. Performing post-mortem analysis and implementing and modifying security measures.

**PADM 4572 Security Concepts**
In this course student, apply principles of management to security administration within the private sector and contract security. Topics include personnel management, security planning, organizational leadership, communication, and recruitments and training.

**PADM 4573 Introduction to Security Management**
This course includes basic information on asset management, physical security, and human resource safety, including information assets. The need for documentation of policies, standards, and procedures to reduce issues is also reviewed.

**PADM 4574 Corporate Security & Loss Prevention**
This course investigates methods for protecting critical business assets from a wide range of threats. This area requires the protection of people first, and then the development of a comprehensive security plan.

**PADM 4575 Incident Command Systems**
This course will explore incident command systems and their use. The course will review the administrative, logistical, financial, and reporting aspect related to incident operations. Incidents are varied in size from HazMat issues to planned events to accidents and multijurisdictional incidents, for example.

**PADM 4576 Threat Assessments**
This course views assessments processes that focus on actions, communications, and specific situations that an individual may pose a threat of violence.

**PADM 4577 Basic of Executive Protection**
This course will explore the concepts of executive protection in various venues, including residence, travel, and office. The course will explore: the concepts and procedures for perimeter security, emergency or contingency planning and response procedures, and other concerns for the individual charged with protection of the executive.
PADM 4578 Fundamentals of Sustainability
This course will provide the fundamentals of what sustainability is and how it can be applied. Defining sustainability and identifying the key themes that are associated with them will provide the basis for making decisions in the area. As specific themes are explored, participants will learn why these themes are important and how they impact decision making as well as leadership roles in organizations.

PADM 4579 Carbon Footprint & Climate Influence
Climate has been impacted by the increase in greenhouse gas. As participants seek to improve the climate, it is necessary to address issues such as greenhouse gas of organizations and individuals, also referred to as the carbon footprint. Organizations and individuals need to be aware of its emission sources and how to improve their climate action.

PADM 4580 Public-Private Partnerships
Environmental changes involve more than technology changes, regulations, and awareness campaigns. Effective change of a large magnitude requires individuals with aligned goals to work in concert to make change happen. This course will explore the skills needed to develop effective partnerships as well as how processes can be developed through a partnership when organizations have similar goals.

PADM 4581 Water, Ecosystems & Agriculture
Water, an essential element for life, covers over two/thirds of the planet. It also links the forest ecosystem with the bays and estuaries as well as carrying nutrients and other biological organisms. This course explores the importance of water in the ecosystems and how these relate to agriculture. Laws, rules, and regulations will also be studied.

PADM 4582 Sustainable Design & Construction
As buildings are designed and built, they have an impact on the way people behave and live, and they also have an impact on the ecosystem in which they are situated. This course will explore sustainable products and designs used in domestic and commercial construction. Students will diagnose the potential economic, cultural, and environmental concerns for such projects.

PADM 4583 Brownfields Identification, Cleanup & Redevelopment
Environmental awareness and economic necessity has led to various laws and actions to correct industrial contamination of land. As a result of these activities, remediation, reclamation, reuse, and redevelopment of land that was classified as brownfields has occurred in cities and mining areas. This course will explore the laws and their implications, how brownfields have been identified and cleaned up, and redevelopment policies and actions.

PADM 4584 Energy & the Environment
Clean and affordable energy sources are essential for sustainable development. Issues of ozone layer depletion and global climate change have been associated with the use of certain energy sources, such as gasoline and natural gas. This course will explore other sources of energy, such as solar, wind, and wave, that can be utilized as a source of clean energy at a reasonable price.

PADM 4585 Biodiversity: Its Concepts & Implications
The term biodiversity is used to describe the variety of all forms of life in a specific ecosystem. As the ecosystem changes, so do the forms of life in that system. This class will explore different methods for conservation of ecosystems and how such efforts have succeeded or failed.

PADM 4586 The Green Movement: Past, Present & Future
Early in the 20th Century, different advocates of the stewardship of the environment and the sustainable management of resources started the environmental movement. Through the last century, this movement has broadened its focus to a larger green movement. This course will explore the basis for the conservation movement and the evolution of the green movement. Some implications of the current policies and practices will provide insight into where this movement is going in the near future.

PADM 4587 Introduction to Homeland Security
This course will explore the basic issues and concepts relative to homeland security from the domestic and international perspectives. Included in the course will be the sources and nature of threats, basis issues, and national policies. The course will also study defense strategy formulation.

PADM 4588 Comparative Governmental Homeland Security Systems
The concept of homeland security and the evolution of these systems is relatively new, having developed as the United States developed its system. This course will investigate various national policies and practices.

PADM 4589 Legal Issues in Homeland Security
The U.S. Constitution provides the framework for all laws in the United States, but there are state laws, executive orders, rules and regulations, and other vehicles that establish a legal system. The threats of terrorism and natural disaster have impacted the legal base of our society. This course will explore legal issues in homeland security.
PADM 4590 Religion & Terrorism
Religion has a significant impact on cultures and even governments. Historically, there have been periods of time when religion has been the basis of conflict and wars. This course will investigate how religion has been linked to terrorism.

PADM 4591 Changing Policing Philosophies
From Traditional Policing to Intelligence-Led Policing – Police operations have changed significantly in the last decade. Where tactical patrols were common, law enforcement has moved from being reactive to proactive. The current model involves appropriate use of information and intelligence, and this course will explore this change as well as introduce students to Intelligence-Led Policing.

PADM 4592 Introduction to Network Security
A guide to network security is provided in this course. General security concepts discuss authentication methods, common network attacks and how to safeguard systems. Communication security covers remote access, email, the Web, directory and file application of border controls such as DMZs, extranets and intranets. Operational Security details disaster recovery, forensics and continuity. The lab component provides the student with hands-on experience with securing networks, intrusion detection, and installing and configuring a wireless network.

PADM 4593 Introduction to Computer Crime & Data Forensics
This is an introduction into the basics of Cybercrime and Computer Forensics. This course will help the student define Cybercrime, categorize Cybercrime and fight Cybercrime. The student will also have an understanding of what Computer Forensics are and there relation to solving Cybercrimes.

PADM 4594 Computer Networking & Data Communication: Implications for Law Enforcement
This is an introduction to the basics of computer networking and how data is communicated. The student will understand the concepts of computer networking and will be able to form a small workable network system. An understanding of how data is communicated from system to system and machine to machine will be gained. Coupling these two methods together will help the student understand how the criminal element can use the system to commit crimes or to create havoc on a network. This understanding will be very important in Computer Forensics and Cybercrime.

PADM 4595 Computer Hacking: Ethical & Unethical
This is an introductory guide to find out how internal and external hackers operate and how hacking happens. You will discover where and why your system is weak and how you can strengthen your system and your defenses. You will create a safety plan and test your system with your own ethical hacking methods.

PADM 4596 Introduction to Computer Security & Current Problems
Computers have a greater role in our lives. We get many benefits from these systems, but there are others who use these systems for other than legitimate purposes. In addition, there are issues that arise as part of new hardware and software that are impact us. This course will explore current cyber issues, the problems they cause, and security measures that are in place to address such problems.

PADM 4597 Global Issues for Not-for-Profit Administration
Changing demographics, globalization, technology, and economics are a few of the areas that are impacting not-for-profits as they attempt to provide services. Changes in how the public and private sectors provide services impact the not-for-profit sector. This course is designed to explore the issues that are impacting the not-for-profit sector and how this sector is addressing them.

PADM 4598 Public Policy for Not-for-Profit Organizations
Not-for-profit organizations provide essential services to a large part of the population. The role of the not-for-profit sector is influenced by public policy as government moves to either provide less direct services or at times, more services. This course will explore the relationship between public policy and the not-for-profit organizations.

PADM 4599 Program Design, Implementation & Evaluation for Not-for-Profit Organizations
When organizations develop programs to meet a need, there are a number of aspects that need to be considered. In addition to clearly stating what the organization is trying to accomplish, there has to be a good design of what and how the organization plans to accomplish its goals, an implementation plan that will provide the specifics of how this plan will be accomplished, and an effective evaluation to ensure the organization is doing what it said it would do. This course is designed to look at how this process takes place in a not-for-profit organization.

PADM 4600 Budgeting & Finance for Not-for-Profit Organizations
The areas of budgeting and finance are complex areas for any organization. In addition to the key elements of accounting and budgeting, there are other areas of concern, such as planning and control, auditing, and linking the budget to the program and its outcomes. This course will explore the concepts used in the budgeting and finance process in not-for-profit organizations.
PADM 4601 Internship/Co-Op
This course is a practical experience of previously learned skills and knowledge. The internship assignment will depend on the student's background and specific goals. This internship will provide the student with an opportunity to work within a not-for-profit organization, which is helpful for those wishing to enter this field of employment.

PADM 4602 Port, Bridge & Tunnel Security
In our current environment, there is the threat of terrorism activities that may target areas where the most human casualties and disruption to our lives will occur and where our concerns of safety and security are threatened. The transportation systems are major targets of terrorists. This course will explore the safety and security of the ports, bridges, and tunnels throughout the country. Examples of issues involving other systems around the world will be used for discussions.

PHIL 1101 Logic
The nature and function of language, semantic fallacies, truth and validity, principles of correct reasoning, types of propositions and their logical relations, immediate inferences and syllogistic reasoning, formal fallacies, empirical knowledge and the principle of causality.

PHIL 2255 Business Ethics
This course addresses ethical theories, moral concepts and their application to business. Topics include moral issues in regard to justice, social responsibility, regulation versus free enterprise the right of consumers, corruption, conflict of interest, advertising, environmental and ecological problems.

PHYS 1008 Physics of Medicine & Science
This course shows how the basic laws of physics are applied to medicine. Topics will include conservation laws, biomechanics, pressure and hydrostatics, sound and hearing, heat and thermodynamics, optics and vision, applications of electrostatics to medicine, current electricity and magnetism, electric and electronic circuits and application to medical instrumentation atomic and nuclear physics and their application in medicine and radiology.

PHYS 1126 Earth Physics
A laboratory science elective intended for liberal arts students, life science and non-science majors. Can be taken before or after PHYS 1125, PHYS 1025 Astronomy or GEOL 1101, GEOL 1111 Introductory Geology. A topical treatment not highly mathematical. The origin of the earth as a member of the solar system, composition and internal structure of the earth, geophysics, the hydrosphere, the atmosphere, physical oceanography and the related question of natural and artificial pollutants.

Portfolio Workshop Non-credit
Students may avail themselves of the opportunity to utilize the unique Portfolio Assessment process at FDU. A maximum of 30-credits may be awarded if appropriate learning is demonstrated and fits the student's curriculum. Actively registered FDU students may apply for portfolio assessment of current knowledge, skills, and competencies equivalent to college courses taught at FDU after completion of six (6) FDU credits at a 2.0 cumulative grade point average. Credits may apply to the college core, your "major", and or free electives depending upon the individual’s program of study. All FDU eligible students receive info regarding policies and procedures during workshops offered at the Metropolitan Campus each fall and spring semester. For information, contact the Office of Continuing Education (201) 692-7153, email: czarick@fdu.edu

POLS 1220 Comparative Government and Politics
Analysis and comparison of contemporary political institutions and processes of selected countries. Satisfies the international perspective course requirement in the Bachelor of Arts in Individualized Studies Degree program.

POLS 2234 Geography & World Politics
Concepts basic to political geography. Elements of state, geographical characteristics: core, domain, boundaries, pressure points, location, climate, raw materials. Relation on political organization to people and culture. Nature and limitation of sovereignty.

POLS 2265 State & Local Government
An examination of state & local political systems in the US with particular emphasis on NJ. Topics include governmental structures, the electoral process & the formulation of public policy in a variety of issue areas.

POLS 3307 Civil Liberties and Civil Rights
Analysis of Supreme Court decisions concerning speech, religion, rights of women; racial discrimination and affirmative action are discussed.

POLS 3318 Urban Government & Politics
Forms of local government, analysis of urban problems, policy formulation, execution and impact.

POLS 3801 Government and Political Systems
This course will explore fundamental concepts of governmental and political systems in various countries. This course will introduce students to the role government plays in identifying and addressing issues that impact their citizens. The impact of the political system on government and its actions will also be investigated. (Satisfies the international perspective course requirement in the Bachelor of Arts in Individualized Studies (BAIS) Degree program or may be used as an elective.)

**PSYC 1173 Group Dynamics**
The process and dynamics of the small group studied via the development of the group and the solution of problems arising in that development.

**SOCI 2244 Society: Disaster and Disease**
The influence of disease and other natural events on human history; political, social, cultural, and military developments affected by plague, infestation and natural disaster; human responses to such events.

**SOCI 2246 Communication & Gender**
This course will explore the differences and similarities in communication styles by gender, analyzing communication situations and the effect that culture and socialization play on the development of communications styles, behaviors and attitudes.

**SOCI 3329 Social Class**
Basic Concepts of stratification analysis, including theories of class structure, factors determining class membership, differential class behavior and social mobility are reviewed.

**SPCH 1155 Public Speaking**
Training in the organization of ideas and effective delivery through practice in speaking before an audience

**SPAD 2004 Introduction to Sports Administration**
This course provides an overview of the business and organizational facets of sports administration. As with any business or organization, there are administrative tasks required, such as planning, organizing, coordinating, controlling, and budgeting. Topics include sports management, career potentials, marketing, public relations, event planning, facilities management, and recreational offerings.

**SPAD 2010 Legal Aspects in Sports Administration**
This course explores legal concepts relative to sports administration. Topics include constitutional due process; athlete participation and eligibility requirements; contracts for facilities, coaching, and employment; and tort laws applicable to participants and spectators. Case studies will be used.

**SPAD 2012 Nutrition and Wellness**
This course explores the theoretical and practical aspects of nutrition and its relationship to wellness. Topics include nutrition and disease, physical fitness, weight management, stress management, addictions, and lifestyle and its relationship to wellness.

**SPAD 2013 Exercise Physiology**
This course explores the human body’s response to exercise. As the body exercises, there are anatomical and physiological responses that impact specific cells, muscles, organs, and the complete body.

**SPAD 2014 Ethical Issues in Sports**
This course will investigate ethical issues in sports activities, including regulations of intercollegiate athletics as well as professional sports. Topics covered will include drug testing, academic requirements, Title IX, differences in NCAA divisions, and financial concerns of the athlete. This course will use current case studies as well as lecture.

**SPAD 2015 Team Development**
The concept of team is critical to many sports activities, yet many groups of people do not develop into a cohesive team. This course will explore how to effectively develop teams for maximum performance.

**SPAD 2016 Stress Management**
This course will explore the effects of stress on the individual. Stress can be categorized as good stress and bad stress, and there is a need to understand how stressors can be understood and addressed.

**SPAD 2017 Safety, First Aid, and Prevention of Injury**
This course will investigate how injuries can be prevented or reduced in the sports environment. The course will also address how to provide first aid if an individual is injured.

**SPAD 2019 Sports, Marketing, Public Relations**
Concepts of marketing, promotions and public relations for various components of the sports industry; strategic planning and coordination of efforts; marketing strategies and varying consumer behaviors in different sports venues; social and economic issues related to buying and selling of sports; the inclusion of sponsorships and endorsements into marketing efforts

**UNIVERSITY CORE REQUIREMENT (12 Credits):**

Fairleigh Dickinson University requires all students to complete a common University Core curriculum consisting of four integrated courses with a strong emphasis on the liberal arts. Transfer students receiving transfer credit for 30-59 credits are exempt from one of the core courses; students transferring 60 or more credits are exempt from a second core course.

**CORE 1001 Perspectives on the Individual**

Within the Western World, we traditionally begin with the self in antithetical relationship to all others. The study involves readings of Margaret Atwood’s “The Handmaiden’s Tale”, Plato’s “Crito” and “Apology”, selections from Pico della Mirandola’s “Oration on the Dignity of Man”, Wordsworth’s “Tintern Abbey” and “Ode on Intimations of Mortality”, Freud and Tillie Olsen’s “Tell Me a Riddle” amongst others. The course concludes with the autobiography of Malcolm X and deals with such topics as the lifelong search for self and the transformation of the self through catharsis. Specific readings may change from time to time.

**CORE 2003 Cross-cultural Perspectives**

This course begins with a text, such as Chinua Achebe’s ‘Things Fall Apart’, which includes the theme of cross-cultural conflict. Four geographical regions will serve as the focus of the course: China, Latin America, Sub-Saharan Africa and Egypt. These regions may vary from time to time. The course will not attempt an in-depth study of the cultural values of these regions but, rather, will seek to introduce students to the concept of cultural diversity through illustration. The course will center around four organizing subjects or themes: 1) livelihood, 2) family, 3) social organization and 4) world view.

**CORE 2002 The American Experience: The Quest for Freedom**

Starting with close readings of the Declaration of Independence, the Bill of Rights, Lincoln’s Gettysburg Address and Martin Luther King’s “I Have A Dream”, the course will explore the concept of the promise of freedom. Through the examination of central texts and issues in American culture, we also explore to what degree the promise has been fulfilled. Texts will include novels, plays, poems, essays and autobiographical writings representing such authors as Benjamin Franklin, Thoreau, Upton Sinclair, Frederick Douglas, Dudley Randall and Langston Hughes.

**CORE 3004 Global Issues**

Global Issues demonstrates that global dimensions of several crucial contemporary issues, including the problem of global environment, health and population concerns. It also underlines the necessity of an interdisciplinary approach to understanding these issues. The course will run for 12 weeks. Students will attend a series of master lecture given by Fairleigh Dickinson University faculty via a video teleconferencing system. In addition to the VTC meetings, much of the course will be conducted in an on-line available on-line.