SCHOOL OF ADMINISTRATIVE SCIENCE

Off-Campus Degrees Certificate Programs

Master of Administrative Science
Bachelor of Arts in Individualized Studies
Certified Public Manager Program
Online Degree & Certificate Programs

55 Locations

http://www.fdu.edu
For a Catalog Visit: http://sas.fdu.edu
E-Mail: mas@fdu.edu
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FALL 2006, SEPTEMBER - DECEMBER

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<tr>
<th>Credit Hours Courses</th>
<th>Undergraduate Level</th>
<th>Graduate Level</th>
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<tbody>
<tr>
<td>90</td>
<td>18  12</td>
<td>12  12  6</td>
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<td>6  4</td>
<td>4  4  2</td>
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- up to 90 credits at FDU
- up to 90 transfer credits
- up to 30 credits life experience / portfolio assessment
- up to 30 credits CLEP

Undergraduate certificate

BAIS Degree

Graduate certificate

Graduate certificate

MAS Degree

Upsize yourself with FDU
MASTER DEGREE PROGRAM

GRADUATE CERTIFICATE PROGRAMS

ADMINISTRATIVE SCIENCE
COMMUNITY DEVELOPMENT
COMPUTER SECURITY & FORENSIC ADMINISTRATION
CONSTRUCTION LEADERSHIP & ADMINISTRATION
CORRECTIONAL ADMINISTRATION & LEADERSHIP
DISPLACED PERSONS
EMERGENCY MANAGEMENT ADMINISTRATION
*NEW* FORENSIC ACCOUNTING
GLOBAL EMERGENCY MEDICAL SERVICES ADMINISTRATION
GLOBAL HEALTH & HUMAN SERVICES ADMINISTRATION
GLOBAL LEADERSHIP & ADMINISTRATION
*NEW* GLOBAL TECHNOLOGY ADMINISTRATION
GLOBAL SECURITY & TERRORISM STUDIES
HUMAN RESOURCES ADMINISTRATION
*NEW* INTELLIGENCE-LED POLICING
INTERNATIONAL STUDIES
LAW & PUBLIC SAFETY ADMINISTRATION
LEGAL ENVIRONMENT ADMINISTRATION
NON-PROFIT ORGANIZATION DEVELOPMENT
PARK & RECREATION LEADERSHIP
SCHOOL SECURITY & SAFETY ADMINISTRATION
TRANSPORTATION 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
LEADERSHIP ADMINISTRATION
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SECURITY & TERRORISM STUDIES
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<th>SITE</th>
<th>CITY</th>
<th>COUNTY</th>
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<tr>
<td>Atlantic County Utilities Authority</td>
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<td>Bordentown Regional High School</td>
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<td>Burlington County Police Academy CPM</td>
<td>Pemberton</td>
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<td>Citi Center</td>
<td>Atlantic City</td>
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<td>Citigroup Technology Center G</td>
<td>Warren</td>
<td>Somerset</td>
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<td>Clara Maass Medical Center G, U</td>
<td>Belleville</td>
<td>Essex</td>
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<td>Emergency 911 Communication &amp; Training Center CPM</td>
<td>Bridgeton</td>
<td>Cumberland</td>
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<td>FDU Graduate Center G, U, CPM</td>
<td>Eatontown</td>
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<td>FDU Wroxton College G, U</td>
<td>Oxfordshire, England</td>
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<tr>
<td>FDU International University Study Center</td>
<td>Barcelona, Spain</td>
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<td>Gloucester County Police Academy G, U</td>
<td>Sewell</td>
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<td>Holy Name Hospital G, U</td>
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<td>Flemington</td>
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<td>Kilmer Processing &amp; Distribution Center U</td>
<td>Edison</td>
<td>Middlesex</td>
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<td>Kimball Medical Center G, U</td>
<td>Lakewood</td>
<td>Ocean</td>
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<td>Monmouth County Police Academy G</td>
<td>Freehold</td>
<td>Monmouth</td>
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<tr>
<td>Morris County Firefighters/Policie Academy G, U</td>
<td>Parsippany</td>
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<td>Mount Olive Middle School G, U</td>
<td>Budd Lake</td>
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<td>NJ Department of Law &amp; Public Safety G, U</td>
<td>Trenton</td>
<td>Mercer</td>
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<tr>
<td>NJ Department of Transportation G</td>
<td>West Trenton</td>
<td>Mercer</td>
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<td>NJ International Bulk Mail Center U</td>
<td>Jersey City</td>
<td>Hudson</td>
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<td>NJ Juvenile Justice Commission G</td>
<td>Bordentown</td>
<td>Burlington</td>
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<td>NJ Juvenile Justice Commission G</td>
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<td>NJ State Police Buena Vista Headquarters U</td>
<td>Buena Vista</td>
<td>Atlantic</td>
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<td>NJ State Police, Troop D Headquarters G, U</td>
<td>Cranbury</td>
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<td>NJ State Police Hamilton Headquarters G, U</td>
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<td>NJ State Police Division Headquarters G, U</td>
<td>Totowa</td>
<td>Passaic</td>
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<td>NJ State Police Division Headquarters G, U</td>
<td>West Trenton</td>
<td>Mercer</td>
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<td>NJ Training &amp; Conference Center G, U, CPM</td>
<td>Trenton</td>
<td>Mercer</td>
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<td>New Jersey Transit G, U</td>
<td>Camden</td>
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<tr>
<td>New Jersey National Guard, Battle Lab G</td>
<td>Fort Dix</td>
<td>Burlington</td>
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<tr>
<td>New Jersey National Guard* G, U</td>
<td>Cape May</td>
<td>Cape May</td>
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<td>Northern NJ District, US Postal Service U</td>
<td>Fort Dix</td>
<td>Burlington</td>
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<td>Ocean County Planning Department G</td>
<td>Sea Girt</td>
<td>Monmouth</td>
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<td>Passaic County Community College G</td>
<td>Westfield</td>
<td>Union</td>
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<td>Passaic County Sheriff’s Department G</td>
<td>Port Murray</td>
<td>Warren</td>
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<td>Passaic County Technical Institute G, U</td>
<td>Trenton</td>
<td>Mercer</td>
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<td>Picatinny Arsenal G</td>
<td>Teaneck</td>
<td>Bergen</td>
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<td>Port Authority of NY &amp; NJ G, U</td>
<td>Dover</td>
<td>Morris</td>
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<td>Princeton Borough Municipal Building G, U</td>
<td>Fort Lee</td>
<td>Bergen</td>
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<td>Raritan Valley County College G</td>
<td>North Branch, Somerville</td>
<td>Somerset</td>
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<td>Roselle Park High School G, U</td>
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<td>Union</td>
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<td>River Winds Community Center G, U</td>
<td>West Deptford</td>
<td>Gloucester</td>
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<td>Salem Community College G</td>
<td>Carneys Point</td>
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<td>St. Barnabas Medical Center(^{G, U})</td>
<td>Livingston</td>
<td>Essex</td>
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<tr>
<td>Sussex County Community College(^{G})</td>
<td>Newton</td>
<td>Sussex</td>
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<tr>
<td>Union Township Boro Hall(^{CPM})</td>
<td>Union Township</td>
<td>Union</td>
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<td>US Postal Services - (Kilmer Processing &amp; Distribution Center)(^{U})</td>
<td>Edison</td>
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<tr>
<td>US Postal Services – Regional Center (Newark)(^{U})</td>
<td>Newark</td>
<td>Essex</td>
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<tr>
<td>West Orange Police Department(^{G, U})</td>
<td>West Orange</td>
<td>Essex</td>
</tr>
</tbody>
</table>

\(^{U}\) - Undergraduate – Bachelor of Arts in Individualized Studies (BAIS)
\(^{G}\) – Graduate - Master of Administrative Science (MAS)
\(^{CPM}\) – Certified Public Managers Program (IV – VI only)
‘ ‘ - Interactive TV
"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."
Quotes on the MAS Educational Experience

Joseph Kolakowski  
Lieutenant, South River Police

“\textit{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

“\textit{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

"\textit{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

“\textit{The experience with the MAS program has been wonderful. I have enjoyed every class}”

Della Carroll  
Management Specialist  
Bergen County Parks
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.”
**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. Students can pay in full when they register for courses.

**IMPORTANT INFORMATION**

FDU is offering students an additional method to pay tuition through an “on-line” service provider, Cashnet Smart Pay. They accept MasterCard, American Express, Discover & VISA. To access this service there is a link on [http://inside.fdu.edu/](http://inside.fdu.edu/). All fees, tuition and charges are subject to change at any time at the discretion of the University’s Board of Trustees.

**TUITION/FEES**

- **Graduate/Post-Graduate Tuition (Domestic Students)**: $1224.00 per 3-credit course (includes 50% Scholarship)
- **Graduate Tuition – (International Students)**: $1469.00 per 3-credit course (includes 40% Scholarship)
- **Undergraduate Tuition**: $1158.00 per 3-credit course (includes 50% Scholarship)
- **Facilities Fee (where applicable)**: $40.00 per class
- **Registration Fee**: $17.00 Summer only
- **Technology Fee Per Term (on-line)**: Part-time, 6 credits or less - $137.00
  - Full-time, 9 credits or more - $286.00
- **Technology Fee Per Term (in Person)**: $11.00 per credit
- **Audit Fee**: 1 credit + $10.00 registration fee

A $40.00 facilities fee is charged to students for each course they attend. All full-time courses will be charged a $40.00 facilities fee. These courses include, but are not limited to, courses that are required as part of a degree program and those that are part of a specific course sequence.

A delay in the receipt of grades does not constitute an extension of the payment deadline.

**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://sas.fdu.edu](http://sas.fdu.edu) 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.

**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.

**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.

**NEW WEBADVISOR Online Registration**

Registration is available online through web advisor. [http://webadvisor.fdu.edu/](http://webadvisor.fdu.edu/).

- **New Students:** Application and registration forms are available at [http://sas.fdu.edu/](http://sas.fdu.edu/). These forms must be printed out and either sent or faxed to us.
- **Continuing Students:** Students must register online through Web advisor. To obtain access to this feature you must first register for an FDU email account at [http://webmail.fdu.edu/](http://webmail.fdu.edu/) within 24 hours you will receive log on information for Web advisor to register.
30-Credit Graduate Degree Program*
(24-credit program for NJ Certified Public Manager Program Graduates)

*** Improve your administrative skills and on-the-job performance.

*** Enhance your opportunities for career advancement.

*** Attend classes with public, non-profit and private sector professionals like yourself

*** Earn a Certificate in Administrative Science, Community Development, Computer Security & Forensic Administration, Construction Leadership & Administration, Correctional Administration & Leadership, Displaced Persons, Emergency Management Administration, Forensic Accounting, Global Emergency Medical Services Administration, Global Health & Human Services, Global Leadership and Administration, Global Security & Terrorism Studies, Global Technology Administration, Human Resources Administration, Intelligence-Led Policing, International Studies, Law & Public Safety Administration, Legal Environment Administration, Non-Profit Organizational Development, Park & Recreation Leadership, School, Security & Safety Administration, and Transportation Administration after completing four courses in the MAS degree program. All certificate courses are for credit and can be applied to the MAS degree or for Post-Graduate credit.

*** Earn a Postgraduate Certificate in Public & Not-for-Profit Leadership after completing four additional courses following an MAS, MPA, MBA, MA, JD degree or any other Masters degree from an accredited university.

*** Enroll in a proven, hands-on program that’s flexible, affordable and learner centered.

FDU’s Master of Administrative Science degree may be the right choice for you!
Learn more about this unique program by calling or emailing:

Ronald E. Calissi, Esq.,
Executive Associate Dean,
Off-Campus Credit Programs
(201) 692-7172, (201) 692-7171
calissi@fdu.edu
Our Website: http://sas.fdu.edu
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. 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.
3. 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.

**Administrative Competencies** (6 classes/18 credits)

This core area includes courses work in:

- MADS 6600 – Theory & Practice of Administration
- MADS 6602 – Personnel Administration
- MADS 6603 – Law & Administrative Practice
- MADS 6604 – Ethics & Public Values
- MADS 6606 – Administrative Leadership in Complex Organizations
- MADS 6607 – Collective Bargaining & Contract Administration
- MADS 6608 – Organizational Communication & Conflict Resolution
- MADS 6611 – Special Topics
- MADS 6613 – Marketing of Public & Not-for-Profit Organizations
- MADS 6616 – Grant Writing & Administration
- MADS 6617 – Emergency Management & Safety Administration
- MADS 6618 – Leadership Plus
- MADS 6619 – Politics & Policy of Entrepreneurial Government
- MADS 6621 – Development of Governmental & Administrative Theories
- MADS 6622 – Community Development
- MADS 6624 – Urban Politics
- MADS 6629 – Planning and Program Development
- MADS 6631 – Advances Fundraising Practices
- MADS 6633 – GIS & Emergency Administration
- MADS 6636 – Computer Security Administration
- MADS 6642 – Global Health & Human Services Systems
- MADS 6644 – Law, Ethics & Policy for Health & Human Services
- MADS 6645 – Marketing Social Change
- MADS 6647 – Organizational Planning & Risk Communication
- MADS 6652 – Public Policy & Transportation Issues
- MADS 6656 – Social Problems & Solutions
- MADS 6657 – Computer Recreation for Persons with Disability
- MADS 6659 – Latin America & Globalization
- MADS 6660 – E-Team Emergency Software Systems
- MADS 6662 – Customer Svcs. For Public & Not-for-Prof. Orgs
- MADS 6665 – Crisis Management for the School Administrator
- MADS 6667 – Construction Procurement
- MADS 6669 – Environmental Regulations
- MADS 6670 – Cost Analysis and Administration
- MADS 6672 – Ethics and Human Rights
- MADS 6674 – Sociological Perspectives of Disaster
- MADS 6676 – Perspectives on Leadership from Film

MADS 6680 – Strategic Planning for Intelligence-Led Policing
MADS 6681 – Intelligence Team Management
MADS 6684 – Principles of Info. & Intelligence Collection
MADS 6685 – Fusion Center Operations & Integration
MADS 6688 – Legal Environment for Forensic Accounting
MADS 6690 – Forensic Accounting Fraud & Taxation

**Analytic and Decision-Making Competencies** (3 classes/9 credits)

This core area includes course work in:

- MADS 6601 – Financial Administration
- MADS 6605 – Principles of Information Systems
- MADS 6609 – Productivity & Human Performance
- MADS 6610 – Organizational Decision Making
- MADS 6611 – Special Topics
- MADS 6620 – HR Systems: Approaches & Tech. for Workplace
- MADS 6623 – City & Regional Planning
- MADS 6625 – Financing Community Development
- MADS 6628 – Building Strategic Partnerships
- MADS 6630 – Development of Political & Administrative Leadership
- MADS 6632 – Technology Applications for Not-for-Profit Management
- MADS 6634 – Community Threat Assessment & Risk Analysis
- MADS 6635 – Legal Research Methods and Analysis
- MADS 6637 – Computer Systems Seizure and Examination
- MADS 6639 – The Forensic Expert
- MADS 6641 – Contemporary Legal Issues
- MADS 6646 – Finance & Accounting for Health & Human Services
- MADS 6648 – Disaster Recovery & Organizational Continuity
- MADS 6650 – Emergency Medical Service Quality Improvement
- MADS 6651 – Operations Administration
- MADS 6654 – Forensic Administration
- MADS 6655 – Contemporary Issues in Community Policing
- MADS 6661 – Managing Org. Change (formerly MADS 6611-Sp.Topics)
- MADS 6663 – Behavioral Administration in Corrections
- MADS 6664 – Correctional Health Care Administration
- MADS 6668 – Productivity & Construction Operations
- MADS 6671 – Computer-Aided Construction
- MADS 6673 – Internal and External Displaced Persons Issues
- MADS 6677 – Planning for Changes in Information Technology
- MADS 6678 – Economics for Administrators
- MADS 6682 – Intelligence Analysis
- MADS 6683 – Tactical & Operational Management
- MADS 6687 – Accounting Fraud Examination
- MADS 6689 – Accounting & E-Commerce

**Capstone Seminar** (last class/3 credits)

MADS 6612 – Seminar in Strategic Mgmt./ Public & Not-for-Profit Sectors

**Wroxton/International Courses**

Each course qualifies for administrative or analytical and decision making competencies.

- MADS 6611 – ST: Advanced International Negotiation Strategies
- MADS 6614 – Comparative Public & Not-for-Profit Systems
- MADS 6615 – Global Leadership for Public and Not-for-Profit Orgs.
- MADS 6626 – Law Enforcement Executive Leadership Seminar
- MADS 6627 – Women’s Leadership in Today’s Global World
- MADS 6636 – Global Preparedness for Catastrophic Emergencies
- MADS 6640 – Leading in Times of Crisis
- MADS 6653 – Global Citizenship Seminar
- MADS 6659 – Leadership: Global Advanced Scholarship & Practice
- MADS 6666 – The New European Map
- MADS 6675 – Optimum Leadership

**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 $160.00 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 the day of commencement in May.
The following online graduate certificate programs are offered within the 30-credit Master of Administrative Science Program.

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

- MADS 6611 – Special Topics: Current Issues in Cyber Forensics
- MADS 6611 – Special Topics: Intro. To Computer Network Security
- MADS 6611 – Special Topics: Investigation of Computer Systems/Network Emergencies
- MADS 6637 – Computer Systems Seizure & Examination
- MADS 6638 – Computer Security Administration
- MADS 6639 – The Forensic Expert
- MADS 6654 – Forensics Administration

**Emergency Management Administration**
This program is designed for community leaders involved in planning, policy-making, implementation and administration of emergency management. Participants can select any four courses.

- MADS 6611 – Special Topics: Environmental Response & Reporting Seminar
- MADS 6617 – Emergency Management & Safety Administration
- MADS 6633 – GIS and Emergency Administration
- MADS 6634 – Community Threat Assessment & Risk Analysis
- MADS 6647 – Organizational Planning & Risk Communication
- MADS 6648 – Disaster Recovery & Organizational Continuity

**Global Health & Human Services Administration**
This certificate covers the essentials for a balanced administrator and leader in Healthcare, Human Services and related fields.

- MADS 6611 – Special Topics: Lifestyle Modification for Community Leaders
- 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

**Global Leadership & Administration**
A graduate certificate especially designed for leaders and administrators of worldwide organizations. Participants can choose four courses from the following list:

- MADS 6600 – Theory & Practice of Administration
- MADS 6606 – Administrative Leadership in Complex Organizations
- MADS 6609 – Productivity & Human Performance
- MADS 6610 – Organizational Decision Making
- MADS 6611 – Special Topics: Leading Out of the Mainstream
- MADS 6615 – Global Leadership for Public and Not-for-Profit Organizations
- MADS 6618 – Leadership Plus
- MADS 6634 – Community Threat Assessment & Risk Analysis
- MADS 6653 – Global Citizenship Seminar
- MADS 6658 – Leadership: Global Advanced Scholarships/Practice
- MADS 6661 – Managing Organizational Change
- MADS 6675 – Optimum Leadership
Global Security & Terrorism Studies
Provides administrators and leaders with a broad understanding of terrorist groups and the methods they employ, along with how to prevent and respond to terrorist acts.
- MADS 6611 – Special Topics: Current Issues on Terrorism & Security
- MADS 6611 – Special Topics: Intro. to Computer Network Security
- MADS 6634 – Community Threat Assessment & Risk Analysis
- MADS 6636 – Global Preparedness for Catastrophic Emergencies
- MADS 6648 – Disaster Recovery & Organizational Continuity

Global Technology Administration
This program is designed for managers and information technology professionals to improve innovation, strategy, operations and effectiveness in today’s agile global businesses architectures.
- MADS 6605 – Principles of Information Systems
- MADS 6611 – Special Topics: Global Technology Project Management (Fall 2006)
Select Two Electives:
- MADS 6610 – Organizational Decision Making
- MADS 6611 – Special Topics: Building Effective Teams
- MADS 6618 – Leadership Plus
- MADS 6638 – Computer Security Administration
- MADS 6677 – Planning for Change in Information Technology

Human Resources Administration
- MADS 6602 – Personnel Administration
- 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 for Public & Not-for-Profit Organizations

Law & Public Safety Administration
- MADS 6601 – Financial Administration
- MADS 6604 – Ethics & Public Values
- MADS 6608 – Organizational Communication & Conflict Resolution
- MADS 6610 – Organizational Decision Making
- MADS 6611 – Special Topics: Public Presentations & Media Strategies
- MADS 6617 – Emergency Management & Safety Administration
- MADS 6618 – Leadership Plus
- MADS 6620 – Human Resource 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

For more information to enroll and register
call: (201) 692-7171 or (201) 692-7173
E-mail- mas@fdu.edu
Administrative Science
Community Development
Computer Security & Forensic Administration
Construction Leadership & Administration
Correctional Administration & Leadership
Displaced Persons
Forensic Accounting
Emergency Management Administration
Global Emergency Medical Services Administration
Global Health & Human Services Administration
Global Leadership & Administration
Global Security & Terrorism Studies
Global Technology Administration
Human Resources Administration
Intelligence-Led Policing
International Studies
Law & Public Safety Administration
Legal Environment Administration
Non-Profit Organization Development
Park & Recreation Leadership
School Security & Safety Administration
Transportation Administration
Public & Non-Profit Leadership (Post-Graduate)

MAIN FEATURES:

- 30 Credits
- Flexible Curriculum – focused on developing the managerial skills of experienced professionals.
- MAS courses can be taken at any of the 44 of our 52 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
- 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 graduates of West Point Command & Leadership Program or (3 transfer credits) for Certified Municipal Finance Officer or (3 transfer credits) for graduates of Saint Barnabas Health Care System Leadership Institute or (3 transfer credits) for graduates of FBI National Academy or (3 transfer credits) Northwestern University School of Police Staff & Command or (6 credits) US Army Command & General Staff College.
- 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 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).**

ADMISSIONS CRITERIA: Undergraduate GPA of 2.7 or above.

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.
These graduate certificates are 12-credit, four courses within the Master of Administrative Science (MAS) program. The following certificates can be taken on a matriculating or non-matriculating basis and also can be taken as Post-graduate certificates for students who have earned a graduate degree. The minimum number of students per class is ten.

**Administrative Science**
Any four graduate courses qualify for a Certificate in Administrative Science.

**Community Development**
The 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:
- MADS 6611 – Special Topics: Envir. Issues & Comm. Development
- MADS 6611 – Special Topics: Metropolitan America: Influences of the Past & Future
- MADS 6622 – Community Development
- MADS 6623 – City & Regional Planning
- MADS 6624 – Urban Politics
- MADS 6625 – Financing Community Development

**Computer Security & Forensic Administration**
This four-course certificate program is designed exclusively for the law enforcement community and corporate security executives. Practical application is emphasized throughout the entire course of study. The courses include:
- MADS 6611 – Special Topics: Current Issues in Cyber Forensics
- MADS 6611 – Special Topics: Intro. To Computer Network Security
- MADS 6611 – Special Topics: Investigation of Comp. Sys./Network Emergencies
- MADS 6637 – Computer Systems Seizure & Examination
- MADS 6638 – Computer Security Administration
- MADS 6639 – The Forensic Expert
- MADS 6654 – Forensics Administration

**Construction Leadership & Administration**
This four-course certificate program is designed for individuals who are or anticipate having an active role in the management of construction at a local, state, national, or international level. It provides specialized education and training for professionals working in the construction arena.
- MADS 6609 – Productivity & Human Performance
- MADS 6651 – Operations Administration
- MADS 6667 – Construction Procurement
- MADS 6668 – Productivity & Construction Operations
- MADS 6669 – Environmental Regulations
- MADS 6670 – Cost Analysis & Administration
- MADS 6671 – Computer-Aided Construction

**Correctional Administration & Leadership**
- MADS 6663 – Behavioral Administration in Corrections
- MADS 6664 – Correctional Health Care Administration

**Select Two Electives:**
- MADS 6600 – Theory & Practice of Administration
- MADS 6602 – Personnel Administration
- MADS 6610 – Organizational Decision Making
- MADS 6618 – Leadership Plus
- MADS 6661 – Managing Organizational Change
  (formerly MADS 6611 Special Topics: Managing Org. Change)

**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 course will investigate various issues as well as remedies for problems.
- MADS 6611 – Special Topics: Global Issues in Emergency Medical Services
- 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 6673 – Internal and External Displaced Persons Issues
- MADS 6674 – Sociological Perspectives of Disaster

**Emergency Management Administration**
This program is designed for community leaders involved in planning, policy-making, implementation and administration of emergency management. Participants can select any four of the following courses:
- MADS 6611 – Special Topics: Environmental Response & Reporting Seminar
- MADS 6617 – Emergency Management & Safety Administration
- MADS 6633 – GIS and Emergency Administration
- MADS 6634 – Community Threat Assessment & Risk Analysis
- MADS 6647 – Organizational Planning & Risk Communications
- MADS 6648 – Disaster Recovery & Organizational Continuity

**Forensic Accounting**
The Certificate in Forensic Accounting focuses on white collar crime and its implications.
- MADS 6687 – Accounting Fraud Examination
- MADS 6688 – Legal Environment for Forensic Accounting
- MADS 6689 – Accounting and E-Commerce
- MADS 6690 – Forensic Accounting Fraud & Taxation

**Global Emergency Medical Services Administration**
This 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. Students are required to take the following two courses:
- MADS 6650 – Emergency Medical Services Quality Improvement

**Select Two Electives:**
- MADS 6602 – Personnel Administration
- MADS 6608 – Organizational Communication & Conflict Resolution
- MADS 6611 – Special Topics: Global Issues in Emergency Medical Services
Global Security & Terrorism Studies
MADS 6611 – Special Topics: Current Issues/Terrorism & Security
MADS 6611 – Special Topics: Intro. To Computer Network Security
MADS 6634 – Community Threat Assessment & Risk Analysis
MADS 6636 – Global Preparedness for Catastrophic Emergencies
MADS 6648 – Disaster Recovery & Organizational Continuity

Global Technology Administration
MADS 6605 – Principles of Information Systems
MADS 6611 – Global Technology Project Management (Fall 2006)

Select Two Electives:
MADS 6610 – Organizational Decision Making
MADS 6611 – Special Topics: Building Effective Teams
MADS 6618 – Leadership Plus
MADS 6638 – Computer Security Administration
MADS 6677 – Planning for Change in Information Technology

Global Leadership & Administration
A graduate certificate especially designed for leaders and administrators of worldwide organizations. Participants can choose four courses from the following list:
MADS 6600 – Theory & Practice of Administration
MADS 6606 – Administrative Leadership in Complex Organizations
MADS 6609 – Productivity & Human Performance
MADS 6610 – Organizational Decision Making
MADS 6611 – Special Topics: Leading out of the Mainstream
MADS 6615 – Global Leadership for Public and Not-for-Profit Orgs.
MADS 6618 – Leadership Plus
MADS 6634 – Community Threat Assessment & Risk Analysis
MADS 6653 – Global Citizenship Seminar
MADS 6658 – Leadership: Global Advanced Scholarship/Practice
MADS 6661 – Managing Organizational Change
MADS 6675 – Optimum Leadership

Human Resources Administration
MADS 6602 – Personnel Administration
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 for Public & Not-for-Profit Organizations

Intelligence-Led 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.
Required courses:
MADS 6680 – Strategic Planning for Intelligence-Led Policing
Select Two Electives:
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
MADS 6686 – Building Strategic Partnerships

International Studies
Any four graduate courses taken at FDU’s Wroxton campus or other FDU locations in Europe, Asia and the Caribbean on a matriculating or non-matriculating basis qualify for a Certificate in International Studies under Special Topics plus other listed courses including the Wroxton College, Oxfordshire, England summer seminars. Students who have graduated from universities other than FDU can also take advantage of the post-graduate certificate program

Law & Public Safety Administration
Choose any four courses:
MADS 6601 – Financial Administration
MADS 6604 – Ethics & Public Values
MADS 6608 – Organizational Communication & Conflict Resolution
MADS 6610 – Organizational Decision Making
MADS 6611 – Special Topics: Public Presentations & Media Strategies
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
Graduate & Post-Graduate Certificate Program Specialization

**Legal Environment Administration**
Choose any four courses:
- MADS 6603 – Law & Administrative Practice
- MADS 6607 – Collective Bargaining & Contract Administration
- MADS 6611 – Special Topics: Advanced Employment Law
- MADS 6611 – Special Topics: Environmental Response & Reporting Seminar
- MADS 6611 – Special Topics: Litigation Preparation & Admin.
- MADS 6620 – Human Resources Systems: Approaches & Techniques for the Modern Workplace
- MADS 6635 – Legal Research Methods & Analysis
- MADS 6641 – Contemporary Legal Issues

**Non-Profit Organizational Development**
This Graduate Certificate program is designed for professional leaders in the not-for-profit community. Choose any four courses: MADS 6613 – Marketing of Public & Not-for-Profit Organizations
- MADS 6614 – Comparative Public & Not-for-Profit Systems
- MADS 6615 – Global Leadership for Public and Not-for-Profit Orgs.
- MADS 6616 – Grant Writing and Administration
- MADS 6628 – Building Strategic Partnerships
- MADS 6629 – Planning and Program Development
- MADS 6631 – Advanced Fundraising Practices
- MADS 6632 – Technology Applications for NFP Administration
- MADS 6645 – Marketing Social Change
- MADS 6661 – Managing Organizational Change
- MADS 6662 – Customer Service for Public & Not for Profit Orgs.
- MADS 6677 – Planning for Change in Information Technology

**Park & Recreation Leadership**
This program addresses the numerous issues involved in operating, managing and administrating parks, golf courses, zoos, reservations, swimming facilities & other leisure and recreation facilities.
- MADS 6600 – Theory & Practice of Administration
- MADS 6604 – Ethics & Public Values
- MADS 6611 – Special Topics: Entrepreneurship in Leisure Services
- MADS 6611 – Special Topics: Current Issues in Park and Recreation Leadership

**School Security & Safety Administration**
- MADS 6617 – Emergency Management & Safety Administration
- MADS 6634 – Community Threat Assessment & Risk Analysis
- MADS 6636 – Global Preparedness for Catastrophic Emergencies
- MADS 6665 – Crisis Management for the School Administrator

**Transportation Administration**
Required:
- MADS 6651 – Operations Administration
- MADS 6652 – Public Policy & Transportation Issues

**Post-Graduate Certificate**
**Public and Non-Profit Leadership**
*(12 credit, Post-Graduate)*
This program is designed to further enhance the competencies of public and not-for-profit organization administrators. Upon successful completion of either the 30-credit MAS program or the 39-credit MPA program, graduates can enroll in four additional courses of their choice and earn a Certificate in Public and Non-Profit Leadership. Courses taken for the Master’s degree cannot be repeated, however, there are ample new courses to choose from.
Bachelor Administrator and School Principal Certificates of Eligibility

The following information is taken from the New Jersey Administrative Code relative to School Administrator and School Principal Certificates of Eligibility. For additional information, please contact your county Superintendent of Schools.

N.J.A.C. 6A:9-12.4 School Administrator

(a) To be eligible for the school administrator CE, the candidate shall:

1. Complete one of the following:
   
   i. Hold a master’s or higher degree from a regionally accredited college or university in educational leadership, or in one of the recognized fields of leadership or management such as public administration or business administration or in curriculum and instruction;

   ii. Hold a master’s degree from a regionally accredited college or university and completed a post-master’s program resulting in a certificate of advanced study in educational administration and supervision; or

   iii. Hold a master’s degree from a regionally accredited college or university and complete a post-master’s program in a coherent sequence of 30 semester hour credits. The study must be completed at one institution in the fields outlined in (a)1i above; or

   iv. Hold a master’s degree from a regionally accredited college or university and completed a New Jersey State-approved certification program in educational leadership offered by providers approved by the Department pursuant to N.J.A.C. 6A:9-12.5(i)2.

2. Complete graduate study, either within the master’s program or in addition to it, in each of the following topics:

   i. Leadership and human resource management;

   ii. Communications;

   iii. Data-based research strategies for decision-making;

   iv. Finance; and

   v. Law; and

3. Pass a State-approved examination of knowledge that is acquired through study of topics listed in (a)2 above and that is most directly related to the functions of superintendents as defined in N.J.A.C. 6A:9-12.3(a).

N.J.A.C. 6A:9-12.5 Principal

(a) To be eligible for the Principal CE, the candidate shall:

1. Complete one of the following:

   v. Hold a master’s degree or higher from a regionally accredited college or university in educational leadership; or in one of the recognized fields of leadership or management such as public administration or business administration or in curriculum and instruction;

   vi. Hold a master’s degree from a regionally accredited college or university and completed a post-master’s program resulting in a certificate of advanced study in educational administration and supervision; or

   vii. Hold a master’s degree from a regionally accredited college or university and complete a post-master’s program in a coherent sequence of 30 semester hour credits. The study must be completed at one institution in the fields outlined in (a)1i above;

2. Complete graduate study, either within the master’s program or in addition to it, in each of the following topics:

   vi. Leadership and human resource management;

   vii. Communications;

   viii. Data-based research strategies for decision-making;

   ix. Finance; and

   x. Law; and

3. Pass a State-approved examination of knowledge that is acquired through study of topics listed in (a)2 above and that is most directly related to the functions of principals as defined in N.J.A.C. 6A:9-12.3(b).
MADS 6600  3 credits
Theory and Practice of Administration
Introduction to issues of administration of public and 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  3 credits
Financial Administration
Analysis of the concepts and principles used in the financial administration of the public 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  3 credits
Personnel Administration
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  3 credits
Law and Administrative Practice
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  3 credits
Ethics and Public Values
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  3 credits
Principles of Information Systems
This course provides an overview of the role of information systems in the administration of public 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  3 credits
Administrative Leadership in Complex Organizations
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  3 credits
Collective Bargaining and Contract Administration
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  3 credits
Organizational Communication & Conflict Resolution
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  3 credits
Productivity and Human Performance
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.

MADS 6610  3 credits
Organizational Decision Making
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 6611 – Please see list of Special Topics courses beginning on page 33.
MADS 6612 3 credits
Seminar on Strategic Management / Public & Not-For-Profit Sectors – Capstone – *Students should declare for graduation when registering for this course. Approaches to formulating strategies that enable public & 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 3 credits
Marketing of Public and Not-For-Profit Organizations
Course examines marketing concepts relevant to public and non-for-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 3 credits
Comparative Public & Not-for-Profit Systems (International Elective)
A global examination of alternative government and non-for-profit provider systems, public policy formulation and implementation. Organization and operational characteristics of public and not-for-profit providers in global settings are analyzed with particular reference to European systems. This seminar includes on-site visits to various institutes. 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 6615 3 credits
Global Leadership for Public and Not for Profit Orgs. (International Elective)
Leadership theories of European and American theoreticians as well as the methods and practices of world organization leaders in government 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 3 credits
Grant Writing and Administration
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 3 credits
Emergency Management & Safety Administration
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 3 credits
Leadership Plus
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 6619 3 credits
Politics & Policy of Entrepreneurial Government
This course examines the changing role of county/local government in the inter-governmental system, focusing on preparing government for the challenges & opportunities of the new century. The course will begin with a brief overview of the history and current structure and functions of the county & local government in New Jersey, including the changing socio-economic & political environment. This class examines the nature of governmental leadership and decision-making, including a discussion of some major leadership and decision-making theories and models as they apply to the regional government setting. Other topics include: outsourcing, consolidation, regionalization, privatizing, competitive bidding, special interest groups,
political action committees, referendum, joint venture and public/private partnerships.

MADS 6620 3 credits  
Human Resources Systems: Approaches & Techniques for the Modern Workplace  
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 3 credits  
Development of Governmental & Administrative Theories  
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.

MADS 6622 3 credits  
Community Development  
The purpose of this course is to introduce the theory and practice of community development and neighborhood development strategies. Overview of basic approaches, important concepts, resources and language of the field, and major strategies for neighborhood revitalization in low-income communities.

MADS 6623 3 credits  
City and Regional Planning  
This course provides a history, economic and social trends (land use, suburbanization, smart growth, etc.) and provides discussions on solving “real problems” that face local governments in the area of planning and development.

MADS 6624 3 credits  
Urban Politics  
The purpose of this course is to focus on the decision making, city governing structures, machine politics and the reform movement.

MADS 6625 3 credits  
Financing Community Development  
The purpose of this course is to discuss the theory and practice of urban and suburban public finance with emphasis on methods used to fund public infrastructures. Topics include: fiscal impact analysis of real estate development, effects of taxes on land use decisions, benefit assessments to finance public investments, private and intergovernmental contracting methods of supplying urban public services, tax increment finance for urban redevelopment and municipal bonds.

MADS 6626 3 credits  
Law Enforcement Executive Leadership Seminar (International Elective)  
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 3 credits  
Women’s Leadership in Today’s Global World (International Elective)  
Public 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 3 credits  
Building Strategic Partnerships  
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 not-for-profit leaders.
MADS 6629  3 credits  
Planning and Program Development  
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  3 credits  
Development of Political and Administrative Leadership  
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  3 credits  
Advanced Fundraising Practices  
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  3 credits  
Technology Applications for Not-For-Profit Management  
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  3 credits  
GIS and Emergency Administration  
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  3 credits  
Community Threat Assessment & Risk Analysis  
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  3 credits  
Legal Research Methods and Analysis  
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).

MADS 6636  3 credits  
Global Preparedness for Catastrophic Emergencies (International Elective)  
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, disaster psychology of terrorism, counter-terrorism, weapons of mass destruction, bio-defense mobilization and cyber security.

MADS 6637  3 credits  
Computer Systems Seizure and Examination  
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 data, 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 3 credits  
Computer Security Administration  
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 3 credits  
The Forensic Expert  
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 3 credits  
Leading in Times of Crisis (International Elective)  
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 3 credits  
Contemporary Legal Issues  
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 3 credits  
Global Health & Human Services Systems  
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 3 credits  
Community Needs Assessment & Qualitative Analysis for Health & Human Services  
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 3 credits  
Law, Ethics & Policy for Health & Human Services  
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 3 credits  
Marketing Social Change  
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.

MADS 6646 3 credits  
Finance & Accounting for Health & Human Services  
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 evaluation are emphasized.

MADS 6647 3 credits  
Organizational Planning & Risk Communications  
Risk communications practices, emergency operations planning and theory for health and human services organizations. Includes an overview of existing federal, state and local emergency operations planning and communication processes using case studies and practical exercises.
MADS 6648  3 credits
Disaster Recovery & Organizational Continuity
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 6649  3 credits
Integrated System Design for Emergency Medical Services
Effective EMS systems are dynamic by necessity. The need for a design that promotes integration and interoperability of all system components is essential to success. This course will examine a variety of delivery models, the impact of federal and state legislation & regulations, as well as industry best practices – including maximizing revenue sources, social marketing opportunities; the importance of partnership building, and developing/implementing a strategic management culture.

MADS 6650  3 credits
Emergency Medical Service Quality Improvement
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  3 credits
Operations Administration
Operations management is the direction and control of various process that move inputs into completed good 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 with operations management, and it will familiarize students to concepts, language, and tools in both service and production industries.

MADS 6652  3 credits
Public Policy and Transportation Issues
Demand for better transportation modalities have been impacted by population changes. As the population moves from urban to suburban areas, controversy develops as individual’s desire better systems to allow for faster commutes. Public policy issues arise as governments attempt to please the interests of those who want better transportation with those who want to preserve open spaces. Additionally, issues arise with air traffic and trains that impact and are impacted by public policy. This course will investigate the area of transportation and public policy making, and explore how both the needs of the public and those of the public officials are impacted by the processes.

MADS 6653  3 credits
Global Citizenship Seminar (International Elective)
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.
Master in Administrative Science - Course Descriptions

MADS 6654  3 credits
Forensics Administration
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  3 credits
Contemporary Issues in Community Policing
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 predominate 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  3 credits
Social Problems & Solutions
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 6657  3 credits
Computer Recreation for Persons with Disability
People in long term care facilities have a right to recreation but sometimes such persons do not have the ability to take part in traditional recreational activities due to mental/physical impairment. This course surveys a series of video games with a variety of input devices that can be played alone by a person with disabilities or in a group setting. The course will help anyone in the health care industry, recreation industry, or long term care facilities to select games that allow a variety of people to have fun and comply with recreation guidelines.

MADS 6658  3 credits
Leadership: Global Advanced Scholarship & Practice (International Elective)
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  3 credits
Latin America & Globalization
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 6660  3 credits
E-Team Emergency Software Systems
The course will teach the strategies of emergency management from the municipal level to the state level where multiple communities work with the State Police Emergency Operations Center. The majority of the course will be hands-on where students are given a role, a level of access, and the e-team certified teacher runs a table top emergency exercise of multi-community crisis using the e-team computer software system. Participants of this course should be prepared to use the new E-Team system being adopted by the NJ State Police.

MADS 6661  3 credits
Managing Organizational Change
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 3 credits
Customer Service for Public & Not-For-Profit Orgs.
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 6663 3 credits
Behavioral Administration in Corrections
This course concentrates on inmate behavior as a core function of a correctional institution. The structured environment requires administrators to gauge the psychology of the offender, manage violent and criminal behavior, explore options in behavior management, set and convey expectations for behavior, meet basic needs of inmates, provide proactive inmate management, understand the role of the correction officer as a manager of people, and evaluate risks and needs of the inmate population.

MADS 6664 3 credits
Correctional Health Care Administration
This course explores the medical and mental health needs of the inmate population. Concerns about the quality of health care for this at-risk population entails early screening and classification of inmates, treatment of communicable and chronic diseases, the privatization of health care services, substance abuse counseling and programs handling mental health issues, & other critical matters.

MADS 6665 3 credits
Crisis Management for the School Administrator
Contemporary events have revealed that all school districts need to prepare for the unthinkable. No school leader wants to be in the middle of a crisis. The potential for the occurrence of natural disasters, terrorist activity, violent students and shootings on school property significantly increases the burden of responsibility to keep students and faculty safe. This course encompasses crisis preparedness resources that will enable administrators to manage school emergencies. It will focus on three key elements of crisis management: planning, response and recovery.

MADS 6666 3 credits
The New European Map
(International Elective)
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 3 credits
Construction Procurement
This course studies the different methods used to procure materials and deliver completed projects in the construction industry. Topics reviewed include: costing concepts of lump sum, unit price, and cost-plus; bidding processes; & contracting for construction management.

MADS 6668 3 credits
Productivity & Construction Operations
This course investigates how productivity enhancements can impact heavy construction operations. These of models, analyses, and simulations can improve the quality of the planning process and the end result. How these are incorporated into the project are included.

MADS 6669 3 credits
Environmental Regulations
This course investigates the current environmental laws & regulations as they pertain to heavy construction projects. Topics reviewed include: permitting; defining wastes including hazardous wastes; disposal options for wastes; & onsite treatment systems.

MADS 6670 3 credits
Cost Analysis & Administration
This course studies the various components of cost management as they apply to the construction process. The concepts of conceptual estimates, project cost analysis, & life-cycle costing will be included.

MADS 6671 3 credits
Computer-Aided Construction
This course investigates the application of contemporary software for different construction projects. In addition to investigating a limited set of software, the course will utilize the software in problem solving.
MADS 6672 3 credits
Ethics and Human Rights
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 issues are concerned. This includes the concept of ethics and ethical treatment of individuals regardless of their status.

MADS 6673 3 credits
Internal and External Displaced Persons Issues
Individuals may have to travel long distances to seek refuge from natural or manmade disasters. International humanitarian laws may provide protection for internally displaced people. Other individuals may be able to seek assistance and protection from various committees or organizations. 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 course will investigate various issues as well as remedies to problems.

MADS 6674 3 credits
Sociological Perspectives of Disaster
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 6675 3 credits
Optimum Leadership
(International Elective)
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, Vail, Greenleaf, Kellerman, Lipmann-Bluman, Goleman, and others.

MADS 6676 3 credits
Perspectives on Leadership from Film
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 6677 3 credits
Planning for Changes in Information Technology
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.

MADS 6678 3 credits
Economics for Administrators
This course introduces macroeconomics and microeconomic principles by exploring their application to the modern workplace. Included in the course are concepts of supply and demand, cost and pricing, and monetary and fiscal policy. It is designed for mid to upper-level managers and supervisors without recent course work in economics.

MADS 6679 3 credits
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 included in the course.

MADS 6680 3 credits
Strategic Planning for Intelligence-Led Policing
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 3 credits
Intelligence Team Management
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.
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MADS 6682  3 credits  
Intelligence Analysis  
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  3 credits  
Tactical and Operational Management  
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  3 credits  
Principles of Information and Intelligence Collection  
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  3 credits  
Fusion Center Operations and Integration  
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.

MADS 6686  3 credits  
Financial Crime: Its Nature & Extent  
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  3 credits  
Accounting Fraud Examination  
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  3 credits  
Legal Environment for Forensic Accounting  
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, admittance of evidence and expert witness testimony.

MADS 6689  3 credits  
Accounting and E-Commerce  
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  3 credits  
Forensic Accounting Fraud & Taxation  
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.
Leaders of the 21st Century Leaders

This course focuses on thinking, new ways of dealing with great changes yet to come, & 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 6611 3 credits
Special Topics: Current Issues in Cyber Forensics
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 6611 3 credits
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 6611 3 credits
Special Topics: Current Issues on Terrorism & Security
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 6611 3 credits
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, 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.
Special Topics: Entrepreneurship in Leisure Services
This course looks at new and innovative approaches to providing recreational and leisure services in the inter-governmental system. An overview of the history, current structure and functions of government and not-for-profit administered leisure services are presented as well as impact of the changing socioeconomic priorities that have inspired increased efficiency and effectiveness. Other topics include collaborative initiatives, public/private partnerships, privatization and outsourcing business, profit centers, marketing and advertising and joint ventures.

Special Topics: Environmental Issues and Community Development
This course provides an overview and awareness of the wide range of environmental issues that affect our community and how they relate to today’s planning process. Guest speakers, seminar discussions, reading and videos will introduce students to various environmental topics ranging from wetland development to environmental justice. This course will also provide background information relative to public policy as well as ethical issues.

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.

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).

Special Topics: Global Issues in Emergency Medical Services
This course will focus on current global and national events that impact one or more facets of Emergency Medical Services administration. Discussions of the following topics will be included: recent regulations/legislations (i.e. reimbursement, confidentiality, etc.); new technological or operational advances; corporate citizenship initiative; global impacts (terrorism, economic crises, infectious disease transmission). Course work will introduce students to alternative management strategies for such events through a global context.

Special Topics: Global Technology Project Management
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.

Special Topics: Intro. To Computer Network Security
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.

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.

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.
MADS 6611  3 Credits
Special Topics: Lifestyle Modification for Community Leaders
Community 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 community leaders.

MADS 6611  3 credits
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 sub-urbanization 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 6611  3 credits
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 6611  3 credits
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 6611  3 credits
Special Topics: Public Presentations & Media Strategies
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 6611  3 credits
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 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 hand-on experience by constructing their own surveys tailored to their own organizations.
Bachelor of Arts in Individualized Studies
Program Highlights

- A certificate in one of fourteen 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 in 55 locations in New Jersey.

- This program is now in its 17th 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, and April. Enroll in the trimesters of your choice. There are no classes during July and August.

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

COURSE FEE:
Tuition, which includes a 50% scholarship for all public and nonprofit organization personnel, is $1152.00 per course. 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.

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:

Roger Kane
Director of Transfer Student Services
(201) 692-2027 or email at rwkane@fdu.edu for further information.

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).
Bachelor of Arts in Individualized Studies  
Degree Program Information - Course Descriptions

**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 applied 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, preferred. Personal interview. Call to discuss your educational goals. **NO SAT/ACT required.**

**Program of Study**
Any six courses (18 credits) qualify for a Certificate in Public Service Administration.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Course Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ART 1061</td>
<td>3</td>
<td>Cultural Art</td>
<td>Studies in the fine arts, complemented by visits to the theatre, opera, ballet and art museums.</td>
</tr>
<tr>
<td>ART 1071</td>
<td>3</td>
<td>Film and Society</td>
<td>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.</td>
</tr>
<tr>
<td>BIOL 1105, BIOL 1115</td>
<td>3 credits</td>
<td>The Human Environment</td>
<td>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.</td>
</tr>
<tr>
<td>COMM 2101</td>
<td>3</td>
<td>Professional Communication</td>
<td>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 &amp; behavior.</td>
</tr>
<tr>
<td>COMM 2140</td>
<td>3</td>
<td>New Technology in Communications</td>
<td>An examination of new and incipient technologies in the communications industries; the Internet, e-commerce, e-publishing; video conferencing and the development of &quot;electronic villages&quot;; 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.</td>
</tr>
<tr>
<td>COMM 3310</td>
<td>3</td>
<td>Professional Presentations</td>
<td>Advanced communication techniques in the professional environment, collaborative presentations, effective written and oral styles and audience analysis, among other topics.</td>
</tr>
<tr>
<td>ENGL 1111</td>
<td>3</td>
<td>Literature and Composition I</td>
<td>Principles of grammar, rhetoric and style; expository writing; introduction to literary forms, especially short fiction.</td>
</tr>
<tr>
<td>ENGL 1112</td>
<td>3</td>
<td>Literature and Composition II</td>
<td>Expository writing; literary criticism; introduction to literary forms, especially drama, poetry &amp; the novel; research techniques.</td>
</tr>
<tr>
<td>ENGL 2209</td>
<td>3</td>
<td>Business Communications</td>
<td>Clear and effective business communication, both oral and written. Appropriate style, tone and organization for reports, memos and letters.</td>
</tr>
<tr>
<td>ENGL 2211</td>
<td>3</td>
<td>Masterpieces of World Literature I</td>
<td>Representative works of world literature focusing on the ancient classics.</td>
</tr>
<tr>
<td>ENGR 4000</td>
<td>3</td>
<td>History of Technology</td>
<td>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.</td>
</tr>
<tr>
<td>ENGW 3001</td>
<td>3</td>
<td>Advanced Writing Workshop</td>
<td>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.</td>
</tr>
</tbody>
</table>
**HIST 2231** 3 credits  
**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** 3 credits  
**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** 3 credits  
**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.

**HUMN 3218** 3 credits  
**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.

**MATH 1131** 3 credits  
**College Mathematics I**  
Set theory, number sets, coordinate geometry, matrices, number theory.

**MATH 1142** 3 credits  
**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** 3 credits  
**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** 3 credits  
**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 3361** 3 credits  
**Human Motivation and Behavior**  
Students will be exposed to a broad range of individual, group and 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.

**MIS 1135** 3 credits  
**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.

**MGMT 4243** 3 credits  
**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.

**PADM 3300** 3 credits  
**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** 3 credits  
**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** 3 credits  
**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.
<table>
<thead>
<tr>
<th>Course</th>
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<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PADM 3303</td>
<td>3</td>
<td><strong>Public Personnel Administration</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>PADM 3304</td>
<td>3</td>
<td><strong>Public Sector Collective Bargaining and Labor Relations</strong>&lt;br&gt;This course examines collective bargaining and contract administration in the public sector, including grievances arbitration, with special emphasis on the implications of collective bargaining for public sector managers and employees of public service organizations.</td>
</tr>
<tr>
<td>PADM 3305</td>
<td>3</td>
<td><strong>Local Government Administration</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>PADM 4400</td>
<td>6</td>
<td><strong>Seminar on Leadership Development</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>PADM 4562</td>
<td>3</td>
<td><strong>Leadership of the Founding Fathers</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>PADM 4563</td>
<td>3</td>
<td><strong>Violence &amp; Culture</strong>&lt;br&gt;A thought provoking look at the complexity &amp; contradiction involved in violence within society through examination of global societies. The course will examine the contrasts between violent &amp; non-violent societies around the globe.</td>
</tr>
<tr>
<td>PHIL 1101</td>
<td>3</td>
<td><strong>Logic</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>PHYS 1008</td>
<td>3</td>
<td><strong>Physics of Medicine &amp; Science</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>PHYS 1126</td>
<td>3</td>
<td><strong>Earth Physics</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>Portfolio Workshop</td>
<td>Non-credit</td>
<td>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: <a href="mailto:czarick@fdu.edu">czarick@fdu.edu</a>.</td>
</tr>
<tr>
<td>POLS 1220</td>
<td>3</td>
<td><strong>Comparative Government and Politics</strong>&lt;br&gt;Analysis and comparison of contemporary political institutions and processes of selected countries. Satisfies the international perspective course requirement in the Bachelor of Arts in General Studies Degree program.</td>
</tr>
<tr>
<td>POLS 2234</td>
<td>3</td>
<td><strong>Geography &amp; World Politics</strong>&lt;br&gt;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.</td>
</tr>
<tr>
<td>POLS 2265</td>
<td>3</td>
<td><strong>State &amp; Local Government</strong>&lt;br&gt;An examination of state &amp; local political systems in the US with particular emphasis on NJ. Topics include governmental structures, the electoral process &amp; the formulation of public policy in a variety of issue areas.</td>
</tr>
</tbody>
</table>
BAIS Course Descriptions

POLS 3307 3 credits
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 3 credits
Urban Government & Politics
Forms of local government, analysis of urban problems, policy formulation, execution and impact.

PSYC 1173 3 credits
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.

SOC 3329 3 credits
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 3 credits
Public Speaking
Training in the organization of ideas and effective delivery through practice in speaking before an audience.

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.

- For students enrolling in Fall 2001 or later, the University Core courses are revised as noted below.

For students in these categories, it is recommended that they complete:

CORE A
CORE 1006 3 credits
The Global Challenge
The Global Challenge 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.

CORE B
CORE 2007 3 credits
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 Handmaid’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 C
CORE 2008 3 credits
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-Sahara 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 D
CORE 3009 3 credits
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.
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
Any six undergraduate courses qualify for a Certificate in Public Service Administration.

**CODE & SAFETY ENVIRONMENT**

- **PADM 4522** 3 credits
  **Fire Prevention**
  Examines the administration, legal authority and compatibility in respect to state statutes, fire prevention code, fire safety code, enforcement, and dealing with the construction of board of appeals and hearings.

- **PADM 4523** 3 credits
  **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** 3 credits
  **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** 3 credits
  **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** 3 credits

**CONTEMPORARY CYBER COMMUNICATION**

This undergraduate, six-course, eighteen credit certificate is offered in blended format on both FDU campuses and off-site. It is designed to develop and certify a set of applied technological, social, and communication competencies that are in high demand in many corporate, public sector, not-for-profit, and educational domains. The competencies include information literacy, media literacy, and effective collaboration in diverse settings to enhance information sharing and knowledge creation in the individual’s organizational context. By the end of the program each student will have compiled a set of software, information, and knowledge resources that will dramatically enhance their productivity and personal effectiveness. (cont’d next page)
COMM 3143  3 credits  
**Internet Research and Communication**
Introduction to the structure, functioning, and impact of the Internet on research and communication. Acquire information fluency (learn to find, analyze, and effectively use information sources in select domain). Use basic research tools including scanning and surveys.

COMM 3144  3 credits  
**Visual and Media Literacy**
This course introduces the visual “ecology” (the role of media and visual image) in contemporary culture; critique and manipulate representations among multiple media.

COMM 3145  3 credits  
**Digitization, Visualization, and Presentation**
Introduction to the method and purpose of digitization. Use basic visualization tools to manipulate and display both data, images and representations to accelerate cognitive learning and enhance one’s ability to persuade others.

COMM 3146  3 credits  
**Interactive Communication and Networking**
This course explores networking and cyber tools (groupware) to enhance collaboration skills, support diversity, and build intellectual capital.

COMM 3147  3 credits  
**Organization Development and Strategy**
This course introduces organizational dynamics, quality process improvement practices, the role of technology in competitive strategy, and professional responsibility.

COMM 3148  3 credits  
**Self Knowledge, Action Research, and Intellectual Capital**
Learn to understand personal learning styles, their impact on groups, and their importance in the workplace; develop learning plans; know “how to learn;” Understand experiential and collaborative learning to create organizational and domain knowledge.

**CORRECTIONAL STUDIES AND ADMINISTRATION**

COMM 2101  3 credits  
**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.

PADM 4556  3 credits  
**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  3 credits  
**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  3 credits  
**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  3 credits  
**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  3 credits  
**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.
DISASTER & EMERGENCY MANAGEMENT

PADM 4508  3 credits
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  3 credits
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  3 credits
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  3 credits
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  3 credits
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  3 credits
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.

EMERGENCY MEDICAL SERVICES ADMINISTRATION

This certificate is designed to enhance the knowledge and leadership skills of administrators & staff 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.

This is an 18-credit, 6 course off-campus certificate program. Students take three specialized studies courses, and two elective courses plus the Global Challenge.

PADM 4553  3 credits
Foundations of Emergency Medical Service Admin.
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  3 credits
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.

Elective Courses:

PADM 4506–Domestic Preparedness for Catastrophic Emergencies
PADM 4512–Safety & Emergency Administration
PADM 4516–Personnel Mgmt for Emergency Services Community
PADM 4545–Effective Risk Communications for Emergency Service Leadership
PHIL 2255–Business Ethics
FIRE & ARSON INVESTIGATION

PADM 4531 3 credits
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 3 credits
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 3 credits
Incendiary Fire Analysis and Investigation
Examines technical, investigatory, 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 3 credits
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 3 credits
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 3 credits
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.

FIRE PROTECTION TECHNOLOGY

PADM 4527 3 credits
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 3 credits
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 3 credits
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 fire safety, automatic detection and suppression, life safety and firefighter safety.

PADM 4530 3 credits
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.

FIRE SERVICE ADMINISTRATION

PADM 4514 3 credits
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 3 credits
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.
BAIS Certificate Course Descriptions

PADM 4516  3 credits
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  3 credits
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  3 credits
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  3 credits
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  3 credits
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.

HEALTH & HUMAN SERVICES ADMINISTRATION
Students must take one international perspective course, three specialized studies, one free elective and the Global Challenge.

International Perspective:
PADM 4547  3 credits
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.

Specialized Studies:
PADM 4548  3 credits
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  3 credits
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  3 credits
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  3 credits
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. (cont’d next page)
**Select One Free Elective:**

**PHIL 2255** 3 credit

**Business Ethics**
This course addresses ethical theories and 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.

**PADM 4552** 3 credits

**Complementary Medicine**
This course examines the role of natural healing and nutrition as a complement to traditional approaches of prevention and treatment for depression, anxiety and disease. Students will learn about environmental, nutritional and emotional challenges contributing to mental and physical health at all stages of the life cycle.

**LEADERSHIP ADMINISTRATION**

**IBUS 2201** 3 credits

**Fundamentals of International Business**
Provides an awareness of the environmental and managerial aspects of international business. Explores the complexities and implications of exposure to international competition & technology.

**MGMT 1110** 3 credits

**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** 3 credits
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 3361** 3 credits

**Human Motivation and Behavior**
Students will be exposed to a broad range of individual, group and 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 4243** 3 credits

**Human Resource 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, and selecting, and training employees and executive development.

**PADM 4400** 6 credits

**Seminar on Leadership Development**
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.

**SCHOOL RESOURCE OFFICER LEADERSHIP & ADMINISTRATION**

**PADM 4400** 6 credits

**Seminar on Leadership Development**
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 4506** 3 credits

**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. This course will also 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. What beliefs or cause the terrorist practices and the psychology of the suicide bomber syndrome.

**PADM 4545** 3 credits

**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 4561** 3 credits

**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.
<table>
<thead>
<tr>
<th>COURSE CODE</th>
<th>CREDITS</th>
<th>COURSE TITLE</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>PADM 4501</td>
<td>3</td>
<td>Terrorism and Emergency Management</td>
<td>Examine terrorism in the context of emergency management. Definition of what is terrorism 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.</td>
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<tr>
<td>PADM 4502</td>
<td>3</td>
<td>Counter –Terrorism and Response</td>
<td>Examine effective methods of counter terrorism, response to reduce the effects locally, nationally and globally. Discuss the history of terrorism in the world, the motivations behind the violence, how to prepare for effective response and to reduce the severity and extent of destruction.</td>
</tr>
<tr>
<td>PADM 4503</td>
<td>3</td>
<td>Weapons of Mass Destruction: Political Issues</td>
<td>Examine the types and methods of distribution of weapons of mass destruction, the cause, effect and message that terrorists are attempting to deliver. Identify the most effective target the terrorist may select with the desire to cripple certain industries, communications and travel.</td>
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<tr>
<td>PADM 4504</td>
<td>3</td>
<td>Hazardous Risk Analysis</td>
<td>Examine how to identify the most vulnerable and/or most damaging target which the terrorist may focus on to cause the widest and most damaging interference with normal operation of a certain area or industry. Using mitigation and preparedness process safety measures that may reduce or eliminate a certain target from experiencing loss or damage.</td>
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<tr>
<td>PADM 4506</td>
<td>3</td>
<td>Domestic Preparedness for Terrorism &amp; Catastrophic Emergencies</td>
<td>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 also 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. What beliefs or cause the terrorist practices and the psychology of the suicide bomber syndrome.</td>
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<td>PADM 4507</td>
<td>3</td>
<td>Business and Industry Crisis Administration</td>
<td>This course identifies, examines and integrates the diverse crisis management, disaster recovery &amp; organizational continuity issues facing private sector organizations. The main focus is crisis management, disaster recovery, organization, and continuity/resumption of business.</td>
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<tr>
<td>PADM 4508</td>
<td>3</td>
<td>Hazardous Risk Analysis</td>
<td>Examine how to identify the most vulnerable and/or most damaging target which the terrorist may focus on to cause the widest and most damaging interference with normal operation of a certain area or industry. Using mitigation and preparedness process safety measures that may reduce or eliminate a certain target from experiencing loss or damage.</td>
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<td>PADM 4509</td>
<td>3</td>
<td>Domestic Preparedness for Terrorism &amp; Catastrophic Emergencies</td>
<td>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 also 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. What beliefs or cause the terrorist practices and the psychology of the suicide bomber syndrome.</td>
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<td>PADM 4511</td>
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<td>Hazardous Risk Analysis</td>
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<td>PADM 4512</td>
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<td>Domestic Preparedness for Terrorism &amp; Catastrophic Emergencies</td>
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<td>PADM 4513</td>
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<td>PADM 4514</td>
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<td>Hazardous Risk Analysis</td>
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<td>Domestic Preparedness for Terrorism &amp; Catastrophic Emergencies</td>
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<td>PADM 4516</td>
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<td>Business and Industry Crisis Administration</td>
<td>This course identifies, examines and integrates the diverse crisis management, disaster recovery &amp; organizational continuity issues facing private sector organizations. The main focus is crisis management, disaster recovery, organization, and continuity/resumption of business.</td>
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<td>PADM 4517</td>
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<td>Hazardous Risk Analysis</td>
<td>Examine how to identify the most vulnerable and/or most damaging target which the terrorist may focus on to cause the widest and most damaging interference with normal operation of a certain area or industry. Using mitigation and preparedness process safety measures that may reduce or eliminate a certain target from experiencing loss or damage.</td>
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</tr>
</tbody>
</table>
Fairleigh Dickinson University Emergency Services
Higher Education Committee

Chair
Frank Scott
CEM, Former Executive Director
Community Policing, N J Community Policing Institute

Co-Chair
Ex-Chief Gerard Naylis (Arson Inv.)
Bergenfield, F.D.

Secretary
Thomas Simmons
Fire Instructor II/Program Manager AT&T

Wayne Blanchard, Ph.D.
F.E.M.A. Emergency Management Institute
Higher Education Project

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Executive Associate Dean
Off-Campus Credit Programs
Fairleigh Dickinson University

Daniel M. Collins
President
Operation Respond Institute, Inc.

Glenn Corbitt
Waldwick, NJ (John Jay College Criminal Justice, NY)

Chris Cotter
City Administrator
Summit, New Jersey

Leonard E. Diamond
Director of Intelligence
& System Security Training
New Jersey Transit Police

Keith Durie
Ex-Chief (Code Inspector) Hillsdale, N.J.

Deborah A. Fredericks
Director of Operations & Systems Specialist
Continuing Education, FDU

Alfred Gerber, Sr.
Senior Fire Instructor
Bergen County Law & Public Safety Institute

Vernon L. Henderson
Former Deputy Director of Training, DARE NJ
Past President
NJ State Assoc. / Chiefs of Police
Richard Johnson
Retired Chief
Hackensack, NJ Fire Department

Jeff P. Kovacs
Director
Safety Compliance/Training, New Jersey Transit

Joan Leder
Sr. Program Director, GIS
Fairleigh Dickinson University

Mark L. Manewitz, Esq.
Partner
Reed Smith LLP, Newark, Princeton, N. Y.

Gary Montroy
Chief Fire Code Inspector
Mahwah, New Jersey

Patrick K. O'Brien
Administrator,
Boro of Bogota

Michael D. Paquette
Chief, Ret.
South Brunswick, N.J. Police Department

Kimberly Hampton Saul
Ex-Chief
Hillsdale, New Jersey Fire Department

Larry Rauch
Chief Instructor/Executive Assistant
Bergen County Law & Public Safety Institute

Thomas Simpson
Fire Building Sub. Code Inspector
Passaic, New Jersey

John W. Schaubach, PE
Retired
New Jersey Institute of Technology

William “Jerry” Schwartz
Director
Bergen County EMS Center

William “Pat” Schuber
Senior Lecturer, FDU
Former Bergen County Executive

Eric Sorchik
Lieutenant
New Jersey State Police
Emergency Management Training

Nicholas F. Theodos
Vice President of Corporate Security,
Lehman Brothers
Deputy Superintendent of Investigations
New Jersey State Police, Retired

Michael A. Tobia
Police Inspector
Port Authority of NY & NJ Police
Office of Emergency Management

Kenneth T. Vehrkens
Dean & Associate Vice President
Anthony J. Petrocelli College of Continuing Studies, Fairleigh Dickinson University
| Certificate in Administrative Science | Certificate in Global Technology Administration |
| Certificate in Community Development | Certificate in Human Resources Administration |
| Certificate in Construction Leadership & Administration | Certificate in International Studies |
| Certificate in Correctional Administration & Leadership | Certificate in Law & Public Safety Administration |
| Certificate in Displaced Persons | Certificate in Legal Environment Administration |
| Certificate in Emergency Management Administration | Certificate in Non-Profit Organization Development |
| Certificate in Forensic Accounting | Certificate in Park & Recreation Leadership |
| Certificate in Global Health & Human Services Admin. | Certificate in Transportation Administration |
| Certificate in Global Leadership & Administration | Certificate in Global Security & Terrorism Studies |
| Certificate in Global Technology Administration | Certificate in Global Technology Administration |
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| Certificate in Transportation Administration | Certificate in Transportation Administration |
| Certificate in Global Security & Terrorism Studies | Certificate in Global Security & Terrorism Studies |

Lisa Abbate – Detective, Somerset County Prosecutor
Wanda Acosta-Asmar – School Social Worker, Paterson Public School
James Adamczyk – Process Improvement Manager, U.S. Postal Service
Tracy Adamczyk – Judicial Secretary, State of New Jersey
Mary Beth Adams-Toms – Clinical Coordinator, St. Peters University Hospital
Ophelia Adderley – Sr. Grant Compliance Administrator, NJ Transit Corp.
Bertha Adenji - Chief Operations Branch, Internal Revenue Service
Camille A. Agnello – Controller, AZEGO Technology
Victor U. Akpu – Negotiator, NJ Department of Transportation
Tina Ann Albrecht – Former Assistant to County Executive, County of Bergen
Patricia A. Alelov – Coordinator of Non-Credit Programs, Essex County College, NJ
Janelle N. Alexander – Basic Skill Instructor, Deptford Township, Board of Education
Jay W. Alexander – Controller, Warren County Community College
Simon Alexander - Claims Adjudicator, DDS, NJ Department of Labor
Linda K. Alford-Fennell – Personnel Assistant I, Department of Corrections, Northern State Prison
Selina A. Allen- Project Director, Allies Inc.
Maria Amelia Alvarado – Assistant Director, Essex County College
Linda Ann Ciezak Alvarez – School Business Administrator, Ogdensburg Board of Education
Christopher Anagnostis - Police Officer, East Orange Police Department
Dawn S. Anderson – Supervisor of Physical Therapy, Woodbine Development Center
Deandre R. Anderson – Repair Specialist, Verizon, NJ
Christopher John Andreychak – Detective Sergeant, New Jersey State Police
Joseph Ronald Angarone – Detective, Mercer County Prosecutor’s Office
Roberta Angermiller – Director, JMW Breast Center, Monmouth Medical Center
Steven M. Annarelli – Administrative Analyst, New Jersey State Police
Caroline Nicole Amato – Development Financial Analyst, Environmental Defense
Narong Arjarasumpun – Blood Bank Supervisor, Englewood Hospital
Tanise Aristilde – Program Assistant Intern, Superior Court of New Jersey, Hudson Vicinage
Sandra L. Armstrong – Customer Service Representative, Cardinal Health
Ronald E. Aron – Police Officer, Haddon Township Police Department
Richard H. Arroyo – Administrative Officer, New Jersey State Police
Hansel Asmar – Health Officer, Mercer County Health Department
Doreen Atak – Medical Technologist, Valley Hospital, Ridgewood
Joseph A. Auer- Captain, Kensburg Police Department
Dianne Marie Baillif – Social Work Supervisor, Bergen County Board of Social Services
Daniel L. Baldwin – Detective, Somerset County Prosecutor's Office
Valerie Balfour – Investigator II, New Jersey State Police
Ryan Jarod Ballard – Patrol Officer, East Windsor Township Police Department
Paul Francis Banach – Lieutenant, Monroe Township Police Department
Nicholas John Barber – Police Officer, Elk Township Police Department
Valerie Barnes – Associate Director/Admissions Corporate Programs, FDU Continuing Education
Harvey A. Barnwell – Homicide Detective, Union County Prosecutor’s Office
Dianne Barretts – Technical Assistant, Personnel, NJ Department of Transportation
Bruce C. Bartlett – Retired Teacher, Lyndhurst Board of Education
Lynn Bartlett-DeLuise - Contract Administrator, Bergen County Comm. Development
Stuart C. Brown – Chief, Manalapan Township Police Department
Wayne A. Brown – Detective, Somerset County Prosecutor’s Office
Brenda Browne – Admissions Clinician, Catholic Community Services
Sandra J. Brownell – Supervisor of Inspections, NJ Dept of Health and Senior Services
Glenn J. Brunet - Patrolman, Rochelle Park Police Department
Jeffrey L. Bruckler – Project Analyst, Atlantic County Utilities Authority
Rodney L. Brutton – Coordinator of Community Development, Unified Vailsburg Services Org.
Michelle C. Buldo – Finance Assistant, St. Barnabas Behavioral Health, St. Barnabas Health System
Tijen N. Bullock-Johnston – Supervisor, Division of Family Services
Kevin Joseph Burke, Jr. – Captain, New Jersey State Police
Robert J. Burton – Campus Coordinator, Burlington County College
Michael D. Busnai - Senior REHS, Township pf Morris Health Department
Myra Butensky – Manager, Syms Clothing
Felicia Bianca Butts-Daniels – Staff Administrator, Port Authority of NY & NJ
Alison Lawrence Buxton – Director of Special Events, Gill St. Bernard’s School
William H. Byrnes Jr. - Coordinator, Morris County Department of Human Services
Lilian R. Cabiles – Charge Nurse Postpartum Unit, Clara Maass Medical Center
John Cafone - Captain, Township of Nutley Fire Department
Thaddeus Boyd Caldwell – Investigator, Northern State Prison, Newark
Patrick Callahan- Trooper, New Jersey State Police
Charles S. Callari – Division Director, Dept.of Neighborhood Improvement, City of Jersey City
Anthony Patrick Calenda – Secondary Marketing, Valley National Bank
Sandra J. Caley – Probation Officer, Ocean County Probation Department
Ann Marie Calvo – Registered Nurse/Unit Care Coordinator, Hackensack University Medical Center
Christopher James Camilleri – Detective, Tinton Falls Police Department
Bradley M. Camper, Jr. – Drop-Out Prevention Officer, Camden Board of Education
Nayibe Capellan – Family Service Worker, Parkside Preschool
Jon A. Caproni – Network Analyst, County of Morris
Marilyn Carino – Administrator, Symbol Technologies
Della J. Carroll - Management Specialist, Bergen County Parks
Winston Shawn Carter – Flight Operations Coordinator, Honeywell
Stephanie Carter-Green – Sr. Corrections Officer, NJ Department of Corrections
Christopher C. Carbone – Patrolman, Kinnelon Police Department
Caroline Carmody – Executive Assistant IV, NJ Department of Transportation
John E. Carrington, Jr. – District Adjudication Officer, US Citizenship & Immigration Services
David S. Carson- Police Officer, Raritan Police Department
Lysette Casale – Controller, Electronic Transformer Corp., Paterson, NJ
Anthony J. Cassano - Chairman, Bergen County Board of Chosen Freeholders
Louis S. Cassaro – Section Chief, Greystone Park Psychiatric Hospital
Roxanna P. Catterson - Detective, Somerset County Prosecutor’s Office
Nicholas E. Cavacoglu - Customer Service, EMSE Corporation
Arthur Ceccato – Patrol Supervisor, Township of Warren Police Department
John James Cerny – Police Sergeant, Secaucus Police Department
John J. Cerato – Captain, Monmouth County Sheriff’s Office
Cynthia M. Cheval – Director of Operations, Victoria Mews Management Health Corp.
Raymond J. Chintall – Public Safety Advisor, Rutgers University
Kenneth G. Christensen – Paramedic Coordinator, Hackensack University Medical Center
Julius Cirelli – Detective Sergeant, City of Passaic Police Department
Lillian Ciufo – Executive Director, Fort Lee Housing Authority
Anthony G. Clark – Project Manager, City Hall, City of Newark, NJ
Salima Khadija Clark - Administrative Specialist, Bergen County Child Support Enforcement Unit
Sean Clark – Patrol Sergeant, Parsippany Police Department
Edward E. Clarke - Education Director, Medgar Evers College/CUNY
Sonia Class - Regional Staff Nurse, NJ Family Care/Dept of Human Services
Gregory C. Clay - Detective/Sergeant, Union County Prosecutor’s Office
Elizabeth J. Cleary – Case Mgmt. Coordinator, Shore Rehab. Institute, Point Pleasant
Gerard Clyne – Detective/Lieutenant, North Plainfield Police Department
David G. Coble - Senior Planner, Bergen County Planning and Economic Development
Christine Cochrane – Nursing Clinical Coordinator, Hunterdon Medical Center
Pamela Cody – Supervisor/International Accounts, U.S. Postal Service
Jaclyn T. Coe – US Probation Officer Assistant, US Probation Department
Johnny Ervin Coe, Jr. – Police Officer, Trenton Police
Jon Cohen – Agent, Pennsylvania Office of Attorney General
Brenda Lenore Cohen – Director of Shore Youth Center, Preferred Children’s Service
Anita Pickard Cole – Administrative Assistant, Supreme Court, State of NJ
George W. Cole – Patrolman, Hawthorne Police Department
Timothy E. Cole – Supervisor of Counseling, Department of Labor
Inez Jeanette Coleman – Human Service Specialist III, Mercer Co. Board of Social Services
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John Edward Connolly – Supervisor, New Jersey State Police
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Mary E. Redutoff-Shubin – Administrative Nurse Manager, Hackensack University Medical Center  
Rose M. Reed – Human Services Specialist III, Mercer County Board of Social Services  
Mary Elizabeth Redutoff-Shubin – Administrative Head Nurse, Hackensack University Medical Center  
Brian H. Reich – Police Officer, Englewood Police Department  
Kevin M. Rehmann- Assistant Unit Head- Public Information, NJ State Police  
Carla Renda - Teacher, Oakland Board of Education  
Robert J. Reseta, Jr. – Director of Emergency Medical Services, SBHCS-Community Medical Center  
Anthony Ricci - Inspector, Casino Control Commission State of New Jersey  
Martianne Rich-Warn – Program Management Specialist, Anteon Corporation  
Mary Rich – Assistant VP Patient Care Services, Hospital Center at Orange  
Ana Rivera- Executive Director, The Arc, Gloucester  
Philip J. Rizzo – Police Officer, Franklin Township Police Department  
Deborah Rhodes - Unit Manager, Community Corrections Corporation  
Lashonda Latrice Roberts – Community College Campus Coordinator, Fairleigh Dickinson University  
Angela Renee Robinson – Housing Coordinator, Atlantic City CVA  
John M. Roche, Sr. – Lieutenant, Wall Township Police Department  
Karl M. Rock – Police Sergeant, Town of Bedminster  
Jaclyn Rodemann – Director of Recruitment, Ocean County College  
Cecelia W. Rodgers – Computer Technician, MIS, NJ State Police  
Christi Kobus Rokicki – Development Director, American Red Cross of Morris County Area  
Andre L. Romage – Toll Supervisor, Port Authority of NY & NJ  
John Michael Rosko – Lieutenant, New Jersey State Police  
Marvin Benjamin Ross – Community Relations Manager, New Jersey Department of Environmental Protection  
Ronald Ross – Director of Evening & Weekend Services, Essex County College  
Raymond A. Rotella – Police Officer, Little Falls Police Department  
Rachel Michelle Rothenberg – Registered Nurse, Hackensack University Medical Center  
Elaine T. Rowin - Allied Health Coordinator, Eastside H.S., Paterson  
Eric Victorious Rowley – Officer, US Immigration  
Joan Elaine Ruane – Director of Standards, Kimball Medical Center  
Robert R. Rubino – Lieutenant, Brigantine Police Department  
Joseph Michael Rude – Patrol Officer, Wayne Police Department  
Edward Rufolo, Jr. – Trooper, New Jersey State Police  
Chris A. Ruhren – Director of Patient Services, Saint Barnabas Medical Center  
Michael J. Rumola – Captain, Manalapan Township Police Department  
Andrew Robert Ruppert – Deputy Director of Public Works, Department of the Army  
John J. Russo – Detective, Somerset County Prosecutor’s Office  
Gary M. Rzemyk, Jr. – Detective, Egg Harbor Township Police  
Kwame S. K. Samuda – Tax Field Representative, NJ Department of Treasury/Div. of Taxation  
Dennis Sanders - Council Liason, Franklin Township  
Dinorah Santeli – Distribution Manager, SNS Worldwide Linden, NJ  
Sophia L. Santiago – New Jersey National Guard
<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gloria G. Santos</td>
<td>Compliant Investigator, NJ Department of Health &amp; Sr. Services</td>
</tr>
<tr>
<td>Michael J. Sapp, Sr.</td>
<td>Police Officer, East Windsor Police Department</td>
</tr>
<tr>
<td>Michael Sarao</td>
<td>Facility Technician, Verizon</td>
</tr>
<tr>
<td>Philip Sarto</td>
<td>Community Development Director, Township of Franklin</td>
</tr>
<tr>
<td>A. Matthew Saum</td>
<td>Police Officer, Warren Police Department</td>
</tr>
<tr>
<td>Michael K. Sawyer</td>
<td>Police Officer, Chatham Township Police Department</td>
</tr>
<tr>
<td>Joseph Scarpa</td>
<td>Mayor, Rochelle Park</td>
</tr>
<tr>
<td>Marchelle A. Scales-Folks</td>
<td>Director of Finance, Planned Parenthood of South NJ</td>
</tr>
<tr>
<td>Fides Scalici</td>
<td>Nurse Manager, St. Barnabas Medical Center</td>
</tr>
<tr>
<td>Steven Scalici</td>
<td>Detective Sergeant, Burlington Co. Prosecutors Office</td>
</tr>
<tr>
<td>Douglas F. Scherzer</td>
<td>Chief, Morris Plains Police Department</td>
</tr>
<tr>
<td>William Schievella</td>
<td>Supervisor, New Jersey State Parole Board</td>
</tr>
<tr>
<td>Fredlyn D. Schloss</td>
<td>Personnel Assistant, New Jersey Department of Transportation</td>
</tr>
<tr>
<td>Mary Lou Schnurr</td>
<td>Nursing Home Administrator, Sussex County Homestead</td>
</tr>
<tr>
<td>Douglas M. Schrade</td>
<td>Police Lieutenant, Somerville Police Department</td>
</tr>
<tr>
<td>Brian C. Schwarz</td>
<td>US Justice Criminal Investigator, Federal Bureau of Prison</td>
</tr>
<tr>
<td>John Anthony Scriveri</td>
<td>Detective Sergeant, Tinton Falls Police</td>
</tr>
<tr>
<td>Joseph Sculleri</td>
<td>Administrator, Holland Christian Home</td>
</tr>
<tr>
<td>Frank S. Scott</td>
<td>Former Executive Director, New Jersey Regional Community Policing Institute</td>
</tr>
<tr>
<td>Gregory Seaman</td>
<td>Operations Manager, Northeast Monmouth County Regional Sewerage Authority</td>
</tr>
<tr>
<td>Marlene Seamans-Conn</td>
<td>Executive Director, American Adoptions Abroad, Inc.</td>
</tr>
<tr>
<td>LaVerne Sease-Batie</td>
<td>Caseworker, Community Treatment Solutions</td>
</tr>
<tr>
<td>James J. Sheehan</td>
<td>Vice Chairman, Bergen County Board of Chosen Freeholders</td>
</tr>
<tr>
<td>Nyree Katiqua Sherman</td>
<td>Senior Forensic Chemist, Newark Police Department</td>
</tr>
<tr>
<td>Doreen Shoba</td>
<td>Reference Librarian, FDU Library – Teaneck</td>
</tr>
<tr>
<td>Bertram A. Shockley</td>
<td>Asst Director of Business Services &amp; Workforce Training, Essex County College</td>
</tr>
<tr>
<td>Andrea D. Shoulars</td>
<td>Property Manager, L &amp; A Management Corp., Montclair</td>
</tr>
<tr>
<td>Paris Shoulars</td>
<td>Member Service Coordinator, Horizon Blue Cross Blue Shield of NJ</td>
</tr>
<tr>
<td>Kent A. Shuebrook</td>
<td>Lieutenant, Dover Township Police Department</td>
</tr>
<tr>
<td>Karen R. Siano</td>
<td>Municipal Clerk, Borough of Eatontown</td>
</tr>
<tr>
<td>Michael Thomas Siegelinski</td>
<td>Sergeant First Class, New Jersey State Police</td>
</tr>
<tr>
<td>Jeffrey L. Simpkins</td>
<td>State Trooper, New Jersey State Police</td>
</tr>
<tr>
<td>Lisa M. Sinnott</td>
<td>Human Resource Generalist, Community Medical Center</td>
</tr>
<tr>
<td>Richard Sinopoli</td>
<td>Juvenile Officer, Stafford Township Police Department</td>
</tr>
<tr>
<td>Dana Skaflestad</td>
<td>Civil Investigator, New Jersey Division of Criminal Justice</td>
</tr>
<tr>
<td>Mitchell C. Sklar</td>
<td>Executive Director, New Jersey State Assoc. of Chiefs of Police</td>
</tr>
<tr>
<td>Kimberly A. Slasinski</td>
<td>Bergen County Board of Social Services</td>
</tr>
<tr>
<td>Patricia Ann Slattery</td>
<td>Generalist – Nursing, Kimball Medical Center</td>
</tr>
<tr>
<td>Bruce Mark Slawitsky</td>
<td>Director, Hackensack University Medical Center</td>
</tr>
<tr>
<td>Donald E. Sliker</td>
<td>Detective Sergeant, Englewood Police Department</td>
</tr>
<tr>
<td>Stephen Slusarski</td>
<td>Patrolman, Egg Harbor Township</td>
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<tr>
<td>Diane Mary Smith</td>
<td>Nurse Manager, St. Barnabas Medical Center</td>
</tr>
<tr>
<td>Kevin M. Smith</td>
<td>Police Officer, Oradell, Police Department</td>
</tr>
<tr>
<td>Melanie E. Smith-Pasternak</td>
<td>Administrative Analyst, UMDNJ School of Public Health</td>
</tr>
<tr>
<td>Rahsaan Smith</td>
<td>Immigration Officer, Department of Homeland Security</td>
</tr>
<tr>
<td>Shenne Smith</td>
<td>Financial Analyst, MBNA American</td>
</tr>
<tr>
<td>Elaine A. Smokes</td>
<td>Sheriff Officer, Camden Co. Sheriff's Department</td>
</tr>
<tr>
<td>Michelle M. Smolock</td>
<td>Director Patient Access, Community Medical Center</td>
</tr>
<tr>
<td>Nancy J. Snook</td>
<td>Research Coordinator, Morristown Memorial Hospital</td>
</tr>
<tr>
<td>Andrew Snyder</td>
<td>Senior Sanitary Inspector, City of Rahway</td>
</tr>
<tr>
<td>Mitch G. Sobel</td>
<td>Director of Pharmacy, Saint Michaels Medical Center</td>
</tr>
<tr>
<td>William Emmanuel Socha</td>
<td>Principal Community Program Specialist, State of New Jersey</td>
</tr>
<tr>
<td>Theodore J. Sochaski</td>
<td>Central Office Technician, Verizon</td>
</tr>
<tr>
<td>Toshia R. Solomon</td>
<td>Case Manager, St. Mary's Seton Center- Adult Partial Care</td>
</tr>
<tr>
<td>Bette Sorrento</td>
<td>Field Supervisor, DHSS Division of Consumer Support Office of LTC Options</td>
</tr>
<tr>
<td>Brian William Spader</td>
<td>Police Officer, Point Pleasant Beach, NJ</td>
</tr>
<tr>
<td>Sarah Spellman</td>
<td>Executive Director, Cadbury Continuing Care at Home, Inc.</td>
</tr>
<tr>
<td>Deanna Sperling</td>
<td>Vice President Behavior and Health, Kimball Medical Center</td>
</tr>
<tr>
<td>Edith Lorell Spinelli</td>
<td>Registered Nurse, Hackensack University Medical Center</td>
</tr>
<tr>
<td>Stacey Zee Spooner</td>
<td>President, Zee Consultants</td>
</tr>
<tr>
<td>Brian C. Spring</td>
<td>Lieutenant, Pequannock Township Police Department, Pompton Plains</td>
</tr>
</tbody>
</table>
Robert D. Springer – Maintenance Division Manager, Facilities Dept, County of Cape May
Gabrielle D. Stander – Sr. Mgr., Resource Development, Somerset County United Way
Alfred R. Stares – Assistant Director of Nurses, Hagedon Psych. Hospital
John T. Stefano – Manager Statistical Programs, United State Postal Services
Christopher G. Stefanacci – Detective, Bergen County Prosecutor’s Office
Robert Michael Stemmer, Jr. – State Investigator, Division of Criminal Justice
Emil “Yitz” Stern – Councilman, Teaneck, New Jersey
Stephen R. Sternik – Unit Head, Sgt. 1st Class, New Jersey State Police
Mary E. Stewart, - Deputy Director, Mid-Atlantic Center
Michael J. Stillman – Teacher, Hasbrouck Heights Board of Education
Gabriel Stilman – Computer Engineer, NICE
David Neil Stokoe – Detective Sergeant, Randolph Township Police Department
Thomas Jay Stone – Senior Probation Officer, Federal Probation Office, District of New Jersey
James R. Storey – Firearms Examiner/Detective Sergeant, New Jersey State Police
Spring Chen Strickland - Chief Medical Administration Service, Department of Veterans Affairs
Sean R. St. Paul – Senior Correction Officer, N.J Department of Corrections
Bernice Stone – Quality Management Manager, Atlantic City Medical Center
LuAnn T. Strellner – Clinical Instructor, Saint Barnabas Medical Center
Gail Sullivan – Technical Consultant/Administrator Assistant, Atlantic City Medical Center Lab
Kenneth D. Sumter – Academy Coordinator, Paterson Public Schools
LaTrayer Sumter-Moreau – Human Resource Specialist, US Postal Service
Pamela S. Swan – Administrative Analyst, State of NJ - Casino Control Commission
Evan Swanzey – Assistant Superintendent, County Weights and Measures
Alan R. Swartz – Director, Criminal Justice Program, Passaic County Technical Institute
Donna E. Swartz – Performance Coordinator, Saint Barnabas Medical Center
Robert Szkdony – Deputy Chief, Bridgewater Police Department
Christopher Lee Tango – Sergeant, Wall Township Police Department
Christopher W. Tash – Patrol Officer, Princeton Borough Police Department
Nicole J. Taylor Worthington – Accountant Manager, Radian
Victor Terwilliger - County Executive Assistant, Public Works and Engineering
Dorothy Elizabeth Thomas – Human Services Specialist II, Bergen County
Nancy J. Thomas – Point of Care Coordinator, Overlook Hospital
Pamela Thomas – City Council Aide, City of Atlantic City
Joslyn L. Thompson – Coordinator/Labor Relations, Verizon Communications
Lauren Thomson – District Manager, Department of Treasury- New Jersey Lottery
Ronald Edward Thornburg – Chief, Somerset County Prosecutor’s Office
Denise K. Thwing - Project Manager, NEX Med (USA), Inc.
Nancy R. Tinnirello – Staff Administrator, Port Authority of NY & NJ
Donna Rizio Todd - Assistant to the Superintendent, Bergen County Technical Schools
Loida P. Togonon – Registered Nurse, St. Barnabas Medical Center
Susannah L. Tomczak- Secretary, Office of Legislative Services
George John Tomko – Administrator Medical Data Systems, Quest Diagnostics
Kevin J. Tommy – Lieutenant, New Jersey State Police
Scott F. Torre – Captain, New Providence Police Department
Daniel Angelo Torrisi – Municipal Clerk, City of New Brunswick, NJ
Michael R. Tozer – Police Officer, Wall Township Police Department
Deborah Marcucci Tracy – Regional Oral Health Coordinator, Southern Jersey Family Medical Centers, Inc.
Michael John Trahey – Deputy Chief, Bergen County Prosecutor’s Office
Lolita S. Treadwell – Community Development Manager, Family Services Association
Robert M. Treiber – Detective, Florham Park Police Department
Joel Trella- Former Sheriff, Bergen County Sheriff’s Department
David M. Trevena – Captain, Tinton Falls Police Department
Eric Trevena - Patrolman, Washington Township Police Department
Jacqueline P. Trobiano – Registered Nurse, Hackensack University Medical Center
Scott R. Troccoli- Patrolman, Tinton Falls Police Department
Cordell Jones Trotman – Administrative Analyst, University of Medicine and Dentistry of NJ
Jan Troy – Executive Assistant II, New Jersey Department of Corrections
Jean Turenne – Executive Assistant, Citigroup, New York, New York
Whitney C. Turner – Administrative Assistant to Principal, St. Rose of Lima
Gerald Turning – Major, Tinton Falls Police Department
William Tyler – Police Office, Plainfield Township Police Department
Bruce J. Tynan – Patrolman, Washington Township Police Department
Tiffany Blyth Tyson – Senior Forensic Chemist, Newark Police Department
Clarissa Azarcon Uhl – Chief Financial Officer, Monroe Township, M.U.A
Leo R. Ulsch – Detective Sergeant, Audubon Police Department
Florence R. Urbina- Staff Register Nurse, Clara Maass Medical Center
Richard W. Vaca – Social Worker II, NJ Dept. of Corrections/Northern State Prison
Robert Allen Valenti – Assistant Vice President for Administration, Fairleigh Dickinson University
Jeffrey M. Valentino – Detective, East Windsor Township Police
Richard Vander Clute - Command Sergeant Major, National Guard
Joann Van Hise - Administrative Director, Saint Barnabas Behavioral Health, St. Barnabas Health System
Dennis Van Natta – Sergeant, Summit Police Department
William Varanelli - Police Officer, West Orange Police Department
Nancy M. Vardaro – Director of Preoperative Services, Saint Barnabas Health System
Domenick R. Vandrick – Ret. Lt./Exec. Officer, Port Authority Police Department
Kenneth J. Vehrken – Assistant Superintendent, Bergen County Department of Weights & Measures
Eugene Venable – Police Officer, Newark PD
Joseph T. Verdon – Firefighter, Jersey City Fire Department
Michael P. Victor – Substance Awareness Coordinator, Newark Public Schools
Robert F. Vodde – Professor & Director, Criminal Justice Program, Fairleigh Dickinson University
Debra Voorhees - Director of Recreation, Borough of Eatontown
Gary Shannon Wade – Police Officer, Tinton Falls Police Department
Edward J. Wagner - Retired Deputy Chief, Westwood Police Department
James Walden – County Investigator, Essex County Prosecutor’s Office
James Gregory Waldon – County Investigator, Essex County Prosecutor’s Office
Matthew Walker – Detective Sergeant 1st Class, New Jersey State Police
Norma A. Walker – Customer Service Representative, Hackensack University Medical Center
Cristal Nila Wallace – Case Manager, Mother/Child Residential Services
Thomas Charles Walsh – Police Officer, Monmouth Beach Police Department
Thomas John Walsh – Operations Analyst, Medco
Robert S. Walters - Associate Director, National Urban League Inc.
Lucia Badiola Wang – Laboratory Information System Coordinator, Atlantic Health System, Overlook Hospital
Herbert E. Watkins, Sr. – Senior Correctional Officer, New Jersey State Prison
Norman Watkins – Relationship Manager, Hewlett Packard Financial Services
Virginia M. Weatherston – Director, Saint Barnabas Medical Center
Harvey J. Weber – Firefighter, Edgewater Fire Department
Randall J. Weick - Sergeant, Denville Police Department
Jeffrey N. Weinberg – Detective Sergeant, Bergen County Prosecutor’s Office
Jakob Weingroff – State Trooper, New Jersey State Police
Christine E. Weiss – Personnel Assistant IV, New Jersey State Police
Robert V. Weiss, Jr. – Police Supervisor, Old Bridge Township
Nancy Weldon - Purchasing Manager/Accountant, NJ Turnpike Authority
Mark A. Westervelt - Officer, River Edge Police Department
Cheryl A. Westeyn – Superintendent of Recreation, Boro of Fort Lee
Khaliash Sandra Williams – Senior Youth Worker, New Jersey Juvenile Justice Commission
Larcia Williams – Police Sergeant, Borough of Englewood Cliffs
Elaine R. Williams-McCloud – Team Leader, Superior Court Criminal Division, Paterson
Jimmy Lee Williams – Detective, Essex County Sheriff’s Department
Joanna Williams-Rowson – Administrative Specialist, Superior Court of Monmouth County
Debbie Ann Alethia Williamson-Cutting – Patient Placement Coordinator, Hackensack University Medical Center
Richard William Wheatley – Chief Information Officer, Monmouth Medical Center
Robert J. White- Lieutenant, Little Falls Police Department
Timothy White – Assistant to County Executive, County of Bergen
Marshele White-Hall – Property Manager Assistant/Counselor, GrubbEllis Management
Gregory Whitehead – Director of Public Works, Lawrence Township
Joseph J. Whitehead – Detective, Colts Neck Police Department
Jeffrey Wilbert- Patrolman, Ocean Township Police Department
Joseph J. Wilbert – Patrolman, Wall Township
Debbie Ann Alethia Williamson-Cutting – Patient Placement Coordinator, Hackensack University Medical Center
Anthony R. Wilmoth – Supervisor, Aviation Operations Group, Port Authority of NY & NJ
Laura Wilson – Assistant Vice President, Citigroup
Rhonda G. Wilson – Social Worker, Bergen County Board of Social Services
Lissa Dawn Winters – Human Resource Department, FDU
Ann Wonderly – Program Coordinator, Morris County Department of Human Services
George Joseph Wren, Jr. – Lieutenant, New Jersey State Police
Peter E. Wright - Director of Parks and Recreation, Township of Bernards
Shawn M. Wright – U.S. Pretrial Services Officer, U.S. Pretrial Services
William Howard Wright – Chief of Police – Ret., Franklin Township Police Department
Robert Charles Yaiser- Detective/State Trooper, New Jersey State Police
Bonnie Yeager - 911 Operator, Randolph Police Department
Lilianne D. Yeager – Supervisor Patient Accounts, Greystone Park Psychiatric Hospital
Joanna C. Yealu – Associate Director/Fiscal Officer, Somerset Treatment Services
Edward C. Yeung – Special Agent, F.B.I., New York
Jill Ann York – Associate Professor/ Director Statewide Network, UMDNJ
Joseph Zadroga – Executive Assistant, Police Academy/Bergen County Law & Public Safety Institute
Anthony J. Zak – Detective, Burlington County Prosecutor’s Office
Kathleen A. Zawryt – Adult Ed Special Population Coordinator, Bergen County Technical Schools
Julie Ann Zeigler – Police Officer, Borough of Rutherford
Timothy P. Zeiss – Executive Director, Brookdale Community College
James H. Zepp – Water Department Technician, Randolph Township
Robert Todd Zimmerman – Captain, Pitman Police Department
MAS/ BAIS Participants 1999 – 2006

FDU’s Wroxton College
Oxfordshire, England

Fuad Al-Hinai – Ambassador, United Nations Mission of Oman
Doreen Atlak – Medical Technologist, Valley Hospital, Ridgewood
Maria Eugenia Aviles Zevallos – Vice-Counsel, Ecuadorian Consulate in New York City
Valerie Barnes – Associate Director, Continuing Education, Fairleigh Dickinson University
Bruce Bartlett – Retired Teacher, Lyndhurst Board of Education
Steven T. Basic – Structural Maintenance Supervisor, Port Authority of NY & NJ
Christopher R. Beck – Police Officer, Palisades Park Police Department
Napoleon D. Beras – Counselor, United Nations Mission of Dominican Republic
Noreen Best – Assistant Director, Bergen County Division of Community Development
Emil D. Brandes – Secretary/Treasurer, Upsala College Foundation
Kenneth C. Bransky – Senior Contract Admin. Specialist, Port Authority of NY & NJ
Edward Brick – State Trooper/Detective, New Jersey State Police
Steven S. Briskey – Police Officer, Oceanport Police Department
Oscar L. Cabello – Major/Military Attache, United Nations Mission of Venezuela
Sandra Caley – Probation Officer, Ocean County Probation Office
Anthony G. Ceravolo – Sergeant First Class, New Jersey State Police
Lisa Cheng – Software Developer, Telcordia Technologies
Kenneth R. Chin – Safety Director, Hackensack University Medical Center
* Lillian Ciufo – Executive Director, Fort Lee Housing Authority
Gerard Clyne – Lieutenant, North Plainfield Police Department
Jaclyn Coe – Probation Officer Assistant, U.S. Probation Department
* Jon Cohen – Agent, Pennsylvania Office of Attorney General
Matthew Collucci – Detective, Somerset County Prosecutor’s Office
John Connolly – Supervisor/Lieutenant, New Jersey State Police
Anthony Cureton – Detective, Englewood Police Department
* Todd Darby – Sergeant, North Haledon Police Department
* Delacy Davis – Sergeant, East Orange Police Department
** Maureen Davis – Claims Representative, Social Security Administration
Jacqueline Davis Hayes – Teacher, Paterson Public Schools
Susan DeJackmo – Legal, Bergen County Department of Domestic Violence
Ralph J. DeGroat – Paralegal, Richard Connor Reilly and Associates
Phesheya M. Dlamini – Ambassador, United Nations Mission of Swaziland
Daniel De Polo – Chief, Point Pleasant Beach Police Department
Maunank V. Desai – Assistant Vice President, Citigroup
Harry Di Corcia – Lieutenant, Point Pleasant Beach Police Department
Robert Dikun – Lieutenant, Point Pleasant Beach Police Department
Joann Dobosz – Customer Service Support, Paper Clip Corporation
Glenn Domenick – Code Enforcement Officer, Township of Bloomfield
Colleen A. Donegan-Nase – Police Officer, Tinton Falls Police Department
Allison Doyle – System Administrator/Statistical Analyst, New Jersey Transit Police
Ana Del Rosario Duran – General Consulate, Bolivia in New York City
Gail Della Fave – R.N., Marketing Director, St. Joseph’s Regional Medical Ctr. Ambulatory Imaging Ctr., Clifton
Sandy Ferguson – Director of Public Relations, Girl Scout Council of Bergen County
Antero Fernandes – Juvenile Detention Officer, Passaic County
Ralph Fiasco, Jr. – Police Officer, Princeton Police Department
Mara Antonio Francisco – Translator, United Nations Mission of Angola
Deborah A. Fredericks – Director of Operations & Systems Specialist, Continuing Education Dept., FDU
Juan R. Fuenzalida – Adjunct Faculty, Fairleigh Dickinson University
Eileen Gates – Manager, Verizon Security Systems
Diana Giardina – Team Leader, Judiciary, State of New Jersey
Lurlean Gillispie-Smith – Assistant Superintendent of Recreation, Teaneck
David Graham – Special Agent, United States Army
Marlene Grant – General Manager, Amsurco, Inc.
Susan E. Gross – Registered Nurse, Private Health Consultant
Bryan Gurney – Chief, Ramsey Police Department
*Ronald L. Haskins – Police Chief, Ret., Highland Park Police Department

* Denotes a retired officer or professional.
Gabrielle Stander – Sr. Manager, Resource Development, United Way of Somerset County
* Emil Stern – Councilman, Teaneck
* Thomas Stone – Federal Probation Officer, U.S. Probation Office
Victoria M. Sulimani, First Secretary, United Nations Mission of Sierra Leone
* Pamela Swan – Administrative Analyst, State of New Jersey Casino Control Commission
Robert Szkodny – Deputy Chief, Bridgewater Police Department
Dorothy Thomas – Human Service Specialist II, Bergen County Board of Social Services
Pamela Thomas – Legislative Aide, City of Atlantic City
Ronald Thornburg – Deputy Chief, Hillside Police Department
Michael Trahey – Deputy Chief, Bergen County Prosecutor’s Office
Samir Trivedi – General Manager, PREIT
Kathi L. Viola – Director of Membership, Girl Scout Council of Bergen County
Nancy Weldon – Purchasing Manager/Accountant, New Jersey Turnpike Authority
William Howard Wright – Chief of Police – Ret., Franklin Township Police Department
** Kathleen Zawyrt – Coordinator of Adult Education, Bergen County Technical School
Julie Zeigler – Police Officer, Rutherford Police Department
Robert Zimmerman – Captain, Pitman Police Department

MAS/ BAIS Participants 2004

FDU’s International Experience
International University Study Center (IUSC), Barcelona, Spain

Lisa M. Beutel – Director, Center for Leadership & Executive Development, University of Dayton
Kenneth G. Christenson – Director of Paramedics, Hackensack University Medical Center
Christine Cochrane – Director of Acute Behavioral Health Addiction Services, Hunterdon Medical Center
*Jon Cohen – Agent, Pa. Office of Attorney General
Evette Colon-Street – Program Development Specialist, NJDHSS/HAS
Carin Corsair – Social Worker, Ocean County Board of Social Services
Sean Cox – Director of Nursing Administration, St. Barnabas Medical Center, Livingston
Maureen Davis – Claims Representative, Social Security Administration
Jhoanna Engelhardt – Manager of Medical Staff Services, Lourdes Medical Center of Burlington
Marijane Hubbell – Administrative Director, Hackensack University Medical Center
Tish Nalls – Corrections Sergeant, Hudson County Correctional Center
*Lorraine S. Nienstedt – Assistant to the Sr. VP for Strategic, International & Gov. Affairs and
Executive Associate Dean, Off-Campus Credit Programs, FDU
*Steven J. Nienstedt – Chief of Police, Rutherford Police Department
Miriam Perez – Secretarial Assistant, City of Passaic, Department of Public Works
*Michael K. Sawyer – Police Officer, Chatham Police Department
Jill A. York – Associate Professor, Director of Extramural Clinics, University of Medicine & Dentistry, NJ
Heather Veltre – Nurse Manager, St. Barnabas Medical Center, Livingston

* Repeat Attendees * Four MAS courses taken abroad earns a Certificate in International Studies. If taken for credit, the credits may be applied toward the graduate MAS degree or the undergraduate degree completion, 120-credit BAIS program.