SCHOOL OF
ADMINISTRATIVE SCIENCE
Off-Campus Degrees
Certificate Programs

Summer I 2006
(April - June)
Summer II 2006
2nd Session
(June - September)

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

55 Locations

THE LEADER IN GLOBAL EDUCATION
FAIRLEIGH DICKINSON UNIVERSITY

http://www.fdu.edu
For a Catalog Visit: http://sas.fdu.edu
E-Mail: mas@fdu.edu
<table>
<thead>
<tr>
<th>Master of Administrative Science (MAS) &amp; Bachelor of Arts in Individualized Studies (BAIS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upsize yourself with FDU</td>
</tr>
<tr>
<td>Off-Campus Locations</td>
</tr>
<tr>
<td>For <strong>directions</strong> visit our website – <a href="http://sas.fdu.edu">http://sas.fdu.edu</a></td>
</tr>
<tr>
<td>Quotes on the MAS Educational Experience</td>
</tr>
<tr>
<td>Policies and Procedures</td>
</tr>
<tr>
<td>MAS Degree Information</td>
</tr>
<tr>
<td>MAS On-Line Courses</td>
</tr>
<tr>
<td>Graduate &amp; Post Graduate Certificate Programs</td>
</tr>
<tr>
<td>School Administrator &amp; School Principal Certificates of Eligibility</td>
</tr>
<tr>
<td>MAS Course Descriptions</td>
</tr>
<tr>
<td>BAIS Program Highlights</td>
</tr>
<tr>
<td>BAIS Course Descriptions &amp; Certificate Programs</td>
</tr>
<tr>
<td>FDU Emergency Services Higher Education Committee</td>
</tr>
<tr>
<td>International Studies, Wroxton College Virtual Tour &amp; Quotes from Students</td>
</tr>
<tr>
<td>Partial List of MAS Graduates</td>
</tr>
<tr>
<td>List of Wroxton, Oxfordshire, England Participants 1999 – 2003</td>
</tr>
<tr>
<td>List of Barcelona, Spain Participants 2004</td>
</tr>
<tr>
<td><strong>New Jersey Certified Public Manager</strong></td>
</tr>
<tr>
<td>– Levels IV, V &amp; VI and Application</td>
</tr>
<tr>
<td><strong>Appendix – A – Course Schedule</strong></td>
</tr>
<tr>
<td>MAS, BAIS &amp; Certificate Course Schedule</td>
</tr>
<tr>
<td>SUMMER I 2006, APRIL - JUNE</td>
</tr>
<tr>
<td>SUMMER II 2006, JUNE - SEPTEMBER</td>
</tr>
<tr>
<td><strong>Appendix – B – Forms</strong></td>
</tr>
<tr>
<td>Application Form</td>
</tr>
<tr>
<td>Registration Form</td>
</tr>
<tr>
<td>Corporate Reimbursement Deferred Payment Plan Form</td>
</tr>
<tr>
<td>Application for Re-admission Form</td>
</tr>
<tr>
<td>Change of Schedule Form – (Add/Drop Form)</td>
</tr>
<tr>
<td>MAS - Individual Development Plan (IDP)</td>
</tr>
<tr>
<td>MAS - Certificate Eligibility Checklist</td>
</tr>
<tr>
<td>Declaration of Candidacy for Masters Degree</td>
</tr>
<tr>
<td>BAIS - Check Sheet</td>
</tr>
<tr>
<td><strong>Appendix – C – Web-mail Account Information</strong></td>
</tr>
</tbody>
</table>

Visit Website
Upsize yourself with FDU

### School of Administrative Science Academic Time-Line

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Undergraduate Level</th>
<th>Graduate Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td></td>
<td>*</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>

- 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

MAS Degree
<table>
<thead>
<tr>
<th>SITE</th>
<th>CITY</th>
<th>COUNTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic County Utilities Authority G</td>
<td>Egg Harbor Township</td>
<td>Atlantic</td>
</tr>
<tr>
<td>Atlantic Health System G, U</td>
<td>Morris Plains</td>
<td>Morris</td>
</tr>
<tr>
<td>Audubon High School G, U</td>
<td>Audubon</td>
<td>Camden</td>
</tr>
<tr>
<td>Bergen County’s United Way</td>
<td>Oradell</td>
<td>Bergen</td>
</tr>
<tr>
<td>Bordentown Regional High School G, U</td>
<td>Bordentown</td>
<td>Burlington</td>
</tr>
<tr>
<td>Burlington County Police Academy CPM</td>
<td>Pemberton</td>
<td>Burlington</td>
</tr>
<tr>
<td>Cape May Department of Public Safety Training Center G, U</td>
<td>Cape May</td>
<td>Cape May</td>
</tr>
<tr>
<td>Center for Allied Health &amp; Nursing Education G, U</td>
<td>Hackensack</td>
<td>Bergen</td>
</tr>
<tr>
<td>Citi Center</td>
<td>Atlantic City</td>
<td>Atlantic</td>
</tr>
<tr>
<td>Citigroup Technology Center G, U</td>
<td>Warren</td>
<td>Somerset</td>
</tr>
<tr>
<td>Clara Maass Medical Center G, U</td>
<td>Belleville</td>
<td>Essex</td>
</tr>
<tr>
<td>Emergency 911 Communication &amp; Training Center CPM</td>
<td>Bridgeton</td>
<td>Cumberland</td>
</tr>
<tr>
<td>FDU Graduate Center G, U, CPM</td>
<td>Eatontown</td>
<td>Monmouth</td>
</tr>
<tr>
<td>FDU Wroxton College G, U</td>
<td>Oxfordshire, England</td>
<td>n/a</td>
</tr>
<tr>
<td>FDU International University Study Center</td>
<td>Barcelona, Spain</td>
<td>n/a</td>
</tr>
<tr>
<td>Gloucester County Police Academy G, U</td>
<td>Sewell</td>
<td>Gloucester</td>
</tr>
<tr>
<td>Hackensack University Medical Center G, U</td>
<td>Hackensack</td>
<td>Bergen</td>
</tr>
<tr>
<td>Hunterdon Medical Center G</td>
<td>Flemington</td>
<td>Hunterdon</td>
</tr>
<tr>
<td>Kilmer Processing &amp; Distribution Center G, U</td>
<td>Edison</td>
<td>Middlesex</td>
</tr>
<tr>
<td>Kimball Medical Center G, U</td>
<td>Lakewood</td>
<td>Ocean</td>
</tr>
<tr>
<td>Monmouth County Police Academy G</td>
<td>Freehold</td>
<td>Monmouth</td>
</tr>
<tr>
<td>Morris County Firefighters/Police Academy G, U</td>
<td>Parsippany</td>
<td>Morris</td>
</tr>
<tr>
<td>Mount Olive Middle School G, U</td>
<td>Budd Lake</td>
<td>Morris</td>
</tr>
<tr>
<td>NJ Department of Transportation G</td>
<td>West Trenton</td>
<td>Mercer</td>
</tr>
<tr>
<td>NJ International Bulk Mail Center G</td>
<td>Jersey City</td>
<td>Hudson</td>
</tr>
<tr>
<td>NJ Juvenile Justice Commission G</td>
<td>Bordentown</td>
<td>Burlington</td>
</tr>
<tr>
<td>NJ State Police Buena Vista Headquarters G</td>
<td>Buena Vista</td>
<td>Atlantic</td>
</tr>
<tr>
<td>NJ State Police, Troop D Headquarters G, U</td>
<td>Cranbury</td>
<td>Middlesex</td>
</tr>
<tr>
<td>NJ State Police Hamilton Headquarters G, U</td>
<td>Hamilton</td>
<td>Mercer</td>
</tr>
<tr>
<td>NJ State Police Division Headquarters G, U</td>
<td>Totowa</td>
<td>Passaic</td>
</tr>
<tr>
<td>NJ State Police Division Headquarters G, U</td>
<td>West Trenton</td>
<td>Mercer</td>
</tr>
<tr>
<td>NJ Training &amp; Conference Center G, U CPM</td>
<td>Trenton</td>
<td>Mercer</td>
</tr>
<tr>
<td>New Jersey Transit G, U</td>
<td>Camden</td>
<td>Camden</td>
</tr>
<tr>
<td>New Jersey National Guard* G, U</td>
<td>Cape May</td>
<td>Cape May</td>
</tr>
<tr>
<td></td>
<td>Fort Dix</td>
<td>Burlington</td>
</tr>
<tr>
<td></td>
<td>Sea Girt</td>
<td>Monmouth</td>
</tr>
<tr>
<td></td>
<td>Westfield</td>
<td>Union</td>
</tr>
<tr>
<td></td>
<td>Port Murray</td>
<td>Warren</td>
</tr>
<tr>
<td></td>
<td>Trenton</td>
<td>Mercer</td>
</tr>
<tr>
<td></td>
<td>Teaneck</td>
<td>Bergen</td>
</tr>
<tr>
<td>Northern NJ District, US Postal Service U</td>
<td>Newark</td>
<td>Essex</td>
</tr>
<tr>
<td>Ocean County Planning Department G</td>
<td>Toms River</td>
<td>Ocean</td>
</tr>
<tr>
<td>Overlook Hospital G, U</td>
<td>Summit</td>
<td>Union</td>
</tr>
<tr>
<td>Pascack Valley Hospital G, U</td>
<td>Westwood</td>
<td>Bergen</td>
</tr>
<tr>
<td>Passaic County Community College G</td>
<td>Paterson</td>
<td>Passaic</td>
</tr>
<tr>
<td>Passaic County Sheriff's Department G</td>
<td>Wayne</td>
<td>Passaic</td>
</tr>
<tr>
<td>Passaic County Technical Institute G, U</td>
<td>Wayne</td>
<td>Passaic</td>
</tr>
<tr>
<td>Picatinny Arsenal G</td>
<td>Dover</td>
<td>Morris</td>
</tr>
<tr>
<td>Port Authority of NY &amp; NJ G, U</td>
<td>Fort Lee</td>
<td>Bergen</td>
</tr>
<tr>
<td>Princeton Borough Municipal Building G, U</td>
<td>Princeton</td>
<td>Mercer</td>
</tr>
<tr>
<td>Raritan Valley County College G</td>
<td>North Branch, Somerville</td>
<td>Somerset</td>
</tr>
<tr>
<td>Roselle Park High School G, U</td>
<td>Roselle Park</td>
<td>Union</td>
</tr>
<tr>
<td>River Winds Community Center G, U</td>
<td>West Deptford</td>
<td>Gloucester</td>
</tr>
<tr>
<td>Salem Community College U</td>
<td>Carneys Point</td>
<td>Salem</td>
</tr>
<tr>
<td>SITE</td>
<td>CITY</td>
<td>COUNTY</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-------------------</td>
<td>------------</td>
</tr>
<tr>
<td>St. Barnabas Medical Center <strong>U, U</strong></td>
<td>Livingston</td>
<td>Essex</td>
</tr>
<tr>
<td>Stafford Township Police Department <strong>U, U</strong></td>
<td>Stafford</td>
<td>Ocean</td>
</tr>
<tr>
<td>Sussex County Community College <strong>G</strong></td>
<td>Newton</td>
<td>Sussex</td>
</tr>
<tr>
<td>Union Township Boro Hall <strong>CPM</strong></td>
<td>Union Township</td>
<td>Union</td>
</tr>
<tr>
<td>US Postal Services - (Kilmer Processing &amp; Distribution Center) <strong>U</strong></td>
<td>Edison</td>
<td>Middlesex</td>
</tr>
<tr>
<td>US Postal Services – Regional Center (Newark) <strong>U</strong></td>
<td>Newark</td>
<td>Essex</td>
</tr>
<tr>
<td>Watchung Hills Regional High School <strong>G</strong></td>
<td>Warren</td>
<td>Warren</td>
</tr>
<tr>
<td>West Deptford Township Community Center <strong>D</strong></td>
<td>West Deptford</td>
<td>Gloucester</td>
</tr>
<tr>
<td>West Orange Police Department <strong>G, U</strong></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
Quotes on the MAS Educational Experience

"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

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

Ron DiAmore
Sergeant, Barrington Police Department

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

David Carson
Police Officer/EMT, Raritan Township Police Department

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

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

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

Edward F. Beck  Barbara Beck
Committee Person  Lincs Coordinator
Township of Dennis  Health Dept. Cape May County

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

Joe Maimone
Police Officer
Hammonton PD, NJ

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

Della Carroll
Management Specialist
Bergen County Parks
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/. 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) $1150.50 per 3-credit course (includes 50% Scholarship)
Graduate Tuition –
(International Students) $1380.00 per 3-credit course (includes 40% Scholarship)
Undergraduate Tuition $1087.50 per 3-credit course (includes 50% Scholarship)
Facilities Fee (where applicable) $40.00 per class
Registration Fee $17.00 per term
Technology Fee Per Term (on-line) Part-time, 6 credits or less - $130.00 Full-time, 9 credits or more - $270.00
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 at the following locations: Audubon High School, Bordentown Regional H.S., Gloucester County Institute of Technology, Morris County Firefighters & Police Training Academy, Mount Olive Middle School, All New Jersey National Guard locations, New Jersey Training & Conference Center, Passaic County Technical School, Raritan Valley Community College, River Winds Community Center, Roselle Park High School, & Sussex County Community College.

BOOKS
BUY BOOKS ONLINE: 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.

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/.
New Students:
Application and registration forms are available at 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/ within 24 hours you will receive log on information for Web advisor to register.

See online course syllabus for required text(s) http://sas.fdu.edu and click on course descriptions for specific syllabus. If you have any questions call (201) 692-7171.

http://sas.fdu.edu
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, Disability Services, Displaced Persons, Emergency Management Administration, Global Emergency Medical Services Administration, Global Health & Human Services, Global Leadership and Administration, Global Security & Terrorism Studies, Human Resources Administration, 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)

- The minimum number of students per class is ten.

This core area includes course 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 – Global Preparedness for Catastrophic Emergencies
- MADS 6638 – 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 Svc. For Pub. & Not-for-Prof. Orgs. (formerly MADS 6611 – Special Topics)
- MADS 6665 – Crisis Management for the School Administrator
- MADS 6672 – Ethics and Human Rights
- MADS 6674 – Sociological Perspectives of Disaster

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

- The minimum number of students per class is ten.

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 6669 – Environmental Regulations
- MADS 6667 – Construction Procurement
- MADS 6668 – Productivity & Construction Operations
- MADS 6670 – Cost Analysis & Administration
- MADS 6671 – Computer-Aided Construction
- MADS 6673 – Internal and External Displaced Persons Issues

### 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 6614 – Comparative Public & Not-for-Profit Systems
- MADS 6615 – Global Leadership for Public and Not-for-Profit Orgs.
- MADS 6629 – Law Enforcement Executive Leadership Seminar
- MADS 6627 – Women’s Leadership in Today’s Global World
- MADS 6640 – Leading in Times of Crisis
- MADS 6653 – Global Citizenship Seminar
- MADS 6658 – Leadership: Global Advanced Scholarship & Practice

### 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 $150.00 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 6637 – Computer Systems Seizure & Examination
- MADS 6638 – Computer Security Administration
- MADS 6639 – The Forensic Expert

**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 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 6628 – Building Strategic Partnerships
- MADS 6642 – Global Health & Human Services Systems
- MADS 6643 – Community Needs Assessment & Qualitative Analysis for Health & Human Services
- MADS 6645 – Marketing Social Change
- MADS 6646 – Finance & Accounting for Health & Human Services

**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 6609 – Productivity & Human Performance
- MADS 6610 – Organizational Decision Making
- MADS 6618 – Leadership Plus
- MADS 6634 – Community Threat Assessment & Risk Analysis
- MADS 6661 – Managing Organizational Change

**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
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 Resource Systems: Approaches & Techniques for the Modern Workplace **Fall 2006**
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  
Disability Services  
Displaced Persons  
Emergency Management Administration  
Global Emergency Medical Services Administration  
Global Health & Human Services Administration  
Global Leadership & Administration  
Global Security & Terrorism Studies  
Human Resources Administration  
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 trimester courses or 5 consecutive Saturdays, 3 trimesters/year, September, January and April

- Degree requirements can be completed in 5 trimesters 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.
Graduate & Post-Graduate Certificate
Program Specialization

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: Metropolitan America: Influences of the Past & Future
- MADS 6611 – Special Topics: Envir. Issues & Comm. Dev
- 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 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 & 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)

Disability Services
This program will help anyone in the health care industry, recreation industry, or long term care facilities.
- MADS 6657 – Recreation for Persons with Disability
- Other courses TBA

Displaced Persons
MADS 6611 – 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

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
- MADS 6617 – Emergency Management & Safety Administration
- MADS 6646 – Finance & Accounting for Health & Human Services
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 – 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 6609 – Productivity & Human Performance
MADS 6610 – Organizational Decision Making
MADS 6611 – Special Topics: Leading out of the Mainstream
MADS 6611 – Special Topics: Optimum Leadership
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

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

Human Resources Administration
MADS 6602 – Personnel Administration
MADS 6608 – Organizational Communication & Conflict Resolution
MADS 6607 – Collective Bargaining & Contract Administration
MADS 6609 – Productivity & Human Performance
MADS 6620 – Human Resource Systems: Approaches & Techniques for the Modern Workplace
MADS 6661 – Managing Organizational Change
MADS 6662 – Cust.Serv for Public & Not-for-Profit Organizations

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 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

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 Resource Systems: Approaches & Techniques for the Modern Workplace
MADS 6635 – Legal Research Methods & Analysis

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 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 6651 – Managing Organizational Change
MADS 6662 – Customer Service for Public & Not for Profit Orgs.

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
Graduate & Post-Graduate Certificate Program
Specialization

School Security & Safety Administration
MADS 6611 – Special Topics: Current Issues/Terrorism & Security
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.
FOR MAS STUDENTS AND GRADUATES

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).
Master in Administrative Science Course Descriptions

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 ethos 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 affective 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 relations 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.

SPECIAL TOPICS
**Qualifies for Administrative or Analytic Competence
Students are permitted to take a maximum of 2 Special Topics courses in the MAS program.
Contemporary issues in administrative sciences; specific course topics will vary; may be repeated once for credit. Examples include customer service for public & non-profit organizations, professional development seminar, entrepreneurial public and not-for-profit organizations, administration organizational changes, public policy issues and analyses etc

MADS 6611 3 credits
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.
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: 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: Advanced Employment Law
This course is designed to provide an in-depth study of the essential principles and foundations of employment law for managers & human resource personnel. The course will cover theories & practical applications of contractual law as a source of employment obligations, public policy claims, exceptions to the employment-at-will concept, workplace torts, federal and state regulation of the employment relationship with emphasis on the various laws against workplace discrimination and controlling court cases, family leave, health and safety issues, wage and hour considerations, disability, and unemployment compensation. The course will be concluded with practical considerations concerning the present status of the various areas discusses.

MADS 6611  3 credits
Special Topics: Environmental Response & Reporting Seminar
This course examines the legal requirements of environment law for reporting spills, releases and non-compliance issues. An understanding of basic federal and state environmental law, the regulated community, public safety and emergency response administration will be emphasized. The air, water and hazardous waste laws as they pertain to public administration will be covered.

MADS 6611  3 credits
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.

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

MADS 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:  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 sophisticated random digit dialing telephone surveys. Students gain hand-on experience by constructing their own surveys tailored to their own organizations.

MADS 6611  3 credits  
Special Topics:  ISO 9000
This course investigates the quality movement from TQM to the growing ISO certification process. TQM, continuous improvement, and the Malcolm Baldrige Quality Award deal with quality, but ISO certification deals with standardization and quality. ISO was established in 1947 with delegates from 26 companies, and the ISO movement has expanded internationally with the original objective of standardization of industrial standards to standardization of various products and services. Why is standardization important, how is it obtained, what does the certification mean, standards for government agencies and other related topics will be covered in this course. Students prepare an ISO 9000 plan for their organization.

MADS 6611  3 credits  
Special Topics:  Intro. To Computer Network Security
This course will introduce the basics of computer network security for the professional or personal user. The course will include both theoretical and practical application processes to block unauthorized access, remove covert programs, and assess network vulnerabilities. In addition, it will provide mechanisms for strengthening computer network defenses from malicious users. This course is held in the U.S. with the option of taking the course overseas when scheduled, including FDU’s Wroxton College in Oxfordshire, England.

MADS 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:  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.

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:  Optimum Leadership
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, Hefetz, Zenger, Folkman, Kanter, Gardner, Pouzes, Vaill, Greenleaf, Kellerman, Lipmann-Bluman, Goleman, and others.

MADS 6611  3 credits  
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:  Investigation of Computer System/Network Emergencies
This course will introduce students to computer system emergencies & response to these emergencies. It will explore techniques & system configurations to create redundancy in critical computer systems and learn proper standards for data backup & recovery. It will also cover the pros & cons of adapt encryption. Students will learn how common hacking techniques are used for computer system intrusion as well as common techniques used to obtain information from employees. Also covered will be the development of a user agreement for the workplace, remote users, vendors with access to systems and consultants.
MADS 6611 3 credits
Special Topics: Building Effective Teams
Establishing teamwork is an organization is not easy. This course provides students with a comprehensive overview of the team leadership skills that make and keep organizations competitive. Topics include: team fundamentals, managing by vision and principle, achieving improvements in quality and productivity, setting goals and boundaries that change as the team matures, resolving common team problems.

MADS 6611 3 credits
Special Topics: First Responder Stress Awareness & Management
An in-depth analysis of the causes & consequences of first responder perceived stressors is presented along with a detailed explanation of stress management techniques. The course is designed primarily for members of the emergency service community (police, fire, EMS & health care providers).

MADS 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: 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.

MADS 6611 3 credits
Special Topics: Administrative Research
This course surveys the basic methods of research likely to be encountered by administrators. The goal of the course is not to make you researchers or statisticians but to make you better research and statistics consumers. Quantitative techniques help administrators make budget projections, set staffing levels, determine service quantity & delivery logistics, & estimate service demand. Topics covered include descriptive statistics, measurement & research design, inferential statistics & regression.

MADS 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 perspective. 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 trip. 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 Resource Systems: Approaches & Techniques for the Modern Workplace
New approaches and techniques in human resource 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 redevelop 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**

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 date, and copy data on computers and on websites without disturbing the original data/site. It will study essential protocols needed to ensure the integrity of the data from the investigation process through prosecution or administrative disciplinary procedures.
MADS 6638  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, workplace 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, reassess 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 processes that move inputs into completed goods and services. Organizations administer products or services and determine how they are delivered. Various components of the organization must be coordinated to efficiently provide these services and/or products. Decisions are made every day on inventory, scheduling, and capacity of the operations. Planning, project management, benchmarking, PERT (Program Evaluation & Review Techniques), CPM (Critical Path Method), and decision making are topics included in this course. This course will deal with management of processes and will introduce students to the problems and issues involved 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 has 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.

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 predominant philosophy used by police departments today. Special attention will be given to current issues that impact law enforcement and the future of community policing especially in light of global terrorism.

MADS 6656 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.
use the new E-Team system being adopted by the NJ State Police. Software system. Participants of this course should be prepared to exercise of multi-community crisis using the e-team computer

MAS Course Descriptions

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
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.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Credits</th>
<th>Course Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MADS 6668</td>
<td>3 credits</td>
<td><strong>Productivity &amp; Construction Operations</strong></td>
<td>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.</td>
</tr>
<tr>
<td>MADS 6669</td>
<td>3 credits</td>
<td><strong>Environmental Regulations</strong></td>
<td>This course investigates the current environmental laws &amp; regulations as they pertain to heavy construction projects. Topics reviewed include: permitting; defining wastes including hazardous wastes; disposal options for wastes; &amp; onsite treatment systems.</td>
</tr>
<tr>
<td>MADS 6670</td>
<td>3 credits</td>
<td><strong>Cost Analysis &amp; Administration</strong></td>
<td>This course studies the various components of cost management as they apply to the construction process. The concepts of conceptual estimates, project cost analysis, &amp; life-cycle costing will be included.</td>
</tr>
<tr>
<td>MADS 6671</td>
<td>3 credits</td>
<td><strong>Computer-Aided Construction</strong></td>
<td>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.</td>
</tr>
<tr>
<td>MADS 6672</td>
<td>3 credits</td>
<td><strong>Ethics and Human Rights</strong></td>
<td>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.</td>
</tr>
<tr>
<td>MADS 6673</td>
<td>3 credits</td>
<td><strong>Internal and External Displaced Persons Issues</strong></td>
<td>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.</td>
</tr>
<tr>
<td>MADS 6674</td>
<td>3 credits</td>
<td><strong>Sociological Perspectives of Disaster</strong></td>
<td>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.</td>
</tr>
</tbody>
</table>
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 16th 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 $1087.50 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

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

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

Admission Criteria
Two years or the equivalent of undergraduate course work from an accredited college or university, 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.

Course Descriptions

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>ART 1061</td>
<td>3</td>
</tr>
<tr>
<td>Cultural Art</td>
<td></td>
</tr>
<tr>
<td>ART 1071</td>
<td>3</td>
</tr>
<tr>
<td>Film and Society</td>
<td></td>
</tr>
<tr>
<td>BIOL 1105, BIOL 1115</td>
<td>3</td>
</tr>
<tr>
<td>The Human Environment</td>
<td></td>
</tr>
<tr>
<td>BIOL 1105</td>
<td>3</td>
</tr>
<tr>
<td>The Human Environment</td>
<td></td>
</tr>
<tr>
<td>BIOL 1115</td>
<td>3</td>
</tr>
<tr>
<td>ENGL 1111</td>
<td>3</td>
</tr>
<tr>
<td>Literature and Composition I</td>
<td></td>
</tr>
<tr>
<td>ENGL 1112</td>
<td>3</td>
</tr>
<tr>
<td>Literature and Composition II</td>
<td></td>
</tr>
<tr>
<td>ENGL 1209</td>
<td>3</td>
</tr>
<tr>
<td>Business Communications</td>
<td></td>
</tr>
<tr>
<td>ENGW 3001</td>
<td>3</td>
</tr>
<tr>
<td>Advanced Writing Workshop</td>
<td></td>
</tr>
<tr>
<td>ENGW 3001</td>
<td>3</td>
</tr>
<tr>
<td>Advanced Writing Workshop</td>
<td></td>
</tr>
<tr>
<td>ENGL 2211</td>
<td>3</td>
</tr>
<tr>
<td>Masterpieces of World Literature I</td>
<td></td>
</tr>
<tr>
<td>ENGR 4000</td>
<td>3</td>
</tr>
<tr>
<td>History of Technology</td>
<td></td>
</tr>
</tbody>
</table>

ENGL 1111 3 credits
Literature and Composition I
Principles of grammar, rhetoric and style; expository writing; introduction to literary forms, especially short fiction.
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.

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.

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

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.

MIS 2111  3 credits
The Internet, E-commerce and Technology
This course will cover various topics relating to competitive advantages to today’s global markets. Discussion includes: Internet strategies, electronic business concepts, total quality management (TQM), profit implications in the leveraging of intellectual property and management adaptation to and adoption of emerging technologies.

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 an organizational level theories, empirical research; and effective management practices in organizations. The emphasis is on the application of theories and the development of managerial skills, such as understanding individual differences, effectively working in teams, motivating and influencing others, active listening, leadership techniques and managing organizational change.

MGMT 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, 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.

PADM 3303  3 credits
Public Personnel Administration
Students are introduced to public personnel administration at the national, state and local levels of government, including the history and development of civil service and the merit principle, the functions and operations of a public personnel system, and basic concepts and techniques in public personnel administration.
PADM 3304  3 credits
Public Sector Collective Bargaining and Labor Relations
This course examines collective bargaining and contract administration in the public sector, including grievance arbitration, with special emphasis on the implications of collective bargaining for public sector managers and employees of public service organizations.

PADM 3305  3 credits
Local Government Administration
Students are familiarized with the structure, functions and administrative processes of municipal and county governments, including taxing and spending powers, service delivery systems, and political and legal constraints facing government administrators.

PADM 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 4562  3 credits
Leadership of the Founding Fathers
This course will examine ten of our nation’s founding fathers; their lives, their roles in the development of our early government, and the impact their individual leadership still has on us today.

PADM 4563  3 credits
Violence & Culture
A thought provoking look at the complexity & contradiction involved in violence within society through examination of global societies. The course will examine the contrasts between violent & non-violent societies around the globe.

PHIL 1101  3 credits
Logic
The nature and function of language, semantic fallacies, truth and validity, principles of correct reasoning, types of propositions and their logical relations, immediate inferences and syllogistic reasoning, formal fallacies, empirical knowledge and the principle of causality.

PHIL 2255  3 credits
Business Ethics
This course addresses ethical theories, moral concepts and their application to business. Topics include moral issues in regard to justice, social responsibility, regulation versus free enterprise the right of consumers, corruption, conflict of interest, advertising, environmental and ecological problems.

PHYS 1126  3 credits
Earth Physics
A laboratory science elective intended for liberal arts students, life science and non-science majors. Can be taken before or after PHYS 1125, PHYS 1025 Astronomy or GEOL 1101, GEOL 1111 Introductory Geology. A topical treatment not highly mathematical.

The origin of the earth as a member of the solar system, composition and internal structure of the earth, geophysic, the hydrosphere, the atmosphere, physical oceanography and the related question of natural and artificial pollutants.

PHYS 1008  3 credits
Physics of Medicine & Science
This course shows how the basic laws of physics are applied to medicine. Topics will include conservation laws, biomechanics, pressure and hydrostatics, sound and hearing, heat and thermodynamics, optics and vision, applications of electrophysics 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.

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

POLS 1220  3 credits
Comparative Government and Politics
Analysis and comparison of contemporary political institutions and processes of selected countries. Satisfies the international perspective course requirement in the Bachelor of Arts in General Studies Degree program.

POLS 2234  3 credits
Geography & World Politics
Concepts basic to political geography. Elements of state, geographical characteristics: core, domain, boundaries, pressure points, location, climate, raw materials. Relation on political organization to people and culture. Nature and limitation of sovereignty.

POLS 2265  3 credits
State & Local Government
An examination of state & local political systems in the US with particular emphasis on NJ. Topics include governmental structures, the electoral process & the formulation of public policy in a variety of issue areas.

POLS 3318  3 credits
Urban Government & Politics
Forms of local government, analysis of urban problems, policy formulation, execution and impact.
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.

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.

SOCI 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.

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.

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 Handmaiden’s Tale”, Plato’s “Crito” and “Apology”, selections from Pico Della Mirandola’s “Oration on the Dignity of Man”, Wordsworth’s “Tintern Abbey” and “Ode on Intimations of Mortality”, Freud and Tillie Olsen’s “Tell Me a Riddle” amongst others. The course concludes with the autobiography of Malcolm X and deals with such topics as the lifelong search for self and the transformation of the self through catharsis. Specific readings may change from time to time.

CORE 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 Independenece, 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.
BAIS 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
Public Service Administration
School Resource Officer Leadership & Administration
Security & Terrorism Studies
Transit Safety & Security

HEALTH & HUMAN SERVICES ADMINISTRATION

An 18-credit, 6 course off-campus undergraduate certificate in the BAIS program. Students take one international perspectives course, four specialized studies, and one elective.

**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.

**Free Electives** (choose one)

**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.

For more information on the Certificate in Health & Human Service Administration Program call (201) 692-7171 or 7173 or email Deborah Fredericks at deborah@fdu.edu
** Select any four courses in the specialization, an elective plus the Global Challenge course to earn an 18-credit undergraduate certificate.

### SECURITY & TERRORISM STUDIES

** PADM 4501 3 credits  
** Terrorism and Emergency Management  
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.

** PADM 4502 3 credits  
** Counter –Terrorism and Response  
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.

** PADM 4503 3 credits  
** Weapons of Mass Destruction: Political Issues  
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.

** PADM 4504 3 credits  
** Hazardous Risk Analysis  
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.

** 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 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.

### 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 policy 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.
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.

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.

CODE & SAFETY ENVIRONMENT

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

PADM 4523  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
Fire Fighting Operations
Introduction to general principles of fire fighting, size up, examination of company operations, hose lines, water supplies, standpipe and sprinklers, ladder company operations, forcible entry and ventilation, private and multiple dwellings, high rise buildings, buildings under construction and collapses.

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.
BAIS Certificate Course Descriptions

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 & 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, investigative, legal and managerial approaches to the arson problem including principles of incendiary fire analysis and detection environmental and psychological factors of arson, gang-related arson legal considerations and trial preparations, managing the fire investigation unit, intervention and mitigation strategies and shaping the future.

PADM 4534  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.

TRANSIT SAFETY & SECURITY

PADM 4537  3 credits
Transit System Safety
Promote understanding and implementation of the system safety concept: people, procedures, facilities and environment. Studies organizational relationships, including coordination across functions and departments and the impact on the safety department. Application of the steps necessary in development and implementation of a system safety plan, using engineering and behavioral safety approaches.

PADM 4538  3 credits
Transit System Security
Examines the tools needed to develop a system security plan and implement the program, using resources to reduce crime, improve passenger and employee security. Included in the course are basic security terms, the five steps in threat and vulnerability identification and the resolution process. Assess the security plan, design and construction, agency policies and procedures and various types of transit security staffing.

PADM 4539  3 credits
Effectively Managing Transit Emergencies
Examining the method used to develop and implement transit emergency management and response programs, the nature of emergencies and disaster and emergency management concepts.

PADM 4540  3 credits
Transit Explosives Incident Management
Examines the preparation and initial response planning to acts of terrorism, understanding how to implement the plan the procedures to respond to an explosive incident. The identification and general security awareness in the transit environment, identification of flaws in facility or vehicle design and how to discourage criminal activity.
BAIS Certificate Course Descriptions

PADM 4541  3 credits
Transit Industrial Safety Management
Develop, implement and maintain an industrial safety management program following OSHA principles and guidelines for the transit workplace, transit facilities, office, shop, yard, platforms, passenger shelters, on-board vehicles, equipment, etc. Emphasis on human factors, (fatigue, workplace violence, operator assault, medical & health risks) pro-active policies, identification of unsafe practices, hazard control and resolution.

PADM 4542  3 credits
Response to Weapons of Mass Destruction
Examines the history and nature of chemical/biological/nuclear terrorist incidents, current events and how to respond to such events in the transit environment. Internal and external resources, the role of transit in responding to community incidents, and the roles and cross-jurisdictional responsibilities of emergency responders.

ELECTIVES FOR ALL CERTIFICATES

PADM 4543  3 credits
Municipal Budgeting
Examines the budget function and process of county and municipal finance systems, the methods used to determine the needs of the community and individual agency, measuring the capability and bench-marking of the agency, preparation and presentation of the budget, selling the budget and needs to the county or city administration.

PADM 4544  3 credits
GIS & Emergency Response
The implementation of Geographical Information Systems for mitigation planning, response and recovery for emergency responders. A general understanding and overview of what GIS is and how data is displayed, how to design and manage a database to assist in mitigation, preparedness and planning, response and recovery. Basic mapping concepts to deliver information in an easy-to-read display will enable the student to use real-time decision making skills based on information gathered. Illustrations on how to use GIS in all phases of emergency service including ingress/egress routes for evacuation efforts and quicker response.

PADM 4545  3 credits
Effective Risk Communications for Leadership
Developing better oral and written skills with the use of modern technology, learning how to deal with the media as a public relations officer and to use the media as an effective tool, writing press releases, fostering good relationships with the media, developing better public relations skills to inform and educate the public and how to handle damage control.

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

PADM 4546  3 credits
Fact Finding, Preparation and Testimony
Examination of the evidence needed to produce a complete, effective and convincing report to aid in the prosecution of offenders. Understanding the court and legal system, interrogatories, responsibilities and liabilities in relationship to fact vs. opinion and the testimony. To include report writing and testimony exercises.

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.

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.

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.

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.
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 three elective courses.

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.

PADM 4555 3 credits
Public Policy & Politics in Emergency Medical Services
Public policy and politics impact EMS delivery on many levels. Discussion and course work will examine: how public policies are developed; how EMS organizations can initiate or become involved in the policy/political process; and the administrative or operational impact of recently adopted (or proposed) federal, state, and local policies.

Elective Courses:

CORRECTIONAL STUDIES AND ADMINISTRATION

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;

BAIS Certificate Course

Descriptions

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.

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.
SCHOOL RESOURCE OFFICER LEADERSHIP & ADMINISTRATION

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.

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.
CONTEMPORARY CYBER COMMUNICATION
6 Course Undergraduate Certificate

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.

Courses and Goals

COMM 3143 – 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 – 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 – 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 – INTERACTIVE COMMUNICATION AND NETWORKING
This course explores networking and cyber tools (groupware) to enhance collaboration skills, support diversity, and build intellectual capital.

COMM 3147 – 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 – 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.
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

Ronald E. Calissi, Esq.
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

42
INTERNATIONAL STUDIES &
WROXTON EXPERIENCE
WROXTON COLLEGE, OXFORDSHIRE, ENGLAND
Broaden your horizons, strive to be extraordinary...

If you want to take a virtual tour of Wroxton, go to
http://www.wroxtonabbey.org/tech_info.html
http://www.fdu.edu/visitorcenter/tour.html

Quotes From Students after the Wroxton Experience

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.”
Partial List of Graduates

Master of Administrative Science
Certificate in Administrative Science
Certificate in Community Development
Certificate in Construction Leadership & Admin.
Certificate in Correctional Admin. & Leadership
Certificate in Disability Services
Certificate in Displaced Persons
Certificate in Emergency Management Administration
Certificate in Global Health & Human Services Admin.
Certificate in Global Leadership & Administration

Certificate in Global Security & Terrorism Studies
Certificate in Human Resources Administration
Certificate in International Studies
Certificate in Law & Public Safety Administration
Certificate in Legal Environment Administration
Certificate in Non-Profit Organization Development
Certificate in Park & Recreation Leadership
Certificate in School Security & Safety Administration
Certificate in Transportation Administration
Certificate in Public & N/P Leadership (Post-Graduate)

Lisa Abbate – Detective, Somerset County Prosecutor
Narong Arjarasumpun – Blood Bank Supervisor, Englewood Hospital
Wanda Acosta Asmar – Family Service Specialist, State of NJ/Div. of Youth & Family Services
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
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
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 A. Alvarado – Assistant Director, Essex County College
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
Robert Angermiller – Director, JMW Breast Center, Monmouth Medical Center
Steven M. Annarelli – Administrative Analyst, New Jersey State Police
Ronald E. Aron – Police Officer, Haddon Township Police Department
Richard H. Arroyo – Administrative Officer, New Jersey State Police
Hansel Asmar – Tobacco Grant Coordinator, Bergen County Dept. of Health Services
Doreen Atlak – Medical Technologist, Valley Hospital, Ridgewood
Joseph A. Auer- Captain, Keansburg Police Department
Dianne Marie Bailiff – Social Work Supervisor, Bergen County Board of Social Services
Daniel L. Baldwin – Detective, Somerset County Prosecutor’s Office
Paul F. Banach – Lieutenant, Monroe Township Police Department
Valerie Barnes – Associate Director/Admissions Corporate Programs, FDU Continuing Education
Dianne Barretts – Technical Assistant, Personnel, NJ Department of Transportation
Bruce C. Bartlett – Retired Teacher, Lyndhurst Board of Education
Lynn Bartlett-LeDulise - Contract Administrator, Bergen County Comm. Development
Caroline A. Basil - Income Maintenance, BC Board of Special Services
Ethel Battersby - Specialist, Psychiatric Nurse, NJ Vets Nursing Home
Joanne Batzel-Young – Program Coordinator, Hagedom Psychiatric Hospital, Glen Gardner
Barbara S. Beck – Sr. Registered Environmental Specialist, Cape May County
Edward F. Beck – Committee Person, Township of Dennis, Dennisville, NJ
George M. Beck, Jr. – Police Officer, Palisades Park Police Department
William J. Beck – Police Officer, Roxbury Township Police Department
Sandra J. Bedea- Chief of Administrative Services, Ocean County Dept. of Corrections
Thomas J. Beirne – Major Accounts Group R.C.G.C., South Jersey Gas
Alan Belcher - Sergeant, Morris County Park Police
Caroline Bell – Case Manager, "Bo" Robinson Educational Training Center, Trenton
Thomas J. Bell - Trooper, New Jersey State Police
Robert J. Benson – Probation Officer, Monmouth Probation, State of New Jersey
Vilma Berry- Quality Assurance Coordinator, Greystone Park Psychiatric Hospital
Michael Best – Probation Officer, State of New Jersey
Noreen Conway Best – Assistant Director, Bergen County Community Development
Debralu Bieniecki- Rehabilitation Counselor, Division of Vocational Rehabilitation Services, Hackensack
Edward S. Bietka - State Trooper, New Jersey State Police
Michael P. Biglin – Placement Supervisor, NJ Div. of Developmental Disabilities
Lynn Bittroff - Medical Affairs Liaison, Allied Health Group
Larry Blanke – Sergeant, Borough of Somerville Police Department
Brian Adam Blath – Police Officer, Bridgewater Police Department
Daniel Boas – Management Specialist, Burlington County Board of Social Services
Joseph C. Bober – Chief of Police, New Jersey Transit Police
Claudia Lynn Boehm – Volunteer Coordinator, Hackensack University Medical Center
William D. Bolletino, Sr. – Assistant, Administrative Office, New Jersey State Police
Tammy L. Bombard- Science Teacher, Wayne Valley High School
Ronald J. Bonforte - Deputy Warden, Monmouth County Corrections
Beatrice Bonner - Nurse Case Manager, Care Advantage, Inc.
Corrinne Tuesday Boone – Senior Payroll Coordinator, Aventis Pharmaceuticals
Deborah Boone-Coy – Territory Manager, Reliant Pharmaceuticals
Louis J. Bordi – Lieutenant, Voorhees Police Department, NJ
Denise M. Bradeen – Regional Site Manager, Easter Seals of New Jersey
Patricia A. Brady – Nurse Recruiter, Hackensack University Medical Center
Emil Brandes - Secretary/Treasurer, Upsala College Foundation
Kenneth C. Bransky – Principle Contract Administrator, Port Authority Trans-Hudson Corporation
Gary Brantley - Detective/Lieutenant, Freehold Police Department
Christopher Bratus- Patrolman, Washington Twp. Police Department
Mary Ann Bravette – Investigative Specialist, F.B. I.
Edward Brick – State Trooper/Detective, New Jersey State Policy
Dawn Briggs - Probation Officer, Piscataway Probation Department
Susana Brito – Manager OB Services, Clara Maass Medical Center, Belleville, NJ
Patricia A. Brooks – Elementary Teacher, Paterson Public School System
William W. Brower – Sergeant, Lakewood Police Department
Jamal C. Brown – Sheriffs Officer, Ocean County Sheriff's Department
JaNese S. Brown – Quality Assurance Coordinator, Jewish Employment Vocational Services
John H. Brown – Unemployment Insurance Programs, Department of Labor
Lucille I. Brown – Claims Examiner, State of New Jersey Department of Labor, UI Unit
Richard W. Brown- New Jersey State Police, Detective Sergeant
Robinette Danita Brown – District Adjudications Officer, Bureau of Citizenship & Immigration Services
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. Bruton – Coordinator of Community Development, Unified Vailsburg Services Org.
Michelle C. Buldo – Finance Assistant, St. Barnabas Behavioral Health, St. Barnabas Health System
Robert J. Burton – Campus Coordinator, Burlington County College
Michael D. Busniak - Senior REHS, Township of Morris Health Department
Myra Butensky – Manager, Syms Clothing
Felicia Bianca Butts-Daniels – Staff Administrator, Port Authority of NY & NJ
Alison L. Buxton – Director of Special Events, Gill St. Bernard’s School
William H. Byrnes Jr. - Coordinator, Morris County Department of Human Services
Lilian R. Cabiltes – 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 P. 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
Nayibe Capellan – Family Service Worker, Parkside Preschool
Jon A. Caproni – Network Analyst, County of Morris
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. Caterson - Detective, Somerset County Prosecutor's Office
Nicholas E. Cavadoglo - Customer Service, EMSE Corporation
Arthur Ceccato – Patrol Supervisor, Township of Warren Police Department
John J. Cerrato – 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 Ciuplo – Detective Sergeant, City of Passaic Police Department
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 E. Coe – 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
Timothy E. Cole – Supervisor of Counseling, Department of Labor
Inez Jeanette Coleman – Human Service Specialist III, Mercer Co. Board of Social Services
Stacey Coleman – Social Service Worker, Passaic County Board of Social Services
Tiffany Collier-Fields – Field Representative, Department of Treasury, Division of Taxation
Tristin J. Collins - State Trooper, Emergency & Missions Specialist Unit, NJSP
Evette Colon-Street – Program Development Specialist, New Jersey Dept. Health and Senior Services
Matthew D. Colucci – Detective, Somerset County Prosecutor’s Office
Donald Commerford – Security, Self-employed
John M. Comparetto – Chief, Passaic County Sheriff’s Department
John Edward Connolly - Supervisor, New Jersey State Police
Victor D. Conti Jr. - Inspector, New Jersey Highway Authority
Alfred Cook – Truck Assembler, General Motors, Linden
Ann Doherty Cooke – Business Manager, Tuxedo Park School
Thomas J. Coppola – Sergeant/Unit Head, New Jersey State Police
Carin J. Corsair – Social Worker, Ocean County Board of Social Services
Maureen Laura Clancy Corrado – Director, Neighborhood Improvement, City of Jersey City
Brenden G. Coughlin – Manager, Lucent Technologies
Eunice Y. Couselot – Administrative Consultant, Office of the Assistant Superintendent, Elizabeth Public Schools
Matthew J. Coyle - Captain, Egg Harbor Township Police
Gerard Clyne – Lieutenant, North Plainfield Police Department
Christopher J. Cotter – City Administrator, Summit, NJ
Judy E. Crawford – Assistant Director of NSG, Ann Klein Forensic Center, West Trenton
Wendell Crawford – Administrative Specialist II, Administrative Office of the Courts
Ophelia V. Cruse – Social Worker Supervisor, Morris County Department of Human Services
Melinda L. Cruz – Senior Executive Assistant, Hoffman La-Roche
Raisa M. Cuevas-Brown – Senior Medical Technician, Kessler Rehab. Institute, West Orange
James K. Cullen - Police Officer, Morristown Police Department
Nathan Cumar – Environmental Specialist, NJDOT
Peter Cunningham – Executive Director, Berkeley Township Sewerage Authority
Anthony Cureton – Detective, Englewood Police Department
Laurelee Curcione – Senior Staff Radiation Therapist, St. Barnabas Medical Center
Michael Curran - Private Investigator, MJ Curran Associates
Phyllis Curtis – Performance Improvement Coordinator, St. Barnabas Hospice & Palliative Care Center
Armand J. D'Agostino - Management Specialist, County of Morris
Christopher J. Dale - Police Officer, Denville Police Department
Salvatore J. D'Angelo – Staff Services Engineer, Port Authority NY & NJ
Robert Nicholas D’Ambola – Lieutenant, Summit Police Department
Todd William Darby- Sergeant, North Haledon Police
Glenn L. Darden - Trooper, New Jersey State Police
Stanley N. Das – Core-Lab Coordinator, Mountainside Hospital
Andreia DaSilva – Medical Social Worker, St. Joseph’s Hospital, Paterson
DeLacy Dawud Davis – Sergeant, East Orange Police Department
Darren Davidowich – Senior Vice-President, U.S. Home Corp.
Maritza Davila – Admission Counselor, Passaic County Community College
Ellen J. Davis – Human Resources, Passaic County Technical Institute, Wayne
Eric Sean Davis – Teacher, Jersey City
Gail Davis - Supervisor Tunnel Operations, Port Authority of NY & NJ
Jacquelin Davis-Hayes – Teacher, Paterson Public Schools
John C. Davis – Lieutenant, New Jersey State Police
Kenneth D. Davis, Jr. – Director of Bands, East Side High School, Paterson
Maureen Bridget Davis – Claims Representative, Social Security Administration
Raymond Davis - Detective Sergeant, Egg Harbor Township Police Dept
Jaime Allison DeChellis - Sales Associate, Standard Insurance
Albert DeColli, Jr. - Sergeant of Police, Delaware River Port Authority
Tanya Kim Drees – Network Technician, Verizon Communications
Eileen De Feo – Business Center Manager, Shore Memorial Hospital
Peter A. Degnan – Senior Parole Officer, New Jersey State Parole Board
Ralph DeGroat – Probation Officer, Passaic County Probation Dept.
Susan Forte-DeJackmo – Domestic Violence Legal Advocacy Coordinator, B.C. Dept. of Human Services
Jaime DeJesus - Licensing Supervisor, NY State Office of Children & Family Services
Jacob A. De Lemos III – Communications Officer, Hudson County
Gail M. Della Fave – R.N., Marketing Director, St. Joseph’s Regional Medical Ctr. Ambulatory Imaging Ctr., Clifton
Tina M. Della Pietro – Executive Director, Berkeley Township Municipal Utilities Authority
Jennie DeNaro – Associated Director of Applications, County College of Morris
Thomas K. Dennehy – Police Officer, Boro of Tinton Falls
Alberto De Paula – Administrative Assistant/Computer Consultant, Consulate of Brazil, NY
Julie De Paula – Support Specialist, Pershing LLC, Division of Bank of New York
Daniel J. De Polo - Chief, Point Pleasant Beach Police Department
Richard Derechailo – Detective Sergeant, Aberdeen Township Police Department
Nadia Derelieva – Office Manager, ION Trading Systems, Inc.
Madine M. Despeine – MICA Residential Case Manager, New Bridge Services, Inc.
George Deuchar – Police Sergeant, Washington Township Police Department
Michael D. Deutsch - Sr. Planner, Bergen County Dept. of Planning & Economic Development
Joseph Devine – Chief of Investigators, Morris County Prosecutor’s Office
Anthony DeZenko - Captain, Parsippany Police Department
Leonard E. Diamond, Jr. – Vice President Transit Security, Total Security, U.S.
Ronald P. Di Amore – Sergeant, Barrington Police Department, NJ
Daniel DiBeneditti- Executive Assistant, NJ Department of Corrections
Donato DiGeronimo - Captain, Montclair Fire Department
Robert Dikun - Lieutenant, Point Pleasant Beach Police Department
William J. Dikun – Chief of Police, Bayhead Police Department
Edward DiMaggio – Sergeant, Irvington Police Department, Retired
Darrin DiPalma- Patrolman, Somerville Police Department
Kevin Patrick Dobbin- Police Officer, Manalapan Township Police Department
Joann Denise Dobosz – Customer Service Support, Paper Clip Communication
Eamon P. Doherty – Assistant Professor, Anthony J. Petrocelli College of Continuing Studies, FDU
Gordon E. Holder – Sheriff’s Officer, Monmouth County Sheriff’s Office
Lee J. Homyock – Assistant County Park Supt, Monmouth County Park System
Jacqueline L. Honickman – Administrative Analyst, Division of State Police
Christine H. Hopkins – Director of Nursing, Robert Wood Johnson Surgery Center
Nancy Lynn Hopkins – Program Analyst, Northern Regional Office. Dept. of Human Services, State of NJ
Nicholas G. Horiates – Supervising Environmental Specialist, NJ Dept. of Environmental Protection
Joseph Howarth – OEM Coordinator, Franklin Township, Somerset County
Marijane Hubbell – Administrative Director, Hackensack University Medical Center
Geraldine F. Huempfner-Gatz – Director of Religious Education, Morristown Unitarian Fellowship
Philip D. Huhn - Administrator, Neptune Township
Keith F. Hummel – Chief, Voorhees Police Department
Katherine Forbes Hunter – Title Agency Manager, GMAC Home Services, Horsham, Pa.
Michael Hurley – Manager, World Trade Center Fire Prevention & Life Safety
Theodore J. Hutler - Manager, Warden, Ocean County Police Department of Corrections
Scott J. Iannuzzo – Lieutenant, Piscataway Police Department
John S. Ietto – Detective, Borough of Fair Lawn Police Department
Don Ingrasselino- Chief of Police, Elmwood Park Police Department
Joseph L. Intile - Fire Chief, Bloomfield Fire Department
Diane Jackson – RNC, Kimball Medical Center
George S. Jackson – Chief, Eatontown Police Department
Harvey A. Jackson – Director of Security & Safety, County College of Jackson
Maxine Jackson – Educator of Nurses, Essex County Hospital Center
Shaimi Jacob – Database Administrator, Provident Bank
Alvin R. Jacobs – Administrative Analyst, State of New Jersey Greystone Hospital
Anthony Jannicelli – Chief, Woodcliff Lake Police Department
Yvetale L. Jerome – Nurse Manager, St. Barnabas Medical Center
Ana M. Jimenez-Quinones – Service Coordinator, Special Child Health Services, County of Essex
William Darby Johnny – E2, United States Marine Corp.
Felita A. Johnson- Site Manager, Easter Seals
Richard Johnson – Fire Chief, Retired - Hackensack Fire Department
Alfreda R. Jones-Singleton – Case Manager, Volunteers of America
Cotea D. Jones – Bus Station Operation Supervisor, Port Authority of NY & NJ
Douglas A. Jones – Probation Officer, Judiciary- State of New Jersey
Griff Jones – Accountant, US Army, Fort Monmouth
Jeanette Jones – Financial Coordinator, University of Medicine & Dentistry
Lisa Jones – Assistant Director of Admissions, Passaic County Community College
Raymond K. Jones – Captain, University of Medicine & Dentistry of New Jersey
Ronald R. Jones - Director of Security, Hackensack University Medical Center
Susan Joseph - Communications/ Outreach, New Jersey Transit
Marvin Joss – Administrator, Township of Netcong
Joseph M. Juliano- Chiropractor/Housing Commissioner- Orange County Housing Authority
Isaac Junius – Investigator, State of New Jersey
Henry M. Kaminski – Finance/Ambulatory Registration, Hackensack University Medical Center, NJ
Theodore John Kammer Jr. - Lieutenant of Police, Egg Harbor Township
Roger W. Kane – Director of Transfer Student Services, Anthony J. Petrocelli College of Continuing Studies, FDU/
Retired Chief of Detectives, Bergen County Prosecutor’s Office
Ann M. Kanze – EMT Instructor, Bergen County Law & Public Safety Institute
Jeffrey Kaplan – Firefighter, Englewood Fire Department
Mary Harriet Karas – Nurse Manager, St. Barnabas Medical Center
Ernest G. Kastner – Detective Lieutenant, Upper Saddle River Police Department
Robert Kattas - Lieutenant, Cedar Grove Police Department
Lillian Kaufmann-Britton – State Officer, DHSS- Division of Addiction Services
James Keating - Sergeant, East Orange Police Department
Renee Mary Keefe – Director of Educational Services, Kimball Medical Center
Neil Keegstra - Patrolman, Bloomingdale Police Department
Nancy Kelly-Gooldstein – Program Development Specialist, NJDHSS
Patricia Kelley – Director Education, Quality and Compliance, Saint Barnabas Hospice and Palliative Care.
Justine Kennedy – Police Officer, New Providence Police Department
Edward H. Kensingler Jr. – Chief, Florence Township Fire Department
Thomas Douglas Keywood – Detective, Lower Township Police Department
Theresa King- Purchasing Specialist, U.S. Postal Service
Amanda Khan – Administrative Analyst, Jersey City Public Works
Robert Klingens - Sergeant, Midland Park Police Department
Robin R. Kline – Administrative Assistant, Rockaway Township
Daniel Klotz – Senior Investigator, State of New Jersey
Lawrence W. Kniceley – Chief, Audubon Police Department
Eric W. Knudsen – Administrative Analyst, NJ Department of Environmental Protection
David M. Kohler – Detective, Burlington County Prosecutor’s Office
Joseph F. Kolakowski – Lieutenant/Administration, South River Police Department, NJ
Bradley Scott Kolodin – Juvenile Parole Officer, State of NJ Police
Lenora B. Boninfante Kodytek – Communications Director, Cape May County, NJ
Aneta Konieczna – Planner, Degussa Corporation
Bradford D. Koshland – Detective Sergeant First Class, NJ State Police
Joan Marie Kozeniesky- Tax Assessor, Township of Montclair
Marie E. Kraus – Manager, Employee Relations, New Jersey Juvenile Justice Commission
Jeffrey Scott Kresch – Teacher/Coach, Saddle River Board of Education
Gregory A. Kronowski – Ret. Lieutenant, Highland Park Police Department
William R. Kryscinski – Assistant Bureau Chief/Forensic Science, NJ State Police
Vinodini Kumar – Engineer, Trans Hudson Corp./Port Authority of NY & NJ
Joseph Devin Kunz – Boro Administrator, Boro of South River
Kenneth Kuzicki- Lieutenant, Vernon Township Police Department
Christopher LaBianco - Leonia Councilman, NJ Hospital Association
Robert Lagg – Senior Inspector, NJ Casino Control Commission
Joan Lagno – Senior Accountant, Finance Department, FDU
Patrick Johnny LaGuerre – Police Officer, East Orange Police Department
Christine S. Lally – Special Events Coordinator, County College of Morris
Lena Lamontagne – Program Coordinator, Shelter Our Sisters
Denise Lanza-Rizzie – Director of Visitor Services, Morris County Park Commission
Theresa Lappe - Transportation Planner Analyst, South Jersey Transportation
William LaRaia - Police Sergeant, Borough of Englewood Cliffs
Maria R. Larangeira – Detective, Monmouth County Prosecutor’s Office, NJ
Annette H. Lartigue – W.W City Council Woman, City Hall
James A. Lasky – Detective Lieutenant, Freehold Twp. Police Department
Randal Lassiter – Executive Assistant to the President, Passaic County College
Alfreda J. Lawrence – Probation Officer, State of New Jersey
Lincoln A. Lawrence- Detective, Somerset County Prosecutor’s Office
Robert Lawson- Captain, Lakewood Police Department
Joan Leder - Sr. Program Director, Fairleigh Dickinson University
Brian G. Lefke – Director of Operations, Atlantic County Utilities Authority
John M. Lehner - Patrolman, Fair Haven Police Department
Russell R. Lehnes – Investigative Specialist, FBI
Erik Lenander – Administrator/Treasurer, Borough of Closter
Therese A. Leonard – Paralegal, Bergen County Prosecutor’s Office
Neil S. Le Strange - Lieutenant, Scotch Plains Police Department
James K. Le Tellier – Service Division Commander, Lacey Township Police Department
Steven Levinson - Director of Health and Welfare, Rockaway Township
Jeffrey A. Lewis- Clinical Manager, New York Organ Donor Network
Mary F. Lewis - Training Coordinator/ Administrator, General Motors
Gregory S. Ley – Director of Parks & Recreation, West Deptford Township, NJ
Michael A. Little – Sergeant, Denville Police Department
Donna A. Locascio – Registered Nurse of Regulatory Affairs Research, Hackensack University Medical Center
Lissette Lombana – Substance Awareness Coordinator, Elementary School of West New York
Kevin Michael Lonergan - Lieutenant, Scotch Plains Police Department
Thomas J. Longo, Jr. - Environmental Specialist, Essex Regional Health Commission
Gregory E. Loniewski - Investigative Specialist, F.B.I
Richard A. Loufik – Lieutenant, New Jersey State Police
Robert Lucid - Chief, Summit Police Department
William P. Lynch – Police Officer, Upper Saddle River Police Department
Kevin Thomas Lyons - Fiscal Officer, City of Jersey City
Theodore MacArthur- Sergeant, Tuckerton State Police
Tony F. Mack – Recycling Coordinator, City of Trenton
John D. Maher – Chief of Police, Lower Township Police Department
Marianne Mahonchak – Manager, Clara Maass Medical Center
Joseph Anthony Maimone, Jr. – Police Officer, Hammonton Police Department
Lanisha Danielle Makle – Office Manager/Administration, Kent Place School
Andy Malakas- Technical Asst. Management Information Systems, Bergen County Prosecutor’s Office
Bonnie A. Malangone – Assistant Marketing Manager, Hartz Mountain Corp.
Jose M. Malcolm – Passaic County Board of Social Services
Elyas M. Malik – Captain, UMDNJ Police Department
Lori Anne Mambelli – Captain, Passaic County Sheriff’s Department
Fernando Q. Manalo – Technical Manager, United Nations Development Program
Maria Mancini – Medical Record Administrator, Greystone Park Psychiatric Hospital
Ann Marie Mancuso - Tax & Utility Collector/Treasurer, Mahwah
Jerald Mantone – Police Officer, Madison Police Department
Eileen Mannix – Educational Program Specialist, HRDI, Trenton.
Maria Mancini – Medical Record Administrator, Greystone Park Hospital
James R. Marhold - Director, HARC
Vincent Markowski- Deputy Dir. of Emergency Management & Public Safety, William Paterson University
Daniel Marley – Sergeant, New Jersey State Police/Division Headquarters, West Trenton
Michele D. Marra – Client Delivery Specialist Benefits Administration, Towers Perrin
Rhonda Marriott – Program Specialist, EOF, Burlington County College
Janifer Marsh – Administrative Officer, Surgical Service, VANS Healthcare Systems
Judy Marshall-Cook – Supervisor of Inspections, Department of Health & Senior Services
Edith Marjorie Martin – Accountant, ISP Corporation
James R. Martin - Nurse, Chilton Memorial Hospital
Kevin G. Martin – Detective, New York Police Department
Wayne Albert Martini – Sergeant, Chester Township Police Department
Robert F. Mason - Sergeant, Randolph Police Department
Teresa Massood - Clerk/Deputy Administrator, Borough of Westwood
Anthony Mastrogiovanni – Assistant Director/Fiscal Officer, Bergen County Div.of Comm. Development
Sonia N. Matos – Bilingual Claims Examiner, New Jersey Department of Labor
Nicolette May – Job Developer/Instructor, Middlesex County Board of Education
Alinda Maynard-Franks – Manager, Industrial Technology Assistance Corporation
Perry Thomas Mayers – Captain, Montclair Police Department
Kia Michelle Mazycz – Probation Officer, Middlesex County Courthouse
Edward M. McCabe – Police Director, Keansburg Police Department
Dina Ann McCarthy – Registered Nurse, Englewood Hospital
Jennifer Lynn McCarthy – Paramedic Program Director, Union County College
Deborah S. McCloskey – Assistant Administrator, Washington Township
James R. McCoy – Detective, Essex County Sheriff’s Department
Jill S. McCrea – Deputy Municipal Clerk, Township of Washington
Marion McCullum – Assistant Director/Financial Aid, Fairleigh Dickinson University
Kenneth D. McDaniel – Probation Officer, Passaic County Probation Department
Annette P. McDonald – Primary Case Manager, Domestic Abuse Services, Inc. Sussex County
Sharon McDonald-Strigl – Undersheriff, Bergen County Sheriff’s Department
Nancy D. McGlade – Coordinator, Div. of Communicable Disease, Bergen County
William J. McGough, Sr. – Investigator, New Jersey Division of Criminal Justice
Joseph McGrath – D. L Class ASMY, N.J Army National Guard
Margaret McGroarty – Acting Director, Industry Business Institute-Union County College
Richard William McHale - School Officer, Middle Township Police Department
Kevin Michael McHugh – Director of Parole, New Jersey State Parole Board
Jay Mckeen - Lieutenant, Operations Division, Hamilton Twp Police Department
Joyce M. McKeever - Nurse Manager/Maternity, Jersey Shore Medical Center
Kevin M. McLaughlin – Senior Vice President, International Planning Alliance, LCC
Michael McLaughlin - Detective Sergeant, Piscataway Police Department
Tammy McLean – Social Worker, Passaic County Board of Social Services
Ronald H. McLeary – Director of Architecture, Eastern Paralyzed Veterans Assoc.
John D. McMenamin – Police Lieutenant, Stafford Township Police Department
Kristian McMorland - Assistance Superintendent, Middlesex County Mosquito Commission
Gregory McNally- Captain, Stafford Township Police Department
Florence Aileen McNelly – Superintendent, New Jersey State Park Service
Martin L. McNulty- Deputy Chief, Jersey City Fire Department
Kevin McPartland – Special Investigator, NJ Office of the Inspector General
Marilyn J. McPartland – Assistant to Dean of Petrocelli College, Fairleigh Dickinson University
Brian Keith McPherson – Sergeant, New Jersey State Police
Catherine M. McPolin – Nurse Manager, Hackensack University Medical Center
Kevin McSweeney – Bridge Painter, Port Authority of NY & NJ
Patricia Almanza Medeiros – Financial Aid Officer, Passaic County Community College
Teresita Clemente Medina- Director of Behavioral Health Services, Clara Maass Medical Center
Charlene M. Mello- Tax Investigator, Department of Treasury, Division of Taxation
Vilna A. Mentel – US Government, Fort Monmouth
Terri L. Mento - Employee Relations Officer, Hunterdon Development Center
Frank Mercado – Assistant to VP for Administration and Finance, Hudson County Comm. College
Douglas M. Mercer- Senior Alcoholism Counselor, Substance Abuse Services
Louis Mercuro - Chief, Haledon Police Department
Gary Merline – Acting Director, Atlantic County Department of Public Safety
David Mertz – Special Agent, Federal Bureau of Investigation
Mark Messner - Sergeant, Waldwick Police Department
George C. Meyer – Lieutenant, Hopewell Township Police Department
Thomas B. Michaud – Former Chief, Princeton PD President NJACOP
Josephine Miftari – Budget Clerk, Borough of Maywood
Steven Miles – Administrative Manager, Office of Thrift Supervision Department of the Treasury
Susan Steele Miller – Owner/President, Speak Easy Associates, NJ
Yvonne Miller – Quality Assurance Specialist, NJ Bureau of Licensing & Inspections
Bryan Minkel – Trooper, New Jersey State Police
Patrick Minutillo –Director of Administration & Policy, Morris County Prosecutor’s Office
Rocco L. Miscia, Jr. – Director, Essex County College Police Academy
Joanne Santin Misiunas – Director of Nursing, Clara Maas Medical Center
Garry David Mitnau – Investigator, Department of Transportation, Trenton, NJ
Carl Mittelhammer –Executive Director, NJ Association of School Resource Officers
Patricia Fierst Mitrano – Senior Graphic Designer, Newark Beth Israel Medical Center
Vincent Modarelli – Chief Operating Officer, Coin Depot, Elizabeth/ Ret. Lieutenant Colonel, NJSP
Danny Mohr – Patrolman, West Windsor Township
Patrick Monahan - Police Officer, Washington Township Police Department
Carolyn G. Monel- Assistant Director, East Orange Welfare Department
Tanners L. Mollett - Section Chief, GreyStone Park State Hospital
Janet L. Monroe – CEO, Greystone Park Psychiatric Hospital
Yhana A. Moore – Crisis Mobile Response PT Trainer, Wayne, NJ
Scott Mooney – Attorney at Law, Randall, Randall & Stevens, LLP.
Linda Moore - Sr. Appeals Coordinator, Blue Cross and Blue Shield of NJ
Jeffrey W. Moran – Fire Captain, Woodbridge Fire Department
Melissa M. Morales – DRG Data Collector, Hackensack University Medical Center
Craig Morano – Accountant, Computer Horizons Corp.
Louis E. Moreto – Captain, Manalapan Police Department
David Bruce Morgan – Lieutenant, Ewing Police Department
Joseph Patrick Morris – Lieutenant, Booton Township Police Department
Lorelei Motte – Manager, Government Relations, Wakefern Food Corp.
David Anthony Muller – Sergeant, Ewing Township Police Department
Francis R. Murphy - Former Secret Service Agent/CEO, Murphy Associates
Michael J. Murphy – Police Officer, Florham Park Police Dept/ Head Security, NY Giants
Joseph Mottle – Police Officer, Tinton Falls Police Department
Ronald Paul Nametko – Police Officer, Denville Police Department
Joseph A. Napoleone - Police Officer, Clifton Police Department
Karen Naughton - Municipal Clerk, Boro of Eatontown
Kevin Nelson- Firefighter, Bloomfield Fire Department
Gerard J. Naylis - Engineering Officer, Arkwright
Frank A. Neary, Jr. – Police Officer, Shrewsbury Police Department
Richard E. Necelis - Detective Sergeant, New Jersey State Police
Stephen Anthony Neff – Accounting Manager, ECLC of New Jersey
Balenda LaVelle Nelson – Assistant Director, Fair Housing Council
Nazareno Frank Nepi – Detective, New Jersey State Police
Frederick W. Nienstedt – Captain, Verona Police Department - Retired
Marcia Nettiles-Langhorne – Senior Probation Officer, Bergen County Probation Department
Sally Ann Nevitt – Science Teacher, Williamstown Middle School
James Nickson – Analyst II, HCF, Mental Health, NJ Division of Mental Health Services
Lorraine S. Nienstedt – Assistant to the Executive Associate Dean, Off-Campus Credit Programs, FDU
Steven J. Nienstedt – Chief, Rutherford Police Department
Steven D. Niles – Administrative Manager, Office of Thrift Supervision, U.S. Dept. of Treasury
Simon Ninan – District Adjudications Officer, INS
James Nickson – Analyst II, New Jersey Div. of Mental Health Services
Michael T. Norton – Assistant Director of Resource, United Way Development
Edward Norwich – Assistant Tax Administrator, Bergen County Board of Taxation
Robert Novakowski – Detective, Ramsey Police Department
Dominic Jude Novelli – Acting County Administration/Chief of Staff, County of Bergen
Mark Nowacki – Lieutenant, Jefferson Township Police Department
Tracy Nunez – Human Service Specialist, Multicultural Community Service, Jersey City, NJ
Stavroura Staikos Obedzinski – Retail Product Manager, Summit Bank
Patrick O'Brien – Borough Administration, Bogota
Robert O'Brien - Retired Captain, Montclair Police Department
Teri O'Connor – Assistant to the Administrator, Monmouth County
Bella Ofosu-Appiah – Supervisor, State of NJ, Department of Law & Public Safety
Helena H. Oh – Registered Environmental Health Inspector, NJ Dept. of Health & Sr. Services
Kevin Robert O'Hara – Police captain, Borough of Point Pleasant Beach Police Department
Arthur R. O'Keefe – Lieutenant, Englewood Police Department
Thomas Anthony Olah - Gaming Regulator, NJ Casino Control Commission
Thomas Ollis – Director of Pharmaceutical Services, Hunterdon Medical Center
Brit J. Olsen-Derrico – Detective, Mercer County Prosecutor's Office
Judith O'Malley-Oceanak – Supervising Administrative Analyst, Dept. of Labor and Workforce Development
Raymond O'Grady – Assistant Regional Supervisor, Juvenile Justice Commission
Deanna M. Opthof – Public Relations Consultant
Cruse Ophelia – Social Work Supervisor, Morris County Dept of Human Services
Michael J. Orak, Jr.- Personnel Officer, Elizabeth Police Department
Brian O'Reilly – Tax Assessor, City of Jersey City
Allyson Orfan – Distribution Manager, AT&T
Joseph J. Orlando – Police Officer, Florham Park Police Department
Deborah O'Rourke - Director of Nursing, Monmouth Medical Center
Robert Orro – Detective, Somerset County Prosecutor's Office
Ronald John Orso – Captain, Fort Lee Police Department
Bruce T. Osborne, Sr. – Graphic Designer, Essex County College
Felix A. Osemwegie - Family Service Specialist, Division of Youth and Family Services
Sheri T. Owens- Supervisor/Probation Officer, Bergen County Child Support
Steven Padula - Captain, Dover Police Department
Pheobe Earnestine Page-Askie – Employee Relations Coordinator, NJ Department of Human Services
John V. Palko Jr. - Chief, Jefferson Township Police Department
Dominick Pandolfo – Administrative Analyst, City of Jersey City
Karen Panka – Director of Nursing, St. Barnabas Medical Center
Michael Thomas Panzarino – Investigator, New Jersey Division of Criminal Justice
Larry D. Parker – Lieutenant, Stafford Township Police Department
Lizette P. Parker - Social Worker, Bergen County Board of Social Service
Vanessa E. Parker – Toll Supervisor, Port Authority of NY & NJ
Tiffany Parks – Residential Counselor, NIPD/ YAI
Harriett Parrish-Rossi – Director, After School Care Programs, Haledon Public School
Virginia Pasqualini – Assistant Commissioner, NJ Department of Labor
Kathleen E. Patacsil – Accounts Receivable Specialists, Fairleigh Dickinson University
Jeffrey Robert Patterson - US Pretrial Service Officer, US District Court
Louise M. Patterson – Program Manager, South Jersey Behavioral Health Resources
John C. Pavlik – Business Administrator, Township of Watchung
Walter J. Pearn – Police Officer, City of Paterson Police
Carolyn Pechfelder – Police Officer, Rockaway Township Police Department
Michael P. Peoples – Captain, Long Hill Township Police Department
Cheryl Perez – Business Support Specialist, PSE&G
Shelley Jean Reese Perkins – Substance Awareness Coordinator, Newark Public Schools
William J. Perna, Sr. – Detective, Gloucester County Prosecutors Office
Kevin Charles Perry – Security Specialist, U.S. Army ARDEC
Lynn Marie Perry – Integrated Logistics Support Mgr., US Army, Picatinny Arsenal
Carol J. Persley – Director, St. Barnabas Medical Center
George R. Petersen – Lieutenant, Chatham Township Police Department
Michael Petuskey – Lieutenant, Township of Hamilton Police
Clara E. Petway – Assistant Director of Nursing, Ancora Hospital
Darlene Pharmes – Affirmative Action Officer/ADA Coordinator, City of Jersey City
Mario E. Piergallini – Investigative Specialist, Federal Bureau of Investigation
Jeffrey L. Pierson – Undersheriff, Cape May County Sheriff’s Office
Kyle W. Pierson – Patrolman, Tinton Falls Police Department
Sally Ann Pilcer – School Nurse, Oakland Board of Education
Marion Pitts – Member Advocate, Managed Healthcare Systems
Gina M. Plotino – President, GMP Consulting Inc.
Anthony P. Plunkett – Trooper, New Jersey State Police
Peter F. Pollack - Paramedic, Mobile ICU, The Mountainside Hospital
John Pope – Captain of Police, Egg Harbor TWP Police
Geraldine Chappell Popkin – Director of Purchasing, Monmouth County
Judy M. Potter – Administrative Director, Children’s Specialized Hospital
Inese J. Presley-Worlds – Education Program Specialist, Pyne Poynt Middle School
Jayne Press – Chief Operating Officer, Eastern Christian Children’s Retreat
Theodore F. Preusch - Chief, Upper Saddle River Police Department
Drexelle B. Price - Probation, Superior CA of New Jersey
Nagin Kumar Pulla Reddy – Programmer Analyst, Delasoft Inc.
Michael J. Quigley – Sergeant, Atlantic County Prosecutor’s Office
Mary Ann Ragone – Associate Director, Camden Optometric Eye Center
Yolanda I. Ramos – Vocational School Director, North Jersey 4 C’s, The Center for Early Care and Education
Robert A. Randzio, Jr. – Police Officer, Rockaway Township Police Department
John D. Redos – Director of Public Safety, Delaware River Joint Toll Bridge Commission
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
Nereida Rey – Detective, Elizabeth Police Department
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 – 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
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
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
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 Liaison, Franklin Township
Dinorah Santeli – Distribution Manager, SNS Worldwide Linden, NJ
Sophia L. Santiago – New Jersey National Guard
Gloria G. Santos – Compliant Investigator, NJ Department of Health & Sr. Services
Michael J. Sapp, Sr. – Police Officer, East Windsor Police Department
Michael Sarao – Facility Technician, Verizon
Philip Sartorio – Community Development Director, Township of Franklin
A. Matthew Saum – Police Officer, Warren Police Department
Michael K. Sawyer – Police Officer, Chatham Township Police Department
Joseph Scarpa – Mayor, Rochelle Park
Marchelle A. Scales-Folks – Director of Finance, Planned Parenthood of South NJ
Fides Scalici – Nurse Manager, St. Barnabas Medical Center
Steven Scalici – Detective Sergeant, Burlington Co. Prosecutors Office
Douglas P. Scherzer - Chief, Morris Plains Police Department
William Schievella - Supervisor, New Jersey State Parole Board
Fredlyn D. Schloss – Personnel Assistant, New Jersey Department of Transportation
MaryLou Schnurr – Nursing Home Administrator, Sussex County Homestead
Douglas M. Schrade – Police Lieutenant, Somerville Police Department
Brian C. Schwarz – US Justice Criminal Investigator, Federal Bureau of Prison
John A. Scrivanic – Detective Sergeant, Tinton Falls Police
Joseph Scillieri - Administrator, Holland Christian Home
Frank S. Scott – Former Executive Director, New Jersey Regional Community Policing Institute
Gregory Seaman – Operations Manager, Northeast Monmouth County Regional Sewerage Authority
Marlene Seams-Conn- Executive Director, American Adoptions Abroad, Inc.
James J. Sheehan - Vice Chairman, Bergen County Board of Chosen Freeholders
Nyree Katiqua Sherman – Senior Forensic Chemist, Newark Police Department
Bruce Slawitsky – Director, Hackensack University Medical Center
Stephen Slusarski – Patrolman, Egg Harbor Township
Doreen Shoba – Reference Librarian, FDU Library – Teaneck
Bertram A. Shockley – Ass’t Director of Business Services & Workforce Training, Essex County College
Andrea D. Shoulars – Property Manager, L & A Management Corp., Montclair
Paris Shoulars – Member Service Coordinator, Horizon Blue Cross Blue Shield of NJ
Karen R. Siano - Municipal Clerk, Borough of Eatontown
Michael Thomas Siegelski - Sergeant First Class, New Jersey State Police
Jeffrey L. Simpkins – State Trooper, New Jersey State Police
Richard Sinopoli- Juvenile Officer, Stafford Township Police Department
Dana Skaflestad – Civil Investigator, New Jersey Division of Criminal Justice
Mitchell C. Sklar – Executive Director, New Jersey State Assoc. of Chiefs of Police
Kimberly A. Slasinski – Bergen County Board of Social Services
Patricia Ann Slattery – Generalist – Nursing, Kimball Medical Center
Bruce Mark Slawitsky – Director, Hackensack University Medical Center
Donald E. Sliker – Detective Sergeant, Englewood Police Department
Stephen Slusarski – Patrolman, Egg Harbor Township
Diane M. Smith – Nurse Manager, St. Barnabas Medical Center
Kevin M. Smith - Police Officer, Oradell, Police Department
Rahsaan Smith – Immigration Officer, Department of Homeland Security
Shenne Smith – Financial Analyst, MBNA American
Elaine A. Smokes – Sheriff Officer, Camden Co. Sheriff’s Department
Andrew Snyder- Senior Sanitary Inspector, City of Rahway
William Emmanuel Socha – Principal Community Program Specialist, State of New Jersey
Theodore J. Sochaski – Central Office Technician, Verizon
Toshia R. Solomon- Case Manager, St. Mary’s Seton Center- Adult Partial Care
Bette Sorrento- Field Supervisor, DHSS Division of Consumer Support Office of LTC Options
Brian William Spader – Police Officer, Point Pleasant Beach, NJ
Sarah Spellman – Executive Director, Cadbury Continuing Care at Home, Inc.
Deanna Sperling - Vice President Behavior and Health, Kimball Medical Center
Brian C. Spring – Lieutenant, Pequannock Township Police Department, Pompton Plains
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. Starets – 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, NJ
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
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
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
Robert Szkodny – Deputy Chief, Bridgewater Police Department
Christopher Lee Tango – Sergeant, Wall Township Police Department
Victor Terwilliger - County Executive Assistant, Public Works and Engineering
Dorothy Elizabeth Thomas – Human Services Specialist II, Bergen County
Nancy J. Thomas – Point of Care, 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
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 J. Tomko – Administrator Medical Data Systems, Quest Diagnostics
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.
Robert M. Treiber – Detective, Florham Park Police Department
Joel Trella- Former Sheriff, Bergen County Sheriff's Department
Eric Trevena - Patrolman, Washington Township Police Department
Jacqueline P. Trobiano – Registered Nurse, Hackensack University Medical Center
Scott R. Trocchia- 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 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. Ulsh – 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
Jeffrey M. Valentino – Detective, East Windsor Township Police
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
Domenick R.Varrichio – Ret. Lt./Exec. Officer, Port Authority Police Department
Kenneth J. Vehrkens – 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
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 – Det. Sergeant 1st Class, New Jersey State Police
Cristal Nila Wallace – Case Manager, Mother/Child Residential Services
Thomas Charles Walsh – Police Officer, Monmouth Beach Police Department
Robert S. Walters - Associate Director, National Urban League Inc.
FDU’s Wroxton College
Oxfordshire, England
MAS/ BAIS Participants 1999 – 2003

Doreen Atlak – Medical Technologist, Valley Hospital, Ridgewood
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
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
Sandra Caley – Probation Officer, Ocean County Probation Office
Lisa Cheng – Software Developer, Telcordia Technologies
Kenneth R. Chin – Safety Director, Hackensack University Medical Center
* Lillian Ciuflo – 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
Gail Della Fave – R.N., Marketing Director, St. Joseph’s Regional Medical Ctr. Ambulatory Imaging Ctr., Clifton
Daniel De Polo – Chief, Point Pleasant Beach Police Department
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
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
Deborah A. Fredericks – Director of Operations & Systems Specialist, Continuing Education Dept., FDU
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.
Bryan Gurney – Chief, Ramsey Police Department
*Ronald L. Haskins – Police Chief, Ret., Highland Park Police Department
Vernon L. Henderson – Former President, NJ State Chiefs of Police Assn.,Dep./Director of Training, DARE NJ
Raymond Hilling – Captain, Point Pleasant Police Department
James M. Hineson, Jr. – Sign Crew Trade Assistant, Newark Airport, Port Authority of NY & NJ
James M. Hineson, Sr. – Bridge Painter Supervisor - GWB, Port Authority of NY & NJ
Paul Hoffman – Detective Sergeant, New Jersey State Police
Lee Homyock – Assistant County Park Superintendent, Monmouth County Park System
Mei Chao Huang-Kuo – RN, Clara Maas Medical Center, Belleville
William Johnny – Manager, Physician’s Reimbursement Program, St. Joseph Hospital
Gordon Johnson – Acting Sheriff, Bergen County Sheriff’s Office
Richard Johnson – Fire Chief, Retired- Hackensack Fire Department
Roger W. Kane – Director of Student Transfer Services, New College, FDU & Retired Chief of Detectives & Investigators, Bergen County Prosecutor’s Office
Michael Karsevar- Lieutenant, New Jersey State Police
FDU’s International Experience
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
*Micahel 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.