

## **MASTER OF PUBLIC ADMINISTRATION (M.P.A.)**

### **On-campus MPA and On-line MPA Programs**

Director: TBA

Concentration coordinators:

Public Management – Dr. William Albrecht

Emergency Management – Dr. Robert Schneider/Dr. Daniel Barbee

Health Care Management – Dr. Nicholas Giannatasio

Criminal Justice – Dr. Mario Paparozzi

The Master of Public Administration Program (MPA Program) is a broad-based degree designed to prepare students for leadership roles in public organizations. The MPA Program emphasizes the critical areas of political institutions and processes, managerial and leadership concepts and skills, and analytical skills and techniques. It is anchored in both theory and application for those seeking to leverage their career progress and enhance their leadership potential.

The MPA Program is intended for practicing and aspiring administrators in public sector organizations, and is also an excellent degree for those in non-profit and voluntary sectors, and in private organizations that interact consistently with public agencies or which maintain government or public affairs offices. The degree also is useful for those whose career paths may move across sectors over a period of time. The degree—while based solidly in research and theory—emphasizes the practical application of modern technical, managerial, and leadership skills in a variety of settings.

For those currently in administrative and managerial positions, the MPA Program will help refine, update, and improve career potential and help add value to performance. For preservice individuals, the program is an excellent way to build the educational foundation for a career in management and leadership.

This graduate program is devoted to public management, and also committed to serving the needs of those whose careers are invested in the work of non-profit organizations and private sector organizations that have public interest linkages. Given its emphasis on management, the program is multi-disciplinary and involves a significant mix of disciplines, all of which contribute to the value of the program for individual students. This multi-disciplinary quality, along with its public management base, is a significant, and unique strength of the MPA Program and degree.

The MPA Program offers four choices beyond the initial required courses: The student may choose a concentration in Public Management, Criminal Justice, Emergency Management, or Health Administration. These options are designed to enable the student to select courses that will enable meeting individual career and professional goals and needs.

The MPA program faculty is a distinguished, experienced group representing various disciplines. The core discipline of the program is public administration. Contributing disciplines include business administration, criminal justice, computer science, economics, health administration, and political science. Other disciplines contribute to the MPA Program on an occasional basis. All members of the MPA Program faculty hold the earned doctoral degree and bring to their courses and other work in the program a sound record of experience in government, business, research, and consulting. Students in the MPA Program benefit greatly from work in graduate courses taught from a variety of disciplinary perspectives offered by the faculty, and from the emphasis by the faculty on a blend of theory and practical management and leadership skills.

### **PROGRAM-SPECIFIC ADMISSIONS STANDARDS**

All applicants for the M.P.A. degree in Public Administration are required to submit an essay detailing their preparation for graduate studies, relevant professional experiences, and their objectives in pursuing an M.P.A. degree. The M.P.A. program requires submission of scores from the GRE General Test; students do not need to submit subject area scores. See also *Graduate Programs, Procedures, and Policies*.

## THE MPA PROGRAM COMPONENTS

The major components of the MPA Program are: (1) the Required Core Courses; (2) the required concentration courses; (3) electives; (4) the Capstone/Professional Paper; and, for preservice, non-professional students, (5) the MPA Field Experience (Internship).

### Capstone/MPA Professional Paper

Each student must successfully complete a professional paper guided by MPA professors. Students will design and complete their papers in the appropriate topic/concentration area. Details regarding topic selection, processes, and other requirements are available on the program website. Students will be required to make an on-campus oral presentation of their paper to their advisory committee and other faculty and students and submit both printed and electronic copies of their final version, following the process defined on the program website. This final version must incorporate all required revisions and can then be assigned a grade by the responsible faculty and the MPA Director.

### Requirements for a Master of Public Administration (M.P.A.)

#### I. Required Core Courses:

- PAD 5000 Leadership and Administration in Public Affairs
- PAD 5010 Organizational Behavior
- PAD 5050 Analytical Methods
- PAD 5060 Human Resource Administration
- PAD 5080 Quantitative Analysis I
- PAD 5500 Public Institutions and Processes
- PAD 5520 Principles of Budgeting and Finance

#### II. Concentration\* Courses: Four courses selected from the options described under each concentration listed below.

#### III. Elective Courses: Two courses selected in consultation with advisor and concentration coordinator

#### IV. MPA Professional Paper

- PAD/CRJ/EMG/HAD 5620 Professional Paper

#### V. Internship (as required)

- PAD 5340 Leadership/Managerial Internship
- Need determined at program entry based upon prior professional experience

Sem.hrs.

21

12

6

3

3

**Total: 42-****45**

### \*Concentration

Students may select their concentration at initial program enrollment; otherwise, the designation should be completed during their initial semesters, prior to enrolling in electives. Each concentration, along with requirements, is described below. Students should make specific class selection within each concentration's general requirements, along with general electives, in consultation with their advisor and concentration coordinator.

#### Concentrations

Sem.hrs.

**Public Management:** This concentration prepares students to serve in senior administrative and managerial positions, providing background in significant managerial issues, skills, and concerns appropriate for those anticipating positions in the public, non-profit, and private sectors.

Choose four courses (12 hours) from:

- PAD 5100 Organizational Leadership Seminar
- PAD 5330 Leadership and change
- PAD 5110 Strategic Planning
- PAD 5310 Governmental and Not-for-Profit Accounting for Managers

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**Public Management (cont.)**

PAD 5020 Legal, Policy, and Ethical Issues in Administration

PAD 5380 Conflict Analysis and Resolution

PAD 5360 Administrative Law

PAD 5370 Policy and Program Analysis

**Emergency Management:** Emergency Management is a complex, multidisciplinary array of critical planning and implementation activities that are directly related to the roles that administrators and public managers play in preparing for, responding to, recovering from, and mitigating the impacts of the risks and vulnerabilities associated with natural and manmade disasters. In the context of an all hazards approach, this concentration is designed to enhance the planning capabilities for those directly involved in emergency management responsibilities as well as for all public administration professionals who play a role in the building of sustainable hazard resilient communities. 12

Required Courses (6 hours):

EMG 5150 Introduction to Emergency Management

EMG 5750 Capstone in Emergency Management

Elective Course—Choose two of the following (6 hours):

EMG 5160 Sustainability and Hazard Resilience

EMG 5170 Crisis Leadership and Sustainability

EMG 5180 Social Equity in Emergency Management

EMG 5190 Technological Applications in Emergency Management

**Criminal Justice:** This concentration, designed primarily for practitioners in criminal justice career fields, focuses on courses designed to provide value in the careers of those working in criminal justice. 12

Required Courses (12 hours):

CRJ 5700 Criminal Justice Research Methods

CRJ 5710 Criminological Theory

CRJ 5810 Victimology and Criminal Justice

CRJ 5830 Image Management and Media Relations for Criminal Justice and Public Service Agencies

**Health Administration:** This concentration is designed for both experienced health care practitioners and those who aspire to careers in health administration. 12

Choose 4 courses (12 hours) from:

HAD 5710 Health Administration and Organization

HAD 5720 Health Policy

HAD 5730 Legal and Ethical Issues in Health Care

HAD 5740 Health Economics

HAD 5750 Comparative Health Care Systems

**COURSES****PUBLIC ADMINISTRATION (PAD)****PAD 5000. Leadership and Administration in Public Affairs (3 credits)**

This course deals with roles of public and non-profit managers and leaders in guiding organizations to meet the demands of changing domestic and global conditions. The course covers the evolution of modern leadership and administrative strategies and employs relevant research literature, case/scenario analysis, and diagnostic activities.

**PAD 5010. Organizational Behavior (3 credits)**

The course will examine explanations of individual behavior (perceptions, attributions, motivations, attitudes); the nature of human behavior in groups (group dynamics, power, leadership); and organizational structures and processes that affect human behavior (organizational and job design, communication, performance appraisal). Principles of organizational change and development will also be addressed. The course will employ case analyses and directed readings in relevant research literature as well as text materials.

**PAD 5020. Legal, Policy, and Ethical Issues in Administration (3 credits)**

This course analyzes current legal, policy and ethical issues which apply to administrators in both public and private organizations. Emphasis will be given to regulatory policy, statutory and case law in administration, the politics of regulation, along with administrative and legal processes pertaining to implementation and enforcement. An important emphasis will also be given to the ethical implications of the political, policy, and legal issues raised. Topics will include governmental practices, and administrative responsibility.

**PAD 5030. Economic Analysis for Public Managers (3 credits)**

An examination of economic issues and methods which are relevant to public and non-profit administration, and public policy. Topics covered include microeconomic concerns such as supply and demand, firms and markets, welfare economics, and benefit-cost analysis. Methods of macroeconomic analysis and stabilization policies are also reviewed.

**PAD 5040. Financial Resource Administration (3 credits)**

Financial processes and structures in organizations. Focuses on financial environment, financial concepts, financial analysis, financial dynamics of expansion and retrenchment, capital structure, capital budgeting, and dividend policy.

**PAD 5050. Analytical Methods (3 credits)**

Examination of methodologies used to analyze management problems and improve managerial decision making. Includes research design, modeling, measurement and observational techniques, using library and computing resources, analysis of quantitative data, and the evaluation and application of administrative and management research.

**PAD 5060. Human Resource Administration (3 credits)**

Study of how an organization secures, develops, maintains, and rewards employees to meet organization objectives. Topics include recruitment, selection, training performance appraisal, compensation, benefits, and labor-management relations. Examines effective integration of human resource functions.

**PAD 5070. Computer Technology in Administration (3 credits)**

Study of computer technology in contemporary organizations. Primary emphasis is on developing a conceptual framework for selecting appropriate hardware and software configurations to perform different organizational functions. The limitations and complications associated with computer technology are also covered. Students will complete several individual projects involving direct experience with various categories of application software, including work processing, database management, statistical analysis, spreadsheet analysis, and decision making.

**PAD 5080. Quantitative Analysis I (3 credits)**

Intensive examination of statistical and graphical methods of analyzing quantitative information. Covers frequency distribution, probability, sampling, T-tests, correlation, various graphic forms, methods of avoiding distortions in graphics, and an overview of regression analysis, factor analysis, and analysis of variance. Extensive experience working with administrative data, emphasizing the use of computer technology and software.

**PAD 5100. Organizational Leadership Seminar (3 credits)**

The concepts, principles, theories, and practices of organizational leadership will be examined. A combined emphasis is placed on the effectiveness of an organization and on the professional development of organizational leaders. The lectures and class discussions will be enhanced by various readings including biographies, live case studies, and research reports.

**PAD 5110. Strategic Planning (3 credits)**

This course is a study of strategic management as a function of leadership. The three primary components of strategic management, which are strategic planning, strategy formulation, and strategy implementation, are analyzed. A case-study approach is used to examine applications in for-profit, non-profit, and public organizations.

**PAD 5120. Decision-Making for Leaders (3 credits)**

This course considers the theory and practice of decision-making in administrative and managerial settings. The emphasis is on the development of diagnostic, analytic, and choice skills that can be employed to improve decision-making at the individual, group, organizational and interorganizational levels. Leading models and approaches to decision-making behavior and its application and consequences in administration are covered. Scenario and case analyses from research literature will be used with lectures and class activities.

**PAD 5300. Organizational Communication (3 credits)**

Theory and practice of oral and written communication within organizations, from employee-employer interpersonal communication, interview communication, serial (information dissemination) communication, small group communication, and formal and informal presentations within the organization. All students are expected to fully participate in all written and oral activities and presentations.

**PAD 5310. Governmental and Not-for-Profit Accounting for Managers (3 credits)**

The development and use of accounting information by managers. Includes financial and managerial concepts relevant to public and private sectors.

**PAD 5320. Quantitative Analysis II (3 credits)**

Study of modeling and other analytical methods to address problems and needs of administrative organizations. Describes the uses and limitations of quantitative models as well as criteria for planning and decision-making, simulation, systems analysis, forecasting, analytical programming, and scheduling.

**PAD 5330. Leadership and Change (3 credits)**

This course addresses the phenomenon of change, how it affects organizations, and the role of leaders in shaping the future of the organization by guiding change. The course covers types of change, the tools available to leaders for guiding both planned and unplanned change, and the effects, and consequences of change.

**PAD 5340. Leadership/Managerial Internship (3 credits)**

This course will involve the student in a seminar and planned field experience of professional development in an appropriate organizational setting. It will be supervised by a designated member of the faculty and an official representing the cooperating host organization. The scheduled seminar sessions will address a variety of issues designed to enable the student intern to gain knowledge and useful experience from the internship. The intern will apply the knowledge and skilled gained from course work to analyze administrative settings, issues, and problems, and generally to function effectively in an organizational setting. Appropriate readings and a structured written analytical report are required in addition to scheduled seminar sessions. PREREQ: Consent of Program Director.

**PAD 5350. Small Business Management (3 credits)**

Consideration of opportunities and obstacles involved in starting and operating a small business. Emphasis is placed on integrating major concepts from finance accounting, marketing, and operations as they apply to owning and operating a small business. PREREQ: PAD 5000, PAD 5040.

**PAD 5360. Administrative Law (3 credits)**

Administrative Law and its concomitant appeals process, judicial review or agencies and other facets of The Administrative Procedure Act of 1946, and our legislative review and constraint of agencies are the primary focus of this course. Additionally, the rules and regulations process of federal and state agencies and its effect of the public, private, and non-profit sectors are the secondary focus of this course.

**PAD 5370. Program Evaluation and Analysis (3 credits)**

Intensive study of techniques for use in program and policy evaluation and analysis. Topics include determination of program/policy objectives, examination of research designs and implications for assessments and evaluations, measurement issues, data collection techniques, and analysis of program information. Application of analysis efforts to benefit/cost analysis, modeling and forecasting, and other techniques will also be discussed. PREREQ: PAD 5050, PAD 5500.

**PAD 5380. Conflict Analysis and Resolution (3 credits)**

This course addresses the theory, concepts, research, and practice in conflict analysis and resolution. It deals with the kinds of conflict issues that are associated with the management and leadership roles and functions in public, non-profit, and business organizations, and hence focuses more on conflicts among organizations and, social groups, than within the organization. Some emphasis is on social and community settings and the conflicts in these settings involving organizations. Collaborative problem solving, scenario-based planning, negotiation, and mediation are explored and practiced using cases, role-playing, scenarios, simulations, and critical events. Lectures are used to introduce and explain key concepts and approaches as well as research findings.

**PAD 5400. Operations Management (3 credits)**

Managing the operation function is extremely important due to strong competition nationally and internationally. Operations management is responsible for systems that create goods and/or provide services. The course examines the techniques required to operate the system and points out potential problems. Global systems, with emphasis on Japan, are discussed.

**PAD 5500. Policy Studies (3 credits)**

This course will examine the theories and concepts used in the study of public policy. It particularly focuses on the development and use of models and techniques for policy formulation, analysis, and evaluation. Student assignments include the study of policy problem and the practical or applied implementation of policy analysis.

**PAD 5510. Advanced Public Administration (3 credits)**

Focus on managerial, political, and legal theories and processes of public administration; examination of how these are used to fulfill legislative, executive, and judicial mandates for the provision of regulatory and service functions for American society in part and as a whole.

**PAD 5520. Principles of Budgeting and Finance (3 credits)**

Focus on the fiscal aspects of public sector administration including: analysis of the sources of revenue for public programs; review of budgeting processes and important budget functions (e.g., cost-benefit analysis, capital budgeting and debt administration); examination of the strategies and tactics used by various governmental actors in their efforts to maximize agency policy objectives.

**PAD 5530. Advanced Public Administration and Policy (3 credits)**

Focus on managerial, political, and legal theories and processes of public administration; examination of how these are used to fulfill legislative, executive, and judicial mandates for the provision of regulatory and service functions for American society as a whole, and for some segments of it.

**PAD 5590. Seminar in Public Management (3 credits)**

This course is designed to provide focused work on a selected public management policy or program. Students, as directed by the professor, will study and report on the analytic, substantive, policy, and managerial dimensions of a policy issue or problem in public management. This seminar is intended to facilitate the application of concepts from the other courses in the Public Management option area. PREREQ: MPA Core Courses and PAD 5500 and 5510.

**PAD 5600. Independent Study (3 credits)**

Independent study in an area of administration and management relevant to the student's needs and interests. Supervised by an MPA Program faculty member. Regular advisory and tutorial activities. Consent of the Program Director is required.

**PAD 5620. Professional Paper (CRJ 5620, EMG 5620, HAD 5620) (3 credits)**

A directed, supervised activity in which the student develops and analyzes a suitable topic, issue, or problem in leadership or management. The research subject must be one which can be addressed through the application of the knowledge and the research skill gained from course work (see Overview).

**PAD 5770. Topics in Public Policy (3 credits)**

This course will focus on a substantive policy issue area, focusing on policy and administrative issues surrounding the issue area. The specific policy will vary by semester.

**PAD 5880. Advanced Quantitative Analysis in Administration (3 credits)**

This course is designed to provide the advanced student of public affairs with a firm foundation in, and an ability to apply, some of the most commonly used statistical techniques, with emphasis on actual data analysis. Following a very brief refresher on basic statistics, part one of the course will focus on the foundations of bivariate linear regression analysis. The second part will concentrate on multivariate linear regression analysis, including analysis of the assumptions of these linear models and where they are most likely to fail. Parts one and two of the class will take up the bulk of the semester and will provide the student with one of the most important and widely used statistical tools for empirical social and policy research. The third part will concentrate on logit regression models and factor analysis. Upon successful completion of the course, the student will be conversant with—and capable of using—some of the most widely used advanced statistical techniques.

**PADS 5xxx. Special Topics (3 credits)**

The study of a particular topic of special importance, relevance, and currency to students of administration and management. The Special Topics course frequently is taught in seminar style, emphasizes content linkages with other courses in the MPA Program, and requires significant student activity. The content of the special topics course varies with each offering. Consent of Program Director required.

**CRIMINAL JUSTICE (CRJ)****CRJ 5620. Professional Paper (PAD 5620, EMG 5620, HAD 5620) (3 credits)**

A directed, supervised activity in which the student develops and analyzes a suitable topic, issue, or problem in leadership or management. The research subject must be one which can be addressed through the application of the knowledge and the research skill gained from course work (see Overview).

**CRJ 5700. Criminal Justice Research Methods (3 credits)**

This course covers the logic of social research methods, survey research, methods of evaluation research, sampling, and the contrast between quantitative and qualitative research. Included in this course will be: the importance of ethics and institutional review board compliance issues related to internal and external validity of research designs; sampling designs; and conformity with acknowledged scholarly writing format in criminal justice such as the American Psychological Association style, the Harvard Reference system, and the Chicago Manual of Style.

**CRJ 5710. Criminological Theory (3 credits)**

This course will explore individual and societal theories of crime causation and remediation. The functional and expressive utility of punishment as well as individual correctional treatment strategies will be examined through a variety of criminological theories. The course will cover early and contemporary criminological theories. The policy relevance of criminological theories to crime control will be presented and evaluated.

**CRJ 5810. Victimology and Criminal Justice (3 credits)**

Victimology is the study of personal and public issues associated with victims of crimes. This course will address the extent, nature and theories of victimization. Effects of crime on victims, services available to neutralize effects, experiences of victims in the criminal justice system, the victims rights movement, and alternative ways of defining and responding to victimization also will be examined.

**CRJ 5830. Image Management and Media Relations for Criminal Justice and Public Service Agencies (3 credits)**

The mass media can be both an asset and a threat to the standing of criminal justice and other public service agencies. In this course the organization of the American mass information media, their history of involvement in criminal justice and public policy issues and themes, their influence on crime and social issues, and their legitimate interests in criminal justice and public policy activities and policies will be revealed. The techniques criminal justice and public service agencies can employ to keep or enhance a better public image via the mass media will be examined, as will the ways in which media outlets and criminal justice and public service agencies can cooperate in the public interest.

**CRJ 5850. Results-Driven Management in Criminal Justice (3 credits)**

This course is designed to call attention to six common benefits associated with reinventing government organizations in order to enhance effectiveness and efficiency: (1) moving beyond bureaucratic system maintenance constraints; (2) better alignment of results-oriented goals with daily operations; (3) collaboration across organizational boundaries; (4) opportunities to use performance information to improve policies, practices, and programs; (5) results-oriented basis for individual accountability and staff performance evaluations; and (6) continuity of program goals during leadership transitions that are politically driven and a fact of life in government operations. This course will focus primarily on the analysis and application of results-driven management practices in local, state, and federal criminal justice organizations; however, the substantive course content is generalizable to the full spectrum of government organizations charged with delivering publicly valued services.

**CRJ 5860. Use of Force Policy in Criminal Justice (3 credits)**

This course will address a continuing concern in criminal justice. Subject control events such as Waco, Rodney King, and Ruby Ridge have been the subject of controversy. The riot at Attica Prison resulted in civil suits that took thirty years to settle. Use of force is the underlying concern with racial profiling and police misconduct. Criminal Justice professionals need to know how to design proactive policies that are agency-specific.

**CRJ 5870. Criminal Justice Policy (3 credits)**

This course focuses on the analysis of American and International criminal justice policies. Policy analysis is conducted through the lens of major sociological and criminological theories (e.g. deterrence theory, social disorganization theory, Marxist theory, routine activities theory, rationale choice theory, social learning theory, and others). The theoretical foundations of the theories presented will be related to policy initiatives of elected officials and senior policy makers. In addition to providing a theoretical analysis of criminal justice policy, this course will present empirical research findings on the efficacy of various policies and the theories which underpin them. Credit, 3 semester hours.

**CRJ 5880. Police Effectiveness (3 credits)**

The course reviews the development and function of policing in contemporary American society and examines the traditional and alternative criteria by which the effectiveness of police strategies can be assessed by critically reviewing empirical studies of police effectiveness. The course will also examine the political and professional nature of policing in America.

**CRJ 5890. Philosophy of Corrections(3 credits)**

This course reviews the history and philosophy of corrections from a comparative perspective; specific attention will be given to the history punishment and justice in America as well as other major industrialized nations of the world. Students will examine corrections from an evidence-based perspective and explore the relationship between empirical research and theory to correctional practices (e.g., the impact of prisons on crime, the effectiveness of community “control” programs, and the effectiveness of rehabilitation interventions). Finally, students will learn about how correctional policy is shaped by prevailing social and political forces as much as by “data” and “crime rates.”

**EMERGENCY MANAGEMENT (EMG)****EMG 5150. Introduction to Emergency Management (3 credits)**

This course will introduce students to the fundamental elements of emergency management: its evolution, the history and growth of emergency management, and the contemporary practice of strategic emergency management. The multidisciplinary origins of emergency management will be explored along with its evolving status as a profession. The significance of emergency management to modern government will be addressed. The course will present the development of integrative concepts and phases in emergency management: preparedness, response, recovery, and mitigation. The concept of comprehensive emergency management will be examined along with its multi-sector institutional base. Cases scenarios, and similar techniques will be employed throughout the course.

**EMG 5160. Sustainability and Hazard Resilience (3 credits)**

This course will address the issues, strategies, and techniques related to sustainable disaster planning and hazard mitigation. Of special interest will be the linkages between planning, mitigation, and the building of hazard resilient communities. Federal policy initiatives, local initiatives, and the planning tools and techniques in relation to these will be explored.

**EMG 5170. Crisis Leadership and Sustainability (3 credits)**

The course explores the concept of crisis, crisis leadership, and the political and administrative challenges to those with leadership roles and responsibilities in crisis environments and situations. Special emphasis is given to the need to create conditions of political, social, economic, and cultural sustainability in crisis environments and situations. Crisis is presented through a series of cases and research results. Leadership actions and behaviors are learned and reinforced by guided participation in research projects, scenario construction, realistic exercises and other applications.

**EMG 5180. Social Equity in Emergency Management (3 credits)**

The importance of social and cultural factors has long been embraced in the field of public management. It is a fact that attention to special needs, regional, and cultural differences will improve both the equity and efficiency of operations in emergency management. This course focuses on the role of social, cultural, and physical differences among the many populations in the United States in emergency response and individual resilience.

**EMG 5190. Technological Applications in Emergency Management (3 credits)**

This course will explore the emerging role of technology in effective emergency management. Specific applications and usages of modern technology, with an emphasis on information technology, will be addressed. Various software packages applicable to emergency management for modeling the effects of a disaster will be addressed. Among the topics covered: modeling the effects of disaster, risk analysis, the practical applications of Geographic Information Systems (GIS), and the uses of information technology in the four phases (preparedness, response, recovery, mitigation) of emergency management.

**EMG 5620. Professional Paper (CRJ 5620, HAD 5620, PAD 5620) (3 credits)**

A directed, supervised activity in which the student develops and analyzes a suitable topic, issue, or problem in leadership or management. The research subject must be one which can be addressed through the application of the knowledge and the research skill gained from course work (see Overview).

**EMG 5750. Capstone in Emergency Management (3 credits)**

This course serves to coalesce the knowledge and tools acquired in the EM concentration by assigning teams of students actual projects in Emergency Management. Faculty will guide students through projects applying state of the art knowledge, tools, and technology aimed at solving real problems at the local, state, regional, and national level.

**EMG 5800. Disaster Recovery and Sustainability (3 credits)**

This course deals with the complex political, social, and administrative process of disaster recovery. The emergent concept of sustainable recovery will be explored in the context of the other components of emergency management, federal and state recovery assistance processes, pre-event recovery

planning, and other forms of community planning, long-term restoration planning, and hazard mitigation planning. The course will employ a variety of instructional approaches using existing cases, scenarios, and recovery exercises.

**EMGS 5900. Special Topics in Emergency Management (3 credits)**

This is a variable content course in emergency management in which students will have an opportunity to pursue issues and advanced study of topics that are not a part of the regular curriculum. Special topics courses will be of variable credit hours (1-3) and students may take up to three hours of special topics credit.

**HEALTH ADMINISTRATION (HAD)**

**HAD 5620. Professional Paper (PAD 5620, CRJ 5620, EMG 5620) (3 credits)**

A directed, supervised activity in which the student develops and analyzes a suitable topic, issue, or problem in leadership or management. The research subject must be one which can be addressed through the application of the knowledge and the research skill gained from course work (see Overview).

**HAD 5710. Health Administration and Organization (3 credits)**

A focus on how health care is delivered and the challenges facing health care administrators from the internal and external environment.

**HAD 5720. Health Policy (3 credits)**

The focus is on trends in health care delivery with emphasis on health care cost containment, access to health care, and recent efforts to invoke broad based systemic reforms to the U.S. Health Care System.

**HAD 5730. Legal and Ethical Issues in Health Care (3 credits)**

The focus is on the health delivery entity as a corporation, its relationship with physicians and other health deliverers and patients, and professional liability.

**HAD 5740. Health Economics (3 credits)**

The application of health care to economic theory, private and government insurance, cost containment theories and analysis.

**HAD 5750. Comparative Health Care Systems (3 credits)**

In an increasingly globalized society, a clear understanding of international health care systems is a fundamental step toward improving the quality of health care systems, both in the United States and abroad. This course will examine 17 countries using a health care rubric of workforce, technology, cost, quality, and access. Prerequisite: full admission status in the MPA program