

clinical education. Students will work with a faculty preceptor in a clinical area relevant to their expertise and interest. Philosophical and experiential issues specific to clinical instruction are discussed in seminar format. Prer., NURS 619, NURS 620, and NURS 621.

**NURS 772-3. Classroom Practicum in Nursing Education.** Assists prospective nursing educators to operationalize the elements of instruction in the classroom setting. Students will work with a faculty preceptor in an area relevant to their expertise and interests. Philosophical and experiential issues specific to classroom instruction are discussed in seminar format. Prer., NURS 619, NURS 620, and NURS 621.

**NURS 777-2. Role Synthesis in Family Nurse Practitioner Practice.** Synthesis course that brings together the diverse roles of the family nurse practitioner. Collaboration, negotiation, and other intra-organizational strategies. Emphasis is placed on the development of an employment plan including budget development, legal, and key practice issues. Prer., NURS 610, NURS 612, NURS 614 and NURS 673.

**NURS 779-7. Woman's Health Practicum.** Designed to offer students the opportunity to implement skills and knowledge of woman's health, assessment, intervention and preventative care under the direction of an assigned preceptor.

**NURS 780-5. Neonatal Nurse Practitioner Clinical Preceptorship I.** Provides concentrated clinical experiences that prepare the student for entry level functioning in the role of the neonatal nurse practitioner and assuming responsibility for the direct management and care of healthy and acutely ill newborns. Prer., NURS 651, NURS 652, and NURS 653.

**NURS 781-5. Neonatal Nurse Practitioner Clinical Preceptorship II.** Provides concentrated clinical experiences that prepare the student for entry level functioning in the role of the neonatal nurse practitioner and assuming responsibility for the direct management and care of healthy and acutely ill newborns. Prer., NURS 651, NURS 652, and NURS 653.

**NURS 782-1 to 5. Clinical Specialist Practicum.** Provides the opportunity to enact advanced practice nursing roles in a variety of settings. Applying advanced nursing skills, the student will coordinate, collaborate, network, and develop interdisciplinary skills in the provision of care to clients as they transition through health experiences. Prer., NURS 610, NURS 611, NURS 612, NURS 615, NURS 628, NURS 673, NURS 674. All immunizations, NP malpractice, CPR licenses must be submitted and current prior to course beginning date. Meets with NURS 783.

**NURS 783-1. Community Assessment Practicum.** Application of a selected model of population based assessment to a specific community and/or rural aggregate population. Collaboration with health providers is expected to manage health related data and form the foundation for community based advanced practice. Prer., NURS 610, NURS 611, NURS 612, and NURS 615. Meets with NURS 782.

**NURS 784-1 to 3. Primary Care Practicum.** Offers the opportunity to practice the skills and knowledge related to the provision of Primary Care. Provision of primary and specialty care with a preceptor to selected adolescent, adult and geriatric patients in a variety of clinical settings. Prer., NURS 610, NURS 611, NURS 612, NURS 615, NURS 628, NURS 673, and NURS 674. All immunizations, NP malpractice, CPR licenses must be submitted and current prior to course beginning date. Meets with NURS 789.

**NURS 789-1 to 9. Primary Care of Families Practicum.** This clinical practicum is a lab course designed to offer the Family Nurse Practitioner student an opportunity to implement skills and knowledge obtained in family focused theory courses. This practicum focuses on the application of comprehensive assessment, intervention, and preventative care for families in various primary and specialty health care settings. Prer., NURS 610, NURS 611, NURS 612, NURS

628, NURS 673, and NURS 674. All immunizations, NP malpractice, CPR license must be submitted and current prior to course beginning date. Meets with NURS 784.

**NURS 790-1 to 3. Administrative Internship.** Provides administrative experience with an assigned preceptor. Provides foundation for practicum. Prer., NURS 610, NURS 611, and NURS 612. Meets with NURS 791.

**NURS 791-1 to 3. Administrative Practicum.** Provides an opportunity to apply principles and skills in advanced health care administration. Student will coordinate, collaborate, network and develop interdisciplinary skills in health care administration in collaboration with preceptor. Prer., NURS 610, NURS 611, NURS 612, NURS 704, and NURS 705. Meets with NURS 790.

**NURS 800-1. DNP Clinical Residency.** Affords the DNP student the opportunity to develop a personal philosophy/theory of reflective practice, develop a role transition model for practice and develop a vision for future clinical practice. Provides guidance for the development of DNP practice. Prer., Admission to the DNP program.

**NURS 930-1 TO 3. Independent Study.** Undergraduate independent study is arranged with a specific faculty member in an area of interest. Independent study can fulfill elective or core course requirements. Prer., Permission of instructor required.

**NURS 940-1 to 3. Independent Study.** Undergraduate independent study is arranged with a specific faculty member in an area of interest. Independent study can fulfill elective or core course requirements. Prer., Permission of instructor required.

**NURS 950-1 to 3. Independent Study.** Graduate students investigate an area of interest in the field of health care with the guidance of a faculty member in nursing. Prer., Permission of supervising faculty member.

**NURS 960-1 to 6. Independent Study.** Graduate students investigate an area of interest in the field of health care with the guidance of a faculty member in nursing. Prer., Permission of supervising faculty member.

**NURS 999-0. Candidate for Degree.**

## SCHOOL OF PUBLIC AFFAIRS COURSES

### CRIMINAL JUSTICE

**C J 1001-3. Introduction to Criminal Justice.** Designed to provide an overview of the criminal justice process and the criminal justice system in general. Concepts of crime, deviance, and justice are discussed and general theories of crime causality are examined. Special emphasis is placed on the components of the criminal justice system: the police, the prosecutorial and defense functions, the judiciary, and the field of corrections.

**C J 2041-3. Crime Theory and Causes.** Provides a general survey of the nature and causes of crime and efforts of the criminal justice system to predict, prevent, modify, and correct this behavior. This course involves a critical appraisal of various theories of crime causation, including an examination of biological, psychological, economic, and sociological perspectives that explain crime and deviance.

**C J 2110-3. Drugs, Alcohol and Crime.** Looks at the socially constructed nature of drugs and drug policy, and focuses on the variety of ways drugs and crime are connected and the socio-historical context of contemporary U.S. drug policy. Discusses the relationships between drug and alcohol abuse and criminal offending, including the historical and contemporary criminal justice system responses to illegal substances.

**C J 2210-3. Probation and Parole.** Appropriate for students who have a specific interest in the role of probation and parole as correctional sanctions in community settings. Particular attention is paid to evaluation

research evidence and factors that contribute to the successful completion of probation and parole, and the role that the community and citizens play in the community corrections process.

**C J 2320-3. Police—Community Relations.** Focuses on the police and community response to crime. Course content includes an overview of the major concepts and issues involved in what many consider to be a major fundamental shift in the approach and operations of modern policing. The origins, meaning, development, experiences and various assessments of the advantages and disadvantages of community policing are emphasized.

**C J 2510-3. Juvenile Justice Administration.** Examines the development, change, and operation of the American juvenile justice system and the social factors that shape the identification and treatment of juvenile offenders. Emphasis is placed on the nature of juvenile law and methods of dealing with youthful offenders.

**C J 3100-4. Criminal Justice Research Methods.** Introduces students to the formulation of research questions covering crime and justice, research designs, data collection, and the interpretation and reporting of these data in criminological and justice system settings. Also includes experimental and non-experimental research designs, probability and non-probability sampling techniques, and construction of scales and indexes for research purposes. Meets with SOC 212.

**C J 3150-4. Statistics for Criminal Justice.** Serves as an introduction to descriptive and inferential statistics and computer analysis of criminology and criminal justice data. Includes basic procedures of hypothesis testing, correlation and regression analysis, and the analysis of continuous and binary dependent variables. Emphasis is placed on the examination of research problems and issues in the field of criminology and criminal justice. Meets with SOC 317.

**C J 3160-3. White-Collar Crime.** Introduces students to a variety of topics and issues including types, causes and the measurement of white-collar crime. Examines the debate surrounding the definition of white-collar crime; provides an overview of the costs of white-collar and corporate crime in society; considers competing theories that explain white-collar criminality; and, explores the use of criminal sanctions to deter misconduct involving corporations and elite offenders.

**C J 3220-3. Community-based Corrections.** Focuses on innovative community-based strategies for dealing with criminal offenders. Correctional alternatives to imprisonment discussed in this course include probation and parole and various community programs such as day reporting centers, electronic monitoring, halfway houses, and boot camp programs.

**C J 3250-3. Violence in Society.** Engages with a series of questions that social scientists have asked about violence, including: What situations and circumstances are associated with violent victimization and offending? How do situational factors and social groups shape violent events? What kinds of individual and organized responses does violence provoke? In considering the answers to these and other questions, we will draw on cross-cultural and historical research, as well as contemporary North American research on violence. Meets with C J 5420.

**C J 3310-3. Police in Contemporary Society.** Examines law enforcement's role in contemporary society and the impact of police interaction on other segments of the criminal justice system. Special attention is paid to controversies related to police training and education, career development, and community relations.

**C J 3400-3. Public Administration and Homeland Security.** Examines the role of administration in government, general trends in American public administration, problems in organization, and techniques in management. Emphasis will be on homeland security, including the importance of homeland defense and U.S. Northern Command, its mission, and other government organizations with which it interacts. Participants will gain an

understanding of homeland security and homeland defense from the perspective of the primary national-level players: Department of Defense, U.S. Northern Command and the Department of Homeland Security. Prer., ENGL 131 and ENGL 141 or equivalents.

**C J 3420-3. Pleas, Trials, and Sentences.** Focuses on analysis of case materials involving pleas, trials, and sentences. Content includes an examination of the basic dimensions of criminality, the specific elements of major crimes, the use of confessions, fair trial procedures, and the nature of criminal sanctions including cruel and unusual punishments.

**C J 3540-3. Crime and Delinquency Prevention.** Provides students with an overview of issues related to crime and delinquency prevention, both from criminological and criminal justice points of view. Crime prevention programs that encompass both the individual and community levels are examined. Responses to juvenile offenders—ranging from prevention and diversion to institutional corrections and aftercare—are explored in the context of youth policy generally.

**C J 4042-3. Corrections.** Consists of an overview of the field of penology and corrections. Attention is paid to conflicting philosophies of punishment, criminological theory as it applies to the field of corrections, the selectivity of the process through which offenders move prior to their involvement in correctional programs, alternative correctional placements, and empirical assessments of the short-term and long-term consequences of one's involvement in correctional programs.

**C J 4043-3. Law Enforcement.** Presents an overview of the role that police play in American society today. Attention is on the origin of policing, the nature of police organizations and police work, patterns of relations between the police and the public, discretion, and the police role in a socio-legal context.

**C J 4044-3. Courts and Judicial Process.** Examines the basic functions, structure, and organization of the federal and state court systems, with special attention on the criminal court system. Also focuses on the influence of judicial behavior on the court process by examining judges' policy preferences, legal considerations, group processes within courts, and courts' political and social environments.

**C J 4120-3. Race, Class, and Crime.** Examines the relationships between race, social class, and crime. Attention is given to theoretical explanations, empirical research, and patterns of criminal behavior and focuses on historical frameworks that are relevant to current perspectives on the impact and interactions of race, class, and crime in the field. Prer., C J 2041.

**C J 4130-3. Poverty and Crime.** Involves an economic analysis of crime and the criminal justice system. Topics include empirical and theoretical analysis of the economic causes of criminal behavior, the social costs of crime and its prevention, and the design of crime enforcement policies.

**C J 4140-3. Domestic Violence and Crime.** This course examines the criminal justice system's response to intimate partner violence by focusing on the interactions between victims, offenders, and the individual components of the criminal justice system (law enforcement and the judiciary). By exploring the dynamics of intimate partner violence this course addresses the theory, history, research, legislation, and policy implications related to the criminal justice system's response to violence against women.

**C J 4170-3. Victim Studies.** Involves the scientific study of crime victims and focuses on the physical, emotional, and financial harm people suffer at the hands of criminals. Focus is placed on victim-offender relationships, interactions between victims and the criminal justice system, and connections between victims and other social groups and institutions. The theory, history, research, legislation, and policy implications related to the social construction of "the victim" are explored.

**C J 4180-3. Comparative Study of Criminal Justice Systems.** Analyzes the dynamics of criminality and the social response to criminality across countries. Special emphasis is placed on the methods of comparative legal analysis utilized to examine international differences in crime and justice, international cooperation in criminal justice, and crime and development. Prer., C J 1001. Meets with C J 5560.

**C J 4230-3. Corrections and Treatment.** Examines the origins and historical development of prisons and jails in America. Particular attention is given to the impact of reform movements, the rise of centralized correctional systems, and regional variations in the practice of punishment.

**C J 4400-3. Understanding Terrorism.** Understanding the sources of terrorism can help in dealing with terrorists and others who could threaten our homeland. Attendees will be provided with an understanding of the source of threats that may help them in developing effective methods of deterring, preventing, and defeating those threats. Topics may include the history of terrorism, psychology of terrorists, terrorist organizations and support, counter-terrorism organizations, weapons of mass destruction, and asymmetric threats.

**C J 4401-3. Introduction to First Responder Organizations.** Students will analyze the policies and practices of agencies commonly referred to as local "first responders," including emergency management, fire and emergency medical, and police organizations. Emphasis will be on homeland security, including the formal and informal relationships between first responder agencies and the manner in which local first responders interact with the state and federal agencies involved in homeland security. Topics may include historical evolution of these agencies; current and future challenges in the fields; services and operations.

**C J 4410-3. Criminal Law and Constitutional Procedure.** Focuses on substantive criminal law and constitutional rights of the accused in criminal proceedings. Content includes legal aspects of the investigation and arrest processes as well as the rules governing the admissibility of evidence in court.

**C J 4430-3. Law and Society.** Introduces students to the scholarly study of law. Students will have an opportunity to become familiar with social science perspectives of the law, legal institutions, the legal process, and the impact of law on behavior, with particular emphasis on the study of criminal behavior and the criminal justice process in American society. Additional topics include theories of law and legality, comparative legal systems, lawyers, judges and juries, and the use of social science in the courts.

**C J 4440-3. Courts and Social Policy.** Involves the study of emerging trends and issues in the administration of the courts, the emerging role of the judiciary in the administration of programs in the public and private sectors, and the implications of court administration on social policy. Includes the history of judicial approaches to the criminal justice administrative process and substantive social policy.

**C J 4520-3. Gangs and Criminal Organizations.** Traces the origins and historical development of the activities known as organized crime. These crimes are some of the most dangerous to American society and range from the commonly known offenses of gambling and narcotics to the more subtle and sophisticated, less understood but equally serious, crimes of extortion, commercial bribery and political corruption.

**C J 4530-3. Families and Intergenerational Crime.** Focuses on the family as the primary institutional mechanism of social control. The course is structured around social learning theory and explores the relationships between exposure to childhood violence and violence in dating relationships during adolescence and later violent marital relationships. The "cycle of violence" is also discussed in terms of the impact of early childhood violence on juvenile delinquency, adult criminality, and violent behavior in general.

**C J 4600-3. Special Topics in Criminal Justice.** This highly specialized seminar addresses cutting-edge and emerging developments in the field of criminal justice and provides students and faculty with the opportunity to explore significant themes, issues, and problems from a broad interdisciplinary perspective. Topics vary from semester to semester. Prer., C J 1001, C J 2041.

**C J 4960-3. Criminal Justice Internship.** Internships involve a career-related, supervised experiential course in a criminal justice agency. Permission to enroll must be preceded by an application for an internship. Approval by the instructor and advisor is required for undergraduate students.

**C J 5000-3. Law and Social Control.** Provides an overview of the theory and application of criminal law in the context of social control. The course reviews various theoretical perspectives on law and society, focusing on the relationship between law and the structure and function of other social institutions. The course also examines aspects of the criminal law in action, assessing how legal definitions and sanctions are differentially interpreted and applied.

**C J 5100-3. Administration of Criminal Justice.** Analyzes the policies and practices of agencies involved in the criminal justice process from detection of crime and arrest of suspects through prosecution, adjudication, sentencing, and imprisonment to release. The patterns of decisions and practices are reviewed in the context of a systems approach.

**C J 5110-3. Criminal Justice Planning and Evaluation.** Provides an overview of planning and evaluation processes in the criminal justice system. Designs for monitoring and assessing program effects are reviewed. Key assumptions underlying various criminal justice operations are explored via specialized evaluative research studies. Special attention is given to the implications of process evaluation in modifying criminal justice policy making and decision making.

**C J 5120-3. Nature and Causes of Crime.** Analyzes the social origins of criminal behavior and the impact of crime on society. Various categories of deviant, delinquent, and criminal behavior are examined, and attempts to control such behavior are assessed. Connections between social institutions, social problems, and illegal activities, and the response of the public to the threat of crime are examined.

**C J 5320-3. Police Administration.** This course considers the major issues confronting police executives, such as professionalism, recruitment, selection, training, deployment, innovation, evaluation, and charges of brutality, inefficiency, and corruption.

**C J 5321-3. Research Methods in Criminal Justice.** Provides an assessment of research strategies in criminal justice through an examination of applied research designs and analytical models. The logic and rationale of these various strategies are contrasted, and their relative merits are critiqued. Selected research problems in the criminal justice system are utilized to illustrate the application and interpretation of alternative strategies.

**C J 5361-3. Advanced Seminar in Criminal Justice.** Designed to assist students in synthesizing what they have learned in the program by applying their knowledge and skills to a particular problem of interest. Students conduct an independent project, enabling them to explore an issue in depth. This course is taken in the final semester of the student's program. Meets with P AD 5361.

**C J 5420-3. Violence in Society.** Examines various aspects of violence, including: distribution over time and space, situations and circumstances associated with violent victimization and offending, and how social institutions, community structure, and cultural factors shape violent events. Open to graduate students only. Meets with C J 3250.

**C J 5430-3. Drugs, Alcohol, and Crime.** Provides an interdisciplinary overview of theory, research and policy issues surrounding the relationship between drugs,

alcohol and crime; and the criminal justice system response. Explores the socially constructed nature of illegal substances and connections to U.S. drug policy.

**C J 5510-3. Contemporary Issues in Law Enforcement.** Examines current thinking and experience with respect to changing and reforming police programs and practices. The course focuses primarily on the American police experience, reviewing major innovations, exploring their rationale, and examining organizational impediments to their implementation.

**C J 5520-3. Corrections.** Provides a critical examination of the development and implementation of correctional systems in America. The course presents the origins of correctional efforts and the evolution of the prison; reviews punishment and rehabilitation rationales in the context of sentencing models; examines the social organization of the prison, including inmate subcultures and staff work strategies; and assesses the inmates' rights movement and the impact of judicial intervention in correctional settings.

**C J 5530-3. Administration of Community-Based Corrections.** Analyzes the theories and practices of probation and parole, responses of paroling authorities to public pressures and court controls, and their implications for rehabilitation. Efforts to bridge institutional settings and community life, as well as the feasibility and effectiveness of treating individuals under sentence in the community, are reviewed.

**C J 5540-3. Juvenile Justice Administration.** Examines the policies and practices of agencies in processing youthful offenders through the juvenile court system, reviews trends in juvenile justice policymaking, and assesses changes in response to juvenile crime by both the juvenile justice and criminal justice systems.

**C J 5550-3. Criminal Justice Policy Analysis.** Provides a survey of conceptual and design strategies in criminal justice policy analysis. The logic and rationale of these various strategies are contrasted, and their relative merits are critiqued. Selected policy issues in the criminal justice system are utilized to illustrate the application and interpretation of alternative strategies.

**C J 5551-3. Judicial Administration.** Analyzes the judicial organization, court administration, and criminal court judicial decision-making practices within the context of the broader operation of the criminal justice system. Special attention is paid to the social organization of the courtroom, examining the special roles of judges, prosecutors, and defense attorneys.

**C J 5552-3. Criminal Justice Ethics.** This seminar offers a normative framework within which to explore ways to increase sensitivity to the demands of ethical behavior among criminal justice personnel. The application of a normative perspective enhances the possibility that moral problems will be better understood, more carefully analyzed and rendered more tractable. Applied ethics forces a reflection not just on ethics, but also on the nature and operation of the criminal justice system itself.

**C J 5553-3. Women and Criminal Justice.** This seminar explores issues surrounding women as offenders, victims, and criminal justice professionals. Investigates explanations for the involvement of women in illegal activities. Analyzes the plight of battered women, rape victims and other female victims. Examines the participation of women in law enforcement, judicial processes, corrections and lawmaking.

**C J 5554-3. Criminal Justice Reform.** This seminar provides an overview of reform efforts in the criminal justice system. Selected theoretical approaches and policies are examined and assessed in light of their assumptions and programmatic applications. The rationales and processes underlying selected reform strategies are explored. The implications of the effects of reform in criminal justice policymaking and decision-making are analyzed.

**C J 5560-3. Comparative Criminal Justice.** Comparison of law and criminal justice system in different countries. Special emphasis on the methods of compar-

ative legal analysis, international cooperation in criminal justice, and crime and development. Meets with C J 4180.

**C J 5571-3. Social Organization of Crime.** This seminar explores the relationship of neighborhood social disorganization to the dynamics of crime from a social ecology perspective. The course examines the underlying social causes of phenomena such as criminal victimization, violent and property crime, neighborhood fear, neighborhood deterioration, and recidivism. The course will examine social, structural and ecological characteristics of neighborhoods and communities in affecting crime.

**C J 5572-3. Race, Crime and Justice.** This seminar examines the role of race in criminal justice processing. The class examines the research findings, interpretations, issues and implications in assessing the impact of race in the administration of criminal justice. Explores the policy implications concerning the nature and extent of racial disparities in the criminal justice system and lays out a research agenda to more strategically address these issues within criminal justice policy making.

**C J 5573-3. Organized Crime.** This seminar examines the issues involved in understanding those economic activities by which persons involved in "organized crime" make money. Major topics include: the structure of drug trafficking; the operations of illegal gambling activities; the culture and function of loan sharking; the economics of labor racketeering; and the role of criminal groups in fencing stolen goods and providing other services to hijackers and burglars.

**C J 5574-3. White Collar Crime.** This seminar employs both the social science and legal approaches to examine crime committed by corporations as well as by individuals in white collar occupations. The course covers how such crimes are socially defined, who commits them, who is victimized by them, which social contexts promote them, and how society and the criminal justice system respond to them.

**C J 5575-3. The Mentally Disordered Offender.** This seminar examines the offender who may be mentally disordered. A survey is made of the various phases of the criminal justice system where psychiatrists are involved, e.g., diversion, fitness, insanity, and sentencing. Dangerous sex offender legislation, "not guilty by reason of insanity" and "guilty but mentally ill" statutes, and issues concerning confidentiality, informed consent, and treatment are addressed.

**C J 6600-3. Special Topics in Criminal Justice.** This highly specialized seminar addresses cutting-edge and emerging developments in the field of criminal justice and provides students and faculty with the opportunity to explore significant themes, issues, and problems from a broad interdisciplinary perspective. Topics vary from semester to semester. Course may be taken for credit more than once provided subject matter is not repeated.

**C J 6910-3. Field Study in Criminal Justice.** For students who have not had practitioner experience, a full or part-time internship is required. Consent of the instructor. Prer., 12-15 hours of criminal justice coursework.

**C J 6950-3 to 6. Master's Thesis in Criminal Justice.** Independent original research project supervised and evaluated by a thesis committee. Prer., 33 semester hours of coursework and permission of MCJ director.

**C J 9400-1 to 3. Independent Study in Criminal Justice.** Consists of faculty-guided research in an area of mutual interest to the student and instructor. Students are responsible for selecting the area of inquiry prior to contacting the instructor. Prer., Junior standing and instructor approval required.

**C J 9500-1 to 3. Independent Study in Criminal Justice.** Affords the student the opportunity to pursue creative research activities under the individual supervision of a full-time faculty member. No more than six hours of credit for independent study may be applied toward

the MCJ degree. Prer., Twelve hours of criminal justice course work.

**C J 9990-0. Candidate for Degree.**

## PUBLIC ADMINISTRATION

**P AD 3400-3. Public Administration and Homeland Security.** Examines the role of administration in government, general trends in American public administration, problems in organization, and techniques in management. Emphasis will be on homeland security, including the importance of homeland defense and U.S. Northern Command, its mission, and other government organizations with which it interacts. Participants will gain an understanding of homeland security and homeland defense from the perspective of the primary national-level players: Department of Defense, U.S. Northern Command and the Department of Homeland Security. Prer., ENGL 131 and ENGL 141 or equivalents.

**P AD 4400-3. Understanding Terrorism.** Understanding the sources of terrorism can help in dealing with terrorists and others who could threaten our homeland. Attendees will be provided with an understanding of the source of threats that may help them in developing effective methods of deterring, preventing, and defeating those threats. Topics may include the history of terrorism, psychology of terrorists, terrorist organizations and support, counter-terrorism organizations, weapons of mass destruction, and asymmetric threats.

**P AD 4401-3. Introduction to First Responder Organizations.** Students will analyze the policies and practices of agencies commonly referred to as local "first responders," including emergency management, fire and emergency medical, and police organizations. Emphasis will be on homeland security, including the formal and informal relationships between first responder agencies and the manner in which local first responders interact with the state and federal agencies involved in homeland security. Topics may include historical evolution of these agencies; current and future challenges in the fields; services and operations.

**P AD 498-1 to 3. Special Topics in Public Administration.** Covers a variety of special topics relevant to public or nonprofit administration. Course may be taken for credit more than once, provided subject matter is not repeated.

**P AD 5001-3. Introduction to Public Administration and Public Service.** It is a time of rapid change, resource limitations, and questioning of the roles of public service organizations and professionals in American society. In such a time, it is essential for practitioners and citizens to understand the history, nature, and scope of public service. This course explores the creation of American public and nonprofit institutions, the ways organizations are structured and managed, and the role of the public service practitioner in the challenging contemporary setting.

**P AD 5002-3. Organizational Management and Change.** Under the pressures to increase productivity with ever diminishing resources and the constant watch of the public eye, public administrators face constant dilemmas over issues of leading and motivating subordinates, of making decisions in what are often highly political environments, of communicating effectively, and of managing the constant flow of change. This course examines these issues.

**P AD 5003-3. Research and Analytic Methods.** This course examines research methods used to answer questions and test hypotheses in public and non-profit settings. Methods covered include identifying and reviewing scholarly literature; formulating research questions; selecting appropriate design, data collection, and sampling strategies; and analyzing data. Topics include causal and descriptive designs, interviews and surveys, and statistics such as t-test, chi square, regression, and the Statistical Package for Social Sciences (SPSS). Meets with C J 5321.

**P AD 5004-3. Economics and Public Finance.** Uses economics to explore public and private sector roles,

and the allocation of resources in the public sector. Introduces the concepts of public goods, market failure, and externalities. The effects of taxation and subsidies on consumer and firm behavior are analyzed. Also covers cost benefit analysis and national, state, and local budgeting methods.

**P AD 5005-3. The Policy Process and Democracy.**

This course offers a theoretical approach to understanding the public policy process in the context of a democratic system. Presents theoretical models of the policy process, and issues in public affairs will be discussed.

**P AD 5006-3. Ethics and Leadership.** Placed as they are in the public fishbowl and surrounded by a renewed interest in right and wrong, public administrators are constantly faced with ethical questions and dilemmas. This course looks both at age old ethical problems as well as issues facing administrators in the public setting today. It builds on the ethical framework of the founding fathers to consider issues relevant to the practice of public administration today.

**P AD 5007-3. Qualitative Research Methods.** This seminar focuses on qualitative research methods that incorporate field work techniques such as observation, interviews and content analysis. The main objective is to discover practicalities and limitations of ethnographic methods with a comparative methodology perspective. Students are required to conduct a research project. Prer., P AD 5003.

**P AD 5110-3. Seminar in Nonprofit Management.** This course provides students with an overview of the principles and concepts that are unique to nonprofit management. Topics include funding diversity, human resource management, program planning and evaluation, marketing, volunteer management, and ethics. Students are also given an introduction to the history and the importance of the nonprofit sector.

**P AD 5120-3. Nonprofits and Public Policy.** Examines the intersection of public policy and the nonprofit world and the ways in which each affects the other. Looks at current policy issues that relate to the nonprofit sector such as conversion of nonprofit to for-profit status, regulation of the nonprofit sector, issues of financial management, the roll of nonprofits to devolution and privatization of government services, tax exemptions, "charitable choice," donor control and governance, and the future of the sector. Also investigates the ways nonprofits have affected the policy process and public policies by exploring the factors that shape social movements, nonprofit advocacy, strategies of influence, and the role of nonprofits in social movements such as Civil Rights and the environment.

**P AD 5125-3. Civil Society and Nongovernmental Organizations.** Designed for students interested in the international nonprofit sector. Compares non-Western forms of civil society with the American tradition of civil society. Students will learn about the efforts of Nongovernmental Organizations (NGOs) working in Third World countries to influence democracy, free association and/or increased political and societal pluralism. Additionally, the course will focus on NGO management and governance issues in countries where there are strict controls and limits on the activities of NGOs.

**P AD 5130-3. Collaboration across Sectors.** The blurring of the three economic sectors, government, business and nonprofits, continues to increase as more partnerships are developed across sectors. Focuses on collaboration and partnerships involving public, nonprofit and for-profit organizations. Students are expected to gain an understanding of the issues and policies associated with the bidding, contracting, program delivery and reporting processes when nonprofit organizations are contracted to achieve public sector goals and/or private sector objectives.

**P AD 5140-3. Nonprofit Financial Management.** Financial management is one of the core competencies of effective nonprofit managers. Every nonprofit organization needs money to sustain or advance its mission. This course provides a grounding in financial management for the "non-accountant" by focusing on an array

of knowledge and management skill areas necessary for allocating and controlling resources, and for analyzing, reporting and protecting the fiscal health of the organization. Topics include key accounting principles, understanding and using financial statements, the budget development process, cash flow analysis, banking relationships, using the audit report, maximizing investment policy and strategy, and understanding the boundaries of tax exemption.

**P AD 5150-3. Understanding and Achieving Funding Diversity.**

This class is designed to provide a comprehensive overview of the range of funding sources available to nonprofit organizations (e.g. foundation and governmental grants, individual and corporate donations, entrepreneurial sources of revenue, events, etc.), as well as detailed information on how to secure support of the various sources presented. Additionally, students are expected to gain both theoretical and practical knowledge relevant to fundraising and why it is important to diversify an organization's revenue streams.

**P AD 5160-3. Nonprofit Boards and Executive Leadership.**

The important roles and responsibilities of a voluntary board of directors and the process of governing are often misunderstood. This course explores the special powers of a nonprofit board of directors as framed by and responsive to public policy. From the perspective of organizational behavior and theory, the course examines the leadership role and interplay between board members and the executive director. The examination includes a comparative analysis of different governing models and explores fundamental questions of board composition, the role of advisory boards, achieving effective board meetings, the realm of liability, using committees, and the board's role in fundraising, among other special subject matter.

**P AD 5170-3. Strategic Management for Nonprofit and Public Managers.**

This survey course is designed to train public and nonprofit managers in the effective use of strategic management tools and techniques. Strategic management tools and skills, although traditionally used by business, should not be seen as the exclusive domain of the private sector. The course teaches students how to adapt traditional strategic management capabilities to the particular conditions of public and nonprofit organizations.

**P AD 5180-3. Social Entrepreneurship.**

Designed to introduce students to the concept of social entrepreneurship. Using nonprofit (and public) organizational examples, students gain an understanding of what it means to be an innovative manager in the course of building viable social enterprises. Students study techniques designed to advance an organization's mission and increase organizational effectiveness, accountability and efficiency through the use of for-profit techniques within a nonprofit context.

**P AD 5220-3. Managing People in Public and Nonprofit Organizations.**

Study and practice of human resource management to build effective organizations. Reviews the process of staffing, motivating and managing employees from the initial steps of describing a position and determining compensation to recruiting qualified and diverse applicants; screening and selecting good employees; hiring, training, motivating, developing and providing feedback to employees; and layoffs and promotions. Contemporary issues concerning managerial flexibility and merit pay will be reviewed.

**P AD 5260-3. Managing in a Multicultural Society.**

Using a systems approach, diversity within organizations is examined through the construction and review of theories in private, public and nonprofit organizations. Existing modes of managing diversity are examined and analyzed.

**P AD 5262-3. Leadership Workshop.**

This skill building workshop focuses on issues of effective leadership in the organizational setting and enables participants to examine their own leadership style(s) and how those styles influence others. Models of effective leadership are examined and applied to the specific work settings of those participating, with distinctions between leadership and management being developed.

**P AD 5265-3. Group Dynamics.** Explores small group processes and the theories that strive to explain them, with particular attention focused on workplace teams. The course provides an introduction to theories, studies, and empirical findings pertaining to groups and teams, with an emphasis on managerial and organizational implications and applications. Topics include stages of group development, team processes, conflict, power and influence in groups, decision-making, leadership, diversity, problem-solving, virtual teams, and the impact of organizational culture.

**P AD 5270-3. Management Development.**

With a focus on the balance between one's personal and professional life, this course seeks to identify and apply principles out of which public managers can increase their effectiveness. Considering such issues as stress management, creative problem solving, time management, cooperative work strategies, effective listening, decision-making, and mechanisms for increasing power, this course has a strong focus on enabling students to personally apply the concepts considered.

**P AD 5271-3. Managing Conflict and Change.**

Explores the process of change in organizations, communities and society and the conflicts that arise within those organizations. Through the use of relevant case studies and role playing exercises, students are provided a practical framework for looking at change and managing conflict associated with change.

**P AD 5310-3. Public Policy Formulation and Implementation.**

Introduces students to the public policy process, with specific emphasis on models of policy formulation and implementation. Examines program development and execution in the context of political, economic, and institutional environments. Using case studies, the course identifies criteria that can be used to determine the efficiency and effectiveness of public policies and programs. Prer., P AD 5005.

**P AD 5320-3. Public Policy Analysis.**

Provides training in the systematic analysis of policy and program initiatives. The course also covers benefit cost analysis, cost-effectiveness analysis and present values. Prer., ECON 101 or P AD 5004.

**P AD 5350-3. Program Evaluation.**

Program evaluation is an important part of improving the performance of public and nonprofit organizations. This course introduces models and theories of program evaluation including decision-making models, utilization-focused evaluation, theory-based approaches, participatory and empowerment evaluation, and others. Students will also gain skills in program evaluation and will plan an evaluation for an organization or agency. Emphasis is placed on exercises and simulations to build skills for conducting evaluations.

**P AD 5361-3. Advanced Seminar in Public Policy and Management.**

Designed to assist students in synthesizing what they have learned in the program, applying their knowledge and skills to a particular problem of interest. Students conduct an independent project, enabling them to explore an issue in depth. This course is taken in the final semester of the student's program. Meets with C J 5361.

**P AD 5370-3. Media and Public Policy.**

Explores the conventions and practices of the print and electronic media in the United States. Students will better understand the place of the media in society, the way the media look at themselves, and how journalists confront conflicting values in the performance of their roles.

**P AD 5380-3. Citizen Participation: Theory and Practice.**

Tackles the issues of citizen participation and community involvement in theory and practice. Students will work in class on understanding the theoretical foundations that are relevant to citizen participation. Students will also engage in significant out-of-class projects to ground them in the practice of public involvement.

**P AD 5390-3. Rethinking Social Policy.**

Focuses on United States social welfare policy. Designed to provide students with an overview of social welfare policies and

programs beginning with the New Deal and progressing to study of major social welfare issues, the political and social contexts in which social policies and programs are developed and implemented, and the conflicts and reform efforts that arise.

**P AD 5410-3. Administrative Law.** This course examines the legal aspects of policy implementation, particularly the relationship between courts and administrative agencies. Students will cover standards of judicial review and agency action; administrative procedure and due process; selected special topics such as rights, liabilities, and immunities of public employees; and administrative discretion and scientific uncertainty.

**P AD 5440-3. Negotiation and Conflict Resolution.** Focuses on the concepts and skills necessary to negotiate policy and management decisions and manage internal conflicts. It is designed to help students understand the dynamics that affect negotiations and to apply the principles and strategies of negotiations in a variety of decision-making and dispute resolution contexts.

**P AD 5460-3. Political Advocacy.** This course is designed to address advocacy and lobbying issues for graduate students, in the general area of public policy issues and government problems. Special attention is given to how the advocacy process works in the public sector and policy-making bodies and how lobbying techniques and processes can be understood. The general focus of the class is on practical applications at all levels of government with primary attention given to state and local government. It is anticipated that guest speakers will be invited to attend some of the classes and will have the opportunity to utilize their own academic and professional backgrounds and experiences.

**P AD 5502-3. Public Financial Management and Policy.** The use of financial resources is at the heart of governing; policy decisions are meaningful only when resources are provided to implement them. This course examines American public sector finance in relation to other nations; the national government and fiscal well-being; types of budgeting systems and their uses; creation of the national budget; structure of the local government budget; and selected topics such as debt and cash management, accounting for resource use, and forecasting financial condition.

**P AD 5540-3. Organization Development.** A study of the dynamics involved in managing and facilitating change in organizations by application of behavioral science knowledge. Emphasis is placed on both cognitive and experiential learning. A background in organization theory and administrative behavior is recommended.

**P AD 5615-3. Health Policy.** Health is one of the more important policy issues facing America today. This course examines the nature of health policy and how it

is impacted by politics, with a focus on the federal government's major programs for purchasing health care, Medicare and Medicaid, and their evolution over time. The course also reviews the impact of socio-cultural context and federalism on program structure, the effects of managed care on the health care system and the state's role in providing health care. Attention is also given to health care issues in Colorado.

**P AD 5625-3. Local Government Management.** Relates the systems, processes, and principles of public management to the local government environment. Public management concepts such as strategic planning, bureaucracy, formal and informal organizational structures, human resource planning, management control, systems theory, and administrative behavior are explored within the context of local government.

**P AD 5626-3. Local Government Politics and Policy.** The perspective of politics and public policy making is essential to understanding local governance. This course focuses on local government political structures, policy analysis and formulation, political forces in administrative decision making, and relationships between professional administrations and elected officials.

**P AD 5628-3. Urban Social Problems.** Examines local government from the perspective of sociology and group dynamics. Could include some or all of the following subjects: neighborhoods and community groups, class and race relations, community crime, social service issues, immigration, the underclass in American society, and related urban social problems.

**P AD 5650-3. Disaster and Emergency Management.** Examines policies for the management of hazards, emergencies and disasters. Focuses on a series of case studies concerning major disasters and on management principles drawn from those cases. Examines the role of institution processes, government organizations and nongovernmental organizations in emergency management.

**P AD 5710-3. Public Sector Technology.** Introduces participants to innovative and cutting-edge technology in the public sector. Emphasizes current information technology concepts, issues and practices, systems, self-service kiosks, groupware, simulations, imaging systems, data warehousing, and the Internet/World Wide Web.

**P AD 5950-3. Introduction to Homeland Defense.** This course provides an overview of homeland security, with an emphasis on homeland defense and U.S. Northern Command (USNORTHCOM), its mission, the other government organizations it interfaces with, and constraints on those relationships. Course participants will gain an understanding of homeland security and homeland defense from the perspectives of the primary

national-level players: the Department of Defense, USNORTHCOM, and the Department of Homeland Security. Major topics that will be explored in depth include the national strategy for homeland security, strategic and military force approaches to countering the terrorist threat, civilian and military roles, military-civil relationships based on Posse Comitatus, the National Guard, and USNORTHCOM and North American Aerospace Defense Command (NORAD) roles and missions. Experience and/or academic work in civil government or military-related areas preferred.

**P AD 5951-3. Interagency Relationships in Homeland Security and Homeland Defense.** An in-depth study of the relationships between and among the many agencies involved in homeland security and homeland defense ranging from Federal departments to individual state agencies to local first responders is provided in this course. Particular emphasis will be placed on understanding the roles, missions, capabilities, and significant issues of those agencies the U.S. Northern Command (USNORTHCOM) primarily interfaces with. Major topics will include the homeland security policymaking process, organization theory and public management dimensions for homeland security agencies, intergovernmental and interagency relationships, consequence and disaster management, legal issues, and information sharing. Prer., P AD 5950 or consent of instructor.

**P AD 6115-3. Grant Writing.** Designed to provide students with the knowledge and skills to perform one of the most critical functions for any public or nonprofit sector agency today: gaining funds through proposals. Students learn how to find a funding source among various public and private sources and how to plan and write a proposal.

**P AD 6600-1 to 3. Special Topics in Public Administration.** Courses with this number cover a variety of special topics relevant to public or nonprofit administration. Course may be taken for credit more than once, provided subject matter is not repeated.

**P AD 6910-3. Field Study in Public Administration.** For students who have not had substantial professional experience in public or nonprofit organizations. Prer., Completion of the core courses and relevant electives.

**P AD 6950-3 to 6. Master's Thesis.** The master's thesis is available in lieu of P AD 5361 for MPA students who have achieved an exceptional academic record and who wish to pursue in-depth independent research of a theoretical nature. The thesis may be undertaken in lieu of up to 6 credits of elective coursework by students who meet eligibility requirements outlined in the MPA thesis option guidelines.

**P AD 9500-1 to 3. Independent Study.** Independent study in Public Administration. Prer., Consent of Instructor.