



ARGOSY
UNIVERSITY®

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Introduction

The degree programs and course listings described in this document apply to the *Argosy University Academic Catalog 2009-2010—College of Business and College of Health Sciences*. To ensure that these changes are being applied to the proper publication, please refer to the effective

date, September 1, 2009 – August 31, 2010, on the front cover of the *Argosy University Academic Catalog* noted above.

Page references are provided with a short description of where the new information should be inserted.

College of Business Curriculum Updates

The degree programs described below should be inserted in the order presented beginning on page 81 of the 2009-2010 Argosy University Academic Catalog—College of Business and College of Health Sciences. The curriculum is effective September 2010.

Please note the Master of Public Administration degree program description was originally published in the 2009-2010 Academic Catalog Errata and Addendum Summer Semester 2010 (see “Section Six, College of Business Curriculum Updates,” page 11). Additional campuses confirmed to offer the Master of Public Administration degree program Fall Semester 2010 are indicated in red.

MASTER OF PUBLIC ADMINISTRATION
Argosy University, Dallas; Argosy University, Denver; Argosy University, Hawai'i; Argosy University, Inland Empire; Argosy University, Los Angeles; Argosy University, Nashville; Argosy University, Orange County; Argosy University, Phoenix; Argosy University, Salt Lake City; Argosy University, San Diego; Argosy University, San Francisco Bay Area

Program Overview

The Master of Public Administration (MPA) degree program is designed to develop action-oriented problem-solving managers for the public sector, especially at the state and local levels of government. Students have the opportunity to develop the competencies required to execute the duties and responsibilities of public sector managers, including evaluation and supervision of employees, reinforcement of the organizational

mission, and effective management of organizational resources.

Program Outcomes

The MPA degree program is intended to produce graduates as leaders in the public sector and the following program outcomes reflect this goal.

- 1. Communication**
 - a. Communicate the roles and limitations of government at any level (federal, state, local) in specific circumstances.
 - b. Deliver oral, visual, or written presentations to educate or promote projects to diverse audiences.
- 2. Analytical problem solving**

Gather information, discern gaps, develop, and evaluate possible solutions and alternatives regarding political, social, and financial costs and benefits of public sector initiatives.
- 3. Leadership and motivation**
 - a. Generate shared goals and lead internal and external stakeholders toward those goals.

b. Motivate employees and other stakeholders to perform consistent with the mission of the relevant work unit.

4. Tactical Management

Execute duties and responsibilities such as: evaluate and supervise public sector employees, reinforce organizational mission, and manage unit budgets.

5. Interpersonal Effectiveness

a. Establish, build, and sustain effective working relationships with relevant parties to achieve organizational goals.

b. Exemplify and teach ethical values and behavior.

Admissions Requirements

- A bachelor's degree from a regionally accredited institution, a nationally accredited institution approved and documented by the faculty and dean of the College of Business, or an appropriately certified foreign institution
- A 2.7 grade point average for the bachelor's degree used as the basis of admission, or a grade point average of at least 3.0 (on a scale of 4.0) for the last 60 hours of coursework (including graduate work)
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction

An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business days of the applicant signing the Enrollment Agreement.)
- If the basis of admission is an earned bachelor's degree with a 2.7 grade point average, an official transcript from the degree granting institution
- If the basis of admission is a cumulative GPA of 3.0 (on a scale of 4.0) for the last 60 hours of coursework, official transcripts from all post-secondary schools attended during the 60 hours of study

Exceptions to the Minimum Grade Point Average

Applicants with grade point averages lower than the stated program minimums may be considered for admission on an exception basis with significant evidence of academic and professional potential. This potential may be demonstrated by the career and/or personal accomplishments indicated in the statement of academic and professional goals, the career summary, and academic or professional letters of recommendation. Exceptions must be approved by the program chair or assistant dean. Exceptions must be justified, documented, signed, placed, and retained in the student's academic file. Students admitted on an exception basis will be assigned provisional status. See "Exceptions to Admission Requirements" in section 5 of this catalog under "Admission Policies."

Students who do not meet the minimum GPA requirement will also be required to submit the following:

- Personal/professional goal statement with a self-appraisal of qualifications for the profession
- Current résumé (or career summary)
- The names and contact information of three professional and/or academic references

Applications to Multiple Campuses

Applicants who are undecided with respect to the location they wish to attend should submit an application and full set of application materials to their location of first choice. Applicants who are accepted into their location of first choice and who, prior to beginning the program, determine they want to complete the same program at a different location, should notify the initial location of record of that intent. Provided that the same program is available, all previous approvals and credits accepted will remain in force. If an individual requests to change programs, he or she will need to meet all admission requirements of the new program.

Graduation Requirements

- Satisfactory completion of all requirements in the program of study
- A minimum grade point average of at least 3.0 (on a scale of 4.0) and a grade of “B-” or better in all courses
- Completion of these requirements within five years of matriculation into the program
- A completed Petition to Graduate Form submitted to campus administration

Program Requirements

The MPA degree program requires the satisfactory completion of 36 credit hours

distributed as follows: core course requirements, 24 credit hours; concentration requirements, 12 credit hours.

Core Course Requirements

Students in the MPA degree program are required to take eight core courses (24 credit hours).

Core Course Requirements—Students Are Required to Take the Following

-
- PA6010 Government, Citizenship, and Society (3)
 - PA6012 Law and the Public Sector (3)
 - PA6014 Data Driven Decision Making (3)
 - PA6016 State, Local, and Federal Governments (3)
 - PA6510 Public Service (3)
 - PA6512 Financing Government and Its Projects (3)
 - PA6514 Project Management (3)
 - PA6516 Public/Private Partnerships (3)
-

Core Course Requirements— 24 Credit Hours

Concentration Requirements

Students are required to take four courses (12 credit hours) in one of the designated concentration areas.

State and Local Government Concentration Requirements—Students Are Required to Take the Following

-
- PA6518 Politics of Problem Solving (3)
 - PA6520 Public Personnel Management (3)
 - PA6522 Intricacies of Decision Making (3)
 - PA6524 Capstone: State and Local Government (3)
-

State and Local Government Concentration Requirements—12 Credit Hours

Emergency Preparedness and Response Concentration Requirements—Students Are Required to Take the Following

-
- PA6526 Planning and Preparing for Disasters (3)
 - PA6528 Economics of Emergencies (3)
 - PA6530 First and Second Response to Crises (3)
 - PA6532 Capstone: Emergency Preparedness and Response (3)
-

Emergency Preparedness and Response Concentration Requirements—12 Credit Hours

Homeland Security Concentration Requirements— Students Are Required to Take the Following

PA6534 Preventing Security Crises (3)

PA6536 Financing Security Practices (3)

PA6538 Security Response Management (3)

PA6540 Capstone: Homeland Security (3)

Homeland Security Concentration Requirements— 12 Credit Hours

MASTER OF SCIENCE (MS) BUSINESS PROGRAMS

Programs Overview

The Master of Science (MS) sequence of degrees focuses the need for technical skills but great immediate need for management/leadership/interpersonal skills to enhance their career potential within an organization or field, or to accelerate their careers within a given area of interest. The MS sequence addresses the needs of individuals whose near-term career responsibilities will focus on managing and leading employees, and interacting with customers/clients/stakeholders. The presumption is that these individuals have much of the technical knowledge they need for their jobs but lack both the language of business (the applications/consumption of the core accounting, economics, and financial decision making) and the breadth of leadership and interpersonal skills to maximize their careers. Examples of such individuals range from accountants who want to manage a small accounting partnership, engineers asked to lead an engineering department, or department managers in retail firms that want to progress to store management roles. Also included would be managers in local or regional non-profit organizations, small-firm management or technical consultants, human resource professionals, and a range of service sector

managers from the hospitality industry to transportation to event planning professionals.

The following programs are offered:

- Master of Science in Human Resource Management
- Master of Science in Organizational Leadership
- Master of Science in Non-Profit Management
- Master of Science in Service Sector Management

Admissions Requirements

- A bachelor's degree from a regionally accredited institution, a nationally accredited institution approved and documented by the dean of the College of Business, or an appropriately certified foreign institution
- A 2.7 grade point average for the bachelor's degree used as the basis of admission, or a grade point average of at least 3.0 (on a scale of 4.0) for the last 60 hours of coursework (including graduate work)
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction

An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three business

days of the applicant signing the Enrollment Agreement.)

- If the basis of admission is an earned bachelor's degree with a 2.7 grade point average, an official transcript from the degree granting institution
- If the basis of admission is a cumulative GPA of 3.0 (on a scale of 4.0) for the last 60 hours of coursework, official transcripts from all post-secondary schools attended during the 60 hours of study

Exceptions to the Minimum Grade Point Average

Applicants with grade point averages lower than the stated program minimums may be considered for admission on an exception basis with significant evidence of academic and professional potential. This potential may be demonstrated by the career and/or personal accomplishments indicated in the statement of academic and professional goals, the career summary, and academic or professional letters of recommendation. Exceptions must be approved by the program chair or assistant dean. Exceptions must be justified, documented, signed, placed, and retained in the student's academic file. Students admitted on an exception basis will be assigned provisional status. See "Exceptions to Admission Requirements" in section 5 of this catalog under "Admission Policies."

Students who do not meet the minimum GPA requirement will also be required to submit the following:

- Personal/professional goal statement with a self-appraisal of qualifications for the profession
- Current résumé (or career summary)

- The names and contact information of three professional and/or academic references

Applications to Multiple Campuses

Applicants who are undecided with respect to the location they wish to attend should submit an application and full set of application materials to their location of first choice. Applicants who are accepted into their location of first choice and who, prior to beginning the program, determine they want to complete the same program at a different location, should notify the initial location of record of that intent. Provided that the same program is available, all previous approvals and credits accepted will remain in force. If an individual requests to change programs, he or she will need to meet all admission requirements of the new program.

Graduation Requirements

- Satisfactory completion of all requirements in the program of study
- A minimum grade point average of at least 3.0 (on a scale of 4.0) and a grade of "B-" or better in all courses
- Completion of these requirements within five years of matriculation into the program
- A completed Petition to Graduate Form submitted to campus administration

Master of Science in Human Resource Management—*Argosy University, Denver; Argosy University, Inland Empire; Argosy University, Los Angeles; Argosy University, Orange County; Argosy University, Salt Lake City; Argosy University, San Diego; Argosy University, San Francisco Bay Area*

Program Overview

The Master of Science in Human Resource Management (MSHRM) degree program is designed to prepare human resource

professionals, as well as those seeking to enter the human resource profession. Students will have the opportunity to effectively address the breadth of human resources needs of an organization: recruitment, selection, and development; compensation and benefits; employee relations; and the long-run strategic human resource needs of an organization. Particular attention is the ethical management of people in our diverse world.

Program Outcomes

- Evaluate practices from any Human Resources sub-discipline, including staffing, compensation and benefits, employee relations, training, and employee and organizational development, in terms of human and financial impact on the organization or work group and in consideration of local, national, or global environments.
- Apply ethical principles, generally accepted business practices, and best-practice tools in making decisions about Human Resources policies, practices, or initiatives.
- Provide accurate advice and counsel to appropriate stakeholders regarding basic employment law and apply this understanding to internal Human Resources policy in specific situations, consulting appropriate experts when necessary.
- Implement and revise as necessary compensation, benefits, and reward programs that meet the strategies and constraints of the work environment.
- Design and execute employee communication plans toward expressed business or organizational goals and in

response to external crises impacting the organization and its employees.

- Evaluate the skills and capabilities of individuals relative to specific organizational settings and counsel stakeholders where organizational systems and processes are inconsistent with competencies of the existing workforce.
- Analyze a talent management or succession planning system for likely effectiveness in a given organizational system.
- Demonstrate the value-added contribution of human resource organizations and projects to decision makers outside of the Human Resources field.
- Employ effective strategies and techniques to manage a diverse workforce across varied economic, political and cultural organizational environments.

Program Requirements

The MSHRM degree program requires the satisfactory completion of 30 credit hours as follows: core requirements, 12 credit hours; specialty area requirements, 18 credit hours.

Core Course Requirements

Students in the MSHRM degree program are required to take four core courses (12 credit hours).

Core Requirements—Students Are Required to Take the Following

-
- MS6010 Accounting Practices for Managers (3)
 - MS6012 Economic Practices for Managers (3)
 - MS6014 Financial Practices for Managers (3)
 - MS6900 The Functional Contribution to Organizational Success (capstone) (3)*
-

Core Requirements—12 Credit Hours

** the capstone course must be taken in the final session of the degree program*

Specialty Area Requirements

Students are required to take six courses (18 credit hours) in the HRM specialty area.

HRM Specialty Area Requirements—Students Are Required to Take the Following:

B6120 Communications Strategies for Managers (3)
B6731 Understanding and Managing Human Differences (3)
MS6018 Employment Law and Public Policy (3)
MS6510 Compensation, Motivation, and Rewards (3)
MS6512 Applications in Training and Development (3)
MS6514 Talent Management (3)

HRM Specialty Area Requirements—18 Credit Hours

Master of Science in Non-Profit Management—Argosy University, Denver; Argosy University, Inland Empire; Argosy University, Los Angeles; Argosy University, Orange County; Argosy University, Salt Lake City; Argosy University, San Diego; Argosy University, San Francisco Bay Area

Program Overview

The Master of Science in Non-Profit Management (MSNPM) degree program is designed to prepare students to manage and/or lead the activities of non-profit organizations. Students can apply the critical business skills in the context of mission-based organizations, ensuring the ethical and effective distribution of resources in pursuit of the stated mission of the organization.

Program Outcomes

- Evaluate management practices in mission-based organizations in terms of human impact and financial impact over the short and medium term.
- Apply ethical principles and generally accepted operational practices to the management functions of a non-profit setting.
- Provide accurate advice and counsel to appropriate stakeholders regarding basic

non-profit regulatory issues and management practice to specific situations, and provide referrals to appropriate experts when necessary.

- Implement and revise motivational practices and systems that meet the strategies and constraints of the work environment.
- Design and execute employee communication plans toward expressed organizational goals.
- Evaluate the skills and capabilities of individuals relative to specific organizational settings and provide counsel where organizational systems and processes are inconsistent with competencies of the existing workforce.
- Demonstrate the value-added contribution of mission execution to the community and other relevant stakeholders.

Program Requirements

The MSNPM degree program requires the satisfactory completion of 30 credit hours distributed as follows: core requirements, 12 credit hours; specialty area requirements, 18 credit hours.

Core Course Requirements

Students in the MSNPM degree program are required to take four core courses (12 credit hours).

Core Requirements—Students Are Required to Take the Following

MS6010 Accounting Practices for Managers (3)
MS6012 Economic Practices for Managers (3)
MS6014 Financial Practices for Managers (3)
MS6900 The Functional Contribution to Organizational Success (capstone) (3)*

Core Requirements—12 Credit Hours

** the capstone course must be taken in the final session of the degree program*

Specialty Area Requirements

Students are required to take six courses (18 credit hours) in the NPM specialty area.

Specialty Area Requirements—Students Are Required to Take the Following

MS6022 Managing the Non-Profit Mission (3)

MS6528 Strategic Planning and Competing Stakeholders (3)

MS6530 Finance, Accounting, and Economics in the Non-Profit World (3)

MS6532 Motivating and Leading Employees and Volunteers in the Non-Profit Sector (3)

MS6534 Promoting the Non-Profit (3)

MS6536 Non-Profit Program Design and Execution (3)

Specialty Area Requirements—18 Credit Hours

Master of Science in Organizational Leadership—*Argosy University, Denver; Argosy University, Inland Empire; Argosy University, Los Angeles; Argosy University, Orange County; Argosy University, Salt Lake City; Argosy University, San Diego; Argosy University, San Francisco Bay Area*

Program Overview

The Master of Science in Organizational Leadership (MSOL) degree program is designed to prepare students in interpersonal skills central to broad management duties across a range of industries and disciplines.

The program is designed to develop analytical and critical thinking skills that are actionable in the specific context of the employee/graduate, with emphasis on the ability to maximize the contribution of the team members, individually and collectively, toward the mission of the organization.

Program Outcomes

- Evaluate leadership and supervision practices from any work group in terms of human

impact and financial impact over the short and medium term.

- Apply ethical principles and generally accepted business practices to the leadership functions of a business setting.
- Provide accurate advice and counsel to appropriate stakeholders regarding basic corporate and business practices to specific situations, and provide referrals to appropriate experts when necessary.
- Implement and revise motivational practices and systems that meet the strategies and constraints of the work environment.
- Design and execute employee communication plans toward expressed business or organizational goals.
- Evaluate the skills and capabilities of individuals relative to specific organizational settings and provide counsel where organizational systems and processes are inconsistent with competencies of the existing workforce.
- Demonstrate the value-added contribution of leadership actions and practices to the organization.

Program Requirements

The MSOL degree program requires the satisfactory completion of 30 credit hours distributed as follows: core requirements, 12 credit hours; specialty area requirements, 18 credit hours.

Core Course Requirements

Students in the MSOL degree program program are required to take four core courses (12 credit hours).

Core Requirements—Students Are Required to Take the Following

MS6010 Accounting Practices for Managers (3)
MS6012 Economic Practices for Managers (3)
MS6014 Financial Practices for Managers (3)
MS6900 The Functional Contribution to Organizational Success (capstone) (3)*

Core Requirements—12 Credit Hours

** the capstone course must be taken in the final session of the degree program.*

Specialty Area Requirements

Students are required to take six courses (18 credit hours) in the OL specialty area.

Specialty Area Requirements—Students Are Required to Take the Following:

B6027 Leading Change (3)
B6120 Communications Strategies for Managers (3)
B6420 Foundations of Sustainable Business (3)
B6601 International Business Practice (3)
B6731 Understanding and Managing Human Differences (3)
MS6020 Contract Law and Professional Ethics (3)

Specialty Area Requirements—18 Credit Hours

Master of Science in Service Sector Management—Argosy University, Denver; Argosy University, Inland Empire; Argosy University, Los Angeles; Argosy University, Orange County; Argosy University, Salt Lake City; Argosy University, San Diego; Argosy University, San Francisco Bay Area

Program Overview

The Master of Science in Service Sector Management (MSSSM) degree program is designed to prepare students for management careers in service industries. Course work focuses on customer relationships as well as the management of customer-facing employees in expressing and maintaining the value proposition of the particular organization or work group. Particular attention is given to communicating the value of the service to the primary and secondary customers.

Program Outcomes

- Evaluate management practices in Service Sector Companies and industries in terms of human impact and financial impact over the short and medium term.
- Apply ethical principles to the routine functions of the service sector to include multicultural settings.
- Counsel stakeholders regarding basic business regulation and management practices to specific situations.
- Implement and revise motivational practices and systems that meet the strategies and constraints of the work environment.
- Design and execute employee communication plans toward expressed organizational goals.
- Evaluate the skills and capabilities of individuals relative to specific organizational settings and goals.
- Demonstrate the value-added contribution of leadership actions, practices and communication to the organization.

Program Requirements

The MSSSM degree program requires the satisfactory completion of 30 credit hours distributed as follows: core requirements, 12 credit hours; specialty area requirements, 18 credit hours.

Core Course Requirements

Students in the MSSSM degree program are required to take four core courses (12 credit hours).

Core Requirements—Students Are Required to Take the Following

MS6010 Accounting Practices for Managers (3)
MS6012 Economic Practices for Managers (3)
MS6014 Financial Practices for Managers (3)
MS6900 The Functional Contribution to Organizational Success (capstone) (3)*

Core Requirements—12 Credit Hours

** the capstone course must be taken in the final session of the degree program*

Specialty Area Requirements

Students are required to take six courses (18 credit hours) in the SSM specialty area.

Specialty Area Requirements—Students Are Required to Take the Following

MS6516 The Value Proposition for Customers (3)
MS6518 Relationship Management Systems and Practices (3)
MS6520 Motivating and Leading Service Employees (3)
MS6522 Marketing in the Service Sector (3)
MS6524 Services in Multi-Cultural Settings (3)
MS6526 Organizational Politics in the Service Sector (3)

Specialty Area Requirements—18 Credit Hours

College of Health Sciences Curriculum Update

*The degree program described below should be inserted beginning on page 93 of the **2009-2010 Argosy University Academic Catalog—College of Business and College of Health Sciences**. The curriculum is effective September 2010.*

MASTER OF PUBLIC HEALTH

Argosy University, Dallas; Argosy University, Denver; Argosy University, Hawai'i; Argosy University, Nashville; Argosy University, Salt Lake City; Argosy University, Twin Cities

Program Overview

The Master of Public Health (MPH) degree program is designed to prepare students for possible careers in the field of public health. The Master of Public Health is intended to create professionals who will be able to close the gap between the concepts and principles of public health and the realities of actual practice to improve health and well being. The MPH is a professional degree designed to provide health care and other professionals with an understanding of the public health sciences, population-based research, and the community practice of public health. In addition, students will have the opportunity to acquire the knowledge

and skills that can be used in health care policy development and management. The program is designed to prepare its graduates for leadership roles in a variety of private, public, and regulatory agencies, in for-profit and not-for-profit health organizations, and in health services research. The MPH degree program seeks qualified applicants with clearly identified career goals that are consistent with the anticipated academic preparation.

The MPH degree program requires students to complete 45 credit hours of course work including 39 credits of core courses, 3 credit hours of practicum, and a capstone project. The curriculum includes five core areas of public health: epidemiology, biostatistics, social and behavioral sciences, environmental health, and health policy and management. In addition, students are required to pursue independent capstone projects

and field studies on topics tailored to their particular interests.

Program Outcomes

The MPH degree program is intended to produce graduates as leaders in public health and the following program outcomes reflect this goal.

1. **Health Policy Management**

- a. Examine public health problems and develop proposed policies that illustrate pertinent legislative issues, advocacy opportunities, communication, media management and system issues to successfully pass, communicate, and implement the policy.
- b. Align policies that contribute and promote health and well being with local cultures and realities to guide effective practices that improve health status.

2. **Healthcare and Organizational Management**

- a. Assess organizational norms and values, and build coalitions and consensus around organizational vision, priorities, state and national health and wellness agendas with clear performance impacts.
- b. Manage and determine costs and implications for public health programs with un-met needs, and develop plans to meet customer needs and improve health outcomes.

3. **Communication and Informatics**

- a. Develop investment proposals for public health organizations and implement integrated information systems that collect, track, and share information across critical networks of

providers and IT systems, in order to improve processes, quality of care, and service outcomes.

- b. Examine customer/community needs and apply a systems approach in successfully addressing those needs by aligning the organization and customer needs with leading information technology and communicating the improvements to key stakeholders.

4. **Systems Thinking**

- a. Analyze the make-up of organizational systems and characteristics, evaluating the impact of changes in the input, processes, and output on the health outcomes.
- b. Analyze the interrelations among public health systems and key stakeholders to influence the political, social, economic, and educational factors that impact public health systems.

5. **Performance Improvement**

- a. Propose a performance improvement system that includes assessment of the organizational capacity, culture, readiness, and planning to establish performance baseline, goals and performance management processes for monitoring progress and continuous improvements.
- b. Integrate public health informatics, information systems and technology, and communication strategies in the design, implementation, evaluation, and replication of best practices for monitoring and improving overall

practice, performance, and outcomes of the program/organization.

6. Interpersonal Effectiveness

a. Examine the importance of interpersonal relationships with key stakeholders to establish, build, and sustain effective alliances to successfully address priority health problems in the community.

Admissions Requirements

- A bachelor's degree from a regionally accredited institution, a nationally accredited institution approved and documented by the faculty and dean of the College of Health Sciences, or an appropriately certified foreign institution
- A 2.7 grade point average for the bachelor's degree used as the basis of admission, or a grade point average of at least 3.0 (on a scale of 4.0) for the last 60 hours of coursework (including graduate work)
- A minimum score of 550 on the written TOEFL® or 79 on the TOEFL® Internet (iBT) is also required for all applicants whose native language is not English or who have not graduated from an institution at which English is the language of instruction

An admissions representative is available to help interested applicants complete the following required documentation:

- Completed Application for Admission Form
- Application fee (Non-refundable, except in California and Arizona. In the state of Arizona, the application fee is refundable if the application is canceled within three

business days of the applicant signing the Enrollment Agreement.)

- If the basis of admission is an earned bachelor's degree with a 2.7 grade point average, an official transcript from the degree granting institution
- If the basis of admission is a cumulative GPA of 3.0 (on a scale of 4.0) for the last 60 hours of coursework, official transcripts from all post-secondary schools attended during the 60 hours of study
- Prior to matriculation applicants will be required to submit a personal/ professional goal statement (the statement is used for advisement purposes, and does not become part of the academic file)

Exceptions to the Minimum Grade Point Average

Applicants with grade point averages lower than the stated program minimums may be considered for admission on an exception basis with significant evidence of academic and professional potential. This potential may be demonstrated by the career and/or personal accomplishments indicated in the statement of academic and professional goals, the career summary, and academic or professional letters of recommendation. Exceptions must be recommended by the Admissions Committee and approved by the campus dean or program chair. Exceptions must be justified, documented, signed, placed, and retained in the student's academic file. Students admitted on an exception basis will be assigned provisional status. See "Exceptions to Admission Requirements" in

Section 5 of this catalog under “Admission Policies.”

Students who do not meet the minimum GPA requirement will also be required to submit the following:

- Personal/professional goal statement with a self-appraisal of qualifications for the profession
- Current résumé (or career summary)
- The names and contact information of three professional and/or academic references

Applications to Multiple Campuses

Applicants who are undecided with respect to the location they wish to attend should submit an application and full set of application materials to their location of first choice. Applicants who are accepted into their location of first choice and who, prior to beginning the program, determine they want to complete the same program at a different location, should notify the initial location of record of that intent. Provided that the same program is available, all previous approvals and credits accepted will remain in force. If an individual requests to change programs, he or she will need to meet all admission requirements of the new program.

Foundation Course Prerequisites

All matriculating MPH students should have successfully completed at least one college-level course in each of the following areas:

- Mathematics (e.g., calculus, algebra, statistics)
- Health-related science (e.g., nutrition, microbiology, anatomy or physiology), OR
- Another biology course

Students are required to complete the above foundation courses at the undergraduate level or show successful completion of academically equivalent coursework. Students must either complete these courses, or transfer in their equivalent prior to beginning the core requirements of the MPH program, or concurrently with core courses and the permission of the program chair. Students will be notified during the admission process if one or more courses are needed.

The following are Argosy University courses that could be taken to satisfy the foundation course requirements:

- MAT106 Quantitative Literacy (3)
- MAT107 College Algebra (3)
- MAT109 General Education Mathematics (3)
- MAT112 General Education Statistics (3)
- BIO110 Understanding Human Anatomy (3)
- BIO115 Fundamentals of Human Physiology (3)
- BIO120 Human Anatomy and Physiology (3)
- SCI110 Rise of Modern Science (3)
- SCI115 The Ecological Perspective (3)

Prerequisite Experience

It is recommended that students have prior health experience (e.g., in health care, research, community development, health promotion/education) and/or commitment to public health, and have or expect to have managerial or supervisory experience.

Graduation Requirements

- Successful completion of all academic requirements set forth by the College of Health Sciences, with a minimum grade point average of 3.0 (on a 4.0 scale)

- Successful completion of 45 credit hours that includes
 - 39 credit hours, core course requirements
 - 3 credit hours, practicum requirements
 - 3 credit hours, capstone requirements
- Petition to Graduate Form submitted to campus administration

Program Requirements

The MPH degree program requires the satisfactory completion of 45 credit hours distributed as follows: core course requirements, 39 credit hours; practicum requirements, 3 credit hours; capstone requirements; 3 credit hours.

Core Course Requirements

Core Course Requirements—Students Are Required to Take the Following

- PH6010 History and Foundations of Public Health (3)
- PH6012 Epidemiology and Risk Management (3)
- PH6014 Biostatistics: Analysis and Application (3)
- PH6016 Environmental Health and Emergency Preparedness (3)
- HM6110 Management and Organizational Behavior (3)
- PH6018 Social, Cultural, and Behavioral Implications on Health (3)
- PH6020 Health Policy and Analysis (3)
- PH6022 Health Communications and Social Marketing (3)
- PH6024 Performance Improvement Systems in Public Health (3)
- PH6510 Change Implementation and Management in Public Health Systems (3)
- HM6020 Accounting and Finance for Managers (3)
- PH6512 Public Health Informatics (3)
- PH6514 Public Health in the 21st Century (3)

Core Course Requirements— 39 Credit Hours

Practicum Requirements

Students apply the concepts of public health through a supervised practicum experience in local and state public health agencies, and are evaluated on the application of skills acquired

during the course work. Students complete the practicum in two consecutive 7.5 week sessions.

Practicum Requirements—Students Are Required to Take the Following

- PH6604 Practicum I: Leadership in Public Health (1.5)
- PH6605 Practicum II: Leadership in Public Health (1.5)

Practicum Requirements— 3 Credit Hours

Capstone Requirements

Students work on a summative project exploring connections among health-related problems, consider those connections when developing health policies, and aligns with other avenues of social change to assure the conditions in which all people can be healthy.

Capstone—Students Are Required to Take the Following

- PH6602 Capstone Project: Syndemics of Public Health (3)

Capstone Requirements— 3 Credit Hours

Course Listings Additions

The courses described below should be inserted in the order presented beginning on page 125 of the 2009-2010 Argosy University Academic Catalog—College of Business and College of Health Sciences (see “Section 11, Course Listings”).

MASTER OF SCIENCE BUSINESS PROGRAMS (MS)

The courses listed below fulfill requirements for the Master of Science in Business degree programs described in this catalog addendum.

MS6010 Accounting Practices for Managers

3 credit hours

The course provides the basic framework of accounting practices from the perspective of non-accounting managers. The course provides students with fundamental financial and managerial accounting principles to allow them to link individual and unit operational goals to the financial requirements of the organization. Students will understand when and how to use various analytical approaches based on the kinds of decisions needed and the particular stakeholders to be addressed.

MS6012 Economic Practices for Managers

3 credit hours

This course addresses the fundamental economic principles of decision making including opportunity costs, factors of production, and competitive and comparative advantage. Risk and uncertainty are also analyzed. In addition, students address sustainable business principles in a rapidly changing economic and social environment. The course approaches all of these topics from the perspective of the practicing manager.

MS6014 Financial Practices for Managers

3 credit hours

The course builds on the principles of the MS6010 Accounting Practices for Managers course and the competencies established in the MS6012 Economic Practices for Managers course to provide the financial acumen necessary to make appropriate investment and spending decisions with limited information*. Students also explore the financial tools organizations use to capture and evaluate complex costs associated

with business actions, such as environmental or social impacts that may be external to the firm.

Prerequisite(s):MS6010, MS6012

MS6018 Employment Law and Public Policy

3 credit hours

The course analyzes the primary legal structures from the federal level governing the employment relationship, and introduces students to state guidelines and interests. Topics include regulations of the employment environment and those covering discrimination in employment. Students explore, apply, and anticipate legal issues in the industries and regions relevant to their careers.

MS6020 Contract Law and Professional Ethics

3 credit hours

Contract Law and Professional Ethics analyzes the primary legal structures governing business activity in the United States, and introduces students to state and international guidelines and interests. Students identify, apply, and anticipate legal issues relevant to advancement in the industries and regions relevant to their careers.

MS6022 Managing the Non-Profit Mission

3 credit hours

The course examines issues impacting the nonprofit organization: the financial constraints, and the social, economic and political environment. Students will learn to identify strategic drivers needed to successfully implement the mission. Students learn methods to communicate the mission internally and varied external target audiences. Students also evaluate the meaning of competition in a mission-based environment, as well as, strategies for success.

MS6510 Compensation, Motivation, and Rewards

3 credit hours

Students investigate and evaluate the available models of compensation and rewards from the

perspective of the organization and the current/future employees. This course examines theories of motivation and techniques of performance appraisal in analyzing and improving employee job performance. The effectiveness of compensation and benefit strategies for different cultural and demographic employee groups are analyzed. Non-financial rewards and practices are also considered. Students build a model for a reward structure for an industry or organization of their choice.

MS6514 Talent Management

3 credit hours

Talent management and long term organizational development plans are evaluated in terms of human and financial resources. Students design a talent management plan for an organization or subset of an organization, justifying necessary investment and/or changes in recruiting, development, or compensation systems.

MS6516 The Value Proposition for Customers

3 credit hours

The course analyzes the needs-based approach to identifying value systems and the relationship of perceived value to the buying decision. Students examine the comparative v. competitive advantage strategy and evaluate business to business (B2B) and business to customer (B2C) models. The course also evaluates the features, advantages, and benefits (FAB) v. the cost benefit analysis (CBA) processes of determining customer value

MS6518 Relationship Management Systems and Practices

3 credit hours

This course introduces the student to various types, models, brands, strategies and uses of Customer Relationship Management (CRM) systems and practices. The course also evaluates CRM strategies for improving services provided to customers and utilizing customer contact information for target marketing. Students will also learn to evaluate leading CRM systems.

MS6520 Motivating and Leading Service Employees

3 credit hours

The course provides an overview of talent management in the service sector, analyzes the equity v expectancy theory, and compares meritocracy and seniority based environments. Training and development of internal talent, key success metrics, performance indicators, the importance of specific, measurable, attainable, relevant, and time based (SMART) goals and behavioral interviewing techniques are also covered in the course.

MS6522 Marketing in the Service Sector

3 credit hours

The course describes market segmentation, introduces marketing options and strategies. The course also analyzes web advertising, compares pricing strategies and delivery options based on target market preferences and trend analysis, and explores brand marketing and image development.

MS6524 Services in Multi-Cultural Settings

3 credit hours

This course provides an overview and introduction to diverse segments within the multicultural marketplace. Students learn to compare value systems, delivery methods, buy/sell strategies and branding efforts utilized to attract and influence customers in different cultures. Current multicultural marketing efforts and strategies and profiles of modern day successes and failures are also covered in the course.

MS6526 Organizational Politics in the Service Sector

3 credit hours

The course evaluates organizational behavior and analyzes organizational structures and their effect on profitability and success. The course examines the concepts of corporate responsibility, green initiatives, and community involvement as organizational responsibilities. Internal and external political influences and contrasts perceived v real power are also examined in the course.

MS6528 Strategic Planning and Competing Stakeholders
3 credit hours

The course examines issues impacting the nonprofit organization: the financial constraints, and the social, economic and political environment. Students will learn to identify strategic drivers needed to successfully implement the mission. Students learn methods to communicate the mission internally and varied external target audiences. Students also evaluate the meaning of competition in a mission-based environment, as well as, strategies for success.

MS6530 Finance, Accounting, and Economics in the Non-Profit World
3 credit hours

Students will critically analyze the accounting and financial requirements and opportunities faced by specific non-profit organizations in particular economic climates. Formal fiduciary obligations to the government and other stakeholders are examined as are funding sources, debt structure, and financial planning. Particular emphasis is given to prudent and transparent financial practices to manage and maintain the organization's ethical reputation.

MS6532 Motivating and Leading Employees and Volunteers in the Non-Profit Sector
3 credit hours

This course focuses on employee and volunteer management in the non-profit arena. Students examine methods to motivate and lead non-profit workers in light of limited financial incentives and flexibility. The challenge of a non-profit organization's need to supply volunteers as primary providers v. as a supplementary workforce is covered. To meet the needs of the non-profit workforce, an analysis of equity and expectancy theory with a focus on redefining rewards and outcomes is discussed. In addition, students analyze measurability and transparency of key success metrics from the non-profit perspective.

MS6534 Promoting the Non-Profit
3 credit hours

This course discusses the purpose of the non-profit organization and the creation of a mission-based value proposition and its dissemination within the community. Consideration is given to the challenges associated with the development of a single

proposition v. multiple propositions based on stakeholder influence. Financial stewardship as a constraint and legitimizing factor as well as transparency are also explored in the course.

MS6536 Non-Profit Program Design and Execution
3 credit hours

The course focuses on designing and delivering efficient and effective programs for the target audience that are consistent with the organizational mission. Students examine the advantages and disadvantages of single-program v multi-program non-profit organizations. Selecting and implementing appropriate performance measures, feedback and review systems for all initiatives and a plan to meet the needs of all stakeholders are considered.

MS6900 The Functional Contribution to Organizational Success (Capstone)
3 credit hours

MS6900 is an integrative project focused on adding value to the organization and integrating the material covered throughout the MS programs a session-long project. Students demonstrate analytical capacity in determining a course of action that contributes to the organization's financial and operational success while concurrently meeting the goals of the discipline and/or work unit in an ethical and professional manner. Project management tools and processes are presented..

Prerequisite(s): To be taken in the final session of the program

PUBLIC ADMINISTRATION (PA)

The following updates the 2009-2010 Argosy University Academic Catalog—College of Business and College of Health Sciences (see Section 11, Course Listings, page 125). The courses listed below fulfill requirements for the Master of Public Administration (MPA) degree program requirements included in this catalog addendum. They were originally published in the 2009-2010 Academic Catalog Errata and Addendum Summer Semester 2010 (see “Section Three Revisions to the Argosy University Academic Catalog—College of Business and College of Health Sciences,” page 3).

PA6010 Government, Citizenship, and Society *3 credit hours*

This course introduces students to the multi-level American government system. Students learn the evolution of the public mission in light of current programs and trends. In addition, students examine the interactions and influence of the various social, economic, and political forces in society.

PA6012 Law and the Public Sector *3 credit hours*

This course provides the legal framework for public managers. Students explore federal, state, and local laws and regulations underlying public programs, such as civil rights, labor, employment, and environment laws. Practical implications for decision making are analyzed.
Prerequisite(s): PA6010

PA6014 Data Driven Decision Making *3 credit hours*

The course provides students statistical and analytical tools necessary to structure, generate, and evaluate information for public policy decision making. Students learn to interpret and communicate statistical data to multiple stakeholders concerning public policy issues. They analyze qualitative and quantitative measures necessary for specific decisions.
Prerequisite(s): PA6010

PA6016 State, Local, and Federal Governments *3 credit hours*

Students learn the authority, jurisdiction, and limitations of each level of government in the American political system. They explore funding options and political realities available to the various levels of government.

Opportunities and challenges in inter-governmental relations are introduced.
Prerequisite(s): PA6012, PA6014

PA6510 Public Service *3 credit hours*

This course provides students an understanding of, respect for, and commitment to public service. They learn how to lead and inspire fellow employees to achieve a shared purpose, and to communicate to diverse parties the value of public initiatives.
Prerequisite(s): PA6016

PA6512 Financing Government and Its Projects *3 credit hours*

This course teaches students how government at all levels raises money and how that money is spent. They learn why state and local governments differ both in the type of taxes imposed, and the programs financed. Students prepare and analyze project budgets.
Prerequisite(s): PA6016

PA6514 Project Management in the Public Arena *3 credit hours*

This course provides students the tools necessary to analyze, evaluate, and recommend solutions to public policy issues. It also helps students develop the skills to communicate, convince, and motivate relevant parties to unite in the accomplishment of a policy objective. Student employ specific project management software to design and track project implementation.
Prerequisite(s): PA6512

PA6516 Public/Private Partnerships *3 credit hours*

Students examine the emergence of public/private partnerships and the legal and political opportunities and challenges in such partnerships. Students weigh the incentives and benefits against the responsibilities and obligations of each partner and propose a specific action.
Prerequisite(s): PA6514

PA6518 Politics of Problem Solving *3 credit hours*

This course addresses multi-layered political dynamics of the policy making and policy implementation processes in state and local government. Students examine the politics of each phase of the policy cycle to include agenda setting, policy formulation, policy adoption, implementation and evaluation, with particular attention to

coalition-building. Issues affecting the public interest, intergovernmental relationships, the economics and political will of public policy, competing interests among stakeholders, and effective media and stakeholder communication are also addressed.

Prerequisite(s): PA6016

PA6520 Public Personnel Management

3 credit hours

Students explore a strategic view of public personnel management and the positioning of the supervisor as a strategic partner in the execution of public sector practices. The course focuses on the human resource skills of line managers, labor relations practices, and supervisory skills. The behavioral and environmental determinants of effective personnel management and supervision are explored.

Prerequisite(s): PA6016

PA6522 Intricacies of Decision Making

3 credit hours

This course explores the complexities of the public sector decision making process from behavioral and analytical perspectives. Students explore apply formal decision making principles to situations where multiple definitions of success and failure are expected. Risk and uncertainty as well as tradeoffs of multiple legitimate priorities are analyzed.

Prerequisite(s): PA6016

PA6524 Capstone: State and Local Government

3 credit hours

The capstone integrates the content and competencies gained in the program. Through personalized projects, students explore and practice the duties and responsibilities of public sector managers. All core and concentration course work should be completed prior to taking the capstone. The capstone should be the last course in the program.

Prerequisite(s): PA6010, PA6012, PA6014, PA6016, PA6510, PA6512, PA6514, PA6516, PA6518, PA6520, PA6522

PA6526 Planning and Preparing for Disasters

3 credit hours

This course introduces the concepts of emergency planning and preparation to avoid or at least minimize the impact of disasters. It builds the knowledge base and analytical skills of students' to address emergency management issues across all levels of government.

Citizen preparedness, as well as the problems in obtaining that preparedness, receives specific attention.

Prerequisite(s): PA6016

PA6528 Economics of Emergencies

3 credit hours

This course presents economic approaches to emergencies and develops the analytical skills to prevent, manage and respond to emergencies as well as their aftermath, from a financing and economic perspective. Students evaluate federal and/or state funding process for disasters, risks mitigations and reduction strategies, risk transfers and roles of insurance in disaster costs, and financing options. Students investigate who is paying the price of disasters, in the short and long term, and equips them with methodologies/tools and skill-sets for structuring, administering and evaluating the costs versus losses of emergency responses.

Prerequisite(s): PA6016

PA6530 First and Second Response to Crises

3 credit hours

This course begins with the U.S. national framework, principles and the presidential directives to manage domestic incidents. The course covers concepts and operational procedures and authorities involved in responding to major disasters. It addresses federal, state, and local roles, responsibilities and functions in major disaster recovery work, with emphasis on government coordination and the solution of problems that frequently arise in recovery operations. An overview to developing Incident Command System [ICS] and Emergency Operating Center [EOC] interface for communities is presented.

Prerequisite(s): PA6016

PA6532 Capstone: Emergency Preparedness and Response

3 credit hours

The capstone integrates the content and competencies gained in the program. Through personalized projects, students explore and practice the duties and responsibilities of public sector managers. All core and concentration course work should be completed prior to taking the capstone. The capstone should be the last course in the program.

Prerequisite(s): PA6010, PA6012, PA6014, PA6016, PA6510, PA6512, PA6514, PA6516, PA6526, PA6528, PA6530

PA6534 Preventing Security Crises

3 credit hours

This course introduces the concepts of homeland security strategies employed to prevent security crises in the U.S. Students learn principles of border and transportation security strategies as well as domestic counter-terrorism and protection.

Prerequisite(s): PA6016

PA6536 Financing Security Practices

3 credit hours

This course introduces the students to the financing landscape of security practices in the U.S. Students analyze how protective targets and priorities are developed and funded and the gaps and challenges of managing and financing these critical functional areas. Students evaluate the security practices and financing of all aspects of emergency management, including preparedness, response, recovery and mitigation.

Prerequisite(s): PA6016

PA6538 Security Response Management

3 credit hours

This course provides the U.S. framework, principles and the presidential directives on managing domestic security incidents. Parallels and contrasts with responses to natural disasters and emergencies are considered. Students analyze Incident Command Systems and Emergency Operating Center structures from a community perspective.

Prerequisite(s): PA6016

PA6540 Capstone: Homeland Security

3 credit hours

The capstone integrates the content and competencies gained in the program. Through personalized projects, students explore and practice the duties and responsibilities of public sector managers. All core and concentration course work should be completed prior to taking the capstone. The capstone should be the last course in the program.

Prerequisite(s): PA6010, PA6012, PA6014, PA6016, PA6510, PA6512, PA6514, PA6516, PA6534, PA6536, PA6538

PUBLIC HEALTH (PH)

The courses listed below fulfill requirements for the Master of Public Health degree program requirements included in this catalog addendum.

PH6010 History and Foundations of Public Health

3 credit hours

This course introduces the history, principles, concepts and elements of public health as a science and a practice. It provides an overview of the public health foundations in the following areas: health and illness; diseases and conditions; epidemiology in bio-surveillance, chronic diseases, environmental health, communicable diseases, prevention and evaluation; healthy living/behaviors; emergency preparedness and response; public health law; migration and global health; injury; and violence and safety. Students link public health science with practice at the individual and community level, health care delivery systems, employers and business, media, academia and governmental public health infrastructure. They identify the social, cultural and behavioral factors that influence public health performance at the local, state, federal and international levels. Students learn how public health can be held responsible and accountable for specific health outcomes.

PH6012 Epidemiology and Risk Management

3 credit hours

This course provides an overview of the principles and concepts in the science of epidemiology. Students learn the causal contributions, distributions, patterns, and determinants in disease, disabilities and death in human populations. They utilize the characteristics and dynamics of individual and community conditions to predict and analyze risk management and best practice solutions. Students learn to apply epidemiologic approaches to program evaluation and emergency preparedness.

PH6014 Biostatistics: Analysis and Application

3 credit hours

In this introductory course, students develop and apply statistical and ethnographic reasoning and methods in addressing, analyzing and solving problems in public health, healthcare, biomedical, clinical and population based research. They use data and information in analyzing the impact of changes and trends across health systems, and address implications of these factors on

individual, family and community health. Knowledge of college algebra is a prerequisite for this course.

PH6016 Environmental Health and Emergency Preparedness

3 credit hours

This course provides an overview of environmental factors including biological, chemical, physical, occupational, and human elements that create optimal and adverse health conditions. Students learn federal and state regulations, guidelines, mandates, and authorities that control environmental and emergency preparedness issues and operations. Students address genetic, physiological, cultural, psychosocial and safety factors to prevent and control environmental hazards to protect the public. They will utilize a lean management approach for rapid process improvements to promote safety and quality. Students plan, coordinate and prepare a community to effectively respond to disasters and deploy appropriate risk management and risk communication approaches.

PH6018 Social, Cultural, and Behavioral Implications on Health

3 credit hours

This course provides an overview of how social, cultural and behavioral factors relate to individual, family, community, and population health. Students learn the syndemics of these factors including economic, educational and demographic issues on health. Students use relevant theories, concepts, models and evidence based approaches in advancing public health policies, practices, and health outcomes. They will be able to apply this knowledge in the workplace in developing responsive programs, policies, performance, and evaluation methods.

PH6020 Health Policy and Analysis

3 credit hours

This course provides an overview of public health policies, recent legislative developments, federal health reforms, state health plans, the regulatory processes, political forces and community advocacy in health policy. Students develop skills in policy formation, analysis and implementation. Methods and strategies for influencing responsive policy are also addressed including how to use data and performance improvements to promote health policy and demonstrate desired outcomes.

PH6022 Health Communications and Social Marketing

3 credit hours

This course provides an overview of health education, health promotion, community mobilization and communication strategies to address risky behavior and to promote healthy lifestyles. Students learn to market public health values, and present health information to different audiences using effective and appropriate channels and technology. Students examine how individuals, community/society, organizations, politics, culture, technology, and media impact risky behaviors and healthy lifestyles, and consider these factors in developing and marketing effective and responsive health education and promotion for healthy living.

PH6024 Performance Improvement Systems in Public Health

3 credit hours

This course provides an overview of performance measurement, including assessment, planning, and development of goals, objectives, strategies, targets, performance measures, evaluation, and quality improvements/assurance. Students learn how to set effective performance measures, distinguish among various measures of input, process, output and outcomes. Students apply the accountability methods, in public health systems and replicate best practices to improve public health performance and overall health status.

PH6510 Change Implementation and Management in Public Health Systems

3 credit hours

This course provides an overview of various change management theories that are appropriate for public health systems. Students learn how properties of a system are impacted by change and identify internal and external change interactions at all levels of public health systems. Students identify predictive variables of change and integrate elements and interactions to achieve common goals. They learn to effectively manage the influencing and causal factors of change in order to improve health outcomes and the well being of people and the community.

PH6512 Public Health Informatics*3 credit hours*

This course provides an overview of public health informatics, data collection, management, linkage, and information exchange that comprise a health information system. Students learn how the disciplines of information science and computer science are merged to public health practice, research, and learning. They use informatics methods and strategies and apply them in promoting planning, decision making, quality assurance, evaluation and performance improvements. Students use informatics approach and technology to access, evaluate, interpret and standardize health information systems. Students apply appropriate public health informatics strategies, standards, tools and training to maximize health impacts at local, state, and national levels by deploying information technology solutions that provide accurate, timely, and secure information to guide public health action.

PH6514 Public Health in the 21st Century*3 credit hours*

This course examines the public health leadership role in promoting access to care, advancing health equity, improving the quality of health services and improving health outcomes in the 21st Century. Students learn how factors such as demography, environment, the economy, globalization, bioterrorism, migration, syndemics, technology, health care and pharmaceutical industries, heightened accountability and changing priorities have impacted public health operations, its viability and success in the 21st Century.

PH6602 Capstone Project: Syndemics of Public Health*3 credit hours*

Students work on a summative project exploring connections among health-related problems, considers those connections when developing health policies, and aligns with other avenues of social change to assure the conditions in which all people can be healthy

PH6604 Practicum I: Leadership in Public Health*1.5 credit hours*

Students apply the concepts of public health through a supervised practicum experience in local and state public health agencies, and are evaluated on the application of skills acquired during the course work.

PH6605 Practicum II: Leadership in Public Health*1.5 credit hours*

This is a continuation of Practicum I: Leadership in Public Health. Students are evaluated on the application of skills acquired during the course work.