Public Policy and Administration

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Bachelor of Public Policy and Service

Degree Program Hours: 120

The Bachelor of Public Policy and Service (BPPS) degree is offered for students interested in a wide range of public service careers and for those who wish to continue in public administration at the graduate level.

Admission Requirements

Students are admitted directly to their chosen major at the University. Students are expected to make good progress based on critical indicators that include course completion and GPA requirements. In cases where students are not making successful progress, a change of major may be required. Academic advisors work with students to identify an appropriate major where a student will be successful in completing an undergraduate degree.

Common Prerequisite Courses and Equivalencies

FIU Course(s) / **Equivalent Course(s)**
CGS 2060 or CGS 2100   CGSX060 or CGSX100
ECO 2013 or ECO 2023   ECOX013 or ECOX023
POS 2041   POSX041

Courses which form part of the statewide articulation between the State University System and the Florida College System will fulfill the Lower Division Common Prerequisites.

Please visit https://cpm.flvc.org for a current list of state-approved common prerequisites.

Common Prerequisites

1. POS 2041   American Government – *CL*
2. ECO 2013   Principles of Macroeconomics
   or
   ECO 2023   Principles of Microeconomics
3. CGS 2060   Introduction to Microcomputers
   or
   CGS 2100   Intro to Microcomputer Applications for Business

Lower Division Preparation

It is required that students complete a course in American Government, Principles of Economics and Computer Fundamentals for Business.

Upper Division Program

Students must complete 60 credit hours of coursework, of which 48 credit hours must be at the 3000 level or greater.

Students must complete the following requirements:
1. Eight core courses. (24 credits), including a three credit seminar, PAD 4934 (Integrative Seminar in Public Policy and Service).
2. Four courses (12 credits) of concentration electives to be taken from the Steven J. Green School of International and Public Affairs at the 3000 level or greater.
3. Eight courses (24 credits) of general electives from any department at the 3000 level or greater.
4. Students must earn a grade of 'C' or higher in each of the core courses, the concentration electives, and the general electives.

Students are required to enroll in PAD 3003 and PAD 4723 during the first 12 hours of upper-division coursework.

Core Courses: (24)

(Core Courses may be restricted to Degree-seeking students in the Department of Public Policy and Administration. All other students must seek approval of Department.)

PAD 3003	Introduction to Public Policy and Service	3
PAD 3034	Policy Development and Implementation – *GL*	3
PAD 3800	Managing Global Cities – *GL*	3
PAD 4723	Applied Research Methods for Policy and Management	3
PAD 4223	Public Sector Budgeting	3
PAD 4414	Personnel Skills for Administrators	3
PAD 4432	Administrative Leadership and Behavior	3
PAD 4934	Integrative Seminar in Public Policy and Service	3

Concentration Electives: (12)

Students are required to take 12 credits of upper-division coursework from the following departments: Public Policy and Administration; Global and Sociocultural Studies; Criminal Justice; and Politics and International Relations, with no more than six hours from any one of these programs. These courses may constitute part of a minor or a certificate program in another department. Such a minor or certificate program must be pre-approved by the undergraduate advisor and be relevant to the chosen administrative area of concentration.

General Electives: (24)

Students are required to take 24 hours of general electives. Students with no relevant public or nonprofit experience are encouraged to register for an appropriate internship (PAD 4940) for elective credits.

Minor in Public Administration

A five-course minor in Public Administration is available to baccalaureate degree-seeking students who are interested in careers in public service. The courses that comprise this minor will provide students with the opportunity to develop specialized skills in such areas as urban administration, organizational change, personnel management, and budgeting and financial management.

Requirements

Fifteen semester hours in Public Administration. Classes are to be selected from the following course list:

PAD 3003	Introduction to Public Policy and Service	3
PAD 3034	Policy Development and Implementation – *GL*	3
PAD 3431	Exploring Leadership: Yourself, Your Organization and Your Community	3
PAD 3438	Communication Skills for Policy and Management	3
PAD 3800	Managing Global Cities – *GL*	3
PAD 3804	Government and Administration of Metropolitan Areas	3
PAD 4046	Values, Ethics, and Conflict Resolution	3
PAD 4141	Citizen Participation and Community Empowerment	3
PAD 4223	Public Sector Budgeting	3
PAD 4414	Personnel Skills for Administrators	3
PAD 4432	Administrative Leadership and Behavior	3
PAD 4940	Public Administration Internship	3

Students must contact the department from which the student wishes to receive the minor when they apply for graduation. This will ensure that the minor will be posted on the transcript.

Accelerated 4+1 MPA Degree Pathway

The MPA program allows qualified students to earn both their Bachelor's and MPA degrees in a shorter amount of time than typically required for earning degrees sequentially. A student admitted to the Accelerated 4+1 MPA Degree Pathway will be considered to have undergraduate status until the student applies for graduation from their bachelor's degree program. Upon conferral of the bachelor's degree, the student will be granted graduate status and be eligible for graduate assistantships. Students accepted into the Accelerated 4+1 MPA Degree Pathway may take up to four MPA courses, 12 graduate credits, which will be double counted for their Bachelor's and MPA degrees.

The Accelerated 4+1 MPA Degree Pathway is open to FIU undergrad students from all Bachelor's degree programs except the Bachelor of Public Policy and Service (BPPS). BPPS students should consult the catalog description on a Combined BPPS/MPA Degree Pathway.

Undergraduate students from BA in Psychology, BS in Criminal Justice, and BS in Crime Science should consult with their academic advisors on details of their program-specific Accelerated 4+1 MPA Degree Pathway programs. The program-specific pathways have the same admission and completion requirements, but offer streamlined admission, student service, advising, and program completion.

- Accelerated 4+1 BA in Psychology/MPA Degree Pathway
- Accelerated 4+1 BS in Criminal Justice (BSCJ) and BS in Crime Science (BSCS)/MPA Degree Pathway

Admissions Requirements for the Accelerated 4+1 MPA Degree Pathway:

1. The applicant must have an overall GPA of 3.25 or better.
2. Letter of recommendation from a faculty member at FIU or from a supervisor.
3. Current resume.
4. Letter-of-intent not to exceed three double-spaced pages explaining how earning the MPA is consistent with long-term career goals. Students may also use this letter to discuss their passion for public service or policies and to communicate to the admission committee if they feel that their admission file does not properly reflect their potential to succeed in graduate school.
5. Students can apply after having completed 75 credits in a bachelor's degree program.
6. Students must apply prior to the semester in which graduate credits will be counted towards their undergraduate degree program.

Students admitted into the Accelerated 4+1 MPA Degree Pathway should take up to four courses from the listed below toward satisfying both their Bachelor's and MPA degree requirements:

- PAD 6053: Political, Social and Economic Context of Public Administration must be taken within the first two semesters after a student is accepted into the Accelerated 4+1 MPA Degree Pathway.
- Students may select at least two of the following courses to be double counted (students may select three courses):
  - PAD 6227: Public Finance and the Budgetary Process
  - PAD 6306: Policy Analysis and Planning
  - PAD 6417: Human Resource Policy and Management
  - PAD 6434: Leadership and Decision-making
  - PAD 6701: Quantitative Methods in Public Administration
  - PAD 6726: Applied Research Methods for Accountability in Public and Non-Profit Organizations (Prerequisite: PAD 6701)
  - PAD 6718: Smart Governance

• If only two courses are selected from the above list, students may select one additional graduate-level course to be double counted. The course must have a course number of 5000 or higher and have a prefix of PAD, PUP, URP or URS.

Students in the Accelerated 4+1 MPA Degree Pathway should consult their advisor regarding substitutions of the courses mentioned above for undergraduate courses in their program.

Students must pass graduate courses with a grade of B or higher to count them toward their MPA degree. Students accepted into the Accelerated 4+1 MPA Degree Pathway

must fulfill all the MPA requirements to receive their MPA degree.

Accelerated (4+1 degree) BA in Psychology/MPA Degree Pathway

The MPA program allows qualified students to earn both their Bachelor's and MPA degrees in a shorter amount of time than typically required for earning degrees sequentially. A student admitted to the Accelerated (4+1 degree) BA in Psychology/MPA Degree Pathway will be considered to have undergraduate status until the student applies for graduation from their bachelor's degree program. Upon conferral of the bachelor's degree, the student will be granted graduate status and be eligible for graduate assistantships.

Students accepted into the Accelerated (4+1 degree) BA in Psychology/MPA Degree Pathway may take up to four MPA courses, 12 graduate credits, which will be double counted for their Bachelor's and MPA degrees.

Admissions Requirements for the Accelerated Degree Pathway:
1. The applicant must have an overall GPA of 3.25 or better.
2. Letter of recommendation from a faculty member at FIU or from a supervisor.
3. Current resume.
4. Letter-of-intent not to exceed three double-spaced pages explaining how earning the MPA is consistent with long-term career goals. Students may also use this letter to discuss their passion for public service or policies and to communicate to the admission committee if they feel that their admission file does not properly reflect their potential to succeed in graduate school.
5. Students can apply after having completed 75 credits in a bachelor's degree program.
6. Students must apply prior to the semester in which graduate credits will be counted towards their undergraduate degree program.

Students admitted into the Accelerated (4+1 degree) BA in Psychology/MPA Degree Pathway should take up to four courses from the listed below toward satisfying both their Bachelor's and MPA degree requirements:
- PAD 6053: Political, Social and Economic Context of Public Administration must be taken within the first two semesters after a student is accepted into the Accelerated Degree Pathway.
- Students may select two of the following courses to be double counted:
    - PAD 6227: Public Finance and the Budgetary Process
    - PAD 6306: Policy Analysis and Planning
    - PAD 6417: Human Resource Policy and Management
    - PAD 6434: Leadership and Decision-making
    - PAD 6701: Quantitative Methods in Public Administration
    - PAD 6726: Applied Research Methods for Accountability in Public and Non-Profit Organizations (Prerequisite: PAD 6701)

    - PAD 6718: Smart Governance
- Students may select one additional graduate-level course to be double counted. The course must have a course number of 5000 or higher and have a prefix of PAD, PUP, URP or URS.

Students in the Accelerated (4+1 degree) BA in Psychology/MPA Degree Pathway should consult their advisor regarding substitutions of the courses mentioned above for undergraduate courses in their program.

Students must pass graduate courses with a grade of B or higher to count them toward their MPA degree. Students accepted into the Accelerated Degree Pathway must fulfill all the MPA requirements to receive their MPA degree.

Accelerated (4+1) BSCJ/BSCS MPA Degree Pathway

The MPA program allows qualified students to earn both their Bachelor's and MPA degrees in a shorter amount of time than typically required for earning degrees sequentially. A student admitted to the Accelerated (4+1) degree BSCJ/BSCS MPA Degree Pathway will be considered to have undergraduate status until the student applies for graduation from bachelor's degree program.

Upon conferral of the bachelor's degree, the student will be granted graduate status and be eligible for graduate assistantships.

Students accepted into the Accelerated (4+1 degree) BSCJ/BSCS MPA Degree Pathway may take up to four MPA courses, 12 graduate credits, which will be double counted for their Bachelor's and MPA degrees.

Students accepted into the Accelerated (4+1 degree) BSCJ/BSCS MPA Degree Pathway may take up to four MPA courses, 12 graduate credits, which will be double counted for their Bachelor's and MPA degrees.

Admissions Requirements for the Accelerated Degree Pathway:
- The applicant must have an overall GPA of 3.25 or better
- Letter of recommendation from a faculty member at FIU or from a supervisor
- Current resume
- Letter-of-intent not to exceed three double-spaced pages explaining how earning the MPA is consistent with long-term career goals. Students may also use this letter to discuss their passion for public service or policies and to communicate to the admission committee if they feel that their admission file does not properly reflect their potential to succeed in graduate school.
- Students can apply after having completed 75 credits in bachelor's degree program.
- Students must apply prior to the semester in which graduate credits will be counted towards their undergraduate degree program.

Students admitted into the Accelerated (4+1 degree) BSCJ/BSCS MPA Degree Pathway should take up to four courses from the listed below toward satisfying both their Bachelor's and MPA degree requirements:

- PAD 6053: Political, Social and Economic Context of Public Administration must be taken within the first two semester after a student is accepted into the Accelerated Degree Pathway.
- Students may select at least two of the following courses to be double counted (students may select three courses)
  - PAD 6227: Public Finance and the Budgetary Process
  - PAD 6306: Policy Analysis and Planning
  - PAD 6417: Human Resource Policy and Management
  - PAD 6434: Leadership and Decision-making
  - PAD 6701: Quantitative Methods in Public Administration
  - PAD 6726: Applied Research Methods for Accountability in Public and Non-Profit Organization (Prerequisite: PAD 6701)
  - PAD 6718: Smart Governance
- If only two courses are selected from the above list, students may select one additional graduate-level course to be double counted. The course must have a course number of 5000 or higher and have a prefix of PAD, PUP, URP, or URS.

Students in the Accelerated (4+1 degree) BSCJ/BSCS MPA Degree Pathway should consult their advisor regarding substitutions of the courses mentioned above for undergraduate courses in their program.

Students must pass graduate courses with a grade of B or higher to count them toward their MPA degree. Students accepted into the Accelerated Degree Pathway must fulfill all the MPA requirements to receive their MPA degree.

Combined BPPS/MPA Degree Pathway

The Department of Public Policy and Administration allows qualified students to earn both BPPS and MPA degrees in a shorter amount of time than typically required for earning degrees sequentially.　A student admitted to the combined degree pathway will be considered to have undergraduate status until the student applies for graduation from their bachelor's degree program. Upon conferral of the bachelor's degree, the student will be granted graduate status and be eligible for graduate assistantships.

Admissions Requirements to the Combined Degree Pathway
7. Overall GPA of 3.25 or better.
8. Letter of recommendation from a faculty member at FIU or from a supervisor.
9. Current resume.
10. Letter-of-intent not to exceed three double-spaced pages explaining how earning the MPA is consistent with long-term career goals. Students may also use this letter to discuss their passion for public issues or policies and to communicate to the admission committee if they feel that their admission file does not properly reflect their potential to succeed in graduate school.
11. Students can apply after having completed 75 credit hours in the BPPS program.

12. Students must apply prior to the semester in which credits will be counted towards their BPPS degree program.

Courses Counted Toward both Degree Programs
Students accepted into the combined degree pathway may count no more than 4 MPA courses (maximum of 12 credits) listed below toward satisfying **both** the BPPS and MPA degree requirements:

PAD 6053	Political, Social and Economic Context of Public Administration	3

taken within the first two semesters after a student is accepted into the combined degree pathway.

Students may select at least 2 of the following courses to be doubled-counted (students may select 3 courses):

PAD 6227	Public Finance and the Budgetary Process	3
PAD 6306		
	Policy Analysis	3
PAD 6417	Human Resource Policy and Management	3
PAD 6434	Leadership and Decision-making	3
PAD 6701	Quantitative Methods in Public Administration	3
	(Prerequisite: PAD 4723)	
PAD 6726	Applied Research Methods for Accountability in Public and Non-Profit Organizations	3
	(Prerequisite: PAD 6701)	
PAD 6718	Smart Governance	3

If only two courses are selected from the above list, students may select one additional graduate-level course to be double counted. The course must have a course number of 5000 or higher and have a prefix of PAD, PUP, URP or URS.

With advisor approval, students in the combined degree pathway can substitute these graduate courses for the equivalent required or any elective BPPS courses listed in the program catalog, with the exception of PAD 4934 Integrative Seminar in Public Policy and Service, which must be taken by all BPPS majors. Students must pass graduate courses with a grade of B or higher to count them toward their MPA degree.

　Students accepted into the combined degree pathway must complete all of the requirements of the MPA to receive their MPA degree.

Course Descriptions
Definition of Prefixes
PAD-Public Administration; URP-Urban and Regional Planning; URS-Urban and Regional Studies
Courses that meet the University's Global Learning requirement are identified as GL.

PAD 2011 Public Service and the Making of Modern America (3). An exploration of the role of public service in the development of public-sector institutions and U.S. civil society with an emphasis on the public service values and principles.

PAD 3003 Introduction to Public Policy and Service (3). Provides an overview of the field of public

administration by focusing on its development and importance in modern government operations. Must be taken in first 12 hours of upper-division coursework.

PAD 3034 Policy Development and Implementation – *GL* (3). Examines the formulation, implementation, and evaluation of governmental efforts at federal, state, and local levels.

PAD 3251C Applied Economics for Public Managers (3). This course provides an introduction to the applied economics of the public sector and the microeconomics of public policy making and administration. It also provides an introduction to cost-benefit & cost-effectiveness analyses.

PAD 3430 Personal Growth and Organizational Development (3). The administrator as a person. Development of interpersonal skills. Self evaluation and career planning. Training and education for the public service sector.

PAD 3431 Exploring Leadership: Yourself, Your Organization and Your Community (3). This course is an interactive exploration of personal leadership development through current theories and models of leadership from three perspectives including individual, group, and society.

PAD 3438 Communication Skills for Policy and Management (3). Designed to enable students to develop oral and written skills required to communicate effectively in organizational and public policy settings.

PAD 3800 Managing Global Cities – *GL* (3). Introduction to principles of urban governance in order to manage specific development problems of global cities.

PAD 3802 Introduction to Urban and Regional Studies – *GL* (3). An integrated approach to the problems and prospects of metropolitan areas with emphasis on economic, political, social and administrative facets of the urban setting.

PAD 3804 Government and Administration of Metropolitan Areas (3). An intensive analysis of administrative problems in large complex urban areas encompassing many political entities. Examines overlapping relations among municipalities with special attention given to Miami-Dade County as well as current trends in public management and future directions for change.

PAD 3834 International Comparative Administration (3). This course is an introduction to a wide range of scholarly and practical 'applied' interests. Emphasis is on institution-building and development administration, particularly within the Third World countries.

PAD 4046 Values, Ethics, and Conflict Resolution (3). Theories of value: ethical systems and their influence on administration, behavior and process; the administrator as an ethical actor; value conflict and resolution; the philosophical basis of American thought.

PAD 4103 Politics of Administrative Organization (3). The role of political processes in relationship to public organizations and the types of intra-and inter-organizational politics which are unique to public organizations. Effects of these political processes upon organizational performance and their role in promoting or inhibiting organizational change.

PAD 4140 Introduction to Management of Public and Nonprofit Organizations (3). This course addresses fundamental theories and principles of management in public and nonprofit organizations.

PAD 4141 Citizen Participation and Community Empowerment (3). Seminar is for public management students who want to help citizens learn from one another and strengthen the capacity of citizens to solve problems. Political, public administration, sociological, and organizational perspectives will be covered.

PAD 4201 Fiscal Analysis for Public and Nonprofit Service (3). This course is designed to provide the basics of pricing and financial management applicable to public and nonprofit organizations.

PAD 4223 Public Sector Budgeting (3). The theory and practice of various approaches to budgeting, including line-item, performance, PPBS budgeting. Special emphasis on the role of the budget in shaping the program and performance and policy direction of public organizations.

PAD 4301 Planning Performance and Accountability (3). Provides an introduction to the analysis and evaluation of public policies and programs. The main tools and techniques of policy analysis will be discussed. Students will apply techniques to selected policy problems.

PAD 4414 Personnel Skills for Administrators (3). The general nature of public personnel administration; the development of the civil service system; concepts and issues currently applicable at the federal, state, and local levels of government.

PAD 4432 Administrative Leadership and Behavior (3). Designed to expose students to a systematically related set of concepts for diagnosing human behavior in organizations; and to establish a positive value for the analysis of problems involving people, structure, environment, task technology, and situational climate.

PAD 4442 Public Relations for Public Managers (3). Surveys the government mass communication media relationship and then concentrates on the ways in which public managers handle media relations. Emphasis is placed on questions of information handling unique to public organizations.

PAD 4603 Administrative Law (3). Surveys the principles of law from the perspective of the public administrator; administrative procedure; procedural due process; delegation of legislative power; regulatory administration; conflict-of-interest statutes, etc.

PAD 4704 Applied Statistics for Policy & Management (3). Familiarize students with the basic approaches to social research as applied in public and service settings. Emphasis on techniques for organizing and presenting data for policy and management.

PAD 4712 IT and E-government for Public Managers (3). Surveys personal and societal value assumptions in the context of the technological society. Examines organizational societal value structures, and the ways in which technology creates rapid change and new

alternatives in values. Interrelationship of the past, present, and future is explored.

PAD 4713 Computer Applications for Urban Services (3). The study of computer applications for administrative analysis of financial and program data with emphasis on design, interface, and data structures.

PAD 4723 Applied Research Methods for Policy & Management (3). Research design, sampling, critical evaluation, basic research ethics, and qualitative and quantitative methods and analysis. Must be taken in first 12 hours of upper-division coursework.

PAD 4905 Independent Study in Public Administration (1-6). (Normally 3 credit hours) Individual conferences, supervised readings; reports on personal investigations; and similar undertakings. Prerequisites: Senior standing and approval of the faculty member supervising the independent study.

PAD 4934 Integrative Seminar in Public Policy and Service (3). Students will integrate coursework and theory into the analysis of a public policy or public management problem and produce a capstone paper. Must be taken in a student's final semester. Prerequisites: Successful completion of required courses and a total of at least 108 credits.

PAD 4940 Public Administration Internship (0-12). (Normally 3 credit hours) Supervised work experience in a public or quasi-public organization. Involves a variety of professional and technical job duties depending on the agency. May be repeated. Prerequisites: Successful completion of required courses in public administration and approval of internship coordinator.

PAD 4949 Cooperative Education (3). Supervised work experience in public or quasi-public organization. Placement is made through the Office of Cooperative Education. Prerequisites: Completion of required courses in public administration and consent of Chair required.

PAD 5041 Values and Technology in Modern Society (3). Surveys personal and societal value assumptions in the context of the technological society. Examines organizational-societal value structures, and the ways in which technology creates rapid change and new alternatives in values. Also interrelationship of the past, present and future is explored, through futurism and forecasting techniques.

PAD 5043 Equitable and Inclusive Governance (3). Examines important principles, policies, and legislation focused on equity and inclusiveness in public service delivery to diverse and underrepresented groups.

PAD 5256 Economic Thinking in Policy Making (3). Provides an introduction to basic economic principles, applications, and tools in the policymaking process.

PAD 5416 Social Equity and Human Resource Management (3). The course deals with the human resource management issues arising from equity and affirmative action requirements in the workplace.

PAD 5427 Collective Bargaining in the Public Sector (3). The course deals with the nature and implications of collective bargaining for managers and employees in (and students of) public organizations. The course emphasizes similarities and differences between the private and public sectors, as they apply to collective bargaining.

PAD 5435 Gender Equity and Leadership in Public Administration (3). Explores the factors that impact women's career advancement and leadership opportunities, and examines both barriers and opportunities to career progression.

PAD 5443 The Public Administrator and Media Relations (3). Surveys the government-mass communication media relationship, and then concentrates on the ways in which public managers handle media relations. Emphasis throughout is placed on questions of information-handling unique to public organizations, involving, for example, adherence to Florida's Sunshine Law and the Federal Freedom of Information Act.

PAD 5460 Performance Management (3). Provides knowledge and skills regarding the work with measures and data to improve organizational performance

PAD 5616 Contracting and Managing Third Party Governments (3). Analyzes the legal foundations, administrative and economic characteristics of government instrumentality's as they are used to pursue public policy. Analyzes how and why different combinations of instrumentality's are used in different policy areas.

PAD 5660C Applied Legal Context of Public Administrators (3). An overview of constraints and latitude the legal system grants to public administrators and managers. Provides the applied legal information required to make effective decisions in the public sector.

PAD 5661C Management of Court-Agency Relations (3). Examines applied judicial-administrative relations with particular emphasis on administrative policymaking. Covers the legal, environmental, and political factors that influence administrative strategies of policy and program compliance.

PAD 5805 Economic Development and Urban Revitalization (3). This course is an interdisciplinary examination of research and practice in contemporary economic development, with emphasis on successful implementation in a variety of settings.

PAD 5934 Contemporary Issues in Public Administration (3). An analysis of major conceptual issues currently facing public administrators. May be repeated for credit.

URP 5426 Emergency Management and Planning (3). This course focuses on the concepts, processes, and techniques associated with developing and implementing emergency management plans in public, nonprofit, and health organizations.

URS 3005 Service Learning: Social Change and Contemporary Social Issues (3). Examines volunteerism in America, provides study and experience of the Urban Community, promotes critical thinking, citizenship and social responsibility.

URS 4931 Current Topics in Urban and Regional Studies (3). In-depth exploration of current, critical topics in the urban arena. Emphasis on multidisciplinary approaches to local issues impacted by increased

globalization and competition among cities and regions. May be repeated for credit.

URS 5645 Strategic Planning in Public and Non-Profit Organizations (3). This course exposes students to the concepts associated with strategic planning of public and nonprofit organizations and provides them with practical experience in their use.

URS 5647 Continuous Quality Improvement (3). This course provides an in-depth exposure to the concepts, principles, and techniques associated with continuous quality improvement (CQI) applied to public, nonprofit, and health organizations.