College of Innovation and Design

Location: 8750 North Central Expressway, Suite 1940, Dallas, TX 75231, 214-954-3615
General Information: CIDAdvising@tamuc.edu
Dean: Dr. April Sanders
Interim Assistant Dean: Jennifer Hudson
College of Innovation and Design Web Site (https://www.tamuc.edu/college-of-innovation-and-design/)

The College of Innovation and Design collaborates with faculty, students, alumni and industry partners to assess and prepare students for the demands and opportunities of dynamic workplace environments. The college fosters and develops innovative certificates and degrees that transcend traditional boundaries, creating educational pathways that respond directly to emerging needs of both industry and students.

Our online degree options are tailored for working adults pursuing degrees or certificates. We offer flexible learning formats, including competency-based programs and structured online courses, accommodating diverse learning preferences and schedules. Students in the competency-based education (CBE) programs receive support from dedicated advisers within the college who provide personalized guidance – both virtually and face-to-face - ensuring individual needs are addressed throughout the educational journey.

Mission

The College of Innovation and Design empowers students through innovative programs and personalized advising, equipping them with the knowledge, confidence, and practical tools to become career-ready professionals who excel in the workplace and contribute meaningfully to the global community.

Vision

Transforming the educational landscape by designing innovative learning experiences that empower all learners to shape their futures.

Bachelor of Applied Arts and Sciences

The Applied Science program produces professionals who can adapt to and succeed in rapidly changing and dynamic workplaces. The three main areas of focus include interpersonal skills, project management, and data management, and center on developing the skills needed to lead and understand people, negotiate the various aspects of projects, and interpret data that translates into sound business decisions. Our 16-week professor-led courses provide you with the structure to move decisively toward graduation and your future career. By maximizing your transfer credits, you can capitalize on what you have learned and then complete courses with real-world application to prepare for future employment.

BAAS in Organizational Leadership

The Bachelor of Applied Arts and Sciences (BAAS) in Organizational Leadership degree at East Texas A&M University is a competency-based program that prepares innovative leaders for employment in an increasingly technological and global society. This dynamic program equips students with the practical knowledge, critical thinking abilities, and interpersonal skills needed to excel in diverse leadership roles across various industries. Up to 84 semester hours may be transferred into the program (including WCEM and military credits) and the remaining courses are offered in 7-week terms.

Bachelor of Science in Criminal Justice with Emphasis in Law Enforcement Leadership

The Bachelor of Science in Criminal Justice with an emphasis in Law Enforcement Leadership (BSCJ-CJCB) at East Texas A&M University is a 100% online, competency-based program designed specifically for law enforcement professionals, peace officers and military personnel. Tailored to meet the unique needs of first responders, this program provides flexible, self-paced learning that recognizes prior experience and training, such as police academy and other advanced certification.

With a focus on preparing law enforcement leaders for the challenges of modern policing, coursework emphasizes ethics and professionalism, leadership, officer wellness, communication, crisis response, and evidence-based practices. Students develop critical skills to lead with integrity, manage high-stakes incidents, and foster public trust. Graduates are equipped to make meaningful impacts in their agencies and communities while advancing their careers in law enforcement leadership.

Students can accelerate their path to a degree by receiving up to 30 semester hours of lower-level Criminal Justice credit for certifications from the Texas Commission on Law Enforcement (TCOLE), Council on Law Enforcement Education and Training (CLEET) in Oklahoma, Peace Officer Standards and Training (POST) in Louisiana, and the U.S. Customs and Border Protection (CBP) integrated training program. Up to 84 semester hours may be transferred into the program from accredited colleges or universities.

Bachelor of General Arts – Competency-Based Program

The Bachelor of General Studies (Competency-Based – GSCB) degree is a program that allows students to use their various academic, professional, and personal experiences to explore potential career options. Students will take coursework that explores their strengths and teaches strategies to apply prior learning experiences to new career goals. Students will learn about leadership, problem-solving, and the principles of design thinking, all while career options and way to prepare for academic and career success. Up to 84 semester hours (including WCEM and military credits can be

accepted). The remaining coursework may be completed online in 7-week terms from the existing inventory of competency-based courses offered in the College of Innovation and Design.

General Studies B.G.S.

The Bachelor of General Studies (BGS) is a degree available through the College of Innovation and Design at East Texas A&M University. The degree provides maximum flexibility for students who wish to delve deeper into any course of study rather than pursue one of the established majors at East Texas A&M University. Students must complete at least 12 semester hours of coursework from two different academic colleges and general education requirements. Up to 84 semester hours of transfer credit (including WCEM and military credits) can be accepted. The remaining coursework may be completed online in traditional 16-week semesters.

Bachelor of Applied Arts and Sciences in Safety and Health

Become an effective and innovative leader with a competency-based program that prepares students to examine ethical and legal issues in safety and health, analyze data to manage projects and find solutions, and develop strategies for hazard prevention in the workplace. Designed for the working professional, this program offers fully online coursework so you can plan your studies around your busy life. This program recognizes the Certified Safety and Health Official certificate issued by the Texas A&M Engineering and Extension.

Bachelor of Applied Arts and Sciences in Health Services Administration

Become an effective and innovative leader with a competency-based program that prepares you for a rewarding and impactful career in the ever-expanding healthcare field. Designed for the working professional, this program offers fully online coursework so you can plan your studies around your busy life. The program combines healthcare management principles with practical skills in areas such as healthcare policy, finance, information systems, and leadership. Students develop expertise in navigating complex healthcare systems while learning to implement solutions that improve patient outcomes and operational efficiency.

Bachelor of Applied Arts and Sciences in Human Resource Development

The Bachelor of Applied Arts and Sciences in Human Resource Development is a competency-based program that will assist students in developing leadership skills to become a human resource professional that prepares employees for future positions as well as retaining and enhancing existing talent. Our courses will help employees develop new attitudes, skills and knowledge to grow as future leaders. Coursework will cover employee training and development, compensation and benefits, ethics and legal issues, performance improvement, emotional intelligence, coaching, succession planning, employee career development and organizational culture and development. This degree will prepare students for roles in a wide range of industries, from business to education. Those with SHRM [Society for Human Resource Management] or PHR [Professional in Human Resources] certification may receive college credit for these credentials.

The Bachelor of Applied Arts and Sciences in Public Administration and City Planning

The Bachelor of Applied Arts and Sciences in Public Administration and City Planning is a competency-based program that prepares students for impactful careers in local government, nonprofit, and community-based organizations. Coursework will cover topics such as economic growth and development, infrastructure, financial management, technology and environmental needs, public policy, and ethical leadership. Students also explore land-use and zoning practices, workplace culture, crisis management, and social equity. Emphasizing the unique nexus between public administration and city planning, this program equips graduates to shape stronger, more sustainable communities.

Traditional Programs

Applied Arts and Sciences (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/baas/)

General Studies (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/gerneral-studies/)

Competency-Based Programs

BSCJ Criminal justice with Emphasis in Law Enforcement Leadership (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/emphasis-law-enforcement-ldshp/)

BAAS General Studies (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/general-studies-cb/)

BAAS Health Services Administration (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/baas-health-services-administration/)

BAAS in Organizational Leadership (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/baas-organizational-leadership/)

BAAS Public Administration and City Planning (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/public-administration-city-planning/)

BAAS Safety and Health (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/safety-and-health/)

BAAS Human Resource Development (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/baas-human-resources-development/)

THEC: The Human Experience Humanities Certificate (https://coursecatalog.tamuc.edu/undergrad/colleges-and-departments/college-of-innovation-design/thec-cert/)

BAAS 100 - CBE - Orientation
Hours: 0

BAAS 301 - Pathways, Purpose, Exploration, and Career
Hours: 3
Students will explore the changing future of work and their place in it. Planning for academic success and future career opportunities will be discussed. Students will also learn about personal leadership, reflecting on their own strengths and abilities, and will draw upon perceptions from others to construct their own understanding of leadership.

BAAS 303 - Interpersonal Relationships and Communication in Organizations
Hours: 3
Students will explore the skills needed to maneuver effectively in a diverse world of work. Awareness of self and others is required to maintain effective interactions and productive work groups. Practical applications will be considered to supply students with the needed information to develop intercultural competencies with an emphasis on professional writing and attitude.

BAAS 326 - Exploring Spreadsheets
Hours: 3
The purpose of this course is to prepare students to creatively use industry-standard software. More than an introduction to these tools, this course will delve deeper into the intermediate skills necessary for today's managers. Students will have the opportunity to earn the Entry Level and Advanced Microsoft Office badges in Excel. This course also prepares students for the Microsoft Office Specialist Certification exam in Excel 2019.

BAAS 345 - Leadership Techniques
Hours: 3
Provides a comprehensive and applied understanding of leadership and management functions to prepare individuals to effectively mentor and develop tomorrow's leaders while leading and managing today's organizations. Focuses on the critical knowledge and skills necessary to accomplish organizational goals and objectives.

BAAS 351 - Planning, Budgeting, and Decision Making
Hours: 3
This course covers key components of financial leadership by exposing students to financial skills needed for professional and personal success. Emphasis on financial decision-making, asset purchases, financing options, budgeting, analysis, and interpretation of financial data.

BAAS 397 - SPECIAL TOPICS
Hours: 3
Special Topics. Three semester hours. Organized class. May be repeated when topics vary.

BAAS 408 - Data Visualization
Hours: 3
This course will provide intermediate skills in data visualization using industry-standard business intelligence software. Students will develop visualizations from existing data and learn to use various charts, graphs, maps, dashboards, and stories. Corequisites: BAAS 326.

BAAS 445 - Ethical Decision Making
Hours: 3
The study of strategies and interpersonal communication systems that provide today's management with accurate and quality information on which to base decisions and to be effective in the day to day negotiations within the business environment.

BAAS 489 - Independent Studies
Hours: 1-3
Independent Studies - Three semester hours Individualized instruction/research at an advanced level in a specialized content area under the direction of a faculty member. Prerequisite Consent of head. Note May be repeated when the topic varies.

BAAS 497 - SPECIAL TOPICS
Hours: 3
Special Topics. Three semester hours. Organized class. May be repeated when topics vary.

BGS 100 - CBE - Orientation
Hours: 0

BGS 401 - Globalization
Hours: 3
This course provides coverage of a broad survey of global business issues; analyzes the environment in which international business operates; introduces multinational enterprises; global competition, international organizations, treaties and international laws, national trade policies, and the determinants of competitiveness of United States firms in international markets.

BGS 402 - Research and Writing
Hours: 3
This course teaches students how to perform academic research and use online library resources. Students analyze pertinent literature on their chosen topic related to an issue in their future careers. Clear and concise writing is emphasized while learning to use the APA formatting style. Students will participate in free writing discussions and write a brief literature review and research paper.

BGS 404 - Organizational Dynamics and Diversity
Hours: 3
This course offers an opportunity to discuss and apply principles, tools, and methods to successfully implement change and innovation within organizations. Focuses on utilizing diversity within the workplace to create an environment conducive to creativity and innovation while also realizing the external forces that lead to change.

BGS 405 - Capstone: Designing Your Future As An Innovative Leader
Hours: 3
This course is intended to be taken at the end of a student's college career and uses design thinking to address the 'wicked problem' of designing your life and career. The course employs a design thinking approach to help students from any major develop a constructive and effective approach to finding and designing their vocation after East Texas A&M University. It also prepares students to articulate their marketable skills to future employers. Topics include the integration of work and worldviews, the realities of workplace engagement, and practices that support vocation formation throughout your life. The capstone assignment is creating an action plan following your East Texas A&M University graduation and drawing upon skills, knowledge, and key assignments.

BGS 480 - Internship
Hours: 0
An internship is a supervised work experience that provides students with an opportunity to apply classroom-based knowledge while gaining practical work experience in their chosen career field. Projects are identified by employers and then aligned with a curriculum, and typically completed within a 10-14 week period. The objective is for students to learn, apply, or integrate knowledge in a cooperative manner between the university and regional employers. The focus here is on applying theory from learning to practice.

BGS 481 - Foundations of Project Management
Hours: 3
This course is designed to teach students the essential concepts of project management from an applied perspective and will specifically focus on project management principles, the various phases and processes of a project, and project planning and implementation.

BGS 489 - Independent Study
Hours: 0-4
Individualized instruction May be repeated when the topic varies.

BGS 492 - Innovative Tools for Project Management
Hours: 3
This course builds on the foundation of basic project management and provides coverage of advanced topics in project scheduling, risk and quality management, and cost control, as well as providing comprehensive knowledge of scheduling and other Project Management tools. Prerequisites: BGS 481.

BGS 497 - Special Topics
Hours: 0-4
Organized class. May be repeated when topics vary.

CBE 111 - Critical Thinking
Hours: 3
Critical thinking is a necessary skill for anyone to be able to problem solve including making clear decisions and conclusions. This course dissects the components of arguments and helps students interpret them based on their own perspectives. The students are introduced to the processes of logical reasoning to interpret arguments and learn how to evaluate the quality of reasoning behind arguments, interpretations, and/or beliefs.

CBE 126 - Computer Information Systems

Hours: 3

In this course, students examine how an information system (IS) can manage a business' processes and organization, as well as the factors that can influence a business selection of their IS. Students also study how databases are used in business to collect data, the different methodologies used to develop an IS, its functional systems, and the fundamentals of communication and networking within a system and among multiple systems. Students also evaluate the Internet's impact on the use of IS in organizations. Finally, students study the variety of roles and responsibilities within an IS department and the role of management, as well as ethical considerations and how an organization must protect itself against system threats.

CBE 130 - Introduction to Organizations

Hours: 3

The course is an introduction to how organizations work in all of its forms (collegial, bureaucratic, political, and organized anarchical/cybernetical), with implications for leadership and followership approaches and practices. Sources of power will also be discussed.

CBE 145 - Customer Service

Hours: 3

This course will help prepare students for providing customer service in a variety of workplace situations

CBE 201 - Supervision

Hours: 3

This course introduces you to the world of work and the functions of a supervisor. Emphasis is placed on analyzing supervisory roles and the skills and competencies needed to be successful in today's ever-changing work environment.

CBE 225 - Record Keeping for Leaders

Hours: 3

This competency course explores the foundational knowledge of record-keeping, including recording transactions, understanding financial statements and long-term liabilities, cash flow and financial statement analysis, and other budgeting tools that impact decision-making. Students learn how to make better business decisions based on information derived from analyzing transactions, financial statements, cost, and financial ratios.

CBE 338 - Talent Ldrshp in HR

Hours: 3

This course looks at the different roles that the human resource department plays in a company and the skills needed to accomplish the day-to-day activities of HR personnel. Emphasis is placed on the role of HR management in the strategic management process of a company. Processes used by HR departments to recruit talent, train, and conduct performance appraisals are covered. Workplace discrimination, labor laws, and global trends are also examined.

CBE 339 - Legal Issues in Organizations

Hours: 3

This competency course will explore legal issues in organizations including torts, crimes, intellectual property, contracts, negotiable instruments, agency, employment, as well as the law with respect to ethics and social responsibility, government regulation, personal property, real property, and international trade.

CBE 342 - Leading Innovation

Hours: 3

This course helps students develop the critical thinking skills needed for a role as an organizational leader, whether starting and operating a small business or not-for-profit organization or working for an existing corporation or company. In other words, the hallmark of a successful manager and leader is treating the company for which an individual work as if it were your own. As such, this course develops the basic skills individuals need to evaluate opportunities that can be applied across myriad managerial and leadership positions, anticipate challenges, assess the best course of action, monitor its progress, make adjustments, develop competitive advantages, seize and respond to opportunities, adapt to market changes, and the like.

CBE 346 - Numbers for Leaders

Hours: 3

This course covers key components of financial leadership by exposing students to the financial skills needed for professional and personal success. Emphasis is on analyzing and interpreting data to write, decide and lead competently in both personal and professional arenas.

CBE 347 - Research Methods

Hours: 3

The course is an introduction to two main categories of research methodology-- quantitative and qualitative research-- and their related components, including sample or case selection procedures, data gathering techniques, data analytical procedures. Some references are made to mixed methods, also.

CBE 350 - Proposal Writing and Grants Administration

Hours: 3

Basic steps in researching funding ideas, including how to use the Internet as a fundamental tool and the detailed steps required for preparing funding applications. Focus on the skills and tools needed to monitor funds once grants have been awarded.

CBE 356 - Personal Branding and Identity
Hours: 3
This course will guide students through the process to research and create a personal brand and identity using social and career networking platforms. Students will explore best practices to create and sustain their personal brand that is aligned to their career goals after graduation.

CBE 357 - Data Visualization for Business Insights
Hours: 3
This course will provide intermediate skills in data visualization using industry-standard business intelligence software. Students will develop visualizations from existing data and learn to use various charts, graphs, maps, dashboards, and stories. In this course, students will receive an introduction to the area of data visualization which will be supplemented by hands on work by using a data visualization tool. Students will build on analytical skills to locate and prep data from external sources to be used in data visualization and to derive insight from the data. Students will then learn how to effectively communicate insights from data to a broader audience and make informed business decisions. Students will have the opportunity to build on their technical skills throughout the semester by completing assignments and the cumulative project.

CBE 422 - Project Management for Leaders
Hours: 3
Students will explore a leader's responsibility for conceiving, designing, implementing, and managing the organization's overall objectives, culture, and environment as part of the project management process. Within this context, the course primarily focuses on understanding project management, aligning project management with the organization, project management oversight, projects as capital investments, globalization, and resources optimization.

CBE 431 - Developing Globally Competent Leaders
Hours: 3
This course dissects the components of global competence and helps students to interpret them in relation to the critical role of leadership. Students are introduced to a wide variety of resources that have been shown to improve levels of global competence. Upon completion of the course, students are expected to better interpret and understand their own strengths and development areas that may benefit from further study and attention

CBE 477 - Writing with Artificial Intelligence (AI)
Hours: 3
Students will learn how artificial intelligence (AI) technologies can be used to enhance and inspire various forms of writing. Students will gain practical experience in using AI as a collaborative tool for writing and research while exploring the ethical and creative implications of AI in the writing process.

CID 1300 - The Student and The University
Hours: 3
Students explore the intersection of learning, cognition, and motivation to develop learning strategies while adjusting to the University environment. The course strengthens students' communication and critical thinking skills by helping them negotiate common challenges of their first year in college. Through attention to the whole person, students grow in personal wellness, financial and information literacy, and career readiness. This course satisfies three hours of the Component Area Option (090) of the Texas Core Curriculum.

CID 2300 - Learn and Lead
Hours: 0
This course is for students who serve as mentors to first-year students. In this course, students will learn theories of leadership, how to apply their leadership skills in their mentor groups, and will receive training to on important topics relevant to university leadership and engagement including inclusivity, mental health, information literacy, Title IX, working with students who require educational accommodations, et cetera.

CID 2301 - The Human Experience
Hours: 3
The Human Experience introduces students to humanities-based inquiry by guiding students through an exploration of important humanistic questions ethical and moral issues across all elements of the human experience and engages students to consider various cultural positionalities and knowledge-making traditions. Through the deep focus on a connecting theme, students will engage in holistic discussions of topics addressing fundamental questions about human life and human interactions, develop the skills of humanistic inquiry (including critical thinking, research, literacy skills, and communication skills), and learn to apply their knowledge to their personal, professional, and academic goals in a dynamic and diverse world. This course is the foundational course for the Humanities Certificate program, a grant-funded, TAMU System-wide initiative designed to create an intentional connective pathway through the core curriculum to infuse the humanities and humanities-based inquiry into student degree pathways and encourage students to see the relationships between larger questions of the human experience and their own lives and goals.

CID 100 - Orientation
Hours: 0
This course will serve as an orientation for those entering the CID programs, highlighting the expectations and requirements of the program.

CID 302 - Statistics

Hours: 3

This course introduces the topics of descriptive statistics (measures of central tendency and variation and representing data graphically) and statistical inference. Inference will involve sampling techniques, estimation, hypothesis testing, and simple regression. Applications emphasize interpretation of data and inferences for improvement.

CJCB 1301 - Introduction to Criminal Justice

Hours: 3

This course provides a historical and philosophical overview of the American criminal justice system, Including the nature, extent, and impact of crime; criminal law; and justice agencies and processes.

CJCB 1306 - Court Systems and Practices

Hours: 3

This course is a study of the court system as it applies to the structures, procedures, practices and sources of law in American courts, using federal and Texas statutes and case law.

CJCB 1307 - Crime in America

Hours: 3

American crime problems in historical perspective, social and public policy factors affecting crime, impact and crime trends, social characteristics of spe¬cific crimes, and prevention of crime.

CJCB 1310 - Fundamentals of Criminal Law

Hours: 3

This course is the study of criminal law including application of definitions, statutory elements, defenses and penalties using Texas statutes, the Model Penal Code, and case law. The course also analyzes the philosophical and historical development of criminal law and criminal culpability.

CJCB 1313 - Juvenile Justice System

Hours: 3

This course is a study of the juvenile justice process to include specialized juvenile law, role of the juvenile law, role of the juvenile courts, role of police agencies, role of correctional agencies, and theories concerning delinquency.

CJCB 2301 - Community Resources in Corrections

Hours: 3

This course is an introductory study of the role of the community in corrections; communi¬ty programs for adults and juveniles; administration of community programs; legal issues; and future trends in community treatment.

CJCB 2313 - Correctional Systems & Practices

Hours: 3

This course is a survey of institutional and non-institutional corrections. Emphasis will be placed on the organization and operation of correctional systems; treatment and rehabilitation; populations served; Constitutional issues; and current and future issues.

CJCB 2314 - Criminal Investigation

Hours: 3

This course examines theories and practices of the investigation process in the criminal justice system and analyzes information and application of operational techniques relating to crime scenes, forensic sciences, interviews, and interrogations; as well as, the study of issues concerning rules of evidence, trial testimony, and other constitutional processes.

CJCB 2323 - Aspects of Law Enforcement

Hours: 3

This course examines police authority; responsibilities; constitutional constraints; laws of arrest, search & seizure; and police liability.

CJCB 2328 - Police Systems & Practices

Hours: 3

This course examines the establishment, role and function of police in a democratic society. It will focus on types of police agencies and their organizational structure, police-community interaction, police ethics, and use of authority.

CJCB 100 - CBE - Orientation

Hours: 0

This course will serve as an orientation for those entering the CJCB program, highlighting the expectations and requirements of the program.

CJCB 302 - 21st Century Policing
Hours: 3
An introduction to policing strategies as best practices designed to help agencies promote effective crime reduction while building public trust and safeguarding officer well-being. Areas of emphasis are internal processes affecting culture, policy, administrative process, and training; as well as external processes affecting transparency, community engagement, and interactions with various populations.

CJCB 303 - Ethics, Values and Professionalism in Policing
Hours: 3
An examination of the nature and importance of police ethics and the factors that affect police integrity in today's world, such as political factors and legal restrictions; all of which that would require professional communication skills and problem-solving strategies.

CJCB 304 - Critical Incident Decision Management
Hours: 3
This course helps prepare emergency response officials tasked with the critical incident command, specifically police operations, and provides them with the knowledge, skills and best practices and procedures essential to the effective and efficient planning and direction of such operations in crisis situations.

CJCB 305 - Communication
Hours: 3
This course concentrates on effective communication of law enforcement and criminal justice professionals for a range of audiences: the public, media, court officials, etc. Focusing on both oral and written communication, students will improve their general public speaking abilities, apply principles of de-escalation, and understand why communication is essential to the role of police in today's society.

CJCB 306 - Officer Wellness
Hours: 3
Wellness, as a multi-dimensional phenomenon will be examined, including physical, emotional, mental well-being, especially as it relates to concerns associated with policing. Support resources for police, co-workers, family and significant others will also be explored.

CJCB 307 - Technical Writing
Hours: 1
This course teaches students to write documents for professional and general audiences, research reports, and other documents appropriate to the field of criminal justice. Corequisites: CJCB 308 : Crime Analysis.

CJCB 308 - Crime Analysis
Hours: 2
An introduction to Crime Analysis and an understanding of its application within smaller jurisdictions. Students learn how to design, fund, establish, and staff a crime analysis unit using evidence and statistical data for a smaller jurisdiction. This is a data analysis and applied statistics course that emphasizes interpretation and application of data rather than the calculation or algebra behind these numbers. Students will become familiar with common databases used by police organizations. Corequisites: CJCB 307 : Technical Writing

CJCB 309 - Procedural Justice
Hours: 3
Employing the four pillars of procedural justice, students will learn effective ways to increase public trust and confidence in police. This course will strengthen police legitimacy and communication competency with the community and special populations.

CJCB 402 - Leadership
Hours: 3
Managing a successful policing organization requires the application of strong interpersonal leadership skills to work effectively with people in a variety of roles. Students learn effective leadership strategies including improving communication, team effectiveness, change management, conflict resolution, and ethical decision-making practices.

CJCB 403 - Policing the Future
Hours: 3
This course will focus on cutting-edge developments in law enforcement, the problems they pose for policing and the agile management strategies necessary to address them. Topics such as crypto-currency and financial crimes will be presented. Policing strategies such as intelligence-led policing, predictive policing and new technologies that are leveraged to address these new challenges will be analyzed.

CJCB 404 - Critical Shift
Hours: 3
This course prepares students for changing role responsibilities and duties that are often experienced by law enforcement: different carrying out multiple job titles, lateral transfers, sworn and unsworn dynamics. Emphasis will be placed on the mind and skill set necessary for being an effective manager, as well as building culture and motivating for high performance.

CJCB 405 - Evidence-Based Policing
Hours: 3
This course provides students with an analysis of how scientific evidence can be used to create proactive law enforcement decisions. Evidence-based strategy, problem-oriented policing and the implications of this for supervisor leadership roles will be discussed.

CJCB 406 - Implicit bias
Hours: 3
Students will build awareness to understand what unconscious bias is and why it matters. Students will develop skills to recognize and take action to manage bias. Emphasis will be placed on effective management strategies to work for inclusivity in the workplace and with the public.

CJCB 407 - Organizational Culture in Public Safety
Hours: 3
This course examines the interaction between leadership and organizational culture, with an emphasis on their relationship within law enforcement and criminal justice organizations. Develop a personal definition of leadership based on readings and self-disclosure inventories. Develop a clearer understanding of and ability to articulate one's personal leadership philosophy with emphasis on providing options for future leadership opportunities.

CJCB 408 - Critical Thinking & Decision Making
Hours: 3
This course expands students' knowledge of the thinking process that guides us through all the phases of generating and evaluating new ideas, and can help organizations solve problems using rational thought and logical decision-making. Students will acquire knowledge to apply to problem-solving and practice situations that enhance decision-making abilities, de-escalation situations, and conflict

CJCB 409 - Homeland Security/Terrorism
Hours: 3
This course prepares law enforcement professionals to face security problems posed by criminal and political terrorism - regionally, nationally, and internationally. It will identify various forms and typologies of terrorist activities, their consequences and preventive measures particularly relevant to criminal justice professionals, law enforcement and military personnel.

CJCB 499 - Capstone
Hours: 3
Students critically apply theories and evidence-based best practices learned to throughout the program to apply to contemporary challenges in urban policing and crime prevention including, but not limited to, police culture, patrol methods, the war on drugs, corruption, "broken windows", use of force, race, police/community relations, and terrorism.

CPCB 100 - CBE - Orientation
Hours: 0

CPCB 301 - Introduction to Public and Nonprofit Administration
Hours: 3
This course provides a foundational understanding of both public and nonprofit administration, offering insights into the principles, theories and practices that shape the functioning of government organizations at various levels, as well as nonprofit organizations. By exploring key concepts, historical developments and contemporary issues in public and nonprofit administration, students will gain valuable insights into the essential roles of administrators in shaping, delivering, and overseeing public policies and services, as well as nonprofit initiatives.

CPCB 302 - Introduction to Urban and Regional Planning
Hours: 3
Students will be introduced to the history of contemporary urban, rural, and regional planning and how the evolving forms of cities and regions pose opportunities and/or challenges for planners. Students will understand key social, economic, political and technological forces that shape city form and function and its ramification for urban, rural, and regional planning. This course also highlights the critical aspects of population dynamics and the imperatives of environmental sustainability, underscoring their pivotal roles in contemporary planning practices.

CPCB 315 - Public Policy for Public Administration
Hours: 3
This course examines the theories, processes and practices of public policy formulation, implementation and evaluation. Topics include: environment and sustainability issues, energy, social and economic policies, agenda setting, policy formulation, implementation, analysis, and evaluation.

CPCB 365 - Ethics and Legal Issues for Public Administrators
Hours: 3
Familiarization with the fundamental principles of planning law and legislation; legal foundation for the urban planning process; alternative methods of plan implementation; emphasis on legal issues as they impact land use planning and development at the municipal level of government. Consideration of the unique ethical challenges faced by leaders with an emphasis on building ethical competencies while investigating the legal aspects and implications.

CPCB 400 - Finance and Budgeting for City Planning
Hours: 3
This course introduces students to the principles of financial management for public and nonprofit organizations. The public financial management component of the course will cover issues at the federal, state, and local levels of government. Topics will include budgeting, financial reporting, revenue streams, tax equity, establishing a sustainable tax base, and raising capital through capital markets; stakeholder relations, and accountability.

CPCB 410 - Research and Analysis for Public Administration and City Planning
Hours: 3
This course will examine basic concepts and approaches used in the study of public administration. Emphasis will be placed on identifying, locating, and employing resources to assist in understanding public administration at all governmental levels. Attention will also be given to the nature and practice of evaluation in the public and nonprofit sectors and to the basic skills necessary to understand and conduct such evaluations. This course covers collecting, organizing, analyzing, and presenting information.

CPCB 415 - Land Use and Zoning
Hours: 3
This course explores the intricate relationship between the physical and financial dimensions of city planning and development. It delves into critical aspects of land use patterns, zoning regulations and the intersection of design, finance and environmental considerations. Students will gain an understanding of how to create developments that are not only economically viable, but also socially and environmentally responsible.

CPCB 450 - Designing Workplace Cultures and Communities
Hours: 3
This course focuses on the personnel structures, techniques, and challenges associated with managing personnel in government and nonprofit organizations. Students will explore the ideas necessary for leading a diverse workforce successfully. Emphasis will be placed on organizational performance and client/community engagement in order to maximize the public value of nonprofit organizations. In light of efforts to foster inclusion and representation, students will learn about recruiting staff and volunteers and strategically composing board memberships. Topics will include organizational goal setting, program management/evaluation, community awareness/advocacy, and decision-making through collaborative models.

CPCB 480 - Crisis Management for Public Administration
Hours: 3
This innovative course bridges the disciplines of crisis management and city planning, providing a dynamic exploration of how urban and rural environments can be effectively prepared for, managed during, and rebuilt after crises. With an ever-growing global population and increasing urbanization, cities face a myriad of challenges, including natural disasters, pandemics, and security threats. This course equips students with knowledge and skills to navigate these challenges by integrating crisis management principles into the urban planning process.

CPCB 499 - Capstone: Designing Innovative Cities
Hours: 3
Introduces and applies fundamental planning concepts, theories and models to real-life urban and rural city planning challenges. This course will cover project management methodology and tools to successfully manage large-scale projects. Students will learn how to meet project goals on time and within the allocated budget. The course will cover how to effectively engage stakeholders to maximize project success. Topics may also include risk management, oversight, problem-solving, and government procurement and contracting. Students will also consider their career and educational plans after graduation, and gain tools to prepare them for a successful job search.

GSCB 100 - CBE - Orientation
Hours: 0

GSCB 301 - Pathways, Purpose, Exploration and Career
Hours: 3
Students will explore the changing future of work and their place in it. Planning for academic success and future career opportunities will be discussed. Students will also learn about personal leadership, reflecting on their own strengths and abilities, and will draw upon perceptions from others to construct their own understanding of leadership.

GSCB 402 - Innovative Design for Problem Solving
Hours: 3
Students will be oriented to address the following questions: what problem in the world do I want to be part of the solution to, and how am I, myself, a problem to be solved? In this course, students will research a problem related to their aspiring career interests. Students will also learn to overcome obstacles that may limit a growth mindset personally and professionally. Prerequisites: GSCB 301 (can be taken concurrently).

GSCB 404 - Leveraging Diversity in Design and Leadership
Hours: 3
Changing demographics and globalization patterns shape the context of employment trends and necessitate an innovative leader that is culturally competent and aware of their own biases. In this course, students will explore their future career plans and analyze their capacity to work in a diverse environment and with diverse co-workers. Implications of this for leadership will be discussed.

GSCB 405 - Capstone: Designing Your Future as an Innovative Leader
Hours: 3
This course provides an opportunity to reflect on what has been learned about life design, career development, the future of work, and leadership in all previous courses in the BGS program. Students will apply this learning to demonstrate mastery in the program learning outcomes of written/oral communication, career management, integrative learning, critical thinking/problem solving, and leadership. Prerequisites: GSCB 301 and GSCB 402 with grades of B or better. GSCB 404 (can also be taken concurrently).

GSCB 491 - H Ind Honors Readings
Hours: 3
Individual Honors Readings. Three semester hours.

HRCB 100 - CBE - Orientation
Hours: 0

HRCB 301 - Principles of Human Resource Development
Hours: 3
This course provides an overview of the discipline and field of human resource development; focus is on how individuals and groups learn and interact with organizations including motivation, group dynamics, systems theory, organizational culture, and learning and change. The course also incorporates an overview of the domains within the field: training, organizational development, career development and performance management techniques.

HRCB 310 - Training, Recruitment and Staffing
Hours: 3
This course covers the selection, staffing methods and practices in organization, including evaluation of the impact of selection on individual and organizational performance. Topics such as labor market trends, job analysis, recruitment, interviewing, psychological testing, HR selection, decision making, retention management and labor relations are discussed.

HRCB 311 - Compensation and Benefits
Hours: 3
The design and management of organizational compensation and benefits programs, including the strategic role of rewards in individual and organization performance. Topics discussed include: wage and salary administration in public and private organizations; determinants of general wage and salary levels and structures; total compensation systems, interrelationship among employee performance, intrinsic and extrinsic rewards, perceived equitable payments, and employee satisfaction.

HRCB 315 - Dynamics of Organizational Behavior: People, Process, and Performance
Hours: 3
This course provides a comprehensive exploration of organizational behavior within the context of human resources development. The course utilizes theories and concepts to offer a multifaceted understanding of workplace dynamics. Through case studies and applied projects, students will develop critical thinking skills and practical strategies for navigating the complexities of modern organizations. Special emphasis will be placed on the role of human resources professionals in shaping organizational behavior and fostering positive work environments. Prerequisite HRCB 301.

HRCB 400 - Training and Development
Hours: 3
This course provides practical and theoretical approaches to the role of learning, as well as training and development of employees in an organization. Provides an overview of the process of planning, designing and implementing training and development in a variety of settings. Students will apply an evidence-based approach for evaluating and managing quality training programs in organizations.

HRCB 410 - Ethics and Legal Issues in Human Resource Development
Hours: 3
Overview of labor law, rights of employers and unions in organizing and bargaining, grievance processing, arbitration, and collective bargaining strategy and tactics. Explore employer-employee relationships, regulation of discriminatory practices in employment (i.e., Title VII, the 1964 Civil Rights Act, and other statues) regulation of the employment environment, and testing and evaluation of employee job performance. Reviews the role of HR in advising others, but also presents ethical issues faced by HR professionals.

HRCB 411 - Conflict Management & Resolution
Hours: 3
This course is an introduction to the principles and methods of negotiation and conflict resolution that come about due to interpersonal and inter-group conflict. Explores the major theories, models, and concepts of bargaining and negotiation and introduces the topics of mediation and alternative dispute resolution.

HRCB 420 - Fostering Inclusive Workplaces: Diversity and Equity in Human Resources
Hours: 3
This comprehensive course explores the critical role of diversity, equity, and inclusion (DEI) in modern organizations, with a specific focus on human resources management. Students will examine both visible diversity characteristics (such as race, gender, age, and ethnicity) and invisible diversity attributes (including functional background, religious beliefs, sexual orientation, and educational background) to understand their impact on workplace dynamics and organizational outcomes. This course will equip students with the knowledge and skills necessary to foster inclusive workplaces, leverage diversity for productive outcomes, and navigate the complex landscape of DEI in human resources management. Prerequisites HRCB 301, HRCB 310, HRCB 410.

HRCB 450 - Career Development, Coaching and Mentorship
Hours: 3
This course covers topics on evolving career development theories. Focus will be placed on skills training, coaching and mentoring, leadership training and motivational techniques for employees at all stages of their career.

HRCB 499 - Capstone
Hours: 3
An integrated perspective of the opportunities and challenges in human resource development. Special consideration on adult learning and the integration of technology into training efforts. Students will have the opportunity to integrate their knowledge of their Applied Major courses to propose interventions for organizations through practical applications as final preparation for entering the workforce.

HSCB 100 - CBE - Orientation
Hours: 0

HSCB 200 - Health Care Reimbursement Systems
Hours: 3
In this course, students will become familiar with common medical billing practices, the health insurance industry, legal and regulatory issues and differences in reimbursement methodologies. The student will learn principles of medical billing related to proper claim form preparation, submission and payment processing.

HSCB 201 - Electronic Health Records
Hours: 3
This course serves as an introduction to Electronic Health Record (EHR) systems. The course covers the background and history, and issues and barriers to system adoption and health information technology. Students are exposed to various types of EHR systems to help them understand the strengths and weaknesses of the various EHR systems.

HSCB 280 - Special Populations
Hours: 3
Attention will be paid to the unique challenges to our nation's health and health care systems by a range of special populations, including: veterans, elderly, those with substance-abuse problems or disabilities, and others.

HSCB 300 - Introduction to the U.S. Healthcare System
Hours: 3
This course is an introduction to the structure, operation and financing of the American healthcare system. It examines the major industry participants, how health care services are allocated and financed, the factors that influence the cost and quality of care, and opposing positions on the future of healthcare reform. An overview of epidemiological trends that impact patients and create emerging challenges for the U.S. Healthcare system will also be examined.

HSCB 301 - Inter-professional Communication
Hours: 3
The goal of this course is to prepare students with the knowledge, skills and attitudes necessary for collaborative inter-professional practice. Students will be encouraged to learn about, from and with other health care professions to enable effective teamwork and improved health outcomes.

HSCB 320 - Financial Issues in Health Services
Hours: 3
Presents a broad overview of healthcare finance and focuses on tasks that are essential to the operational management of healthcare services, including estimating costs and profits, planning and budgeting, analyzing new equipment purchases, using metrics ot monitor operations and working with financial statements.

HSCB 321 - Health Informatics
Hours: 3
This course presents the knowledge, infrastructure, functions and tools of health informatics. Students will become familiar with the core concepts and issues confronting managers in the health sector associated with planning, implementation and evaluation of information systems. The course exposes students to the practice of mapping and interpreting health information.

HSCB 380 - Culture, Inequalities and Social Justice in Health
Hours: 3
This course exposes students to social justice challenges associated with race, ethnicity, social class, gender, migration status, and culture; all of which ultimately affect human health and create health disparities. Students will be introduced to the concept of health equity and a broad overview of health disparities

HSCB 430 - Quality Management and Performance Improvement
Hours: 3
This course gives students a broad based understanding of quality principles, management systems, place present day quality systems and initiatives in historical context, and manage and modify quality systems to maintain customer focus. Explores key roles in healthcare organizations as well as project planning and execution, managing change, personnel management and ethics in healthcare environments.

HSCB 431 - Critical Incident Management in Health Services
Hours: 3
Decision making, incident command, EOC operations, coordination and service delivery strategies will also be discussed. Students will apply these skills to develop leadership strategies to handle public relations scenarios in a range of health-related situations.

HSCB 440 - Health Policy and Advocacy
Hours: 3
This course examines major strands of U.S. health policy. Detailed discussion are given to the relationship of national policy to the planning, implementation and funding of health care services. Development planning, political advocacy and networking are all discussed..

HSCB 441 - Healthcare Ethics & Legal Issues for Leaders
Hours: 3
This interdisciplinary course will explore interconnections among ethics, law and health care by examining legal-medical ethics cases, legal rules and ethical principles. Controversial issues such as access to health care, patient's rights, disorders of consciousness and organ transplantation will also be discussed. Attention will also be given to the role of ethics consultants and ethics committees.

HSCB 499 - Health Services Administration Capstone
Hours: 3
This course is designed to demonstrate a student's mastery of the discipline and ability to apply knowledge acquired throughout the program to solve a real world problem related to their future health-related career interest.

ORGL 3311 - Foundations of Organizational Leadership
Hours: 3
This course offers an overview of issues related to organizational leadership, including the definition of organizations, theories of leadership, and the characteristics and behaviors of leaders as well as varying contexts under which leaders must perform.

ORGL 3321 - Organizational Communication
Hours: 3
This course focuses on both formal and informal communication within organizations. It also examines how organizations exhibit their organizational climate and culture. This course provides opportunities and tools for students to further develop their communication skills and apply that learning in organizational settings.

ORGL 3322 - Organizational Ethics
Hours: 3
This course provides an examination of ethics in the workplace and the role of organizational leaders in fostering ethical behavior. Case studies, discussion, self-assessment exercises and reading assignments explore the basic frameworks of ethical dealings and moral leadership. Students will demonstrate a competency in critical thinking skills to both identify and remedy ethical issues typically encountered in organizational settings and interactions. Prerequisites: ORGL 3311 or ORGL 3311 concurrent enrollment.

ORGL 3331 - Data Driven Decision Making
Hours: 3
This course examines the role of quantitative data in managerial and entrepreneurial decision-making. The course draws upon quantitative tools and analyses from several disciplines, especially, statistics, economics, accounting, and finance. The course study demonstrates the usefulness of these tools and analyses in providing optimal technical options in decision-making situations. The emphasis of the courses is on the interpretation and translation of data into information for the benefit of internal and external consumers.

ORGL 3332 - Organizational Behavior
Hours: 3
This course examines individual and organizational behaviors, with a focus on understanding intrinsic and extrinsic motivation, leadership styles and their appropriate applications, sources of power and influence tactics used by leaders, and personal attributes that build leadership credibility and trust. Students will apply their knowledge of effective leadership practices to real-world scenarios involving group interactions and performance.

ORGL 4341 - Leadership Theory

Hours: 3

This course focuses on the principles and practice of management in an organizational setting. The course is designed to provide students with the knowledge and skills that can be used to analyze organizational processes and address challenges inherent in managing organizations, operations, and projects. Management theory is applied to practical problems in planning, organizing, leading, and controlling workplace situations and business activities.

ORGL 4342 - Leading Diverse and Inclusive Teams

Hours: 3

This course examines diversity and inclusion at the individual, group, and organizational levels. Students will apply concepts, tools, and strategies to help them promote diversity and inclusion among teams. Topics include leadership efforts to ensure diversity and inclusion efforts across gender, race, ethnicity, socioeconomic class, culture, generations, and others. Course also emphasizes cross-cultural competence for leaders in modern organizations. Students will develop and improve the knowledge and skills needed to lead diverse, inclusive, and multidisciplinary teams in modern organizations.

ORGL 4343 - Leading Change

Hours: 3

This course offers in-depth analysis of prevalent issues related to organizational change. Upon completion of this course, the student will be able to: recognize and describe organizational change in varied organizations, explain and demonstrate behaviors/characteristics to establish credibility and legitimacy as a change agent and recognize the current dynamic social, political, and cultural environment for change and its potential impact on contemporary organizations. Prerequisites: ORGL 3331, ORGL 3332 and ORGL 4341 concurrent enrollment.

ORGL 4344 - The Organization of Public Education

Hours: 3

This course focuses on the organization, structure, and management of the American public school system. The course is designed to provide students with an understanding of the role and function the American public school system and how it has been transformed over time to meet the needs of students. Topics include leadership efforts to ensure diversity and inclusion efforts across gender, ethnicity, socioeconomic class, culture, and identity. Students will create a timeline and analysis of critical issues in public K-12 education. Course will replace ORGL 4342 on ORGL Degree Plan. Prerequisites: ORGL 3331 or Concurrent enrollment in ORGL 3331.

ORGL 4352 - Capstone I

Hours: 3

This course requires an analysis, synthesis, and evaluation of the student's knowledge and skills including academic performance, teamwork experience, and workplace experience. Using current information, technology and resources the student will construct a professional profile. Students use problem-solving skills to analyze, evaluate and recommend an implementation plan addressing an organizational leadership issue or problem. A main factor in evaluating student performance is the input from multiple stakeholders including employers and faculty. Prerequisites: Departmental approval required. ORG 4343 prerequisite or concurrent enrollment.

ORGL 4361 - Capstone II

Hours: 3

This course requires an analysis, synthesis, and evaluation of the student's knowledge and skills including academic performance, teamwork experience, and workplace experience. Using current information, technology and resources the student will construct a professional profile. Students use problem-solving skills to analyze, evaluate and recommend an implementation plan addressing an organizational leadership issue or problem. A main factor in evaluating student performance is the input from multiple stakeholders including employers and faculty. Prerequisites: ORGL 4352 or ORGL 4352 concurrent enrollment.

ORGL 100 - CBE - Orientation

Hours: 0

This course will serve as an orientation for those entering the ORGL program, highlighting the expectations and requirements of the program.

ORGL 145 - Customer Service

Hours: 3

This course will help prepare students for providing customer service in a variety of workplace situations

ORGL 197 - Special Topic

Hours: 1-4

Special Topics. One to four semester hours. Organized class. May be repeated when topics vary.

ORGL 297 - Special Topic

Hours: 1-4

Special Topics. One to four semester hours. Organized class. May be repeated when topics vary.

ORGL 305 - Organizational Behavior
Hours: 3
This course first examines organizational theory and application. Students then explore the business environment through organizational structures and their behavioral characteristics. These include management issues, ethical issues, challenges and effective communication, leadership, power, and management, the design of the organization, the impact of that design, and the impact of an organization's culture. From the knowledge gained from this course, students can confidently address the management issues presented and lead organizations towards success.

ORGL 338 - Talent Leadership in Human Resources
Hours: 3
This course looks at the different roles that the human resource department plays in a company and the skills needed to accomplish the day-to-day activities of HR personnel. Emphasis is placed on the role of HR management in the strategic management process of a company. Processes used by HR departments to recruit talent, train, and conduct performance appraisals are covered. Workplace discrimination, labor laws, and global trends are also examined.

ORGL 389 - Independent Study
Hours: 1-4
Special Topics. One to four semester hours.

ORGL 397 - Special Topic
Hours: 1-4
Special Topics. One to four semester hours. Organized class. May be repeated when topics vary.

ORGL 422 - Project Management for Leaders
Hours: 3
Students will explore a leader's responsibility for conceiving, designing, implementing and managing the organization's overall objectives, culture, and environment as part of the project management process. Within this context, the course primarily focuses on understanding project management, aligning project management with the organization, project management oversight, projects as capital investments, globalization and resources optimization.

ORGL 432 - Environmental Regulation & Compliance
Hours: 3
In this competency course, students will gain an overview of the environmental laws enacted by Congress and of the subsequent environmental regulations established by the EPA (Environmental Protection Agency). Students will also gain an understanding of how to keep abreast of regulatory changes and how to navigate through and locate among the vast maze-like array of regulations those that are specific to an organization.

ORGL 433 - Power & Politics in Organizations
Hours: 3
This competency course explores the sources of power in organizations and the circumstances that lead to its attainment and effective use.

ORGL 434 - Resource Development for Non-Profits
Hours: 3
This competency course will explore important resource development issues facing non-profit organizations including grant writing and fundraising.

ORGL 435 - Leading High Performance Teams
Hours: 3
This competency course explores the necessary skills, techniques and frameworks leaders need to build and effectively lead a high-performance team.

ORGL 440 - Organizational Strategies
Hours: 3
This competency course focuses on the specifics of organizational strategies and provides a framework for formulating successful and adaptive strategies in an increasingly complex world economy.

ORGL 489 - Independent Study
Hours: 1-4
Special Topics. One to four semester hours.

ORGL 497 - Special Topic
Hours: 1-4
Special Topics. One to four semester hours. Organized class. May be repeated when topics vary.

US 397 - Special Topic

Hours: 1-4

In this course, participants will learn to design their lives both personally and professionally. Design Your Life (DYL) is a set of principles that puts YOU in the driver's seat to build a career with purpose and meaning. DYL provides you with the tools and the freedom to understand there are many ways to approach our jobs and futures. The process increases our empathy and resilience so that we can gain rapid momentum towards positive change. And, it empowers us to design creative solutions to "wicked problems" through collaboration, innovation and creativity.

US 497 - Special Topic

Hours: 1-4

In this course, participants will learn to design their lives both personally and professionally. Design Your Life (DYL) is a set of principles that puts YOU in the driver's seat to build a career with purpose and meaning. DYL provides you with the tools and the freedom to understand there are many ways to approach our jobs and futures. The process increases our empathy and resilience so that we can gain rapid momentum towards positive change. And, it empowers us to design creative solutions to "wicked problems" through collaboration, innovation and creativity.