

Eastern Oregon University
College of Business
Course Syllabus

Number of Course: FSA 345

Name of Course: Multiculturalism in Emergency Services

Spring Term 2019

CRN: 93349

Catalog Description:

This course examines how multiculturalism affects every aspect of our society and its impact on the emergency services workforce (police, fire and rescue service, emergency medical service, emergency management, 911, military, and civil emergency services). This course provides an extensive familiarization with communication styles, customs, language and behavioral patterns of various cultures, ethnic groups and other dimensions of diversity. The course addresses cultural competence relevant to emergency services operations and administration. Students taking this class will analyze effective workforce multicultural and diversity strategies in decision making and daily activities as it relates to groups employed by and encountered by emergency services professions.

Credit Hours: 5

Prerequisites: Standing as a sophomore.

Course Attributes: Difference, Power & Discrimination

Instructor:

The course instructor is Aaron T. Olson, M.Ed. His EOU email is aolson@eou.edu and cell phone is 971-409-8135. Website: <http://www.atolson.com>

Time and place of the course: Online

Required Text or Suggested Materials:

The course textbook is Multicultural Law Enforcement: Strategies for Peacekeeping in a Diverse Society, 7th Edition (Copyright 2019), by Robert M. Shusta, Deena R. Levine, and Aaron T. Olson; Copyright by Pearson Education, Inc., ISBN 13: 978-0-13-484918-8. The textbook provides useful information to all emergency services personnel, regardless if the student is employed and/or seeking a career in the criminal justice system or with other emergency service or non-emergency service employers. The textbook may be ordered through the EOU Bookstore link at <http://www.eou.edu/bookstore/> or through Pearson at <https://www.pearson.com/us/higher-education/program/Shusta-Multicultural-Law-Enforcement-Strategies-for-Peacekeeping-in-a-Diverse-Society-7th-Edition/PGM1909324.html?tab=contents> or through other online textbook vendors.

Additional course materials in the form of relevant articles from current trade journals may be provided by the instructor and posted to the EOU Canvas system.

Learning Outcomes: Upon the successful completion of this course, the student will be able to:

1. Describe the dimensions of diversity and workforce issues in emergency services professions.
2. Identify recruitment, retention, and promotion practices in emergency services professions.
3. Use cross-cultural communication for emergency services professionals.
4. Explain the similarities and differences of the following groups: European Americans, Asian Americans, African Americans, Latino/Hispanic Americans, Middle Eastern Americans, and Native Americans.
5. Evaluate Homeland Security for Terrorism and Disaster Preparedness for emergency services professionals.
6. Analyze response strategies for crimes motivated by hate/bias and racial profiling.
7. Appraise response strategies for gangs, the homeless, and the mentally ill.
8. Examine leadership and professionalism for emergency services professionals.
9. Assess social problems and their dynamics within a multicultural context toward emergency services professions and use critical thinking skills for seeking solutions.

Students will demonstrate that these objectives have been mastered through the use of weekly discussions, which includes a YouTube or online viewing recruitment assignment related to their interested field of emergency service; weekly tests; responding to essay questions; and a term paper project.

Instructional Approach:

This course is arranged chronologically and employs a modular design. Each week, students should complete all assignments listed in that week's lesson module. These modules will appear directly on the homepage during the week they are due and also available by clicking "Modules" on the Course Menu. In addition to the Orientation module and Writing Assignment Templates module, there are 10 marked "Modules" in the course.

Due dates for each week's assignments will be listed within the Course Calendar and Course Home Page. Assignments within the modules may direct students to use many of the tools contained in Canvas, including Discussions, Tests/Quizzes, and submission of the essay and term paper assignments.

Activities, Assignments and Assessments:

Course work will include: completing all tasks in each module; reading the assigned textbook chapters, identifying the chapter learning objectives for each module; completing a test after each module (combination multiple choice and true/false test); participating in graded weekly discussions; writing an essay paper from an instructor assigned reading; and completing a term paper research project. More information on the tests; weekly discussions; essay reading assignment; and the research project will be examined in their individual sections of this syllabus.

As a courtesy, your instructor has inserted the chapter PowerPoints to make the learning process more visual friendly and stimulating for students in each module. The power points don't cover all the details and information that the textbook provides. You will still need to read the weekly chapters. When it comes to test time, you will be able to locate the content in the textbook and not in the power points.

Participation Expectations:

Students in this course are encouraged to enter the course at least five times a week to work on the modules, check email, and participate in discussions. Prompt participation in discussions is especially important when other students are expected to reply to other students' postings. Each time you log into the course check for any new announcements, email messages and discussion postings.

Means of Assessment, Grading and Feedback

The course grade will be determined by ten class discussions (20 percent of grade), nine tests (40 percent of grade), one essay reading and writing assignment (10 percent of grade), and one term paper research project (30 percent of grade). Tests will be graded immediately after submission, and discussions/writing assignments will be graded no later than seven days from the due date.

You can access your scores on tests, discussions, and the essay and term paper writing assignments from Canvas for the course. Students desiring feedback on a test, weekly discussion, or any of the writing assignments should email their request to the instructor within seven days of the posted grade date of the specific assignment. The instructor will provide feedback if asked by the student in two business days.

Weekly Discussions Are 20% Of Course Grade:

There are 10 Weekly Discussions and each learning module has its own topic of discussion with instructions and details for the criteria. Discussions are important for promoting and fostering student critical thinking. Each discussion will be graded for content. Discussions which are fully answered with substance will receive the maximum value of points (Possible of 100 Points).

All Discussions have two parts; part one consisting of responding to a question and then part two consisting of commenting on another student's original post. Each part is worth 50 points and answering only one part will result in a letter grade of "F." Incomplete and undeveloped responses will lose points. Each sentence in part two is worth 10 points, so you will need five complete sentences to earn 50 points. Part one is due no later than 11:59 PM, on Thursday evenings. Part two is due no later than 11:59 PM, on Sunday evenings.

It is recommended students write their individual posts in a word document or another word processing program. Check for spelling, grammar, punctuation and sentence flow. Save the file to your computer before posting both parts in Canvas. After posting, you can view your posting in Canvas and make changes if needed. It is the student's individual responsibility to make sure

their discussions are posted and to archive their own copy.

As your instructor, I will provide information in your Weekly Discussions, which will help you in this course, but will also assist you in your interested field of emergency services or current employment (police, fire and rescue service, emergency medical service, emergency management, 911, military, and civil emergency services). Ultimately, the Weekly Discussions are an opportunity for all of us to talk, comment, ask questions, and provide opinions.

The Weekly Discussions Topics are:

1. Introduce Yourself
2. Multicultural Respect and Courtesy
3. YouTube or Online Search of Recruitment for your profession
4. Cross-Cultural Communication
5. European Americans and Asian/Pacific Americans
6. African Americans and Latino/Hispanic Americans
7. Arab/Middle Eastern Americans and Native Americans
8. Gangs, Victims of Human Trafficking, the Homeless, and the Mentally Ill
9. Hate/Bias Crimes
10. What Actions Will You Take?

Weekly Tests Are 40% Of Course Grade:

There are nine tests and they all have scheduled times and dates reflected in Canvas. The tests are generated from the learning objectives and all content from each chapter reading assignment. A test will be offered at the end of each learning module and will consist of a combination of multiple choice and true/false questions. Tests will vary in number: between 20 to 25 questions and each test has a maximum value of points (Possible of 100 Points).

Students are allowed one hour to complete the tests and the use of their textbook will be permitted. Students must complete the individual tests by themselves and are not allowed to receive assistance from another person. Further, saving or making a copy of any portion of the tests is strictly prohibited. Unless indicated otherwise, tests will be available from Mondays through Sundays in Canvas.

Chapter Reading Assignments by Modules:

- 1 Chapter 1 Multicultural Communities: Challenges for Law Enforcement and Chapter 2 The Changing Law Enforcement Agency: A Microcosm of Society
- 2 Chapter 3 Multicultural Representation in Law Enforcement: Recruitment, Retention, and Promotion
- 3 Chapter 4 Cross-Cultural Communication for Law Enforcement
- 4 Chapter 5 Law Enforcement Contact with Asian/Pacific Americans and Section of Europeans in Chapter 1

- 5 Chapter 6 Law Enforcement Contact with African Americans and Chapter 7 Law Enforcement Contact with Latino/Hispanic Americans
- 6 Chapter 8 Law Enforcement Contact with Arab Americans and Other Middle Eastern Groups and Chapter 9 Law Enforcement Contact with Native Americans
- 7 Chapter 10 Law Enforcement Contact with Gangs, Victims of Human Trafficking, the Homeless, and the Mentally Ill
- 8 Chapter 11 Hate/Bias Crimes
- 9 Chapter 12 Racial Profiling

Typing Your Writing Assignments:

Both writing assignments should be double spaced on a word document or PDF. The typeface should be Times New Roman, 12pt, one-inch margins and each page should be numbered. Include your name, the assignment, course and term on the front page. Captions are expected to be used throughout your paper. Captions are headings that break up the sections of your paper. Underneath the captions are your paragraphs of that topic. To see the use of captions, refer to our textbook and each chapter, which uses captions for the content and paragraphs listed underneath each caption. Regarding paragraphs, each paragraph should consist of a minimum of five sentences. Also, as you probably noticed, captions are used throughout this syllabus.

To assist students, the FEMA Essay Template and the Interview and Research Paper Template are located in the Writing Assignment Templates Module.

Submitting Your Writing Assignments:

To submit your writing assignments, click on "FEMA Reading and Essay Paper" or "Term Paper." Upload your paper as an attachment or file (word document or PDF) and send.

Outside Reading and Essay Writing Assignment Is 10% of Course Grade:

Read FEMA's *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action*, (FDOC 104-008-1/December 2011) which is contained in Canvas for this course.

Describe how the emergency services agency of your choosing (police, fire and rescue service, emergency medical service, emergency management, 911, military, and civil emergency services) can plan for and assist in a disaster response to each individual group listed below in your local community. Identify your community and indicate what is unique about each group in your community. There are 10 groups and you are expected to provide at least one paragraph (five sentences) for each group with examples to support your statements. Each group should be listed as a caption with your response underneath; each group is worth 10 points (Possible of 100 points). The 10 groups are:

1. **Grocery Stores**
2. **Hardware Stores**

3. **Gas Stations**
4. **Neighborhoods**
5. **Schools**
6. **Homeless**
7. **New Immigrants**
8. **Hospitals**
9. **Nursing Homes**
10. **Religious Organizations**

To help you with this assignment, I would suggest you approach this as an employee or volunteer in the fire and rescue service, law enforcement, emergency medical service, emergency management, 911, military, civil emergency services, a journalist, or even as a concerned citizen. If you are unfamiliar with some of these groups, it may be prudent for you to research the uniqueness of the group in your community. Keep in mind, there are more than 10 groups in a real-world scenario; however, for this assignment we will limit it to these 10 groups.

The essay assignment is due on the fourth Monday of the course, no later than 11:59 PM. Five bonus points will be added to early papers that are submitted on or before the third Monday of the course. The length of the paper should be between four to six pages; not to exceed six pages.

Term Paper Interview and Research Writing Assignment Is 30% Of Course Grade:

You will be expected to notify your instructor in the “Term Paper Comments” of the Orientation Module before the end of the second week of the term and select an appropriate multicultural and emergency services problem/challenge that you will conduct research on for your term paper project. Emergency services includes: police, fire and rescue service, emergency medical service, emergency management, 911, military, and civil emergency services. If possible, identify at least one agency that you will use as a resource for your interviews and research. You can use more than one agency if you choose. Your instructor will respond to your post and ask follow-up questions as needed, to facilitate your success on this project. It is important you communicate with your instructor in this process.

The term paper topic must relate to one multicultural problem or challenge from any of the dimensions of diversity (primary or secondary) in the United States that involves one or more of the multiple professions in the emergency services. The dimensions of diversity are found in our textbook, pages 29 through 31. The multicultural problem or challenge can involve either employee workforce matters or specific community issues, the emergency services serves. Students are expected to identify an existing problem/challenge facing an emergency services agency and describe who, what, when, where, how, and the why details. Students are encouraged to explore the emergency services agency of their choosing at the city, county, state or federal level to complete this term paper assignment (Possible of 100 points).

Interview and Research Paper Requirements = Possible of 100 points:

Your interview and research paper will have six major areas and listed in the table below are the six captions that are required in your paper with your interview and research information. The point value for each area/caption is reflected where applicable.

Introduction of Multicultural Problem/Challenge:

Students are expected to identify an existing problem/challenge from any of the dimensions of diversity (primary or secondary) facing an emergency services agency. Be specific in listing the dimension or dimensions of diversity, and describe the who, what, when, where, how, and the why details. There is a two-paragraph minimum. = 10 points.

Personal Interviews:

To acquire perspective, students are required to conduct two personal interviews from an employee in the emergency services about the multicultural problem or challenge topic. Students need to list each person's name, title, organization and date of the interview and cite the person in the Reference page. The interview can be in person or over the telephone. Students have full discretion in their choice of questions for obtaining the information they need for their two interviews. Each personal interview should be at least two paragraphs and is worth 10 points, $2 \times 10 = 20$ points.

Research Sources:

Students are required to use at least three research sources. The sources can include, but not limited to books, magazines, newspapers, journals, manuals, electronic sources, internet, U.S. Census Bureau or other government websites, etc. Wikipedia is not an acceptable academic source. If the multicultural problem or challenge deals with a recent incident involving a court decision, court settlement or has received significant media attention; students must still meet the three research sources criteria; and not rely only on one source. All research sources must be cited within each paragraph and also on the Reference page. Each research source should be at least one paragraph and is worth 10 points, $3 \times 10 = 30$ points.

Recommendations:

Along with describing the problem, it is essential that students use their own critical thinking skills for recommending solutions to the problem or challenge that are ethical, legal, and practical. Four recommendations are expected; each recommendation should be numbered; one paragraph minimum for each recommendation; and each recommendation is worth 8 points, $4 \times 8 = 32$ points.

Conclusion:

Should be a minimum of one paragraph. = 8 points.

References:

A reference page is required which should include your two personal interviews and all your research sources.

Cite All Sources in Your Term Paper:

To avoid plagiarism, it is essential that all sources in your paper have in-text citations in your sentences and paragraphs for all quotations and even when you paraphrase the source. The rule is if you obtained your information from a source, you must cite them in your sentences and paragraphs. All term papers are subject to quality control checks for plagiarism, authorship and source authenticity. Students are expected to use the APA format throughout their paper and have a Reference page. Due to the short length of this term paper, an Abstract page is not

required.

The length of the paper should be between 10 to 12 pages; not to exceed 12 pages. The title page and reference page are included in the page count.

Due Date of Term Paper:

The term paper assignment is due on Monday of week 10, no later than 11:59 PM. Five bonus points will be added to early papers that are submitted on or before Monday of week nine.

Writing Resources:

Students should review the following links for assistance in their writing assignments.

The APA resource link is <http://www.wou.edu/provost/library/instruct/citations/apa/>

The student writing assistance link is <http://www.eou.edu/writing-center/>

The EOU library link is <http://library.eou.edu/>

Rubric for Writing Assignment Composition:

The two writing assignments will be graded to the university's writing standards for composition and content. There will be a quarter of one point subtracted for individual misspelled words and composition errors (e.g. grammar and punctuation) in each writing assignment. The same amount of points will be deducted for the omission of formatting requirements (e.g. double spacing, page numbers, name, captions, one-inch margins, etc.) in the writing assignments. Papers that lack the minimal page count are subject to having points deducted. Further, one point will be deducted for each page that is over the maximum length for each writing assignment.

Checklist for Assignments:

The purpose of this checklist is to assist all students in their learning experience so they may be able to maximize the amount of points for all four assignments in this course. The four assignments are the weekly discussions, weekly quizzes/tests, essay paper, and term paper interview and research project. It is recommended students read the syllabus for this course and then go through each section on this checklist and check off the steps and questions that are applicable to the assignments for each week. The value of this checklist is the benefit it serves to all students before and after they submit their assignments for evaluation and assessment. The Checklist for Assignments is contained in Canvas for this course.

Communication Guidelines:

All EOU faculty and students are expected to use EOU email for official communications. I will be checking email daily on weekdays. Email sent on weekdays will be answered within 24 hours. Email sent over the weekend will be answered the following Monday, unless it is a school holiday. As part of the communication process, students are expected to check their emails and respond to the instructor's inquiries also.

If your question or comment would be of interest to other students, please post it in the “Public Discussions” area of the Discussion Board. This way other participants can help answer questions, and all participants will benefit from the answers. Refer to the information on "netiquette" in the introductory module for guidelines governing the content of written communications. The “Public Discussions” area of the Discussion Board is optional and for the benefit of all students who want to have a general discussion on any current event or other topic related to this class. The “Public Discussions” is not a forum for bashing any cultural group or emergency services profession or using any offensive/hate speech. Postings in this area do not excuse students from the Weekly Discussion assignments. Again, individual inquiries to the instructor should be handled by email.

The “Term Paper Comments” and “FEMA Essay Comments” sections of the Discussion Board are for the benefit of all students. Students should take advantage of these two sections as often as needed.

Grading Policies:

Overall grades will be determined as follows:

A = 92-100, A- = 90-91, B + = 88-89, B = 82-87, B- = 80-81, C+ = 78-79,
C = 72-77, C- = 70-71. D+ = 68-69, D = 62-67, D- = 60-61, F = 59 and below.

The course grade will be determined by nine tests (40 percent of grade), one essay writing assignment (10 percent of grade), one term paper research project (30 percent of grade), and ten weekly discussions (20 percent of grade). Students who complete the course evaluation near the end of the term will earn extra credit to benefit their overall course grade.

Late Work, Make-up Policy and Extra Credit:

The following course policy applies to late work, makeup work and extra credit.

- 1 All assignments must be completed on time in order to earn full credit.
- 2 There are no provisions to make-up more than one missed Weekly Discussion due to it involving student interaction and feedback. Late part one postings after Wednesday are subject to having five points deducted each day, they are late. All late part one and part two postings after Sunday will not be accepted.
- 3 Make-up quizzes/tests are only allowed for legitimate reasons that prevents a student from taking the online test for the period of time the quiz/test was offered. Students need to notify the instructor within 48 hours if they missed the test.
- 4 Late writing assignments are subject to having five points deducted for each day they are past the deadline; and must be received as an email attachment to the instructor, no later than 11:59 PM, Monday on week 11 of the term. Papers will not be accepted after this deadline unless arrangements are made between the instructor and student for an "Incomplete."
- 5 Please advise the instructor as soon as possible of extraordinary circumstances preventing a timely submission of all coursework.
- 6 There will be one opportunity to earn extra credit before the term is finished. Students who complete the EOU Course Evaluation near the end of the term will earn extra credit to benefit their course grade.

Incompletes:

Students must make the request to their instructor by email, and the instructor will award a grade of “Incomplete” when students are unable to complete the term paper assignment. If the student then completes the work in the required time frame, the instructor will be responsible for contacting EOU with the new grade information.

NOTE: Students, who fail to successfully complete the required coursework within the timeframe allowed, will automatically have the “Incomplete” changed to a final grade of “F.”

General Education Category and Outcomes: None

University Writing Requirement Outcomes: None

Academic Misconduct Policy: Eastern Oregon University places a high value upon the integrity of its student scholars. Violations of the Academic Honesty Code include but are not limited to cheating; unauthorized collaboration; fabrication; facilitation; plagiarism; or tampering. Any student found responsible for an act of academic misconduct may be subject to have his or her grade reduced in the course in question, being placed on probation or suspended from the University, or a combination of these. (Please see the Student Handbook online at <https://www.eou.edu/student-affairs/student-handbook/>). Regarding action, the EOU 2016 Student Handbook reads:

The faculty member is required to file a Report of Academic Dishonesty to the Student Conduct Program Administrator about any student who allegedly violates the Academic Honesty Code. Prior to taking any actions or sanctions allowed under the provisions of the Academic Honesty Code, the faculty member must discuss the suspected code violation with the student. The instructor may elect to permit the student to re-submit the assignment, give a grade of zero for the assignment and/or request a student hearing. The instructor may also assign a grade of “F” for the course after discussion with the respective College Dean or his/her designee. Students may appeal the course grade by following the EOU Grievance Procedures found in the online student handbook at <https://www.eou.edu/student-affairs/student-handbook/>

Statement on Student Rights and Responsibilities: I respect your opinion and I expect you to respect the diverse opinions of your fellow students and myself. It is important that we have a student-centered and hostile-free learning environment in this online classroom to foster academic development. Our behavior in this online course has equal importance in the workforce and to our communities. We should always strive to be considerate and courteous in our emails, discussions, and verbal and nonverbal communication.

You should be knowledgeable of the Eastern Oregon University Student Handbook. Violations of the Student Conduct Policy will not be tolerated and are subject to school sanctions. Documentation and record of the behavior will be noted, and corrective action will be taken.

Accommodations/Students with Disabilities Policy: Any student who feels he or she may need an accommodation for any type of disability, please contact the Disability Services Office in Loso Hall 234; Telephone: 541-962-3081 or by Email: disabsvc@eou.edu

Week	Readings	Assignments and Exams	Due Dates
Week 1 Mon thru Sun	Chapter 1	Complete Modules 1a and 1b. Post Discussion 1: Introduce Yourself. Course Intro Quiz covers Module 1a and 1b.	Part 1 of Discussion 1 is due by Thursday; Course Intro Quiz and Part 2 of Discussion 1 are due by Sunday.
Week 2 Mon thru Sun	Chapter 2	Test 1 Online covers Chapters 1 and 2. Begin Module 2 after completing the test. Post both parts of Discussion 2: Respect and Courtesy.	Part 1 of Discussion 2 is due by Thursday; Test 1 and Part 2 of Discussion 2 are due by Sunday. Post the multicultural topic of your interview and research paper by Sunday.
Week 3 Mon thru Sun	Chapter 3	Test 2 Online covers Chapter 3. Begin Module 3 after completing the test. Post both parts of Discussion 3: YouTube Online Search.	Part 1 of Discussion 3 is due by Thursday; Test 2 and Part 2 of Discussion 3 are due by Sunday.
Week 4 Mon thru Sun	Chapter 4	Submit FEMA Essay Writing Assignment Test 3 covers Chapter 4. Begin Module 4 after completing the test. Post both parts of Discussion 4: Cross-Cultural Communication.	FEMA Essay Writing Assignment is due on Monday, 4-22. Part 1 of Discussion 4 is due by Thursday; Test 3 and Part 2 of Discussion 4 are due by Sunday.
Week 5 Mon thru Sun	Chapters 5 and sections of Chapter 1	Test 4 Online covers Chapter 5. Begin Module 5 after completing the test. Post both parts of Discussion 5: European Americans and Asian/Pacific Americans.	Part 1 of Discussion 5 is due by Thursday; Test 4 and Part 2 of Discussion 5 are due by Sunday.
Week 6 Mon thru Sun	Chapters 6 and 7	Test 5 Online covers Chapters 6 and 7. Begin Module 6 after completing the test. Post both parts of Discussion 6: African Americans and Latino/Hispanic Americans.	Part 1 of Discussion 6 is due by Thursday; Test 5 and Part 2 of Discussion 6 are due by Sunday.
Week 7 Mon thru Sun	Chapters 8 and 9	Test 6 Online covers Chapter 8 and 9. Begin Module 7 after completing the test. Post both parts of Discussion 7: Arab/Middle Eastern Americans and Native Americans.	Part 1 of Discussion 7 is due by Thursday; Test 6 and Part 2 of Discussion 7 are due

			by Sunday.
Week 8 Mon thru Sun	Chapter 10	Test 7 Online covers Chapter 10. Begin Module 8 after completing the test. Post both parts of Discussion 8: Gangs, Victims of Human Trafficking, the Homeless, and the Mentally Ill.	Part 1 of Discussion 8 is due by Thursday; Test 7 and Part 2 of Discussion 8 are due by Sunday.
Week 9 Mon thru Sun	Chapter 11	Test 8 Online covers Chapter 11. Begin Module 9 after completing the test. Post both parts of Discussion 9: Hate/Bias Crimes.	Part 1 of Discussion 9 is due by Thursday; Test 8 and Part 2 of Discussion 9 are due by Sunday.
Week 10 Mon thru Sun	Chapter 12	Term Paper is due on Monday. Test 9 Online covers Chapter 12. Post both parts of Discussion 10: What Actions Will You Take? Course Evaluation is available for extra credit.	Term paper is due on Monday, 6-3. Part 1 of Discussion 10 is due by Thursday; Test 9 and Part 2 of Discussion 10 are due by Sunday. Deadline for completing the Course Evaluation for Extra Credit is Sunday.
Week 11 Mon thru Sun	None	No new assignments.	All late coursework is due by Monday 6-10.

Syllabus Prepared By: Aaron T. Olson, M.Ed., Fire Service Administration Department

Date: Updated on March 22, 2019

Course Outline: Multiculturalism in Emergency Services