COLLEGE OF ARTS AND SCIENCES

Public Policy Institute
JACKSONVILLE UNIVERSITY

MASTER IN PUBLIC POLICY GRADUATE STUDENT HANDBOOK

November 2021
Version

Table of Contents

Master in Public Policy (MPP) Mission Statement 3
Public Policy Institute Core Values 3
Master in Public Policy Faculty & Staff 4
Public Policy Institute Board of Advisors 5
Master in Public Policy Minority Fellowship Board of Advisors 6
Student Honor Code 7
Master in Public Policy (MPP) Admission 8
Executive Master in Public Policy (EMPP) Admission 9
Scholarships and Financial Aid 10
- Merit-Based Scholarships 10
  - JU Public Policy Institute Scholarship 10

Master in Public Policy Minority Fellowship and Scholarship Fund 10
- Admission 10
- Application and Deadline 10

- Public Service Scholarship & Tuition Reimbursement Program 10
  - Eligibility Requirements 11

- Federal Student Aid & Assistance 11

Master in Public Policy Curriculum 12
- MPP Curriculum 12
- EMPP Curriculum 13
- Dual Degree Programs 13
  - Master in Public Policy–Juris Doctor (MPP-JD) 14
  - Master in Public Policy–Master in Business Administration (MPP-MBA) 15
  - Master in Public Policy–Master in Marine Science (MPP-MMS) 16

Course Descriptions and Registration 17
- Course Descriptions 17
- Classroom Speaker Series 21
  - MPP Classroom Speaker Series: PPOL 513 Law and Public Policy 21
  - MPP Classroom Speaker Series: PPOL 661 Introduction to Public Administration

Internship and Capstone Planning 22
- Internship Program 22
- Capstone Policy Project 23

Appendix I: Internship Questionnaire 24

Appendix II: Internship Request For Waiver 25
Appendix III: Capstone Overview and Administration 26
Appendix IV: Capstone Intensive Guidelines 31
Appendix V: Capstone Questionnaire 32
Appendix VI: Assessment Feedback Form 33
Appendix VII: Campus Information 35
Appendix VIII: Campus Map 36
Appendix IX: Student Services 37

Master in Public Policy Mission Statement

The Master in Public Policy (MPP) program at Jacksonville University seeks to educate, train, and prepare a new generation of future leaders, managers, and policy analysts for the public, private and non-profit sectors. The MPP program seeks to prepare students from undergraduate school, public employees, veterans, mid-career professionals, and minority applicants for diverse career opportunities and public service. The interdisciplinary courses, internships, capstone, guest policy lectures, and Institute events featuring national, state and local policymakers are all designed to prepare MPP graduates with the values, knowledge, skills, and experience to work, serve, and lead in the public, private, and non-profit sectors.

Public Policy Institute Core Values

Civility, integrity, accountability, courage, and stewardship are the core values of the Jacksonville University Public Policy Institute and an essential part of the MPP curriculum. The following is a brief description of the Institute's core values:

Integrity – Integrity is fundamental to good leadership. It includes honesty and truthfulness, but also good character. It means having a strong moral compass and doing the right thing because it is the right thing.

Civility – Civility involves treating everyone with respect and dignity. It includes politeness, courtesy, and tolerance for other points of view. Civility rejects personal disparagement.

Accountability – As former Jacksonville Mayor Ed Austin was fond of saying, shared responsibility means no one is responsible. Accountability means taking personal responsibility and holding public institutions and servants accountable to those they serve.

Courage – Courage is a defining characteristic of great leaders. It includes the willingness to confront extreme difficulty, challenges, and potential loss. It often involves significant risk and potential for personal criticism and failure. It requires perseverance, determination, and conviction.

Stewardship – The notion of service to the community before self is fundamental to MPP core values. Stewardship is taking care of something entrusted to you for the benefit of others. It includes the responsibility to manage as trustees for the future. The Institute seeks prepare MPP graduates as stewards for the future of Jacksonville, the state, and the nation.

Master in Public Policy Faculty & Staff

Name	Role	Email	Phone Number *Area code 904*
Stephen Baker, Ph.D.	Adjunct Lecturer of Political Science	sbaker@ju.edu	
J. Rody Borg, Ph.D.	Professor of Economics	rborg@ju.edu	256-7464
Trey Csar, MPP	Adjunct Lecturer in Education Policy	fcsar@ju.edu	
Sandra Dean	Resource Professor of Business Communications	Sdean5@ju.edu	256-7436
Julius Demps, Ph.D.	Associate Professor of Management	jdemps@ju.edu	256-7924
Marcel Dulay, Ph.D.	Adjunct Lecturer in Public Policy	marcel.dulay@gmail.com	
Katie Griggs, Esq.	MPP Program Manager	kgriggs2@ju.edu	256-7452
Erich Freiberger, Ph.D.	Professor of Philosophy	efreibe@ju.edu	256-7115
Annmarie Kent-Willette, Ph.D.	Professor of Communication	awillet@ju.edu	256-7396
Mr. Paul McCormick	Guest Lecturer in Campaign Strategy	cpirish623@gmail.com	982-9026
Will Miller, Ph.D	Executive Director of Institutional Analytics, Effectiveness, and Strategic Planning	Wmiller5@ju.edu	256-7030
Charles Moreland, Ed.D.	Adjunct Lecturer in Public Administration	cmorela@ju.edu	
Richard A. Mullaney, Esq.	Director, Public Policy Institute; Lecturer in Law and Public Policy	rmullan1@ju.edu	256-7342
Ray Oldakowski, Ph.D.	Professor of Geography	roldako@ju.edu	256-7669
Michael Pomante, Ph.D.	Assistant Professor of Political Science	mpomant@ju.edu	256-7221
Matthew Reiber, Esq.	Adjunct Lecturer in Tax Law and Policy	mreiber@ju.edu	
Quinton White, Ph.D.	Executive Director, Marine Science Research Institute; Professor of Marine Science	qwhite@ju.edu	256-7766

Public Policy Institute Board of Advisors

Fernando Acosta-Rua	President & Chief Executive Officer, Pet Paradise
The Honorable Jason Altmire	Author; Former Sr. Vice President of Public Policy for Florida Blue and U.S. Congressman, Fourth Congressional District of Pennsylvania
Giselle Carson, Esquire	Shareholder, Marks Gray, P.A.
Gary Chartrand	Executive Chairman, Acosta, Inc.
Robert M. Clements	Chairman and Chief Executive Officer, Covius
Yank Coble, MD	Former Emeritus Professor of Global Health and Medical Diplomacy, UNF
The Honorable Ander Crenshaw	Former U.S. Congressman, Fourth Congressional District of Florida
Daniel J. Davis	President and Chief Executive Officer, JAX Chamber
Shantel Davis	Vice President Sales, Southeastern US, The Greenbrier Companies
Joseph N. Debs, P.E.	Former Member Board of Directors, RS&H
J.C. "Jay" Demetree	President and Chief Executive Officer, Demetree Brothers, Inc.
G. Ray Driver, Jr., Esquire	Partner, Driver, McAfee, Hawthorne & Diebenow
Fred Franklin, Jr., Esquire	Managing Director of Rogers Towers and Chairman of the firm's Board of Directors
Steven T. Halverson	Chairman, The Haskell Company
Chris Hand, Esquire	Principal, Chris Hand, P.A.
Jane R. Lanier, CFRE	Past President and System Chief Development Officer, St. Vincent's HealthCare Foundation
Steven McInall, P.E., LEED AP BD&C	Public Policy Institute Board of Advisors Alumni Representative; Former Vice President, Energy and Water Planning, JEA
Willard Payne, Jr.	President/Treasurer, Northern Florida Recruiting & Consulting Services, Inc.
The Honorable John Peyton	President, GATE Petroleum Company
C. Daniel Rice	President and Chief Executive Officer, Mayport Venture Partners, LLC
Richard L. Sisisky	President, The Shircliff & Sisisky Company
David Strickland	Retired Vice Chairman, Everbank
William H. Walton, III	Co-Founder and Managing Member, Rockpoint Group, LLC
Michael J. Ward	Former Chairman and CEO of CSX Corporation
Nina Waters	President, The Community Foundation for Northeast Florida
Chuck Wodehouse	Retired President, CSX Technology, Inc.

Master in Public Policy Minority Fellowship Board of Advisors

Cynthia B. Chomiak	Founder & Chief Executive Officer, Educated Decisions LLC
Dr. Barbara Darby	Campus President (Retired), Florida State College at Jacksonville
Nathaniel P. Ford, Sr.	Chief Executive Officer, Jacksonville Transportation Authority
Dr. Nathaniel Glover, Jr.	Former President of Edward Waters College; Former Sheriff, Jacksonville Sheriff's Office
Mark L. Griffin	Pastor & Chief Executive Officer, Wayman Ministries
Matthew Kane	Owner, Greenshades Software, Inc.; Jacksonville University Trustee
Dawn Lockhart	Director of Strategic Partnerships, City of Jacksonville
Dr. Charles E. Moreland	Director of Community Affairs, City of Jacksonville
Charles J.O. Wodehouse	President (Retired), CSX Technology, Inc.; Senior Vice President (Retired), CSX Transportation; former Jacksonville University Trustee

Student Honor Code

All students must sign an honor code form, which states they understand and agree to conform to this concept of honor. It is required that every student practice academic and personal honesty.

To underscore the importance of truth, honesty and accountability, students, faculty and staff of the Jacksonville University Public Policy Institute must adhere to the following honor code:

I will act with civility, treating everyone with respect and dignity;

I will act with integrity, which includes honesty and truthfulness. I do not lie, cheat, steal or tolerate those who do;

I will be accountable for my acts, taking personal responsibility for my actions;

I will act with courage, confronting difficulty and potential loss. I will act with perseverance, determination and conviction; and

I will place service above self and act as a steward for the community.

I, _____, have read the above stated honor code and with my signature here affirm that I understand and agree to conform with this concept of honor.

_____
Signature

_____
Print Name

_____
Date

Master in Public Policy (MPP) Admission

Applications for the MPP program are accepted until April 1st of each year, with a priority deadline of February 15th for scholarship consideration. Admissions decisions are provided on a rolling basis.

Admissions requirements for the MPP include:

- A $50 nonrefundable application fee.
- A bachelor's degree from a regionally accredited institution.
- A completed graduate admission application form.
- Five required documents:
    - Transcripts – An official transcript and a copy of the transcript from the applicant's undergraduate degree granting institution and an official transcript for all academic work beyond secondary school, including graduate work, study abroad, and community college courses.
    - Two letters of recommendation.
    - Resume or Curriculum Vitae
    - Official Graduate Record Examination (GRE), Graduate Management Admission Test (GMAT), or Law School Admission Test (LSAT) score report.
    - Essay – Statement of Purpose (required) – The Statement of Purpose is a concise essay (750 – 1,000) words on the applicant's academic and career goals, why the applicant is applying to the MPP program. Optional Statement (not required) – the JU PPI admissions committee welcomes additional information that an applicant may wish the committee to consider. This optional essay can address the applicant's personal background, work experience, etc. It is recommended that the optional statement be limited to 1,000 words. There is no penalty for not submitting this statement.
- All applications and transcripts of undergraduate as well as graduate work must be on file in the Office of Graduate Admission prior to acceptance.
- Admission to graduate study is granted on an individual basis upon review of the applicant's entire academic record and the applicant may be asked to have a personal interview with the director of the MPP program.
- In addition to the program admission requirements, all international student applicants must meet the JU admissions requirements as outlined under "International Students." Further, all international students are required to present GRE, GMAT, or LSAT scores.
- Any exceptions to the preceding requirements must be approved by the Director of the MPP program.

All application materials should be mailed to:
Graduate Admissions
Jacksonville University
2800 University Boulevard North
Jacksonville, FL 32211-3394

Veterans Applications – Jacksonville University welcomes applications from veterans to the MPP program. The EMPP program fully qualifies for the financial benefits available to veterans or their dependents.

Admission to Candidacy – A student may be admitted to candidacy for the MPP degree only if all admission materials have been filed with the Office of Graduate Admission.

Transfer Credit – A maximum of six (6) semester hours or 10 quarter hours of graduate academic credit may be transferred from an accredited academic institution. The credit must be in courses similar in content and rigor to Jacksonville University's MPP Program, and the grade must be at least a "B." To be eligible for transfer credit, the student must submit a transcript and catalog description of the course(s) to the Director of the Public Policy Institute. All courses submitted for transfer credit consideration must have been taken within five years of beginning the MPP program. Any work transferred to Jacksonville University will be entered on the JU transcript as hours earned only and will not be used in computation of the grade point average.

NOTE:

- MPP Applicants with a Juris Doctor (JD) – Six academic credits are awarded toward the MPP degree for MPP applicants with a Juris Doctor degree who meet the following requirements: (1) have obtained a JD from an ABA accredited laws school, (2) have passed a state bar examination, and (3) have practiced law for a minimum of five years. These applicants will receive six academic credits toward the 48 credits required for the MPP degree at JU.
- MPP Applicants with a Master in Business Administration (MBA) – Six academic credits are awarded toward the MPP degree for MPP applicants with an MBA who meet the following requirements: (1) have obtained a MBA from an accredited business school, and (2) subsequently have at least five years of work experience. These applicants will receive six academic credits toward the 48 credits for the MPP degree at JU.

Executive Master in Public Policy (EMPP) Admission

Applications for the EMPP program are accepted until April 1st of each year, with a priority deadline of February 15th for scholarship consideration. Admissions decisions are provided on a rolling basis.

Admissions requirements for the EMPP include:

- A $50 nonrefundable application fee.
- A bachelor's degree from a regionally accredited institution.
- A completed graduate admission application form.
- Four required documents:
    - Transcripts – An official transcript and a copy of the transcript from the applicant's undergraduate degree granting institution and an official transcript for all academic work beyond secondary school, including graduate work, study abroad, and community college courses.
    - Two letters of recommendation.
    - Resume or Curriculum Vitae demonstrating a minimum seven years of work experience, at least five of which are in an administrative, professional, managerial, or leadership capacity.
    - Essay – Statement of Purpose (required) – The Statement of Purpose is a concise essay (750 – 1,000) words on the applicant's academic and career goals, why the applicant is applying to the EMPP program. Optional Statement (not required) – the JU PPI admissions committee welcomes additional information that an applicant may wish the committee to consider. This optional essay can address the applicant's personal background, work experience, etc. It is recommended that the optional statement be limited to 1,000 words. There is no penalty for not submitting this statement.
- All applications and transcripts of undergraduate as well as graduate work must be on file in the Office of Graduate Admission prior to acceptance.
- Admission to graduate study is granted on an individual basis upon review of the applicant's entire academic record and the applicant may be asked to have a personal interview with the director of the EMPP program.
- In addition to the program admission requirements, all international student applicants must meet the JU admissions requirements as outlined under "International Students." Further, all international students are required to present GRE, GMAT, or LSAT scores.
- Any exceptions to the preceding requirements must be approved by the Director of the EMPP program.

All application materials should be mailed to:
Graduate Admissions
Jacksonville University
2800 University Boulevard North
Jacksonville, FL 32211-3394

Veterans Applications – Jacksonville University welcomes applications from veterans to the EMPP program. The EMPP program fully qualifies for the financial benefits available to veterans or their dependents.

Admission to Candidacy – A student may be admitted to candidacy for the EMPP degree only if all admission materials have been filed with the Office of Graduate Admission.

Scholarships and Financial Aid

The Master in Public Policy and Executive Master in Public Policy degrees at Jacksonville University are some of the most affordable programs of their kind in the nation. Tuition is approximately $19,200 for full-time students (8 courses) during the 2021-22 academic year, or $800 per credit hour. Merit-based and need-based assistance are available to qualifying JU MPP students. All financial assistance is administered by the Jacksonville University Office of Student Financial Assistance.

Merit-Based Scholarships

Merit-based scholarship funds have been established for qualifying JU MPP and EMPP students. Awards are based on the overall candidate application, including grades, test scores (if applicable), resume, letters of recommendation and essay.

JU Public Policy Institute Scholarship (JU PPI Scholarship)

All JU MPP applicants are eligible for a JU PPI scholarship. Applicants are evaluated for merit scholarship during the admissions review process.

Master in Public Policy Minority Fellowship and Scholarship Fund

The purpose of the Jacksonville University Master in Public Policy Minority Fellowship and Scholarship Fund is to educate, train, and prepare a new generation of leadership for North Florida.

Admission

Candidates who would like to be considered for the Master in Public Policy Minority Fellowship and Scholarship Fund should complete the MPP application and be admitted to the MPP or EMPP program. Additionally, Fellowship and Scholarship Fund candidates are to submit a separate essay about their leadership and community commitment in Jacksonville and an additional letter of recommendation discussing the individual's potential leadership role in North Florida. If awarded, recipients agree to remain and work in Jacksonville for three years following graduation.

Two full MPP Minority Fellowship recipients are selected each year. The full MPP Minority Fellowship includes a full tuition scholarship for the duration of the program; internship placement with the City of Jacksonville, in partnership with the Mayor's Office; networking and access to all PPI events; and mentorship opportunities.

Application and Deadline

For consideration in the Fellowship awards, applications, including all supporting documents, are due in April each year.

Public Service Merit Scholarship and Tuition Reimbursement Program

The Jacksonville University Public Policy Institute is pleased to partner with the City of Jacksonville (COJ), JEA, Jacksonville Sheriff's Office (JSO), Jacksonville Transportation Authority (JTA), and St. Johns County to create an opportunity for public sector employees obtaining their MPP or EMPP degree.

The Public Service Merit Scholarship and Tuition Reimbursement Program combines a merit scholarship from the Public Policy Institute for qualified applicants and the public employer's tuition reimbursement program.

Eligibility Requirements

- Employed by COJ, JEA, JSO, JTA, or St. Johns County;

- Undergraduate degree from a regionally accredited school, preferably including coursework in economics and statistics;
- Application and admission to the MPP or EMPP program at Jacksonville University; and
- Employer approval to use the tuition reimbursement program. Please contact your Human Resources Department for tuition reimbursement eligibility.

Federal Student Aid & Assistance

By filing a FAFSA (Free Application for Federal Student Aid), prospective students may qualify for the Federal Direct Loan Program. The Federal Director Loans have both need-based and non-need based eligibility options. For more information visit https://studentaid.ed.gov/sa/fafsa or contact Associate Director of Financial Aid, Melissa Mack at mmack@ju.edu or (904) 256-7061.

Master in Public Policy Curriculum

The Jacksonville University Public Policy Institute offers a traditional Master in Public Policy (MPP), an Executive Master in Public Policy (EMPP), and three dual-degree programs. The MPP, EMPP, and dual-degree programs may be completed on a full time or part time basis. The EMPP is typically a part time degree program.

MPP Curriculum

Full-time students can anticipate completing the MPP in two years, taking four courses per fall and spring semester, and interning during the summer. Working students, mid-career professionals, Teach For America Corp Members, public sector employees and others who wish to continue working or teaching while attaining the MPP degree can enroll part-time in evening or daytime classes. The internship requirement may be waived for students with qualifying work experience. Part time students can anticipate completing the MPP degree in three years by taking classes over summer semesters.

Core Courses (27 Credits)

- PPOL 501 Microeconomics for Public Policy (3 credits)
- PPOL 502 Public Finance (3 credits)
- PPOL 511 Political Institutions, Processes and Public Policy (3 credits)
- PPOL 512 Ethics and Public Policy (3 credits)
- PPOL 513 Law and Public Policy (3 credits)
- PPOL 521 Statistics and Research Methods in Public Policy (3 credits)
- PPOL 541 Public Policy Analysis and Evaluation (3 credits)
- PPOL 555 Leading Organizations (3 credits)
- PPOL 610/MGT 610 Strategic Human Resource Management (3 credits); **OR**
  PPOL 611/MGT 620 Responsible Leadership (3 credits); **OR**
  PPOL 612/MGT 630 Teamwork and Organizational Change (3 credits)

Summer Internship (3 Credits)

- PPOL 590 JU PPI Internship

Elective Courses (12 Credits)

- Four additional courses of PPOL 600

Capstone Project (6 Credits)

- PPOL 695 Client Policy Project I (3 credits) and PPOL 696 Client Policy Project II (3 credits); **OR**
  PPOL 697 Capstone Research Policy Thesis I (3 credits) **AND** PPOL 698 Capstone Research Policy Thesis II (3 credits); **OR**
  PPOL 699 Capstone Intensive (6 credits)

Executive Master in Public Policy (EMPP) Curriculum

The Jacksonville University Executive Master in Public Policy (EMPP) is a 39 credit hour program for mid-career professionals. EMPP students can anticipate completing the degree in two years including summer semesters. The EMPP includes core courses, a Capstone Policy Project, and elective courses. EMPP students are required to take PPOL 661 Introduction to Public Administration as one of their elective courses. Admission to the EMPP program requires at least seven years of work experience, and does not require a GRE/GMAT/LSAT exam score.

Core Courses (27 Credits)

- PPOL 501 Microeconomics for Public Policy (3 credits)
- PPOL 502 Public Finance (3 credits)
- PPOL 511 Political Institutions, Processes and Public Policy (3 credits)
- PPOL 512 Ethics and Public Policy (3 credits)
- PPOL 513 Law and Public Policy (3 credits)
- PPOL 521 Statistics and Research Methods in Public Policy (3 credits)
- PPOL 541 Public Policy Analysis and Evaluation (3 credits)
- PPOL 555 Leading Organizations (3 credits)
- PPOL 610/MGT 610 Strategic Human Resource Management (3 credits); **OR**
  PPOL 611/MGT 620 Responsible Leadership (3 credits); **OR**
  PPOL 612/MGT 630 Teamwork and Organizational Change (3 credits)

Elective Courses (6 Credits)

- PPOL 661 Introduction to Public Administration (3 credits)
- Three additional credits of PPOL 600

Capstone Project (6 Credits)

- PPOL 695 Client Policy Project I (3 credits) and PPOL 696 Client Policy Project II (3 credits); **OR**
  PPOL 697 Capstone Research Policy Thesis I (3 credits) **AND** PPOL 698 Capstone Research Policy Thesis II (3 credits); **OR**
  PPOL 699 Capstone Intensive (6 credits)

Dual Degree Programs

Master in Public Policy students have the option to add a dual degree. Jacksonville University offers the only MPP dual degree programs in Florida. Dual degrees expand skills, expertise and career opportunities and can be obtained in less time than if the degrees were pursued separately.

The Public Policy Institute offers the following dual degree programs:

- Master in Public Policy-Juris Doctor (MPP-JD)
- Master in Public Policy-Master in Business Administration (MPP-MBA)
- Master in Public Policy-Master in Marine Science (MPP-MMS)

Master in Public Policy – Juris Doctor (MPP-JD) Curriculum

The MPP-JD dual degree program is a four year program in which students receive both a MPP degree and JD degree. In year one, students will complete the entire first year curriculum in the MPP program. Students then enroll in any ABA accredited law school to fulfill the elective requirements of the MPP degree. The Institute will accept up to 12 credit hours of JD coursework. To receive credit, the student must (1) complete the first year MPP core curriculum and internship, (2) matriculate to an ABA accredited law school, (3) remain in good standing at both Jacksonville University and the law school, (4) complete remaining MPP coursework while enrolled in law school, and (5) complete remaining JD coursework.

Core Courses (27 Credits)

- PPOL 501 Microeconomics for Public Policy (3 credits)
- PPOL 502 Public Finance (3 credits)
- PPOL 511 Political Institutions, Processes and Public Policy (3 credits)
- PPOL 512 Ethics and Public Policy (3 credits)
- PPOL 513 Law and Public Policy (3 credits)
- PPOL 521 Statistics and Research Methods in Public Policy (3 credits)
- PPOL 541 Public Policy Analysis and Evaluation (3 credits)
- PPOL 555 Leading Organizations (3 credits)
- PPOL 610/MGT 610 Strategic Human Resource Management (3 credits); **OR**
  PPOL 611/MGT 620 Responsible Leadership (3 credits); **OR**
  PPOL 612/MGT 630 Teamwork and Organizational Change (3 credits)

Summer Internship (3 Credits)

- PPOL 590 JU PPI Internship

Capstone Project (6 Credits)

- PPOL 695 Client Policy Project I (3 credits) and PPOL 696 Client Policy Project II (3 credits); **OR**
  PPOL 697 Capstone Research Policy Thesis I (3 credits) **AND** PPOL 698 Capstone Research Policy Thesis II (3 credits); **OR**
  PPOL 699 Capstone Intensive (6 credits)

JD credits are determined by the law school.

Master in Public Policy – Master in Business Administration (MPP-MBA) Curriculum

The MPP-MBA dual degree program is a 63 credit hour, three year program with year one in either the MPP or MBA program. In year two, courses will be taken in the other program, and year three will have a mix of policy and business courses. The MPP program will accept 12 credit hours of MBA coursework, and the MBA program will accept 12 credit hours of MPP coursework.

Core Courses (27 Credits)

- PPOL 501 Microeconomics for Public Policy (3 credits)
- PPOL 502 Public Finance (3 credits)
- PPOL 511 Political Institutions, Processes and Public Policy (3 credits)
- PPOL 512 Ethics and Public Policy (3 credits)
- PPOL 513 Law and Public Policy (3 credits)
- PPOL 521 Statistics and Research Methods in Public Policy (3 credits)
- PPOL 541 Public Policy Analysis and Evaluation (3 credits)
- PPOL 555 Leading Organizations (3 credits)
- PPOL 610/MGT 610 Strategic Human Resource Management (3 credits); **OR**
  PPOL 611/MGT 620 Responsible Leadership (3 credits); **OR**
  PPOL 612/MGT 630 Teamwork and Organizational Change (3 credits)

Summer Internship (3 Credits)

- PPOL 590 JU PPI Internship

Capstone Project (6 Credits)

- PPOL 695 Client Policy Project I (3 credits) and PPOL 696 Client Policy Project II (3 credits); **OR**
  PPOL 697 Capstone Research Policy Thesis I (3 credits) **AND** PPOL 698 Capstone Research Policy Thesis II (3 credits); **OR**
  PPOL 699 Capstone Intensive (6 credits)

MBA courses are determined by the Davis College of Business.

Master in Public Policy – Master in Marine Science (MPP-MMS) Curriculum

The MPP-MMS dual degree program is a 60 credit hour, three year program. In the first year, students complete the MPP core coursework. In year two, students complete the MMS core coursework, and year three is a combination of policy and marine science courses. The MPP program will accept 12 credit hours of MMS coursework, and the MMS program will accept 6 credit hours of MPP coursework.

Core Courses (27 Credits)

- PPOL 501 Microeconomics for Public Policy (3 credits)
- PPOL 502 Public Finance (3 credits)
- PPOL 511 Political Institutions, Processes and Public Policy (3 credits)
- PPOL 512 Ethics and Public Policy (3 credits)
- PPOL 513 Law and Public Policy (3 credits)
- PPOL 521 Statistics and Research Methods in Public Policy (3 credits)
- PPOL 541 Public Policy Analysis and Evaluation (3 credits)
- PPOL 555 Leading Organizations (3 credits)
- PPOL 610/MGT 610 Strategic Human Resource Management (3 credits); **OR**
  PPOL 611/MGT 620 Responsible Leadership (3 credits); **OR**
  PPOL 612/MGT 630 Teamwork and Organizational Change (3 credits)

Summer Internship (3 Credits)

- PPOL 590 JU PPI Internship

Capstone Project (6 Credits)

- PPOL 695 Client Policy Project I (3 credits) and PPOL 696 Client Policy Project II (3 credits); **OR**
  PPOL 697 Capstone Research Policy Thesis I (3 credits) **AND** PPOL 698 Capstone Research Policy Thesis II (3 credits); **OR**
  PPOL 699 Capstone Intensive (6 credits)

MMS courses are determined by the Marine Science Research Institute.

Course Descriptions & Registration

Course Descriptions

PPOL 501: MICROECONOMICS FOR PUBLIC POLICY
This course reviews microeconomic theory and explains its applications to public policy. It emphasizes the role of economic analysis tools, such as cost-benefit analysis, in decision-making.

PPOL 502: PUBLIC FINANCE
Prerequisite: PPOL 501. This course examines the relationships between revenues and government spending with an emphasis on the theoretical basis for various types of taxes, subsidies, and related government policies. It also discusses the efficacy of commonly used practices and procedures and considers possible alternatives.

PPOL 511: POLITICAL INSTITUTIONS, PROCESSES AND PUBLIC POLICY
This course is an introduction to the political environment — the institutions and processes — that shape public policy. The basic legal context is defined by the Constitution with its articulation of separation of powers and federal structure of government. The political context involves the roles of public opinion, media, think tanks, political parties and interest groups. All these institutions interact with each other as the legislative and executive branches of government identify problem areas, articulate alternative solutions, adopt a policy through negotiations, bureaucratic routines are developed to implement and evaluate it, and the courts may review it.

PPOL 512: ETHICS AND PUBLIC POLICY
This course will explore the relation between the individual and the state in ethical and political thought, so that students can better understand the ethical and political context of policy choices. After briefly considering ancient reflections on the close connection between ethics and politics we then proceed to consider modern social contract theory and its various critics in an attempt to arrive at a richer understanding of the ethical and conceptual articulations of the foundation of modern liberal democracy. Throughout we will consider the challenges that these theories pose for conceiving the proper role of public policy.

PPOL 513: LAW AND PUBLIC POLICY.
This course examines the relationship between law and public policy, with an emphasis on local government law and policy. Students are also introduced to the basics of reading judicial opinions, the role of the courts, and sources of law. The legal authority and public policy consequences of City and County governance, including city-county consolidation, special districts, constitutional officers, boards, commissions and quasi-public bodies, are covered in the course. Related topics include federalism, separation of powers, and home rule. Substantive local government law and public policy issues are also covered, including collective bargaining and public pensions, municipal tort liability, procurement, operating and capital budgets, sunshine law, public records, and ethics.

PPOL 521: STATISTICS AND RESEARCH METHODS IN PUBLIC POLICY
This course covers various types of data, empirical analysis, and introduces students to data analysis, strategies of data collection and principles for critically evaluating data collected by others. Topics include measurement reliability and validity, questionnaire design, sampling, research design and ethics, as well as descriptive statistics and hypothesis test techniques.

PPOL 541: PUBLIC POLICY ANALYSIS
Prerequisite: PPOL 521. This course introduces a suite of basic principles and approaches (qualitative and quantitative) to understand policy problems, analyze policy outcomes, and suggest recommendations for policy makers. The goal is to prepare students to evaluate the performance of a variety of policy instruments such as regulations, subsidies, taxes, and markets. Topics such as the environment, transportation, and education will be used to illustrate the application of course elements.

PPOL 555: LEADING ORGANIZATIONS
Cross list MGT 550. Designed to help leaders build strategic, organizational and individual insights. Topics will address traditional and contemporary issues related to developing and motivating people and teams. Emphasis will be placed on building skill sets in designing and articulating a mission and vision in order to create and sustain high-performing organizations. Focus will be on the dynamic examination of managerial and leadership concepts of human behavior as they apply to individuals, groups and organizations. Credit cannot be awarded for both PPOL 550 and MGT 550.

PPOL 590: JU PPI INTERNSHIP
JU MPP students are required to complete a summer internship following the first year of MPP courses. An extensive network of agencies and organizations – public, private and non-profit – has been developed by JU PPI to host JU MPP interns. A written report is required by MPP students at the completion of the summer internship. During the internship, students are encouraged to identify a client public policy problem, or substantive policy question, for the second year Capstone project.

PPOL 591: INDEPENDENT STUDIES IN PUBLIC POLICY
A study of related public policy topics that is closely supervised by a faculty member. Activities will normally be conducted by students out of the classroom with periodic meetings and evaluation by the faculty member who is mentoring the project.

PPOL 610: STRATEGIC HUMAN RESOURCE MANAGEMENT
Cross list MGT 610. Prerequisite: PPOL 555. Based on the belief that employees are the organization's most important asset, this elective course exposes students to the management application of HR concepts that impact performance at all levels of the organization. Topics addressed in the course may include: legal aspects of HR, selection, training, performance evaluations, employee rights, and the management of diversity.

PPOL 611: RESPONSIBLE LEADERSHIP
Cross list MGT 620. Prerequisite: PPOL 555. The concepts covered in this course include the nature of leadership, a study of leadership styles from classic, current and emerging leadership theories. Emphasis will be placed on the importance of ethics in decision making, leader character and integrity. This course additionally focuses on the links between theory and practice and the use of power and influence as they relate to leadership.

PPOL 612: TEAMWORK AND ORGANIZATIONAL CHANGE
Cross list MGT 630. Prerequisite: PPOL 555. Students are introduced to organization concepts used in the design, development, and transformation of complex organizations. Particular focus will be placed on developing leadership teams capable of creating an optimal organizational structure and develop core processes that achieve strategic objectives and sustain high performance. The course emphasizes the role of the leader as a strategic change architect.

PPOL 618: COMPETING THROUGH INNOVATION & INFORMATION TECHNOLOGY
Cross listed with DSIM 518. Provides an overview of business information technologies and their varied application across the value chain. Emphasis is placed on assessment of current technologies, technology trends and impact on business processes. Additional focus is on frameworks for management and control of IT within the firm and aligning IT strategy with organizational strategy. E-commerce and other effects of the IT-centric virtual marketplace on the firm are addressed. Students obtain an understanding of how business managers can leverage technology to enhance their companies' chances of success in the increasingly competitive global business environment.

PPOL 620: ECONOMICS OF HIGH PERFORMANCE
Cross listed with ECON 520. Prerequisites: ECON 201, ECON 202 and MATH 140 or ECON 509. Designed to introduce MBA students to the application of macro-and microeconomic principles to managerial decision-making in the modern organization. Students discuss ways of directing scarce resources in an efficient manner to attain managerial goals and learn to strategically apply economic ideas, theories, and methodologies to sustain high corporate

performance. Special emphasis is placed on the concepts of corporate responsibility, demand analysis, production and cost determination, pricing and profit analysis, as well as application of computer-based forecasting and model building. Cases and problems are used to understand economic tools and their potential for solving real-world problems.

PPOL 651: SPECIAL TOPICS IN PUBLIC POLICY
A study of selected topics of major interest in Public Policy not covered in other course offerings. Past topics include Writing for Public Policy.

PPOL 652: ADVANCED COMMUNICATIONS
This course explores the importance of strategic communications and effective public policy. A core theme is examining the role communication and media play in shaping public attitudes. Topics include, but are not limited to: crisis communications, public relations, media law, media ethics, speechwriting, persuasion, changing behavior through communication, media and public attitudes, and contemporary communication tools in the digital age.

PPOL 661: INTRODUCTION TO PUBLIC ADMINISTRATION
Rational policy formulation is only part of the public policy process. It is tempered by economic constraints, political realities and personal preferences among the policy elites. Analyses include international, national and state levels of government, as well as the fragmented and multilayered city, county, special district and school district. Revenue forecasting, impact of inflation, taxation, pension funding and user fees will be surveyed as well as recruitment, performance evaluation and labor relations. Public administration is clearly differentiated from administration in the private sector.

PPOL 662: POLITICAL CAMPAIGNS, GOVERNANCE AND PUBLIC POLICY INITIATIVES
Public Policy in the context of political campaigns (at the local, state and federal level), governance and public policy initiatives are examined in this course. The unique demands of political campaigns, and its consequences for public policy positions, and the requirements of effective governance are examined. Case studies of successful public policy initiatives are reviewed, including public initiatives on waterways, land preservation, early literacy, public safety, and infrastructure development.

PPOL 671: EDUCATION AND PUBLIC POLICY
The course engages in an overview of current issues in K-12 education policy at the local, state and federal levels. Students shall develop a broad range of inquiry skills as policies are examined that pursue to adjust and improve the current education system or aim to reform K-12 education through external/market-based approaches. Policy topics will include accountability, school choice, national standards, early childhood education, school finance, teacher recruitment and labor relations, and achievement gaps.

PPOL 681: ORGANIZATION, DELIVERY AND POLICY IN HEALTHCARE
Cross listed with NUR 512. The purpose of this course is to discuss concepts related to healthcare organization and delivery both in the United States and abroad. A major focus of this course will be ecological and socioeconomic determinants of population-based health outcomes. The Nurse's role as an advocate for healthcare policy and educator on health promotion topics will be explored.

PPOL 682: NURSING LEADERSHIP AND THE HEALTHCARE SYSTEM
Cross listed with NUR 532. Students will explore and analyze the role of the nurse leader as it relates to the healthcare system. Included in this analysis is the delivery of safe, effective, and efficient patient care. Topics will include the healthcare environment, federal and state laws/regulations, and oversight of the magnet status journey.

PPOL 683: ETHICS IN CLINICAL PRACTICE
Cross listed with NUR 660. Ethical theories and principles will be analyzed and applied to complex nursing issues.

Students will examine professional values, moral obligations and sound ethical decision making to resolve dilemmas faced in advanced clinical nursing practice.

PPOL 684: LEADERSHIP AND HEALTH POLICY
Cross listed with NUR 670. Sociopolitical and economic trends affecting advanced clinical nursing practice and healthcare policy will be analyzed. Students will apply effective methods to improve health outcomes and quality of care with a special emphasis placed upon reducing health disparities in vulnerable populations. Various leadership theories, applicable to complex healthcare issues will be deconstructed.

PPOL 690: CONTEMPORARY ISSUES IN MARINE SCIENCE
Cross listed with MSC 690. One to six credit lecture and/or laboratory per week. Course will be on selected topics and current issues in marine science. Course can be offered on an as-needed basis for topics not included in the curriculum when faculty availability or opportunities occur. May be repeated for credit when topics change, but no more than six credits count towards degree requirement.

PPOL 691: OCEAN & COASTAL ENVIRONMENTAL LAW
Cross listed with MSC 610. Course will examine a number of emerging ocean and coastal policy issues. Among the policy issues are those relating to oil, gas, and alternative energy facilities and equipment in coastal or ocean waters, the privatization of public waters, the impact of rising sea levels upon ocean beaches and estuarine shorelines, beach nourishment and shoreline protection, development setback lines, the use of ocean outfalls to dispose of wastewater, and the future role of the Coastal Resources Commission. Course will examine these and other emerging policy issues and governing state and federal legal regime.

PPOL 695: CAPSTONE PROJECT: CLIENT POLICY PROJECT I (CPPI)
This course is the first semester of the two semester Client Policy Project. In this course, students, working in small groups with a faculty advisor, work on a substantive, real world policy problem for a client organization. The project requires formulation of the client policy question, research, analysis, organizational skills, substantive policy knowledge, the development of proposed solutions for the client organization, and the initial preparation of a policy research report.

PPOL 696: CAPSTONE PROJECT: CLIENT POLICY PROJECT II (CPPII)
This course is the second semester of the Client Policy Project. CPPII requires demonstrated skills in research, writing, policy analysis and communication. At the end of the semester, students submit a policy research report, and make a formal presentation to faculty, policymakers and the client organization. The report and presentation on the client policy problem includes research, analysis, conclusions and recommended solutions for the client organization.

PPOL 697: CAPSTONE PROJECT: RESEARCH POLICY THESIS I (RPTI)
This course is the first semester of the two semester Research Policy Thesis. In this course, students work individually, with a faculty advisor, on a policy question of their choosing and conduct in depth research, utilize quantitative and statistical data, perform systematic policy analysis, and develop public policy recommendations. RPTI requires the formulation of the policy question, research, quantitative and statistical data, analysis, substantive public policy knowledge, and the initial preparation of the written thesis.

PPOL 698: CAPSTONE PROJECT: RESEARCH POLICY THESIS II (RPTII)
This course is the second semester of the Research Policy Thesis. In RPTII, students finalize an extensive written thesis on the policy question of their choosing. At the end of the semester, students present the written thesis, and make a formal presentation to faculty and policymakers. The presentation of the policy thesis includes an emphasis on quantitative, statistical and economic data and analysis, as well as the formal presentation of research, analysis, conclusions and policy recommendations.

PPOL 699: CAPSTONE INTENSIVE
In this single-semester capstone project, the student, working with a faculty advisor, will work on a policy question or on a real world policy problem for a client organization. Capstone Intensive requires the formulation of a policy question, research, quantitative and statistical data, analysis, and substantive public policy knowledge, and a written thesis or proposal. At the end of the semester, students present the written thesis or proposal and make a formal presentation to faculty and policymakers. The presentation of the thesis or proposal includes an emphasis on quantitative, statistical and economic data and analysis, as well as the formal presentation of research, analysis, conclusions, and public policy recommendations.

Classroom Speaker Series

A major component of the MPP degree programs is the experiential and networking opportunities. Jacksonville University is a leading venue in Florida for public policy education, discussion and debate. This includes conferences, forums, lectures, summits, debates, and a classroom speaker series for MPP students.

MPP Classroom Speaker Series: PPOL 513 Law and Public Policy

In their first semester, students will have the opportunity to engage with classroom speakers in PPOL 513 Law and Public Policy. Speakers include the Chief Judge of the Fourth Judicial Circuit of Florida, State Attorney, the City of Jacksonville General Counsel, City Council President, CEOs of major companies, and other elected officials and industry leaders.

MPP Classroom Speaker Series: PPOL 661 Introduction to Public Administration

Students choosing to take PPOL 661 Introduction to Public Administration elective will have the opportunity to engage with classroom speakers. Speakers include lobbyists, non-profit leaders, elected officials, journalists and editors, attorneys, and executives.

Internship & Capstone Planning

Internship Planning

MPP students are required to intern for one summer. Interns complete a minimum of 20 hours of work per week for 10 weeks.

Month	Activity
October	Network at Institute events Review internship options and requisites
January	Identify internship preferences; submit to MPP Program Manager
February – April	Complete internship application(s) for JU and internship partner(s) Receive internship placement
May	Begin internship
June – July	Meet with MPP Program Manager and Internship Supervisor for mid-point check-in; MPP Program Manager provides Guidelines for Reflection Paper, Supervisor Feedback Form, and Certification of Hours Form.
August	Finish internship; submit Reflection Paper, Supervisor Feedback Form, and Certification of Hours Form to MPP Program Manager.

Capstone Planning

MPP students are required to complete a comprehensive capstone project during their final year.

Month	Activity
Winter Break	Reflect on policy issues from first semester courses
January	Identify area of policy interest
February – March	Identify potential capstone advisor; initiate conversation
April	Complete and submit Capstone Questionnaire to MPP Program Manager
Summer	Begin initial scope development for capstone
Capstone Year	Work closely with capstone advisor to complete project

Internship Program

One of the strengths of the Jacksonville University Public Policy Institute is its extraordinary internship program. Internship is an opportunity for students to apply and grow skills in the real world. All MPP students at JU are required to complete an internship with an Institute Internship Partner, through study abroad, employment with a public or private organization involved in public policymaking, or other work experience related to public policy.

Internships are supervised by the MPP Program Manager and an on-site Internship Supervisor. Students are graded on a Pass/Fail basis, and evaluated in the following areas:

- 70% Written Internship Report;
- 20% Oral Report at Internship Check-In; and
- 10% Internship Supervisor Feedback

The Institute has developed an extensive network of public, private, and non-profit agencies to provide internships to MPP students, including:

Public Sector

- U.S. Department of Homeland Security
- U.S. Congressional Offices for Florida's Fourth and Fifth Districts
- Executive Office of the Governor, State of Florida
- St. Johns River Water Management District (SJRWMD)
- Office of the Mayor, City of Jacksonville
- City Council, City of Jacksonville
- Office of Public Defender, Fourth Judicial Circuit of Florida
- Duval County Public Schools (DCPS)
- JEA
- Jacksonville Port Authority (JAXPORT)
- Jacksonville Transportation Authority (JTA)

Private Sector

- CSX Transportation (Fortune 500 company)
- Holland & Knight
- The Fiorentino Group
- Florida Blue

Non-Profit Sector

- Clay County Chamber of Commerce
- The Community Foundation
- Feeding Northeast Florida (Feeding NEFL)
- Florida Nonprofit Alliance
- Jacksonville Civic Council (JCC)
- Jacksonville Public Education Fund (JPEF)

For more information on internship applications or waivers, visit Appendices I and II.

Capstone Policy Project

In Capstone, students utilize and further develop their analytical and communication skills during their last year in the Master in Public Policy degree program. Working with a faculty advisor, the Capstone Project can help resolve a public policy problem for a client or a policy research question. Students produce an extensive research paper with policy recommendations and present their work to faculty, policymakers and, if applicable, their client.

For more information on Capstone, visit Appendices III – VI.

Appendix I: Internship Questionnaire

Public Policy Institute
JACKSONVILLE UNIVERSITY

INTERNSHIP QUESTIONNAIRE
2021-22

All JU Master in Public Policy (MPP) students must complete an internship. The JU Public Policy Institute (JU PPI) partners with public, private, and non-profit organizations to offer MPP students internships during the summer following completion of first year courses. To place you in the internship that fits your experience and career goals, please complete this form and email it with your current résumé, to kgriggs2@ju.edu.

Student Information

Name: _____ Program Entry Semester: _____

Email: _____ Anticipated Graduation Semester: _____

Phone: _____ Degree Program: EMPP MPP MPP-JD MPP-MSC MPP-MBA

Anticipated Summer Internship Year: 2022 2023 2024

Placement

Rank your preferred internship placement. (1 = most preferred)

1. _____
2. _____
3. _____

If you have arranged an internship with an organization not listed, please provide a description and contact information in Comments. All internships must be approved by JU PPI in advance of the internship.

The MPP Internship requirement can be met through an MPP internship, qualifying clerkship, or qualifying work or professional experience. If you believe you have qualifying experience, you may seek a waiver of the internship requirement by submitting a Request for Internship Waiver to the MPP Program Manager Katie Griggs.

Internship Requirements

- 10 weeks (minimum)
- 20 hours per week (minimum)
- Internship Report (1500 to 2000 words) due no later than 10 days after the end of the internship. Submit via email to MPP Program Manager Katie Griggs (kgriggs2@ju.edu).
- Supervisor Certification
- Supervisor Evaluation

Comments: Please provide any additional pertinent information

Appendix II: Internship Request for Waiver

Public Policy Institute
JACKSONVILLE UNIVERSITY

REQUEST FOR MPP INTERNSHIP WAIVER

All JU Master in Public Policy (MPP) students are required to complete an internship. However, this requirement can be met by a qualifying clerkship, independent study, or professional experience. To request that your previous clerkship, independent study, or professional experience take the place of this requirement, complete this form and email it to kgriggs2@ju.edu.

Student Information

Name: _____ Program Entry Semester: _____

Email: _____ Anticipated Graduation Semester: _____

Phone: _____ Degree Program: MPP EMPP MPP-JD MPP-MSC MPP-MBA

Experience to Meet MPP Internship Requirement

To be eligible for credit or waiver for the JU MPP program, a student must show a minimum 200 hours of work at a qualifying clerkship, independent study or other work experience. Please provide the following information:

Company / Organization Name: _____

Address: _____

Division / Department: _____

Dates Worked: ____/____/_____ to ____/____/_____ Hours Per Week: _____ Hours Total: _____

Supervisor's Name: _____ Email: _____ Phone: _____

Work Description: _____

_____

Documentation

Please submit a summary describing your experience or planned independent study to MPP Program Manager Katie Griggs (kgriggs2@ju.edu). Please include an overview of your work, a description of your duties and responsibilities, and why this work should be considered a replacement for the internship requirement.

Comments

_____

_____

_____

Appendix III: Capstone Overview and Administration

2022-22 Academic Year

The Jacksonville University (JU) Public Policy Institute (Institute) promotes experiential learning and application of analytical concepts in public policy by requiring all Master in Public Policy (MPP) students engage in a six (6) credit hour Capstone Project during the student's last year of study.

This document discusses the academic and administrative components of Capstone, including:

I. Project Qualification
II. Learning Objectives
III. Project Supervision
IV. Papers and Presentations
V. General Timeline
VI. 2020-21 Due Dates
VII. Editorial Guide
VIII. Course Structure
IX. Administration

Project Qualification

A Capstone Project involves research, data collection, analysis, and substantive recommendations for a public policy issue. Public policy issues that are appropriate for Capstone are timely, relevant, and unresolved. The final product is a policy proposal that includes issue identification, research methodology, data collection and analysis, and recommendations, that is narrowly focused to adequately address and analyze the issue in 40 content pages plus footnotes/bibliography and appendices. MPP students complete Capstone Projects under the supervision of an Advisor who is a member of the Jacksonville University faculty, and may also work with a third party client.

Learning Objectives

Through completion of a Capstone Project, MPP students demonstrate core skills in policy analysis, critical thinking, problem solving, oral and written communication, and project management.

Project Supervision

Student

To be eligible to complete a Capstone Project, a student must have completed or be slated to complete all other MPP coursework during the academic year the student engages in Capstone. PPOL 541 Public Policy Analysis must be completed prior to the start of the Capstone Project.

Faculty Supervision

Capstone Projects are supervised by individual JU faculty members, or Capstone Advisors. The Capstone Advisor will oversee the student's progress throughout the Capstone Project and will award a grade at the end of each Capstone Project semester based on the student's work and production of agreed deliverables. Capstone Advisors will collectively serve as the Capstone Advisor Committee to determine annual timeline and other matters as needed.

Review Committee

All Capstone Projects are subject to review by a committee of no fewer than three (3) individuals, including at a minimum the Capstone Advisor, MPP Program Manager, and one additional JU PPI faculty member. Additional Review Committee members may include the JU PPI Director, additional JU PPI faculty members, policymakers, JU PPI Board of Advisors members, and/or client organization representatives.

MPP Program Manager

The MPP Program Manager coordinates all activity related to Capstone, including identifying students who are eligible to complete Capstone and facilitating their collaboration with Capstone Advisors.

Papers and Presentations

Capstone Topic

The Capstone Topic is a single paragraph summary of the student's intended Capstone Project. Its purpose is to facilitate conversation between the student and prospective Capstone Advisors.

Capstone Proposal

The Capstone Proposal is a detailed outline of the student's topic and is submitted in conjunction with a Proposal Presentation. The Capstone Proposal should narrate the research completed, describe the data collection process, and provide initial analysis and preliminary conclusions. Capstone Proposals should be submitted to the Capstone Advisor and MPP Program Manager via email by 5:00 pm the day before the Proposal Presentation.

The Proposal Presentation is a presentation and talk-back session during which students provide an update on their Capstone Project progress to Institute administration, faculty, and students. Conducted in the middle of each fall term, students will give a 10 minute presentation and be prepared for 10 minutes of discussion about the Project. At the end of the presentation, the Capstone Advisor Committee will determine whether adequate progress has been made on the project. Students who have not adequately developed their topic and methodology will be asked to provide an additional presentation at the end of the fall term.

Capstone Preliminary

The Capstone Preliminary is submittal of the first complete draft of the Capstone Project. A successful Capstone Preliminary helps ensure students are on track to complete their Capstone Project in time for Capstone Defense and is required for completion of Capstone II. The Capstone Preliminary should be submitted to the Capstone Advisor and MPP Program Manager via email by 5:00 pm on the due date. *Failure to submit by the deadline will result in an automatic reduction of a half-letter grade.* In extreme circumstances, a student may apply for extension of the deadline; the half-grade reduction will still apply.

Capstone Paper

The Capstone Paper is the student's last formal paper submission for the Capstone Project. The Capstone Paper is to be of publishable quality and no fewer than 40 substantive pages. It should be submitted to the Capstone Advisor and MPP Program Manager via email by 5:00 pm at least one week prior to Capstone Defense.

Capstone Defense

The Capstone Defense is the student's opportunity to showcase their work and achievements through the presentation of their completed Capstone Project. Capstone Defense is attended by members of the Capstone Advisor faculty, Institute Director and MPP Program Manager, and MPP students and alumni. For Capstone Defense, students will give a 30 minute presentation and be prepared for 15 minutes of discussion about the project.

Capstone Presentation

The Capstone Presentation is an honor for top Capstone Projects. Selected Projects will be scheduled for a presentation of work open to the community with special invitation to the Institute's Board of Advisors, Jacksonville University administration, faculty, and students. For Capstone Presentation, students will give a 30 minute presentation and be prepared for 15 minutes of Q&A.

General Timeline (Fall-Spring Capstone)

	Spring Mid	Fall Mid	Fall End	Spring Mid	Spring Final	Spring End
Deliverable Name	Capstone Topic	Capstone Proposal	Capstone Proposal II (as assigned)	Capstone Preliminary	Capstone Defense	Capstone Presentation
Paper Type	Summary	Detailed Outline	Revised Outline	Complete Draft	Final Paper	None
Presentation	None	20 minutes	20 minutes	None	45 minutes	45 minutes
Audience	Prospective Advisors & MPP PM	Advisor & PPI	Advisor & PPI	Advisor & MPP PM	Advisor, PPI	Advisor, PPI, JU, community leaders

---

Editorial Guide

Finalized Capstone Projects will be submitted in both print and electronic format to the Capstone Advisor and the MPP Program Manager and using the following protocols:

1. **Citation**. All Capstone Projects will be cited with adherence to American Psychological Association standards. Information at http://www.apastyle.org/manual/index.aspx.
2. **Format**
    a. Logo. The JU PPI logo will appear on the cover page
    b. Margins. 1 inch
    c. Typeface. Garamond
    d. Font Sizing
        i. Headings 14 Point
        ii. Sub Headings 12 Point Bold
        iii. Text 11 Point
    e. Paragraph spacing. Multiple at 1.08 with 8 point spacing between paragraphs; no spacing between lines of bulleted or numbered lists.
    f. Length. Minimum 40 content pages.
3. **Quality of Writing**
    a. JU PPI Capstone Projects are expected to be written with correct grammar, at publishable quality, and with diligence to full analysis of the topic and scope.
4. **Parts**. All Capstone Projects will include the following component parts:
    a. Cover Page (see example)
        i. Project Name
        ii. Student Name
        iii. Advisor Name
        iv. Date Submitted
        v. Disclaimer "This Capstone Project is submitted in partial fulfillment of the requirements for the degree of Master in Public Policy. This Capstone Project reflects the views of the author

and should not be viewed as representing the views of the Capstone Project's external client, nor those of Jacksonville University or any of its faculty."

vi. Abstract

b. Acknowledgement of advisor, contributors, and mentors
c. Table of Contents
d. Executive Summary
e. Sections, including but not limited to:
    i. Background
    ii. Methodology
    iii. Discussion & Analysis
    iv. Conclusions
    v. Policy Recommendations
f. References & Figures
g. Appendices, as applicable, typically includes one or more of the following:
    i. Lists of Abbreviations, Tables, Charts
    ii. Text of Key References
    iii. Sources
    iv. Interview Transcripts & Surveys

Course Structure

Capstone Projects are registered as either two-semester Client Policy Project or Research Policy Thesis, or a single semester Capstone Intensive. As described in the JU Academic Catalog:

Client Policy Project I. PPOL 695: This course is the first semester of the two semester Client Policy Project. In this course (CPPI), students, working in small groups with a faculty advisor, work on a substantive, real world policy problem for a client organization. The project requires formulation of the client policy question research, analysis, organizational skills, substantive policy knowledge, the development of proposed solutions for the client organization, and the initial preparation of a policy research report.

Client Policy Project II. PPOL 696: This course is the second semester of the Client Policy Project. CPPII requires demonstrated skills in research, writing, policy analysis and communication. At the end of the semester, students submit a policy research report, and make a formal presentation, to faculty, policymakers and the client organization. The report and presentation on the client policy problem includes research, analysis, conclusions and recommended solutions for the client organization.

Research Policy Thesis I. PPOL 697: This course is the first semester of the two semester Research Policy Thesis. In this course (RPTI), students work individually, with a faculty advisor, on a policy question of their choosing and conduct in depth research, utilize quantitative and statistical data, perform systematic policy analysis, and develop public policy recommendations. RPTI requires the formulation of the policy question, research, quantitative and statistical data, analysis, substantive public policy knowledge, and the initial preparation of the written thesis.

Research Policy Thesis II. PPOL 698: This course is the second semester of the Research Policy Thesis. In RPTII, students finalize an extensive written thesis on the policy question of their choosing. At the end of the semester, students present the written thesis, and make a formal presentation, to faculty and policymakers. The presentation of the policy thesis includes an emphasis on quantitative, statistical and economic data and analysis, as well as the formal presentation of research, analysis, conclusions and public policy recommendations.

Capstone Intensive. PPOL 699: In this single-semester capstone project, the student, working with a faculty advisor, will work on a policy question or on a real world policy problem for a client organization. Capstone Intensive requires the formulation of a policy question, research, quantitative and statistical data, analysis, and substantive public

policy knowledge, and a written thesis or proposal. At the end of the semester, students present the written thesis or proposal and make a formal presentation to faculty and policymakers. The presentation of the thesis or proposal includes an emphasis on quantitative, statistical and economic data and analysis, as well as the formal presentation of research, analysis, conclusions, and public policy recommendations.

Administration

1. During the semester immediately preceding the semester the student intends to begin the Capstone Project, the student will complete the following activities to establish student eligibility, project qualification, and faculty supervision:

    a. Establish Eligibility: Meet with one or more MPP faculty members to identify and establish a Capstone Advisor.

    b. Work in collaboration with the Capstone Advisor to begin developing a Capstone Summary.

2. The MPP Program Manager will submit requests through the College of Arts and Sciences for the Registrar to create the appropriate section of Capstone Project I or Capstone Intensive.

3. The MPP Program Manager will register students for the correct section of Capstone based on their degree plans.

4. A student has successfully completed a Capstone Project I course when the Capstone Advisor deems that the parameters established by the Capstone Summary for Capstone Project I have been fulfilled and the student has presented their work to date during Capstone Prospectus and Capstone Proposal.

5. Pending a student's successful completion of a Capstone Project I course, the MPP Program Manager will submit requests through the College of Arts and Sciences for the Registrar to create the appropriate section of Capstone Project II.

6. The student will submit the final written Capstone Project no later than 5:00 pm one week prior to Capstone Defense.

7. The student will participate in Capstone Defense no later than the last regular day of the semester in which the student intends to graduate.

Capstone Projects are administered by the MPP Program Manager Katie Griggs, Esq. under the direction and oversight of Institute Director Richard A. Mullaney, Esq., and Dean of the College of Arts and Sciences Matthew Corrigan, Ph.D. Please email inquiries to kgriggs2@ju.edu.

Appendix V: Capstone Questionnaire

Public Policy Institute
JACKSONVILLE UNIVERSITY

CAPSTONE PROJECT
2022-23

All Master in Public Policy (MPP) students at Jacksonville University must complete a Capstone Project during their final year/semester. To assist with planning, please complete this form and email it to kgriggs2@ju.edu by April 1, 2022.

Student Information

Name: _____ Program Entry Semester: _____

Email: _____ Anticipated Graduation Semester: _____

Phone: _____ Degree Program: MPP EMPP MPP-JD MPP-MSC MPP-MBA

Project Information

Timing

- ☐ Fall-Spring Research Thesis
- ☐ Fall-Spring Client Project
- ☐ Fall Intensive
- ☐ Spring Intensive

Topic _____

Advisor _____

Method _____

Partner _____
With approval by advisor and the Institute, students may partner on Capstone Projects. Please discuss with your intended partner before listing their name.

Client _____
All client work must be approved in advance by the Advisor. If you intend to work with a client organization, please provide a description of your interaction with the client and the work to be performed in the Notes section.

Capstone Requirements

- 6 credits (over one or two semesters)
- Regular meetings with Faculty Advisor who assigns letter grade(s)
- Finished product: 40-50 page policy paper comporting with Institute editorial guide
- Formal presentation of prospectus, proposal, and defense

Notes:

Appendix VI: Assessment Feedback Form

Public Policy Institute
JACKSONVILLE UNIVERSITY

Thank you for reviewing this Public Policy Assessment. To better facilitate and formalize student learning objectives and outcomes, please provide feedback, circling the response or range point that best fits. If a specific assessment section does not apply to your assignment, please indicate "N/A" in the comments for that section. If you have additional comments or inquiries, please email kgriggs2@ju.edu.

Student: _____ Date of Evaluation: ___ / ___ / _____

Evaluator: _____ Course:

_____

Assessment Type: _____

Oral Communication							
Syntax & Mechanics	Skillfully communicates clearly and fluently; virtually error free	5	4	3	2	1	Errors significantly impede meaning
Content	Appropriate, relevant, compelling; illustrates mastery of subject	5	4	3	2	1	Ideas are too simplistic
Organization	Well organized; appropriate use of visual and demonstrative aids	5	4	3	2	1	Poorly presented
Central Message	Compelling, precisely stated, appropriately repeated, memorable, strongly supported	5	4	3	2	1	Can be deduced, but not explicitly stated in the presentation

Comments: _____

_____

_____

_____

Written Communication							
Syntax & Mechanics	Skillfully communicates clearly and fluently; virtually error free	5	4	3	2	1	Errors significantly impede meaning
Content	Appropriate, relevant, compelling; illustrates mastery of subject	5	4	3	2	1	Ideas are too simplistic
Organization	Well organized; appropriate use of visual and demonstrative aids	5	4	3	2	1	Poorly presented
Central Message	Compelling, precisely stated, appropriately repeated, memorable, strongly supported	5	4	3	2	1	Can be deduced, but not explicitly stated in the presentation

Comments:

_____

_____

_____

_____

Research							
Evidence	Credible sources support developing ideas appropriate and relevant to topic	5	4	3	2	1	Sources are unreliable, do not support topic, or are irrelevant
Knowledge, research, views	In-depth information from relevant sources with various points of view	5	4	3	2	1	Presents information from irrelevant sources representing limited points of view
Data	Developed appropriate statistical and quantitative data	5	4	3	2	1	Data nebulous or non-existent

Comments:

_____

_____

_____

_____

Institutional Framework							
Institutional Framework	Identifies and explains the political institutions that make public policy and the non-governmental entities that influence policymaking	5	4	3	2	1	Does not identify or explain the political institutions that make public policy and the non-governmental entities that influence policymaking

Comments:

_____

_____

_____

_____

Public Policy Analysis & Design							
Policy Issue	Addresses a focused, significant public policy issue	5	4	3	2	1	Topic is too general or not a public policy issue
Design & Analysis	Policy analysis is skillfully developed; evidence organized to address policy issue	5	4	3	2	1	Demonstrates misunderstanding of policy analysis; does not analyze a policy issue
Data	Demonstrates a data-driven approach to policy analysis	5	4	3	2	1	Relies on intuitive or colloquial arguments for analysis

Conclusions	Logical extrapolation from the analysis; makes policy recommendation	5	4	3	2	1	No policy recommendation; or ambiguous, unsupportable conclusions from illogical analysis

Comments:

_____

_____

_____

_____

Ethics & Equity

Integrity, Civility, Accountability, Courage, Stewardship	Demonstrates awareness of and concern for issues of ethics and equity as demonstrated in the Institute's Core Values	5	4	3	2	1	Does not address concerns of ethics or equity in policy analysis

Comments:

_____

_____

_____

Appendix VII: Campus Information

Davis College of Business
Built in 2005, the Davis College of Business (DCOB) building is home to undergraduate and graduate programs in Business, Organizational Leadership, and Aviation Management, as well as the Public Policy Institute. The building features large and small conference rooms, tiered-classrooms and Currents Coffee Bistro serving Starbucks coffee.

The River House
The River House is a 5,000-square-foot mecca with interactive flat-screen TVs, indoor craft brew room with food service, wireless technology, conference and meeting rooms, conversation pits, a screen porch, outdoor multi-tiered decks, a fire pit, entertainment stages and more.

Kinne Center
Endowed by Jacksonville University President Emerita Dr. Frances Bartlett Kinne, the Kinne Center houses the Riverview Café, a Starbucks and remodeled café, the campus bookstore, and U.S. Post Office.

Founders and University Council Buildings
The Founders and University Council buildings are two of the original campus structures, featuring large inner garden courts and containing classrooms, computer labs, faculty and administrative offices, and the Advising Center. The Founders building is also home to the Information Technology (IT) center.

Howard Administration Building
The Howard Administration Building contains the offices of the president, chief officers, the registrar, admissions, controller, financial resources, financial aid, career services, and other administrative offices.

Carl S. Swisher Library
The Carl S. Swisher Library overlooks the St. Johns River and provides attractive views of the campus, the river and Jacksonville's downtown skyline. It is a campus information center and provides an array of print, non-print, and electronic online resource. Approximately 700,00 cataloged items in the library's collection include books, ebooks, government documents, journals, newspapers, maps, musical scores, recordings, tapes, CD's, microfilm and fiche, videotapes, slides, and CD-ROMs. Special collection includes rare books, the Delius Collection, the Jacksonville University Archives, the fine arts and audiovisual library, and the library of the Jacksonville Historical Society. The Library provides an active interlibrary lending and borrowing program through courier services and also sends and receives materials electronically for quick delivery.

Davis Student Commons
Serving as a student life center, this facility has space dedicated for student use, including student activities and organizations. Major groups who are housed on the 3rd floor include the Student Government Association, JU 108 (the campus radio station), Dolphin Productions, Fraternity & Sorority Life, Intramural Sports, and Orientation. These groups share the 3rd floor with the offices of Student Life, and Campus Activities. The Student Commons also houses the state of the art Billie Nimnicht Jr. Fitness Center, the Buccaneer Game Room, lounges, meeting rooms, a Market and Chick-fil-A.

Appendix VIII: Campus Map

Appendix IX: Student Services

ATM	A SunTrust ATM is located on the 2nd floor of Davis Student Commons.
Blackboard Online	JU's online scheduling program allows professors to post syllabi, assignments, and announcements. To access Blackboard go to blackboard.ju.edu.
Bookstore	Located on the lower level of the Kinne Center. Online at www.bkstr.com/jacksonvillestore.
Campus Security	Member, Int'l Assoc of Campus Law Enforcement Administrators (IACLEA) and Florida Assoc. of Campus Safety & Security Administrators (FACSSA). Phone: 904-256-7585. Services: safety escorts, battery boosts for motorists, 24/7 campus patrols, parking services & enforcement, university identification cards, access control & management. MPP students are expected to promote campus safety and security and should be familiar with the Annual Security Report and Safety Guide at www.ju.edu.
Dolphin Card (Student ID)	The Dolphin Card is a single, common, and recognizable identification card for people who are affiliated with Jacksonville University. The Dolphin Card is also a debit card that will allow you to use your personal debit account for purchases around campus. Receive your Dolphin Card by visiting Campus Security.
Parking	Parking is free at JU, but all students must obtain a parking pass from Campus Security.
Meal Plans	Meal plans can be purchased at the Finance windows in the Howard Bldg, first floor.
Postal Service	Located on the lower level of the Kinne Center. Services include Stamps, Money Orders, Express Mail, Priority and First Class.
Registration	All MPP students will register online through Web Advisor. Student account must be current in order to register.
Transcript Requests	The Office of the Registrar is located on the first floor of the Howard Administration Building. Call 904-256-7090 or email registrar@ju.edu.
Tuition and Payments	Contact the Controller's Office with questions or to make payments. Howard Administration Building, Second Floor. Call 904-256-7080 or email controlr@ju.edu.
Financial Services	Howard Administration Building, First Floor.
JU Wireless Networks	Public Access: for guests of the University; allows only Internet connection. DolphinNet: for JU Community; provides connection to JU networks including shared drives and printers. Instructions at it.ju.edu.
Student Email	Live.edu. Instructions on it.ju.edu.
Helpdesk	Call (904) 256-7200 or email helpdesk@ju.edu Monday – Thursday 8:30am to 7:00pm