



MEMORANDUM

To: Julio Frenk, President

From: Tomás A. Salerno
Chair, Faculty Senate

Date: April 24, 2019

Subject: Faculty Senate Legislation #2018-71(B) – Establish a New Master of Public Policy (MPP) Degree with Embedded Certificate, Department of Political Science, College of Arts and Sciences

The Faculty Senate, at its April 17, 2019 meeting, voted to unanimously approve the proposal from the College of Arts and Sciences to establish a new Master of Public Policy (MPP) degree with embedded certificate. This degree program has six tracks and an embedded graduate certificate in Public Policy. The detailed proposal is enclosed.

The Faculty Senate does not approve budget concepts, therefore no budget information is included here.


This legislation is now forwarded to you for your action.

TAS/rh

Enclosure

cc: Jeffrey Duerk, Provost and Executive Vice President for Academic Affairs
Leonidas Bachas, Dean, College of Arts and Sciences
Jonathan West, Chair, Department of Political Science
Maryann Tobin, Executive Director, Programs, College of Arts and Sciences

CAPSULE: Faculty Senate Legislation #2018-71(B) – Establish a New Master of Public Policy (MPP) Degree with Embedded Certificate, Department of Political Science, College of Arts and Sciences

APPROVED:  DATE: 5/9/19
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean Leonidas Bachas

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY
(pending any additional approval by the Board of Trustees)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____



Proposal Submission Checklist

Proposals are to be submitted to the Office of Assessment and Accreditation (OAA), if applicable, the Graduate Council (for graduate programs excluding Law and Medical), if applicable, and the Faculty Senate. Refer to the [Procedures for Program Changes](#) document for information on the approvals and notifications needed for program changes and the [Proposal Submissions Specifications](#) document for an explanation of the process and a list of the materials required.

(Please note that change approvals can take 2 semesters to complete.)

FORM INSTRUCTIONS:

1. Save/download the form as a pdf.
2. After completing the information below, print and scan the form.
3. Insert it with the background materials that are specified, in the order listed, and submit to facsen@miami.edu.

Please note: only scanned versions can be accepted.

Include this checklist at the beginning of each proposal.

KEY CONTACT PERSONNEL INFORMATION

First Name

Jonathan

Last Name

West

Proponent's Title

Professor and Chairperson

Department, if applicable

Political Science

School/College

College of Arts & Sciences

E-mail

jwest@miami.edu

Phone

305-284-2500

Title of Proposal

Proposal to Establish a Master of Public Policy (MPP) Degree

(-continue to next page-)

MANDATORY MEMORANDA AND FORMAT

Please check that each item listed below is included in the proposal package of materials, in the ORDER as listed. The applicable title (i.e. Letter of Explanation, Memo from the Dean, etc.) is to precede each section in the materials.

Only proposals conforming to this format will be accepted.

1. This completed checklist.

2. Letter of explanation. (2-3 pages only, double spaced, 12 pt font)

Yes No

If no, explain why:

3. A memo from the dean(s) signifying approval of the faculty of the relevant School(s) / Colleges(s).

Yes No

If no, explain why:

4. A memo that all affected or relevant School / College Council(s) have approved.

Yes No

If no, explain why:

5. A memo from the department chair(s) signifying approval of the faculty of the relevant department(s).

Yes No

If no, explain why:

6. A memo from the Office of Accreditation and Assessment (OAA) if the proposal involves academic programs (degrees, certificates, majors, minors, concentrations, specializations, tracks, etc.) such as new programs, closing programs, or program changes (such as changes in requirements, program length, modality, name, location).

(To be submitted by OAA to the Graduate Council or the Faculty Senate, as appropriate.)

Applicable Not applicable.

If not, explain why:

7. A memo from the Graduate School Dean signifying approval of the Graduate Council (for graduate programs only).

(To be submitted to the Faculty Senate by the Graduate Council.)

Applicable Not applicable.

If not, explain why:

8. Academic Deans Policy Council (ADPC) approval, for interdisciplinary issues and as appropriate. Please consult with the Dean of the Graduate School or the Secretary of the Faculty Senate to check if this is needed.

Yes No

If no, explain why:

This program is completely within the College of Arts & Sciences

9. Additional required documents as listed on the "Proposal Submissions Specifications," i.e. market analysis, budget information, assessment of library collections, etc. as specified.

List additional documents included:

End form.

DEGREE PROPOSAL

Master of Public Policy

Questions about the program should be directed to:

Dr. Jonathan West, Professor
Department of Political Science
#305-284-2500
jwest@miami.edu

Dr. Maryann Tobin, Executive Director of Programs
Dean's Office, College of Arts & Sciences
#305-284-3737
met@miami.edu

Executive Summary:

The Master of Public Policy (MPP) is a new graduate professional degree proposed by the Department of Political Science in the College of Arts & Sciences. In contrast to our existing Master of Public Administration (MPA) degree, the MPP degree has a deeper focus on the development and effects of public policy, the use of quantitative analysis, the role of economic factors in public-decision making, resource allocation, and decision modeling. Building on the successful curriculum of our online and on campus MPA program, adding the MPP degree to the Department of Political Science's catalog will continue to propel us into the ranks of preeminence among peer institutions that also offer both MPA and MPP degrees. A successful MPP program will require collaboration between the Department of Political Science, other disciplines with a stake in public policy, and the College of Arts and Sciences to ensure that we best utilize our current resources, draw on the existing strengths of the university and its faculty, and strategically add faculty to develop a MPP program fitting for a hemispheric university.

UNIVERSITY OF MIAMI
COLLEGE of
ARTS & SCIENCES



Office of the Dean

1252 Memorial Drive
Ashe Building, Suite 227
Coral Gables, Florida 33146

Phone: 305-284-4117
Fax: 305-284-5637
as.miami.edu

To: Tomas Salerno
Chair, Faculty Senate

From: Leonidas Bachas
Dean, College of Arts and Sciences

A handwritten signature in blue ink, appearing to read 'L. Bachas'.

Subject: New Degree Program:
Master of Public Policy

Date: February 5, 2019

Dear Tom,

I am writing to express my full support of the proposal for a new Master of Public Policy (MPP) degree. On February 4, 2019, the faculty of the College of Arts and Sciences unanimously voted in favor of this new degree program, offered by the Department of Political Science, which we believe will complement our existing and successful Master of Public Administration (MPA) program. Offering both MPP and MPA degrees will rank us among the elite institutions that are able to provide such programming. I am now forwarding the proposal to the Senate for action.

For your convenience, attached you will find a copy of the proposal. If you have any questions, please feel free to contact me.

LGB/mtt

Tuesday, January 15, 2019 at 1:18:49 PM Eastern Standard Time

Subject: Curriculum Committee Approval of of new Programs
Date: Friday, January 11, 2019 at 3:51:57 PM Eastern Standard Time
From: Mallery, Charles H.
To: Glemaud, Rose-Ketlie
CC: Tobin, Maryann Tatum, Lucky, Gylla Boodram, Sutcliffe, Geoff
Attachments: 1.MPA-MAIA Dual Degree 11.19.18.pdf, 2.MPP Proposal 11.19.18.pdf

To:
Rose Glemaud, Senior Executive Assistant, Office of the Dean College of Arts & Sciences
Maryann Tobin, Executive Director of Programs College of Arts & Sciences

At its regularly scheduled meeting of November 30, 2018 the College of Arts and Science Curriculum Committee approved the following program proposals:

1. Dual Master of Public Administration (MPA)/Master of Arts in International Administration (MAIA) Degree
2. Master of Public Policy

These items are ready to be agenda'ed for the College Council.

Copies of the proposals are attached.

Thanks,

Charles Mallery
Assoc. Dean Graduate & Admin. Svcs
Merrick Bldg. Room 304
305-284-3188

UNIVERSITY
OF MIAMI



November 19, 2018

To: Dr. Leonidas Bachas, Dean
College of Arts & Sciences

From: Dr. Jonathan West, Chair
Department of Political Science

Please allow this memo to confirm that, on November 16, 2018, the faculty of the Department of Political Science voted unanimously in support of a new Master of Public Policy (MPP) degree. The MPP degree is different from our existing Master of Public Administration (MPA) degree in that it has a deeper focus on quantitative analysis, the role of economic factors in public-decision making, resource allocation, and decision modeling. Offering both degree programs will strengthen our reputation as a College.

The POL faculty is fully committed to this new degree program. We forward this proposal to you for review by the full College of Arts & Sciences faculty.

Sincerely,

Jonathan West, Ph.D.
Director, MPA Program



Sociology Department
P.O. Box 248162
Coral Gables, FL 33124-2030

Phone: 305-284-6762
Fax: 305-284-5310

To: Dean Leonidas Bachas
From: George Wilson, Chair, Department of Sociology
Date: December 10, 2018
Re: Letter of Support for MPP Program

I have been asked to write a letter of support on behalf of the proposal for the Master's in Public Policy (MPP) Program put forth by the Department of Political Science. I am pleased to do so.

The MPP program constitutes significant "value added" to the existing Masters of Public Administration Program. Frankly, the training in the MPP appears to delve deeper into the dynamics of public policy by way of accentuating training in quantitative analysis, and, more theoretically, addressing issues of decision-making/modeling the consequences of policy formulation. These are significant additions and would provide a curriculum that, I believe, is very much needed in the College of Arts and Sciences—systematically training students for careers in the policy realm.

The rationale for the program is well-made, the curriculum well-thought out, and a talented group of faculty—primarily from the Department of Political Science—are well-suited to implement the program.

I have no doubt—based on the proposal—that the MPP program will be successful and constitute a huge asset to the students as a new and important area of professional training becomes available in the College of Arts and Sciences.

In sum, I wholeheartedly support the MPP program. I and the Department of Sociology stand ready to help out in any way possible in moving this proposal forward.

If I can be of any further assistance please do not hesitate to ask.



November 16, 2018

To: Dr. Leonidas Bachas, Dean
College of Arts & Sciences

From: Dr. Bradford McGuinn, Director *Ben*
MAIA Program

Please allow this memo to confirm the support of MAIA program for the new Master of Public Policy (MPP) degree being proposed by the Department of Political Science.

MAIA students have always been welcomed into POL and MPA classes and we are pleased that the department will be growing its graduate offerings with this new degree. Enhancing the administrative and policy-making course offerings can only strengthen the programs offered to our graduate students and bring additional prestige to the College's catalog of professional preparation programs.

Sincerely,

Bradford McGuinn, Ph.D.

UNIVERSITY OF MIAMI
ABESS CENTER
for ECOSYSTEM
SCIENCE & POLICY



January 16, 2019

To: Dr. Leonidas Bachas, Dean
College of Arts & Sciences

From: Gina Maranto 
Director, Ecosystem Science and Policy Program

Please allow this memo to confirm the support of the Abess Center for the new Master of Public Policy (MPP) degree being proposed by the Department of Political Science.

The Abess Center is enthusiastic about the addition of this degree program to the growing catalog of professional programs at the University of Miami. We are happy to offer our support in the form of electives for the MPP track on Environmental and Sustainability Policy.

UNIVERSITY OF MIAMI
SCHOOL of LAW



December 13, 2018

Professor Jonathan West
Department of Political Science
University of Miami
1300 Campo Sano Avenue
Coral Gables, FL 33146

Dear Jonathan,

Having just read the Master of Public Policy (MPP) proposal, I am confident that the Law School will have an interest in putting together a joint JD/MPP program once this program is in place. It will complement the JD/MPA joint degree program which always draws interest from potential and current JD students. It will also provide opportunities for future faculty collaboration, as well as for JD and MPP student participation in both political science and law school courses.

I look forward to working with you on the development of a joint program.

Sincerely,

Sandra Abraham
Executive Liaison,
Interdisciplinary Programs and
Initiatives

UNIVERSITY OF MIAMI
SCHOOL of
COMMUNICATION



Department of Strategic Communication
PO Box 248127
Coral Gables, FL 33124-2105

Phone: 305-284-4544
Fax: 305-284-5216
<http://com.miami.edu>

January 17, 2019

To: Dr. Leonidas Bachas, Dean
College of Arts & Sciences

From: Dr. Alyse R. Lancaster, Chair
Department of Strategic Communication
School of Communication

Please allow this memo to confirm the support of Department of Strategic Communication for the new Master of Public Policy (MPP) degree being proposed by the Department of Political Science.

We are enthusiastic about the addition of this degree program to the growing catalog of professional programs at the University of Miami and we are happy to offer our support in the form of electives for the MPP track in Public Management and Leadership.

Sincerely,

Alyse R. Lancaster, Ph.D.
Associate Professor and Chair
Department of Strategic Communication

UNIVERSITY
OF MIAMI



December 11, 2018

To: Dr. Leonidas Bachas, Dean
College of Arts & Sciences

From: Dr. David Letson
Department of Marine Ecosystems and Society

Please allow this memo to confirm the support of Department of Marine Ecosystems and Society for the new Master of Public Policy (MPP) degree being proposed by the Department of Political Science.

We are enthusiastic about the addition of this degree program to the growing catalog of professional programs at the University of Miami and we are happy to offer our support in the form of electives for the MPP track on Environmental and Sustainability Policy

Sincerely,

A handwritten signature in black ink, appearing to read 'David Letson'.

David Letson, Ph.D.
Professor and Program Director



Department of Health Management and Policy
P.O. Box 248223
Coral Gables, FL 33124
Phone: 305-284-1975

January 22, 2019

To: Dr. Leonidas Bachas, Dean
College of Arts & Sciences

From: Dr. Steven G. Ullman, Chair
Department of Health Management and Policy

Please allow this memo to confirm the support of the Department of Health Management and Policy for the new Master of Public Policy (MPP) degree being proposed by the Department of Political Science. We are pleased to support this degree program, which has a deeper focus on the development and effects of public policy, the use of quantitative analysis, the role of economic factors in public-decision making, resource allocation, and decision modeling.

We are enthusiastic about the addition of this degree program to the growing catalog of professional programs at the University of Miami and we are happy to offer our support in the form of electives for the MPP track in Health and Social Policy.

Sincerely,

Steven G. Ullmann, PhD
Professor and Chair, Department of Health Management and Policy
Director, Center for Health Management and Policy
and Special Assistant to the Provost
Miami Business School
University of Miami | Coral Gables, FL
Sullmann@miami.edu



Office of Planning,
Institutional Research,
and Assessment

P.O. Box 248285
Coral Gables, FL 33124-2923
Phone: 305-284-3856

Gables One Tower, Suite 260, Locator 2923
1320 S. Dixie Hwy., Coral Gables, FL 33146
Fax: 305-284-4081 • pira@miami.edu

MEMORANDUM

DATE: February 4, 2019

TO: Maryann Tobin, Executive Director of Programs
College of Arts and Sciences

FROM: Patty Murphy, Associate Provost for University Accreditation
Office of Assessment and Accreditation

RE: New Master of Public Policy with Embedded Certificate

PMW

On January 18, 2019, the College of Arts and Sciences notified my office of its intent to offer a new Master of Public Policy (MPP) degree with six tracks and an embedded graduate Certificate in Public Policy effective Fall 2020.

The proposed MPP program will require successful completion of 48 credit hours that include 24 credit hours in required courses, 15 credit hours of a specialization track, 9 credit hours of approved electives, and a required internship or applied project (3 credit hours). Students will be required to choose one of six tracks in the program: 1) Public Management and Leadership; 2) Analytics; 3) Foreign Policy and Security; 4) Health and Social Policy; 5) Environmental and Sustainability Policy; and 6) individualized track. Students may pursue the individualized track only with approval of the faculty advisor.

The program will require the creation of five new courses. The full MPP program curriculum is as follows:

- Required core courses
 - POL 601 budgeting and Financial Management and Administration (3 credit hours)
 - POL 610 Statistics for Politics and Public Administration (3 credit hours)
 - POL 625 Comparative Public Policy and Implementation (3 credit hours)
 - POL 634 Applied Policy Analysis (3 credit hours)
 - POL 646 Public Policy Process and Implementation (3 credit hours)
 - POL 6XX Introduction to Research Design, Data Collection & Survey Research (NEW)
 - POL 6XX Macroeconomics for Public Policy (NEW)
 - POL 6XX Microeconomics for Public Policy (NEW)
- Specialization track (students complete one track of 15 credit hours)
 - Public Management and Leadership track (students complete 15 credit hours from these options)
 - COS 630 Conflict Management (3 credit hours)
 - POL 606 Organizational Dynamics and Management (3 credit hours)
 - POL 624 Nonprofit Organizations: Law, Policy, and Management POL 626 Administrative Law (3 credit hours)

- POL 647 Human Resource Management in Public Service (3 credit hours)
- POL 651 Productivity Improvement in the Public Sector (3 credit hours)
- POL 657 Ethical and Managerial Issues in Government, Business and Nonprofit Organizations (3 credit hours)
- POL 658 From Electronic Government to Digital Governance (3 credit hours)
- POL 659 International Organizations (3 credit hours)
- STC 623 Crisis Communication and Management (3 credit hours)
- Analytics track (students complete 15 credit hours from these options)
 - GEG 691 Geographic Information Systems I (3 credit hours)
 - GEG 693 Geographic Information Systems II (3 credit hours)
 - POL 616 Experiments in Political Science (3 credit hours)
 - POL 617 Introductory Statistical Methods in Political Science (3 credit hours)
 - POL 618 Advanced Statistical Methods in Political Science (3 credit hours)
 - POL 619 Introduction to Game Theory for Political Science (3 credit hours)
 - POL 6XX Cost-Benefit Analysis and Public Policy (3 credit hours)
 - SOC 613 Qualitative Research Methods (3 credit hours)
- Foreign Policy and Security track (students complete 15 credit hours from these options)
 - POL 611 Ending Wars and Building Peace (3 credit hours)
 - POL 630 Intelligence and National Security (3 credit hours)
 - POL 644 Chinese Public Policy (3 credit hours)
 - POL 677 Security in South Asia (3 credit hours)
 - POL 691 International Security (3 credit hours)
 - POL 693 International Relations of the Middle East (3 credit hours)
 - POL 694 European Security (3 credit hours)
 - POL 6XX: Global Trade (3 credit hours)
- Health and Social Policy track (students complete 15 credit hours from these options)
 - ACC 665 Health Care Financial and Managerial Accounting (2-3 credit hours)
 - HSM 601 Essentials of Health Care Administration (1-4 credit hours)
 - HSM 655 Public Policy and Health (1-4 credit hours)
 - HSM 684 Analysis of Health Care Delivery and Policy (2-3 credit hours)
 - INS 672 Global Public Health Policy and Ethics (3 credit hours)
 - POL 605 Comparative Family Policies: Sex, Babies, and the State (3 credit hours)
 - POL 636 US Health Care Crisis: Politics and Policies (3 credit hours)
 - POL 655 Public Policy and Health (3 credit hours)
 - POL 669 LGBTI Politics (3 credit hours)
 - POL 682 Political Economy of Development (3 credit hours)
- Environmental and Sustainability track (students complete 15 credit hours from these options)
 - IGS 644 Energy Security and Environmental Sustainability (3 credit hours)
 - MES 616 Ocean Policy and Development and Analysis (3 credit hours)
 - MES 620 Environmental Law (3 credit hours)
 - MES 720 Coastal Law and Policy (3 credit hours)
 - POL 631 Global Environmental Politics (3 credit hours)
 - POL 645 Environmental Policy Making (3 credit hours)
 - POL 653 The Environmental Movement: Groups, Beliefs and Values (3 credit hours)
 - RSM 620 Climate and Society (3 credit hours)
- Individualized track (students complete 15 credit hours with approval of faculty advisor)
- Electives (students select 2 courses/6 credit hours with approval of faculty advisor)

- Internship or Applied Project (3 credit hours)

The Certificate in Public Policy will require successful completion of 18 credit hours from the MPP's core courses:

- Students complete 18 credit hours selected from the following:
 - POL 601 budgeting and Financial Management and Administration (3 credit hours)
 - POL 610 Statistics for Politics and Public Administration (3 credit hours)
 - POL 625 Comparative Public Policy and Implementation (3 credit hours)
 - POL 634 Applied Policy Analysis (3 credit hours)
 - POL 646 Public Policy Process and Implementation (3 credit hours)
 - POL 6XX Introduction to Research Design, Data Collection & Survey Research (NEW)
 - POL 6XX Macroeconomics for Public Policy (NEW)
 - POL 6XX Microeconomics for Public Policy (NEW)

The program will be overseen by Dr. Jonathan West, Professor of Political Science in the College of Arts and Sciences. Dr. West has a Ph.D. in Politics and Public Affairs from Northwestern University. The title of his doctoral dissertation was "The Scope and Impact of Collective Negotiations in Selected Urban and Suburban School Systems: Implications for Public Policy." In addition, two new full-time faculty positions will be created to support the program and teach the new courses.

The MPP and certificate program will be offered on the Coral Gables campus through traditional classroom instruction. An online version of the programs may be developed in the future. Please note that this will require separate approval prior to implementation. A full proposal will have to be approved by the Graduate Council and Faculty Senate.

The proposed new program does not "represent a significant departure, either in content or method of delivery" from what we are currently approved by SACSCOC to offer due to the following:

- The proposed program meets the SACSCOC requirement of a minimum of 30 credit hours for a graduate program.
- Although five new courses are being created for the program, they do not represent new content area and the majority of the program involves repackaging existing courses across schools.
- Two new faculty positions will be created to support the program but these are needed primarily for capacity rather than new expertise.
- The program will be coordinated by a qualified faculty member, Dr. Jonathan West.
- The University is currently approved to offer the following graduate programs in related areas:
 - MA in International Administration
 - MA in International Studies
 - Master of Public Administration
 - PhD in International Studies
- The majority of the program will not be offered via distance education and, in any case, the University is approved to offer 100% distance education programs.
- The program will be offered on the University's Coral Gables campus.
- The graduate program covers the literature in the field through its required core coursework.
- The graduate program ensures ongoing student engagement in research and/or appropriate professional practice and training experiences through either a required internship or applied project.

SACSCOC only requires notification of program changes that represent a significant departure from our current programs. Therefore, no notification or approval is required for this change.

Please contact me if you have any questions at pattymurphy@miami.edu or (305) 284-3276.

CC: Faculty Senate

Guillermo Prado, Dean of the Graduate School

Leonidas Bachas, Dean of the College of Arts and Sciences

Jonathan West, Chair, Department of Political Science

Karen Beckett, University Registrar

Carrie Glass, Executive Director of Student Financial Assistance and Employment

UNIVERSITY OF MIAMI
GRADUATE SCHOOL



Graduate School
P.O. Box 248125
Coral Gables, FL 33124-3220

Phone: 305-284-4154
Fax: 305-284-5441
graduateschool@miami.edu

MEMORANDUM

DATE: April 1, 2019

TO: Tomas Salerno Chair,
Faculty Senate

FROM: Guillermo (Willy) Prado *Guillermo Prado*
Dean, Graduate School

SUBJECT: Proposal – New Master of Public Policy with Embedded Certificate

The College of Arts and Sciences submitted a proposal for a new Master of Public Policy degree with six tracks and an embedded graduate Certificate in Public Policy. The proposal was discussed at the meeting of the Graduate Council on Tuesday, March 19, 2019, and was approved by all those present.

CC: Leonidas Bachas, Dean, College of Arts and Science
Jonathan West, Chair, Department of Political Science
Maryann Tobin, Executive Director of Programs, College of Arts and Sciences
Tiffany Plantan, Director of Education, Graduate School
Patty Murphy, Associate Provost for University Accreditation, Office of
Assessment and Accreditation

MASTER OF PUBLIC POLICY PROPOSAL

Name of the program for the Diploma:

Master of Public Policy

Name of the program on student transcripts:

Master of Public Policy

Responsible administrative unit for the program:

Department of Political Science, College of Arts and Sciences

Proposed date for implementation:

Fall 2020

1. RATIONALE

a. Exact Degree Title.

The College of Arts & Sciences' Department of Political Science seeks to offer a master's degree program titled the Master of Public Policy (MPP).

b. Purpose and Goals of the Degree.

The Master of Public Policy (MPP) is a professional degree that provides students with core skills in economics, policy analysis, and ethics. Similar to our existing MPA, the MPP program will help students to synthesize their college education, volunteer work, and professional experiences into a career where it is possible to "make a difference" in a wide variety of leadership positions in government agencies (local, state or federal); nonprofits, and the international and private sectors (NASPAA).

The MPP degree stresses the research, analysis and evaluation of various public issues (e.g., social, global, economic, health) to develop effective policy solutions. In general, MPP programs give great attention to policy formulation, analysis and evaluation. Though MPP programs typically have a strong focus on the development and use of quantitative analysis skills to assess public policy alternatives, curricula recently begun to include some coursework in management, given the growing recognition that the implementation process can benefit from policy analysis and vice versa (NASPAA).

Coursework in the MPP includes required core courses, concentration or specialization courses, and an internship or practicum for pre-service students. MPP programs usually take two years to complete. MPP programs usually offer core courses in economics and policy analysis, finance and budgeting, policy process, and research methods. MPP programs specifically emphasize economics, policy analysis, quantitative methods, and the policy process. While our existing

MPA program gives greater attention to public management, organizational behavior and human resource management, because there is a natural overlap between some courses within the MPP and MPA programs, many peer institutions offer both degree programs. We seek to join our peers in offering both the MPA and MPP degree within the Department of Political Science.

MPP programs are traditionally interdisciplinary, drawing on coursework in such fields as economics, public health, anthropology, sociology, and environmental studies. Elective courses in the proposed MPP program reflect the breadth and depth of the College of Arts & Sciences' social science offerings, as well as courses offered by our colleagues at the School of Communication, the School of Education and Human Development, the School of Nursing and Health Studies, the Miami Business School, the Leonard M. Miller School of Medicine, the UM Law School, the Rosentiel School of Marine and Atmospheric Sciences, and the Abess Center for Ecosystem Science and Policy.

Some of the positions held by alumni of MPP programs include:

- Analyst, Natural Resources and Environment, U.S. General Accounting Office
- Assistant Vice President, Kane, McKenna and Associates
- Budget Analyst, U.S. Department of Housing and Urban Development
- Associate Administrator for Innovation, Research and Education, U.S. Department of Transportation
- Director of Community Education, Non-Profit Organization, Michigan
- Executive Director, County Mental Health Association, Florida
- Health Care Policy Analyst, Health Industry Group, Vinson & Elkins, LLP
- Social Policy Analyst, National Institute of Justice, U.S. Department of Justice (NASPAA)
- Data Visualization Designer in Equinox
- Algorithm Engineer in Finup FinTech Group Co., Ltd
- Deputy Manager in China HuaRong Asset Management Co., LTD
- Interactive Journalist at NBC News

People working in the field of public policy often develop successful careers in health care, housing and urban development, energy and sustainability planning, non-profit management, public and IGO sectors, economic development, education, transportation, information technology, and demographic research among others. Careers may be developed in consulting, teaching, research and policy/program/project evaluation.

c. Motivation and Demand

Students have diverse motivations for pursuing a MPP degree. Examples include:

- Promotion within their organization
- Change of career
- Change of employer
- Public service
- Skill development
- Networking
- To make a difference
- To improve public policy
- Increased earnings
- To start their own organization
- International mobility

Recent research drawing information from the NASPAA Data Center on 209 MPP and MPA programs shows that six months after graduation, graduates were employed in:

- Nonprofit organizations 23%
- Private firms 20%
- Local government 20%
- State government 13%
- National government 9%
- Unemployed 5%
- Higher education 4%
- Military 3%
- Foreign government 3%

2. CURRICULUM

- a. Major divisions of the field in which graduate degree work will be offered.
The Department of Political Science will administer the MPP program, provide advising support, and offer core courses. Existing program staff that administer the MPA degree will be tasked with the administration of the MPP program. Additional specialization and elective courses may be taken in the Department of Sociology, the Department of Anthropology, the Miami Business School, the School of Nursing and Health Studies, The School of Education and Human Development, the Rosentiel School of Marine and Atmospheric Sciences, the School of Architecture, the Leonard M. Miller School of Medicine, the UM Law School, the School of Public Health, the Ecosystem Science and Policy program, and the Master of Arts in International Administration program.
- b. Description of the proposed program.
The proposed Master's program requires the completion of 48 graduate credits, and the program includes a core curriculum (24 hours), a specialization track (15 hours), approved elective credits (6 hours), and completion of an internship or applied project (3 hours). Each student can customize the elective courses and specialization track in consultation with the faculty advisor to ensure that he/she meets his/her professional goals and objectives. The program is structured to be completed in two years, but could be done in 18 months. Students may also obtain a Certificate in Public Policy by completing 18 credits of the program's core courses. Full course descriptions are provided in Appendix 4.
- c. Core Curriculum (8 classes @ 3 hours= 24 required hours)
POL 601. Budgeting and Financial Management and Administration
POL 6XX. Introduction to Research Design, Data Collection & Survey Research
POL 610. Statistics for Politics and Public Administration
POL 6XX. Macroeconomics for Public Policy
POL 6XX. Microeconomics for Public Policy
POL 625. Comparative Public Policy and Implementation
POL 634. Applied Policy Analysis
POL 646. Public Policy Process and Implementation
- d. Specialization Tracks (5 courses, 15 credits. Each student selects one track).
Enrollment is subject to course availability.
 - i. *Public Management and Leadership (select 5 courses)*
POL 606. Organizational Dynamics and Management
POL 624. Nonprofit Organizations: Law, Policy, and Management

POL 626. Administrative Law
POL 647. Human Resource Management in Public Service
POL 651. Productivity Improvement in the Public Sector
POL 658. From Electronic Government to Digital Governance
POL 659. International Organizations
POL 657. Ethical and Managerial Issues in Government, Business and
Non-profit Organizations
COS 630. Conflict Management
STC 620. Public Relations Fundamentals
STC 623. Crisis Communication and Management

ii. *Analytics (select 5 courses)*

POL 6XX. Cost-Benefit Analysis and Public Policy
POL 616. Experiments in Political Science
POL 617. Introductory Statistical Methods in Political Science
POL 618. Advanced Statistical Methods in Political Science.
POL 619. Introduction to Game Theory for Political Science
SOC. 613. Qualitative Research Methods
GEG 691. Geographic Information Systems I
GEG 693. Geographic Information Systems II

iii. *Foreign Policy and Security (select 5 courses)*

POL 611. Security in the Arabian Peninsula
POL 630. Intelligence and National Security
POL 644. Chinese Foreign Policy
POL 677. Security in South Asia
POL 6XX: Global Trade
POL 691. International Security
POL 693. International Relations of the Middle East
POL 694. European Security
IGS 645. Human Security
IGS 646. Civil Security Management

iv. *Health and Social Policy (select 5 courses)*

POL 605. Comparative Family Policies: Sex, Babies, and the State
POL 636. U.S. Health Care Crisis: Politics and Policies
POL 655. Public Policy and Health
POL 682. Political Economy of Development
POL 669. LGBTI Politics
ACC 670. Financial Reporting and Analysis

HSM 601. Essentials of Health Care Administration
INS 672. Global Public Health Policy and Ethics
HSM 684. Analysis of Health Care Delivery and Policy
CHC 607. Policies and Management of Health Effects of Climate

v. *Environmental and Sustainability Policy (select 5 courses)*

POL 631. Global Environmental Politics
POL 645. Environmental Policy Making
POL 653. The Environmental Movement: Groups, Beliefs and Values
IGS 644. Energy Security and Environmental Sustainability
MES 620. Environmental Law
MES 720. Coastal Law and Policy
MES 616. Ocean Policy and Development and Analysis
RSM 620. Climate and Society

e. Electives (2 courses, 6 credits)

Students will select from a wide variety of courses, including some offered within the Department of Political Science and others from across the University of Miami. Students will select courses based on their interest and professional goals. A list of possible outside-the-department courses is provided in Appendix 2.

f. Internship of Applied Capstone Project (1 course, 3 credits)

Students will work with the Department's internship coordinator to find a suitable placement consistent with their career goals. Student interns must complete 200 hours to obtain 3 credits. A 30-page analytical report and daily diary is required of MPP interns. The applied project would involve students working individually or in teams with a client where they gather data about a problem the client is facing, analyze the problem, and suggest policy solutions in an analytical report for presentation to the client. The option of an applied project requires approval of the internship coordinator and the supervising faculty member.

3. ADMISSIONS REQUIREMENTS

In cooperation with the College of Arts and Science, the Department of Political Science will review applicant files and make admissions decisions.

a. Requirements for Admission Include:

- Completion of an application
- A baccalaureate degree from an accredited institution
- A cumulative undergraduate GPA of 3.0. (In order to limit class size for maximum teacher-student exchange, the MPP program will give preference to

students with above average GRE scores, excellent letters of recommendation, and superior writing skills).

- GRE minimum combined score (verbal and quantitative) of 279. The Graduate School has occasionally provided waivers for exceptional cases.
- Two letters of recommendation

b. Admissions Requirements for the Certificate in Public Policy Include:

- Completion of an application
- A baccalaureate degree from an accredited institution
- Students not meeting the minimum admission requirements for the MPP program may seek admission to the certificate program, and after successful completion of 18 credits from the core courses of the MPP program, with a grade of B or higher in all courses, will be accepted into the MPP as a degree-seeking student. (See Appendix 3, Admission Rubric for Certificate in Public Policy).

4. STUDENTS

Students are likely to come from a range of backgrounds including political science, biology, psychology, and international studies. We will aim to recruit pre-service as well as young- and mid-career professionals from the U.S., Latin America and the Caribbean and other parts of the world who wish to develop their quantitative and qualitative analytical skills. The program will have its first cohort in the Fall of 2020. The target enrollment for the program launch in the Fall of 2020 is 10 to 15 students, with the program expanding to 15 to 20 students by Fall of 2022. Once the traditional on-campus program is fully established, we will seek to create an online version of the program.

5. RESOURCES

a. Assessment of Library Holdings

The University of Miami Library system has an extensive collection of materials related to public policy that will be accessible to students in this program.

b. Physical Resources: Existing Facilities, Equipment, and Space

Classroom facilities to support graduate student-driven research are already in place or are being developed for the Department of Political Science. The existing space and equipment will meet the needs of the new graduate program. While we do not expect to request any additional space in the foreseeable future, as the program's enrollments grow, if more than two tenure-track faculty with a focus in public policy are housed within the Department of Political Science, there may be a need for additional office space.

c. Additional Faculty

The majority of the core and specialization courses required for the MPP are already on the books. A total of five new courses require development. To this end, the College of Arts and Sciences has approved one new tenure-track line that will start employment in AY 2019-2020 to launch the program. We anticipate a second new tenure-track line will start employment in AY 2020-2021. Full-time POL faculty will teach the remainder of the proposed core courses of the program, and some of the specialization courses. We will also work with faculty in other schools and departments who will offer some of the specialization courses. Required MPP courses are shown in *bold italics*. Additional courses included in the specialization tracks or as electives are listed for each faculty member. For some of our courses, two or more faculty members currently teach them.

At present, the department has four faculty who teach statistics and quantitative methods, and one new full professor hire with a pending offer (as of 3/1/19). Of the 18 POL faculty involved in this program, only three are lecturers, and two of those three are Senior Lecturers who have been at UM for many years. With regards to economics, POL has an existing faculty member and a new hire, beginning in the fall (Dr. Xui Gao) with strong economics and public policy backgrounds, including degrees in Public Policy, and a TT faculty member who teaches International Policy Economy (IPE). Dr. Gao is a new TT hire who will teach Microeconomics in Public Policy and Macroeconomics in Public Policy. Nine TT and NTT existing POL faculty can guide research and scholarly activity related to Public Policy. Six additional POL faculty can mentor research in their subfields. We have been authorized to hire one additional TT faculty to begin in 2020-21.

Dr. Jonathan West, Professor of Political Science and Department Chair, will teach *Public Policy Process and Implementation (POL 606)*. Also, Ethical Issues in Government, Business and Nonprofit Organizations (POL 657), Human Resource Management in Public Service (POL 647), Productivity Improvement in Public, Private and Nonprofit Organizations (POL 651), Political Ethics: The Dynamic Dilemmas of Contemporary Leadership.

Dr. Michael Touchton, Assistant Professor of Political Science, *Comparative Public Policy and Administration (POL 625)*

Dr. Merike Blofield, Associate Professor of Political Science, Comparative Family Policies (600-level special topics)

Dr. Louise Davidson-Schmich, Professor of Political Science, LGBTI Politics (POL 669).

Dr. Laura Gomez-Mera, Associate Professor of Political Science, Political Economy of Development (POL 682)

Dr. June Teufel Dreyer, Professor of Political Science, Chinese Public Policy (POL 644)

Dr. George Gonzalez, Professor of Political Science, will teach Global Environmental Politics (Pol 631), Environmental Policymaking (POL 645).

Dr. Jennifer Connolly, Assistant Professor of Political Science, will teach *Statistics for Politics and Public Administration (POL 610)* and can also teach Introduction to Graduate Public Administration (POL 622) and Government and Business (POL 671).

Dr. Michael Milakovich, Professor of Political Science, will teach Introduction to Graduate Public Administration (POL 622) and Digital Governance: New Technologies for Improving Citizenship and Public Service (POL 658).

Dr. Calla Hummel, Assistant Professor of Political Science, will teach Introduction to Statistical Methods in Political Science (POL 617); Advanced Statistical Methods in Political Science (POL 618), and Social Movements (POL 6XX).

Dr. Costantino Pischedda, Assistant Professor of Political Science, will teach International Security (POL 691)

Dr. Rayna Stoycheva, Lecturer of Political Science, will teach *Applied Policy Analysis (POL 634)* and *Public Budgeting and Financial Analysis (POL 601)*, and can also teach *Statistics for Politics and Public Administration (POL 610)*

Dr. Marcia Beck, Instructor of Political Science, will teach Organizational Dynamics and Management (POL 606).

Dr. Arthur Simon, Senior Lecturer of Political Science, Nonprofit Organizations: Law, Policy and Management (POL 624), Introduction to Game Theory for Political Science (POL 619), Administrative Law (POL 626), can also teach *Statistics for Politics and Public Administration (POL 610)*.

Dr. Xui Gao, Assistant Professor of Political Science, *Microeconomics for Public Policy (POL 6XX) and Macroeconomics for Public Policy (POL 6XX)* [hired for Fall AY 19-20]

TBA, Professor of Political Science, *quantitative methods* [offer made, start AY 19-10]

TBA, Assistant Professor of Political Science, *Cost-Benefit Analysis (6XX) and Global Trade (6XX)* [start AY 20-21]

d. Budget

The College of Arts and Sciences approved two new faculty lines to support this program. Dr. Xui Gao has accepted an offer and will be joining the POL Department as an assistant professor in Fall 2019. One additional tenure-track faculty hire in the field of public policy with employment starting in the Fall of 2020 will be necessary to make the program feasible. These two tenure-track faculty hires will, together, teach 6 – 8 MPP courses within the department of political science per academic year. These two new faculty in the field of public policy will also be responsible for developing four of the new courses in the MPP curriculum. Relatedly, in order to have enough open seats in existing courses for newly enrolled MPP students to enroll in the courses that count towards both the MPA and MPP programs, the Department of Political Science will also request one tenure-track faculty hire with employment starting in the Fall of 2020 to replace an MPA faculty member departing the university effective December 2018. We do not anticipate any additional building, equipment, or space will be required. In addition, no new staff will be required, as existing MPA/POL support staff will administer this degree.

6. COMPARISONS

Duke Sanford School – MPP:

- 2 year on campus program
- Enroll 65 – 80 students per year
- Average age: 24-35
- Undergrad GPA: 3.4-3.8
- Post-undergrad work experience: 2-6 years
- Top 25% of GRE
- TOEFL: 110-115
- Top 5 employers after graduation: Deloitte, Booz Allen Hamilton, Duke University, USGAO, US Department of State.
- 95% of graduates have job or continue education within 6 months of graduation
- Roughly 45% of graduates go into private sector (this is an increase from 2013, 2014, and 2015), 18% non-profit, 15% federal gov, 10% state/local government
- 25% of grads get their first job in consulting
- Optional concentrations: social policy, health policy, environment, national security, intl development, global policy, population studies
- Faculty include former senior advisors to state department, legal counsel to senators, former positions with Dept. of Defense and Justice, acting Director of OPM, Assistant Secretary of the Navy

USC Price School – MPP:

- Minimum GPA of 3.0 for admission
- Median GPA: 3.34, median GRE: 313
- Minimum GRE of 153 reading and 147 quantitative
- Minimum TOEFL: 100
- Must take statistics before they begin the program
- 48 units, 24 core, 24 elective
- Electives divided between mgmt (4), analytic (8), and specialization areas (12)
- Practicum is required in the first year
- 169 academic staff/faculty (93 full time faculty) including a former governor, a former director of the CIA, a regional Federal Reserve President, and a senior advisor at US Dept of Housing and Urban Development
- dual degrees with: JD, Master of Planning
- Of the students who have enrolled in the program between 2010 and 2015, 85% completed the program within two years, 90% within three years
- 94% of MPP students enrolled full time

NYU Wagner School – MSPP:

- State law doesn't allow MPP, so call it MSPP
- MSPP started 2 years ago
- One year, cohort based program (August through July)
- Students required to be enrolled full time, 42 credits total

- 2 electives come from approved list and be clustered in policy areas (intl development, transportation, health, etc.) but clustering is not required.
- Individual hands on project that tackles real public service challenge (capstone) required
- 2% of total Wagner students are in MSPP
- Over 190 full time, clinical, affiliated, associated, and adjunct faculty (including many associated faculty with relevant public service careers - CEO of NYC Housing Authority, former senior World Bank officials, former deputy director of NCY Office of Management and Budget, etc.)
- About 95 courses offered per semester
- Average class size is 40 for core courses, 20 elected courses

Carnegie Mellon MSPPM (Master of Science in Public Policy and Management)

- 2 year, 4 semester program (excluding summer) full time
- Enrollment: 62 to 72 students
- Require GRE/TOEFL for full-time program; not for part-time
- Student mix: 66% international, 34% domestic
- Internship between 1st and 2nd semesters
- 198 credits (66 credits of electives) core courses: applied economic analysis, intermediate economic analysis, statistics, business English, writing for public policy, database management, organizational design, policy & politics, strategic presentation skills, management science, information technology, financial statements, internship
- 10 concentration areas (cyber security, energy systems, environmental policy, financial management/analysis, health policy, international trade/development, management, policy analysis, social innovation/entrepreneurship, urban/regional economic development
- Internships in public organization, nonprofit or private firm is required (10 weeks, 400 hours) (staff assistance provided) (some funding options provided)

University of Maryland MPP Program

- 48 course credits including core, specialization & electives
- Core includes: Normative & Political Dimensions of Public Policy, Management and Accountability, Micro Economics, Macro Economics, Quantitative Aspects of Public Policy, Budgeting & Finance, Practicing Public Policy in the 21st Century, Team-Based Policy, Policy Engagement Project (2 cr), Policy Engagement Project (3 cr)
- Predesigned specializations: Environmental Policy, Energy Policy, Federal Acquisition, International Development Policy, International Security and Economic Policy, Management and Leadership, Nonprofit Management and Leadership, Public Sector Financial Management, Social Policy, Education Policy, Health Policy
- Dual degree programs in Business (MBA/MPP), Law (JD/MPP), Conservation Biology (MPP/MS), and a BA/MPP.
- Internships: strongly encouraged, but not required

University of Michigan MPP Program

- The MPP program started in the 1970s. It is a 2-year program. It is their flagship program.
- They have about 250 MPP students (around 115 start in the Fall of each year).
- 25 percent are international (Asia, Europe, South America), 70 percent are out of state.
- Their MPA is smaller; it had its 100th birthday in 2014.
- The MPP is heavy on quantitative and policy analysis courses.
- The internship is typically in the summer between the first and second year.
- They are affiliated with APPAM, NASPAA (member, not accredited) and APSIA.

Humphrey School of Public Affairs, University of Minnesota, MPP

- Two-year program, 7 core courses, about another 7 additional courses
- 41 full-time T, TT faculty (incl. about five emerita), 75 affiliated/adjunct/lecturer, in the following areas:
 - ✓ global policy
 - ✓ leadership and management
 - ✓ politics and governance
 - ✓ social policy and analysis
 - ✓ urban and regional planning
- Separate Masters programs, such as Development Practice, and Human Rights
- Alumni employed as:
 - ✓ Deputy Mission Director, USAID/West Africa, Ghana
 - ✓ Director of Programs, Fund for Global Human Rights, Thailand
 - ✓ Foreign Affairs Officer, U.S. Department of State, Washington, DC
 - ✓ Managing Director, Congressional Relations, U.S. Government Accountability Office
 - ✓ State Representative, Minnesota House of Representatives
 - ✓ President, Minnesota Council on Foundations
 - ✓ Executive Vice President, National MS Association, Chicago

Harris School of Public Policy, University of Chicago, MPP

- Two-year program
- 18 graduate level courses, 6 core courses
- More than half of master's students receive merit-based funding
- 58 full-time T, TT faculty, 55 fellow/lecturers, across the following areas:
 - ✓ Child and Family Policy
 - ✓ Cultural Policy
 - ✓ Economic Policy and Public Finance
 - ✓ Education Policy
 - ✓ Energy, Environmental, and Science Policy
 - ✓ Global Conflict
 - ✓ Health Policy
 - ✓ International Development and Policy
 - ✓ Labor Economics

- ✓ Municipal Finance
- ✓ Political Economy, Politics and the Policymaking Process
- ✓ Program Evaluation and Methods of Policy Analysis
- ✓ Social Policy and Inequality
- ✓ Urban Policy
- Alumni work in both the public and private sectors as well as for non-profit organizations, NGOs, and IGOs. They are policy advisors, program officers, campaign chiefs of staff, financial analysts and consultants, economists and research specialists, government officers, foreign exchange traders, and directors at major organizations worldwide.

American University School of Public Affairs, MPP

- 39 credit hours of graduate work (core curriculum is 30 credit hours)
- 48 % this fall got merit-based aid
- 96% of graduates are employed or in graduate school, or both, within six months after graduation.
- 33 full-time T, TT faculty, plus 32 affiliated or adjunct faculty, across the following areas:
 - ✓ Education policy
 - ✓ Environmental policy
 - ✓ Health policy
 - ✓ Nonprofit management
 - ✓ Policy analysis
 - ✓ Public finance and budgeting
 - ✓ Public management
 - ✓ Science and tech policy
 - ✓ Social policy
- Alumni work at the US Dept of Justice, Homeland Security, Defense, State, FDA, health and Human Services; House of representatives; Deloitte; AARP; National Institutes of Health

Sources:

Hur, Y. & M. Hackbart. (2009). MPA vs. MPP: A Distinction Without a Difference. *Journal of Public Affairs Education*, 14 (4): 397-424.

MPA/MPP Degrees. http://www.globalmpa.net/section/degrees_details/mpa_mpp_degrees

NASPAA Data Center. (2017). Building Better Data Systems for Better Decisions Within the Field of Public Policy, Affairs and Administration. Paper delivered at the annual APPAM Conference 2017, Chicago, IL.

Tantardini, M. & G. Morcol, G. (2018). MPA and MPP Core Courses: Differences and Similarities. Unpublished paper presented at the annual NASPAA Conference, 2018, Atlanta, GA.

Appendix 1:

A: Table Comparing Core MPP Courses at NASPAA Accredited MPA, NASPAA Accredited MPP, and APPAM Affiliated MPP programs with list of universities/programs surveyed.

	NASPAA Accredited MPA		NASPAA Accredited MPP		APPAM Affiliated MPP	
	N.	%	N.	%	N.	%
Research Methods	42	98%	11	92%	31	100%
Public Policy	20	47%	9	75%	26	84%
Policy Analysis	21	49%	6	50%	24	77%
Public Admin.	33	77%	4	33%	0	0%
Government & Politics	9	21%	4	33%	11	35%
Public Budget & Finance	42	98%	9	75%	8	26%
Program Eval.	18	42%	2	17%	10	32%
Law	6	14%	2	17%	1	3%
Economics	9	21%	7	58%	24	77%
Economic Analysis	7	16%	6	50%	14	45%
Org. Studies	28	65%	3	25%	3	10%
Ethics	13	30%	3	25%	10	32%
Mgt.	24	56%	5	42%	13	42%
HR	30	70%	2	17%	0	0%
Professional Skills	5	12%	2	17%	5	16%
IT	6	14%	1	8%	0	0%
Nonprofit	4	9%	0	0%	0	0%
Community Development	2	5%	0	0%	2	6%
Other	7	16%	1	8%	6	19%
Closures	43	100%	11	92%	28	90%

Source: Tantardini, M. & G. Morcol, G. (2018).

NASPAA Accredited MPA Programs	NASPAA Accredited MPP Programs
<i>Western Kentucky University</i>	<i>American University</i>
<i>Tennessee State University</i>	<i>DePaul</i>
<i>Wayne State University</i>	<i>George Washington University</i>
<i>The University of North Carolina at Chapel Hill</i>	<i>Jackson State University</i>
<i>DePaul University</i>	<i>Mississippi State University</i>
<i>George Mason University</i>	<i>Oregon State University</i>
<i>Northern Illinois University</i>	<i>Rutgers - New Brunswick</i>
<i>Columbia University</i>	<i>Univ. of Maryland, College Park</i>
<i>Appalachian State University</i>	<i>University of Minnesota</i>
<i>Grand Valley State University</i>	<i>University of Missouri - St. Louis</i>
<i>University of La Verne</i>	<i>Carnegie Mellon</i>
<i>John Jay College of Criminal Justice, CUNY</i>	<i>Ohio State University</i>
<i>Bridgewater State University</i>	APPAM Affiliated MPP Programs
<i>North Carolina State University</i>	<i>Arizona State University</i>
<i>The George Washington University</i>	<i>Brandeis University</i>
<i>The Ohio State University</i>	<i>Claremont Graduate University</i>
<i>University of Connecticut</i>	<i>College of William and Mary</i>
<i>Texas A&M University</i>	<i>Duke University</i>
<i>The University of Alabama, Tuscaloosa</i>	<i>George Mason University</i>
<i>Penn State Harrisburg</i>	<i>Georgetown University</i>
<i>Florida Gulf Coast University</i>	<i>Georgia Institute of Technology</i>
<i>Suffolk University</i>	<i>Georgia State University</i>
<i>University of New Orleans</i>	<i>Hopkins University</i>
<i>Virginia Polytechnic Institute & State University</i>	<i>New York University</i>
<i>Seattle University</i>	<i>Northeastern University</i>
<i>East Carolina University</i>	<i>Pepperdine University</i>
<i>University of Baltimore</i>	<i>Princeton University</i>
<i>University of Louisville</i>	<i>University of Arizona</i>
<i>Georgia State University</i>	<i>University of California - Los Angeles</i>
<i>Valdosta State University</i>	<i>University of California - Berkeley</i>
<i>Kansas State University</i>	<i>University of California - San Diego</i>
<i>Kentucky State University</i>	<i>University of California - Riverside</i>
<i>University of Washington</i>	<i>University of Chicago</i>
<i>Cleveland State University</i>	<i>University of Connecticut</i>
<i>Governors State University</i>	<i>University of Delaware</i>
<i>Northern Kentucky University</i>	<i>University of Denver</i>
<i>Old Dominion University</i>	<i>University of Houston</i>
<i>University of Oregon</i>	<i>University of Kentucky</i>
<i>University of Nebraska at Omaha</i>	<i>University of Massachusetts at Amherst</i>
<i>Texas Tech University</i>	<i>University of Michigan</i>
<i>Clark Atlanta University</i>	<i>University of Southern California</i>
<i>California State University, Stanislaus</i>	<i>University of Texas at Dallas</i>
<i>Florida International University</i>	<i>University of Virginia</i>
	<i>Vanderbilt University's Peabody College</i>

Source: Tantardini, M. & G. Morcol, G. (2018).

Appendix 2: Possible Specialization Tracks Outside the POL Department

**Master of Professional Science
 in Tropical Marine Ecosystem Management**

Course #	Courses
<i>MES 620</i>	Environmental Law
<i>MES 720</i>	Coastal Law and Policy
<i>MES 616</i>	Ocean Policy and Development and Analysis
<i>RSM 620</i>	Climate and Society

Master in Philosophy

Course #	Courses
<i>PHI 634</i>	Political Philosophy
<i>PHI 606</i>	Mathematical Logic
<i>PHI 734</i>	Social and Political Philosophy
<i>PHI 731</i>	Ethics

Master in Communication

Course #	Courses
<i>COM 672</i>	Seminar in Persuasive Communication
<i>COS 630</i>	Conflict Management
<i>JMM 614</i>	Law and Ethics in Journalism and Media Management
<i>STC 623</i>	Crisis Communication and Management

Note: Eco systems Science and Policy, American Studies and Religious Studies only have undergraduate programs.

Master in Health Services Policy and Research

Course #	Courses
<i>HSM 655</i>	Public Policy and Health
<i>INS 572</i>	Global Public Health Policy and Ethics
<i>ACC 665</i>	Health Care Financial and Managerial Accounting
<i>HSM 684</i>	Analysis of Health Care Delivery and Policy
<i>HSM 683</i>	Professional Skills Development
<i>CHC 607</i>	Policies and Management of the Health Effects of Climate

Master in Education

Course # Courses

<i>TAL 601</i>	Educational Assessment and Accountability
<i>TAL 666</i>	Introduction to the Politics of Education, Teaching and Learning
<i>TAL 667</i>	Education Reform, Policy and the Social Organization of Schooling

**Master of Arts in International Administration
Certificate in Security Management**

Course # Courses

<i>IGS 613</i>	Global Cultures: Religion, Communication, and Security
<i>IGS 644</i>	Energy Security and Environmental Sustainability
<i>IGS 645</i>	Human Security Management
<i>IGS 646</i>	Civil Security Management
<i>IGS 647</i>	Disaster Response and Humanitarian Intervention

**College of Engineering
Department of Electrical and Computer Engineering
Concentration in Cybersecurity**

Course # Title

<i>ECE 676</i>	Internet and Intranet Security
<i>CSC 609</i>	Data Security and Cryptography
<i>ECE 634</i>	Communication Networks
<i>ECE 674</i>	Agent Technology
<i>ECE 675</i>	Digital Forensics
<i>ECE 677</i>	Data Mining
<i>ECE 678</i>	Network Security – Cyber Attacks and Defenses

Appendix 3: Admissions Rubric for the Masters of Public Policy

Attachment 3

Rubric for Admission Masters of Public Policy

GPA	Degree	Institution ¹	Work Experience	GMAT (or GRE)	GRE (or GMAT)	TOEFL ¹	2 LORs	Career Goal Essay or Resume	Admission Decision
3.5+ in last 60 credits of upper division coursework	Any	U.S. Accredited	3 years of relevant experience ⁵	550+ ³	297+ ³	N/A	Positive	Acceptable	MPP Director Review ²
3.0 - 3.49	Any	U.S. Accredited	3 years of relevant experience	550+ ³	297+ ³	100	Positive	Acceptable	MPP Director Review and Approval ²
3.0	Graduate Degree in related field	U.S. Accredited	N/A	N/A	N/A	100	Positive	Acceptable	MPP Director Review ²
2.5 - 2.99	Any	U.S. Accredited	3 years of relevant experience	580+	305+	100	Positive	Acceptable	MPP Director Review and Approval ⁴
2.49 and below	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Deny

¹ TOEFL required for applicants with degrees from institutions outside of the United States, may be substituted for IELTS (minimum 6.0).

² MPP Director reviews and approves all admission files within 24 hours of receipt from admission team.

³ The GRE or GMAT core may be waived by the graduate school for exceptional cases.

⁴ Separate additional essay must be submitted to the MPP director specifying any reasons that may explain why applicant has not met full admission requirements.

⁵ For applicants not meeting the minimum work experience requirement, a separate essay must be submitted to the MPP director attesting to the applicant's government management experience and academic preparation that would be equivalent to 2 graduate credits.

⁶ Applicants with degrees from institutions outside of the United States need to have their official transcripts evaluated by our International Admissions department to determine GPA.

Appendix 4: Full Course Descriptions

POL 601. Budgeting and Financial Management and Administration

Role of the budget in shaping public policy; managing public revenues; budgetary theory, politics, and fiscal management. We study examples from state, municipal and federal governments.

POL 6XX. Introduction to Research Design, Data Collection and Survey Research

In addition to discussing general questions about the philosophy of science, we will cover fundamental issues such as arriving at a research question, theory building, hypothesis development, variable measurement, identifying and dealing with confounding factors, and causality, for both quantitative and qualitative analysis. We will also discuss Principles of survey construction and validation; format selection, sampling, question wording, adaptation for international audiences, response option formats, and question order.

POL 610. Statistics for Politics and Public Administration

This course focuses on the use of statistics to conduct quantitative research (i.e., statistics) in political science, policy, and public administration. Includes applied multivariate statistics in support of policy and management problem solving. The course emphasizes hands-on data work, including the estimation of regression models. Students will learn how to perform analysis using existing data sets and how to present findings in an appropriate manner. Statistical analysis software will be used and is required for all students.

POL 6XX. Microeconomics for Public Policy

Microeconomic theory as applied to policy making, concepts of efficiency. Microeconomic analysis and modeling to incorporate market failure and issues of uncertainty and information failure; organization models; policy instruments; policy and planning applications.

POL 6XX. Macroeconomics for Public Policy

This course examines the working of the aggregate economy. It aims to understand the key determinants of business cycle fluctuations and of long-run economic development. This includes coverage of the role of employment, productivity, trade and fiscal deficits, inflation, and interest rates. The emphasis of the course is on the impact of monetary and fiscal policies on the macro economy. Students will be able to analyze and discuss important current economic issues, such as government spending and tax reforms, Social Security reforms, the conduct of monetary policy, and the impact of changing economic

conditions around the world.

POL 625. Comparative Public Policy and Implementation

Comparison and analysis of the organizational and managerial policy problems of developed and developing nations. The administrative process will be considered within the institutional and cultural framework of each nation. Case studies will be used to focus on transition from traditional to modern techniques of public management.

POL 634. Applied Policy Analysis

Examines a variety of policy problems through the framework of problem definition, formulation of alternatives, assessment of alternatives, and policy impact evaluation. Students will also be introduced to cost-benefit analysis and evaluation methods.

POL 646. Public Policy Process and Implementation

An introduction to the stages through which public problems are recognized and considered as part of the political process, and how policies to address public problems are formulated, implemented, and evaluated. The course examines theories and frameworks that allow us to better understand the policy making process in the United States and in other countries. The course includes an examination of how political practices, institutions, and stakeholders influence agenda setting, the development and selection of policy alternatives, the selection of policies, and the their impacts on society.

POL 606. Organizational Dynamics and Management

Organizational dynamics and management in public and non-profit organizations. Focus on organizational theories, leadership, behavior, goals, effectiveness, and change, with an emphasis on the distinctiveness of public organizations, public-private partnerships, new public management, and digital governance.

POL 624. Nonprofit Organizations: Law, Policy, and Management

This course teaches students the essential requirements for creation and operation of tax-exempt nonprofit organization in accordance with state and federal law. The course covers a wide range of relevant topics including guidelines for charitable giving and charitable solicitation, pitfalls that can result in personal liability for officers and directors, and statutory constraints on legislative lobbying and political activities.

POL 626. Administrative Law

Administrative law is the study of the legal relationship of government agencies to

legislatures, courts, and private parties. The course examines the legal dimensions of bureaucratic power and procedures as well as constitutional and statutory constraints on regulators and administrators. Topics include rule making, adjudication, investigation and enforcement, political controls on agencies, judicial review of agency decisions, governmental liability and immunity, public records and open meetings laws. Both federal law and Florida law are covered. The course assumes a basic knowledge of the American legal system, constitutional law and bureaucracy.

POL 647. Human Resource Management in Public Service

Topics include human resource management in public service: job analysis and design, evaluation and appraisal, recruitment and interviewing, training and development, wages and benefits, and health and safety. Unionization, regulation of wages, hours and working conditions, financial security for workers, and job anti-discrimination legislation are considered.

POL 651. Productivity Improvement in the Public and Nonprofit Sectors

Definitions and measures of productivity. Evaluation of government programs, and methods of productivity improvement.

POL 657. Ethical and Managerial Issues in Government, Business and Nonprofit Organizations

Governments at all levels in this country—national, state, and local have encountered scandals involving ethical wrongdoing. Businesses and nonprofit organizations have faced similar problems. Countless examples of unethical and ethical behavior occur in organizations daily. This course examines the causes and consequences of such actions and the managerial strategies and competencies needed to effectively cope with the ethical issues confronting individuals and organizations.

POL 658. From Electronic Government to Digital Governance

Graduate and advanced undergraduate seminar explores the transition from electronic government to digital or d-governance, emphasizing political participation, citizen-centric public administration and the proliferation of global information technologies and social

POL 6XX. Cost-Benefit Analysis and Public Policy

The goals of this course include learning (1) how to read, or judge, a cost-benefit analysis; (2) how to incorporate elements of cost-benefit analysis into policy work; and (3) when CBA is a good tool to use and when it isn't. This class also presents an opportunity to reflect on big picture issues of how to treat uncertainty and risk; discount costs and benefits received in the future; value lives saved; and manage other difficult matters. In brief, this class offers a comprehensive treatment of the cost benefit analysis

methodology, with attention devoted to the microeconomic underpinnings of the technique as well as applications drawn from many areas, including health, the environment, and public goods.

POL 616. Experiments in Political Science

Examines experimental method of hypothesis testing, with specific examples in the study of politics.

POL 617. Introductory Statistical Methods in Political Science

The tools needed to manipulate and analyze quantitative data rigorously so you may answer questions of political interest. First in a two-course sequence.

POL 618. Advanced Statistical Methods in Political Science.

The maximum likelihood framework for statistical inference in the study of politics. Second in a two-course sequence.

POL 619. Introduction to Game Theory for Political Science

The rudiments of non-cooperative game theory. Mainly intended for political science students, but presents applications from other academic disciplines such as economics, business administration, sociology, and psychology.

SOC. 613. Qualitative Research Methods

In-depth introduction to qualitative, inductive methods, with emphases on grounded theory and action research. Focus on qualitative interviewing (including focus groups) and participant observation for the collection of data in naturalistic social settings, with simultaneous data analysis; qualitative methods in mixed-methods research introduced. Covers ties between methods and theory, additional basic methods used in qualitative research, and typical analytic approaches; touch on more esoteric methods; study current issues and debates relevant to this set of approaches to generating knowledge.

GEG 691. Geographic Information Systems I

An introduction to fundamental concepts in Geographic Information Systems (GIS) and related geographic technologies. Students are exposed to leading GIS software tools used in the industry.

GEG 693. Geographic Information Systems II

An introduction to spatial analysis, which consists of techniques for analyzing patterns of and interrelationships between spatial data. Topics include vector polygon editing and topology, integration of raster and vector data, surface analysis and 3D analysis, suitability mapping, spatial modeling and multi-criteria evaluations.

POL 611. Security in the Arabian Peninsula

Examines how local and international actors build sustainable peace strategically through peace-keeping, peace accords, reconciliation, education, human rights, international law, and state-building.

POL 630. Intelligence and National Security

This course will study the US national security community structure and decision making process. The course will look at the National Security Council, the principal national security agencies (such as the CIA, Defense Department, and State Department), how they interact, and their roles in dividing and executing policy. We will also examine the role and function of senior policy decision makers such as the President. We will study recent policy challenges such as Iraq and Afghanistan as examples of National Security policy.

POL 644. Chinese Foreign Policy

International relations of the People's Republic of China, in theory and in practice. Structure and context of foreign policy decision-making; domestic influences on the foreign policy making process. China as a global and regional actor.

POL 677. Security in South Asia

The security system of South Asia's northern reaches and the current conflict involving Afghanistan, Pakistan, and India: considerations of sovereignty and the role of frontiers in world politics.

POL 6XX: Global Trade

Topics: the theory of comparative advantage. Trade, foreign policy, and development. Arguments for and against trade protection. History and development of trade agreements. Trade dispute resolution. Domestic politics of trade, including mitigating the costs of trade dislocation. Use of sanctions as a tool of foreign policy.

POL 691. International Security

Analysis and evaluation of approaches to international conflict, resolution, reduction and stabilization such as international organization, law, collective security, balance of power, functionalism, world government, morality, and conscience. Special emphasis on recent problems and efforts at institutionalizing social control.

POL 693. International Relations of the Middle East

Regional and inter-regional analysis of the foreign relations of Middle Eastern nations, domestic and geopolitical factors.

POL 694. European Security

Examines regional security in Europe, focusing on NATO expansion, EU expansion, Russian foreign policy and related issues.

POL 605 Comparative Family Policies: Sex, Babies, and the State

In one of the most profound revolutions of the past century, gender roles have irreversibly changed and equal rights for women and men has become a stated goal in western societies, even if not the reality. This course examines policies on reproduction, work and the family in advanced industrialized countries including Latin American Countries.

POL 636. U.S. Health Care Crisis: Politics and Policies

This seminar will explore the politics and policies of healthcare in the United States. Our examination of the current crisis in cost and coverage will draw on experience from the debates on comprehensive and incremental reform over the past decade. In addition, we will explore the politics and policies of other health and science issues. Students will be expected to attend every class and be actively involved in class discussions. There will be two examinations, one at mid-term and a final based on readings and course discussions.

POL 655 Public Policy and Health

Development of public policy at the federal, state and local level. Policy process, models of policy analysis, policy development in several government service areas, and plans for policy change. Special emphasis on health policy formulation, implementation and the use of epidemiological tools in health policy analysis.

POL 682. Political Economy of Development

Overview of the principal theoretical paradigms of the development process Comparative analysis of issues such as the role of the state, strategies of industrialization, changes in social structure, basic needs and the trade-offs between growth and equity.

POL 669 LGBTI Politics

Describes and explains global variance in government policies of interest to lesbian, gay, bisexual, transgender and intersex citizens including sodomy laws, anti-discrimination ordinances, same-sex marriage and adoption, military service, and the right to change one's sex or identify as neither male nor female.

HSM 601. Essentials of Health Care Administration

This course will allow the student to understand the health care system, including physician services, hospital and hospital systems, long-term care providers, mental health services, and pharmaceutical services. Health care labor markets will be examined. Various elements associated with the financing of health services will be analyzed as well including indemnity insurance, capitation, and the role of managed care, accountable care organizations, and consumer driven health care in theory and practice. The role of government and its impact on our health care system will be understood as well. Alternative health care systems looked at from a global perspective will be analyzed, and possible application to the U.S. health care system will be evaluated.

HSM 655. Public Policy and Health

Role of public and private institution in health promotion, health care delivery, and health insurance. Explains how and why government and society attempt to influence health-related behaviors and the **resulting effects on individual's** lives.

INS 672. Global Public Health Policy and Ethics

US Foreign Policy & Global Public Health Focus on Infectious Diseases: Diplomacy, Security & Ethical Challenges. National, regional and global health policies with special consideration to ethical and human rights issues; policies and the moral considerations that shape public health policy.

ACC 665. Health Care Financial and Managerial Accounting

This course covers managerial and financial accounting concepts applied to health care organizations. Topics include cost allocation and management control systems.

HSM 684. Analysis of Health Care Delivery and Policy

All societies must deal with the allocation of scarce resources. In our society, primary reliance is placed on markets and prices. Since most students are unfamiliar with the methods of **decision-making from a manager's perspective**, we will discuss criteria to evaluate the allocation of resources and analyze the behavior of two of the principal actors – consumers and firms. A careful analysis of the choices made by individuals, organizations, and **governments will demonstrate that sensible "choice architecture"** can successfully nudge people toward better decisions without restricting their freedom of choice. The principles of economic and management decision-making will be presented in the context of health care systems and markets. We will use numerous real-world issues and case studies to demonstrate decision-making techniques, especially for health care organizations and consumers.

POL 631. Global Environmental Politics

Examination of the environment within the context of economic globalization. Contrasts the international trading regime and those regimes designed to protect the environment, with specific attention to the issues of global warming and bio-diversity.

POL 645. Environmental Policy Making

Examination of different ethical approaches to the environment; the federal government's management of natural resources; selected environmental policies; international environmental policy issues. Topics include federal management of national grazing lands, national forests, and minerals in the public domain. Analyzes environmental policies such as air, water, toxic wastes, energy, and environmentally-related issues in international trade and national security.

POL 653. The Environmental Movement: Groups, Beliefs and Values

Exploration of the origins and political impact of environmentalism in the United States and, to a lesser extent, in the global context. Impact of democratic participation on environmental politics.

IGS 644. Energy Security and Environmental Sustainability

The concepts of environmental sustainability and energy security will be explored. The importance of energy and the mitigation of climate change in formulation of country strategies, advancement of national interests and shaping of the international system will be stressed.

MES 620. Environmental Law

An introductory course focusing on environmental problems. The study of Regulatory legislation, common law, and administrative law. Topics include toxic substances, air and water pollution, and habitat and species protection.

MES 720. Coastal Law and Policy

Course examines the authority of different levels and agencies of government to make decisions affecting the coastal zone. Course also explores the coastal problems of shoreline use and development, uses of water areas and the seabed, and the related questions of environmental protection.

MES 616. Ocean Policy and Development and Analysis

Ocean policy development and analysis of issues such as: offshore oil drilling, fisheries resource conflicts, marine mammal protection, ocean dumping and incineration, multiple use conflicts in marine protected areas, pollution from land based sources, and oil spill contingency planning.

RSM. 620 Climate and Society

This course is designed to provide students from different disciplinary backgrounds with an overview of physical processes, general concepts and policy debates surrounding climate issues.