



Addendum - University Catalog 2013 | Edition I

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13.1.1 Bachelor of Science in Health Care Administration

Concentration in Emergency Medical Services Management (added 03.11.2013)

13.1.2 Enrollment Options Updates

Changed language and added "Flexible Enrollment Programs for Veterans" (added 3.18.13)

Military TA Suspension Information

13.1.3 Career Services

Changed language (added 3.20.13)

13.1.4 Leave of Absence Policy Revised *(in effect 4.15.13)*

13.1.5 Military Tuition Assistance Update

Student Fees *(Added DBA Fees)*

Tuition Refund Policy *(Added DBA Fees)*

Textbook Policy *(Formerly the CSU Book Grant Policy. Effective Term 2B/9.25.13)*

VA Benefits

Admissions Requirements *(Effective Term 2B/9.25.13)*

NEW PROGRAM *(Launch Date 6.25.13)*

Master of Public Administration (MPA)

Emergency Services Management (ESM) Concentration

Criminal Justice Administration Concentration

Bachelor of Science in Health Care Administration

| | |
|------------------------------------|------------|
| Total Program Requirements | 120 |
| General Studies Requirements | 36 |
| General Studies Electives | 24 |
| Major Requirements..... | 36 |
| Major Electives..... | 24 |

The Bachelor of Science (BS) in Health Care Administration provides students with a foundation of knowledge regarding the health care industry. The program prepares students to apply knowledge in a professionally, competent manner to advance in the field of health care as a leader or administrator. Emphasis is placed on building strong communication skills and organizational competence in managing and developing professional standards, procedures, and policies for various institutional health care activities. These leaders should be well organized and attentive to detail. The BS in Health Care Administration does not offer a clinical or infield experience component. Its purpose is to provide a broad educational background to those already working in the health care field.

1. Analyze and select strategic planning processes which are effective in health care organizations and business environments.
2. Develop strategies for a competitive advantage in working with health care markets and critical thinking in relation to current trends in the health care industry.
3. Demonstrate strategic leadership skills in managing special operations and emergencies in health care.
4. Explain the connection between bioethics and effective delivery of health care services.
5. Demonstrate how to plan for disasters and structural failures in a health care organizational setting.
6. Plan, design, and evaluate training programs and performance improvement programs in a medical organization.
7. Evaluate key factors affecting the financial aspects of providing health care in today's dynamic and competitive environment.
8. Investigate the need for and appropriateness of research methodologies in the health care environment.
9. Apply measures of income and expense, working capital, and investments in calculating facility performance, making business decisions and budgeting.
10. Discuss why the legal profession has such important connections to health care delivery.
11. Evaluate important relationships between business ethics and medical business operations.
12. Discuss and explain the importance of "work ethic" and discuss why professionalism is so important in health care.

| | |
|---|---------------------|
| General Studies Requirements | 36 |
| Course Title | Credit Hours |
| Humanities and Fine Arts | 9 |
| <i>Select a minimum of 3 courses from this area to include:</i> | |
| SLS 1000 Student Learning Success | |

| | |
|---|----------|
| Social and Behavioral Sciences | 9 |
| <i>Select a minimum of 3 courses from this area to include:</i> | |
| BBA 2401 Macroeconomics | |

| | |
|---|----------|
| Natural Sciences | 3 |
| <i>Select a minimum of 1 course from this area.</i> | |

| | |
|---|----------|
| Mathematics | 3 |
| <i>Select a minimum of 1 course from this area.</i> | |

| | |
|--|----------|
| History | 6 |
| <i>Select a minimum of 2 courses from this area.</i> | |

| | |
|-----------------------------------|----------|
| English Composition | 6 |
| EH 1010 English Composition I | |
| EH 1020 English Composition II ** | |

General Studies Electives 24

To meet the required electives, students may select any 1000 or 2000 level course that has not already been taken to satisfy the General Studies or Core requirements.

Health Care Administration Requirements 36

Major Requirements—Group A 30

| | | |
|---------------------------------------|---|---------------------|
| <i>Select 10 courses listed below</i> | | |
| Course | Title | Credit Hours |
| BBA 3201 | Principles of Marketing | 3 |
| BHA 3002 | Health Care Management | 3 |
| BHA 3501 | Community Health | 3 |
| BHA 3801 | Critical Issues in Health Care | 3 |
| BBA 2201 | Principles of Accounting I | 3 |
| BHR 3352 | Human Resource Management | 3 |
| BHA 4201 | Health Care Law | 3 |
| BHA 4053 | Financial Management in Health Care Organizations | 3 |
| BBA 3551 | Information Systems Management | 3 |
| HCA 4320 | Development and Strategic Planning in Health Care | 3 |

**Each of these courses requires a prerequisite. Please review the course descriptions and objectives for each course at www.columbiasouthern.edu/degree to determine the prerequisite requirement.

| | | |
|---|--------------------------------------|----------|
| Major Requirements—Group B | | 6 |
| <i>Select 2 Courses from the list below or any 3000-4000 level business or BOS course, or approved transfer course credit within major.</i> | | |
| BHA 3202 | Standards for Health Care Staff | 3 |
| BHA 3401 | Health Unit Coordination | 3 |
| BHA 4001 | Budgeting in Health Care | 3 |
| BBA 3651 | Leadership | 3 |
| BHA 4101 | Quantitative Methods for Health Care | 3 |

Health Care Administration Electives and Concentrations

24

Professional Electives 12-24
Students may select any courses that have not already been taken to satisfy General Studies, Major Requirements, or concentration in Emergency Medical Services Management.

Bachelor of Science in Health Care Administration Concentration in Emergency Medical Services (EMS) Management Courses

12

The Bachelor of Science (BS) in Health Care Administration, Concentration in Emergency Medical Services (EMS) Management provides students with a foundation of knowledge regarding the health care industry. The EMS Concentration will prepare students for the growing field of Emergency Medical Services through academics, research, and leadership. It is designed for EMTs, Firefighters, First Responders, or any other emergency personnel that wishes to expand their knowledge and skills related to the field of Emergency Medical Services. Graduates of this program will be able to pursue professions aligned to health care serving leadership roles as initial supervisors, mid-level managers and administrators. The curricula and coursework is clearly defined and challenging; focusing on principles of management, emergency response operations, and the planning and preparedness of emergency situations. Courses in this program encompass emergency management and preparedness, public health, public safety, injury prevention, special operations, disaster planning, disaster mitigation, hazard management, terrorism, structural failures, information systems, and legal issues.

Select 4 courses listed below

| Course | Title | Credit Hours |
|---------------|--|---------------------|
| EMS 3301 | Emergency Medical Services Management | 3 |
| EMS 4301 | Special Operations | 3 |
| EMS 4302 | Disaster Response and Recovery Management | 3 |
| EMS 4303 | Emergency Management in Terrorism | 3 |

Enrollment Options

An application for admission is required for all students; in addition, all applicable admission requirements apply.

Term Enrollment Programs

CSU Term Enrollment Program courses are 8 weeks in length and have set start and end dates coinciding with the Academic Term Calendar. This enrollment option provides a more structured framework that facilitates on-time course completion while allowing the student flexibility throughout the week for assignment completion. Weekly, substantive interaction is required through submission of discussion board postings and other assignment types. Each week begins on Wednesday and ends on Tuesday. Discussion board assignments are due on Saturday and Tuesday. All other weekly assignments are due by Tuesday each week. All assignments are due by midnight Central Standard Time (CST) on the respective day. A term begins almost every month of the year allowing students to begin courses at a time that is convenient to them. The full academic term calendar and term course schedule can be viewed on the CSU website. Students utilizing Title IV Federal Student Aid are required to enroll in Term Enrollment Programs. All of the online programs offered at CSU are available in the Term Enrollment Programs option; with the exception of the Associates of Arts in General Studies.

Flexible Enrollment Programs for Veterans

CSU Flexible Enrollment Program courses for Veterans are 8 weeks in length and have set start and end dates coinciding with the Academic Term Calendar. A term begins almost every month of the year, allowing students to begin courses at a time that is convenient for them. This enrollment option was designed for students using Montgomery GI Bill or Post 911 GI Bill benefits and provides a flexible structure for course completion.

Between the scheduled start and end date, students can progress through coursework at their own pace. A suggested course schedule is provided, upon enrollment, as a guide for course completion. Attendance verification is required by week 4 of all enrolled courses to maintain enrollment in Flexible Enrollment Programs for Veteran courses. All of the online programs offered at CSU are available in the Flexible Enrollment Programs for Veterans option.

Per-Course Enrollment Programs

CSU Per-Course Enrollment Program courses are 10 weeks in length and are designed with student flexibility in mind. Coursework is completed through an independent study model that allows students the flexibility to create study-time around other life commitments. This enrollment option offers added flexibility beyond what typical online programs offer. Per-Course Enrollment Programs have no semester start dates; therefore, students can begin courses at a time convenient to them. Students can progress through course assignments at a comfortable pace by creating a schedule for on-time course completion.

Non-Federal Student Aid Programs

Non-Federal Student Aid programs include all Certificate programs and the Associate of Arts in General Studies. Due to accreditation and/or U.S. Department of Education program eligibility regulations, the specified programs are not eligible for Federal Student Aid (Title IV). Students enrolled in these programs may choose to take the programs as a Per-Course Enrollment Program or a Flexible Enrollment Program for Veterans.

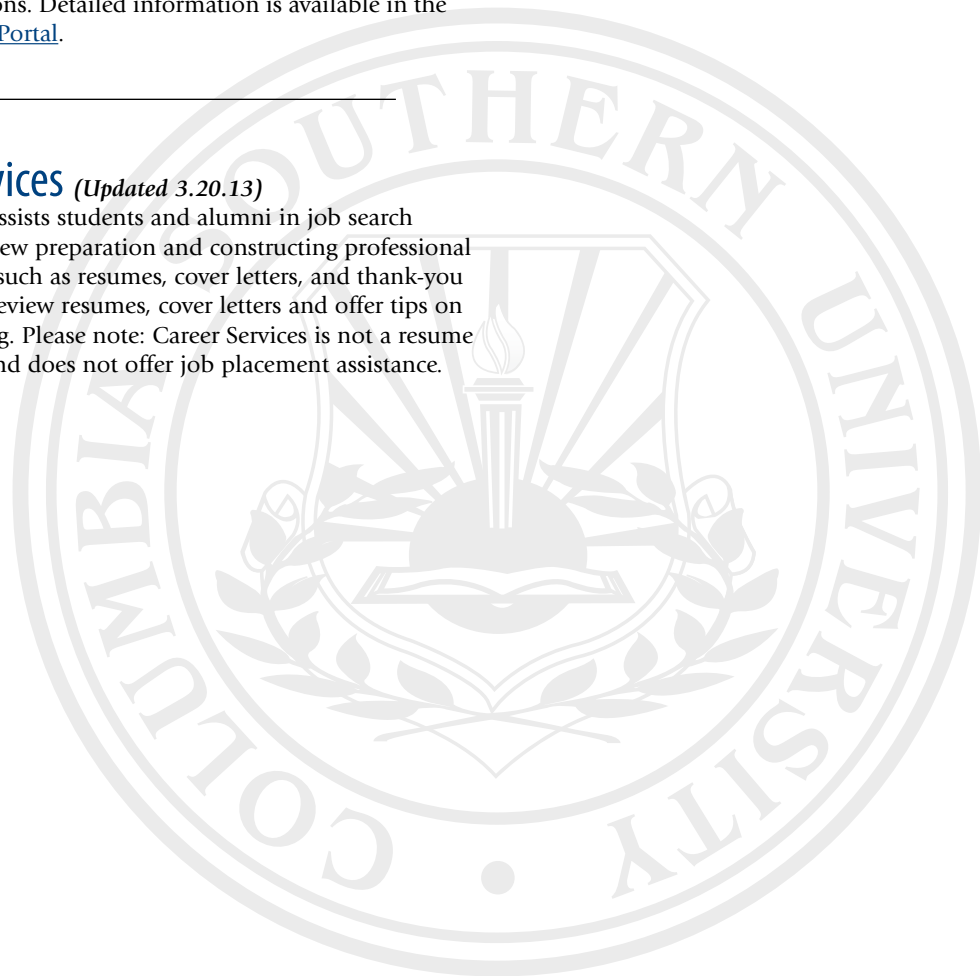
Military TA Suspension *(Added 3.18.13)*

We recognize that the sequester has resulted in the suspension of Tuition Assistance for all branches of the U.S. military, with the exception of the Navy.

CSU staff is available to assist military students with additional enrollment options. Detailed information is available in the [myCSU Student Portal](#).

Career Services *(Updated 3.20.13)*

Career Services assists students and alumni in job search strategies, interview preparation and constructing professional correspondence such as resumes, cover letters, and thank-you letters. We also review resumes, cover letters and offer tips on social networking. Please note: Career Services is not a resume writing service and does not offer job placement assistance.



Leave of Absence Policy Revised *(in effect 4.15.13)*

Leave of Absence Policy

Students enrolled in term enrollment programs that are unable to enroll in one or more terms may apply for a temporary Leave of Absence (LOA) from the university. This policy is designed to allow a student the flexibility to take a temporary break from their academic program and upon return a student will not be required to apply for readmission to the university. A student will not be granted a LOA in the middle of a term, therefore for purposes of Title IV a student granted a temporary LOA will be considered withdrawn from the university during this time. A student is expected to complete all courses if currently enrolled in a term and apply for a LOA to begin at the start of the next term in the academic program. If a student is having difficulty or unable to complete all courses in the term they may apply for an incomplete, an incomplete for special circumstance or withdraw, in which case a Return of Title IV calculation may be required.

A student may apply for a LOA by submitting the Leave of Absence Request Form located in myCSU Student Portal. All requests must be submitted a minimum of 3 weeks prior to the start of the term a student will be unable to attend. A temporary LOA from the university will only be granted to a student planning to return to their academic program at the end of the LOA. In addition, for undergraduate and graduate students the LOA request may not exceed more than two consecutive terms within a 12 month period. A student may request more than one LOA during their academic program not to exceed two terms within a 12 month period. Doctoral students who are enrolled in term enrollment programs may request to take a LOA for one term only within a 12 month period not to exceed three terms during their academic program. Doctoral students who are enrolled in Per-course enrollment programs may request to take a LOA for one enrollment period within a 12 month period not to exceed three enrollment periods during their academic program. A student may return from a LOA early and resume enrollment in the next available term or enrollment period.

Important facts concerning a Leave of Absence:

- For purposes of Title IV a student will be considered withdrawn from the University while on a LOA; therefore federal student loans are not eligible for an in-school deferment;
- A student will not be eligible to receive federal student aid while on a LOA;
- A student who fails to return from a LOA will be required to reapply for admissions to the University after a period of 12 months of inactivity in their academic program.

Military/Special Services Leave of Absence Provision

Undergraduate, Graduate and Doctoral students requiring a military or special services deployment may request a provisional LOA for the designated deployment period up to 12 consecutive months. A student may apply for a provisional LOA by submitting the Leave of Absence Request Form located in myCSU Student Portal. In addition, a student must provide supporting documentation regarding the nature and period of deployment from their commanding officer or supervisor. If the military or special services deployment occurs during a course, the student may be required to withdraw from the course or request an incomplete for special circumstances.

Students should contact their Academic Advisor and the Office of Financial Aid to discuss potential academic and financial implications prior to taking a LOA from their academic program.

Addendum 13.1.5

Military Tuition Assistance Update

Columbia Southern University acknowledges the reinstatement of Military Tuition Assistance (MTA) payments for:

- United States Air Force effective April 10, 2013
- United States Marine Corps effective April 8, 2013
- United States Army effective April 9, 2013
- United States Coast Guard restored April 19, 2013 with changes (*Active Duty E-6 and below, undergraduate courses only*)

CSU deeply regrets the negative impact of sequestration and the hardships that our military students have endured during this process. CSU's staff and faculty are readily available to answer any questions that you may have and assist you with course registration. For Academic Advisor assistance regarding enrollment, please call 1-800-977-8449, extension:

- 6525 (*Student Services*)
- 6518 (*Academic Advisors/College of Business*)
- 6528 (*Academic Advisors/College of Safety and Emergency Services*)
- 6531 (*Academic Advisors/College of Arts and Sciences*)

Student Fees

Fees are charged when services are rendered.

| Fee | Amount |
|---|---------------|
| Online Library Fee (One-Time Fee) | \$20 |
| Graduation Fee | \$75 |
| DBA Online Library Fee (One-Time Fee) | \$50 |
| DBA Dissertation Fee* | \$1,200 |
| DBA Research Project Fee** | \$900 |

Optional Fees

| | |
|--|-------|
| Priority Evaluation Fee..... | \$25 |
| Change of Degree Program / Concentration Fee | \$25 |
| In-Program Re-Evaluation Fee..... | \$25 |
| Bachelor to Associate Degree Request..... | \$100 |
| Term Late Enrollment Fee..... | \$50 |
| Return Check Fee..... | \$25 |
| Remote Proctor Now *** | \$20 |

Incomplete Course Fees

Per-Course Programs:

| | |
|--------------|-------|
| 15 day | \$25 |
| 30 day | \$50 |
| 60 day | \$100 |

Term Programs:

| | |
|--------------|------|
| 45 day | \$50 |
|--------------|------|

Fees and shipping & handling charges are non-refundable and subject to change.

Tuition Refund Policy

Per-Course, Term and Flexible Enrollment Programs for Veterans

Refunds are subject to state policies. For information about refund policies in specific states, please see the State Licensure page of the CSU Website.

Students who wish to drop/withdraw from a course or withdraw from their program should complete the Course Drop/Withdrawal Form located in myCSU Student Portal. Alternatively, students may withdraw in any manner by contacting the Office of the Registrar. Any refunds due will be issued within 30 business days. All students that drop/withdraw from a course after the drop date (7 calendar days for a course in the Term Enrollment Programs or Flexible Enrollment Programs for Veterans and 2 calendar days for a course in the Per-Course Enrollment Programs) can be charged a 20 percent Registration Fee * (maximum of \$200 per degree program). The remaining tuition will be refunded based on the course start date and the tuition percentage amounts listed below or the applicable state refund policy, whichever is more student friendly.

Tuition Due Student in the:

- 1st week: 100%
- 2nd week: 80%
- 3rd week: 60%
- 4th week: 40%
- 5th week: 20%
- 6th week: 0%

Iowa State Refund Policy

The Iowa State Refund Policy applies when students who are residents of Iowa drop or are administratively dropped from a course or the institution and is calculated as follows:

- Remaining # of scheduled school days (up to 60% of the total scheduled school days)
- Divided by
- The total number of scheduled school days (up to 60% of the total scheduled school days)
- Multiplied by 90% of the charged tuition

Maryland State Refund Policy

The Maryland State Refund Policy applies when students who are residents of Maryland drop or are administratively dropped from a course or the institution.

Tuition Due Student:

Proportion of Total Course, Program, or Term Completed as of

| Date of Withdrawal or Termination | Tuition Refund |
|-----------------------------------|----------------|
| Less than 10% | 90% Refund |
| 10% up to but not including 20% | 80% Refund |
| 20% up to but not including 30% | 60% Refund |
| 30% up to but not including 40% | 40% Refund |
| 40% up to but not including 60% | 20% Refund |
| More than 60% | No Refund |

Textbook Policy

Note/Disclaimer: The Textbook Policy is not effective until Term 2B which starts on September 25th. Some of the wording in reference to the “70% for used textbooks” has changed. Visit us online for the [current \(formerly the Book Grant/Loan-a-Book Policy\) textbook policy](#).

Textbooks are provided for all programs at no cost through the Columbia Southern University Book Grant or Loan-a-Book. The University will determine whether the Book Grant or Loan-a-Book will be utilized. Books may be in new or used condition and may be in print or electronic format.

Book Grant

The Book Grant provides textbooks at no cost. Textbooks are not required to be returned with the Book Grant; however, students must meet course completion requirements. Successful course completion is defined as earning a passing grade or not dropping/withdrawing from the course in which the textbook was granted. When a student drops, withdraws, is institutionally withdrawn, or fails a course, a charge for the textbook and shipping will be posted to the student’s account. The student may return the text postmarked within 30 days to have the charge reversed. The charge will be based on the retail textbook price listed at the CSU website or 70% if student was issued a used textbook. Additionally, \$12 shipping for each course will be charged. Alternatively, the student may re-enroll in the same course for the next consecutive term or enrollment period and indicate on the course re-take form that the previously provided text will be used. As long as the next course enrollment is submitted within 30 days of the course failure or drop/withdrawal, the text and shipping charges will be reversed. Students enrolled in Term Enrollment Programs or Flexible Enrollment Programs for Veterans should return the text if the course is not available in the next consecutive term.

Students not successfully completing a course should access the Textbook Return Form in the myCSU Student Portal and enclose with the returned text. Students who return textbooks without the proper paper work to identify themselves will not

receive credit for the return. Students who do not return the text and do not pay the text charge, may not be allowed to enroll in future courses.

Loan-a-Book

Loan-a-Book provides textbooks for select courses, at no cost. Textbooks are required to be returned to Columbia Southern University through the provided return label, upon course completion. Students will be provided detailed textbook return instructions via e-mail. Alternatively, the student may re-enroll in the same course for the next consecutive term or enrollment period and indicate on the course re-take form that the previously provided text will be used. Textbooks not returned will be charged to the student’s account. The charge will be based on the retail textbook price listed at the CSU website or 70% if student was issued a used textbook. Additionally, \$12 shipping for each course will be charged. The Loan-a-Book program may be utilized during natural disasters or other situations where the student’s textbook is destroyed or no longer accessible. Textbooks provided during these circumstances are required to be returned following the same procedures as standard Loan-a-Book. Textbooks not returned will be charged to the student’s account.

VA Benefits

Students using VA Benefits should enroll through the Flexible Enrollment Programs for Veterans. Tuition is due at the time of registration and benefits will be paid directly to the student by VA. In order for CSU to process a registration for students utilizing VA/GI Bill benefits, all required forms must be submitted to VA and CSU. This will help ensure that benefits are paid in a timely manner. For information on the forms required to be submitted to VA, visit the Veterans Online Application Website (VONAPP) at <http://vabenefits.vba.va.gov/vonapp/main.asp>.

Most Commonly Required Forms

| Form | Use |
|-----------------|---|
| VA Form 22-1990 | Application for Education Benefits |
| VA Form 22-5490 | Application for Survivors and Dependents Educational Assistance |
| VA Form 22-1995 | Application for Change of Program or Place of Training |
| VA Form 22-5495 | Application for Change of Program or Place of Training, Survivors and Dependents Educational Assistance |

In addition to the above list of forms, students that have been discharged will also need to submit DD Form 214. If you have additional questions regarding VA/GI Bill benefits, please contact the CSU Admissions Department.

Admission Requirements

Undergraduate Programs

Unconditional admission requires applicants to self-certify on the CSU application for admission and provide evidence of graduation from an approved high school program, or the equivalent, deemed acceptable to CSU. Acceptable evidence includes a copy of an official high school transcript indicating the date of high school graduation, a GED certificate indicating state required passing scores or score sheet indicating state required passing scores, a DD-214 indicating successful completion of high school or a post-secondary transcript indicating the date of graduation from an approved high school program. To meet Federal Student Aid (FSA) eligibility requirements at CSU, applicants must be admitted unconditionally.

Conditional admission allows applicants who have self-certified graduation from an approved high school program, or the equivalent, on the CSU application for admission to enroll in a program for twelve (12) semester hours pending the receipt of evidence of high school completion as required for unconditional admission.

- Homeschooled students must demonstrate successful completion of homeschooling at the secondary level as defined by state law. A detailed guide for meeting the CSU admission requirements is available in the CSU Homeschooled Admission Guidelines located at <http://www.columbiasouthern.edu/admissions/homeschool>.
- International students must self-certify as to successful completion of the equivalent of Grade 12 in a U.S. secondary school and provide an appropriately authenticated official transcript issued by a governmental authority that attests to the successful completion of a program considered to be equivalent to an accredited high school diploma or GED certificate. A detailed guide for meeting the CSU admission requirements is available in the CSU International Admission Guidelines located at <http://www.columbiasouthern.edu/admissions/international>.

Master of Public Administration (MPA)

The Master of Public Administration (MPA) Degree Program is designed to provide students with the knowledge and skills to build strong healthy communities and work effectively and efficiently with private partners and not-for-profit and public sector organizations. The primary purpose of the MPA Program is to prepare graduates for career advancement in public service through student-centered education and real-world case learning that empowers students to problem-solve and appropriately respond with strategic plans in justice administration, and emergency disaster situations.

Program Goals

1. Compare and contrast the administrative perspectives related to the challenges inherent in managing public programs and services, and discuss reasonable administrative techniques to be an effective manager in the public sector.
2. Apply knowledge of applied research and quantitative methodologies and the use of evidence and data to make decisions when planning or conducting public agency research.
3. Evaluate how to manage the politics of the budgetary process by applying budget principles and techniques to decide cost-efficient approaches to public service delivery in a variety of public sector environments.
4. Develop an understanding of the public policy making process in federal, state, and local governments to effectively make presentations and participate in policy debates.
5. Cultivate ethics, multiculturalism, anti-discrimination, and equality to develop their leadership skills through application of motivational, managerial leadership and conflict resolution theories to improve interactions with people at work in the government, nonprofit or business organization.
6. Students will recognize the complexity of planning for crises and domestic emergencies and use disaster planning strategies and vulnerability risk assessments for national, state and local disasters planning to improve public management of organizational emergency and incident processes, and governance.
7. Students will recognize the relationship of the criminal justice system to the Public Administration profession.

| | |
|---|-----------|
| Total Program Requirements | 37 |
| Major Core Requirements..... | 25 |
| MPA Concentration Courses | 12 |

Major Core Requirements 25

| Course | Title | Semester Hours |
|----------|---------------------------------------|----------------|
| OR 5000 | Student Orientation | 1 |
| PUA 5301 | Administration of Public Institutions | 3 |
| PUA 5302 | Public Administration Ethics | 3 |
| PUA 5303 | Organizational Theory | 3 |
| PUA 5304 | Quantitative Research Methods | 3 |
| PUA 5305 | Public Finance and Budgeting | 3 |
| PUA 5306 | Public Policy | 3 |
| PUA 5307 | Strategic Planning | 3 |
| PUA 5308 | MPA Seminar | 3 |

MPA Concentration Courses 12

Courses must be taken from the list below to satisfy the Master of Public Administration concentration requirements in Emergency Services Management or Criminal Justice Administration

MPA Emergency Services Management (EMG) Concentration 12

The MPA EMG concentration is for public managers interested in working as emergency disaster planners or managers that require a graduate degree. Students gain skills for effective and ethical management-level decision-making as emergency public managers. The MPA EMG concentration prepares managers to respond to problems inherent in public organizations that managers face in order to address and minimize risk to responders and the public.

Concentration Courses

| | | |
|----------|--|---|
| MSE 5101 | Legal Aspects of Emergency Management | 3 |
| MSE 5301 | Interagency Disaster Management Systems | 3 |
| MSE 6301 | Risk Management | 3 |
| EMG 6305 | Emergency Management, Leadership & Decision Making | 3 |

MPA Criminal Justice Administration (CJA) Concentration 12

The MPA CJA concentration is for public managers interested in working in law enforcement and seeking to improve analytical and problem-solving skills through advanced theory-to-practice training in the field. The MPA CJA concentration prepares public managers for career advancements in agencies such as Homeland Security, Federal Bureau of Investigation, Marshals, and state and local law enforcement agencies.

Concentration Courses

| | | |
|----------|--|---|
| MCJ 5135 | Theory of Crime and Criminology | 3 |
| MCJ 6230 | Constitutional Law for Criminal Justice | 3 |
| MCJ 5390 | Critical Analysis of Criminal Justice Administration | 3 |
| MCJ 6530 | Critical Analysis of Criminal Justice Public Policy | 3 |