Mission Statement

- Prepare students, including those from groups traditionally underrepresented in public service, for management careers in government agencies and non-profit organizations at the local, state and national levels.

- Offer a structured, rigorous academic program accompanied by high levels of mentoring, financial, and academic support.

- Serve as a site for discussion, engagement, and study of issues of public importance to New York, Harlem and the world beyond.

- Combine theory and practice to develop public managers with a deep knowledge of national and community challenges and the tool to address them.

Learning Outcomes

The mission directs the PSM to prepare students for management careers in public service and to equip them with the tools and knowledge necessary for success. To that end, the curriculum is designed to build competencies in the areas listed below. PSM faculty developed this list of competency objectives after review of the literature and in consultation with experts and practitioners.

Student with the M.A. in Public Service will:

1. **Public service perspective**
   a. Disciplinary competence (knowing the leading theories, figures, documents, and events associated with modern public administration)
      i. Politics (how the political processes of the United States influence public management)
      ii. History (knowledge of the history of public administration)
      iii. Theory (key elements of public administration including overall theory, organizational

theory and organizational behavior)

iv. Diversity (awareness and sensitivity to a diverse population

b. Public service values and ethics (understand the service and performance values of public service that distinguish it from the private sector)

c. Community level case studies (promoting understanding of public service through use of case studies, particularly those relevant to Harlem and NYC)

2. Critical thinking, problem solving and decision making skills

a. Policy analysis (cost-benefit analysis, forecasting, policy choice, etc.)

b. Economic reasoning (rent controls, minimum wage, tariffs, tradeoffs, efficiency vs. fairness, ability to apply theory to solve complex problems within a public administration spectrum, etc.)

c. Ethical reasoning

d. Reporting (integrate elements of evaluation, economic theory, policy analysis, ethics, etc. to create reports useful in nonprofit and government organizations)

3. Professional development

a. IT (knowledge of software such as Excel, Word, PowerPoint, and possibly SPSS, ATLAS.ti, etc.)

b. E-governance (using technology to promote democracy and political participation, tools, etc.)

c. Topical specializations (provide students with the opportunity to take electives, choose internships, conduct research, and develop papers and projects across courses so that they develop expertise and polished research projects by the end of the program)

d. Practical experience (interfacing with practitioners, internship and cap stone)

4. Management, leadership and interpersonal

a. Organizational theory and management

b. Personnel management

c. Teamwork

d. Leadership

e. Budgeting

f. Project management

g. Program evaluation and management

h. Bargaining, negotiation, conflict resolution

i. Sensitivity to diversity and inequality

j. Strategic planning

5. Communication

a. Analytical writing (clarity, concision, bottom-line orientation)

b. Strategic communications and persuasion (tailoring communication to support the strategic goals of the organization)

c. External relations

d. Public speaking

e. Effective use of IT for communication

f. Teamwork (effective communication within teams)

6. Research

a. Identifying sources, attribution

b. Analytical writing

c. Quantitative research methods

d. Qualitative research methods

e. Reporting (audience consciousness, ability to write concise research briefs)

Learning Outcome Grid

(Outcomes are numbered from 1 to 12 as listed above.
Level of outcome is indicated by three levels: I = Introduced ; R = Reinforced ; E = Emphasized)

	Public Service Perspective	Problem Solving, Critical Thinking, Decision Making	Professional Development	Management, Leadership	Communication	Research
American Gov. Politics	Principles of public service, leading figures, and history, nature of public sector	Prepare research brief for decision making	Learn about the professional organizations in field of PA		Students practice analytical writing	Students identify quality sources of information
Communication	Unique challenges of communication in public service	Students condense and synthesis information	Experience preparing grant proposals, testimony	Role of communication in management	Clarity, concision, adapting to audience	
Public Policy	What makes policy "public"	Critically analyze policy	Build expertise in an area of policy, learn about policy making orgs.	Use policy in management	Students learn to communicate about policy	Students learn credible sources of policy analysis
Statistics	Statistics and connection to public service objectives such as objectivity	Students learn how statistics can inform decision making	Students use statistics, learn sources of economic and other data	Students are wiser consumer of data for management decision making	Students can communicate technical subjects in accessible manner	Students conduct statistical analysis
Strategic Management	Unique challenges and aspects of management in a the public sector	Students apply management techniques to analysis of management problems	Team work, conflict resolution, working with diversity	Management techniques, diversity, team work, strategic planning, job analysis, recruiting		Prepare a management analysis
Budgeting and Finance	Unique challenge and characteristics of public budgeting	Students learn to evaluate financial reports to inform decision making	Students can prepare budgets, learn about budget process, learn strategies for advancing budget objectives	Using budgets and financial reporting to advance management objectives. Role of budget in	Students master terminology of budget and finance and can communicate about them, prepare budget justifications	
Human Resources	Unique history, concerns, motivations of HR in public sector	Apply HR methods for decision making, performance management	Students learn job analysis, affirmative defenses and other prof. methods	Managing groups, HR techniques and methods, candidate eval., diversity in workplace	Communication as motivation	
Economics, Public Policy	Economics principles as they apply to public policy	Students learn to apply economic principles to decision making	Master terminology of economics, are wiser consumers of information	Students can develop and use econ. Inform. to inform management		Wiser consumers of econ. Info., students learn sources of info., can perform simple analysis

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	Public Service Perspective	Problem Solving, Critical Thinking, Decision Making	Professional Development	Management, Leadership	Communication	Research
Race, Class, Gender	Role of public sector in policy on race, gender etc.	Skill in economic and ethical reasoning, techniques of evaluation	Practice with RFPs, techniques of evaluation	Using assessment to inform decision making	Preparing formal proposals and working on teams	
Program, Policy Eval.	Unique aspects and concerns of evaluation in public service	Skill in economic and ethical reasoning, techniques of evaluation	Practice with RFPs, techniques of evaluation	Using assessment to inform decision making	Preparing formal proposals and working on teams	
Internship	Gain deeper understanding of public service roles and methods through first-hand	Apply classroom learning to actual problems and decisions under guidance	Students build prof. networks, learn habits of professionals, learn about career requirements	Students can apply management techniques under supervision to real-world problems	Real world applications of techniques for application in fast-paced complex real-world settings	Students apply learning on sources and research method. Also may build and apply specialized policy knowledge
Capstone	Gain deeper understanding of public service roles and methods through first-hand	Apply classroom learning to actual problems and decisions under guidance	Students build prof. networks, learn habits of professionals, learn about career requirements	Students can apply management techniques under supervision to real-world problems	Real world applications of techniques for application in fast-paced complex real-world settings	Students apply learning on sources and research method. Also may build and apply specialized policy knowledge