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 capstone)

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)

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

Last revised, Spring 2012
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<th>Program, Policy Eval.</th>
<th>Public Service Perspective</th>
<th>Problem Solving, Critical Thinking, Decision Making</th>
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<td><strong>Race, Class, Gender</strong></td>
<td>Role of public sector in policy on race, gender etc.</td>
<td>Skill in economic and ethical reasoning, techniques of evaluation</td>
<td>Practice with RFPs, techniques of evaluation</td>
<td>Using assessment to inform decision making</td>
<td>Preparing formal proposals and working on teams</td>
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<tr>
<td><strong>Program, Policy Eval.</strong></td>
<td>Unique aspects and concerns of evaluation in public service</td>
<td>Skill in economic and ethical reasoning, techniques of evaluation</td>
<td>Practice with RFPs, techniques of evaluation</td>
<td>Using assessment to inform decision making</td>
<td>Preparing formal proposals and working on teams</td>
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<td><strong>Internship</strong></td>
<td>Gain deeper understanding of public service roles and methods through first-hand</td>
<td>Apply classroom learning to actual problems and decisions under guidance</td>
<td>Students build prof. networks, learn habits of professionals, learn about career requirements</td>
<td>Students can apply management techniques under supervision to real-world problems</td>
<td>Real world applications of techniques for application in fast-paced complex real-world settings</td>
<td>Students apply learning on sources and research method. Also may build and apply specialized policy knowledge</td>
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<td><strong>Capstone</strong></td>
<td>Gain deeper understanding of public service roles and methods through first-hand</td>
<td>Apply classroom learning to actual problems and decisions under guidance</td>
<td>Students build prof. networks, learn habits of professionals, learn about career requirements</td>
<td>Students can apply management techniques under supervision to real-world problems</td>
<td>Real world applications of techniques for application in fast-paced complex real-world settings</td>
<td>Students apply learning on sources and research method. Also may build and apply specialized policy knowledge</td>
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