Fall 2014
INTRODUCTION TO PNP
SPECIALIZATIONS

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What We’re Going to Do Today

- Help you better understand the main thrust of each specialization
- Outline their required courses
- Discuss career opportunities in the field
- Give you a chance to ask some questions
Overview of All Specializations

Capstone

Electives**

Specialization: Electives

Specialization: Requirements

School Wide core

Main focus tonight
Specialization #1: Policy Analysis

Defining the Field of Policy Analysis

- **Policy analysis framework**: Building a foundation for better policy framing and decisions
  
  - Is there a problem? What is its context and causes?
  - Who is best positioned to address it?
  - What are the likely impacts of various interventions – *all* impacts?
  - Which are politically feasible and can be implemented?
  - How will you know if what you decide to do is working?
Major Goals of Policy Analysis Specialization

1. Skill set $\rightarrow$ better policy decisions

- Analytic skills to frame problems/issue
- Quantitative skills
- Political analysis and policy implementation
- Knowledge of evaluation approaches

The specialization requirements
Major Goals of Policy Analysis Specialization

1. To provide a skill set to help make better policy decisions
   - Analytic skills to frame problems/issue
   - Quantitative skills
   - Political analysis and policy implementation
   - Knowledge of evaluation approaches

2. Understanding → role of various organizations
   - government?
   - markets?
   - not-for-profits?
Major Goals of Policy Analysis Specialization

1. To provide a skill set to help make better policy decisions
   - Analytic skills to frame problems/issue
   - Quantitative skills
   - Political analysis and policy implementation
   - Knowledge of evaluation approaches

2. To encourage understanding of the role of various organizations

3. Understanding → how policy decisions are actually made

Life Cycle of a Policy Issue
- Problem framing and political assessment
- Potential causes/solutions identified
- Intervention(s) chosen and implemented (or interventions delayed)
- Move on to the next crisis
Major Goals of Policy Analysis Specialization

1. To provide a skill set to help make better policy decisions
   - Analytic skills to frame problems/issue
   - Quantitative skills
   - Political analysis and policy implementation
   - Knowledge of evaluation approaches

2. To encourage understanding of the role of various organizations

3. To encourage understanding of how policy decisions are actually made

4. Substantive knowledge → specific areas

This is accomplished both through the specialization courses (including constrained electives) and non-specialization.
Required Courses for the Policy Analysis Specialization

All students must take:

- 2140, Public Economics and Finance
- 2171, Program Analysis and Evaluation
- 2902, Multiple Regression and Intro to Econometrics
- 2411, Policy Formation and Policy Analysis

Plus, recommended:

- 2875, Estimating Impacts in Policy Research
- or speak with your advisor about an unconstrained elective
Who Tends to Specialize in Policy?

▪ Students interested in honing the analytical skills addressed in this specialization.

▪ Students interested in the implementation of policy, the policy process and policy advocacy.

▪ Students interested in “deepening” a particular policy interest

▪ Students who got a kick out of the core stats, micro and/or intro to policy course(s).
What is the World Like After Graduation?

- Research “Firms” – MDRC, Urban Institute, ABT, Mathematica, American Enterprise Institute, Manhattan Institute etc.

- Government “Policy Shops” – NYC HRA, NYC Health Department, IBO, GAO, CBO, State Agencies.

Specialization #2: Finance

Defining the Field of Finance

- the formulation, implementation, and evaluation of policies and procedures surrounding the use of resources and raising of revenues.

- Financial management → internal operations and external reporting.

- Public finance (or public economics) → the external policy concerns around equity and outcome analyses of public revenues and expenditures.
The Finance Specialization at Wagner

- Policies and procedures surrounding both the raising of revenues and using of resources by public and non-profit entities.

→ 2 overlapping paths through finance, recognizing the need for flexibility and different emphases.

- Public Finance
  - External financing, government taxing and spending

- Financial Management
  - Internal financing, gov’t and nonprofit systems
Major Goals of Public Finance

- Public finance → the taxing and spending activities of government to:
  - Analyze fiscal policies and develop guidelines
  - Design stable, efficient, and fair tax systems
  - Evaluate the impact of government expenditures
Major Goals of Financial Management

- **Financial Management** → financial information for better managerial decision to:
  - Assure the continued existence of the organization.
  - Improve the organization’s effectiveness and efficiency.
Required Courses for the Finance Specializations

- All students must take:
  - 2140, Public Economics and Finance
  - 2902, Multiple Regression and Intro to Econometrics
  - 4130, Fundamentals of Accounting

Plus, a total of 12 credits from a pool of constrained electives. Examples are:

- 2144, Debt Financing and Management for Public Organizations
- 2443, Financing Urban Governments
- 2142, Financial Management for Nonprofit and NGOs
Who Tends to Specialize in Finance?

- Students interested in working in the public finance field (i.e. OMB, Port Authority, public bonds, Moody’s)
- Or as the chief finance officer (nonprofit, government).
- Students who have a desire to deepen their finance/quantitative skills, as part of a package.
- Students who got a kick out of the core stats, micro and/or financial management course(s).
What is the World Like After Graduation?

- **Public Finance Field** – OMB, Port Authority, State and City Agency Budget Offices, Goldman Sachs, Moody’s Investors, Standard and Poors, bond insurance firms
- **Financial Analysts in Government shops** (U.S. OMB, NYC IBO, NYC department of finance) and large nonprofit or private entities (KPMG, Mt Sinai Medical Center)
- **Financial officers** - in nonprofit or public (or private) organizations
Specialization #3: Management

Defining the Field of Public & Nonprofit Management

→ Leading and managing organizations in and across sectors requires:

- understanding the “big picture” inside and outside
- managing yourself and others in organizational contexts
- planning and orchestrating the day-to-day work by building appropriate infrastructures and systems
Major Goals of Management Specialization

1. Basic skill set in:
   - Strategy & Organizations
   - Human Resources & Organizational Behavior
   - Performance Measurement & Operations
Major Goals of Management Specialization

1. To develop basic skills in 3 Areas of Expertise:
   - Strategy & Organizations
   - Human Resources & Organizational Behavior
   - Performance Measurement & Operations

2. **Advanced skills** in at least one Area of Expertise:
   - Strategy & Organizations
     - e.g., marketing & public relations, governance, fundraising
   - Human Resources & Organizational Behavior
     - e.g., leadership foundations, conflict management
   - Performance Measurement & Operations
     - e.g., financial management, information systems, data analysis
Major Goals of Management Specialization

2. Advanced skills in at least one Area of Expertise:
   - Strategy & Organizations
e.g., marketing & public relations, governance, fundraising
   - Human Resources & Organizational Behavior
e.g., leadership foundations, conflict management
   - Performance Measurement & Operations
e.g., financial management, information systems, data analysis

3. Basic understanding → impact of social, political and psychological forces in group dynamics and organizational life
Required Courses for the Management Specialization

- All students must take:
  - 2110, Strategic Management
  - 2135, Developing Human Resources
  - 2170, Performance Measurement & Management

- Plus, 8 credits from a pool of over 40 courses across the 3 Areas of Expertise
Who Tends to Specialize in Management?

- Students who expect to found or lead an organization or program, or with primary responsibility to manage people.

- Students securing resources to fund programs or organizations, or whose policy work is heavily on implementation.

- Students whose work is between organizations, i.e. coordinating the work of multiple organizations working on a common goal.

- Students who got a kick out of the core management course.
What is the World Like After Graduation?

- Supervisory and managing roles in a wide range of public service organizations, from:
  - Smaller nonprofit and grassroots organizations (Women in Need, The Door, ACORN, New Visions for Public Schools)
  - Medium and larger nonprofit and public agencies (YMCA, Red Cross, NYC Department of Small Business Services)
  - Cross-Agency or Liaison work (Community Relations for Dept. of Homeless Services; New York Immigration Coalition)
Specialization #4: International Policy and Management

- Prepares students for careers in global environments, through an understanding of how public and non-profit institutional structures and managerial processes vary internationally and understanding the way that major international agencies function.
Goals of the International Specialization

1. A **comparative interdisciplinary foundation** relevant for international public service work
   → bridges cutting-edge conceptual thinking, critical analytical techniques, and concrete management skills

2. Ability to appreciate and address the **critical challenges of implementing** complex public service policies and programs in varying contexts.

3. Required common courses set the stage
Goals of the International Specialization

1. Provide a comparative interdisciplinary foundation that bridges cutting-edge conceptual thinking, critical analytical techniques, and concrete management skills relevant for those with an interest in international public service work.

2. Facilitate an ability to appreciate and to deal with the critical challenges of implementing complex public service policies and programs in varying contexts.

3. Students may follow a specific area concentration.

   Electives including int’l policy, mgmt, finance, health and planning
Goals of the International Specialization

1. Provide a comparative interdisciplinary foundation that bridges cutting-edge conceptual thinking, critical analytical techniques, and concrete management skills relevant for those with an interest in international public service work.

2. Facilitate an ability to appreciate and to deal with the critical challenges of implementing complex public service policies and programs in varying contexts.

3. Students may follow a specific area concentration.

4. Incorporate international ‘field’ work.

Courses abroad (for all specializations)—
Accra, Cape Town, Geneva, Salvador, Shanghai

Intl Capstone projects
i.e., World Bank, USAID, NGOs

Summer internship abroad

Semester exchange:
ESADE, Barcelona, Spain
Required Courses for the International Specialization

- All students must take:
  - 2201, Institutions, Governance, and International Development
  - 2202, Politics of International Development
  - 2203, International Economic Development: Government, Markets and Communities

- Plus, 8 credits from a pool of constrained electives
  (e.g. International Development Project Planning; Financing Local Governments in Developing Countries)
Who Tends to Specialize in International?

- Students whose career environment will be global in focus, i.e., an international NGO or development agency.

- Students specifically interested in issues of international development.

- All Wagner students should expose themselves to some courses with explicit international content.
What is the World Like After Graduation?

- International Agencies -- UN Development Programme; World Health Organization; USAID.

- NGOs and development, relief and advocacy agencies: EngenderHealth; TrickleUp; Alliance for Financial Inclusion; WaterAid.
For all PNP Student:
Clustering Electives around Issue Areas

- Consider your entire portfolio of courses. You may want to include courses ‘required’ in other specializations, and non-Wagner courses organized around important important themes, such as:
  - Analytical Methods and Evaluation
  - Economic Development and Housing
  - Finance
  - Politics and the Policy Process
  - International Development
  - Leadership and Organizational Behavior
  - Race, Class and Diversity
  - Urban and Social Policy

- Visit [http://wagner.nyu.edu/courses/otherlistings.php](http://wagner.nyu.edu/courses/otherlistings.php) to learn more about the set of pre-approved University-wide electives.
Parting Comments

- Deciding between two specializations?
  - Lay out your entire coursework under both options, focus on the small number of differences between the two.

- Consult
  - PNP program checksheets on website, especially to insure you’re on track for Capstone
  - Pam Kavalam (PNP policy, management, and finance) or Katty Jones (PNP international); Walk-in Hours: Mondays, 3 pm – 6 pm
  - Faculty (during their walk-in hours)

- Look below the course titles and examine the syllabus

- Keep in mind registration timeline!!
Helpful Website Links

- PNP Faculty
  http://www.nyu.edu/wagner/pnp/faculty.php

- PNP Careers
  http://www.nyu.edu/wagner/pnp/careers.php

- PNP Program Requirements and Checksheets
  http://www.nyu.edu/wagner/pnp/reqs.php

- PNP Capstone Prerequisites
  http://www.nyu.edu/wagner/pnp/reqs.php

- Recent Graduate Employment Statistics
  http://wagner.nyu.edu/careers/stats/
DECLARATION TIMELINE

- Thursday, October 9: Declaration deadline
  - Note: Declaring a specialization is a prerequisite for Capstone registration

- Complete the online form at: wagner.nyu.edu/students/services/specialization_declaration

- Wednesday, November 12 – 11:00am – 12:30pm – International PNP advising session with faculty, staff and students (Rudin)

- Thursday, November 13 – 5:00 pm – 6:30 pm – PNP advising session with faculty, staff and students (Rudin)
REGISTRATION TIMELINE

• **Week of October 13:** Spring 2015 courses viewable in Albert

• **Week of October 27:** Spring 2015 Course Highlights posted on Courses page

• **Monday, November 17:** Spring 2015 registration begins on Albert based on students’ “appointment time” in Albert. Students can begin to place themselves on waitlists for Weighted Lottery courses.

• **Monday, November 24 at 9:00am:** Weighted Lottery closes. Any registration requests submitted after this point will not be considered in the lottery.

• **Wednesday, December 10 at 5:00pm:** Students who entered Weighted Lottery can now view their status in Albert

• All registration details will be in the Course Highlights: wagner.nyu.edu/courses