TURN YOUR PASSION INTO ACTION
WE INFUSE AN URBAN PERSPECTIVE INTO ALL OF OUR PROGRAMS ...

... HOW COULD WE NOT?

Our world is drastically changing: by 2050, almost two-thirds of the population will live in cities. This urban shift is exciting—and also challenging. Urban areas are dense, diverse, and dynamic places where critical social challenges are complex and unavoidable. Take almost any public service issue—affordable healthcare, education disparities, transportation infrastructure, or poverty—and you’ll find cities grappling with it. If you want to drive positive change in your community, you need to have a deep understanding of this urban context.

And there’s no better place to dive into and experiment with real-world solutions than right here at New York University, located in one of the world’s most vibrant urban laboratories. NYU has been, from its origins, a consciously urban university. With a major presence in cities on every continent, NYU is urban.

WHY URBAN

NYU IS, TRULY, IN AND OF THE CITY.
PUBLIC SERVICE ISSUES ARE INTERCONNECTED ... AND SO ARE WE.

We are a school of public service—not of public administration or public affairs. Why the distinction? Because we believe that public service is broader—it happens in many different areas and many different ways. No issue stands alone.

Sherry Glied
Dean of NYU Wagner

Our cities and communities face complicated and messy challenges that don’t have simple solutions—they’re intertwined. A child’s ability to succeed in school is impacted by his access to affordable healthcare, which is affected by his transportation options, housing quality, and economic opportunity. You can’t address one issue without understanding the others.

We don’t avoid this complexity; we embrace it. As a multidisciplinary school, we offer specialized skill sets in management, policy, finance, healthcare, and urban planning, while also breaking down the barriers between these fields.

We connect the dots because we know it’s critical to finding innovative and thoughtful solutions to our world’s most pressing challenges.
Cities are the most exciting places to be in the world today. Their density and diversity produce inescapable energy and dynamism. But an increasingly urbanized world means cities face increasingly complex challenges. Like building infrastructure to weather the effects of climate change, while delivering fluid services to growing populations. Like fostering neighborhoods that integrate people of different cultures, socio-economic levels, and generations, rather than segregating and isolating them. These days, it’s not enough to design beautiful city plans. If you want to provide sustainable solutions that positively impact people’s lives, you need to have a deep understanding of all the dynamics at play within a city.

**FACULTY HIGHLIGHTS**

*Atul Pokharel* studies urban governance. His recent research looks at ways to improve crowdsourced data collection for use by city agencies and the “greening” of transportation systems in global cities. His first book examines the role of fairness in the community maintenance of shared physical infrastructure commons.

*Paul Smokt’s* research explores urban and regional development and the political economy of fiscal reform and public sector decentralization. His recent efforts include co-coordinating a global study on local government finances for United Cities and Local Governments and advising the development of a handbook on democratic decentralization practice for USAID.

**COURSE HIGHLIGHTS**

*Sustainable Cities in a Comparative Perspective* examines the social, economic, and environmental dimensions of sustainability, and the policies and programs that try to address the challenges in both developed and developing countries.

*Urban Innovation: New Ideas in Policy Management & Planning* provides a comprehensive overview of new, innovative strategies and tools to revamp government’s approach to operations, service delivery, and policymaking.

*Intelligent Cities: Technology Policy and Planning* focuses on emerging topics in intelligent cities: data and predictive analytics, open data, citizen science, smart transportation, and digital master planning.

**We can all agree that education is critical:** Successfully educating our next generations is a cornerstone in our success as a society. But what constitutes a “proper” education? We have a huge, decentralized, diverse school system with many stakeholders and many children who need special attention. At NYU Wagner, we address these complex and interconnected issues head on—we arm you with the analytical, management, and policy tools you’ll need to tackle whatever comes next. On top of that, studying in NYC is a chance to see, first-hand, a microcosm of all the educational experiments in consideration right now—from charter schools to small, specialized high schools and everything in between.

**EDUCATION**

**COURSE HIGHLIGHTS**

*The Economics of Education: Policy and Finance* uses economic principles to analyze K-12 education and examines the demand for education by the private and public sectors.

*Education and Social Policy* focuses on current issues in education and social policy, beginning with an analysis of the case for public intervention in the market for education.

*Law for the Education Policymaker* provides an overview of education law, legislation, and regulation, focusing on how it shapes and influences practices in K-12 public schools.

**FACULTY HIGHLIGHTS**

*Leanna Stiefel’s* research focuses on the costs of small high schools in NYC; the effects of student mobility and housing instability on academic performance; and segregation, resource use, and achievement of immigrant school children. She is the author of several books on economics and education and is the past president of the American Education Finance Association.

*Mona Vakilifar’s* research connects the effect of state politics on K-12 education outcomes by the degree of policy discretion state politicians grant to the bureaucracy. She has worked as a consultant for the San Diego Unified School District, the New Jersey State Department of Education, the NYC Department of Education, and the California Assembly Committee on Education.

**FOUNDER, Barbershop Books**

*Seeing that many African American boys lack male reading role models and access to fun books,* NYU Wagner alumnus Alvin Irby created an innovative way to promote early literacy in a place many boys frequent—the barbershop. The community-based initiative, Barbershop Books, is now a widely acclaimed social enterprise, as well as a work in progress. Based in New York, the program creates child-friendly reading spaces in local barbershops for boys, ages four to eight, drawing on the cultural significance of barbershops in Black communities.

**ALVIN IRBY (MPA-PNP 2015)**
Financial Analysis and Policy introduced students to the main areas of corporate finance and how they relate to policy issues and discussions, focusing on capital structure, valuation, and corporate governance.

Public Economics and Finance explores ways to interpret economic analyses and use the tools of microeconomics and empirical analysis to investigate and predict the effects of public expenditures, regulation, and government revenue-raising activities.

Managing Financial and Social Returns of the Social Enterprise explores accounting and reporting methods necessary to responsibly calculate and communicate financial and social returns to investors and stakeholders.

Anthony Bertelli’s research focuses on corporate governance, centering on the role of political institutions in shaping public policy outcomes and organizational structure. He is the author of four books, and his work has appeared in a variety of scholarly journals. He is Senior Executive Editor of the Journal of Public Policy and serves on several other editorial boards.

Julia Ingrid Lane’s research focuses on big data’s role in government and public policy. She has published over 72 articles in leading economics journals and authored and edited numerous books. She has been the recipient of over $50 million in grants from foundations, government agencies, and international organizations.

Political Participation and Policy provides a “bottom up” view by exploring the motivations and constraints behind various kinds of civic engagement including voting, political mobilization, cooperation with the state, and the role of public opinion.

Government Budgeting examines state and local government budgeting in the U.S., emphasizing budgetary policy and management, analytical techniques, and written and verbal communication.

Policy Formation and Policy Analysis provides a deeper understanding of the way in which public policy and political realities interact in American government at the national, state, and local levels.
The US healthcare system is changing more dramatically now than at any time in the last 50 years. The current system costs too much. Quality is too low. Access is too limited. We spend more money on our healthcare system than any other country, yet have shorter life spans and poorer health to show for it. We believe that studying healthcare means seeing the whole community. Through all of our degree programs we look at the social conditions that affect and promote health: housing, transportation, urban development, and more. These conditions are key to effectively improving healthcare for individuals and communities, especially for vulnerable populations.

John Billings is a principal investigator on numerous projects that assess the performance of the safety net for vulnerable populations. His research analyzes patterns of hospital admission and emergency room visits, evaluates access barriers to outpatient care, and assesses the performance of ambulatory care delivery systems.

Thomas D’Aunno’s research focuses on the organization and management of healthcare services. He has examined these issues in a variety of national studies funded by the National Institutes of Health and the Agency for Healthcare Quality and Research. He studies the organization and performance of Accountable Care Organizations.

The Business of Healthcare explores the financial analysis of today’s healthcare organizations, focusing on acute care, post-acute care, senior health and housing, ambulatory surgery centers, behavioral health, and medical insurance companies.

Comparative Analysis of Health Systems examines conventional health system models around the world and reviews alternative perspectives for studying them and evaluating their performance. International Health Policy and Prospects (Geneva, Switzerland) provides students with the opportunity to understand the trends in world health through readings, research, and on-site visits with international health organizations based in Geneva.

We’ve made an astounding amount of progress in our tobacco control work. I would never have imagined that following graduate school I would be in a position where I could say I’ve helped save 30 million lives. Betsy Fuller (MPA-HPAM 2009) Senior Program Officer in Public Health, Bloomberg Philanthropies

Affordability, Accessibility, Security. We all need similar things when it comes to housing. But housing is a deeply personal element of our lives that has huge implications for our community support, our access to transportation, our jobs, and our upward mobility. Today’s innovative housing solutions have the potential to deliver incredible and significant impact for millions of people.

NYU Wagner is helping to define the debate on housing, neighborhoods, and urban policy in America today. We look at how housing shapes communities and how communities shape lives. And our Furman Center for Real Estate and Urban Policy is tackling some of the biggest issues in housing through cutting-edge research.

SHOLA OLATOYE (MPA-PNP 2001)
CHAIR & CHIEF EXECUTIVE OFFICER, New York City Housing Authority

Shola Olatoye was appointed by the New York City mayor as Chair and Chief Executive Officer of the New York City Housing Authority in 2014. Olatoye puts her nearly two decades of public service experience to work for the nation’s largest public housing authority, leading efforts to preserve the city’s most substantial source of affordable rental housing. Olatoye credits NYU Wagner with providing a broader lens through which to consider public policy issues and fostering a deeper understanding of the interplay between complex policy issues, which she considers critical to affecting meaningful change.

Ingrid Gould Ellen, a Faculty Director at the Furman Center for Real Estate and Urban Policy, focuses her research on housing and urban policy. She is the author of Sharing America’s Neighborhoods: The Prospects for Stable Racial Integration and has written numerous journal articles and book chapters related to housing policy, community development, and school and neighborhood segregation.

Land Use, Housing, and Community Development Seminar brings together law, urban planning, and public policy students to analyze historic and current trends in affordable housing, community development, land use, and housing finance.

Advanced Urban Design explores various urban design systems that can be affected by strategic interventions, focusing on a new housing typology—the multifamily, micro unit building—and its urban design implications. Real Estate Finance examines the basic tools of real estate analysis and explores the role federal and local governments play in affordable housing and community development processes and financing.
FACULTY HIGHLIGHTS

Javier H. Valdés (MUP 2004)

immigrants and people of color. progressive legislation that affects the other side. That common bond is that there’s a Wagner alum on the other side. How can you bring your experiences and perspectives to the table so that you not only shape the conversation—you also shape the solutions.

David Elcott has 25 years of experience in the intersection of community building, cross-boundary engagement, and interfaith and ethnic activism. His research focuses on civil discourse and democracy. He is the author of A Sacred Journey: The Jewish Quest for a Perfect World and numerous articles on power and war, minority civic engagement, and cross-cultural pluralism.

Jacob Faber focuses his research on spatial inequality. His recent work studies the mechanisms responsible for sorting individuals across space and how the distribution of people by race and class interacts with political, social, and ecological systems to create and sustain economic disparities.

COURSE HIGHLIGHTS

LGBTQ Issues in Public Policy provides an in-depth analysis of current LGBTQ policy achievements in the US and explores what full equality might look like for LGBTQ people through an examination of what can and cannot be achieved through policy.

Segregation and Public Policy explores the spatial aspects of inequality—including racial segregation, concentrated poverty, and government structure—and how these seemingly intractable problems were created by and continue because of public policy decisions.

Poverty, Inequality, and Policy focuses on how poverty is defined and measured, and explores how conceptions of poverty are socially constructed and historically bounded.

INTERNATIONAL DEVELOPMENT

Creating change in international development requires understanding how ideas, global forces, national priorities, technical knowledge, and local concerns intersect. Solutions to development challenges demand adapting to diverse and evolving contexts. At NYU Wagner, we provide the expertise needed to frame and assess development approaches that thoughtfully balance theory and practice. Our alumni know how to promote greater well-being in ways that respect the priorities and enhance the capacity of the countries and communities they serve. You’ll be able to envision and execute creative, effective, and sustainable responses to tough challenges with meaningful and long-lasting impact.

The most exciting thing about being at Wagner is ... that you’re not just talking about development ... you get to put those theories to practice.

Aissata Camara (MPA-PNP 2014) Co-Founder, There is No Limit Foundation; New York City Mayor’s Office for International Affairs

Advocating for International Human Rights: Strategies and Theories of Change focuses on the NGOs that drive the human rights movement and the different approaches to strategy development, partnership building, campaigning, and fundraising.

Development Assistance, Accountability, and Aid Effectiveness provides an overview of contemporary debates in international development assistance with a detailed review of the major actors—multilateral, bilateral, and nongovernmental.

Hunger and Food Security in a Global Perspective (Accra, Ghana) explores the political and economic policy issues surrounding hunger and food security through case studies and discussions with organizations in Ghana.

Rajeev Dehejia focuses his research on child labor and also studies fertility, health, and the effect of childcare costs on women’s work. He is also an expert in quantitative empirical methods. He currently serves as co-editor of the Journal of Business and Economic Statistics.

Natasha Iskander is an expert on labor migration and economic development. She authored the award-winning book Creative State: Forty Years of Migration and Development Policy in Morocco and Mexico and is currently researching how skills transfer across national borders through international migration.

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FACULTY HIGHLIGHTS

I’ve been able to advocate and push for legislation on many issues. What’s always interesting is that there’s a Wagner alum on the other side. That common bond has allowed us to win some very progressive legislation that affects immigrants and people of color.

Javier H. Valdés (MUP 2004) Co-Executive Director, Make the Road New York

Inequality, racial discrimination, and geographic segregation are dominating the national discourse. At NYU Wagner, we see every detail of the big, messy picture of inequality and poverty. Whether they study health access policies, transportation plans, or optimal management practices, our faculty examine what we can do today to change inherent biases in the way we build neighborhoods, train and promote employees, apply laws, fund schools, and design tax and transfer programs. We can help you understand the connections between these issues and how they affect one another. You’ll bring your experiences and perspectives to the table so that you not only shape the conversation—you also shape the solutions.
We live in an interconnected world where decisions have massive ripple effects into the lives of many. And understanding “best interests” means understanding the multitude of perspectives that come from different backgrounds, experiences, and expertise. In this context, the concept of leadership is evolving. True leadership is not solely defined by the acts of a single authoritative figure anymore—it’s also about enabling many to work together toward a common goal. NYU Wagner has been a pioneer in challenging the view of heroic leadership and advancing an understanding of collective leadership. And yet we also focus on developing individual capabilities. By cultivating both the “me” and “we” perspectives of leadership, NYU Wagner helps you understand how to mobilize the concept of leadership is evolving. True understanding about enabling many to work together toward a common goal. NYU Wagner has been a pioneer in challenging the view of heroic leadership and advancing an understanding of collective leadership. And yet we also focus on developing individual capabilities. By cultivating both the “me” and “we” perspectives of leadership, NYU Wagner helps you understand how to mobilize the concept of leadership.

## LEADERSHIP

### FACULTY HIGHLIGHTS

**Gordon Campbell** has over 30 years of experience in public and nonprofit leadership management. He has served as the President and CEO of United Way of NYC, Chief Executive Officer of Safe Horizon, Commissioner of the NYC Department of Homeless Services, and in several senior positions in NYC mayoral administrations.

**Sonia Ospina**, a sociologist by training, researches the participatory, inclusive, and collaborative dynamics of democratic governance. She focuses on social change leadership, social innovation, and accountability—both in communities and in public systems. She researches in both the US and Latin America.

### COURSE HIGHLIGHTS

**Leadership and Social Transformation** explores the role of leadership in organizational efforts around change thinking systems, and policies with a primary focus on the organizational level of action.

**Strategic Management** examines management theory and practice through a framework involving strategic thinking and strategic planning.

**Transformative Participation for Democratic Practice** teaches students how to build a board of directors that is motivated and engaged to provide strategic leadership while ensuring fiscal sustainability and transparency.

## NONPROFITS

Driven by a public service mission, nonprofits have the power to be true agents of change. But running a nonprofit that makes a difference requires so much more than just a good heart and good intentions. At a time when leading and managing a nonprofit has grown in complexity, more of our students come to us wanting the background and skills to start their own nonprofits or create effective change within an existing one. We help students figure out for themselves how to make sure work has value and substance—and achieves a vision driven by democratic values.

### FACULTY HIGHLIGHTS

**Jennifer Jones Austin** (MS 1996) **Chief Executive Officer, Federation of Protestant Welfare Agencies**

The daughter of one of the city’s most prominent civil rights activists, Jennifer Jones Austin says a commitment to public service runs through her veins. But it was at NYU Wagner where Austin acquired the skills she needed to launch her career working for the advancement of underserved children and families. Now CEO of the Federation of Protestant Welfare Agencies, a human services and advocacy organization, Austin works closely with the New York City mayor’s administration, including co-chairing the transition team and leading the early childhood education working group.

### Course Highlights

**Foundations of Nonprofit Management** examines the major trends of the nonprofit sector, both in the US and internationally, using both theoretical and practical lenses.

**Operations Management for Public, Nonprofit, and Health Contexts** teaches students how to build basic operations models in Excel for effective, evidence-based managerial, design, and policy decisions.

**Financial Management for Global Nonprofit Organizations** examines organizational approaches to cash flow management, revenue and earned income management, capital budgeting, cost analysis and allocation, investment management, and strategic financial analysis.

### Course Highlights

**SEAN THOMAS BREITFELD** (MPA-PNP 2007) **CO-DIRECTOR, Building Movement Project**

After attending NYU Wagner, Sean Thomas Breitfeld became Co-Director of the Building Movement Project (BMP), which advances the potential for nonprofit organizations to have an impact in building movements for progressive social change. Under Sean’s direction, BMP is currently conducting the first-of-its-kind research about diversity in nonprofit leadership.

**Erica Foldy** is the co-author of The Color Blind. Talking (and not Talking) about Race at Work. Her research explores the broader organizational and social contexts surrounding leadership, safety climate, and power dynamics. CNN, Money, and many other media outlets have featured her work.

**Patricia Satterstrom** studies the micro-processes teams use to challenge traditional power structures and facilitate improved collaboration in organizations. She also studies the influence of multicultural experience and diversity on team members’ performance and explores the factors that influence perceptions of team success.
At NYU Wagner, we believe real social impact is achieved with a combination of entrepreneurship, innovation, and investment. We provide our students with a vast toolkit of techniques and teach them how to determine which are the right ones for the issue at hand. No matter what challenge our students face, they will be prepared to drive the process from ideation through realization—all the while gaining the public policy support needed to sustain, scale, and measure impact. From the research coming out of our Social Innovation & Investment Initiative to the impact our students and alumni are making in the field, our community of change makers is innovating policy, products, services, delivery systems, enterprises, and investments—anything necessary to improve lives and solve major domestic and global challenges.

MIRIAM ALTMAN & ALEXANDRA MEIS (MPA-PNP 2013)
CO-FOUNDERS, Kinvolved
When Miriam Altman and Alexandra Meis met each other at NYU Wagner, their shared background working on the front lines in the New York City social services community helped them develop a strong rapport. While pursuing their MPA degrees, the pair went on to launch a successful B Corporation, Kinvolved. Their Kinvo app, which is currently used at 100 high-needs schools and education nonprofits nationwide, gives teachers the ability to notify parents and other guardians if their child is absent or late. Schools using the app have seen their school attendance rise at much greater rates than the average across their districts.

Paul Light is the author of 25 books, including works on social entrepreneurship, the nonprofit sector, federal government reform, public service, and the baby boom. He focuses his research on bureaucracy, civil service, Congress, entitlement programs, nonprofit effectiveness, and organizational change.

Scott Taite created the Social Innovation & Investment Initiative at NYU Wagner, which serves as a central hub and incubator in the field of social finance. He brings vast experience in economic development and investing, most recently as COO for the Clinton Foundation’s Enterprise Partnership where he was responsible for establishing impact investment funds.

COARSE HIGHLIGHTS

Social Impact Investment provides an introduction to the impact investment landscape, the evolution of impact investment as an asset class, and the opportunities and challenges for investors seeking meaningful impact investment vehicles.

Lean Approaches to Social Innovation teaches the basic concepts of the “lean” continuous improvement methodology through case studies from the nonprofit, government, and social enterprise sectors.

Design Thinking: A Creative Approach to Problem Solving and Creating Impact unpacks each step of the design thinking process using the design thinker’s toolkit. Students develop skills as ethnographers, visual thinkers, strategists, service designers, and storytellers.

Being in New York ... allowed me to see how this extensive transportation network was able to successfully move all of these riders throughout the five boroughs of the city—context and knowledge I now apply to my work in the District of Columbia.

Douglas Stallworth (MUP 1972)
Senior Transportation Planner, Washington Metropolitan Area Transit Authority

Transportation: it’s the lifeblood of every community. As the first point of contact in almost every citizen’s journey to an opportunity—be it healthcare, employment, or education—transportation sits at the heart of all major city planning decisions. And as our cities grow in size, so do our challenges. We train our students to see the social implications of transportation. We train them to look at data and see opportunities to improve lives as well as infrastructure.

We train them to weigh the costs and benefits of potential solutions in order to find the most sustainable approach with the greatest positive outcomes. From the practical research coming out of our Rudin Center for Transportation Policy and Management, to the alumni who serve as key decision makers in cities across the world, we are having an impact on the way public service leaders are thinking about transportation today.

Mitchell Moss is Director of the Rudin Center for Transportation and urban policy. He has authored or co-authored 10 books, including works on social and economic policy, urban development, and transportation. His research covers his work.

Zhan Guo studies individuals’ travel behavior and explores innovative ways to influence the decision-making process to reduce congestion and carbon emissions. He has conducted research in Boston, London, DC, New York, San Francisco, and Hong Kong and numerous media outlets have covered his work.

Urbanization and Sustainable Development in a Transitional Economy: Experiencing China (Shanghai, China) combines classroom lectures with local guest speakers, visits to local organizations, and field trips during a 10-day course held at NYU Shanghai.

Urban Transportation Planning introduces transportation planning, both theoretical and practical approaches, and explores the evolution and role of urban public transportation modes, systems, and services.

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DEGREES

MASTER OF PUBLIC ADMINISTRATION IN PUBLIC & NONPROFIT MANAGEMENT & POLICY (MPA-PNP)

Students gain a strong foundation in management, finance, and policy, and are prepared for transformative careers in a wide range of organizations (nonprofits, government agencies, private corporations, foundations, consulting firms, etc.), roles (program director, budget and policy analyst, research specialist, consultant, operations manager, etc.), and fields (education, economic development, transportation, health, etc.)

Specializations: Advocacy and Political Action; Finance; International Policy and Management; Public and Nonprofit Management; Public Policy Analysis; Social Impact, Innovation, and Investment

MASTER OF URBAN PLANNING (MUP)

Students use a public service perspective to address the complex set of issues that affect urban communities, and gain skills to help create well-functioning public spaces, healthy neighborhoods, and thriving cities. Students graduate prepared to make an impact in every area of urban planning, including transportation, housing and neighborhood development, and environmental sustainability, among others.

Tracks: Economic Development and Housing; Environment, Infrastructure, and Transportation; International Development Planning

MASTER OF SCIENCE IN PUBLIC HEALTH (MSPH)

In this quantitative, one-year program, students gain the skills needed to assess, create, and implement public policy that has a lasting impact on the public good. The degree prepares them for a career in policy analysis in a range of fields and sectors, from housing to health to international development—in New York City and around the globe.

Core Courses: Public Economics and Finance; Quantitative Methods for Policy Analysis; Communication Skills for the Policy Analyst; Program Analysis and Evaluation

EXECUTIVE MPA FOR PUBLIC SERVICE LEADERS (EMPA-PSL)

The executive program prepares seasoned professionals to lead organizations and address the world’s most pressing challenges. Students are trained in rigorous methods of management and leadership to develop skills and tools to affect positive change. Professionals transform their careers and lead private, public, and nonprofit organizations across every field of public service.

Core Courses: Strategic Leadership for Public Service Organizations; Leadership Confronted Seminar; Financial Decision-Making and Management

EXECUTIVE MPA FOR GLOBAL POLICY LEADERS (EMPA-GPL)

Offered jointly with University College London, this program provides experienced global public service leaders the opportunity to study complex international challenges. Students hone their skill sets and learn to analyze complex problems and design and implement effective solutions.

Core Courses: Global Public Policy Analysis; Institutions, Governance, and Public Sector Reform; Policy Implementation; Managing Organizational Change

EXECUTIVE MPA FOR NURSE LEADERS (EMPA-NL)

This program trains registered nurses in leadership and management roles to make an even greater impact on today’s complex healthcare system. The curriculum includes health policy, health administration, and executive-level management, helping nurses advance their careers.

Core Courses: Introduction to Health Policy and Management; Budgeting for Health; Professionals, Financial Management; Control and Organizational Design; Adaptation and the Professional Manager; Continuous Quality Improvement for Healthcare Leaders

PhD

Through theoretical and methodological training, NYU Wagner’s doctoral students learn how to produce insights required for effective and equitable public and nonprofit programs and policies. The program is interdisciplinary as students can draw on economics, political science, sociology, psychology, organization studies, and other fields. The program prepares graduates for careers at academic institutions, think tanks, research firms, and research units within a range of organizations, as well as for other positions with substantial responsibilities for the supervision and administration of research.

DUAL DEGREES

• BA-MBA (with NYU Stern)
• BA-MA in Hebrew and Judaic Studies (with NYU’s Global Health and Judaic Studies)
• MPA-Global MPH (with NYU College of Global Public Health)
• MPA-JD (with NYU Law)
• MUP-JD (with NYU Law)
• MPA-MA (with NYU Langone)
• EMPA-MSW (with NYU Silver)
• BA-BA (with NYU Abu Dhabi, NYU Florence, NYU Shanghai, Gallatin, and NYU Global Liberal Studies)
• BA-MUP (with NYU College of Arts & Science)

UNDERGRADUATE OFFERINGS

Offered jointly with the NYU College of Arts and Science, the major in Public Policy prepares students to create, implement, and evaluate public policy through a broad curriculum drawn from disciplines, such as economics, political science, law, and statistics. Students are prepared to play roles in the creation, implementation, and evaluation of policies that address today’s most significant domestic and global challenges.

NYU Wagner’s various minors focus on broadening and deepening students’ knowledge on important public affairs issues in the world: Public Policy Analysis; Social Entrepreneurship; Public Policy & Management; Social & Public Policy.
EQUITY, DIVERSITY & INCLUSION

People come from all walks of life—whether it’s from halfway across the world or from a community or borough just across the city—everyone has a story to provide.

Saif Awadh
MPA-PNP 2018

NYU Wagner is committed to promoting the values of equity, diversity, and inclusion (EDI) in public service. We bring an EDI lens to the various domains that shape our culture and help advance our mission. We know that markers of difference shape the way we see the world, the way resources are distributed, the way policies are made, the way boundaries are drawn, and the way institutions are managed. We value the multiple perspectives that a diverse community brings to policy discussions, and we emphasize the importance of including a wide range of opinions, perspectives, and experiences to address issues of public importance.

We have a deep and long-standing commitment to equity, diversity, and inclusion. Our diversity plan is divided into four domains:

- **Institutional practice:** we reflect on our own practices, so that we are intentional in an understanding and appreciation of EDI.
- **The educational experience:** we offer students the frameworks and capabilities to tackle EDI through their work as public service leaders.
- **A diverse community:** we attract, recruit, retain, and engage faculty, students, and staff with diversity in their backgrounds, life experiences, social identities, and worldviews.
- **Wagner in the world:** we contribute to the broad diversity conversation in public service through our research and convening, and through the work of our alumni.
In our innovative **CAPSTONE PROGRAM**, students spend one year working with client organizations to address challenges and identify opportunities in a complex and real-world environment.
PUBLIC SERVICE IS THE HIGHEST GOOD, AND WHEN DONE HONORABLY AND WELL, THE MOST REWARDING.

ROBERT F. WAGNER
MAYOR OF NEW YORK CITY (1953-1965)