

# PUBLIC AND NONPROFIT MANAGEMENT AND POLICY (PADM-GP)

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## **PADM-GP 1801 Communication Skills for Public Service (3 Credits)**

The goal of the course is to help students get the most out of every form of communication: to change minds with the written word, win allies in person, to sway audiences in presentations, and to get what they want out of the various forms of communication most common in the careers of recent NYU Wagner graduates. Students will work both individually and collaboratively on a series of communications deliverables including: 1) Issue Briefs; 2) Memos; 3) Oral Presentations; 4) Press Releases; 5) Talking Points; 6) one-pagers; 7) Podcast; 7) A short video; and 8) A final unified campaign putting much of these forms together to enact a change you are passionate about. Each work product will be treated as a case study with specific audiences and a well-defined purpose.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

## **PADM-GP 2106 Community Organizing (3 Credits)**

*Typically offered Spring and Summer*

Community Organizing is for those who could imagine running national or local advocacy organizations that make change happen or anyone who wants to understand the art of community organizing. It will provide an overview of and training in contemporary community organizing practice in the United States. This includes defining what community organizing is and identifying its value base; exploring the strategies, tactics and activities of organizing; and thinking about marketing, language and evaluation. We also will examine the transformations of civic engagement and voluntary associations in the United States and the impact of these transformations on the ways Americans organize and advocate for change. But there is a larger lesson here: The skills of community organizing – listening, finding areas of consensus and building on that consensus, finding ways to make change happen – are skills that can be applied to all professional and life settings. Through readings, class activities, cases studies, speakers and reflection, students will examine skills and techniques for effective organizing, including building a membership base, developing ordinary people as community leaders and running member-led issue campaigns. Students will also have the opportunity to reflect on and strengthen their own skills as community organizers and advocates.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

## **PADM-GP 2109 The Legal Context for Policy and Public Management (3 Credits)**

*Typically offered Spring*

Law is a central element of policy development and the end result of public policy. In its various forms, the law shapes policymaking and the administration of government; it affects how officials make and implement policy, and informs the work of those in the nonprofit and for-profit sectors that provide direct services, engage in advocacy, and otherwise interact with the state. An understanding of the broader framework of law and basic legal processes is essential to undertaking any of these activities effectively. This course will provide an overview of the structure and sources of law, and an examination of how the law is interpreted and applied in the context of public policy and government administration. We will explore the issues through the lens of theory and practice by drawing on a broad array of materials, including scholarship in the fields of law, history, and the social sciences; case law, statutes, and regulations; news and media; and case studies. Students will gain an understanding of the various legal actors – those who create, influence, interpret, and enforce the law – and how those actors can support or limit their work as public policy decision-makers. They will also develop concrete skills in research, writing, and strategic and analytical thinking to help them navigate the legal thicket as policy professionals. Major course themes include: (1) the sources of law and legal actors (2) legal analysis and interpretation for public policy and practice; (3) conflicts between legal precedent and official actions; and (4) navigating the legal frameworks from the government, nonprofit, and private sectors. Each class will cover a broad topic (e.g. the Executive branch) and at least one specific sub-topic (e.g. the Administrative State and Regulatory Policy), which will expose students to one or more sources of law and the actors behind them. The course will also refer to substantive areas of law (e.g. ethics/lobbying) to highlight the themes listed above. Because law is a dynamic field and does not operate in isolation of others, students should expect a cross-disciplinary approach to the class, and expect to revisit themes, topics, and cases throughout the term. Some classes will feature invited speakers working in the relevant field.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

## **PADM-GP 2110 Strategic Management and Leadership (3 Credits)**

*Typically offered Fall, Spring, and Summer terms*

This course focuses on the three sets of key questions: (1) mission and vision ("What areas or activities should we be working in?"); (2) strategy and operations ("How can we perform effectively in this area?"); and (3) leadership ("What leadership skills are needed to develop and implement strategies effectively?"). We will cover both strategy formulation ("What should our strategy be?") and strategy implementation ("What do we need to do to make this strategy work?"). All organizations – government agencies as well as non-profit or private companies with a public purpose – face substantial challenges that demand strategic responses, often in uncertain economic, social, or political contexts. To deal effectively with these challenges, managers need knowledge and skills in strategic management and leadership: setting and aligning goals with the organization's mission; handling complex trade-offs between demand for services and resource constraints; defining measures of success; motivating staff and other stakeholders; developing relationships with relevant groups; dealing with crises and environments in transition; and leading organizational change. In short, the course emphasizes the multiple, related requirements of the leader/manager's job: analysis, creativity, and action.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2112 Gender in the Workplace (3 Credits)**

*Typically offered Summer term*

This course addresses the macro and micro effects of gender in the workplace, from the complicated reasons for the lack of representation of women in senior leadership across sectors to the interpersonal dynamics of women and men working together. The landscape for business has changed dramatically over the last few decades, and with a shift towards a more global workforce, understanding the intersection of work dynamics and gender is critical. In addition, this course will explore the important intersections between gender and other demographic characteristics, such as race/ethnicity, sexual orientation, and age. Finally, the course will examine the relationship between organizational culture and employee experiences in order to uncover strategies and examples of how to create more diverse and inclusive work environments.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2113 Building Effective Teams - Advanced Strategies (3 Credits)**

This four-day course aims to develop your ability to build, lead, and participate in high-performing teams. We will draw from research in psychology, management, strategy, behavioral economics, and sociology to discuss best practices for designing, launching, participating, and coaching in-person and online teams. We will also focus on the benefits and challenges of making difficult decisions in challenging environments; working across demographic, functional, and cognitive differences; creating structures that support creativity, collaboration, psychological safety, and voice; understanding conflict; and using the congruence model for problem-solving. This course will be of most value to those who have some work experience.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2119 Marketing for Nonprofit Organizations (3 Credits)**

*Typically offered Fall and Summer terms*

Developing and executing an organization's marketing strategy can be a complicated process, but is integral to raising money, increasing visibility, recruiting brand ambassadors/influencers/advocates/supporters – and building momentum to achieve its mission. It is also affected by issues of the day and time, whether the COVID virus, racial and social injustice, the political climate and world events. Nonprofits also compete with businesses and social entrepreneurs for attention, likes, hits, donations, and votes. This is particularly evident given the widespread use of digital tools and social media, which are critical elements of all organizations' successes. In order to be facile in this economy and time, all internal levels and functions within a nonprofit must be extremely well focused, must be flexible to alter their course on a dime and aware of the importance of working closely together to have an impact. In addition, many small organizations are also contending with limited staff and financial resources. In this course, students will learn elements of a broad-based assessment approach to marketing and branding including assessing organizational strategies, branding, framing, cause-related marketing, and examining marketing campaigns with an equity-based lens. Students will then have opportunities to develop a marketing SWOT, SMART strategy, and creative stories for digital media and other uses. Special guests and drop-in experts will join the Professor to bring their expertise as students tap into knowledge about organizations with which they are familiar and expand their horizons by learning about others. The types of mission-driven organizations and entities explored may be in such areas as government; the visual and performing arts; health and human services; social, economic and racial justice; education; and the environment. All special guest visits are subject to final availability.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2127 Corporate Social Responsibility: Social Finance Partnerships and Models (3 Credits)**

*Typically offered Spring and Summer*

Corporate social innovation is an evolving practice of organizations of varying size and purpose to adapt to business activities with mission-driven models that produce social and environmental outcomes. The course will rigorously explore the evolution and modalities of corporate social responsibility, with particular attention to cross-sector collaboration with government and civil society, often using innovative social finance mechanisms, impact measurement, to get there. This course looks specifically at how different cross-sector partnerships advance the field, emerging trends, and tactics to advance sustainable innovation.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2129 Race, Identity, and Inclusion (3 Credits)***Typically offered Fall*

This course brings together a wide range of thinking and scholarship about race and identity to encourage learning about what race is, why it matters, and racial dynamics in organizations and how best to address them. (In this description, “race” is used as a shorthand for the interconnected complex of race, ethnicity, culture and color, understanding that we will be careful to distinguish among them in the course itself.) While recognizing the importance of intersectionality and other markers of difference such as gender and class, the course focuses on race for two reasons: 1) it is generally the most charged dimension of diversity in the United States, the most difficult to discuss and, therefore, the topic we most often avoid, and 2) it has the greatest impact on life chances and opportunities: race is often the best predictor of income, wealth, education, health, employment and other important measures of well-being. Because the impact of race is highly contextual, we will focus on the United States, although our lens will broaden at different points. The course will roughly divide into two parts. The first part will address the phenomenon of race more broadly, while the second half will look more closely at organizations. It will begin with theoretical understandings of what race is and how it is distinguished from ethnicity, culture and color. Then we will explore the dynamics of racism, discrimination and stereotypes, followed by research on the impact of race on individuals and groups. The intricate connections to gender and class will be our next topics. In the second half, we will address how race influences, and is influenced by, organizational dynamics. This will include classes on discrimination and racism in organizations, traditional approaches to “managing” diversity, alternative approaches that emphasize self-awareness, learning and mutuality, and particular concerns related to public service contexts like health care and philanthropy.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2132 Social Entrepreneurship and Innovation by Design (3 Credits)***Typically offered Fall and Spring*

This course is designed to help students understand and make their own mark in today’s revolution in how to innovate. Although the world still needs dedicated innovators of all kinds to create the new combinations of ideas for solving to difficult social problems, this course is based on the notion that durable social change depends on five tools for innovating in how to innovate: (1) innovative social exploring to call others to action and identify the root cause that needs to be addressed, (2) innovative social finance to leverage existing funding toward high-impact investment (and divestment) and create innovative ways to prospect for funding and impact, (3) innovative social design to collect ideas that might be pieced together to redress a seemingly intractable problem and combine, test, and launch those ideas, (4) innovative social advocacy to frame the debate in favor of the specific innovation and codify these ideas for sustainable implementation, and (5) innovative social delivery to scale new combinations of ideas to maximum effect, and operate at scale through strong organizations that change as needed to produce impact and defend it from inevitable opposition. Just because we need innovations in these tools does not mean that existing methods are no longer needed—the key is to find ways to fine-tune what we already have to make it work as effectively as possible in an ever-changing ecosystem. The course will ask students to explore these tools using their own experience and concerns as a frame for viewing innovations in how to innovate as essential to their own success in changing the world as it is today into the world as they think it should become.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2135 Human Resources: Leading Talent Development (3 Credits)***Typically offered Fall and Spring*

This course is designed for public and non-profit leaders and managers rather than human resource professionals, and provides a broad overview of human resources and talent leadership. Regardless of the role you’ll play in the public/non-profit sector, your ability to lead people will be a critical component of your and your organization’s success. Topics will include basic human resources functions such as job design and recruitment; equity, diversity and inclusion; leading organizational change; professional development and employee engagement; providing feedback and managing performance. We will also explore current issues within human resources management, and will use current headlines and contemporary issues to inform class discussions. The course will include practical application through case discussions and reflection on students’ prior management experience. While it will focus on values-based organizations, best practices from public, non-profit and for-profit sectors will be considered and analyzed.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 2138 Macroeconomics, Global Markets and Policy (3 Credits)***Typically offered Spring*

This course teaches the principles of macroeconomic policy in an international setting. The course focuses on developing a framework for understanding the forces that determine output, employment, inflation, interest rates, exchange rates, the trade deficit, and other key macroeconomic variables. This framework is used to evaluate different macroeconomic policies in the context of different national economic environments. By the end of the course, students will understand: (1) How an open macroeconomy functions, and why there are business cycles. (2) The role of the Federal Reserve and other central banks, and the challenges they face in designing and implementing good monetary policy. (3) The impacts of fiscal policy choices such as government budget deficits and large levels of public debt.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2139 Behavioral Economics and Public Policy Design (3 Credits)***Typically offered Fall*

Standard economic theory assumes that individuals are fully rational decision-makers; however, that is often not the case in the real world. Behavioral economics uses findings from lab and field experiments to advance existing economic models by identifying ways in which individuals are systematically irrational. This course gives an overview of key insights from behavioral science and identifies ways in which these findings have been used to advance policies on education, health, energy, taxation, and more. Additionally, this course will review how government agencies and non-profit organizations have used behavioral insights to improve social policy.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2140 Public Economics (3 Credits)***Typically offered Fall and Spring*

Public economics uses the tools of microeconomics and empirical analysis to study the impact of government policies on economic behavior and the distribution of resources in the economy. The course begins with a review of market failures and preferences for income redistribution to answer questions such as: When should the government intervene in the economy? How might the government intervene? And, what are the effects of those interventions on economic outcomes? Topics include issues related to revenue spending (e.g., education, means-tested programs, social insurance) and revenue raising (e.g., tax incidence, tax efficiency, personal income taxes).

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2142 Financial Management II (3 Credits)***Typically offered Spring*

This course builds on the material from the core Financial Management class to further develop skills in managerial and financial accounting. The course covers the recording process (journal entries, T-accounts, adjusting entries, and closing entries), financial statement modeling, and financial statement analysis. In addition, students will learn more about for-profit accounting and corporate structure, as well as how financial management differs across the government, not-for-profit, and for-profit sectors.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2143 Government Budgeting (3 Credits)***Typically offered Fall*

An understanding of government budgeting is critical to understanding the policy process and the workings of government. This course covers the theory and practice of government budgeting at both the national and subnational levels. It reviews how governments raise revenue, the process and procedures by which they allocate funds, and the various budgetary institutions that shape fiscal outcomes. The course builds on the concepts and techniques that students learned in their core courses in financial management and microeconomics and introduces new tools that can be applied to the analysis of budgetary information. Along the way, the course draws on insights from political science, economics, accounting, and public administration.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2144 Debt Financing and Management for Public Organizations (3 Credits)***Typically offered Fall*

This course will focus on the issuance and management of debt by state and local governments, nonprofit institutions and local authorities. The course will address the history and evolution of the capital markets through which municipal issuers borrow funds, primarily on a tax-exempt basis. The course will focus primarily on the issuance of long-term debt to support capital investment, but will also examine short-term borrowings as well. Students will understand the role of the various participants in the capital markets, including but not limited to the issuer, underwriter, financial advisor, legal counsel, rating agency, insurer and investor. Specific case studies and assignments will explore important events in the municipal market that have resulted in significant change in participant behaviors and market volatility. Students will become familiar with standard market calculations and analysis including bond sizing and structuring, net present value analysis and credit/risk analysis. Students are assumed to have a good working knowledge of spreadsheet applications and basic quantitative proficiencies.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2145 Design Thinking (3 Credits)***Typically offered Fall and Spring*

The word "design" has traditionally been used to describe the visual aesthetics of objects such as books, websites, products, interiors, architecture, and fashion. But increasingly, the definition of design has expanded to include not just artifacts but strategic services and systems. As the challenges and opportunities facing businesses, organizations, and society grow more complex, and as stakeholders grow more diverse, an approach known as "design thinking" is playing a greater role in finding meaningful paths forward. Design thinking is an iterative problem-solving process of discovery, ideation, and experimentation that employs various design-based techniques to gain insight and yield innovative solutions for virtually any type of organizational or business challenge. At the heart of this approach is a gaining a deep understanding of the needs of people and building solutions that are specifically targeted at solving those needs. In this course, we will unpack each step of the design thinking process and become familiar with the design thinker's toolkit. Students will develop skills as ethnographers, service designers, strategists, and storytellers through a hybrid of lectures, discussions, and group projects. This course will demystify design thinking beyond the media and business buzzwords and provide students with the theory and practical frameworks to integrate design thinking into their own public service practice.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 2146 Topics in Municipal Finance (3 Credits)***Typically offered Spring*

This course is designed to provide students with an advanced understanding of basic skills used in three disciplines of municipal finance: (1) municipal credit analysis; (2) municipal portfolio management; and (3) municipal derivatives management. This course is organized as a team-taught course and is presented in three segments. Part 1 begins with a detailed examination of the credit analysis of select revenue bond sectors. Coverage includes traditional investment grade bonds, such as public power bonds, toll roads and water & sewer debt, high yield municipals, tax-exempt corporate-backed debt and infrastructure financing. Part 2 focuses upon municipal portfolio management. This group of lectures will discuss and consider: (a) an overview of municipal portfolio management; (b) risk parameters and diversification; (c) the investment process and basic portfolio construction; and (d) different measures of portfolio performance. Part 3 focuses upon municipal derivatives management. This course is designed to provide students with an advanced understanding of basic skills used in three disciplines of municipal finance: (1) municipal credit analysis; (2) municipal portfolio management; and (3) municipal derivatives management. This course is organized as a team-taught course and is presented in three segments. Part 1 begins with a detailed examination of the credit analysis of select revenue bond sectors. Coverage includes traditional investment grade bonds, such as public power bonds, toll roads and water & sewer debt, high yield municipals, tax-exempt corporate-backed debt and infrastructure financing. Part 2 focuses upon municipal portfolio management. This group of lectures will discuss and consider: (a) an overview of municipal portfolio management; (b) risk parameters and diversification; (c) the investment process and basic portfolio construction; and (d) different measures of portfolio performance. Part 3 focuses upon municipal derivatives management. This group of lectures will discuss and consider: (a) an overview of the derivatives market; (b) a detailed examination of derivative instruments in the public sector; (c) a review of common interest rate swap structure; and (d) an in-depth profile of derivatives origination and management in the municipal market.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2147 Corporate Finance and Public (3 Credits)***Typically offered Fall*

This course introduces students to the main areas of corporate finance and how they relate to policy issues and discussions. The course covers topics in the three main areas of corporate finance: 1) capital structure (financing choices), 2) valuation (project and firm valuation) and 3) corporate governance (optimal governance structures). We will analyze how public policy, through taxes, public expenditures and regulation, affect these aspects of corporate finance. The course will additionally explore how key economic events have shaped public policy and influenced corporate financial practices. Case analysis will be used to enable students to understand practical application of the corporate finance theory introduced in the course and will also incorporate discussion of corporate finance in the context of social enterprises.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2148 Introduction to Structured Finance (3 Credits)***Typically offered Spring*

This course examines the process by which financing objectives are transformed into municipal bond transactions and other opportunities to utilize structured finance products in the health and corporate finance sectors. The course will center on a case study of an actual bond transaction that financed multiple new money (construction) and refunding projects. We will learn the mathematics underlying financial structure and the governing conventions and vocabulary of structured finance. We will study the instruments of structured finance and how they manifest into structural form. Once we have developed this core understanding, we will review in detail the Official Statement related to the case study to begin our exploration of the structuring process. All cash flow elements of the structuring process will be discussed in detail and formulated in EXCEL. Once a sufficient understanding of the purpose and protocols associated with the structuring process is developed, we will explore the bond structuring process using DBC Finance, the industry standard bond structuring software.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2149 Cost-Benefit Analysis (3 Credits)**

Cost-benefit analysis (CBA) involves the use of microeconomics to formally assess the costs and benefits of different projects or investments. CBA is required for major regulations in the United States and is frequently used as a key input into major policy decisions. Understanding its advantages and limitations, and being able to distinguish well-conducted from poor analyses, is an important skill for a policy analyst. This course provides you with the conceptual foundations and practical knowledge you will need to both conduct CBA as well as be a more thoughtful consumer of policy research. The course draws on a mixture of economic theory and real-life case studies to examine both the theoretical and practical issues involved in conducting CBA.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2165 Government Agencies: How Plans, Policies and Projects are Put into Action (3 Credits)**

This course examines how government agencies implement plans, policies, and projects under real-world constraints. Government agencies are some of the largest and most consequential organizations shaping contemporary life, especially for the poor. Their importance is even more evident now, as governments around the world continue to mishandle the pandemic, slide towards authoritarianism, and abuse the rights of vulnerable people. Surprisingly, their outsized influence is rarely matched by an adequate amount of attention. Government agencies are grossly under-examined and often misunderstood. Worse, they are frequently dismissed as broken beyond repair. In contrast to this defeatist view, this course draws from a mix of theory and case studies from around the world to examine how government agencies can deliver remarkable results even when subjected to multiple constraints. The main learning objectives are twofold. First, students learn to identify the variables that can improve government performance. And second, they learn how to design plans, policies, and projects that are more likely to be properly implemented.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 2170 Performance Measurement & Management for Public, Nonprofit & Healthcare Orgs (3 Credits)***Typically offered occasionally*

All public and not-for-profit organizations must assemble and report information on their performance. The need for performance measures goes beyond legal and regulatory requirements. To provide services effectively and efficiently, managers need information to make decisions. This course focuses on what performance measures are needed, how they should be created and what forms of communication are most effective.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2171 Evaluating Programs and Policies (3 Credits)***Typically offered Fall, Spring, and Summer terms*

This course serves as an introduction to those evaluation tools most commonly used to assess the performance of programs, services, and policies in both the public and private sectors. Topics include needs assessment; explication and assessment of program theory; implementation and process assessment; research design, measurement, and sampling for outcome and impact evaluation; and the ethics of conducting program evaluation. The focus is on critical analysis and understanding of both the underlying programs and their evaluations.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2172 Advanced Empirical Methods (3 Credits)***Typically offered Fall*

The goal of this course is to provide students with an introduction to advanced empirical methods. We begin by discussing a framework for causal inference and how randomized controlled trials provide a simple and powerful template for thinking about causal questions. We then develop a sequence of advanced empirical methods as alternatives to randomized trials, in settings where experiments are infeasible or not desirable. In particular we discuss regression discontinuity, matching methods, difference-in-differences and panel data, and instrumental variables. We will discuss applications from a variety of domestic and international policy settings, and learn how to apply these methods to real-world data sets. Skills students will acquire in this course include: the capacity to reason causally and empirically, the ability critically to assess empirical work, knowledge of advanced quantitative tools, and expertise in applying these methods to policy problems.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2173 Operations Management (3 Credits)***Typically offered Fall*

Operations management specifically involves the analysis, design, operation, and improvement of the systems and processes that deliver goods or services and ultimately outputs and outcomes. It is required to achieve the organization's mission, provide value to the organization's many stakeholders, and effectively translate policy into action. As such, operations management plays an important part of being an effective manager and policy implementer. In this course, we will develop a lens to perceive processes and systems in a variety of contexts along with an analytical toolbox to examine and understand these. Students will learn how to build basic operations models in Excel to make effective, evidence-based managerial, design, and policy decisions as well as gain defined analytical skills that lend themselves to roles in operations, management, hospital management, policy implementation, human services, consulting, and much more.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2174 The Intersection of Operations, Policy, and Leadership (3 Credits)***Typically offered Fall and Spring*

Policy, operations, and leadership are inextricably linked. This course aims to expose students to policy formation in a highly political environment, to operations management of systems shaped by state and local policy, and to the requirements and pressures faced by leaders wrestling with difficult problems. The course aims to build a toolbox of specific skills to assess stakeholder environments; to support analysis and decision making in a wide variety of contexts; and to appreciate the role of leadership, consensus building, and conflict management in driving policy outcomes. We will use as a backdrop a unifying Multimedia Interactive Case Study (MICS) built around the New York City family homeless shelter system. This course is an intensive engagement that incorporates perspectives from academic theorists, journalists, City, State and Federal government officials, service providers, advocacy organizations, and public interest law.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2186 Leadership and Social Transformation (3 Credits)***Typically offered Fall*

This course is appropriate for students interested in the role that leadership plays in advancing social innovation and social change in the context of democratic governance. The course explores the role of leadership in organizational efforts to change thinking, systems, and policies—taking into consideration the contested process by which the responsibility of addressing intractable problems is distributed among key diverse actors in a shared-power world. Traditional approaches to leadership defined by single heroic individuals who influence followers are contrasted with new perspectives—consistent with the demands of today's complex problems—particularly when we aspire to inclusive, transparent and democratic solutions. Emergent perspectives reveal leadership as the collective achievement of members of a group who share a vision, and who must navigate the constellation of relationships, structures, processes and institutional dynamics within the larger system in which they are embedded. The course will focus primarily on the organizational level of action, but connections to the individual and policy levels will also be explored. An opportunity to apply course concepts in the context of a particular organization of the student's choice (with instructor approval) will deepen and personalize the student's understanding of the interconnections between the three levels of action, and challenge assumptions about leadership and social change and their implications for practice.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** Yes

**PADM-GP 2197 Taub Seminar (3 Credits)***Typically offered occasionally*

We enter any subject of investigation filled with learned viewpoints, opinions, and select facts that we choose to employ. This helps to make the task of uncovering what we mean by Jewish and Jewish community fraught with unusual difficulty. Whatever our background, it will be hard to shake preconceived positions. In addition, the Jewish community seeks to nurture purely voluntary association at a time of little support in the popular culture for sustaining communal norms, existing institutions or unenforceable obligations. Our study must also then be understood within the larger American context of voluntary associations. The Taub seminar will wrestle with such issues as identity, communal organization, core and fringe, and the indices and litmus tests of institutionalized belonging. We will explore how power is defined, how leaders are selected and consensus determined. We will examine the wide range of communal institutions and organizations – philanthropic, educational, social, religious and social service – that place themselves within the orbit of the Jewish community to uncover how they define their missions, establish authority, make decisions, recruit involvement and gain (or lose) loyalty and affiliation. As important, we will test the capacities of these institutions and their leaders to address the many challenges they face in an environment of waning allegiance and obligation.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2201 Institutions, Governance, and International Development (3 Credits)***Typically offered Fall and Spring*

This course introduces the theory and practice of institutional reform in developing and transitional countries. It reviews the evolution of international development paradigms, examining how the role, structure, and management of institutions, the public sector, and non-governmental organizations have changed in response to shifting economic and political trends, with a particular emphasis on accountability. The focus is on major institutional and managerial reforms intended to promote good governance as less developed economies liberalize and their societies democratize. Key topics include issues of property rights, knowledge and innovation, learning, the rule of law, decentralization/ intergovernmental relations, civil service reforms, anticorruption, citizen engagement, and public-private partnerships. In addition, the roles of international development aid and the external institutions that support institutional and managerial reform in developing and transitional countries are introduced. The course concludes with a synthetic review and a comparative case study exercise.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2202 Politics of International Development (3 Credits)***Typically offered Fall and Spring*

This course provides students with a rich sense of the institutional and political context within which policy is made and implemented. The course aims to give students exposure to important ongoing debates in international development and their historical context. The class will provide an overview of some of the major contemporary analytical and policy debates regarding the politics of development. Topics to be covered are: States, Regimes and Industrialization; Politics of Poverty, Growth and Policy Reform; Governance, Civil Society and Development; and The Politics of Development in the Age of Globalization.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2203 Economics of International Development (3 Credits)***Typically offered Fall and Spring*

While some countries have achieved unprecedented rates of economic growth in the past half century, other countries have experienced setbacks. For those that have seen rapid growth, economic changes have not always translated into proportional social changes – and sometimes rapid social changes have occurred in the absence of economic growth. This course takes up issues of economic growth and social change in a comparative perspective. The course begins by reviewing the relationships between poverty, inequality, and economic growth. In that context, attention then turns to the role of markets, with a focus on local financial markets. In the second part of the semester, attention turns to policy interventions to improve education, confront rapid population growth, reduce the burden of disease, and confront corruption.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2204 Development Assistance Accountability and Effectiveness (3 Credits)***Typically offered Spring*

International development assistance has evolved considerably in the post WWII period. Although some of the initial development agencies are still operating and remain influential, the way they function has evolved and important new players have entered the field. This course provides an overview of contemporary debates in international development assistance with a detailed review of the major actors- multilateral, bilateral, and nongovernmental. The course explores the political economy of donor-client country relationships, the key accountability challenges that have emerged, and the link between accountability and aid effectiveness. Particular emphasis is given to recent approaches to development assistance that have attempted to bridge the accountability-effectiveness divide. The course closes with consideration of the likely and possible future of development assistance.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2211 International Program Development and Management (3 Credits)***Typically offered Fall*

This course examines the inner workings of successful international public service projects and gives students the opportunity to design one or more themselves. Students will then study the characteristics of effective programs, which bring together a series of projects for mutually supportive and concerted action. Particular attention is paid to programs selected from the five areas where international public sector entities are most active: peace building, relief, development, advocacy and norm-setting. Case studies will be used in each of these areas to gain a deeper understanding of the relationship between policy and implementation.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 2213 Immigration Politics and Policy - Past and Present (3 Credits)***Typically offered Spring*

The politics of immigration and immigration policy seem more critical now than ever. Public debates about immigration have roiled nations around the world, and disagreements about how immigration should be regulated, who should have the right to migrate, what political rights immigrants should have once they cross a border, and how immigrants should participate in the economy have strained political alliances and upended norms of political discourse. In some cases, conflicts over immigration debates have been used to justify the overhaul of political institutions. However, these are not new. The history of migration is long, and the disputes about migration just as old. In the modern era – defined here as the mid-19th century onward – debates about migration have returned over and over to a consistent set of themes, and have often been as heated and as strident as they are today. These debates have engaged head-on with issues of economic equity and distribution of wealth, national identity, and the allocation of power in a society. Their connection to the actual empirics of migration, however, has been more tenuous. While the political discourse is framed in terms of immigration policy, the political contests have had more to do with tensions around economic transformation and dislocation, with concerns about national security, and with changes in social norms than they have had to do with the actual observed facts of immigration. Despite this slippage, these debates have had stakes that are very high. The policies they have produced have affected migrants profoundly, often upending their social and economic lives. The course considers these debates, their relationship to the empirics of migration, and the policy outcomes that they produce. These issues are considered from several angles: the labor-market incorporation of immigrants and their families; the construction and militarization of borders, and the enforcement of the distinction made between refugees and immigrants; the possibilities for connection among communities, economies, and political categories that migration represents; and new aspects of migration as security concerns and climate change come to the fore. For each of these topics, the course reaches back to find their historical expressions, and brings the insights and questions from the past to bear on the present. To explore these issues, the course considers immigration in local and global contexts. Because of the historical component to the course, the emphasis is on migration flows to Europe and North America. The course reviews the impact of those migration flows on countries of origin and investigates whether migration can be a vector for economic development. The exploration of those issues brings the global South into the course, and that investigation is deepened through a consideration of a subset of South-South migration flows and of the policy questions they generate.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2214 Constructing National Development Strategies (3 Credits)***Typically offered Spring*

In this course, students examine the challenges and opportunities of national development. Following Lant Pritchett, we define national development as the lockstep improvement in (i) economic productivity, (ii) political representation, (iii) public sector's administrative capacity, and (iv) respect for minority rights. In contrast to targeted or piecemeal policy interventions that strive to improve conditions in one sector or alleviate the poverty of a chosen group, the pursuit of national development promises sustained gains to the entire nation. And yet, national development is difficult to achieve, and advances in one dimension are often accompanied by setbacks in others. The course is comprised of three modules. During the first module, we discuss the main differences between national development and poverty alleviation. We also conduct a series of data-driven, inductive exercises to help students understand how national development has been pursued over time and around the globe. Through this effort, we identify some of the most important models of development that have existed, and how their different parts fit together. During the second module, we discuss six recent books (or soon-to-be published manuscripts) that present leading-edge analysis on some of the main themes covered during the first module, at a rate of one book per week. Each of these books examines one critical topic –public health, primary education, rule of law, public sector capacity, human capital, and business competitiveness and labor standards – and is rooted in the experience of one key country or region –China, India, Brazil, Egypt, US, Germany and France. After reading each book, we discuss and critique its main premises, data & methods, conclusion, and policy implications. We also discuss how the insights it generates might change our own views on the challenges and opportunities of national development. During the third module, students present and discuss their own papers or research proposals on themes that intersect with the topics discussed in the course.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2245 Financing Local Government (3 Credits)***Typically offered Fall*

Many developing countries have been significantly reforming the scope and organization of the public sector in recent years. This course critically examines the changing structures and operations of government fiscal systems in developing countries, with particular emphasis on the growing trend to strengthen sub-national levels. Major topics include: understanding broader national fiscal reform processes; determining an appropriate division of fiscal responsibilities among levels of government; evaluating mechanisms for decentralized government revenue mobilization; and, assessing prospects and options for pursuing decentralization and intergovernmental fiscal reform. The course focuses on economic analysis, but attention is also given to political, institutional and cultural considerations that are critical for effective policy design and implementation.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No



**PADM-GP 2249 Scaling Social Enterprises - Experiential Field Course (3 Credits)**

This course will provide a field opportunity for students to investigate the current practices of an El Salvadoran social enterprise, Acceso Oferta Local – El Salvador, which aggregates agricultural products (fruit, vegetable, fish and seafood) procured from low-income producers. Students will investigate the success factors and challenges of the enterprise, assess its social impact and make recommendations for important enterprise initiatives including the rollout of a new digital training platform, development of an improved financial inclusion strategy and scaling and replication. These opportunities will be viewed through the lens of social impact, financial return, and stakeholder management. In addition, students will have the opportunity to evaluate policy implications on the business and beneficiaries specifically as it relates to El Salvador being the first country to adopt bitcoin as legal tender. Students will also examine how expanding economic impact on the enterprises' rural beneficiaries can lead to reduced migration to urban areas and other countries including illegal migration to the US. Students will have the opportunity to interview local producers, product buyers, funders, and policy makers, develop frameworks for assessing scaling opportunities and making recommendations for the social enterprise's evolution. They will also interact with the management of the key customers of the enterprise including the Executive Vice President of Grupo Calleja, a NYU Stern graduate and former candidate for the country's presidency who has grown his family owned and operated Super Selectos chain to over 100 supermarkets. The course will build off the Professor's two cases on this enterprise.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2310 Understanding Social Enterprise (3 Credits)**

*Typically offered Spring*

This course is designed to help students learn the process of social innovation and the role of social enterprises in implementing private sector approaches to solve difficult social, cultural, and environmental problems. Students will learn how to launch and scale innovative social enterprises and use business as a force of good. Specifically, students will work to identify a problem, develop an innovative solution, test their idea through research, carry out interviews with stakeholders, and run beta tests. Through the development of a feasibility study, students will estimate the amount and sources of resources needed to bring their solution to reality and their social venture to scale. Finally, students will develop presentations and practice reaching out to important stakeholder groups. This includes social advocacy presentations to government, philanthropic groups, and individuals. The course will use case studies of actual innovative social ventures as they face challenges, readings that focus on specific tools such as options for organizational forms, team building, public and private partnerships, and the social entrepreneur's personal journey.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2311 Social Impact Investment (3 Credits)**

*Typically offered Fall and Spring*

This course 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. The course will also teach the process by which an investor performs financial due diligence on a social enterprise to render a responsible investment decision. Students will learn the entire impact investment process from deal sourcing to investment structuring to monitoring financial and social returns. Through a combination of readings, case studies, class discussion and projects, students will gain deep insight into the perspective of the venture philanthropist and the impact investor (including NGO managers). The course will explore the impact investment financial environment including pioneering concepts such as Social Impact Bonds, successes and failures to date, mobilization of investors, allocation of capital, and the prospects for the future of impact investing. The course will explore impact investment both domestically and in the developing world.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2312 Managing Financial & Social Returns of the Social Enterprise (3 Credits)**

*Typically offered Spring*

This course will explore best and evolving practices in the financial management and impact measurement of social enterprises. The class will be taught from the perspective of the social entrepreneur and social enterprise manager and introduce cases to assess financial challenges, fiscal performance and financing strategy of pioneering firms with a social mission. We will explore trends, successes and failures in managing enterprises to achieve both financial and social returns. Measuring social impact in tandem with financial performance will be a core component of the course with topics including triple bottom line accounting, impact measurement, impact reporting and correlation between operating performance and impact sustainability. Students will be introduced to accounting and reporting methods necessary to responsibly calculate and communicate financial and social returns to investors and stakeholders. This course will delve into the financial, operational and strategic management of social enterprises in domestic and international settings including developing nations.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2407 Advocacy Lab (3 Credits)***Typically offered occasionally*

Advocacy Lab is for those who could imagine working in national or local advocacy organizations that make change happen or anyone who wants to understand the art of issue advocacy as a theory and method of social change. An advocacy campaign attempts to impact public policy, most often through changes in regulations and/or legislation. There are a wide range of roles advocacy campaign workers, organizers, community leaders or think-tank experts can play from research and policy analysis to education, lobbying, public relations and organizing constituencies to reaching out to a wide range of influentials, legislative offices and other government officials. At the same time, the skills of public advocacy – listening, fund raising, finding areas of consensus and building on that consensus, finding ways to make change happen – are skills that can be applied to all professional and life settings. The course will provide an overview of and training in how to affect public policy through advocacy campaigns, legislative lobbying, issue branding, coalition building and community organizing in the United States with experts and practitioners providing us real life scenarios and case studies.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2411 Policy Formation and Policy Analysis (3 Credits)***Typically offered Fall and Spring*

The purpose of the course is to deepen students' understanding of the way in which public policy and political realities interact in American government at the national, state, and local levels: how political pressures limit policy choices, how policy choices in turn reshape politics, and how policymakers can function in the interplay of competing forces. The theme explored is how public officials balance concerns for substantive policy objectives, institutional politics and elective politics in order to achieve change. The nature of key legislative and executive institutional objectives and roles is examined. In addition, attention is given to the role of policy analysis and analysts in shaping policy decisions, seeking to identify their potential for positive impact and their limitations in the political process. A second goal of the course is to sharpen students' ability to think and write like professional policy analysts. Students will be asked to apply both policy analysis framework and political perspective to the issues under discussion.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2413 Strategic Philanthropy (3 Credits)***Typically offered Spring*

This course will explore the fault lines within the field of philanthropy and prepare students to effectively leverage resources for their organizations. The course will examine different approaches to grantmaking including: social entrepreneurship, effective altruism, venture philanthropy, social justice grantmaking, and strategic philanthropy. Students will learn the differences across these conceptual frameworks and understand how they influence the ways in which foundations establish goals, develop strategies, evaluate grantees, and determine grant awards. By exploring both the conceptual and pragmatic dimensions of across grantmaking frameworks, students will understand the tensions and debates within the philanthropic sector and be well prepared to identify those foundations most likely to support their work. Coursework will include case studies, individual foundation research, and opportunities for students to become familiar with the research by and about the philanthropic sector. Classes will combine lectures, guest speakers, and class debates to understand and analyze different approaches to grantmaking, identify how they shape foundation priorities, and learn how to effectively position their work within the philanthropic sector.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2416 Racial Inequality in America: What Do We Do Now? (3 Credits)***Typically offered Fall*

Students in this course will explore the spatial aspects of inequality, including racial segregation, concentrated poverty, and government structure. Course materials will investigate the consequences of these inequalities for individuals, communities, and American society as a whole, as well as how these seemingly-intractable problems were created by and continue because of public policy decisions. This course will be an interactive experience, requiring preparation before coming to class and active exchange during class.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 2430 Multi-Sector Partnerships: A comparative Perspective (3 Credits)**

*Typically offered Spring*

Multi-sector partnerships represent a social innovation whereby actors from different sectors intentionally “address social issues and causes that actively engage the partners on an ongoing basis” (Selsky & Parker, 2010:22). They emerge from the recognition that solving today’s complex public problems requires engaging multiple stakeholders. While promising, these innovations are not panacea: collaborative work is difficult because of structural and institutional barriers, as well as distinct assumptions, work styles, and disciplinary backgrounds of actors engaged. The course encourages students to understand these barriers and develop the skills and competencies to contribute to bridge the gaps through their professional practice. Multi-sector partnerships (MSPs) focuses on collaborations across members of the three sectors—government, civil society and business. The course is structured around cycles of student engagement and learning around multi-sector collaboration cases that span geographical contexts and levels of action—domestic, national and global contexts. Through frameworks, practitioner testimonials and social dialogue techniques, students learn relevant frameworks of cross-sector collaboration, explore assumptions of stakeholders from each sector, clarify and challenge their own assumptions and pre-conceptions about each sector, and identify the strengths and gaps they must address to become competent collaborators.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2441 The Economics of Education Policy and Finance (3 Credits)**

*Typically offered Spring*

Reforming education policy and finance are at the center of intense debates at all levels of government, driven in part by the recognition of the central role that education plays in the economy. Education affects the productivity of the labor force, the distribution of income, economic growth, and individuals’ earnings and quality of life. This course uses economic principles to analyze K-12 education. The course begins with an examination of the demand for education, both by the private sector (particularly individuals) and the public sector. Next, we consider the production (including teachers as an input) and supply and cost of education. Finally, we turn to the financing of K-12 education in the United States. The class will be run as a seminar in which we will discuss the content of the assigned readings and try to make recommendations that are empirically and theoretically justified on economic grounds for achieving high performance in elementary and secondary education.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2444 Gender & Sexuality in U.S. Policy Formation (3 Credits)**

*Typically offered Fall*

This graduate level course will provide an in-depth analysis of gender and sexuality policy in the United States. We will focus on the role that criminalization plays in this area, examining topics such as abortion and regulation of intimate partner behavior, including sodomy. Practical application on how policy is made will be intertwined throughout the course and we will use case studies to examine why certain policy efforts, such as marriage equality was successful, while the Equal Rights Amendment failed. Focus will also include the impact that the current political climate is having on women, LGBTQ and gender nonconforming individuals and an effort will be made to weave in current events, as well as pop culture throughout our learning. Finally, we will study the impact existent and nonexistent policy protections have on people of color, the economically disadvantaged, immigrants, transgender and gender nonconforming individuals. Incorporated into our analysis will be readings from queer liberation scholars and feminist theorists to help us evaluate the pros and cons of existing policy gains. The course will explore what full equality might look like in the United States with an examination of what can and cannot be achieved through policy advancements. Upon completion of Gender & Sexuality in U.S. Policy Formation, students should be able to: 1. Understand the evolution of gender and sexuality policy in the United States; 2. Think analytically and strategically about policy formation and opportunities for pragmatic and transformational change; 3. Articulate how social justice policy is created, including the individual, contextual, and environmental factors that influence policy shifts; 4. Be a step closer to becoming reflective practitioners, i.e. professionals endowed with a sophisticated grasp of the art, science, opportunities, limits of crafting public policy.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2445 Poverty, Inequality, and Policy (3 Credits)**

*Typically offered occasionally*

This course examines the nature and extent of poverty primarily in the U.S. but with a comparative perspective (developed countries in Europe). To start, this course will focus on how poverty is defined and measured. It will proceed to explore how conceptions of poverty are socially constructed and historically bounded; examine what the causes and consequences of poverty are and discuss how these are complex and interwoven; and show how people can experience poverty at different points in their life course—some groups experiencing poverty more so than others. This course will discuss the role of labor markets, family structure and social organization in shaping poverty. And finally, it will explore how social policies seek to ameliorate poverty and other forms of social disadvantage throughout the life course. But when thinking about how ‘successful’ social policies are at alleviating poverty, this course will demonstrate that ‘success’ is actually influenced by the conceptions of poverty adopted by policymakers in the first place.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 2466 Environmental Policy (3 Credits)***Typically offered occasionally*

This course is about climate change i.e. global warming. Climate change is posed as the most significant public policy challenge of the 21st century. We will intensively cover the climate change science, public health impacts, ecological consequences, global food and security, and policy options. Adaptation strategies to control outcomes of storm flooding, increased ozone and heat waves, drought, and threats to biodiversity and mitigation with renewable energy promotion will be covered. Local solutions will be evaluated from city governments, States, Countries, to Global treaties such as UN Framework Committee on Climate Change-Conference of the Parties.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2472 Climate Economics (3 Credits)***Typically offered occasionally*

Economics—misguided market forces—is at the core of most environmental problems. Economics—guiding market forces in the right direction—is also fundamental to the solution. In this course we develop some of the fundamental economic tools for environmental policy analysis and management: Economics 101 applied to environmental problems—often, though not exclusively, focused on climate change. We will also go well beyond that initial Econ 101 take, narrowly defined. In fact, focusing exclusively on Econ 101 may sometimes be positively misleading. For example, Econ 101 traditionally tells us to price each ton of carbon dioxide (CO<sub>2</sub>) emitted into the atmosphere, and to get out of the way. Markets will take of the rest. Not so fast. Econ 102 tells us that not only is there a negative carbon spillover of economic activity, but also a positive learning-by-doing one. Installing the first rooftop solar panel is costly. The one hundredth is already cheaper. The millionth is a breeze. That goes for any individual roofer. It also goes for entire countries, and it is at the heart of policies from California's Solar Initiative (formerly, its Million Solar Roofs Initiative) to Germany's Energiewende (energy transition). Then there's Political Economy 101. Shouting "carbon tax" all day long will not make it so. In fact, subsidizing clean technologies may even be a necessary step to get a price on CO<sub>2</sub> passed in the first place. We will discuss this and similar examples, applying Econ 101 (and 102) to the real world, keeping Political Economy 101—and real-world politics—in mind every step along the way.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2486 Race, Law, and Education (3 Credits)***Typically offered occasionally*

This course intends to negotiate the intersection of law, race, and education by considering their multiple layers and cross-cultural history in education in the United States. We will strive to teach beyond—and perhaps constructively disrupt—the racial binary of Black and white that has historically muffled more comprehensive discussions of law, race and education. Broad subject areas will include: Prohibition against the education of enslaved people and how it reverberates to contemporary history (example: The Tragedy of America's Rural Schools, a New York Times investigation); coerced education of Native Americans in Christian schools and its effect on whole-self education; the negative effect of the Naturalization Act of 1870 on non-white people; the miseducation of interned Americans of Japanese descent; and the diminished education of migrant children living in detention. We will ask which policies and priorities have led to such outcomes and what clear and creative measures can be taken to prevent their repetition in the future. We will further discuss the distinction between policy and law as well as the role of not-for-profit organizations in preventing injustices in law, race and education. This essential historical and legal context established in the class will allow students to bring new insight to contemporary policy issues and ultimately lead to previously unexplored remedies.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2505 Advanced Data Analytics and Evidence Building. (3 Credits)**

The goal of this course is to develop the key data analytics skill sets necessary to inform evidence-based policy. Its design offers hands-on training in how to make sense of and use large scale real world heterogeneous datasets in the context of addressing real world problems. The main learning objectives are to develop a better understanding of how to develop and apply new techniques to analyze social issues using data from a variety of different sources. It is designed for graduate students who are seeking a stronger foundation in data analytics.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 2875 Estimating Impact in Policy Research (3 Credits)***Typically offered occasionally*

This advanced course develops a set of analytic skills that are used by some policy analysts. It focuses on impact analysis. The goals of the course are to (a) extend familiarity with methodologic issues, including various study designs, measurement problems, and analytic approaches; (b) provide hands-on experience in management, analysis, and presentation of data; and (c) develop skills in reading, critiquing, and reporting on policy-relevant impact analyses written by others. The emphasis of the course is on learning by doing, through data analysis, data presentation, and study critiquing activities. Students work on developing the ability to convey findings in text and table format.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 2902 Multiple Regression and Introduction to Econometrics (3 Credits)***Typically offered Fall, Spring, and Summer terms*

Multiple regression is the core statistical technique used by policy and finance analysts in their work. In this course, you will learn how to use and interpret this critical statistical technique. Specifically you will learn how to evaluate whether regression coefficients are biased, whether standard errors (and thus t statistics) are valid, and whether regressions used in policy and finance studies support causal arguments. In addition, using a number of different datasets, you will compute the statistics discussed in class using a statistical computer package, and you will see how the results reflect the concepts discussed in class. If you choose, you can do a larger data and regression project in a team.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4101 Conflict Management and Negotiation (1.5 Credits)***Typically offered Fall, Spring, and Summer terms*

The public/nonprofit administrator, whether primarily concerned with management, policy or finance, is called upon to manage or becomes involved in a wide variety of conflicts. Conflict is ubiquitous - within and between organizations and agencies, between levels of government, between interest groups and government, between interest groups, between citizens and agencies, etc. The increasing complexity and interrelatedness of the issues that the public sector is called upon to address, and the increasing sophistication and engagement of groups representing both public and private interests, compounds the challenge. In this environment, it is essential for public and nonprofit administrators to know how to manage conflict effectively. Effective conflict management involves analyzing a conflict, understanding the dynamics between the parties, and determining the appropriate method of conflict resolution. In the absence of confidence and skill in conflict management, most public officials resort, often counterproductively, to the use of power, manipulation, and control. Possessing confidence and skill, one can exercise other options. Through readings, discussions, and simulations you will develop an understanding of conflict dynamics and the art and science of negotiation and will be introduced to the role that can be played by conflict resolution techniques such as mediation. The course will emphasize the theoretical as well as the practical, the reflective as well as the applied.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4110 Project Management (1.5 Credits)***Typically offered occasionally*

Effective development, planning execution and communication of special projects are critical to all types of public service organizations. Service organization, health providers, nonprofits and government organizations constantly pursue new initiatives and projects to address the demands of their constantly changing environment. This course offers an introduction to the basic concepts and methods for directing projects and provides students with tools that prepare them for success as a project manager.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4112 Building Effective Teams (1.5 Credits)***Typically offered Fall, Spring, and Summer terms*

This two-day course is designed to develop your ability to build, lead, and participate in high-performing teams. We will draw from the fields of psychology, management, strategy, and sociology to discuss best practices for designing, launching, participating in, and coaching in-person and virtual teams. We will also focus on the benefits and challenges of managing diverse teams, using teams in various contexts (including Capstone teams), understanding and managing conflict, and developing problem-solving techniques for team effectiveness. This course will be of most value to those who have some work or team experience.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4115 Contracts: What the Non-Lawyer Should Know (1.5 Credits)***Typically offered occasionally*

This is a course in Contracts for the non-lawyer. Every day we see contracts and may have to read them, sign them and/or perform them. Many organizations are not large enough to have their own in-house counsel and calling outside counsel is expensive. Thus, more and more executives and their staff have the responsibility of understanding the day to day contracts with which they come in contact. The course will cover specific contracts related to the type of work many Wagner students may do, such as grant agreements, agreements with fundraisers (consultants), commercial co-venture agreements, and grants to foreign charities that involve contracts with foreign entities.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4116 Participatory Policymaking (1.5 Credits)***Typically offered Spring*

Though the policy-making process is complex, with a host of actors and competing interests, public policy is traditionally shaped by elected officials, administrative agencies and organized interest groups. There are many avenues for policies to be informed by the lived experience of members of low-income and marginalized communities, however, their participation is often hidden and/or undervalued. Public servants and policy-makers can provide proactive opportunities for communities to assert their own priorities and rights through mechanisms like public planning processes or participatory budgeting. Similarly, marginalized communities can self-organize and even form common cause with broader interests to create more just public policies. In this course, we will examine the essential concepts of power – what it is, how it is used, how groups and communities can expand and strengthen their political power, and how public officials can share theirs. We will explore strategies for initiating participatory policymaking from above (e.g., government/ policymakers initiating participatory approaches to decision-making, the opening of previously hidden datasets to the public) and below (e.g., grassroots communities mobilizing to influence policy), and the democratic tradition of challenging traditional power structures. Case studies will include a landmark set of laws passed in 2013 in New York City to advance oversight of the Police Department, the global expansion of Participatory Budgeting, grassroots campaigns to improve public transit, and the effect of "open data" laws on policy formation. Students will learn about the mechanisms often used to advance community-driven efforts such as public planning processes, public hearings, meeting with elected officials, public information campaigns, and mass mobilizations.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 4119 Data Visualization and Storytelling (1.5 Credits)***Typically offered Spring*

In our increasingly data-reliant and data-saturated society, people who understand how to leverage data to generate insights have the power to change the world. Data visualization and storytelling is a crucial skill for policy and data analysts, communications and marketing professionals, and managers and decision-makers within nonprofits, social organizations and the government. With the advent of visualization tools that do not require coding, data storytelling in the digital age is also an attainable skill set for people with varying levels of technical ability. This hands-on introductory course will teach students how to develop meaningful data stories that reveal visual insights accessible for relevant audiences. Students will also learn the basics of Tableau, the industry standard in data visualization tools, to make sense of and visualize publicly available data. Students will leave the course with a portfolio of data visualization projects, analog and digital, that demonstrate the application of data storytelling. This course is intended for a beginner in data visualization and storytelling. Students with extensive prior experience should consult the instructor before enrolling.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4126 Leading Values-Based Culture in Nonprofit Organizations (1.5 Credits)***Typically offered Spring*

Culture – the system of shared assumptions, values, meanings, and beliefs, which informs the behavior of individuals – is perhaps the most salient variable mechanism that influences organizational performance (Schein, 2017). Successful leadership of nonprofit organizations largely depends on how closely institutional practices align with professed public values. Strong organizational culture fosters innovation, supports collaboration, and advances impact. Presuming a basic grounding in the structures and roles of nonprofit organizations, this course explores the values that lie behind them, drawing on the instructor's extensive experience in supporting cross-sector global and mission-driven organizations, advancing DEIB strategies, and managing partnership and funder relationships. Expect a course on exploring organizational culture and how it informs and influences the vision, mission, internal systems and structures, budget, employee performance and satisfaction, external brand identity and, ultimately, the organization's success.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4129 Race, Identity and Inclusion (1.5 Credits)***Typically offered Spring*

This course brings together a wide range of thinking and scholarship about race and identity to encourage learning about what race is, why it matters, and racial dynamics in organizations and how best to address them. (In this description, "race" is used as a shorthand for the interconnected complex of race, ethnicity, culture and color, understanding that we will be careful to distinguish among them in the course itself.) While recognizing the importance of intersectionality and other markers of difference such as gender and class, the course focuses on race for two reasons: 1) it is generally the most charged dimension of diversity in the United States, the most difficult to discuss and, therefore, the topic we most often avoid, and 2) it has the greatest impact on life chances and opportunities: race is often the best predictor of income, wealth, education, health, employment and other important measures of well-being. Because the impact of race is highly contextual, we will focus on the United States, although our lens will broaden at different points. The course will roughly divide into two parts. The first part will address the phenomenon of race more broadly, while the second half will look more closely at organizations. It will begin with theoretical understandings of what race is and how it is distinguished from ethnicity, culture and color. Then we will explore the dynamics of racism, discrimination and stereotypes, followed by research on the impact of race on individuals and groups. The intricate connections to gender and class will be our next topics. In the second half, we will address how race influences, and is influenced by, organizational dynamics. This will include classes on discrimination and racism in organizations, traditional approaches to "managing" diversity, alternative approaches that emphasize self-awareness, learning and mutuality, and particular concerns related to public service contexts like health care and philanthropy.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4131 Fundamentals of Fundraising (1.5 Credits)***Typically offered Fall and Spring*

Students will have an opportunity to learn about fundraising, as well as philanthropy more broadly. This introductory course will examine the range of ways to raise funds from government, individuals, foundations and corporations. The importance of stewardship, program evaluation, and the role of the board and staff in developing effective fundraising strategies will be addressed.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 4137 Communications and Branding for Nonprofits (1.5 Credits)**

*Typically offered Fall and Spring*

An organization's brand can help it raise money, create change, and recruit participants as it effectively communicates its mission. But a brand is more than just a logo or a memorized elevator pitch, it is the way both internal and external audiences perceive your organization—and shaping this perception is as essential to the success of nonprofit and public organizations as it is to for-profit organizations. And since many nonprofits have limited staff and financial resources available for communications activities, it is even more important that these resources be deployed as strategically as possible. This course will offer an overview of branding and communications concepts, helping students approach branding in a way that builds commitment to their organization's mission, increases trust, creates ambassadors, and strengthens impact. Students will gain a basic familiarity with a variety of branding principles and develop strategic communication recommendations for an organization they are familiar with.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4139 Investment Management in Public & NP Sectors (1.5 Credits)**

*Typically offered Spring*

This course is designed to provide students interested in careers in state and local government, nonprofits, endowments, and foundations with a basic understanding of institutional investment management. With the key concepts covered in this class (portfolio construction, the risk and return characteristics of major asset classes, due diligence, investment decision making, and fiduciary responsibility), students will be equipped to understand the operations of an institution's investment pool as well as evaluate investment and governance policy issues.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4147 Large Scale Data Analysis with Machine Learning I (1.5 Credits)**

*Typically offered Spring*

The past decade has seen the increasing availability of very large scale data sets, arising from the rapid growth of transformative technologies such as the Internet and cellular telephones, along with the development of new and powerful computational methods to analyze such datasets. Such methods, developed in the closely related fields of machine learning, data mining, and artificial intelligence, provide a powerful set of tools for intelligent problem-solving and data-driven policy analysis. These methods have the potential to dramatically improve the public welfare by guiding policy decisions and interventions, and their incorporation into intelligent information systems will improve public services in domains ranging from medicine and public health to law enforcement and security. The LSDA course series will provide a basic introduction to large scale data analysis methods, focusing on four main problem paradigms (prediction, clustering, modeling, and detection). The first course (LSDA I) will focus on prediction (both classification and regression) and clustering (identifying underlying group structure in data), while the second course (LSDA II) will focus on probabilistic modeling using Bayesian networks and on anomaly and pattern detection. LSDA I is a prerequisite for LSDA II, as a number of concepts from classification and clustering will be used in the Bayesian networks and anomaly detection modules, and students are expected to understand these without the need for extensive review. In both LSDA I and LSDA II, students will learn how to translate policy questions into these paradigms, choose and apply the appropriate machine learning and data mining tools, and correctly interpret, evaluate, and apply the results for policy analysis and decision making. We will emphasize tools that can "scale up" to real-world policy problems involving reasoning in complex and uncertain environments, discovering new and useful patterns, and drawing inferences from large amounts of structured, high-dimensional, and multivariate data. No previous knowledge of machine learning or data mining is required, and no knowledge of computer programming is required. We will be using Weka, a freely available and easy-to-use machine learning and data mining toolkit, to analyze data in this course.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4148 Large Scale Data Analysis with Machine Learning II (1.5 Credits)***Typically offered Spring*

The past decade has seen the increasing availability of very large scale data sets, arising from the rapid growth of transformative technologies such as the Internet and cellular telephones, along with the development of new and powerful computational methods to analyze such datasets. Such methods, developed in the closely related fields of machine learning, data mining, and artificial intelligence, provide a powerful set of tools for intelligent problem-solving and data-driven policy analysis. These methods have the potential to dramatically improve the public welfare by guiding policy decisions and interventions, and their incorporation into intelligent information systems will improve public services in domains ranging from medicine and public health to law enforcement and security. The LSDA course series will provide a basic introduction to large scale data analysis methods, focusing on four main problem paradigms (prediction, clustering, modeling, and detection). The first course (LSDA I) will focus on prediction (both classification and regression) and clustering (identifying underlying group structure in data), while the second course (LSDA II) will focus on probabilistic modeling using Bayesian networks and on anomaly and pattern detection. LSDA I is a prerequisite for LSDA II, as a number of concepts from classification and clustering will be used in the Bayesian networks and anomaly detection modules, and students are expected to understand these without the need for extensive review. In both LSDA I and LSDA II, students will learn how to translate policy questions into these paradigms, choose and apply the appropriate machine learning and data mining tools, and correctly interpret, evaluate, and apply the results for policy analysis and decision making. We will emphasize tools that can "scale up" to real-world policy problems involving reasoning in complex and uncertain environments, discovering new and useful patterns, and drawing inferences from large amounts of structured, high-dimensional, and multivariate data. No previous knowledge of machine learning or data mining is required, and no knowledge of computer programming is required. We will be using Weka, a freely available and easy-to-use machine learning and data mining toolkit, to analyze data in this course.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4151 Inclusive Leadership (1.5 Credits)**

Together we will look at gender and intersecting identities in the context of building an inclusive approach to organizational and/or political leadership. We will focus upon how to leverage research findings as we take a practical stance on identifying both problems and solutions on the path to greater inclusion. This highly practice-based course will circle a core theme of gender-inclusive leadership, considering key concepts driving leadership behaviors and perceptions, and examining the extent to which 'difference' is rewarded or not. We will study behaviors, stereotypes, structures, power, and cultures that support or inhibit building inclusive teams, workplaces and political cultures, including considering the implications when more than one social characteristic or identity (such as race/ethnicity, LGBTQ+ status, class/socioeconomic background and disability) intersect with gender. You will complete this course having reflected upon your personal priorities for inclusive leadership and having explored how to apply research findings in designing for effective action.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4152 Ethics, Public Policy and Emerging Technology (1.5 Credits)***Typically offered occasionally*

Commentators have noted that the use of AI technologies in government and nonprofits is lagging and part of the reason for this could be that many public service leaders do not feel equipped to make decisions on the use of these technologies. This course aims to equip current and future leaders with an understanding of how emerging (or AI type) technologies are created and how they work and to provide a foundation for thinking strategically and ethically about their use in a variety of settings. This is a non-technical class: no coding knowledge is required. This course will look at practical applications of AI technologies, with a broad focus on public service and nonprofit use-cases. We will have a focus upon equipping public service leaders to take an informed and strategic stance when considering the use of these technologies in their organizations. Students will have the opportunity to undertake independent study on an area of interest to them. We will start with a look at key concepts and the fundamentals of how AI works. We will take a detailed look at some main types of AI, how they function and how they can be used to deliver organizational goals. Then we will move on to look at the wider societal implications of AI and dive into ethics, bias, and the future of public service work in an increasingly AI-driven world. Finally, we will take a high-level look at some of the challenges facing policy-makers and start to investigate how emerging technologies are managed and regulated across the globe.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4154 Management Consulting for Public Service Organizations (1.5 Credits)**

Management consultants work in all corners of the public and nonprofit sectors on every imaginable topic—from organizational strategy to technology implementation, education to migration. But what is management consulting? Why do so many public service organizations rely on it? What skills and experience do you need to be a management consultant? And how much good can management consulting really do for the public and nonprofit sectors? Management Consulting for Public Service Organizations will answer and invite debate on all of these questions. You will learn how to deliver what clients really want and how to improve the chances your recommendations are adopted. Through our readings and discussions we will explore scholarly and practitioner thinking on strategy, problem solving, innovation and the costs and benefits consulting has in the public and nonprofit sectors. As in consulting, your assignments will be both collaborative and reflective and your final deliverables will be evaluated by current and former management consultants and nonprofit consulting clients. You will leave this course more clear on what a public service-facing management consultant does, having practiced some of the skills they use, and with insight into how you can add the most value to the organizations and sectors you care about.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No



**PADM-GP 4155 Disability, Policy and Leadership - Building an Accessible World (1.5 Credits)**

Advancements in awareness and understanding have led to greater equity and inclusion in society for people with disabilities. Developments such as the establishment of Disability Studies as an interdisciplinary field in the 1980's and the introduction of the Americans with Disabilities Act ("ADA") in 1990 are key milestones in this journey. However, these achievements alone do not guarantee the extent of attitudinal and behavioral change needed within our communities and organizations to remove the barriers and prejudices that remain. As citizens, developing our knowledge and understanding of disability is critical for us to build an inclusive society. As public service leaders, it will enable us to deliver more creative, effective, and lasting solutions for the organizations we lead and the public that we serve. With an emphasis on developing both knowledge and practical skills, this two-day intensive course will provide a survey of the history, recent trends, and current topics that will enable public service professionals to become role models and leaders in the area of disability. Whether collaborating on a project, leading a team, or managing service delivery with or for people with disabilities, the course will help students to achieve more inclusive impact in their organizations and communities.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4191 Understanding the Role Federal Tax Credits Play in the Affordable Housing & Renewable Energy Sectors (1.5 Credits)**

For better or worse, both affordable housing and renewable energy projects in the US are mostly built and owned by private developers and corporations. These private developers in turn are reliant on private capital provided by investors, corporations and banks. Almost all these investors rely heavily on federal tax credits. 90% of affordable housing in the US receives a subsidy through the low-income housing tax credit ("LIHTC"). Virtually all large-scale wind and solar projects receive tax credit subsidies as well ("ITC" or "PTC"). This course is designed for students who are interested in either of these two important areas of public policy as well as students interested in careers in municipal finance who want to expand their knowledge in related fields. We will begin with an overview of what developers need to build their projects and what investors are seeking and how common tax credit programs bridge the gaps. By studying this topic, students will also gain a general understanding of multi-family housing, renewable energy, project development and project financing and federal tax expenditures. Lastly, we will examine the overall efficiency, fairness and policy implications of such subsidies structures that benefit banks, corporations and private developers as well as at-risk populations and society in general.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4212 Managing Humanitarian Challenges (1.5 Credits)**

*Typically offered occasionally*

In 2016, the United Nations Secretary General noted in the World Humanitarian Summit Outcome Report that, "Armed conflicts and other violent situations, disasters caused by natural hazards and the impacts of climate change, health threats, soaring inequality and increased fragility marked by extreme poverty and weak institutions are among the factors contributing to the unprecedented spike in humanitarian needs." In 2020, the world was further destabilized by the Covid-19 global pandemic leaving the humanitarian sector further extended and in desperate need of a radical rethink. This course will examine this evolving landscape and its implications for aid delivery including how it is planned, financed and executed to meet the changing needs of the people in need of assistance. Students will be introduced to the global systems that guide the sector, the organizations typically involved and how their power dynamics and agendas shape humanitarian response priorities and delivery. This course will provide a response-centered perspective on humanitarian operations, informed by case studies, lectures, and exercises. Experts in the field may guest facilitate portions of course sessions.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4213 Policy Advocacy Strategy & Evaluation. (1.5 Credits)**

This class explores the important evaluation area of policy advocacy evaluation. As development practice shifts to focus on the structural drivers of poverty around the world, and seek long-term social and institutional change, interventions increasingly involve shaping policies, programs and social norms. This class examines the theoretical and practical challenges of measuring influence on policy deliberation and implementation. It explores emerging approaches developed to provide rigor and actionable insights about what works and what doesn't. Within the context of organizations that are promoting change, with a focus on NGOs and philanthropic funders. Topics include matching evaluation design and methods to evaluation questions, institutional dimensions that effect evaluation use, and the use of evaluation findings.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4217 Accountability in Humanitarian Assistance (1.5 Credits)**

*Typically offered Spring*

This short course will explore the concept of accountability within humanitarian intervention. In particular it will look at the contemporary significance of accountability for humanitarian response – when and why it has become an important concept for humanitarian intervention, and specific events that have led to a shift from donors to recipients of aid as the agents of accountability. Key questions that will be explored include: - To whom are humanitarian agencies accountable? What are the competing accountabilities and how do these influence program decisions and agency performance? - Why is accountability to beneficiaries important during a humanitarian response? Aside from ideological views, why should the humanitarian sector be concerned with accountability to beneficiaries? What are its end goals? - What does an effective accountability mechanism look like? How do agencies implement it? - Do these work? In what contexts? How is their effectiveness being measured? By whom? - Who are the main actors in this space? An examination of HAP, ALNAP, Listen First, ECB project, current NGO frameworks used in the field

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4250 Hunger and Food Security in a Global Perspective: New York (1.5 Credits)***Typically offered Spring*

This course explores the political and economic policy issues surrounding hunger and food security, drawing on many case examples. The course will provide an overview of some of the core dimensions of global hunger and food security policy issues, including debates over reconfiguring food systems to address health, equity, and sustainability; a new green revolution; food aid; fair trade, and role of the food system in addressing climate change.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4311 Lean Approaches to Social Innovation (1.5 Credits)***Typically offered Spring*

Affordable housing that's 40% less expensive to build. Three times as many soup kitchen clients served each hour. Hospital ER wait time cut by 90%. This is the type of impact social innovators aspire to achieve by applying the method called "Lean." Since Toyota developed the Lean continuous improvement methodology, manufacturers globally adopted it, then finance and healthcare organizations, and now nonprofits, government agencies, and for-profit and hybrid social enterprises. What is Lean? How do you set up a Lean program? Which organizations have seen great results, and why? How does Lean relate to financial and social impact strategy and operations? Students will understand the basic concepts and methods of Lean; gain familiarity with case studies from nonprofit, government, and social enterprise; and become ready to take an active role in a Lean project.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4313 The Intersection of Finance and Social Justice (1.5 Credits)***Typically offered Spring*

Capital is but a tool – one that can be used for many different purposes. This course explores the use of finance as a tool for social change. The sessions provide an overview of different approaches to the question of aligning investments and values and aim to empower the student with a critical framework for the evaluation of the role of finance in society via case studies and a review of current practices along a continuum from "avoiding the bad" to "building the good." It is geared toward both finance practitioners and social change agents seeking to understand the interrelation and intersection of capital and social change practice. Using impact investing as a starting point – but not an end point – this course provides an actionable, practitioner-centered overview of the opportunities to advance social change via capital. It will cover emerging strategies ranging from divestment in the public equities space to direct investments into social enterprises and communities, touching on some of the major topics in the space, from the allocation of risks and returns among stakeholders, to impact measurement and management.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4314 Environmental Finance and Social Impact (1.5 Credits)***Typically offered Spring*

This course will provide students a thorough understanding of how key environmental challenges can be addressed through innovative financing and investment strategies. Topics will include an overview of the main financial instruments and the key thematic areas of the growing field of environmental finance. Students will be introduced to instruments, structures and investment approaches to achieving positive environmental outcomes and impact including, but not limited to private market investments, renewables, climate and green bonds, water investments, and conservation finance.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4316 NYU Impact Investment Fund I (1.5 Credits)**

The NYU Impact Investment Fund (NIIF) is a unique inter-disciplinary, experiential learning course which is offered in tandem with a student-led and operated Impact Investing Fund of the same name. For students to participate in the Fund they are required to be enrolled in this course. The creation of NIIF has been approved by the Deans of both Wagner and Stern. NIIF is operated under the guidelines of an Operational Handbook which has been reviewed by the NYU Office of General Counsel. Investment transactions made during the course are supported by the Business Law and International Transactions Clinics of the NYU Law School resulting in a three school interdisciplinary collaboration offering students the opportunity to interact with their peers across the University ecosystem. Students participating in NIIF are expected to enroll in the NIIF course for the full academic year (fall and spring) and will receive 1.5 credits for each semester of participation. The course will meet every other week, but students are expected to complete assignments and deliverables during weeks that the class does not meet to assure the investment processes and momentum are responsibly maintained. The class will be divided into five Deal Teams. The Deal Teams will have a sectoral focus (e.g., Financial Inclusion, Environment, Healthcare/Aging, Education and Food Systems) for sourcing prospective investment clients. The teams will also have access to the MIINT (MBA Impact Investing Network & Training) program which is a competitive experiential on-line lab designed to give students at graduate schools a hands-on education in impact investing. The NIIF Investment Committee will recommend one of the teams to compete in the finals of MIINT where top graduate schools present to a judging committee composed of industry leaders in impact investing. Those participating in MIINT will have some additional deliverables in accordance with the MIINT program guidelines though the majority of the requirements align with deliverables identified in this Syllabus for the NIIF class as a whole. This course requires an application. Students participating in NIIF are expected to enroll in the NIIF course for the full academic year (Fall and Spring) and will receive 1.5 credits for each semester of participation.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 4317 NYU Impact Investment Fund II (1.5 Credits)**

The NYU Impact Investment Fund (NIIF) is a unique inter-disciplinary, experiential learning course which is offered in tandem with a student-led and operated Impact Investing Fund of the same name. For students to participate in the Fund they are required to be enrolled in this course. The creation of NIIF has been approved by the Deans of both Wagner and Stern. NIIF is operated under the guidelines of an Operational Handbook which has been reviewed by the NYU Office of General Counsel. Investment transactions made during the course are supported by the Business Law and International Transactions Clinics of the NYU Law School resulting in a three school interdisciplinary collaboration offering students the opportunity to interact with their peers across the University ecosystem. Students participating in NIIF are expected to enroll in the NIIF course for the full academic year (fall and spring) and will receive 1.5 credits for each semester of participation. The course will meet every other week, but students are expected to complete assignments and deliverables during weeks that the class does not meet to assure the investment processes and momentum are responsibly maintained. The class will be divided into five Deal Teams. The Deal Teams will have a sectoral focus (e.g., Financial Inclusion, Environment, Healthcare/Aging, Education and Food Systems) for sourcing prospective investment clients. The teams will also have access to the MIINT (MBA Impact Investing Network & Training) program which is a competitive experiential on-line lab designed to give students at graduate schools a hands-on education in impact investing. The NIIF Investment Committee will recommend one of the teams to compete in the finals of MIINT where top graduate schools present to a judging committee composed of industry leaders in impact investing. Those participating in MIINT will have some additional deliverables in accordance with the MIINT program guidelines though the majority of the requirements align with deliverables identified in this Syllabus for the NIIF class as a whole.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4318 Social Impact and Emerging Technologies (1.5 Credits)**

Technology excites in its promise to help transform and improve lives. Yet we observe that this promise has not always translated into reality. Through active/experiential learning this course examines the promises—and pitfalls—of technology for impact. Together we will co-create ways to examine how entrepreneurs and practitioners harness technologies to solve key challenges, while questioning how new technologies transform or reinforce dominant paradigms. It attempts to stimulate ideas on how new technologies and innovations can be harnessed and utilized for positive social benefit while mitigating risks and minimizing unintended consequences. Key Areas of Exploration: • When does a technology become emerging? • What does social impact really mean? • What opportunities for impact have new technologies created? • How disruptive or revolutionary are new technologies for impact? • What tools do we need to improve these technology-driven initiatives? • How might we mitigate unintended consequences of new technologies? • Assessment, measuring and ESG? • Mapping the stakeholders? • Adoption Curves and critical mass for skills acquisition?

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4319 Financing Inclusive Businesses (1.5 Credits)**

This course assesses the role of inclusive business (IB) as a strategy for economic growth, private-sector development and poverty reduction, and the two main IB financing modalities: bank debt and private equity. Analytical frameworks are provided for understanding how IB strategies incorporate and affect the poor as consumers, producers, suppliers, distributors and employees. In this context, important distinctions are drawn between IB financing and sound environmental, social and governance (ESG) policies; socially-responsible investing (SRI); and corporate social responsibility (CSR). Using case studies from selected developing economies, we take stock of the successes and failures of financial institutions and private equity funds in IB financing. In assessing modifications and solutions needed to boost capital deployment in IBs, the key debates in this emerging discipline are considered and placed in the wider context of impact investing. You will learn to identify and interrogate IB strategies and determine the most appropriate—and likely successful—financing modalities for them. The course will enable you to identify and prioritize key components and risk factors when designing an IB lending program or private equity fund.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4320 Environmental, Social, Governance Investing (1.5 Credits)**

The most common Mission-Related Investment (MRI) approaches include socially responsible investing (SRI), and environmental, social, and governance (ESG). While private investments generally account for 20% of an institutional investment portfolio, public investments can represent more than 75%. Unlike impact investments, which primarily target private investments that intend to generate positive social/environmental benefits alongside a financial return through mostly venture capital and private equity investment vehicles, this course explores how endowments, foundations, pension firms, and other organizations can invest in public investments using environmental, social, governance (ESG) selection criteria. This style of investing has captured the attention of asset owners (investors), asset managers (fund managers), and service providers (consultants) globally and is one of the fastest growing areas of finance. This course will also broadly cover the relationships among the main MRI approaches. The application of ESG factors to investment selection is no longer in its infancy. It is a distinct career specialization for finance professionals requiring both traditional investment acumen and awareness of complexities and nuances necessary to gain a diverse skill needed to effectively engage stakeholders—such as policymakers, millennials, and the generations to come—that will shape the future.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4322 Data and AI Strategies for Social Impact Organizations (1.5 Credits)**

Data plays an increasingly important role in powering today's enterprises, governments and society as a whole. With the rapid pace of innovation, data science, advanced analytics and Artificial Intelligence (AI) are becoming increasingly central and critical to business today. Over time, social impact organizations will deem these tools as core to achieving their mission. This course will enable future social sector leaders to leverage these powerful tools along with an organization's data footprint and external data sources to accelerate their organizations' impact.

This course aims to develop students' understanding of what it takes to propel organizations along their journey to advanced use of data and AI. New organizations may look to proactively build a culture of data from the start, while many established organizations may be navigating their digitization journey by putting new tech practices in place such as replacing paper systems with digital records, implementing Customer Relationship Management (CRM) systems, or establishing Marketing Technology (MarTech) stacks to more effectively and efficiently communicate with stakeholders across different social channels.

Students can play an important role in enabling organizations to meet the challenge of leveraging their digital footprint. This will help them more effectively communicate with stakeholders and funders, expand their donor and investor base, improve service delivery, innovate on products and program models, derive new insights to inform policy agendas, and leverage data for advocacy efforts.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4414 Corporate Philanthropy and Engagement (1.5 Credits)**

*Typically offered Spring*

Corporate philanthropy and engagement is an evolving space which is critical to the existence and operation of nonprofit organizations. The role of the private sector in helping nonprofits achieve their mission, serve their clients and realize their expected goals and outcomes is unique and very different from the role that government funders and individual major donors play. This course will provide a survey of key topics, trends and best practices within the corporate philanthropy, corporate social responsibility and grantmaking space, with a particular emphasis on public and private multinational organizations headquartered in the United States. This course is ideal for those with limited-to-no exposure or prior engagement with corporate institutions as grantmakers and partners and/or for those who work closely with corporate giving offices and philanthropy departments.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4419 Communicating Public Policy in the Digital Era (1.5 Credits)**

*Typically offered Summer term*

In this class you will focus on translating policy analysis and implementation tools into actionable agents of social change. As such, one of the largest challenges is convincing a skeptical public that the benefits of a policy change or new service outweigh the status quo. In this class we will examine how government entities use digital tools to attempt to tackle this task, using the Obama White House as a case study. This class will give you an in-depth look at how digital tools allow the government to challenge traditional public policy implementation problems. Taught by a member of the first White House Office of Digital Strategy, we will primarily examine first-person narratives and content from actual public policy rollouts during the Obama administration, as well as some case studies from other successful policy campaigns in the public and private sector. This class will be useful to a broad range of students who are interested in policy implementation, policy communication, and successful social change.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4440 Education and Social Policy (1.5 Credits)**

*Typically offered Spring*

The course will focus on current issues in education and social policy, beginning with an analysis of the case for public intervention in the market for education. We will then turn to considering key policy debates and options for addressing important problems - including both policies aimed at the education sector (i.e., public schools) and those affecting other sectors (i.e., housing policy). Particular attention will be paid to reviewing and weighing the evidence base for policy making and considering alternative solutions.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4450 Strategic Communications for Advocacy (1.5 Credits)**

Organizational storytelling both effectively communicates an organization's mission and builds empathy for its cause. A story is more than an exposition, climax, and resolution. Effective storytelling weaves a narrative that tells a systemic story about the social justice movement. The course will offer an overview on how to strategically use values-based communications, helping students understand how to move persuadable audiences to garner support for social justice issues. This course teaches students how to communicate with the public and work with the media. The concepts and skills prepare students to generate public support for their organization's mission, strategic initiatives, and fund-raising activities. Students learn to position organizations in the public eye and translate complex concepts into clear and concise messages for public consumption. They develop skills in written and oral communication, critical thinking, and problem solving. Students learn about a range of communications vehicles and discuss ways to use those vehicles to get their messages out.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4451 Elections in Action (1.5 Credits)***Typically offered Spring*

Elections In Action is for those that are interested in learning how a campaign works from start to finish. Whether one is working a local to national campaign the structure is still the same. This seven-session course will provide an overview and training in modern day campaign planning and implementation all the way from preparing as a candidate, staff roles, media, fundraising and Get Out the Vote strategies.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4452 US Reproductive Rights Advocacy (1.5 Credits)***Typically offered Spring*

This course examines reproductive rights law and policy in the United States and how advocacy can impact it. Reproductive rights encompass the ability of individuals to make and exercise informed, independent decisions about their own body, sexuality, and reproduction. This includes procreation and family formation, pregnancy care, abortion, birthing and breastfeeding, among others: deeply personal, often, life-changing decisions. Yet contentious legal, policy and public debates at the national and local level controls who can, and cannot, access the health care services and information necessary for people to realize these rights. Historically, and still today, reproductive rights law and policy does not center, or adequately protect, those most impacted. In this course, students will gain a grounding in the relevant constitutional doctrines and federal and state laws that have defined and constrained reproductive rights in recent decades. We will also discuss intersections with human rights, racial, economic, and gender equality, among other inseparable rights. Learning from real-world advocacy campaigns, including guest speakers, we will investigate the challenges and value-add of different strategies—from litigation to legislation to public communications—for creating enabling legal and policy environments in which people have the resources they need to freely exercise their reproductive rights.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4453 US Climate Policy, Politics, and Change (1.5 Credits)**

This course should help those who believe that the United States must reduce its pollution responsible for climate change. The course will provide an overview of climate science and politics. Next, we will examine the “theories of change” concept, and identify new theories of change and their policies to reduce climate pollution. Additionally, we will learn to design issue advocacy campaign plans that would create the political space essential to adopt these policies.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4454 Digital Communications for Advocacy and Politics (1.5 Credits)**

This course examines digital content marketing for nonprofits, NGOs and corporate philanthropy through a practical lens. Through case studies across industries, it explores professional digital marketing, and develops fundamentals for digital professionals including principles of design thinking, strategy, measurement, analytics and more. Our goal, in this course, is to teach you how to ideate, create, design, execute and measure a digital content marketing campaign for cause whether that's the next big poverty concert, a viral fundraising campaign or explainer video illustrating a global humanitarian crisis.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4455 Labor Movement Politics, Advocacy, & Social Change (1.5 Credits)**

According to the Bureau of Labor Statistics, the number of U.S. workers involved in work stoppages in 2018 reached its highest point since the mid-1980s. The resurgence of the use of strikes and worker activists withholding labor is set against the backdrop of enormous societal challenges like wealth and income inequality, climate change, and a lack of affordable, quality health care. These powerful strikes also come at a time when unions themselves are facing innumerable challenges: declining memberships and dues, increasing employer offensives, a weakening of the labor law, and a changing economy that makes traditional methods of union organizing more difficult, costly and less successful. We know that unions raise the standard of working conditions and wages for all workers, strengthen the overall economy and decrease inequality. Since the 1970s, the labor movement has seen a significant decline in strength, density and strikes - one of their key sources of leverage and expressions of power. Consequently, the decline of union density in the past forty years has coincided with and contributed to a modern economy that doesn't work for working people. This class is an exploration of the political expression of labor unions and seeks to provide students with practical skills to participate in the current labor movement. The class will tell the story of the U.S. labor movement and seek to examine the ways in which unions have driven social change. Furthermore, the class will analyze what conditions were necessary to successfully ignite change and seek to apply those learnings to the current labor movement and political work of unions. With an emphasis on developing both knowledge of unions and their relationship to political change and practical skills in labor movement advocacy, this course will provide an overview of the history, recent trends, and current topics as well as provide students with a working knowledge of organizing and advocacy skills.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No**PADM-GP 4456 Race and Voting in the United States (1.5 Credits)**

This course will introduce students to the history of and contemporary fight for voting rights in the United States. We will begin with a brief overview of historical struggles over access to the ballot box, up through and including the 15th Amendment and the 1965 Voting Rights Act. The bulk of the course will focus on the contemporary context of voting rights, looking specifically at recent Supreme Court decisions, and include scholarship about white backlash against the growing political power of Americans of color. We will examine both laws with discriminatory intent and facially-neutral laws that nonetheless have racially disparate outcomes. Of course, Americans of color have always organized and fought for their rights as citizens. As such, we will pay close attention to the agency and power of these groups. This course specifically attends to how voting laws both reflect and codify structural inequities in the American context. While we focus on race in this class, we will use an intersectional lens to discuss how different laws disproportionately burden different identities.

**Grading:** Grad Wagner Graded**Repeatable for additional credit:** No

**PADM-GP 4501 Designing Data Collection for Program Evaluation, Policy, & Management (1.5 Credits)**

Research is an important part of the policy process: it can inform the development of programs and policies so they are responsive to community needs, it can help us determine what the impacts of these programs and policies are, and it can help us better understand populations or social phenomena. This half-semester course serves as an introduction to how to ethically collect data for research projects, with an in-depth look at focus groups and surveys as data collection tools. We will also learn about issues related to measurement and sampling. Students will create their own focus group protocol and short survey instrument designed to answer a research question of interest to them.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4502 Using Large Data Sets in Policy Research (1.5 Credits)**

This half-semester course will focus on the analysis of data. We will discuss cleaning raw data – including trimming, variable transformations, and dealing with missing data – before turning to complex survey data. We will discuss how regression analysis differs when using complex survey data. Students will take real data and produce a cleaned version, as well as perform simple analyses using multiple regression. One key skill you will learn in this class is Stata, a commonly used statistics package. I will teach the basics, but if you have not used it before, you will likely need to spend a bit of extra time becoming acquainted with the program.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4503 Introduction to Data Analytics for Public Policy, Administration, and Management (1.5 Credits)**

The goal of this course is to establish a first-principles understanding of the qualitative and quantitative techniques, tools, and processes used to wield data for effective decision-making. Its approach focuses on pragmatic, interactive learning using logical methods, basic tools, and publicly available data to practice extracting insights and building recommendations. It is designed for students with little prior statistical or mathematical training and no prior pre-exposure to statistical software.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4504 Introduction to Database Design, Management, and Security (1.5 Credits)**

The goal of this course is to train advanced students on the principles, practices, and technologies required for good database design, management, and security. An introduction to the concepts and issues relating to data warehousing, governance, administration, security, privacy and alternative database structures will be provided. The course concentrates on building a firm foundation in information organization, storage, management, and security.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4505 R Coding for Public Policy (1.5 Credits)**

R is a powerful open source language and environment for statistical computing and graphics. R provides a wide selection of statistical and graphical techniques. It is rapidly becoming the leading language in data science and statistics. R can easily tackle linear and nonlinear modelling, statistical tests, time series analysis, classification, clustering and more. This 7-week course leads the students into the R world, helps them master the basics and prepares them with plenty resources for self-advancement in the future. The course offers students basic programming knowledge and effective data analysis skills in R in the context of public policy-making and policy evaluation. Students will learn how to install R and RStudio, comprehend and use R data objects, become familiar with base R and several statistical and graphing packages. The course will also teach students to develop their own R functions, which they can use, improve or adapt in the future.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4506 Python Coding for Public Policy (1.5 Credits)**

This 7-week course exposes the students to the application and use of data analytics in setting public policy. The course does so by teaching introductory technical programming skills that allow students to learn and apply Python code on pertinent public policy data, while emphasizing on applicability. The course is accompanied by readings for each class in order to contextualize why data analytics supplements but doesn't replace the student / professional role in setting public policy. With an influx of data and an increased preference for using algorithms to drive decisions, this course builds on how public policy professionals should discern the correct data sources to use and how to interpret the accompanying algorithm-driven results. Since data and algorithms can lead to false positive and false negative results that adversely shape the impact of public policy decisions, this course exposes students to common data biases that influence how public policy professionals understand, use, and interpret the world. At the end of the course, students will write basic code using the Python programming language and have a firm foundation for data analysis. To gain a practical context beyond the readings, students are encouraged to attend events and follow studies put together by NYU's The AI Now Institute, which produces interdisciplinary research on the social implications of artificial intelligence and acts as a hub for the emerging field focused on public issues.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No

**PADM-GP 4700 Topics in Public Policy: (1.5 Credits)**

*Typically offered occasionally*

In a complex and difficult world, some idealism is needed to energize meaningful change. This course is for aspiring policy-makers who want to combine a necessary sense of optimism with real-world understanding of how to get things done. Each session will focus on specific examples of how practical solutions were found to seemingly intractable problems.

**Grading:** Grad Wagner Graded

**Repeatable for additional credit:** No