**CUNY SCHOOL OF LABOR AND URBAN STUDIES**

# Advanced Certificate in Public Administration and Public Policy

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## The Program

The Advanced Certificate in Public Administration and Policy (Level I) provides a graduate-level education for students interested in legislation, government agencies, and social services. The certificate is a valuable professional credential for workers in the public and non-profit sectors, and for students pursuing scholarly interests in government affairs at the federal, state and municipal levels.

Students gain a rich understanding of the theories behind government policy and public-sector management, while learning how to critique their implementation and make effective recommendations. The program enables students to develop and enhance advanced analytic, research, writing and presentation skills.

Graduates may pursue careers as managers in the public sector, policy analysts, researchers and planning specialists, or as journalists covering government and public policy.

## Admissions Criteria

Candidates for admission to advanced certificate programs must possess a bachelor's degree with a 3.0 GPA or higher from an accredited undergraduate institution. Applicants are also required to write a personal statement.

## Program Requirements

12 credits are required for the certificate. Students must complete 12 credits from the following courses:

**PADM 601 - Public Administration (3 Credits)**
Prerequisite: None
This course will examine critical issues confronting government and public administration. Readings and discussions will cover a broad range of topics and will include comparisons of public and private bureaucracies as well as proposals for "reinventing" government. Students will analyze theoretical questions of public administration and address the real-world experience of public sector employees, both managers and staff.
Students will evaluate academic literature on current and future trends in public-sector labor relations, including material on performance management and the Government Performance Results Act, as well as "post-bureaucratic" models of the public-sector workplace. In this process, students will examine such key managerial issues as evaluation of employee performance; motivation of employees; organizational justice; diversity management; training and staff-development; union-management relations; and collective bargaining. The course will conclude with a participatory workshop on managing in the public sector, in which students will draw on both their practical experience and the scholarly literature discussed in the course.

**PADM 611 - Social and Economic Policy in the United States (3 Credits)**
Prerequisite: None
This course will explore the economic and political aspects of critical social issues, discussing a range of policies and policy alternatives that address these issues at both the national and local levels. To provide a framework for these discussions, we will examine the relationship between government, the economy, and the variety of policy approaches historically employed to address social issues. Students in the course will focus on specific urban issues such as poverty; welfare; housing; health-care; public education; and urban crime. The course will conclude with an analysis of the public-sector labor force and the future of municipal unions. While the main focus of this course is on municipal issues and policies, students will examine both federal and local policies for economic growth, seeking to understand the relationships between national and local economic policy.

### PADM 621 - Policy Analysis (3 Credits)

Prerequisite: None

This course will introduce students to theories and techniques of policy analysis and will help them acquire the basic skills necessary to do analytic work. The course will begin by defining policy analysis and the various social models that underlie differing analytic and evaluative frameworks. It will examine the institutions, interests, and forces that shape policy debate and affect "delivery" of policy initiatives. Students will explore several models of analysis and consider their limits as well as their strengths. They will explore the role of government in implementing public policy and allocating resources. In that process, students will address a key question: How do the interests of social groups combine with access to the political process to determine who gets what and when? Finally, students will examine case studies of public policy analysis in three selected areas of study.

### PADM 641 - Practicum: Analysis of Public Policy Issues (3 Credits)

Prerequisite: None

This practicum is designed to give students the opportunity to develop and execute an independent analytic project for a real-world "client"-a public employee, working in a decision-making capacity, who has volunteered to work with students on this project. Students will work in groups. Together with a client, each group will identify an issue or problem the client wishes to address. The student's task is to research and analyze the issue, coming up with a recommendation in the form of a "client memo," organized, written, and argued persuasively. To assist students in completion of the memo, the course is organized in several steps: finding a client; identifying and refining the client's issue or problem; and selecting an appropriate analytic method to address the issue. The course is divided between class meetings and independent, supervised research. Class discussions, based on readings, will explore relevant public policy and public administration issues and will examine a range of appropriate research methods and analytical approaches. During the semester, groups will meet independently with the instructor to assess progress and discuss research problems. At intervals during the term, students will make oral presentations, based on their research. The final client memo will be presented and discussed in class.

### PADM 651 - Research Methods Seminar (3 Credits)

Prerequisite: None

This course examines research methods used to produce accurate data on a range of important public policy and public administration issues. Students will learn the importance of formulating research questions and how to frame them; the range of methodologies that can be employed and why and when to use them; and the tools of research methodology and how to utilize them. They will also learn how to analyze data in order to produce research reports in which conclusions are supported by reliable data. In this seminar, students will discuss the theoretical and operational issues critical to doing research and will develop tools and techniques for conducting both quantitative and qualitative research. Students will critique and evaluate specific research studies and will make presentations, posing questions for group discussion. Finally, students will develop an operational familiarity with computer-based programs for statistics and data analysis. Several class sessions will be scheduled in a computer lab for SPSS training.