



MILANO THE NEW SCHOOL FOR MANAGEMENT AND URBAN POLICY

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MILANO THE NEW SCHOOL FOR
MANAGEMENT AND URBAN POLICY

Office of Admission

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Master of Science

Nonprofit Management
Organizational Change Management
Urban Policy Analysis and
Management

Post-Masters Certificate

Organizational Development

Doctor of Philosophy

Public and Urban Policy

Milano The New School for Management and Urban Policy

ABOUT MILANO

OUR MISSION

THE HISTORY

WHY MILANO?

OUR MISSION: The mission of Milano The New School for Management and Urban Policy is to educate agents of positive social change, consistent with The New School's historical dedication to education as the foundation of a free and democratic society. In that context, Milano is committed to experiential learning leading to innovative, practical, and principled professional development.

THE HISTORY: In 1964, The New School established the J.M. Kaplan Center for New York City Affairs, the first teaching and research center in the United States devoted to the study of a single metropolitan area. The Graduate School of Management and Urban Policy grew out of the work of the Kaplan Center. It was founded in 1975 and named in 1995 for Robert J. Milano, a major supporter of the graduate school. Consistent with the traditions of The New School, Milano reinvented the forms and content of the ordinary graduate business school by combining business management and public policy training with an emphasis on emerging career fields and a progressive social agenda. The original focus on New York City has broadened to encompass global urban issues and best practices in management.

ROBERT J. MILANO (1912–2000) grew up in the Hell's Kitchen area of Manhattan, attended the High School of Commerce, and took night classes at City College of New York, where he studied business administration and financial law. He was a successful entrepreneur in the chemical industry and went on to devote many years to public service to New York City and State.

He also enjoyed taking continuing education courses at The New School and in 1976 joined the board of trustees of the university, serving for 24 years until his death. He was active in transforming The New School into a major urban university with a special dedication to public service and the arts.

His generosity provided financial support for scholarships, paid faculty leaves, venture capital grants to innovative academic programs, a student residence hall, and other student facilities. He was an overseer of the Center for New York City Affairs for many years and a major supporter of the Graduate School of Management and Urban Policy, which now bears his name.

/ Why Milano?

22–59

Age range

1:14

Faculty–student ratio

100%

Racial/Ethnic breakdown: 46.6% White/Caucasian 9.6% Latino/Hispanic 8.8% African American/Black 6.6% Asian American 5.9% Multi-Ethnic 12.5% Unreported 10% International

78%

Full-time students

based on Fall 2009 entering class

No school better integrates the study of management and urban policy or provides an education more relevant to the way the worlds of business, government, and nonprofit interact than Milano The New School for Management and Urban Policy. Here you will explore innovative solutions for current problems in real time. You will learn how to bring your best critical thinking to bear on today's complex social, economic, and political issues. Beginning in your first semester, you will undertake hands-on work with people, organizations, or local communities in need.

For the first time ever, half of the world's population lives in urban areas. That trend is expected to continue worldwide, especially in developing countries where nearly 60 percent of the population is expected to be living in urban areas by 2030. Furthermore, the United States is the only developed nation that will experience dramatic population growth: The number of Americans is projected to rise by 40 percent by 2050, bringing our population to 420 million people, most of them city dwellers. This rapid growth poses unprecedented challenges—in education, housing, health care, and other areas.

Our students have never faced bigger challenges—nor have they been more needed. Milano is the place to prepare you to take on these issues in the public, nonprofit, and private sectors.

Our programs are designed to meet that need by balancing theory, research, and experiential learning using New York City as a laboratory. Our faculty includes nationally recognized professors who have attained a high level of scholarship, possess vast practical experience, and are passionately committed to their fields. Our courses are infused with social responsibility, corporate accountability, and professional ethics. Our graduates are in demand all over the world and are known for their extraordinary leadership and management skills.

On the pages that follow, you will learn more about Milano. Read through them and visit our Greenwich Village campus.

LISA SERVON, DEAN, MILANO
THE NEW SCHOOL FOR
MANAGEMENT AND URBAN POLICY



SUCCESS WITH INTEGRITY

Our programs are not value neutral but emphasize social responsibility, ethical leadership, and accountability. We respect diverse talents and backgrounds and encourage collaborative learning. Our graduates are prepared to take leadership roles in any sector: public, nonprofit, or private.

Experiential opportunities allow you to test ideas and explore new possibilities. In the course of an action-oriented curriculum, your capabilities are put to the test in our laboratory, issue analysis, capstone courses, internships, and other client-centered work.

"I came for an applied-learning graduate experience. Milano provided the opportunity in client-based courses like Policy Analysis and Laboratory in Issue Analysis. We were consultants to nonprofit and government agencies seeking help on key policy issues. A unique aspect of Milano is faculty who are both scholars and policy practitioners. Milano molded me into a policy research professional."

—RASHIDA ROBERTS-WELLBECK,
URBAN POLICY ANALYSIS AND MANAGEMENT,
'09, RESEARCH ANALYST AT MDRC

THE NEW SCHOOL: DEFINITELY NOT THE OLD SCHOOL

Milano is a different kind of graduate school. It's a learning community filled with people who care passionately about the state of the world and critical issues affecting people's lives. We maintain The New School's commitment to innovation and progress in New York City, the world's great social science laboratory and urban microcosm. Our faculty members employ a variety of instructional methods, including lectures, seminars, case studies, role-playing, and other participatory techniques. Most classes are small to facilitate student engagement. You'll have access to the rich academic resources of the other divisions of the university, thanks to The New School's emphasis on interdisciplinary studies. Resources are shared with other outstanding graduate programs, including International Affairs, Design, Architecture, and Economics. Milano emphasizes the connection between theory and practice, enabling students to integrate what they learn in the classroom into their lives as individuals and global citizens.

"I came to Milano with professional experience in for-profit and nonprofit. From my first semester as a student in the Organizational Change Management program, I was immediately challenged to put the theories and lessons from the texts and in classroom discussions to use."

—NICOLE M. LETELIER, MS CANDIDATE IN
ORGANIZATIONAL CHANGE MANAGEMENT, '11

MAKE A DIFFERENCE

"My time at Milano was incredibly productive. In addition to teaching the skills I needed to be successful—research, analysis and understanding urban issues—it literally launched my career. The lessons I learned continue to guide my work, beginning with my student internship at the New York Community Trust, one of the country's largest and oldest community foundations. I was hired as a program officer when I graduated, and became president in 1990. The Trust now has assets of \$2 billion, and last year, made \$157 million in grants. As the former chairman and a member of Milano's Board of Governors, I take pride in the accomplishments of our students and alums."

—LORIE SLUTSKY, PRESIDENT
THE NEW YORK COMMUNITY TRUST, '77



Academic Programs / *Master's Degree*

ACADEMIC PROGRAMS

MASTER'S DEGREE

NONPROFIT MANAGEMENT

ORGANIZATIONAL CHANGE MANAGEMENT

URBAN POLICY ANALYSIS AND MANAGEMENT

PHD

PUBLIC AND URBAN POLICY

Our 42-credit program of study combines a small set of core courses with a wide range of electives. The program can be completed by either full-time or part-time study.

Nonprofit Management

Master of Science

Leading in the Nonprofit and NGO Sectors: Milano's nonprofit management program led the way as one of the first academic programs in the United States devoted to issues of the nonprofit sector. As a member of the Nonprofit Academic Centers Council (NACC), Milano is dedicated to advancing teaching, research, and service through nonprofit studies. The master's degree program in nonprofit management (NPM) is designed to develop professional leaders for the nonprofit sector, as well as those working more broadly in social and public sector contexts.

The curriculum encourages Milano students to demonstrate intellectual curiosity and dedication to continuous growth and excellence in all pursuits: the critical thinking, academic, and professional expertise needed to make real change happen. Focused both locally and globally, the program offers comparative analysis and understanding of the global civil sector. Students complete client-based projects as both individuals and groups, including a capstone project for an organization that is aligned with their professional goals. These projects emphasize the development of strong team interaction and presentation skills. Students recommend solutions to real world problems through the application of analytical tools learned in the program. Our graduates' combination of specialized knowledge and practical skill makes them uniquely suited to lead nonprofit organizations today and in the future.

The NPM program develops managers and leaders of all scopes, whether local, national, or global. Courses include leadership and governance, financial management, social entrepreneurship, program evaluation, development and fundraising, alternative revenue strategies, and advocacy and marketing. The program emphasizes learning within a framework that reflects both individual and social values. All students put theory into practice by engaging in research and real-world problem solving.

REQUIRED COURSES

- / Theory and Practice of Nonprofit Management
- / Fundraising and Development
- / Management and Organizational Behavior
- / Financial Management in Nonprofit Organizations
- / Advanced Seminar in Nonprofit Management

Graduates pursue careers in areas such as fundraising and development, finance, program design and management, program evaluation, grant writing, and community organization. They drive social change by working in social entrepreneurship, philanthropy, microfinance, and sustainable development, internationally as well as in the United States. Graduates hold a variety of leadership positions, serving as directors of development, chief operating officers, and executive directors; others establish, develop, and sustain nonprofit organizations. The NPM program instills managerial, analytical, quantitative, collaborative, and leadership skills, enabling graduates to move through positions in all three sectors (public, private, and nonprofit) and excel in roles that require strategic alliance building.



“Nonprofit organizations have long played a central role in American and international life and continue to shape current events and public policy. The caliber of Milano's Nonprofit Management Program puts students at the apex of knowledge and innovation in this rapidly growing field, and they become part of one of the largest nonprofit networks in the United States.”

—AIDA RODRIGUEZ, PROFESSOR OF PROFESSIONAL PRACTICE

Organizational Change Management

Master of Science

Leadership that Creates Change: The capacity to create organizational and social change offers a professional advantage in a wide number of fields.

The Organizational Change Management (OCM) program is designed for people with a keen interest in the way change happens. Students come to the program from a wide array of organization types that span the private, nonprofit, and public sectors. Their shared commitment is to facilitating and leading change.

The OCM program requires a minimum of three years of organizational experience, and can be completed through part-time or full time study. The curriculum is designed for students who are already engaged in change-related professional roles, those transitioning into organizational change management or consulting from another field, and managers who see the effective implementation of change as critical to their professional success.

Our highly regarded academic and practitioner faculty provide students with the models and tools needed to implement planned change at all organizational levels: individual, group, and organizational. Coursework focuses on leadership development and coaching, building teams and project groups, working effectively with clients, restructuring and realigning work processes, managing diversity and difference, and articulating vision, structure, and culture.

The OCM program offers a unique laboratory-type pedagogy known as the Portfolio, in which students complete a series of increasingly complex organizational change projects conducted with real clients. Upon completion of the sequence, each student has a portfolio that showcases the results of their organizational change expertise.

REQUIRED COURSES

/ Foundations of Organizational Change

/ Managing the Client/Consultant Relationship

/ Management and Organizational Behavior

/ Group Processes, Facilitation, and Intervention

/ Organizational Change Interventions: Theory, Design, and Implementation

/ Organizational Assessment and Diagnosis

/ Advanced Seminar in Organizational Change Management

Graduates of the OCM program are recognized for their broad management and leadership abilities and go on to careers in the private, nonprofit, and public sectors.

Some choose internal consulting in organizations with robust organizational development functions, working in succession planning, leadership development and executive coaching, cultural diversity, postmerger integration, systems analysis, organizational restructuring, process improvement, and performance management and evaluation. Others work as external consultants for global consulting firms or specialized boutique firms, employing the client relationship skills they have developed in the program.

Students in general management roles enter the OCM program to strengthen their ability to manage and leverage change in their current professions, enabling them to attain higher-level positions in their organizations. Some specialize in functions such as executive coaching, in private practice or in program evaluation for international NGOs. Midcareer professionals in nonprofits pursue change management competencies in order to increase their organizations' effectiveness and take on leadership roles in larger and more complex organizations.



“At Milano, each management assignment is real world, application oriented, and designed to help our students hone their craft. Milano students develop the strategic and critical thinking skills leadership and management require, and they can transfer this learning immediately and relevantly to their organizational world. Milano graduates also understand the differences between leadership and management, and they’re ready to balance both with amazing grace.” —MARK LIPTON, PROFESSOR OF MANAGEMENT

Urban Policy Analysis and Management

Master of Science

Improving Quality of Life for Urban Communities:

One of the first of its kind in the country, this program prepares students for a wide range of jobs in the public and nonprofit sectors that focus on development, assessment, and implementation of policies and programs designed to enhance the governance, infrastructure, and economic and social development of cities.

The curriculum is flexible in order to accommodate students' career interests, but it emphasizes applied, client-centered work on policy or management projects for government officials and nonprofit executives; a solid foundation in traditional techniques of public policy analysis; and critical assessment of traditional techniques through systematic exposure to alternative perspectives and practices.

The program offers concentrations in housing and community development, economic and workforce development, social policy, and finance for community and economic development.

REQUIRED COURSES

/ Political Economy of the City

/ Policy Analysis

/ Laboratory in Issue Analysis

/ Public Finance and Fiscal Management

/ Advanced Seminar in Urban Policy Analysis and Management

Graduates of the Urban Policy Analysis and Management program drive social change in the public, private, and nonprofit sectors. Some graduates work for New York City borough presidents and City Council members, and sometimes enter politics in appointed or elected positions. Others work in city agencies as budget analysts, examining government funding streams for nonprofit organizations or work directly on supportive housing, health, child welfare, education, or transportation projects. Graduates also enter competitive city and state postgraduate management training programs and other postgraduate programs in federal agencies. Some earn doctoral degrees and go on to teach in these fields or attain senior-level policy research positions.

Opportunities in nonprofit organizations could include analyzing the outcomes of government policies and designing, managing, and evaluating programs, community organization and mobilization of grassroots organizations, and advocating for political participation by underrepresented populations.

Graduates in the private sector analyze risk on municipal financing instruments for major ratings agencies, underwrite affordable housing for banks, and work in corporate philanthropy. They work for private developers on mixed-use projects that provide affordable housing and sustainable employment and on economic development and revitalization projects that require collaboration between private, nonprofit, and public entities. Increasing opportunities are emerging in sustainable development, green building, and environmental protection.



“Even as federal and state support for U.S. cities has declined, most regions continue to depend on a vibrant central city—which has become increasingly multiracial, multi-ethnic, and multilingual. Our program trains innovative leaders to work in public agencies, community-based organizations, and other civic institutions that promote the economic and social well-being of diverse urban communities.” —ALEX SCHWARTZ, ASSOCIATE PROFESSOR AND CHAIR OF URBAN POLICY ANALYSIS AND MANAGEMENT

All candidates for the Master of Science take the following courses:

CORE CURRICULUM

- / Making a Difference: Global, Organizational, and Personal Perspectives on Social Change
- / Economics for Management and Public Policy
- / Quantitative Methods

Areas of Specialization

Cross-Program Options

In addition to the formal programs of study, master's degree candidates can develop their own specialized competencies to meet specific career goals. Students who take this option work closely with an advisor to customize their program by selecting electives across programs. Milano has developed the following cross-program areas of study:

- / Community Development Finance
- / Economic and Workforce Development
- / Finance
- / Global Management and Policy
- / Health Policy and Management
- / Housing and Community Development
- / Leadership and Change
- / Marketing and Social Media
- / Politics and Advocacy
- / Social Entrepreneurship
- / Social Policy
- / Sustainability Management

Students pursuing a cross-program area of specialization must still fulfill the schoolwide core course requirements already described.

Additional Requirements

INTERNATIONAL COMPONENT

In recognition of the globalization of contemporary society, Milano requires that all master's degree students take part in a comparative international graduate seminar and/or a comparative international field experience.

RECENT FIELDWORK

Exploring and understanding the global nature of contemporary social, economic, cultural, and political change was the focus of Milano's research seminar in 2009. Eighteen students spent spring break in the Dominican Republic focusing on the urban impact of globalization and how the processes, trends, challenges and opportunities of immigration and transnationalism play out in cities of less-developed countries. The students met with public officials, leading academic experts, and community leaders. Site visits included Zona Franca (free trade zones), tourist resorts, Dominican-American professional baseball towns, bateys (Haitian migrant settlements), educational facilities, and health clinics. Through a combination of lectures, site visits, group and panel discussions, and work on group projects, Milano students delved into issues of race, migrant rights, and citizenship.

INTERNSHIP

Full-time master's degree students with little or no prior working experience in their field must complete 400–900 hours of an approved professional internship.

Post-Master's Certificate

Organizational Development

Our certificate is designed for the professional already working in or planning to enter the field of organizational change management as either an internal or an external consultant. The six fully integrated courses (five required and one elective) that make up the program provide students with the critical skills and competencies they will need to work in this growing field.

The program addresses organizational development and effectiveness on three levels: the individual, the group and the organization as a whole. The certificate program prepares students to apply this knowledge within and across the for-profit, nonprofit, and public sectors.

A graduate degree is required for admission to this program. Candidates come from a variety of fields, such as law (JD), business (MBA), education (MEd), psychology (MS and PhD), and social work (MSW).

Visit our website for more information.



Public and Urban Policy

A Tradition of Critical Inquiry

The Milano doctoral program prepares students for high-level posts in academia and the public, private, and nonprofit sectors devising and developing solutions to important public policy issues. The program takes an interdisciplinary approach to contemporary domestic and international urban problems. Students engage in scholarly research in their fields of interest and master the technical skills necessary for successful policy design and implementation. In accordance with The New School's tradition of critical inquiry, the doctoral program reflects the belief that socially responsible and equitable outcomes are essential to good public policy making.

The doctoral program requires completion of 20 courses (60 credits) that develop knowledge and skills in general public policy processes, a specific policy field of the student's choice, and research methodologies. The curriculum provides students with both the foundation critical to the successful pursuit of scholarly research and the depth and breadth of knowledge needed in the student's field of study. Upon acceptance, each student works closely with a faculty advisor to arrange a curriculum that best meets his or her research and professional interests.

CORE CURRICULUM (REQUIRED OF ALL STUDENTS IN THE PROGRAM)

/ Political Economy and Public Policy Analysis I

(foundations and theories of the policy process)

/ Political Economy and Public Policy Analysis II

(applied microeconomic policy analysis and cross-national comparisons of social and economic policies)

/ An appropriate graduate course in quantitative methods

/ An appropriate graduate course in qualitative methods

Students pursue a specialization by choosing electives from Milano offerings and, with approval from their faculty advisor, from other New School graduate programs and from other metropolitan-area universities that are members of the University Consortium.

Upon completion of coursework and successful completion of the Analytic Paper (a critical survey of the literature relevant to the student's expected dissertation topic) students are eligible to take the qualifying examination. Students who pass this examination are eligible for the Master of Philosophy degree (MPhil). A PhD is awarded upon successful completion of a doctoral dissertation.

TRANSFER CREDITS

Students admitted to the PhD program can transfer a maximum of 24 credits from previous relevant graduate work as determined by their Milano advisor. Of the 60 credits required to take the qualifying examination, a minimum of 36 credits must be earned at The New School while the student is enrolled in the doctoral program. For more information, contact the Office of Admission.

Faculty

FACULTY

THE DEAN

FULL-TIME FACULTY

PART-TIME FACULTY

The full-time and part-time faculty of Milano The New School for Management and Urban Policy represent the highest degrees of scholarly excellence and professional achievement. They are true educators, bringing their experiences and original ideas into the classroom.

The Dean

LISA J. SERVON, DEAN

PHD, UNIVERSITY OF CALIFORNIA/BERKELEY

Lisa J. Servon is associate professor of Urban Policy and director of the Community Development Finance Project at Milano The New School for Management and Urban Policy. Dean Servon holds a BA in political science from Bryn Mawr College, an MA in the history of art from the University of Pennsylvania, and a PhD in urban planning. She teaches and conducts research on urban poverty, community development, economic development, and issues of gender and race. She has received funding for her work from the Open Society Institute, the Aspen Institute, the Ford Foundation, the Fannie Mae Foundation, and others. She was senior research fellow at the Center for Work Life Policy from 2007 to 2008 and at the New America Foundation in Washington, D.C., from 2004 to 2005. In 2001, she was scholar in residence at PolicyLink. Dean Servon has written numerous journal articles and two books: *Bridging the Digital Divide: Technology, Community, and Public Policy* (2002) and *Bootstrap Capital: Microenterprises and the American Poor* (1999). She is co-editor, with Susan Fainstein, of *Gender and Planning: A Reader* (1995), which won the Planetizen Best Book Award in 2005.

Full-Time Faculty

WARREN BALINSKY

PHD, CASE WESTERN RESERVE UNIVERSITY

associate professor of health services management and policy, has published two books on home care, including *Home Care: Current Problems and Future Solutions* (1994). His research spans the field from home care to emergency preparedness, pediatric health care, health care of the elderly, health-care reimbursement, the unequal geographical distribution of medical personnel, and health-status indices. He has been focusing on two areas the past few years: health policy and advocacy, and environmental and health issues in the community.

JOHN CLINTON

PHD, FORDHAM UNIVERSITY

assistant professor of management, has been a practitioner in corporate social responsibility, a nonprofit executive, and a university administrator. He has served as a Milano program acting chair and as chair of the university faculty senate Academic Policy Committee.

DENNIS DERRYCK

PHD, FORDHAM UNIVERSITY

professor of professional practice. His primary area of research and practice is innovative policies and strategies for economic sustainability of nonprofit organizations through social entrepreneurship. He is presently creating the first Community Shareholder Owner Farm in the nation to address food justice and food security in the South Bronx. He is active in a number of New York City nonprofit organizations, including WE ACT for Environmental Justice and SoBro, a Bronx community development group.



“Milano trains a small cohort of students each year to become leaders who understand and address global urban problems. We distinguish our PhD program by requiring competence in advanced analytical techniques and a commitment to thinking in alternative theoretical frameworks. Our students take full advantage of educational resources throughout the university and the New York area.”

– DAVID HOWELL, DIRECTOR OF THE PHD PROGRAM



PETER EISINGER
PHD, YALE UNIVERSITY

Henry Cohen professor of management and urban policy, is the author of *Toward an End to Hunger in America* and a textbook, *American States and Cities*, among other books and monographs. He was previously professor of urban affairs at Wayne State University. His research interests are the intersection of local politics and urban economies and urban poverty and underdevelopment.

SAKIKO FUKUDA-PARR
MA UNIVERSITY OF SUSSEX, MALD,
THE FLETCHER SCHOOL OF LAW AND DIPLOMACY

is interim associate dean for academic affairs, and is also a professor in the Graduate Program for International Affairs. She teaches development economics, global poverty, and human rights. Her current research interests are human rights and economic policy. Her most recent publications include *The Gene Revolution: GM Crops and Unequal Development* and *Handbook of Human Development (updated 3rd edition)*. She was lead author of the UNDP Human Development Reports from 1995-2004, and is coeditor of the *Journal of Human Development and Capabilities*.

ALEC IAN GERSHBERG
PHD, UNIVERSITY OF PENNSYLVANIA

associate professor of management and urban policy. His research interests include education policy, international development, governance, immigration education, inter-governmental relations, public finance and decentralization. He has conducted research across Latin America and In Egypt, Jordan, Romania, Georgia, and Sub-Saharan Africa. He has been a frequent consultant to governments and international development organizations, and in 2004-2005 was senior education economist at the World Bank.

MARTIN M. GRELLER
PHD, YALE UNIVERSITY

professor of management, teaches courses on performance management, strategy, and change. His work on the forces which extend or limit the careers of older workers has been presented to policy, employer, and gerontological audiences. He is also extending his earlier research on the role of feedback systems in improving organization effectiveness to address the limitations of current approaches to strategic management.

DARRICK HAMILTON
PHD, UNIVERSITY OF NORTH CAROLINA/CHAPEL HILL

assistant professor of management and urban policy with a joint appointment to the economics faculty of The New School for Social Research. His research interests include the effects of race and ethnic background on wealth accumulation and employment in the United States.

DAVID HOWELL
PHD, ECONOMICS, THE NEW SCHOOL FOR SOCIAL RESEARCH

professor of urban policy analysis and management and director of the PhD program, is a faculty research fellow at The New School's Schwartz Center for Economic Policy Analysis of The New School for Social Research. His research centers on earnings inequality, employment performance, and social policy in the U.S. and Europe. He is the author of *Fighting Unemployment: The Limits of Free Market Orthodoxy* (Oxford University Press, 2005).

MICHELE KAHANE
MBA AND MIA, COLUMBIA UNIVERSITY

is a professor of professional practice. She has more than 20 years of professional experience in the global business, nonprofit, and philanthropy sectors. She has co-authored *Untapped: Creating Value in Underserved Markets*. Her work has focused on social entrepreneurship, corporate social responsibility, social investment, and economic development (both in the U.S. and in developing countries). She serves on multiple boards.



FACULTY PROFILE

Michele Kahane
Professor of Professional Practice

"I was drawn to the fact that the school combines both management and policy and recognizes that all three sectors—nonprofit, business, and public—must play a role in addressing global issues," she notes. "This felt very compatible with my experience in professional life." Michele Kahane joined Milano in fall 2009.

Professor Kahane has had a diverse professional career: she started in international banking when markets were beginning to recognize emerging economies as areas of opportunity and was introduced to applying market-based approaches to poverty. She then joined the Ford Foundation and for a decade worked closely with organizations to "test new cross-sector approaches to social and environmental challenges" in areas such as fair

trade, microfinance, workforce development, small business development, and access to financial services. At the Clinton Global Initiative (CGI) she helped to build a platform where companies, social entrepreneurs, and governments could collaborate on solutions to problems in health, climate change, education, and poverty.

“Milano takes a broad view of social entrepreneurship training,” says Professor Kahane. “It prepares the next generation of social entrepreneurs to make a difference. Social entrepreneurship courses at The New School are housed within non-traditional programs with a history of progressive teaching, focused on community development, design, social change, policy, and nonprofit management.” The curriculum emphasizes real-world problem solving, engagement with communities, and the application of interdisciplinary skills.

Through projects and ventures, students explore, as Kahane puts it, the “questions of creativity, courage and risk taking—critical qualities in social entrepreneurs—and develop the skills needed to devise and build entrepreneurial solutions to social and environmental challenges.” In one class students worked with CGI to study leading social entrepreneurs who work in health, education, economic empowerment, and environmental sustainability. In another, students developed social investment strategies for organizations—from developing a corporate social responsibility strategy in the U.S. music industry and supporting sustainable agriculture globally to supporting the growth of microfinance in Colombia. Several are beginning to develop their own ventures or are helping emerging social entrepreneurs—one in the area of e-learning, another on improving the nutritional health of the elderly, and another on broadening access to investment opportunities for people in emerging economies.

“I have been able to work with students in a number of capacities—in the classroom, through the co-development of the Ashoka U. Changemakers Initiative, and as research assistants,” Kahane notes. “Many students come to the school with experience and a strong sense of purpose. They are excited to have an opportunity to deal with real issues in new and powerful ways. They want to make a difference in the world and they are not willing to wait.”

MARK LIPTON
PHD, UNIVERSITY OF MASSACHUSETTS AMHERST

professor of management and director of the Tenenbaum Leadership Initiative (TLI). He is the author, most recently, of *Guiding Growth: How Vision Keeps Companies on Course*, and works extensively with executive groups in the public, nonprofit and corporate sectors to facilitate vision articulation and implementation. His current research and applied work is within the field of leadership and entrepreneur development and effectiveness, and also seeks to explain and predict the prevalence of personality disorders among many entrepreneurs.

BLAISE RASTELLO
MS, MILANO THE NEW SCHOOL FOR
MANAGEMENT AND URBAN POLICY

is director of the Community Development Finance Lab, teaches the Community Development Finance Lab course, and advises students focusing in the community development finance area, and fundraises for the CDFL. He is currently principal of Urban Oasis Development, and he previously gained experience working in both the public and private sectors including the Richman Group Affordable Housing Corporation, New York City’s Department of Housing Development and Planner’s Ink.

AIDA RODRIGUEZ
PHD, UNIVERSITY OF MASSACHUSETTS AMHERST

professor of professional practice and former associate dean for academic affairs and chair of the Nonprofit Management Program at Milano. Formerly deputy director of the domestic policy program at The Rockefeller Foundation, she was a co-recipient of the Council on Foundations’ Robert W. Scrivner Award for Creative Grant making in 2003. Professor Rodriguez’ areas of expertise include: the private philanthropic sector, social justice, leadership in communities of color, and the evaluation of social policies and programs.

M. BRYNA SANGER
PHD, BRANDEIS UNIVERSITY

currently serves as deputy provost of the university. She is professor of management and urban policy, and is the author, most recently, of *The Welfare Marketplace: Privatization and Welfare Reform*. Her recent research interests include changing government policies to end poverty and AIDS as a public health crisis.

ALEX F. SCHWARTZ
PHD, RUTGERS UNIVERSITY

associate professor and chair of the Urban Policy Analysis and Management program, is the author of *Housing Policy in the United States* (Routledge), now in its 2nd edition. His research centers on affordable housing and community development reinvestment. His most recent work looks at housing policy issues in the United Kingdom.

NIDHI SRINIVAS
PHD, MCGILL UNIVERSITY

associate professor of nonprofit management. His field of expertise is civil society, specifically the management of nongovernment organizations, and critical theory, in terms of the use of management knowledge for professional power.

ANTONIN WAGNER
PHD, UNIVERSITY OF ZURICH

visiting professor of management and urban policy, was formerly dean of the School of Social Work at the University of Zurich. He is also a former president of the International Society for Third-Sector Research, the leading international scholarly institution in the nonprofit field. His areas of interest include social work and the welfare state and voluntary action.

MARY R. WATSON
PHD, VANDERBILT UNIVERSITY

is associate professor and chair of the Management Programs. Her scholarship addresses human capital issues related to cultural, racial, and gender inequalities. She has presented research at more than forty conferences worldwide, and has been published in the *Academy of Management Journal*, the *Jossey-Bass Handbook of Nonprofit Leadership and Management*, and *Communication Yearbook*. Watson received The New School’s Distinguished University Teaching Award in 2009.

ANDREW WHITE
MSJ, COLUMBIA UNIVERSITY GRADUATE SCHOOL OF JOURNALISM

is director of the Center for New York City Affairs at The New School. His work focuses on innovation and the politics of implementation in social welfare policy, including child and family services. He also writes about news media, community-based organizations and the political dynamics of urban neighborhoods. He is co-founder and editor of *Child Welfare Watch*, founder of the Center for an Urban Future, and the former editor of *City Limits*.

Part-Time Faculty

At Milano The New School for Management and Urban Policy, theory is integrated with practice throughout the curriculum. Milano’s full-time faculty members engage in cutting-edge scholarly research; its part-time faculty members bring a wealth of practical knowledge to the classroom. Members of our part-time faculty are at the top of their fields. They are drawn from all three sectors of the economy and include professionals working at the local, national, and international levels in areas such as organizational finance, program development, fundraising, marketing, the law of nonprofits, and labor law. Among the part-time faculty are senior executives of major corporations; executive directors and presidents of nonprofit organizations; presidents of a variety of management consulting firms; attorneys in major New York law firms; and senior government professionals. Most have been sharing their expertise with Milano’s students for many years, some for more than two decades. For additional information about our part-time faculty, visit Milano’s website at www.newschool.edu/milano.



Resources/ *Academic Resources*

RESOURCES

ACADEMIC
RESOURCES

CENTERS

PUBLIC PROGRAMS

STUDENT LIFE

PROFESSIONAL
OPPORTUNITIES

THE CAREER
DEVELOPMENT
AND PLACEMENT
OFFICE

Centers

CENTER FOR NEW YORK CITY AFFAIRS

The Center for New York City Affairs is a nonpartisan institute dedicated to advancing innovative public policies that strengthen neighborhoods, support families and reduce urban poverty. Its tools include rigorous analysis, skillful journalistic research, candid public dialogue with stakeholders and opinion leaders, and strategic planning with government officials, nonprofit practitioners, and community residents.

The center's public programs offer community leaders and other participants the opportunity to meet powerful players in and around government, and to learn about the context, influential organizations and other factors that define the policymaking landscape in New York City and urban America.

The center's current projects include research, writing, and public dialogue on:

- / [The safety net for urban families and children](#)
- / [Public policy and New York's immigrants](#)
- / [Access to child care and early childhood education for low-income families](#)
- / [Reforming New York's child protection and foster care systems](#)
- / [Family homelessness and its prevention](#)
- / [Politics, policy, and New York communities](#)

COMMUNITY DEVELOPMENT FINANCE PROJECT

As the community economic development field evolves, practitioners face daunting challenges. Today, community-based organizations must not only find solutions to difficult social problems but also secure the financial resources to implement this critical work. These organizations must now raise funds in the private capital markets rather than solely relying on government and philanthropic sources of funds for their projects. Yet most lack staff with the skills to access and leverage the capital markets to their advantage. With the recent crisis in the financial markets, all sources of capital are becoming more scarce and accessing them requires sound business planning, financial acumen, and ability to demonstrate significant social impact.

Milano has developed the Community Development Finance Project (CDFP), a sequence of courses and projects that prepare our students to meet these challenges through hands-on work with organizations, development of cutting edge skills, and opportunities to network with top professionals in the private, nonprofit and public realms. We teach our students to be bilingual—to speak both the language of Wall Street and of communities to generate transactions that are both economical and transformative.

The CDFP is built on the recognition that bringing resources to underserved communities in the current complex environment requires knowledge and skills including financial analysis, cultural awareness, an in-depth understanding of persistent and entrenched problems, and identification of the value and assets within a community that can be leveraged. Our students learn to find solutions to social problems and to frame them as business opportunities. The CDFP equips professionals with the business skills they need and the urban policy and nonprofit management skills that are the core of the Milano experience.

Features of the Community Development Finance Project include:

- / [A curriculum that trains students to specialize in community development finance](#)
- / [The Community Development Finance Laboratory, a pro bono consulting clinic that offers technical assistance to community-based organizations](#)
- / [A lecture series featuring leading professionals from the public, private, and nonprofit sectors](#)
- / [Preparation for entry in the JP Morgan-Chase Community Development Competition](#)
- / [Applied research for public agencies and private clients](#)

/ Student Life

Public Programs

Access to top scholars and practitioners is a hallmark of the Milano education. Our school is a destination for leaders from the worlds of politics and government, news media, philanthropy, business, academia, and beyond. Guest speakers who visit our campus to share their views are remarkably diverse and, collectively, create a rich educational experience for our community. The Center for New York City Affairs convenes conferences and panels illuminating the real-life impact of politics and public policy on New York City neighborhoods. The school also hosts annual series such as the Con Edison Speaker Series, Cities Respond to Climate Change, and many other special events. A few of the leaders who have recently visited Milano as guest speakers include: Rafael Cestero, NYC commissioner of housing preservation and development; Linda Fairstein, the legendary former assistant Manhattan district attorney and crime novelist; Stephen Heintz, president of the Rockefeller Brothers Fund; Sara Horowitz, founder of the Freelancers Union; Chancellor Joel Klein of the NYC Department of Education; Jacqueline Novogratz of the Acumen Fund; Billy Parish, founder of Energy Action Coalition; Seth Pinsky of the NYC Economic Development Corporation; Paul Polak, founder of International Development Enterprises; former Governor Tom Ridge of Pennsylvania, the inaugural US secretary of homeland security; Sam Roberts of the New York Times; Jeffrey Sachs of the Earth Institute at Columbia University; Herb Sturz of the Open Society Institute; Christopher Ward of the Port Authority of New York and New Jersey; and US Representative Maxine Waters of California.

Milano is an environment that builds community, and great efforts are made to develop strong bonds among students, faculty, and alumni. We pride ourselves in having the school spirit of a small school in the midst of an urban university.

While the majority of Milano classes are held on campus in New York's Greenwich Village, some courses are offered as a blended format, Siteline—a mix of online and on-campus instruction. Blackboard, the New School online learning environment, provides virtual space for all Milano classes.

The New School offers many kinds of workshops, lectures, and other activities throughout the academic year designed to enrich students' experience. Student Services activities reflect the diversity of our student population—intellectually, artistically, culturally, and socially. Student Services also includes a recreation program and health-education workshops. Graduate students are encouraged as a matter of professional development to participate in student organizations.

The following organizations are active at Milano:

- / [The Change Forum](#)
- / [Net Impact](#)
- / [Milano Global](#)

“Over the summer I interned in the Organizational Development department at Reuters—I learned about the opportunity through Milano’s Career Development office. I worked for four months primarily on research and analysis and was also responsible for developing a project proposal on building organizational development capabilities for human resources.”

—GALINA NIKOLOVA, INTERNATIONAL STUDENT FROM BULGARIA, FULBRIGHT GRANTEE, '10

/ Professional Opportunities

Milano prepares graduates to have a positive impact. Our graduates emerge with a greater understanding of how the world operates at political, economic, and sociological levels, and how to assess, effect, and manage change and its consequences in a variety of contexts.

While Milano alumni work around the globe, opportunities for Milano graduates are especially vast in New York City, a vanguard for addressing complex urban issues, and the capital city of world finance and business. New York is a unique source of valuable contacts and a wide range of work experience, providing a strong career foundation.

CAREER CHOICES IN PUBLIC, PRIVATE, AND NONPROFIT SECTORS

Milano graduates find fulfilling careers in all three sectors. In the course of your career, you may start in one sector and move to another; you may work in organizations that build strategic alliances and partnerships across sectors. A Milano graduate degree prepares you for success in different areas rather than limiting you to narrow expertise. When you graduate, you will have a professional portfolio and the confidence to get the job you want.

The Career Development and Placement Office

In addition to individual advisement the career development office offers a variety of intensive experiential workshops:

RÉSUMÉ DEVELOPMENT BOOT CAMP

Identify and articulate your marketable skills and the “value proposition” that differentiates you from competitors to craft an effective, targeted, self-marketing document. This sequence of two workshops also covers job search correspondence and choosing and presenting your references.

JOB SEARCH STRATEGY MARATHON

A full-day workshop including writing your ideal job profile and faculty critique. You prepare to develop a self-marketing plan, network for referrals, undertake informational interviews, answer interview questions, and evaluate and negotiate job offers. Full-time students are expected to participate in job search workshops during first semester to apply for summer internships.

CAREER FAIRS

Milano hosts and co-sponsors targeted job and internship fairs throughout the academic year including an annual career fair for human resources and organizational development students and alumni and another for government and nonprofit agencies.

NETWORKING

Additional introductions to prospective employers occur through alumni and professional interest group events at The New School, as well as on-campus information sessions with hiring organizations, government agencies, and the New York State Public Management Institute Fellows program.

Students are strongly encouraged to make an appointment with the director of career development and placement during their first year in residence at Milano. Alumni are invited to use this service throughout their professional lives.

RECENT INTERNSHIPS

- / [United Way of New York City](#)
- / [Institute for Sustainable Communities](#)
- / [Brooklyn Academy of Music](#)
- / [Local Initiatives Support Corporation](#)
- / [Ford Foundation](#)
- / [Harlem Children's Zone](#)
- / [New York City's Office of Management and Budget](#)
- / [Wall Street Without Walls](#)
- / [United Nations](#)
- / [Manhattan Borough President's Office](#)
- / [Hermes](#)
- / [Eileen Fisher](#)
- / [Women's Housing and Economic Development Organization](#)
- / [The World Bank](#)
- / [Center for an Urban Future](#)
- / [Latino Commission on AIDS](#)
- / [Regional Planning Association](#)
- / [Orphans International Worldwide](#)
- / [Enterprise Community Partners](#)
- / [Visiting Nurse Service of New York](#)
- / [Louisiana Housing Finance Agency](#)
- / [United Nations Development Programme](#)
- / [New York City Department of Housing](#)
- / [The Port Authority of New York and New Jersey](#)
- / [Deutsche Bank Community Development Finance Group](#)
- / [Thomson Reuters](#)

About the University

Housing

New School has a variety of residence halls near its Greenwich Village campus, including a number of options for graduate students. Applicants who are interested in university housing should apply as soon as they receive their admission decision. Spaces are awarded on a first come, first served basis. Go to www.newschool.edu/student-services.

Financing Your Education

Pursuing graduate study is a serious financial investment. You can find information on financial assistance in our Financing Solutions Guide at www.newschool.edu/admin/finaid.

MILANO ASSISTANTSHIPS

A limited number of assistantships are awarded each year for department assistants, course assistants, lab assistants, and research assistants. These positions are usually awarded to continuing students, but newly admitted students are encouraged to inquire with their program chair.

STUDENT FINANCIAL SERVICES

Visit www.newschool.edu/student-services to see tuition and fee schedules. All applicants are considered for merit-based scholarships. US residents and permanent residents should file the Free Application for Federal Student Aid, available online at www.fafsa.ed.gov. The FAFSA school code is 002780. The New School participates in all federal and state need-based financial assistance programs, including campus employment and student loans. Speak to an admission counselor at an information session or email milanoadmissions@newschool.edu.

The New School in Brief

- / Founded in 1919
- / Chartered as a university of 1934
- / Located in New York City
- / University enrollment: 10,000 students in all degree programs

The New School is a private university in New York City offering undergraduate, graduate and continuing programs in the liberal arts and social sciences, management and policy analysis, design, and the performing arts.

Get To Know Us

Learn about Milano and our graduate programs in person. Meet members of the faculty and admissions counselors at our information session. Dates are posted online at www.newschool.edu/milano, or call the Office of Admission, 212.229.5630. You can also arrange to tour the New School campus and/or visit a Milano class.

The New School is an Affirmative Action/Equal Opportunity Institution.

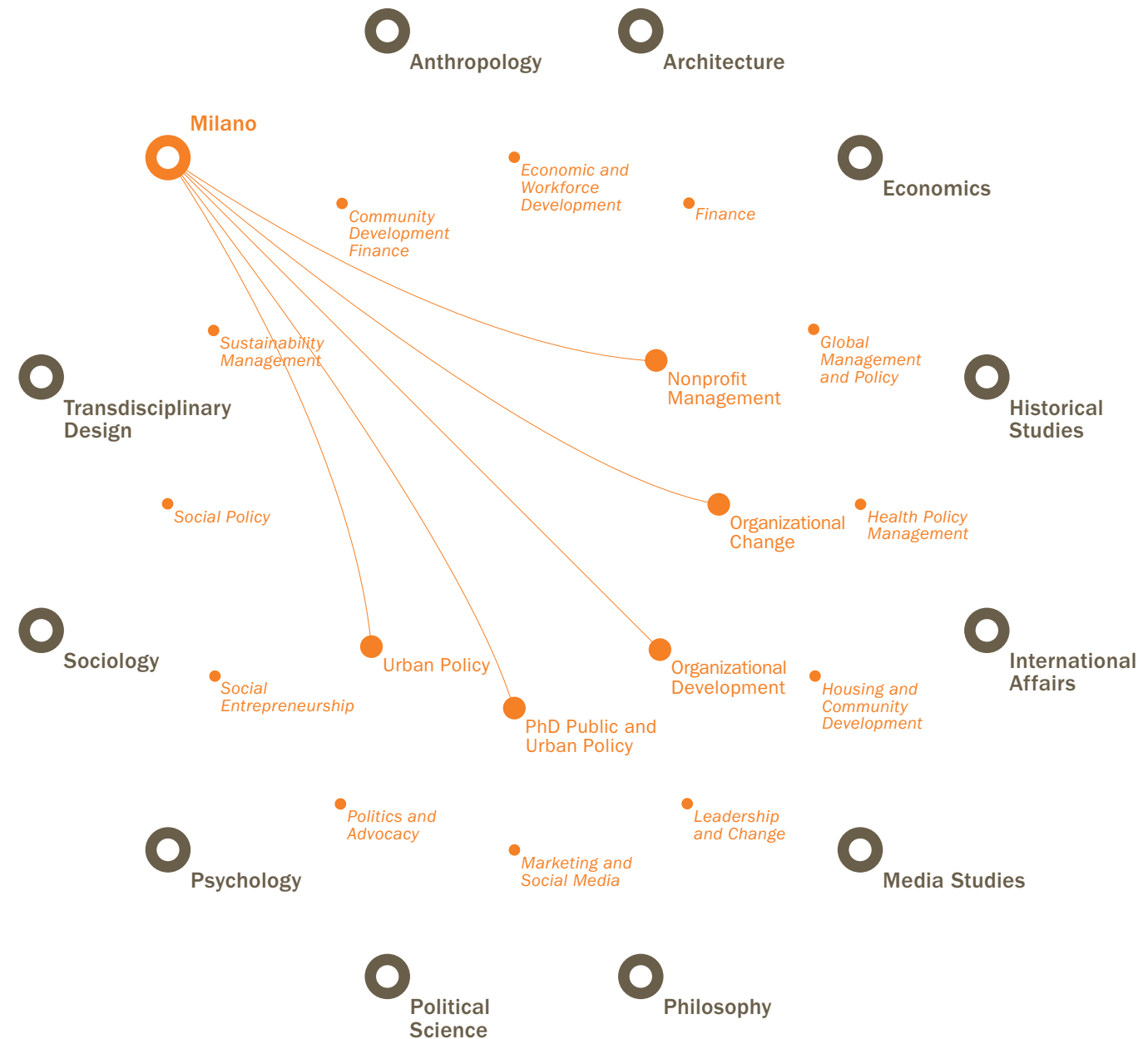
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The information published here represents the plans of The New School at the time of publication. The university reserves the right to change without notice any matter contained in this publication, including but not limited to tuition, fees, policies, degree programs, names of programs, course offerings, academic activities, academic requirements, facilities, faculty, and administrators. Payment of tuition or attendance at any classes shall constitute a student's acceptance of the administration's rights as set forth above.

Related Programs at The New School



- = related graduate programs at the university
- = degrees and certificates at Milano
- = elective areas of specialization

The New School understands the importance of interdisciplinary education and encourages graduate students to seek out academic connections among its programs. Milano offers students the opportunity, with approval, to take courses offered by other graduate programs.

MILANO THE NEW SCHOOL FOR MANAGEMENT AND URBAN POLICY

Office of Admission, 72 Fifth Avenue, 3rd floor, New York, NY 10011

Apply Now/
www.newschool.edu/milano

Milano seeks a diverse student community with a range of experience, and welcomes international students.

Admission is based on all evidence of an applicant's potential to complete an advanced degree. This includes demonstrated academic achievement, motivation, leadership potential, and maturity as evidenced by prior work experience, letters of recommendation, and a personal interview.

We encourage students applying for financial aid or university housing to submit all application materials by the priority deadlines. Deadlines are February 15 for the next fall semester and October 15 for the next spring semester. Applications received after the deadline are reviewed on a rolling basis.

PHD DEGREE

Doctoral candidates are admitted in the fall semester only. The doctoral committee begins reviewing PhD applications in January. The deadline for receipt of applications is January 15, and only applications that are *complete* as of January 15 will be considered.

INTERNATIONAL STUDENTS

Non-U.S. citizens or permanent residents must provide proof of English language proficiency. Documentation necessary to obtain a visa for entry into the United States is provided after a student has been accepted into a degree program.

OFFICE OF ADMISSION

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