Key Executive Leadership Programs Guiding Principles

Vision

Key is the global public sector leadership program of choice because it challenges good managers to become extraordinary leaders who build an environment for organizational success.

Values

The following are the extraordinary leader core values associated with leading change, leading people, achieving results, developing business acumen, and building coalitions:

- Exhibit a passion for improving public service;
- Lead authentically;
- Learn and work collaboratively;
- Become a force for personal and organizational change;
- Act with integrity;
- Model the behavior sought; and
- Empower others to action.

Mission

Faculty, staff, and students create a participative and rigorous learning environment where Key students choose to:

- Acquire contemporary public management knowledge, values and skills;
- Develop the personal leadership capacity needed to implement what they learn;
- Transform themselves from good managers to extraordinary leaders; and
- Become lifelong learners.

Goals

- Faculty, staff, and students create an environment where students work and learn collaboratively and choose to replicate that environment in their workplace.
- Offer evolving curricula that reflects the changing environment, technological advancements, and changing stakeholder, customer, and student needs and ensures students acquire knowledge of substantive public administration principles and practices.
- Students choose to increase their leadership capacity and change their behavior to become better leaders.
- Students apply substantive public administration principles and practices, increased leadership capacity, and changed behavior to effectively and efficiently implement public policy and practices needed to create and sustain vital public service organizations.
- Provide top-notch administrative support services to students allowing them to focus solely on learning.

Key Executive MPA Program

About the Program

The Key Executive Leadership MPA Program challenges *good* leaders to become *extraordinary* leaders. Such leaders learn and work collaboratively, change, act with integrity, and challenge those they lead to do the same. Because becoming an extraordinary leader is a journey, the central core of the program's vision is accepting 1) the challenge to learn and 2) the responsibility to act on that learning.

The Key Executive Leadership MPA is a fully accredited graduate degree program designed for busy professionals at or above the GS-12 level or equivalent non-government position.

Key Distinguishing Factors

NASPAA Accredited: Key Executive Leadership MPA Program is the only Executive MPA specifically designed for federal executives accredited by the National Association of Schools of Public Affairs and Administration (NASPAA) Commission on Peer Review and Accreditation.

Rankings: *U.S. News & World Report* ranks the School of Public Affairs Master of Public Administration program **3**rd in the country.

Immediate Application: Students are challenged to immediately apply what they learn in their workplace and report the results for discussion in the classroom the following month. Participants maintain employment while attending classes one weekend a month.

Alignment with Executive Core Qualifications (ECQs): Key courses cover all Office of Personnel Management's (OPM) ECQs required for Senior Executive Service consideration.

Recognition of Previous OPM and DAU Training: Participants may apply approved OPM credits and DAWIA training towards the degree, thereby reducing the tuition and number of credits required for graduation.

Key Results

➤ 96% of our alumni indicated that Key has played a major role in fostering their successful careers
➤ 70% of our alumni report they have been promoted within one year of graduation
➤ 90% of our students said the Key Executive Leadership Programs increased their ability to lead people toward meeting their organizational vision, mission, and goals.

*Challenging **great** managers to become **extraordinary** leaders since 1975.*

Key MPA Goals/Objectives

We achieve our mission by ensuring that each Key Executive Leadership MPA graduate:

1. Applies substantive public administration principles, values and skills to lead organizations and implement public policy effectively and efficiently.
2. Demonstrates increased leadership capacity to facilitate transformation from good managers to extraordinary leaders.
3. Exhibits the capability to analyze, synthesize, think critically, solve problems and make decisions that enhance organizational and policy effectiveness.

Key MPA Vision

Key is the global public sector leadership program of choice because it challenges good managers to become extraordinary leaders who build an environment for organization success.

Key MPA Mission

The mission of the Key Executive Leadership MPA is to foster a collaborative and rigorous learning environment to initiate the purposeful transformation of good managers into extraordinary leaders who possess the capacity to build learning environments for the purpose of creating and sustaining vital public service organizations. (Adopted September 18, 2014 by the Department of Public Administration and Policy).

Key MPA Values

The following are the extraordinary leader core values associated with leading change, leading people, achieving results, developing business acumen, and building coalitions:

1. Exhibit a passion for improving public service
2. Lead authentically
3. Learn and work collaboratively
4. Become a force for personal and organizational change
5. Act with integrity
6. Model the behavior sought
7. Empower others to action

Key Methodology

The Cohort System: The Key Executive Leadership Programs uses the cohort model in which students matriculate, advance, and graduate together. The trusting environment that is created during the Orientation enables knowledge transfer, honed teaching skills, honest feedback, the confidence to recreate the same environment with those led, and a career-long network and support group.

Cohorts are capped at 20 students for a learning environment focused on the student. The Key MPA cohort begins every fall and runs for four semesters, meeting approximately two weekends per month on Friday, Saturday, and Sunday from 9am – 4pm.

Cohort	Duration	Schedule	Meets
Fall	4 semesters	Friday, Saturday, and Sunday	9am – 4pm

Professors: To lead and engage students, the Key Executive Leadership Programs uses professors who are practitioner/scholars in their respective field and have the skills to work with adult learners. As a result, they are able to stimulate relevant discussions that challenge students to think about the concepts they read and learn in the classroom as well as challenge them to apply what they learn in their workplace.

Reading: To supplement the discussions in the classroom, students are provided and expected to read books, journals, and articles that are used to expand a range of choices for action.

Optional Executive Coaching: To foster participants' continual learning and self-development, the Key Executive Leadership Programs utilizes executive coaching; a developmental relationship that focuses on positive performance possibilities and the development of emotional and social intelligence. For validation, Key uses a 360° feedback survey developed by the Hay Group, which transforms research into actionable insights.

Comprehensive Examination: To receive an MPA degree, students must complete a comprehensive exam that allows the integration and synthesis of theories learned across Key courses as they relate to executive decision-making. Key Executive Leadership MPA Program Comprehensive consists of an "action learning" project.

Action Learning: Action Learning involves working on a real problem outside of the student's organization. It is a form of learning by doing. Action learning is built around a short-term challenge that is a priority for senior managers in the student's agency. Solving the problem and learning individual capacity for leadership are intertwined. While engaged in this project, students will learn how to become a more reflective manager and leader.

The purpose of the project is to blur the line between "work" and "learning." Action learning focuses as much on learning and reflecting as it does on action. Therefore, implementing the project is, in a real sense, less important than the learnings that students experience during the process of working on the organizational initiative. The action learning project will also be the cumulative application of graduate-level courses in public administration. The "exam" itself consists of an oral report and a written report. In these, students are expected to draw on at least four public administration courses and apply these AU learnings to their projects.

Contribution to Human Capital Development
The Key MPA Program increases a graduate's human capital through the following leader development competencies into the graduate's behavior:

1. All OPM ECQs,
2. The domains of emotional intelligence,
3. Regular periods of self reflection to better understand themselves, and the world in which they lead, and
4. A commitment to life long learning.

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The Key MPA Program also increases a graduate's human capital through the following substantive skill development competencies:

1. An understanding of current technology and its challenges, together with how to lead significant technological change
2. The ability to develop a change management marketing program and communicate strategically
3. The skill to understand a statistical analysis to enhance decision making
4. Becoming an active participant in budget development and implementation
5. Understand how to use the results of a Program Analysis to increase program efficiency and effectiveness
6. Understand the role of the US Constitution in providing and limiting US government authority to act
7. Understanding of the interrelated role of agencies, OMB, political appointees, Congress, Congressional Oversight, and stakeholders in the creation and implementation of public policy
8. An understanding of microeconomics and its roll in leader decision making
9. The ability to exercise influence in the award and implementation of the acquisition cycle
10. The role and responsibility of a leader to actively participate in the creation of human resource policy
11. The role of ethics and ethical behavior in decision making
12. The ability to design and effectively implement an organizational change effort that results in changes behavior.

Course Descriptions

Linked to the OPM ECQs, each Key Executive Leadership MPA course is highly relevant to the complex roles and tasks of public sector team leaders, managers, and executives.

PUAD 611: Managing in the Information Age This course covers the use of information technology in public service organizations. Topics covered include basic concepts and terminology, government and non-profit applications, the systems approach to organizational processes, database concepts, web-engineering, decision support, user involvement, methodologies for developing operating systems, and future trends.

PUAD 620: Marketing and Strategic Communications Principles of marketing and strategic communication used by government agencies to identify features of government performance relevant to citizens; market government services; bringing about changes in citizen behavior; and enhancing the image of government agencies are covered. Also includes marketing techniques such as focus groups and surveys to identify the causes of social behavior as well as citizen preferences and needs.

PUAD 621: Topics in Executive Management: Language of Statistics This course will cover a number of techniques and strategies designed to enhance analytic and decision making skills. The primary objective is to equip the student to interpret statistics that are widely used in statistical reports, studies, evaluation, etc., with a focus on how these statistics can aid management policy and decision making and problem solving

PUAD 622: Leadership for Key Executives By focusing on the leadership skills of class members, this course is designed to sharpen the capabilities of executives to lead and manage others. Students examine their own

managerial style, methods of communication, techniques of motivation, delegation of work, and approaches to group leadership. Class exercises are used to illustrate research findings from the behavioral sciences.

PUAD 623: Executive Problem Solving In this course students study methods for gathering and analyzing information in ways that lead toward more effective and accurate decisions. Specific techniques for analyzing public policies and evaluating agency performance are examined. Each student develops a prospectus for analyzing a program or activity within his or her own agency.

PUAD 624: Budgeting and Financial Management Use of the executive budget as a device for management planning and control is the focus of this course. Key executives develop their skills in understanding different budgetary systems, the elements of budget review and execution, and various strategies and tactics in the budgetary process.

PUAD 625: Analysis and Evaluation This course covers the broad set of research activities essential for designing, implementing, and appraising the usefulness of government programs. Students assess the effectiveness and efficiency of innovative initiatives, as well as programs already in place, gaining skills critical in implementing the Government Performance and Results Act.

PUAD 626: Legal Issues in Public Administration This course deals with the legal basis of government authority and the ways in which legal processes authorize yet limit executive action. Using statute and case law, students study the delegation of legislative power, rule-making, administrative appeals and judicial review. Attention is focused on the legal issues in which Key executives are most likely to become involved.

PUAD 627: Politics, Policymaking and Public Administration Key executives examine the relationship of the legislative process, congressional oversight, and EOP/OMB review and approval to the administration of government policy. They study response to pressure groups, clientele groups, and the general public. Executives also address their relationship to political executives, the political basis of government organization and the difficulties of interagency coordination. This course can also be taken abroad.

PUAD 628: Executive Skill Module: Executive Clarity: Thinking and Writing This skill module focuses on the elements of effective writing and covers subjects such as organizing concepts and pre-writing, wordiness, parallel structure, paragraphing, subordination, passive voice, transition, report structure, nominalizations, prepositional decay, proofreading, and document design and layout.

PUAD 630: Public Managerial Economics Microeconomic theory is used as a framework for understanding the problems of public managers. Resource scarcity, consumer behavior, production, cost, economics of efficient management, operation of product markets under competition and monopoly, labor markets, market failure, and public goods are covered.

PUAD 634: Acquisition Management This course provides students with the requisite understanding to exercise leverage in both the award and administration phases of the acquisition cycle, including how to influence outcomes that further programmatic goals that support public policy objectives. Basic rules, regulations, laws, and directives and ethical considerations are covered with respect to both competitive and sole source acquisitions.

PUAD 638: Strategic Human Resource Management for Executives This course looks at executive exercise of discretion in the application of human resource policy to enhance organizational effectiveness. Subjects covered include labor/management relations, merit-based staffing, performance management, employee selection, EEO,

employee relations and other workplace issues.

PUAD 639: Ethics for Public Managers This course explores ethical philosophy and its implications for executive action and decision-making, including conceptions of the public trust, conflicting interests, ends and means, deception, personal integrity, work place civility, and the need for government to keep its promises. Using case studies, students examine the ethical implications of alternative courses of action.

PUAD 654: Organization Diagnosis & Change Alternative theories and methods of intervention designed to bring about effective organization change are covered. Students develop skills by applying theories and models to organization cases.

The Key MPA Applicant

The successful candidate for the Key MPA program:
➤ typically holds a GS-12 (or above) level or equivalent NGO, private sector, or leadership experience;
➤ possesses management experience;
➤ demonstrates significant leadership potential;
➤ and, has a passion for improving public service.

Application Requirements
➤ Completed graduate online application
➤ Payment of the non-refundable US$55 application fee. This payment is waived for current students; AU alumni; U.S. Veterans; former PPIA/IIPP participants; Peace Corps participants; AmeriCorps participants; Teach for America participants; FAMU scholars; and McNair scholars.
➤ Academic record or scanned unofficial transcript.
➤ Professional or federal resume detailing your current and past work experience, including your title, GS rating or SES designation (or equivalent), awards, special recognitions, and accomplishments.
➤ Statement of purpose describing your passion for public service professional growth and learning, leadership potential, and commitment to apply what is learned in the classroom in the workplace.
➤ A sample of your written work, such as a report, memorandum, or article.
➤ Two letters of recommendation attesting to your academic skills and executive potential.
➤ Interview with the Director of the Key Executive Leadership Programs.

Estimated Tuition for Key 54 Fall 2019 – Spring 2021

Tuition for Key 54 is estimated to be $2,045 per credit. Included in the tuition are textbooks, learning materials, and most student fees. There is no increase in tuition during the length of the program.

An additional fee is charged for PUAD-627 when this course is taken abroad. Students may take PUAD 627 at American University and are not required to travel abroad.

Payment Methods

Payment can be made throughout the semester by course or paid in one lump sum. Special monthly arrangements can be made at an additional fee with the Office of Student Accounts for participants funding their own tuition.

American University accepts the following methods of payment:

- Check or money order;
- Visa, MasterCard, or Discover credit cards (a nonrefundable credit card convenience fee of 2.55% will be charged);
- Wire transfer payments;
- and, Standard Form 182.

Financial Aid

Financial aid is available to all American University students. For information, go to the Official of Financial Aid's website http://american.edu/financialaid/graduateprospects.cfm or call (202) 885-6109. To be eligible for financial aid, you must complete the Free Application for Federal Student Assistance (FAFSA), which is available electronically through the FAFSA website at http://www.fafsa.ed.gov/. American University's FAFSA code is **001434**.

Veterans Benefits

American University accepts Veterans and GI Bill benefits, and is a participating Yellow Ribbon school. For more information on how to use these benefits, go to www.american.edu/financialaid/veteransbenefits.cfm

For more information, contact:

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Key 54 DRAFT Schedule

Course	Faculty	Dates	Credits	Tuition
Fall 2019				
Orientation	Malone, P.	August 28	-	
PUAD 622 Leadership for Executives	Tobias, R.	September 6-8 October 18-20	3.0	$6,135
PUAD 628 Executive Clarity	Lussos, R.	Sep 20-22; October 5	1.5	$3,068
Mindfulness Training	Zaplin, R.	October 4	0	
PUAD 638 Strategic HR Management for Executives	Wells, R.	November 1-3	1.5	$3,068
PUAD 630 Public Managerial Economics	Shapiro, C.	November 15-17 December 6-8	3.0	$6,135
Spring 2020				
PUAD 623 Executive Problem Solving	Rahaman, A.	January 17-19, February 7-9	3.0	$6,135
PUAD 654 Organization Diagnosis & Change	Wagner, R.	Feb 21-23, March 13-15	3.0	$6,135
PUAD 627 Politics, Policymaking & Public Administration	Malone, P.	April 17-19	3.0	$6,135
Summer 2020				
PUAD 027 Politics, Policymaking & Public Administration	Malone, P.	June 14-19 (Brussels)	0.0	
Fall 2020				
PUAD 620 Public Marketing and Strategic Communications	Malone, P. Ioffreda, A.	August 28-30	1.5	$3,068
PUAD 621 Language of Statistics	Jones, K.	September 11-13	1.5	$3,068
PUAD 626 Legal Issues in Public Administration	Rosenbloom, D.	September 25-27, Oct. 16-18	3.0	$6,135
PUAD 624 Budgeting and Financial Management	Sykes, G.	November 6-8, 20-22	3.0	$6,135
Spring 2021				
PUAD 625 Analysis and Evaluation	Kingsbury, N.	January 15-17, 29-31	3.0	$6,135
PUAD 634 Acquisition Management	Girovasi, E.	February 12-14	1.5	$3,068
PUAD 611 N90W Managing Technology in the Information Age	Kimsey, L.	February 26-28, March 19-21	3.0	$6,135
PUAD 639 Ethics for Public Managers	Zaplin,R.	April 9-11	1.5	$3,068
Action Learning	all	April 23-25	-	
	Totals	***22 months***	**36**	***$73,623***

Tuition is estimated.   *All courses meet from 9am-4pm.*   *C. Ploetz Updated 12/04/2018*

Key Executive Leadership MPA Program Curriculum and OPM Executive Core Qualifications

	Leadership for Key Executives	Executive Skills Module: Executive Clarity: Thinking and Writing	Legal Issues in Public Administration	Public Managerial Economics	Budgeting & Financial Management	Government & Non-Profit Informatics	Organization Diagnosis and Change	Executive Problem Solving	Topics in Executive Management: Language of Statistics	Acquisition Management	Politics, Policy Making, and Public Administration	Program Evaluation	Human Resource Management for Executives	Public Marketing & Strategic Communications	Ethics for Public Managers	Action Learning
ECQ 1. Leading Change																
Creativity & Innovation	X						X	X						X		X
External Awareness	X	X	X		X		X	X		X	X	X		X	X	X
Flexibility	X						X	X			X			X		X
Resilience	X						X	X			X			X	X	X
Strategic Thinking	X	X			X	X	X	X			X	X		X		X
Vision	X						X	X			X			X		X
ECQ 2. Leading People																
Conflict Management	X		X				X	X			X		X	X	X	X
Leveraging Diversity	X		X				X	X					X			X
Developing Others	X						X	X					X	X		X
Team Building	X						X						X	X		X
ECQ 3. Results Driven																
Accountability	X				X		X	X			X	X	X		X	X
Customer Service							X	X			X		X	X		X
Decisiveness	X						X	X		X	X		X	X		X
Entrepreneurship	X							X		X	X			X		X
Problem Solving	X		X	X	X	X	X	X		X	X	X	X	X	X	X
Technical Credibility	X		X	X	X			X		X	X	X	X	X		X
ECQ 4. Business Acumen																
Financial Management				X	X				X	X	X	X				X
Human Capital Management	X						X	X						X		X
Technology Management			X	X	X				X	X		X				X
ECQ 5. Building Coalitions																
Partnering	X				X	X	X	X			X		X	X		X
Political Savvy	X				X		X	X			X			X	X	X
Influencing/Negotiating	X	X			X		X	X		X	X		X	X	X	X

10/21/09

AU Key Executive Coaching for the Key Executive Leadership MPA

All Key Executive Programs offer optional executive coaching—one-on-one professional development designed to enhance a student's potential to create higher engagement, personal development and performance for themselves and others—the core qualities needed of today's change-adept leaders. Executive coaching is a way of working with people that leaves them more competent and more fulfilled.

The coach's role is to engage the "coachee" in a dialogue in a way that leads the coachee to *self-discovery, empowerment and choice* so that the coachee is more able to contribute to his/her organization *and* find meaning in what he/she is doing.

Executive coaching services provided include:

- **Scheduled conversations on a regular basis** conducted in-person and/or by telephone
- **Assigned reflective activities** to aid in learning and development
- **Occasional as-needed support** such as email exchanges between scheduled conversations
- The **Emotional and Social Competency Inventory (ESCI)** assessment

The Emotional and Social Competency Inventory (ESCI) is a 360 tool that measures behaviors that contribute to emotionally and socially effective performance.

The ESCI feedback report shows the coachee how others—manager(s), direct reports, peers, etc. experience the coachee's behavior in terms of the *consistency* with which the coachee demonstrates the emotional and social intelligence competencies. These competencies are:

Self Awareness
- Emotional Self-Awareness

Self Management
- Achievement Orientation
- Adaptability
- Emotional Self-Control
- Positive Outlook

Social Awareness
- Empathy
- Organizational Awareness

Relationship Management
- Conflict Management
- Coach and Mentor
- Influence
- Inspirational Leadership
- Teamwork

Executive coaching is practical. Results include:

- ✓ Long-Term Excellent Performance – Coachees meet the high objectives of performance they are seeking to obtain
- ✓ Self-Correction – Coachees are able to observe when they are performing well and when they are not and are capable of making any necessary adjustments independent of the coach
- ✓ Self-Generation - Well-coached people know they can always improve and will continually find ways on their own to do so – the person coached is always on the "learner path"

Veterans & GI Bill Benefits

AU accepts all VA and both GI Bill benefits. Go to www.american.edu/financialaid/veteransbenefits.cfm for more information on how to use your benefits at AU.

The "New" GI Bill Background

* When the GI Bill was updated in 2008, veterans with active duty service on or after September 11, 2001 were granted enhanced educational benefits that include funding for educational expenses, provide a living allowance, money for books and the ability to transfer unused educational benefits to spouses or children.

* Depending on the amount of time and type of service, veterans can receive benefits up to $17,500 per year.*

The Yellow Ribbon Program (YRP)

* The YRP was created as part of the Post 9/11 GI bill to assist veterans enrolling at private universities.

* The YRP allows universities in the US to enter into an agreement with the Veterans Administration to fund tuition expenses that exceed the highest public in-state tuition rate.

* Universities can contribute up to 50% of those expenses and the Veterans Administration will match the same
amount as the school.
* AU is a participating school that has chosen to match at the maximum rate.

Who's Eligible for the YRP?

* Students who served a total of at least 3 years (36 months) after September 10, 2001

* Students who were honorably discharged from active duty for a service connected disability and who served at least 30 continuous days after September 10, 2001

* Students who are a dependent eligible for Transfer of Entitlement under the Post-9/11 GI Bill

How to Apply:

Students may submit an application via a link on the Financial Aid website at http://www.american.edu/financialaid/yellowribbon.cfm.

The application is made available each spring to both current and prospective students.

Applications are accepted on a first come, first served basis.

* Please contact the VA for more information on what benefits you may be eligible to receive.

Key Executive MPA Scholarship

The Key MPA Scholarship acknowledges dedicated public servants by providing financial assistance to select incoming Key MPA students. Merit Scholarships offered by the Key Executive MPA Program are applied to tuition for fall and spring terms only and have no service component attached to them.

Eligibility
The successful applicant will have:

- A passion for public service, professional growth, and learning
- Leadership potential
- Commitment to apply what is learned in the classroom in the workplace
- BA or BS Degree with a minimum 3.0 GPA

The total number of years a candidate may receive this award is for a maximum of two years as long as the awardee remains in good academic standing (e.g. a 3.7 cumulative GPA or higher, making satisfactory progress toward completion of the degree, and available funding).

Application Requirements
Fully complete the Key MPA Program application, and respond 'yes' to question #25 on the application. Completed applications must be posted by the application deadline.

Applications are due:
- June 1 (new students)

Application Evaluation
The candidate's application will be evaluated against the Key Scholarship Program Values:
- Passion for public service, professional growth and learning (25%),
- Leadership potential (50%), and
- Commitment to apply what is learned in the classroom in the workplace (25%).

Award Notification
Finalist will receive notification:

- June 30 (new students)

Additional Information
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