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.

Quick Facts
- The Key MPA is a fully accredited graduate degree program designed for busy professionals at or above the GS-13 level or equivalent non-government position.
- *U.S. News & World Report* ranks the School of Public Affairs Master of Public Administration program 6th in the country.
- The Key program has transformed managers into extraordinary leaders for over 35 years.
- Participants maintain employment while attending classes on selected weekends.
- Participants may apply approved OPM credits towards the degree.
- Key courses cover all ECQs required for Senior Executive Service consideration.
- 96% of Key graduates say the program played a major role in their successes.
- More than 70% of graduates report having received job promotions within one year of graduation.
- The Key Executive Leadership MPA Program is the only Executive MPA accredited by the National Association of Schools of Public Affairs and Administration (NASPAA) Commission on Peer Review and Accreditation.

The Key MPA Cohort System
Study in the Key Executive Leadership MPA Program takes place in a cohort format over a period of 22 months for students entering in the fall and 24 months for students entering in the spring. See below for the differences in the cohorts:

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Duration</th>
<th>Schedule</th>
<th>Meets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>22 months</td>
<td>Fri. &amp; Sat. two weekends/ month</td>
<td>8:30 am – 3:30 pm</td>
</tr>
<tr>
<td>Spring</td>
<td>24 months</td>
<td>Fri., Sat. &amp; Sun., one weekend/month</td>
<td>9:00 am – 4:00 pm</td>
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Please visit us at [www.american.edu/spa/key](http://www.american.edu/spa/key)
Course Descriptions

**PUAD 021 Topics in Executive Management: Maritime Public Policy:**
*Prof. Patrick Malone (CAPT USN Ret.)*
The goal of this course is to provide students with an overview of the commercial maritime industry and its importance to the world economy, the problems facing it, and the associated current public policy issues. Featured speakers and panels will: address key maritime public policy related questions; provide an overview of the regulatory regime under which commercial shipping operates including the international and national maritime organizations that impact shipping; discuss the responsibility and operating philosophies of a maritime administrations together with the process for the investigation of major maritime causalities and their impact on regulatory and legislative policy; examine the elements of the maritime community and the relationships between these elements; and examine the treaty, legislative, regulatory, and governance structure for the maritime community.

**PUAD 611 Government and Non-Profit Informatics:**
*Prof. Keith Jones*
This course covers the use of information technology in public service organizations. Basic concepts and terminology, government and nonprofit applications, the systems approach to organizational processes, database concepts, web engineering, decision support, user involvement, methodologies for developing operating systems, and future trends are presented.

**PUAD 620 Marketing and Strategic Communications:**
*Prof. Christopher Koepke*
Principles of marketing and strategic communication used by government agencies to advance government initiatives and policies, market government services, bring about changes in maritime industry and public behavior, and enhance the image of government agencies are presented and discussed. The conceptual and theoretical framework for developing communication campaigns aimed at advancing public policy including the marketing techniques, e.g., focus groups and surveys, to identify the causes of social behavior as well as industry and citizen preferences and needs are explored.

**PUAD 621 Language of Statistics:**
*Prof. Marc Thibault*
This course is designed to provide students with techniques and strategies to enhance analytic and decision-making skills. A primary objective is to equip students to interpret statistics and statistical reports, studies, and evaluations, and to use those interpretations in decision-making and problem solving.

**PUAD 622 Leadership for Key Executives:**
*Prof. Robert Tobias*
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:**
*Prof. Robert Kramer*
In this course, students study the methods for gathering and analyzing information in ways that lead toward more effective and accurate decisions. Specific techniques for analyzing public policy and evaluating agency performance are examined. Students also develop a prospectus for analyzing a program or activity within their own organization.

**PUAD 624 Budgeting and Financial Management:**
*Prof. Gwendolyn Sykes*
The use of the executive budget as a device for management planning and control is the focus of this course on public financial management. Key executives develop their skills in understanding different budgetary systems, the
elements of budget review and execution, and various strategies and tactics employed by participants in the budgetary process.

**PUAD 625 Program Analysis and Evaluation:**  
*Prof. Nancy Kingsbury*  
This course provides an overview of 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, and gain skills and knowledge critical in implementing the Government Performance and Results Act.

**PUAD 626 Legal Issues in Public Administration:**  
*Prof. Elaine Kaplan*  
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, Key executives 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, Policy and Public Administration:**  
*Prof. David Pekoske (VADM USCG Ret.)*  
Students 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 public and address their relationship to political executives, the political basis of government organization, and the difficulties of interagency coordination.

**PUAD 628 Executive Skill Models: Executive Clarity:**  
*Prof. Jane Tamagna*  
The purpose of the course is to help students identify those things that may be getting between a student’s message and the reader and to offer tools for overcoming the interference. The focus is on three major areas: organization, sentence structure, and review. When students complete the workshop, they can expect to have gained increased mastery in each of these areas.

**PUAD 630 Public Managerial Economics:**  
*Prof. Carl Shapiro*  
In this course, microeconomic theory is used as a framework for understanding the problems of public managers. Topics covered include resource scarcity, consumer behavior, production, cost, economies of efficient management, operation of product markets under competition and monopoly, labor markets, market failure, and public goods.

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

**PUAD 638 Human Resource Management for Executives:**  
*Profs. Ruth Zaplin and Reginald Wells*  
In this course, human resource management issues and challenges that organizational leaders confront and the directions the human resource management can take to address these issues and challenges are explored. The role of the human resource organization, as an effective strategic partner in the broader organization it serves, is also examined. Subjects covered include workforce planning and succession management, talent management, labor/management relations, performance management, employee recruitment and selection, managing diversity and equal employment opportunity.
PUAD 639 Ethics for Public Managers:
Prof. Donald Zauderer
This course explores ethical philosophy and its implications for executive action and decision-making. Topics covered include conceptions of the public trust, conflicting interests, ends and means, deception, personal integrity, workplace 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 and Change:
Prof. Robert Marshak
Alternative theories and methods of intervention designed to bring about effective organization change are presented and discussed. Students develop skills by applying theories and models to organization cases.

Action Learning Comprehensive Exam:
To receive a Master of Public Administration (MPA) degree, students are required to complete a comprehensive exam that requires the integration and synthesis of theories learned across Key courses as they relate to executive decision-making. The comprehensive exam will consist of an “action learning” project. Action learning presentations are made to all members of the Cohort and faculty.
TUITION AND PAYMENT INFORMATION

Tuition for Key Maritime 2
The tuition cost per credit hour for the AU Key Maritime MPA Program is $1,675. Included in the tuition are textbooks, learning materials and student fees. There is no increase in tuition during the program.

Payment Methods
Payment can be made over three federal fiscal years, by semester, or paid in one lump sum. Special monthly arrangements can be made with the Office of Student Accounts for participants funding their own tuition. AU accepts training forms. Please note that American University does not accept personal credit cards for tuition payments.

Financial aid is available to all American University students. For information, please contact a graduate counselor in the university’s Financial Aid office at (202) 885-6100. To be eligible for financial aid, you must complete the Free Application for Federal Student Assistance (FAFSA), which is available through American University’s Financial Aid Office at www.american.edu/admission/fahome.html or submit your FAFSA electronically through the FAFSA website at http://www.fafsa.ed.gov/. American University’s FAFSA code is 001434.

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

Executive Coaching (optional)
As part of the MPA program students may choose one of the two Executive Coaching Options:

1. Includes six executive coaching sessions and two 360-degree evaluations, one at the beginning of the second fall semester and about a year later, to measure progress in the emotional intelligence (EI) competencies of self-awareness, self-management, social awareness, and relationship management. Cost $3,500

2. Includes eight executive coaching sessions and two 360-degree evaluations, one at the beginning of the second fall semester and about a year later, to measure progress in the emotional intelligence (EI) competencies of self-awareness, self-management, social awareness, and relationship management. Cost $4,150

The EI instrument (360-degree evaluation) is from the prestigious Hay Group and is the only EI assessment tool that has been validated using federal managers. Participants who sign up for one of these options are assigned an executive coach who “co-creates” an individual development plan based on the results of the EI survey.
Program Staff

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