

Submitted to:

**Senate Subcommittee on Oversight of Government
Management, the Federal Workforce, and the District
of Columbia**

***“Building and Maintaining an Effective Human
Resource Workforce in the Federal Government”***

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THE
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Good afternoon. I am Dr. Sara Thompson, Dean of the Metropolitan School of Professional Studies and Associate Provost for New Program Initiatives at The Catholic University of America.

I would like to thank you -- Chairman Akaka, Senator Johnson, and committee members -- for the opportunity to discuss the important topic of building and maintaining an effective federal human resource workforce.

The three areas that I will address are: 1) the need for professional development in federal Human Resources, 2) Catholic University's academic programs for federal HR professionals, which provide an example meeting this need, and 3) the success of these programs thus far.

First, regarding professional development, the mission of Catholic University's Metropolitan School of Professional Studies is to offer educational opportunities to adult learners in the greater Washington DC region and beyond - - to be the bridge between employers and employees in helping to prepare the workforce. We offer programs that are academically rigorous, while being offered in evening and online formats for our students, many of whom work full-time in the federal government or who are aspiring to federal careers. We view our service to the largest employer in DC, the federal government, and the federal workforce as vital to our mission of outreach.

In this role, the School continuously researches areas in which significant knowledge and skills gaps and professional development needs exist. We found that federal HR, in particular, has significant needs. As with all areas of the federal government, the federal HR workforce faces a looming crisis caused by the large numbers of employees who are eligible for retirement, which in turn creates the need for proactive staffing and succession planning. Agencies will either grow their own or hire from outside. Furthermore, there is a significant transition in the field, moving from a primarily transactional focus involving, for example, payroll, staffing, compensation and benefits - - all functions that are vitally important - - to one that recognizes the importance of HR's role as strategic consultant. In addition, all HR professionals, current and future, will need to meet the standards of competencies developed in 2006 by the partnership between the Chief Human Capital Officers (CHCO's) and the U.S. Office of Personnel Management (OPM).

So, how can the federal government address these needs? Employee training and development -- through programs such as those offered by CUA's Metropolitan School of Professional Studies -- offers one effective approach. Metropolitan School has put forth a comprehensive federal HR professional development ladder for entry-, mid-, and senior-level personnel so that, no matter where federal HR professionals are in their careers, our programs can help prepare them for the next level.

For entry-level federal HR specialists in grades GS 5-9, we offer the Certificate in HR and the Bachelor of Arts in Management, both of which build competencies at the CHCO awareness-intermediate level. At the mid- and upper-GS levels, HR professionals can prepare for

promotion, and possibly Senior Executive Service, through obtaining a Master of Arts in HR Management with a specialized track in federal HR. This degree incorporates the CHCO competencies at the advanced-expert level. We believe that this is the only HR master's degree in the country with a specialization in federal HR and the only to integrate CHCO competencies. It is a 36-credit degree program, offered in the evenings and online in order to accommodate the work schedules of adult learners. Most students complete their degrees on a part-time basis in one and a half to two years.

Course offerings address general competency needs in leadership, communication, and team-building, as well as technical knowledge in federal staffing, compensation and benefits, strategic human capital management. The courses are taught by experienced individuals who either are, or have been, senior level federal HR professionals. As the only DC-based university with a partnership with the Society for Human Resource Management, we also prepare students in these programs for professional certifications including the highly-regarded credential of Professional in Human Resources (PHR) and Senior Professional in Human Resources (SPHR).

Catholic University offers these courses on-campus, on-site at employers' locations, and online. We have developed partnerships with several federal agencies including:

- HR University - - a collaboration between the U.S. Office of Personnel Management and the CHCO Council - - to offer our Master's program in federal HR,
- the U.S. Department of Veterans Affairs to offer our Master of Science in Management on-site at their central office, and
- NASA for the certification exam preparation course offered in association with the Society of Human Resource Management.

Our student population is about evenly split between federal workers who wish to take their careers to the next level versus those who want to enter the federal HR workforce. One faculty member said that for the federal workers, especially those who have risen through the ranks within the federal system, these programs can help expose them to a wider world of HR practice. We find that many are extremely well-versed in the technical aspects of their jobs, the laws, regulations and practices, but benefit tremendously from the course content and competency building to better understand and embrace a more strategic partnership with the leadership of their agencies.

Finally, the success of the programs are of course the learning outcomes measured by the university, but equally important is the application of the course material in federal workplaces, and the hiring and promotion of our graduates. Employing agencies confirm that we have succeeded in moving their graduates from a compliance-driven framework over to more strategic thinking about how their projects and tasks relate to the organization's mission.

In addition, students have offered the following feedback on the programs:

- This program has been both fruitful and invaluable to me as a young woman embarking on my career in Human Resources in the Federal Government. I feel I am thoroughly equipped, have received the necessary foundation, tools and resources to continue on in my journey in public service with the federal government in human resources.
- Since I have begun my studies I have been promoted twice, I have received the opportunity to apply the skills and knowledge learned to programs such as the Presidential Management Fellows Program (PMF) in the DC Assessment Center and the OPM mentoring program, in addition to my daily work assignments.
- The courses I have taken as part of the graduate program at CUA have definitely helped to jumpstart my career in the Federal Government. I started the program in the fall of 2009. Within the first semester of entering CUA's graduate program, I landed a job with the Federal Energy Regulatory Commission (FERC) working as a Management Analyst in the Office of the Executive Director (OED). While working full-time and going to school at night can be challenging, I was excited to learn that projects at work directly correlated to assignments in my classes. More specifically, I was tasked to write the OED submission for FERC's Human Capital Plan. The fact that I was taking an HR class entitled "Strategic Human Capital Management in the Federal Sector" at the time was extremely beneficial to me.

These student comments demonstrate the effectiveness such programs have in attracting and developing well-qualified federal HR employees. These programs serve to build a pipeline of highly qualified workers from within the agencies and attract those from the outside to a career of public service.

Thank you again for the opportunity to discuss this important issue.

Appendix A

Federal Human Resources Management Specialists

Professional Development Ladder

	<i>Entry-level (e.g. GS 5,7,9)</i>	<i>Mid-level (e.g. GS 9,11,12)</i>	<i>Senior-level (e.g. GS 13,14,15)</i>
CHCO Council Competencies	Level 1-3 Awareness - Intermediate	Level 2-4 Basic - Advanced	Level 4-5 Advanced - Expert
The Catholic University of America (CUA)	Human Resources Certificate Bachelor of Arts in Management (B.A.Mgt.)	Bachelor of Arts in Management (B.A..Mgt.) Master of Arts in Human Resources Management (M.A.)	Master of Arts in Human Resources Management (M.A.)
International Public Management Association (IPMA)		Certified Specialist (CS) Certified Professional (CP)	Certified Specialist (CS) Certified Professional (CP)
Society for Human Resource Management (SHRM)	Professional in Human Resources (PHR) Essentials of HRM	Professional in Human Resources (PHR) Senior Professional in Human Resources (SPHR)	Senior Professional in Human Resources (SPHR)

Note: CHCO Council Competencies are based on the U.S. Office of Personnel Management's Memorandum for Chief Human Capital Officers dated April 28, 2006.

Appendix B



Master of Arts in Human Resource Management (M.A. in HRM)

The Catholic University of America offers a Master of Arts degree in Human Resource Management (M.A. in HRM) through Metropolitan School of Professional Studies, one of twelve academic schools within the university. Metropolitan's mission is to provide career-oriented, educational opportunities to working adults, with program offerings ranging from exam preparation courses to master's degrees.

The highly-regarded M.A. in HRM program is the flagship in Metropolitan's comprehensive collection of HR programs. In addition to the M.A. degree, Metropolitan's HR offerings include a Master of Science in Management with a "track" in human resource management, the bachelor's in business management/human resources, the professional certificate in human resource management, customized training in human resources, and PHR/SPHR certification and examination preparation.

Program Overview

Two versions of the M.A. in HRM program are offered to ensure relevance to students' particular interests and needs: the *HR Generalist* and *Federal HR*. Both versions of the program are designed for current and aspiring HR professionals who are seeking to pursue their academic goals while balancing personal and professional demands. The program schedules an extensive array of evening and online courses each semester to make it easy to complete the program on either a part-time or full-time basis.

The M.A. in HRM program focuses on the concepts, principles, and issues in human resource management as experienced by HR managers and practitioners. The emphasis is on providing an academic foundation that provides practicing HR professionals with the skills and knowledge both to perform their jobs more effectively and to understand better the organizational context within which they operate. Consistent with this orientation, M.A. in HRM courses are led by faculty-practitioners who are particularly skilled at teaching the theoretical concepts of HR with an emphasis on practical applications.

The program consists of a total of 12 courses, or 36 semester credits, and typically requires between 12 and 24 months to complete, depending on the student's course load. Students must earn at least a 'B' grade point average (3.0 on a 4.0 scale) -- both overall and on the final project completed as part of the capstone course, "Master's Capstone: Research, Synthesis, Applications."

Courses common to both versions of the M.A. in HRM program include:

- *Organization Theory and Behavior*
- *Labor-Management Relations*
- *HR Development and Training*
- *HR Info Systems & Communications*
- *Leadership and Organization*
- *Master's Capstone: Research, Synthesis, Applications*

Courses specific to the *HR Generalist* track include:

- *Management of Human Resources*
- *Compensation and Benefits*
- *Legal Environment in HR Management*
- *Conflict Resolution*
- *HR Budgeting & Metrics*
- *Strategic Planning for HR Managers*

Courses within the *Federal HR* track include:

- *Management of HR in the Federal Government*
- *Compensation & Benefits in the Federal Sector*
- *Legal Environment of HR in the Federal Sector*
- *Performance Management in the Federal Sector*
- *Strategies and Practices in Federal Staffing*
- *Strategic Human Capital Management in the Federal Sector*

Course Schedule

Metropolitan understands that -- with the demands of the job, family, and other commitments -- working professionals need an educational program that offers flexibility and convenience. As such, the M.A. in HRM program is available in both classroom-based and online formats to allow students to choose the option that best suits their personal situation and learning style.

Online

Starting in January 2013, the M.A. in HRM program will be available fully online. Student will focus on just one course at a time, with each course lasting approximately 8 weeks. Course will primarily be delivered asynchronously, offering students the ultimate in flexibility.

Classroom-Based

The following table provides a sample schedule for the classroom-based program. Participants usually take two courses per term, with each course meeting one evening per week, typically from either 6:10 – 8:40 p.m. or 6:35 – 9:05 p.m. The schedule is particularly tailored to students pursuing the program on a year-round, part-time basis, with significant breaks in late summer and late December. However, students may pursue the program more slowly if they prefer, or they may take a full-time load to complete the program in just a year.

Sample/Tentative Schedule: Master of Arts in HRM		
Term	Course/Evening 1	Course/Evening 2
Fall – Year 1	Management of Human Resources (in the Federal Government)	Labor-Management Relations
Spring – Year 1	Compensation & Benefits (in the Federal Sector)	Organizational Theory and Behavior
Summer – Year 1	Legal Environment in HRM (in the Federal Sector)	HR Development & Training
Fall – Year 2	Conflict Resolution <u>OR</u> Performance Management in the Federal Sector	HR Information Systems and Communications
Spring – Year 2	HR Budgeting & Metrics <u>OR</u> Strategies and Practices in Federal Staffing	Leadership and Organizations
Summer – Year 2	Strategic Planning for HR Managers <u>OR</u> Strategic Human Capital Management in the Federal Sector	Master's Capstone: Research, Synthesis, Application

Tuition and Fees

Tuition for the 2012-13 academic year is \$775 per credit. Each course awards 3 credits, with a total of 36 credits required by the program. Other fees associated with the program include a one-time new student fee of \$125, as well as modest “per semester” fees.

Advantages of CUA's Program

- Curriculum Relevant to All Types of Organizations: Managerial functions that apply to a wide variety of situations and institutions are covered, with emphasis on both the practical issues that HR professionals must address and the tools needed to fulfill job requirements.
- Exclusive Partnership with the Society for Human Resource Management (SHRM): As the only accredited university in D.C. partnering with SHRM to offer the exam preparation course for certification as a Professional in Human Resources (PHR) and Senior Professional in Human Resources (SPHR), CUA offers a program that builds on the core competencies of HR professionals and integrates current and best practices in the field of HR, as outlined by SHRM and the certification process. In addition, students have the opportunity to participate in CUA's student chapter of SHRM.

- Flexible Schedule for Busy Working Adults: The program is designed for students who, while already performing managerial functions in their regular work, are seeking an opportunity to gain new knowledge and skills in human resource management. The evening and online formats make it easy to fit this program into your busy schedule.
- PHR and SPHR Exam Preparation Course: Students who have enrolled in or completed their 27th credit in the program automatically qualify to attend the SHRM Learning System[®], the most highly-regarded program for PHR and SPHR exam preparation. Tuition charges for the course are waived; students pay only for the course materials, which are provided at a substantial discount.

Admission

Applicants must submit the following to be considered for admission:

- A completed CUA Graduate Application for Admission.
- Official transcripts from all colleges attended. A four-year baccalaureate degree from a regionally-accredited U.S. college, or its foreign equivalent, is required.
- Three letters of recommendation. Ideally, one should be academic (from a former faculty member) and one should be a professional recommendation (from a former or current supervisor).
- Statement of Purpose, approximately 500 words in length, stating the purpose for undertaking graduate studies, qualifications, personal and professional goals, and how participation in the program will help attain these goals.
- \$55 non-refundable application fee.
- Résumé.
- A pre-admission interview, if requested by the Admissions Committee.
- Additional credentials required for international applicants:
 - Official TOEFL or IELTS score report
 - Confirmation of Financial Support Form

Admission decisions are based on grade point average, undergraduate major, years and relevance of work experience, recommendations, writing ability, relevance/usefulness of program to meeting personal and professional objectives, and consultation with program staff or faculty.

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Appendix C



THE CATHOLIC UNIVERSITY OF AMERICA
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**Human Resource Management
 Program Mapping**

This chart lists the courses in Catholic University’s Master of Arts in Human Resource Management program and how they parallel the learning objectives and competencies of the CHCO Council, and SHRM Learning System.

Master of Arts in Human Resource Management	CHCO Council Competencies	SHRM Learning System
<p>Management of Human Resources in the Federal Government (MBU 630)</p> <p>Surveys the strategies, policies, methods, realities, and ethical issues involved in human resource management in the Federal Government and relates these factors to the administration of all major HRM functions; looks beyond the traditional focus on HR transactions to provide a more contemporary strategic view of Federal Human Resources. Covers topics such as the Human Resource Line of Business (HRLOB), HR Outsourcing, and alignment with various mandates. The strategic and tactical impact of contemporary Human Resource Management practice is examined through class discussion, readings, case study, and practical exercises. The dual objectives of this course are (1) to provide a baseline understanding of Federal Human Resources and (2) to provide teamwork and business communication resources that will contribute to the student’s long term success.</p>	<p><u>General:</u> Attention to Detail Client Engagement/Change Management Creative Thinking Customer Service Integrity/Honesty Interpersonal Skills Legal, Government, and Jurisprudence Organizational Awareness Planning and Evaluating Stress Tolerance Teamwork Technical Competence Writing</p> <p><u>Technical:</u> Overview of all technical competencies with a focus on Performance Management Recruitment/Placement Workforce Planning</p>	<p>Module One: Business Management & Strategy (partial)</p> <p>Module Two: Workforce Planning and Employment (partial)</p>

Compensation and Benefits in the Federal Government (MBU 632)

This course will focus on the compensation and benefits of the career Federal civil service, including career members of the Senior Executive Service, and will consider the following topical areas and associated issues:

1. The Basic Components of Compensation and Benefits in the Federal Sector
2. The Legal Environment of Compensation and Benefits in the Federal Sector
3. The Foundation—Position Classification
4. Pay Schedules and Pay Adjustment Processes
5. Pay Administration Policies
6. Premium Pay, Allowances, and Differentials
7. Tools for Recruiting, Retaining, and Rewarding Federal Employees
8. The Rise (and Fall) of Performance-Based Alternative Pay Systems
9. Paid Time Off and Other Work-Life Benefits
10. Government-wide Benefits Programs.

General:
 Creative Thinking
 Decision Making
 Flexibility
 Legal, Government, and Jurisprudence
 Oral Communication
 Planning and Evaluating
 Reasoning
 Technical Competence
 Writing

Technical:
 Classification
 Compensation
 Employee Benefits

Module Four: Compensation and Benefits

Legal Environment of Human Resources in the Federal Sector (MBU 633)

Most Federal agencies manage their human resource (HR) programs using systems, laws and policies that are specific to the Federal government. The laws and regulations that comprise these Federal systems are designed and applied consistent with merit system principles and related public service values. Understanding those principles and values, their roots, and how they are operationalized in law and regulation is essential for the effective application of merit-based Federal HR management in achieving an agency's mission. In addition, for many areas of HR management, Federal agencies are also subject to the general employment laws that govern organizations throughout the United States. This course will focus on the Federal foundations, e.g., Title 5 law and related Code of Federal Regulations, which serve as

General:
 Attention to Detail
 Integrity/Honesty
 Legal, Government, and Jurisprudence
 Oral Communication
 Organizational Awareness
 Reading
 Reasoning
 Self-Management
 Teamwork
 Technical Competence
 Writing

Technical:
 Employee Relations
 Legal, Government and Jurisprudence

Module One: Business Management & Strategy (partial)

Module Two: Workforce Planning and Employment (partial)

Module Six: Risk Management

<p>both the power behind and constraints on Federal HR management systems. The course will consider the following topical areas and review issues associated with them: laws and regulations, the origin and evolution of the merit system, merit system principles, other public service values, prohibited personnel practices, and current issues and challenges in the HR legal and policy environment.</p>		
<p>Labor-Management Relations (MBU 543)</p> <p>Analyzes the economic and institutional aspects of collective bargaining and their impact. Addresses attitudes and policies of unions and management, negotiation and grievance procedures in both unionized and non-unionized organizations, ethical issues in labor-management relations, and public policies toward collective bargaining.</p>	<p><u>General:</u> Client Engagement/Change Management Customer Service Flexibility Influencing/Negotiating Interpersonal Skills Legal, Government, and Jurisprudence Oral Communication Problem Solving Reading Reasoning Self-Management Stress Tolerance Teamwork</p> <p><u>Technical:</u> Labor Relations</p>	<p>Module Five: Employee and Labor Relations</p>
<p>Organizational Theory and Behavior (MBU 510)</p> <p>Covers both the theoretical and empirical research on human behavior in business, public, and nonprofit institutions. Begins with the examination of internal structures such as hierarchy and authority and structural variations. Addresses the dynamic aspects of organization behavior, including such topics as leadership, motivation, supervision, communication, and control. The impact of cultural and ethical issues on organizational behavior is also covered. Goals for student learning include:</p>	<p><u>General:</u> Client Engagement/Change Management Decision Making Influencing/Negotiating Interpersonal Skills Oral Communication Organizational Awareness Planning and Evaluating Reading Reasoning Self-Management Teamwork</p>	

<ul style="list-style-type: none"> • the basic concepts pertaining to Organizational Behavior • the practical implications of the theories that manage individuals and groups • our legal rights when dealing with others in the workplace • basic Motivational theories and practices in the workplace • group and team dynamics • leadership theory and practice • ethics and ethical practices in the workplace 	<p>Writing</p> <p><u>Technical:</u> Performance Management</p>	
<p>Performance Management in the Federal Sector (MBU 635)</p> <p>Performance Management in the Federal Sector provides an overview of the laws, regulations, policies, and procedures governing the appraisal/evaluation of performance – both individual and organizational – in today's federal government. The course will address each of these two levels of interest in turn, beginning with individual performance management, and examine the ways in which appraisals and evaluations of performance can or should influence decisions about individual compensation, organizational resources, and other human capital and institutional management issues. The course will seek to bring the concepts and considerations underlying these policies and procedures to life through focused examination of selected current topics/issues in federal performance management. Through a mixture of instructional lectures and participant driven discussions, class members will gain a fuller understanding of and appreciation for the practical challenges of creating and sustaining a performance culture in today's federal environment, and begin developing the skills required to contribute effectively to their current or future employers' efforts in this regard.</p>	<p><u>General:</u> Attention to Detail Client Engagement/Change Management Creative Thinking Customer Service Decision Making Flexibility Influencing/Negotiating Information Management Integrity/Honesty Interpersonal Skills Legal, Government, and Jurisprudence Oral Communication Organizational Awareness Planning and Evaluating Problem Solving Project Management Reading Reasoning Self-Management Planning and Evaluating Stress Tolerance Teamwork Technical Competence Workforce Planning Writing</p>	

<p>Leadership and Organization (MBU 663)</p> <p>Covers leadership theory and the process of leading. Relates the leadership function to organizational development. Addresses topics such as managers versus leaders; managing from a global perspective; ethical dilemmas in leadership; gender and leadership; leading through empowerment.</p>	<p><u>General:</u> Creative Thinking Decision Making Influencing/Negotiating Integrity/Honesty Organizational Awareness Planning and Evaluating Reasoning Self-Management Teamwork</p> <p><u>Technical:</u> Workforce Planning</p>	
<p>Human Resource Information System and Communications (MBU 627)</p> <p>The course provides an understanding of the role of Human Resource Information Systems and Communications in contemporary organizations through lecture, readings, case study, and practical exercises (both individual and group). Students will learn about the strategic and tactical challenges involved with an end-to-end implementation of HRIS. The primary objective of the course is to develop a working understanding of how contemporary information technology, when applied to human resource management, contributes to the strategic and operational goals of today's enterprises, both public and private.</p>	<p><u>General:</u> Information Management Planning and Evaluating Project Management Reasoning Planning and Evaluating Teamwork Technical Competence Writing</p> <p><u>Technical:</u> HR Information Systems</p>	
<p>Human Resource Development and Training (MBU 566)</p> <p>Explores theories and practices in training and development, addressing such topics as adult learning, instructional design, evaluation, coaching, job training, management development, organization development and change, and career development.</p>	<p><u>General:</u> Interpersonal Skills Oral Communication Planning and Evaluating Problem Solving Reading Reasoning Self-Management Stress Tolerance Teamwork Technical Competence</p>	<p>Module Three: Human Resource Development</p>

	<p>Writing</p> <p><u>Technical:</u> Employee Development</p>	
<p>Strategies and Practices in Federal Staffing (MBU 637)</p> <p>This course provides an understanding of the laws, regulations, and procedures used to fill federal job vacancies, and links these processes to the strategic management of human capital in federal agencies. It is divided into four distinct segments:</p> <ul style="list-style-type: none"> • the history and basic tenets of staffing law and policy; • staffing strategies and techniques used to fill federal positions; • how these programs are evaluated; and • the plans the federal government has to address newer generations of job applicants and changing needs of these individuals. <p>The focus of the course is on the role that staffing plays in meeting the strategic HR plans of the agency, while meeting public policy objectives as articulated in law and regulation. It prepares the student to be a strategic participant in recruiting talent for federal agencies and a human capital leader for the Federal government.</p>	<p><u>General:</u> Creative Thinking Decision Making Interpersonal Skills Oral Communication Organizational Awareness Planning and Evaluating Problem Solving Project Management Reading Planning and Evaluation Teamwork Workforce Planning Writing</p>	<p>Module Two: Workforce Planning & Employment</p>
<p>Strategic Human Capital Management in the Federal Sector (MBU 638)</p> <p>This course provides an understanding of the strategic context in which HR programs must function in the federal government. The course will provide background on the evolution of human resources management practices leading to today's focus on human capital; describe the legal/regulatory framework underlying current SHCM programs and policies; and address trends in the nature, composition, and definition of the federal workforce. There will be a focus on roles and responsibilities of the various actors involved in human capital management, as well as an in-depth look at</p>	<p><u>General:</u> Attention to Detail Client Engagement/Change Management Creative Thinking Customer Service Decision Making Flexibility Influencing/Negotiating Information Management Integrity/Honesty</p>	<p>Module One: Business Management & Strategy (partial)</p>

<p>workforce planning and analysis, the central methodology of SHCM. The course will also address key human capital strategies and talent management issues, along with the challenge of creating and sustaining a results/performance orientation in all aspects of HR program operations. The course will conclude with an assessment of barriers to pursuing genuine SHCM in the federal context, and offer guidance on ways to navigate these obstacles and succeed as a strategic HR practitioner.</p>	<p>Interpersonal Skills Legal, Government, and Jurisprudence Oral Communication Organizational Awareness Planning and Evaluating Problem Solving Project Management Reading Reasoning Self-Management Planning and Evaluating Stress Tolerance Teamwork Technical Competence Workforce Planning Writing</p>	
<p>Master's Capstone (MBU 673)</p> <p>Provides a synthesis of the concepts and principles addressed throughout the duration of the master's program. Students demonstrate an understanding of the material and its applications by completing a significant research paper or applied project.</p>	<p>Integration and application of all competencies</p>	
<p>Organizational Experience</p>		
<p>Across Curriculum</p>	<p>Decision-Making Interpersonal Skills Oral Communication Professional Ethics Problem-solving Writing</p>	

CHCO Council Competencies are based on the U.S. Office of Personnel Management's Memorandum for Chief Human Capital Officers dated April 28, 2006.

Appendix D



Master of Science in Management (M.S.M.) Program

The Master of Science in Management (M.S.M.) degree program is offered by The Catholic University of America's Metropolitan School of Professional Studies to provide working adults with the skills, knowledge, and credentials necessary to progress in their management careers. The program focuses on the concepts, principles, and issues experienced by managers in all types of organizations -- commercial, governmental, educational, community, and nonprofit. The program combines a strong academic foundation with practical knowledge and skills in management, and -- as such -- is of potential relevance to anyone who maintains, or is assuming, managerial responsibilities.

For those who earn it, the degree should provide significant marketability. Within the D.C. metropolitan area, "management, business, and financial" occupations represent 22.5% of employment -- more than double the share for the U.S. economy as a whole. With an average of 2,357 annual openings anticipated each year between 2002 and 2012, "management, business, and financial" occupations are among those leading the way for job growth in D.C. In fact, many of the 25 fastest growing jobs in D.C. involve areas for which an M.S.M. would provide an excellent academic background.

The M.S.M. program consists of a total of 12 courses, or 36 semester credits, and requires between 12 and 24 months to complete, depending on the student's course load. Students must earn at least a 'B' grade point average (3.0 on a 4.0 scale) -- both overall and on the final project completed as part of the capstone course, "Master's Capstone: Research, Synthesis, Applications."

Core M.S.M. Courses:

Students complete eight core courses and four track courses to earn the M.S.M. degree. The core courses provide a broad foundation in the skills and knowledge necessary to be an effective manager. The M.S.M. core consists of the following courses:

- *Communicating Effectively as a Manager*
- *Managing People and Performance*
- *Managerial Decision-Making: Tools and Techniques*
- *Project Management*
- *Human Resource Management and Strategy*
- *Leadership Foundations*
- *Strategic Planning and Implementation*
- *Master's Capstone: Research, Synthesis, Applications*

M.S.M. Track Courses

In addition to the eight core courses, students complete four courses in a selected track. The program offers four “tracks” from which students may select to customize their educational experience. All of the tracks – listed below – are designed to provide students with skills and knowledge to help them succeed in their careers.

Federal Acquisition and Contract Management

In its report, “Where the Jobs Are: Mission Critical Opportunities for America,” The Partnership for Public Service lists “contracting” among the top areas where government is hiring. Likewise, the Federal Acquisition Institute states on its Web site that, “. . . candidates for jobs in contracting are in high demand throughout the Federal Government.” The track in Federal Acquisition and Contract Management is ideal for those students who are interested in capitalizing on the robust career opportunities for contracting professionals and who would enjoy the job security and benefits offered by employment in the U.S. federal government. These four courses are required in the track:

- Federal Contract Management and Administration
- Legal Aspects of Government Contracting
- Contract Pricing, Negotiations, and Source Selection
- Performance of Government Contracts

Human Resource Management

The Human Resource Management track within the M.S.M. program is designed to provide current and aspiring managers working in any department or organization with a deeper understanding of the role, tools, and techniques of the HR function in managing human capital. Students pursuing the Human Resource Management track may complete any four of the following courses:

- Legal Environment of Human Resource Management
- Human Resource Training and Development
- Compensation and Benefits
- Labor-Management Relations
- Leading Organizational Change
- Human Resource Information Systems and Communication
- Others, with advisor approval

Leadership

The Leadership track is unique in its focus on skills development. The focus of the Leadership courses is to provide students with a better conceptual understanding of leadership, to help them identify opportunities for their own development, and – ultimately – to facilitate the emergence of a better leader-manager. Students within the Leadership track complete the following:

- Ethical Leadership
- Leading Organizational Change
- Developing Leadership Competencies
- One additional course selected from:
 - Labor-Management Relations
 - Conflict Resolution
 - Advanced Managerial Communication
 - Human Resource Training and Development
 - Public Relations: Managing External Relations

Professional Communication

The Professional Communication track not only improves one's verbal and written communication skills, but also enhances skills and knowledge in interpersonal communication, organizational communication, and communication strategy. This track will help students see management and managerial communication through a whole new lens – and provide skills that will make them much more effective, knowledgeable, holistic, and strategic communicators. Students within the Professional Communication track complete the following:

- Public Relations: Managing External Relations
- Advanced Managerial Communication
- One course selected from:
 - Human Resource Development and Training
 - Conflict Resolution
- One additional course selected from:
 - Labor-Management Relations
 - Developing Leadership Competencies
 - Leading Organizational Change

Online-Only Option

MSPS understands what a working professional needs. We now offer our entire M.S.M. and M.A.-H.R.M. programs in a fully online format for the ultimate in flexibility and convenience.

Classroom-Based Program Schedule

The following table provides a sample schedule for the program. Participants will typically take two courses per term, with each course meeting one evening per week, typically from either 6:10 – 8:40 p.m. or 6:35 – 9:05 p.m. The schedule is particularly tailored to students pursuing the program on a year-round, part-time basis, with significant breaks in late summer and late December. However, students may pursue the program more slowly if they prefer, or they may take a full-time load to complete the program in just a year.

Sample/Tentative Schedule - Master of Science in Management (M.S.M.)		
Term	Course/Evening 1	Course/Evening 2
Fall – Year 1	Communicating Effectively as a Manager	Managing People and Performance
Spring – Year 1	Human Resource Management and Strategy	Managerial Decision-Making: Tools and Techniques
Summer – Year 1	Leadership Foundations	Project Management
Fall – Year 2	Strategic Planning and Implementation	Track Elective 1
Spring – Year 2	Track Elective 2	Track Elective 3
Summer – Year 2	Track Elective 4	Master's Capstone

Tuition and Fees

Tuition for the 2012-13 academic year is \$775 per credit. Each course awards 3 credits, with a total of 36 credits required by the program. Fees associated with the program include a one-time new student fee of \$125.

Student Services

The Catholic University of America is dedicated to serving the holistic needs of students, and, as such, students will find a full range of student services available at the university, including career services, health/gym facilities, student development seminars, academic skills assistance, a convenience store, banking facilities, a bookstore, dining facilities, etc. The campus is conveniently located at the Brookland-CUA stop on Metrorail's Red Line.

Admission

Applicants must submit the following to be considered for admission:

- A completed CUA Graduate Application for Admission.
- Official transcripts from all colleges attended. A baccalaureate degree from a regionally-accredited U.S. college, or its foreign equivalent, is required.
- Three letters of recommendation. Ideally, one should be academic (from a former faculty member) and one should be a professional recommendation.
- Statement of Purpose, approximately 500 words in length, stating purpose for undertaking graduate studies, qualifications, personal and professional goals, and how participation in the program will help attain these goals.
- \$55 non-refundable application fee.
- Résumé.
- A pre-admission interview, if requested by the Admissions Committee.
- Additional credentials required for international applicants:
 - Official TOEFL or IELTS score report
 - Confirmation of Financial Support Form

Admission decisions are based on grade point average, undergraduate major, years and relevance of work experience, recommendations, writing ability, relevance/usefulness of the program to meeting personal and professional objectives, and consultation with program staff or faculty.

For More Information:

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