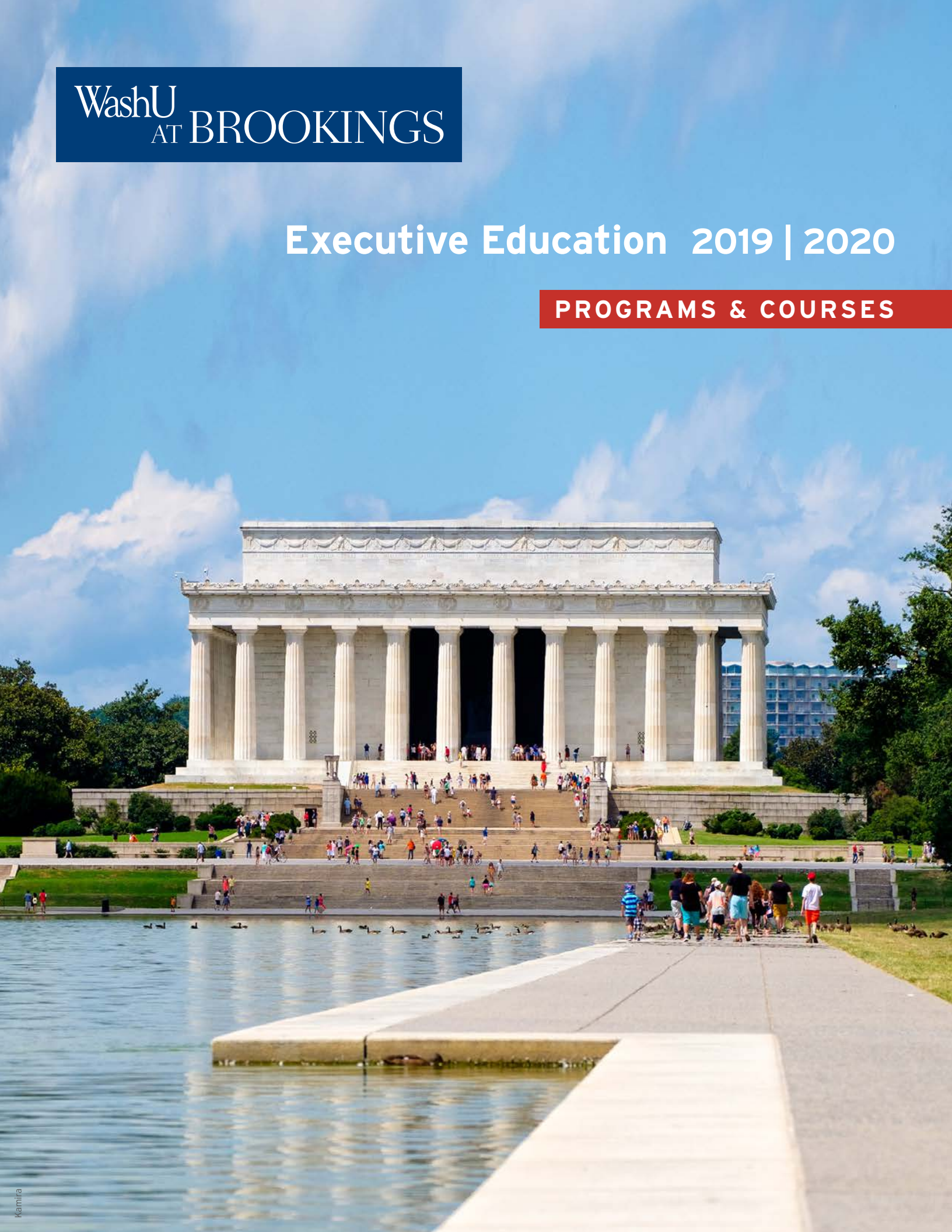


WashU  
AT BROOKINGS

# Executive Education 2019 | 2020

PROGRAMS & COURSES



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## Brookings and Washington University: A 100-Year History

WashU at Brookings's origin lies in Robert S. Brookings's passion for improving government effectiveness. In 1916, he helped create the Institute for Government Research, the first private organization dedicated to the fact-based study of public policy issues.

In addition to policy research, Brookings wanted to develop strong public leaders and "turn out craftsmen who can make contributions to an intelligent direction of social change." To accomplish this purpose, he created the Robert S. Brookings Graduate School in 1924. The research institutions and school merged in 1927 to create the Brookings Institution.

Since then, the Brookings Institution has supported the men and women who serve the country. In fact, WashU at Brookings's predecessor, the Brookings Center for Advanced Study, was the first organization to provide executive education for government leaders.

In 2009, the Brookings Institution partnered with Washington University in St. Louis to establish Brookings Executive Education – now WashU at Brookings. The university's Olin Business School manages the enterprise. WashU at Brookings's curriculum prepares you to streamline your agency; tackle large, complex challenges; and solve problems for the American people.



## The Government's Business School

Businessman and philanthropist Robert S. Brookings had a vision: to equip public leaders with the management skills to transform government. In 1924, he established the Robert S. Brookings Graduate School in Washington, D.C. The school originally was an extension of Washington University in St. Louis. Robert S. Brookings was chair of the university's Board of Trustees.

More than eight decades later, a partnership between the university and the Brookings Institution reinvigorated his vision. The collaboration created Brookings Executive Education, an enterprise that has served as "the government's business school" since 2009.

As the enterprise enters its second decade, it is expanding its degree and nondegree offerings. This singular range of educational opportunities inspired a new name. Brookings Executive Education is now WashU at Brookings.

Faculty from the university's Olin Business School translate innovative business models and methods to government settings. Experts from the Brookings Institution provide forward-looking insights into the many public policy challenges facing the nation. Together, they offer a unique blend of expertise that prepares you to excel in an environment of volatility, uncertainty, complexity, and ambiguity – or what the military refers to as "VUCA."

This year, WashU at Brookings is adding several courses to its curriculum. These leadership labs focus on frameworks and tools that were not organizational practices when the government created the Executive Core Qualifications in 1989. Subject areas include strategic foresight, supply chain management, agile management, and data analytics.

WashU at Brookings also has launched "Think, Learn, Lead" faculty papers. Instructors convert their research into "views you can use" on a breadth of important topics. Access the papers on the Brookings Institution website: [www.brookings.edu/think-learn-lead](http://www.brookings.edu/think-learn-lead).

To mark the 10th anniversary of the partnership, Olin will open new facilities on the Brookings Institution campus – directly across the street from the main Brookings building at 1776 Massachusetts Avenue, NW, Washington, D.C. The eighth floor will be dedicated to WashU at Brookings with two state-of-the-art classrooms. Each classroom can accommodate up to 50 students.

Be part of the exciting changes taking place at WashU at Brookings. To learn more, visit [www.brookings.edu/executive-education](http://www.brookings.edu/executive-education).



B. Christopher / Alamy Stock Photo

# Programs





# Certificate in Public Leadership

WashU at Brookings's Certificate in Public Leadership (CPL) is a widely recognized – and widely respected – credential. The certificate strengthens your ability to guide and inspire employees, solve complex problems, and lead with integrity. While pursuing the CPL, you acquire a cross-government network of leaders who share your commitment to public service and provide a wealth of knowledge and resources.

To earn your certificate, you must complete 20 days of classroom learning, including the required Ethics in Action: Leading with Integrity course. Ten of these days must be leadership courses.

In addition, you must write a three- to five-page paper that describes your reflection on, and application of, class content, along with the results you achieved for your organization.

Choose courses that fit your career interests and objectives. You do not have to take classes in a specific order or finish the program within a certain time frame.

Note: You must be enrolled in the CPL to receive course credit for the certificate. However, credit is retroactive to WashU at Brookings courses you attended within a two-year period prior to enrollment. You also earn class credit for any WashU at Brookings course taught at your agency.

There is no application or fee to enroll.

## Eligibility and requirements

- Open to all U.S. federal, state, and local government employees
- Twenty total class days (10 class days of leadership courses)
- One required course: Ethics in Action: Leading with Integrity
- A three- to five-page paper on your application of class content in your organization



Tamzin Smith



Tamzin Smith

# Certificate in Policy Strategy

Policy formulation and implementation are complex, dynamic, ongoing processes. As a result, earning your WashU at Brookings's Certificate in Policy Strategy (CPS) is a competitive advantage in both the public and private sectors.

WashU at Brookings policy courses provide analytical tools and knowledge that help you engage more effectively in government decision making, predict likely policy outcomes, and leverage windows of opportunity. In addition, the Global Studies series of courses delivers a comprehensive overview of critical world regions and issues.

Note: You must be enrolled in the CPS to receive course credit for the certificate. However, credit is retroactive to WashU at Brookings courses you attended within a two-year period prior to enrollment. You also may apply five days of class credit from policy courses to the Certificate in Public Leadership program.

There is no application or fee to enroll.

## Eligibility and requirements

- Open to experienced professionals from government agencies, businesses, and nonprofit organizations
- Six required courses: Inside Congress, Inside the White House, Insider's Legs and Regs, Insider's Budget Process, Politics and Policymaking, and U.S. National Security Strategy
- Two to three policy electives totaling four class days

To enroll in either certificate program, contact [registrar@brookings.edu](mailto:registrar@brookings.edu) or call 800-925-5730.

# EXEC Fellowship

WashU at Brookings's nine-month EXEC Fellowship focuses on enterprise leadership – serving the best interests of an entire organization rather than the needs of a single business unit or functional area.

The program is designed for professionals with demonstrated leadership ability who already have mastered fundamental competencies. Fellowship courses prepare you for senior-level positions in your organization by stretching your thinking.

Program faculty members bring their research-based, executive-level content to the classroom, creating an interesting, interactive learning environment. During the fellowship, you also engage with Brookings scholars in informal, off-the-record policy discussions.

Equally important, you benefit from the program's cohort format. You attend sessions with the same individuals throughout your fellowship, which encourages you to get to know and learn from other fellows and develop a career-long professional network. After you complete your 20 classroom days, you will be awarded the WashU at Brookings's Certificate in Public Leadership.

## Five four-day sessions

The fellowship commences with a 2-hour online orientation session on October 3, 2019 followed by five four-day classroom sessions:

- Session 1: Values-Based Leadership | October 28-31, 2019
- Session 2: Leading Thinking | January 13-16, 2020
- Session 3: Leading Change | February 24-27, 2020
- Session 4: Leading the Organization | May 4-7, 2020
- Session 5: Enterprise Leadership | June 8-11, 2020

## Benefits

- Combination of content based on Executive Core Qualifications (ECQs) and cutting-edge business practices adapted for government
- Cohort program creates strong bonds with highly committed professionals across government
- Networking opportunities throughout the fellowship
- Receipt of powerful credential: the Certificate in Public Leadership

## Admissions requirements

- Minimum GS-14 grade level or agency equivalent
- Application
- Current résumé
- Approximately 300-word statement describing how the fellowship will enhance your career
- Recommendation from your supervisor
- Approved and signed training form, with a valid billing address and purchase-order number

Tuition: \$14,500

Application deadline: August 30, 2019

**For more information or to apply, go to [www.brookings.edu/fellowships-programs/exec-fellowship](http://www.brookings.edu/fellowships-programs/exec-fellowship).**





# LEGIS Congressional Fellowship

Work with U.S. legislators and their staffs on Capitol Hill. Learn about policy development and the legislative process. Connect with key decision makers and power brokers. And join a national network of policy entrepreneurs.

For 25 years, WashU at Brookings's LEGIS Congressional Fellowship has been known for the rich, rewarding experience it provides the participants it attracts. Fellows come to the program from government agencies, businesses, and the nonprofit sector.

A former member of Congress and WashU at Brookings's associate dean oversee the fellowship. It begins with an in-depth, eight-day orientation that introduces you to the mechanics of the legislative process. Next, you immerse yourself in legislative activity, participate in committee hearings, draft legislation, brief members of Congress on important issues, write speeches, and serve as a constituent liaison.

Note: LEGIS fellows can apply class credit for the Inside Congress and Insider's Budget Process courses to the Certificate in Policy Strategy.

## Benefits

- Combination of content based on Executive Core Qualifications (ECQs) and cutting-edge business practices adapted for government
- Cohort program creates strong bonds with highly committed professionals across government

- Networking opportunities throughout the fellowship
- Receipt of powerful credential: the Certificate in Public Leadership

## Fellowship term

Orientation: January 2-13, 2020

### Seven-month fellowship

Dates: January 2-July 31, 2020

Early application date: September 6, 2019

Application due: October 25, 2019

Tuition: \$4,525

### Full-year fellowship

Dates: January 2-December 18, 2020

Early application date: September 6, 2019

Application due: October 25, 2019

Tuition: \$6,135

## Eligibility and application

- Demonstrated interest in legislative policy and ability to work independently
- Minimum GS-13 grade level or agency equivalent (public sector candidates)
- Minimum of seven years of management experience (private sector candidates)
- Completed application form

For more information, visit [www.brookings.edu/fellowships-programs/legis](http://www.brookings.edu/fellowships-programs/legis) or contact [legis@brookings.edu](mailto:legis@brookings.edu).



# Women's Leadership Program

WashU at Brookings's Women's Leadership Program advances the unique abilities and perspectives of women – which, in turn, helps them improve the performance of their organizations. During the program, you acquire the skills and mindset to excel as a woman executive.

In a work world with increasingly horizontal and fluid organizational structures, traits common to women – like collaborative, group-oriented behavior – are fundamental to professional success. Leveraging these strengths helps women lead with empathy and purpose.

The Women's Leadership Program is an extraordinary learning experience. You form close bonds with your program cohorts, building relationships that will support you throughout your career. The curriculum is distinct from other WashU at Brookings curricula. Course content has been broadened to enhance the professional development of female government, nonprofit, and private-sector executives.

Tuition: \$6,500

## Courses

- Resonant Leadership
- Negotiating for Success
- Thriving Through Change
- Executive Presence

## 2019-2020 Cohort I:

Enrollment deadline: September 15, 2019

Session 1: October 15-17, 2019

Session 2: December 9-10, 2019

Session 3: January 28-29, 2020

Session 4: February 25, 2020

## 2020 Cohort II:

Enrollment deadline: February 15, 2020

Session 1: March 16-18, 2020

Session 2: April 7-8, 2020

Session 3: May 11-12, 2020

Session 4: June 17, 2020

## Benefits

- Content geared toward challenges faced by women
- Supportive learning environment
- Access to the WashU at Brookings community
- Career-long alumni network of female leaders

For more information, visit [www.brookings.edu/fellowships-programs/womens-leadership-program](http://www.brookings.edu/fellowships-programs/womens-leadership-program) or contact [registrar@brookings.edu](mailto:registrar@brookings.edu).





# Custom Solutions

Work with WashU at Brookings's experts to tailor learning programs to the specific needs and culture of your organization. A series of in-person and online courses are geared to professionals at all stages of their careers. A team of certified coaches supports the goals of your emerging and current leaders. Most of these coaches are retired federal executives with years of leadership experience.

The first step is to engage in comprehensive discussions with you as part of your market research. This phase is critically important to achieving the results you desire. It helps you determine your organization's unique challenges and goals. These conversations also inform your proposals to senior leadership.

WashU at Brookings collaborates with other firms to provide comprehensive leadership-development programs.

**For more information, contact [registrar@brookings.edu](mailto:registrar@brookings.edu).**



Tamzin Smith



Tamzin Smith

# Brookings Executive Education (BEE) On-Site

Less expensive than custom programming, WashU at Brookings's on-site courses – now called Brookings Executive Education (BEE) On-Site – enable your employees to benefit from WashU at Brookings's exceptional content anywhere in the continental United States. Participant travel expenses are eliminated, saving your organization hundreds of dollars per individual. In addition, your per-attendee cost is substantially lowered, especially if 30 employees (maximum) enroll. You purchase classes using the government's Simplified Acquisition Procedures.

BEE On-Site classes cover the same content and are taught by the same instructors as the courses conducted at WashU at Brookings's facilities. Although the on-site courses are not tailored to your specific agency, your employees "customize" the content through their discussions on shared internal issues and challenges.

BEE On-Site participants receive credit toward the Certificate in Public Leadership, a powerful credential.

## Benefits

- Cost-effective, high-impact professional development
- Research-driven, application-based content

**For more information on BEE On-Site courses, visit [www.brookings.edu/on-site-courses](http://www.brookings.edu/on-site-courses) or contact [registrar@brookings.edu](mailto:registrar@brookings.edu).**

# Master of Science in Global Leadership and Strategy

The earlier Master of Science in Leadership program is being replaced to reflect the broader dimensions of leadership in the 21st century. WashU at Brookings is currently developing a unique, new degree that combines the innovative curriculum of the university's Olin Business School and the cutting-edge research of the Brookings Institution.

Much of the content for the 12-month program will be delivered online. To increase diverse perspectives and connections across sectors, students will be recruited from government, business, and nonprofit organizations around the world.

More information on the program will be available at [www.brookings.edu/master-of-science-in-global-leadership](http://www.brookings.edu/master-of-science-in-global-leadership).





# Supporting Veterans

Build on the wide-ranging skills you developed in the military to excel as a leader in civilian government.

WashU at Brookings, together with one of its partner institutions, Washington University in St. Louis, is committed to the career advancement of students from military backgrounds. Military Friendly® Co. – which measures organizations' efforts to sustainably benefit the military community – included the university's Olin Business School on its top 10 award list.

Washington University is a proud supporter of the Post-9/11 GI Bill® and is a full participant in the Yellow Ribbon Program. GI Bill benefits extend to veterans who enroll in WashU at Brookings's offerings and cover tuition for the programs below.

## Use GI Bill benefits to enroll in these offerings:

- Certificate in Public Leadership
- Certificate in Policy Strategy
- EXEC Fellowship
- LEGIS Congressional Fellowship
- Women's Leadership Program

Visit [www.brookings.edu/bee-for-veterans](http://www.brookings.edu/bee-for-veterans) for more information.



Tamzin Smith



Tamzin Smith

GI Bill® is a registered trademark of the United States Department of Veterans Affairs (VA). The absence of the registration symbol ® does not constitute a waiver of VA's trademark rights.

WashU at Brookings and Washington University encourage and give full consideration to all applicants for admission, financial aid, and employment. The university does not discriminate in access to, or treatment or employment in, its programs and activities on the basis of race, color, age, religion, sex, sexual orientation, gender identity or expression, national origin, veteran status, disability, or genetic information. Inquiries about compliance should be addressed to the University's Vice Chancellor for Human Resources, Washington University, Campus Box 1184, One Brookings Drive, St. Louis, MO 63130.

# 2019-2020 Course Calendar

## 2019

### July, 2019

July 15-16, 2019	Strategic Thinking
July 15-18, 2019	Inside Congress
July 30-31, 2019	Digital Government

### September, 2019

September 4-5, 2019	Flexibility and Decisiveness
September 9-10, 2019	Customer Service
September 11, 2019	Agile Organization
September 16-19, 2019	Inside Congress
September 18-19, 2019	Continual Learning and Change
September 23-24, 2019	Networks and Partnerships

### October, 2019

October 2-3, 2019	Motivation, Meaning, and Morale
October 15-17, 2019	Women's Leadership Cohort I Kickoff
October 22-23, 2019	Insider's Legs & Regs
October 23-24, 2019	Ethics in Action
October 28-31, 2019	EXEC Fellowship Kickoff
October 30, 2019	Data Analytics

### November, 2019

November 4-5, 2019	Inside the White House
November 13-14, 2019	Creativity in Organizations
November 18-19, 2019	Finance for Nonfinancial Managers
November 20-21, 2019	Influence and Informal Leadership

### December, 2019

December 4-5, 2019	Developing Others: Leader as Coach
December 9-10, 2019	U.S. National Security Strategy
December 11-12, 2019	Communicating for Success

## 2020

### January, 2020

January 2-13, 2020	LEGIS Fellowship Orientation
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### February, 2020

February 10-11, 2020	Insider's Budget Process
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### March, 2020

March 16-18, 2020	Women's Leadership Cohort II Kickoff
March 23-24, 2020	Visioning & Leading Change
March 25-26, 2020	Politics & Policymaking

### April, 2020

April 1-2, 2020	Teaming for High Performance
April 6-7, 2020	Problem Solving Through Critical Thinking
April 15-16, 2020	Human Capital
April 20-21, 2020	Global Studies: East and South Asia
April 22-23, 2020	Interpersonal Savvy
April 28, 2020	Strategic Foresight
April 29-30, 2020	Innovation and Entrepreneurship

### May, 2020

May 4-7, 2020	Inside Congress
May 13-14, 2020	Negotiation: Strategies for Results
May 18-19, 2020	Courageous Leadership
May 20-21, 2020	Resilience
May 28, 2020	Operational Excellence

### June, 2020

June 1-2, 2020	Conflict Resolution
June 3-4, 2020	Cross-Cultural Connections Inside the White House
June 8-9, 2020	Organizational Alignment
June 9-10, 2020	Accountability for Results
June 15-16, 2020	Global Economic Policy
June 22, 2020	Inside the Judiciary

## JULY

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## SEPTEMBER

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## OCTOBER

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## NOVEMBER

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## DECEMBER

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## JANUARY

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## MARCH

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## APRIL

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## MAY

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## JUNE

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# Course Listing by Executive Core Qualification (ECQ)

Competency	Course Title	Page
<b>ECQ1: Leading Change</b>		
Creativity	Creativity in Organizations	14
External Awareness	Africa	20
External Awareness	The Americas	20
External Awareness	East and South Asia	20
External Awareness	Europe	20
External Awareness	Global Economic Policy	20
External Awareness	The Middle East	20
External Awareness	U.S. National Security Strategy	20
Flexibility	Flexibility and Decisiveness	15
Resilience	Resilience in Leadership	17
Strategic Thinking	Strategic Thinking: Driving Long-Term Success	17
Vision	Visioning and Leading Change	17
<b>ECQ2: Leading People</b>		
Conflict Management	Conflict Resolution	13
Developing Others	Developing Others: Leader as Coach	14
Leveraging Diversity	Cross-Cultural Connections: Leveraging Diversity	14
Team Building	Teaming for High Performance	17
<b>ECQ3: Results Driven</b>		
Accountability	Accountability for Results	13
Customer Service	Customer Service	14
Entrepreneurship	Innovation and Entrepreneurship	15
Problem Solving	Problem Solving Through Critical Thinking	16
<b>ECQ4: Business Acumen</b>		
Financial Management	Finance for Nonfinancial Managers	15
Human Capital	Human Capital	15
Technology Management	Digital Government: Maximizing Technology	14
<b>ECQ5: Building Coalitions</b>		
Influencing	Influence and Informal Leadership	15
Negotiating	Negotiation: Strategies for Results	16
Partnering	Networks and Partnerships	16
Political Savvy	Inside Congress	19
Political Savvy	Inside the Judiciary	19
Political Savvy	Inside the White House	19
Political Savvy	Insider's Budget Process	19
Political Savvy	Insider's Legs and Regs	19
Political Savvy	Politics and Policymaking	19
<b>Fundamental Competencies</b>		
Continual Learning	Continual Learning and Change	13
Interpersonal Skills	Interpersonal Savvy for Leaders	15
Integrity/Honesty	Courageous Leadership	13
Integrity/Honesty	Ethics in Action: Leading with Integrity	14
Integrity/Honesty	Organizational Alignment: Connecting Strategy and Values	16
Oral Communications	Communicating for Success	13
Public Service Motivation	Motivation, Meaning, and Morale: Strategies for Engagement	16

# Courses



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# Leadership Courses

## Accountability for Results

Results matter – to Congress, the administration, and the American public. The ability to demonstrate positive outcomes helps your agency build trust and secure resources. The course addresses organizational, rather than individual, performance issues. You acquire diagnostic tools for improving and measuring enterprise-wide results.

Date: June 15-16, 2020

Tuition: \$1,995

## Communicating for Success

Improving your communication skills enhances your ability to lead. Learn how to convey information more clearly, concisely, and authentically. Effective communication also helps you create buy-in with a diverse group of stakeholders from different cultural and professional backgrounds.

Date: December 11-12, 2019

Tuition: \$1,995

## Conflict Resolution

Conflict is a fact of organizational life. But persistent disputes can sap morale, damage professional relationships, and impede results. The course teaches you alternative approaches to diagnosing and resolving conflicts. It begins with an assessment of your personal conflict style. You use the assessment to identify your behavior patterns during stressful situations. Structured exercises enable you to practice and receive feedback on your new skills.

Date: June 1-2, 2020

Tuition: \$1,995

## Continual Learning and Change

How will your agency navigate in a budget-constrained, fast-paced environment? Success requires strategic foresight, adaptability, agility, and the ability to get your organization where it needs to go. The course introduces you to the concept of a learning organization and the culture and people who support it.

Date: September 18-19, 2019

Tuition: \$1,995

## NEW!

### Courageous Leadership

(formerly a component of Daring to Lead)

The organizations of tomorrow will need courageous leaders to guide their people through unprecedented adversity and change. In this fast-paced and highly interactive class, you learn the essential elements of courage and the skill set required to boost them.

For millennia, philosophers and psychologists have differentiated four types of courage: physical, social, moral, and creative. Each type is critical to courageous leadership. Physical courage is the ability to control your physical self to maintain courage “under fire.” Social courage is the power to remain strong against pressures to conform. Moral courage means doing what is right, instead of what is expedient. Creative courage is the courage to lead people into the uncharted territory of the future.

Date: May 18-19, 2020

Tuition: \$1,995

Note to Master of Science in Leadership students:  
The Courageous Leadership course fulfills half of the two-credit-hour required Daring to Lead class.



Tamzin Smith



Tamzin Smith

### **Creativity in Organizations**

Leaders who think creatively – and who cultivate that ability in themselves and their teams – add great value to their organizations and society. During the course, you learn that creativity is a teachable process, not simply an innate talent. You also engage in a variety of experiential activities that build your idea formulation and development skills and help you make these skills a habit.

Date: November 13-14, 2019

Tuition: \$1,995

### **Cross-Cultural Connections: Leveraging Diversity**

Consider the challenges of the 21st century: national security risks, humanitarian and natural disasters, revolutionary technological advances, and the unprecedented pace of change. Increasingly, professionals like you are being called on to be globally competent. The course teaches you how diverse perspectives keep organizational thinking flexible and responsive. It also examines how inclusiveness promotes teamwork and differences can be leveraged to improve performance.

Date: June 3-4, 2020

Tuition: \$1,995

### **Customer Service**

How can your agency meet or exceed growing customer expectations, even with limited resources? For starters, you must learn a new lexicon that describes the relationship between citizens and the government. The course introduces you to a framework that explores the roles of citizens, frontline workers, and leaders. The class also explains how you can improve the quality of your service. Takeaways include a dynamic customer focus that improves organizational performance.

Date: September 9-10, 2019

Tuition: \$1,995

### **Ethics in Action: Leading with Integrity**

Gain greater self-awareness, tools for moral reasoning, and a robust ethical framework for everyday decision making. The course explores the meaning of integrity, values, and beliefs and how they shape behaviors and direct actions. Class discussions examine the responsibilities of public service and matters of public interest.

Date: October 23-24, 2019

Tuition: \$1,995

### **Developing Others: Leader as Coach**

One of your most important responsibilities as a manager or executive is developing leadership bench strength within your agency. Leadership development prepares the next generation of government professionals for 21st century governing challenges. The course provides strategies for creating a robust leadership pipeline and coaching employees at all levels of their careers.

Date: December 4-5, 2019

Tuition: \$1,995

### **Digital Government: Maximizing Technology**

When it comes to IT projects, do you ask the right questions – and understand the answers? Identify new technology trends that could fundamentally change how your agency does business. The course helps you better understand digital technologies such as social media, wireless technologies, and cloud computing – and the barriers that may prevent their optimal use. You discuss issues related to the adoption of digital tools, learn the language of the landscape, and develop insight into the economics of digital government.

Date: July 30-31, 2019

Tuition: \$1,995



## Flexibility and Decisiveness

As a leader, you sometimes make decisions in a context of uncertainty – when pertinent information is unavailable or unknown. Internal and national politics, evolving technology, and global events add to decision-making complexity. As a result, knowing when to be flexible and when to be decisive is critical. The course outlines the two different approaches to decision making and provides a framework for their use. Employing the right approach at the right time increases individual, team, and organizational productivity.

Date: September 4-5, 2019

Tuition: \$1,995

## Finance for Nonfinancial Managers

To be effective in their positions, all government managers and executives need to have a basic understanding of federal financial management. The course teaches you how to be a prudent financial steward, work with budgets, and meet financial requirements. You learn how to ensure that funds are used consistently within their appropriations and prioritize projects to maximize limited resources.

Date: November 18-19, 2019

Tuition: \$1,995

## Human Capital

Challenge your assumptions on – and approaches to – maximizing talent. The course outlines research-based steps to positively influencing human behavior. In addition, the class covers important topics, such as budget cuts, talent acquisition, and employee retention. Course takeaways include new thinking and insights that help you engage and motivate your employees and boost your agency's performance.

Date: April 15-16, 2020

Tuition: \$1,995

## Influence and Informal Leadership

Learn about informal leadership, defined as influence without the use of formal power. Informal leadership drives success in organizations, enabling you to effect positive change; secure the cooperation of other individuals; and, in the process, advance your career. The course explores the foundational frameworks of informal leadership and the behaviors required to exercise influence without formal power ethically and effectively.

Date: November 20-21, 2019

Tuition: \$1,995

## Innovation and Entrepreneurship

All organizations – including government organizations – must create value for their stakeholders. Leaders who innovate are better able to deliver greater results with fewer resources. During the course, you acquire tools and techniques to foster new ideas and accelerate the pace of innovation within your agency.

Date: April 29-30, 2020

Tuition: \$1,995

## Interpersonal Savvy for Leaders

The leadership challenges of the new millennium are unparalleled. Helping your agency tackle 21st century challenges requires a host of personal abilities that engage your head and your heart, including stamina, courage, and emotional intelligence. The interactive course develops your self-awareness, social awareness, self-management, and relationship-management skills.

Date: April 22-23, 2020

Tuition: \$1,995





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### Motivation, Meaning, and Morale: Strategies for Engagement

The heart of effective government leadership centers on motivation. Managing employees is one thing; inspiring them is altogether different – and it produces greater results. During the course, you rediscover the ideals and values that give meaning to public service.

Date: October 2-3, 2019

Tuition: \$1,995

### Negotiation: Strategies for Results

Successful negotiation extends beyond simple influence and persuasion techniques. Instead, it is defined as a finely honed ability to understand and apply techniques for win-win solutions. During the course, you learn the psychology and practice of effective negotiation – enhancing the quality and logic of your negotiation agreements and increasing the likelihood of true consensus.

Date: May 13-14, 2020

Tuition: \$1,995

### Networks and Partnerships

More and more of the challenges government leaders face extend beyond their agency functions, capabilities, and capacity. During the course, you learn how to build networks across your agency and government. You also gain processes for finding, framing, and formulating cross-boundary problems and challenges. As a result, you develop enterprise-wide solutions that create value for the American public.

Date: September 23-24, 2019

Tuition: \$1,995

### NEW!

### Organizational Alignment: Connecting Strategy and Values

(formerly a component of Daring to Lead)

The course teaches you how to strategically align your agency's mission, goals, and purpose. Alignment occurs when the three elements reinforce each other, providing a clearer organizational vision and results. Alignment helps you organize agency activities and individuals to support strategic direction.

The course also introduces you to several frameworks and processes that enable you to understand how each part of your organization fits into the broader strategy. When you bring strategy into your employees' daily work, organizational change can take root. Participants discuss how alignment requires specific, value-based decisions; personal leadership change; and collaboration to ensure a commitment to change priorities.

Date: June 9-10, 2020

Tuition: \$1,995

Note to Master of Science in Leadership students: The Organizational Alignment course fulfills half of the two-credit-hour required Daring to Lead class.

### Problem Solving Through Critical Thinking

When they tackle complex challenges, management teams often end up solving the wrong problem, wasting time and resources, and impeding results. Learn how to find, frame, and formulate problems and eliminate biases that affect your decisions. Course content emphasizes the application of critical-thinking processes to your specific agency experiences.

Date: April 6-7, 2020

Tuition: \$1,995



## Resilience in Leadership

Research indicates that people's habits of thinking directly affect how they respond to challenges and opportunities.

Negative habits can undermine the success individuals work so hard to achieve. The course describes the seven factors that comprise resilience, four practical skills that make your thinking more flexible and accurate, and the five characteristics that define a resilient leader. You learn how to model resilience, mentor your people in resilience, and create a workplace where your employees' resilience can flourish.

Date: May 20-21, 2020

Tuition: \$1,995

## Strategic Thinking: Driving Long-Term Success

Engaging in strategic thinking before you develop your strategic plan enables you to pinpoint organizational challenges and opportunities. The course provides a strategic thinking framework you can use to inform your agency's investments in people and processes as well as the trade-offs you make because of limited resources. The course also introduces you to the steps involved in strategy implementation.

Date: July 15-16, 2019

Tuition: \$1,995

## Teaming for High Performance

Understanding and leveraging team dynamics is vital to organizational performance. The course teaches you about different types of teams, the stages of group development, and the foundational elements of successful teams. During class, you participate in team activities and receive feedback on your performance.

Date: April 1-2, 2020

Tuition: \$1,995

## Visioning and Leading Change

An important test of leadership is defining and advancing an organizational vision as a prelude to change. The course provides innovative methods that significantly improve your ability to implement change initiatives. It also introduces you to the "leading at the crossroads of change" model that provides new thinking on who, how, and when to engage in the change process.

Date: March 23-24, 2020

Tuition: \$1,995



# Leadership Labs

The federal government has used Executive Core Qualifications (ECQs) to develop members of the Senior Executive Service for 30 years. Although many of the competencies are timeless, other competencies must adapt to the dramatic changes that have occurred in the fields of leadership, technology, management, and strategy.

WashU at Brookings is launching several Leadership Labs to provide you with new tools and thinking to excel as leaders.

## NEW!

### Agile Organization: Tools to Manage Disruption and Change

Agile organizations seem to have burst on the scene in the federal government. In reality, agile methods date back to the 1960s. The U.S. government initiated many of the practices, which involved software programming. Simultaneously, many organizational designs outside of IT emerged during the 1960s to 1980s. In the ensuing decades, agile organizations have become a growing way to organize and manage many kinds of government activities.

The daylong lab introduces you to the challenges and opportunities of adopting and running an agile government organization.

Date: September 11, 2019

Tuition: \$995

## NEW!

### Data Analytics for Public Leaders

Every organization must adapt to a data-driven world, where decisions are based on fundamental business logic as well as real-time and high-dimensional data. Data science is the process of making these data-informed and data-driven decisions. The process requires that leaders understand the technological platform of data acquisition, storage, and manipulation. It also requires knowledge of data-driven decision-making techniques, their advantages, and their disadvantages.

The first half of the lab provides a framework for data-driven decision making. The second half of the lab examines two major analysis tools. You are taught how to apply these techniques to different types of problems and examine the advantages and disadvantages of each technique.

Date: October 30, 2019

Tuition: \$995



## NEW!

### Operational Excellence: Business Practices for Government Results

Projects serve as vehicles for organizational innovation and change. To achieve positive results, projects must establish their value proposition and be planned and executed effectively. Successful projects also require support from multiple stakeholders, who almost always have conflicting interests.

The one-day lab introduces you to project management and helps you lead change in your agency. During the morning session, you examine what constitutes positive results.

The afternoon session focuses on advanced stakeholder-management methods. As a result, you are better able to sustain long-term relationships with key stakeholders and implement organizational changes, strategic initiatives, and major projects.

Date: May 28, 2020

Tuition: \$995

## NEW!

### Strategic Foresight: Anticipating the Future

The lab helps you cultivate strategic foresight. More specifically, it provides tools to predict how changes in technology, demographics, the environment, and society affect your agency. Recognizing where and how these changes are likely to occur – and developing capabilities to respond to them in a timely and cost-effective manner – is critical for your agency's long-term success.

Content draws on forecasting methods and scenario planning, along with an analysis of large-scale trends, such as the aging population and artificial intelligence. Consequently, you develop a more informed perspective on prospective events and the uncertainty involved in your attempts to understand them. Finally, the lab explores the individual and organizational biases that underpin the Cassandra syndrome – the tendency of organizations to dismiss valid concerns – and how they can be overcome.

Date: April 28, 2020

Tuition: \$995



# Policy Courses

## Inside Congress

Acquire behind-the-scenes knowledge of Capitol Hill and the legislative process. During the course, you engage with current and former members of Congress, congressional staff members, media correspondents, lobbyists, and other key decision makers. You also walk the corridors of the Capitol, observe floor action, and attend committee hearings. The course provides you with an in-depth understanding of how Congress really works.

Dates: July 15-18, 2019  
September 16-19, 2019  
May 4-7, 2020

Tuition: \$2,075

## Inside the White House

Enacting legislation on Capitol Hill is only part of the policymaking process. Congress regularly enacts vague laws, leaving policy details to the discretion of executive branch agencies. The policy process also includes the White House agenda – formally, through the budget, or informally, through the president’s bully pulpit. Rules, regulations, and executive orders can significantly affect an organization’s bottom line. The course focuses on the many dimensions of executive power and their effect on your enterprise.

Dates: November 4-5, 2019  
June 8-9, 2020

Tuition: \$1,995

## NEW!

## Inside the Judiciary

Appointed by the executive branch and confirmed by the legislative branch, the judicial branch has the mandate to determine the constitutionality of the law and provide equal justice under the law. The judicial branch is the least defined of the three branches of government. The constitution establishes one Supreme Court and other courts “as the Congress may from time to time ordain and establish.” During the one-day class, you acquire an inside look into the judiciary and its role in the constitutional system. Designed to complement the Inside Congress and Inside the White House courses, the new class explores the intersection of policy and law in the third pillar of government. You learn about the federal court system, the types of cases brought before the judiciary, and the judiciary’s relationships with the other branches of government.

Date: June 29, 2020

Tuition: \$995

## Insider’s Budget Process

The in-depth course examines the federal budget process and the formulation of the president’s budget, the congressional budget, and appropriations. You receive a comprehensive overview of the policy decisions involved, and you determine how to best position your organization during funding decisions. In addition, you learn how nongovernmental organizations engage in important budget deliberations.

Date: February 10-11, 2020

Tuition: \$1,995

## Insider’s Legs and Regs

Gain a more sophisticated understanding of the legislative policy formulation process and the regulatory policy implementation process. The course is designed for senior-level professionals who already are familiar with the workings of Congress. Speakers cover topics such as markup sessions and the Office of Management and Budget’s Office of Information and Regulatory Affairs’ reviews. You come away from the course with the strategic knowledge to advance your organization’s legislative and regulatory agendas.

Date: October 22-23, 2019

Tuition: \$1,995

## Politics and Policymaking

How can you predict changes in government policies? And what strategies can you employ to leverage these changes? The course explains the policymaking process and provides new thinking on policy formulation in the legislative and executive branches of government. In addition, the class prepares you to monitor and analyze political trends so your organization can anticipate and effectively engage in policy debates.

Date: March 25-26, 2020

Tuition: \$1,995



Tamzin Smith

## U.S. National Security Strategy

The United States faces a world of volatility, uncertainty, complexity, and ambiguity. Challenges come from numerous factors and actors – including the growing power of China and India, a shift in power from Atlantic to Pacific regions, North Korea's rogue weapons program, cyberwarfare, humanitarian and natural disasters, and terrorist organizations. During the course, you explore new security-policy strategies with experts in the field.

Date: December 9-10, 2019

Tuition: \$1,995

## Global Economic Policy

Responsible for about one-fourth of global GDP, the U.S. economy is the largest in the world. The health of the U.S. economy affects the global economy. But the global economy's performance is vitally important to the United States as well. The course provides an overview of economic policy issues, along with the ongoing debates that accompany them. Topics include international trade, financial risk management, emerging capital markets, tax policy, regional financial issues, labor, and demographics.

Date: June 22, 2020

Tuition: \$995

## Global Studies

### Africa

Policymakers and financial stakeholders are drawn to the myriad ways global economic interdependency is unfolding in Africa – a continent rich in natural resources. The United States' national interests in Africa are broad and include terrorist threats, global health epidemics, food security, humanitarian assistance, rule-of-law initiatives, and security assistance. The course raises several important questions: What role should the United States play in the region? Is AFRICOM accomplishing U.S. strategic objectives? And how will the United States' increased focus on the Asia Pacific region and China's increased engagement with Africa affect U.S. political, economic, and security concerns in Africa?

Date: Next Offered 2020-2022

Tuition: \$1,995

### The Americas

North and South America represent the largest and most important trade blocks in the world. The region has abundant natural resources; energy reserves; and, in most countries, stability. The course provides an overview of the challenges facing the hemisphere, with particular emphasis on the United States' changing relationships with Venezuela and Cuba.

Date: Next Offered 2020-2021

Tuition: \$1,995



## East and South Asia

Many questions surround East and South Asia's economic, political, and social climate. For example, China's continued economic growth and integration into the global community are uncertain. At the same time, India is growing its economy and expanding its military. The course examines how developments in Beijing, New Delhi, Seoul, and Jakarta affect U.S. policy.

Date: April 20-21, 2020

Tuition: \$1,995

## Europe

For decades, Europe was a stable region secured by the North Atlantic Treaty Organization and bolstered by the economic cohesiveness of the European Union. The rise of populism and Brexit and the reemergence of Russia have made the region less stable. Countries across the continent remain key U.S. allies, however, and are vital to national security.

Date: Next Offered 2020-2022

Tuition: \$1,995

## The Middle East

Middle East volatility continues to roil U.S. foreign policy. Consider, for example, the Israeli-Palestinian conflict, Syrian civil war, and ISIS. New dynamics are influencing American engagement in the region. But is the United States reacting to or actually shaping events? The course examines the security, economic, and political issues that define U.S. policy in the region.

Date: Next Offered 2020-2022

Tuition: \$1,995



# Registration

## How to Register

Register for WashU at Brookings courses at 800-925-5730, registrar@brookings.edu or www.brookings.edu/executive-education.

Your course registration is not final and your class space is not secure until WashU at Brookings receives your payment in full or an approved government purchase order. The registrar will email you written confirmation within 10 business days after your payment and completed registration form are received. Registration for all courses closes at 12 p.m. Eastern Time the day before the class start date.

You may substitute classes for yourself or one of your employees without penalty. All substitution information must be submitted to registrar@brookings.edu 48 hours before the course start date. WashU at Brookings reserves the right to accept or reject an alternate attendee for offerings that require a minimum level of management experience.

## Payment Methods

- Visa, MasterCard, or American Express credit card
- Government purchase card (International Merchant Purchase Authorization Card)
- Check (made payable to Washington University in St. Louis: Tax ID No.: 43-0653611)
- Approved government purchase order
- Money order
- Wire transfer

Tuition and course dates are subject to change without notice.

## Online Registration

Online registration enables you to register yourself or other individuals quickly and easily, make payments, update your profile, generate invoices, and verify enrollment. Visit www.brookings.edu/how-to-register for details or click the “register” button for any course listed on the website.

If your payment method is an approved government purchase order, you may register online and submit a copy of the completed purchase order to registrar@brookings.edu or fax a copy to 202-797-4363. Go to the “Registration Information” tab on WashU at Brookings’s website for a sample SF-182 form that includes vendor information and helpful tips.

## Cancellation and Attendance Policy

Penalties apply for classes cancelled within a specific time period prior to the course dates (outlined in the chart below). All requests for cancellations, substitutions, or transfers must be made in writing to **registrar@brookings.edu**.

If you miss any class day or a portion of any program because of weather, illness, or other circumstances, WashU at Brookings is unable to reimburse you for any part of the course tuition or offer complimentary participation in any subsequent iteration.

For all courses held in Washington, D.C.			
Business days before program	Substitutions	Transfer fee	Cancellation fee
30 days or more	Yes, if appropriate	None	None
15-29 days	Yes, if appropriate	25% of original cost	50% of original cost
2-14 days	Yes, if appropriate	50% of original cost	100% of original cost
1 day	Not permitted	Not applicable	100% of original cost

For LEGIS Congressional Fellowship			
Business days before program	Substitutions	Transfer fee	Cancellation fee
14 days or fewer	No	None	50% of original cost

## Course Cancellation Policy

If Brookings Executive Education cancels a course for any reason, you are responsible for any travel costs you have incurred. In the event of a cancellation, every effort will be made to notify you immediately and to find an appropriate course you can transfer into. You will not be charged transfer fees described in the cancellation policy section.

## Program Location and Hours

Unless indicated otherwise, all courses will be held on the Brookings Institution campus in Washington, D.C., or at a nearby facility. Classes generally run from 8:30 a.m. to 4:30 p.m. The exact time and location will be included in the final agenda you receive two weeks prior to the class start date.

## Inclement Weather Policy

WashU at Brookings follows the federal government’s policies on inclement-weather closings. If the federal government closes because of bad weather, WashU at Brookings closes too. All scheduled events will be cancelled, and you will not be allowed in the building. If the federal government calls for a delayed opening or offers liberal leave, WashU at Brookings will open on time, and courses will proceed as scheduled.



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[www.brookings.edu/executive-education](http://www.brookings.edu/executive-education)  
[registrar@brookings.edu](mailto:registrar@brookings.edu)



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