Master of Science in Leadership

Develop New Thinking for 21st-Century Leadership Challenges
“The best way to predict your future is to create it.” — Abraham Lincoln
A Degree of Distinction

The Master of Science in Leadership is the lynchpin of executive success.

Granted by Washington University in St. Louis (WUSTL) and delivered via Brookings Executive Education (BEE), the Master of Science in Leadership (MS-Leadership) degree has been described as innovative, strategic, and transformative. We are enormously proud to have created a program that shares the same benefactor of both WUSTL and The Brookings Institution: Robert S. Brookings. Our goal is his goal: to provide government leaders with new thinking and creative tools to address complex challenges.

This unique degree, expressly for leaders in the public sector, is intended for the best and brightest—those who are willing to stretch themselves and engage with award-winning faculty and government thought leaders to develop new strategies and processes for addressing the “wicked problems” of the 21st century. Like public service itself, the MS-Leadership degree is grounded in historical traditions yet is forward-looking to build new capacities for those who serve the American public.

Albert Einstein is quoted as saying, “We can’t solve problems by using the same kind of thinking we used when we created them.” This is particularly apropos of the MS-Leadership curriculum. Our content provides government managers with practical theories and frameworks to successfully lead change in their organizations. In fact, we are immensely gratified to hear from MS-Leadership students who have applied their classroom experience to successfully lead change . . . and in some cases, used new thinking to save millions of taxpayer dollars.

Our nation is fortunate to have people of the highest caliber and commitment in public service. Our commitment to those who serve is not only to provide them with new capabilities to lead in turbulent and challenging times, but also to provide a supportive and caring environment in which they can experiment and grow. We are dedicated to the success of all those who engage with Brookings Executive Education and welcome the opportunity to assist you in your quest for leadership excellence.

Sincerely,

Mary Ellen Joyce, PhD
Executive Director, Brookings Executive Education

Lamar Pierce, PhD
Academic Director, Master of Science in Leadership, Brookings Executive Education
Associate Professor of Organization and Strategy, Olin Business School, Washington University

“...This degree is an excellent way to continuously learn, whether you are currently Senior Executive Service or aspiring to it. I have applied the new frameworks and tools learned to a wide range of immediate challenges with outstanding and lasting results.”

— BEE course participant
Master of Science in Leadership

BEE’s Leading Thinking™ curriculum, the foundation of our MS-Leadership degree, is proving to be transformative for individuals and their organizations. This distinctive degree is one of the few offered in the United States for leaders in the public sector and is unique in its emphasis on practical application for tackling the multifaceted problems that the government is called upon to solve.

A Real-World Foundation
Experience a learning environment unlike any other, exploring critical leadership issues in the modern complexity of government and public leadership. The MS-Leadership degree is:
• Delivered via Brookings Executive Education
• Granted by Olin Business School at Washington University in St. Louis
• Designed with a flexible curriculum so you can take courses as time and resources allow

Develop Mastery
There’s never been a greater need for forward-thinking, resilient leaders than there is today. An MS-Leadership degree will prepare you to meet today’s challenges head-on. The curriculum was developed for those who are immersed in the challenges of today’s government. Content focuses on developing the leadership abilities needed to comprehensively frame challenges, work with others to come up with creative and valuable solutions, and implement them even in the most difficult of circumstances, such as when a leader has limited or no formal authority.
• Learn how to address the “wicked problems” that leaders grapple with daily
• Explore unique cases featuring current issues, which provide direct connections to challenges unique to government
• Faculty includes thought leaders fully immersed in the processes of leading in government
• Peer-to-peer networking further connects you across government agencies

Demonstrate OPM ECQs
Unlike many other programs, the MS-Leadership program allows you to vividly demonstrate your proficiency within each of the Office of Personnel Management Executive Core Qualifications (OPM ECQs). There is a course in this degree program addressing each OPM competency. In fact, the MS-Leadership degree is becoming recognized as a model of Senior Executive Service (SES) preparation and development.
• Understand each competency and demonstrate your proficiency by reducing course content to practice
• Align your development efforts with OPM ECQs
• Coursework can become part of your application package for the SES, explicitly highlighting your qualifications and demonstrated capabilities
• Demonstrate return on investment

brookings.edu/ExecEd  800-925-5730
Leading Thinking™

The MS-Leadership degree boasts Olin Business School’s award-winning curriculum and is part of BEE’s paradigm for executive success: Leading Thinking™. It is not enough to merely learn certain leadership behaviors. Rather, it is crucial to develop the ability to lead thinking in order to gain trust, empower others, and lead your team to achieve a shared vision.

Through Leading Thinking™, you will learn how to guide yourself, as well as lead others, to find, frame, and formulate challenges using proven processes that overcome common biases and foster improved teamwork. You will learn how to continuously advance your thinking through the STAR Model, in which participants are trained to Stop and Think before Acting, followed by Reflection. In effect, the STAR Model fosters an awareness of the thought process itself, sharpening your ability to make wise decisions.

Because the emphasis of the MS-Leadership degree is on thinking—not just on learned behaviors—Leading Thinking™ is creating transformative leaders. MS-Leadership graduates are poised to become the kind of leaders who cultivate success and flourish in their careers.

STAR MODEL

| STOP | THINK | ACT | REFLECT |

From Active Duty to Executive Service

Our nation’s veterans are uniquely qualified to continue their service as government leaders. However, many veterans have found that the transition from military to civilian service is not as seamless as it appears. The leadership skills that led to advancement in the military are not always the same ones that lead to promotion in civilian government. The MS-Leadership degree provides the skills, aptitude, and mindset to bridge that gap.

Matriculating in the MS-Leadership program provides post-9/11 veterans now in civilian service with a grounding in the competencies deemed essential for executive success. BEE’s Executive Pathways courses support veterans in their quest to develop the thinking, behaviors, and skills necessary for the SES. In addition, with the assistance of a writing coach, they will hone their ability to express themselves in a variety of formats. MS-Leadership is a unique and comprehensive program through which our veterans can advance in their civilian careers.

In recognition of the service and sacrifice of veterans, Washington University in St. Louis proudly supports the U.S. Department of Veterans Affairs’ (VA) Yellow Ribbon Program. Honorably discharged veterans with at least 36 months of active duty could be eligible for 100% tuition benefits. In other words, earning an MS-Leadership degree may be paid in full for those who qualify.

For advice on how to get the most out of VA tuition benefits, watch our YouTube video by searching “Brookings Yellow Ribbon Benefits.”

Questions about the program should be directed to Kyle Cronan, Associate Director of Graduate Business Financial Aid, Olin Business School, Cronan@wustl.edu or 314-935-6610.
Choose Your Own Path

The accredited MS-Leadership curriculum centers on a series of courses that can be taken in any order and spread over seven years or even more.* These courses are complemented by a daylong Orientation-Master Class in Washington, D.C., and two weeklong residential courses held at Washington University in St. Louis.

**ORIENTATION-MASTER CLASS**

During this daylong experience, you will discuss the parameters, expectations, and opportunities of your MS-Leadership degree. This day culminates with a master class session of presentations and fellowship, during which best-in-class examples of applying theory to practice are reviewed and celebrated.

**DARING TO LEAD RESIDENTIAL COURSE**

During this immersion week, you will develop and understand your principal motivations for leading. You also will learn how to design organizations and lead them dynamically so that you can deliver superior results while avoiding unintended consequences.

**EXECUTIVE PATHWAYS SERIES**

Select 22 of the 24 courses offered through BEE’s Executive Pathways series, which are anchored in the OPM ECQs. In addition to addressing the behaviors associated with each competency, courses promote the thinking that precedes any action in order to better lead your organization.

**MS-LEADERSHIP CAPSTONE RESIDENTIAL COURSE**

The capstone integrates content from the 23 previous courses and addresses the distinctive qualities of executive-level thinking and the mindset needed for senior leadership success.

Showcase Your Success

To receive credit for each course, you are required to write a five- to ten-page paper within nine months of each classroom experience, which gives you time to showcase your new leadership abilities and reduce to practice what you’ve learned. Additionally, a writing coach helps you elevate your written communication skills. These papers also can serve as agency documentation of return on investment for course funding and demonstrate that all four levels of the Kirkpatrick model for training (a standard evaluation approach) are achieved.

Convenient and Cost-Effective

The MS-Leadership degree is a pay-as-you-go program. There is no yearly tuition or other annual student fee. In addition to the course tuition, MS-Leadership students are responsible for a $200 course assessment fee, due at the time of each course’s registration. Student papers will be accepted and processed once the assessment fee is paid.

Financial Aid: Yellow Ribbon

MS-Leadership candidates who qualify for the post-9/11 GI Bill can take advantage of Olin’s participation in the Yellow Ribbon Program. This program can enable veterans to earn their MS-Leadership degree at no cost. Questions about the program should be directed to Kyle Cronan, associate director of Graduate Business Financial Aid, Olin Business School, Cronan@wustl.edu or 314-935-6610.

* MS-Leadership students can matriculate for longer than seven years if they are continually enrolled in courses each year to make annual progress toward the degree.
“BEE maintains the balance between instructor-led material and invaluable guest speakers. Hearing government leaders provide a practical application of the material makes the content even more relevant.”

~ MS-Leadership candidate