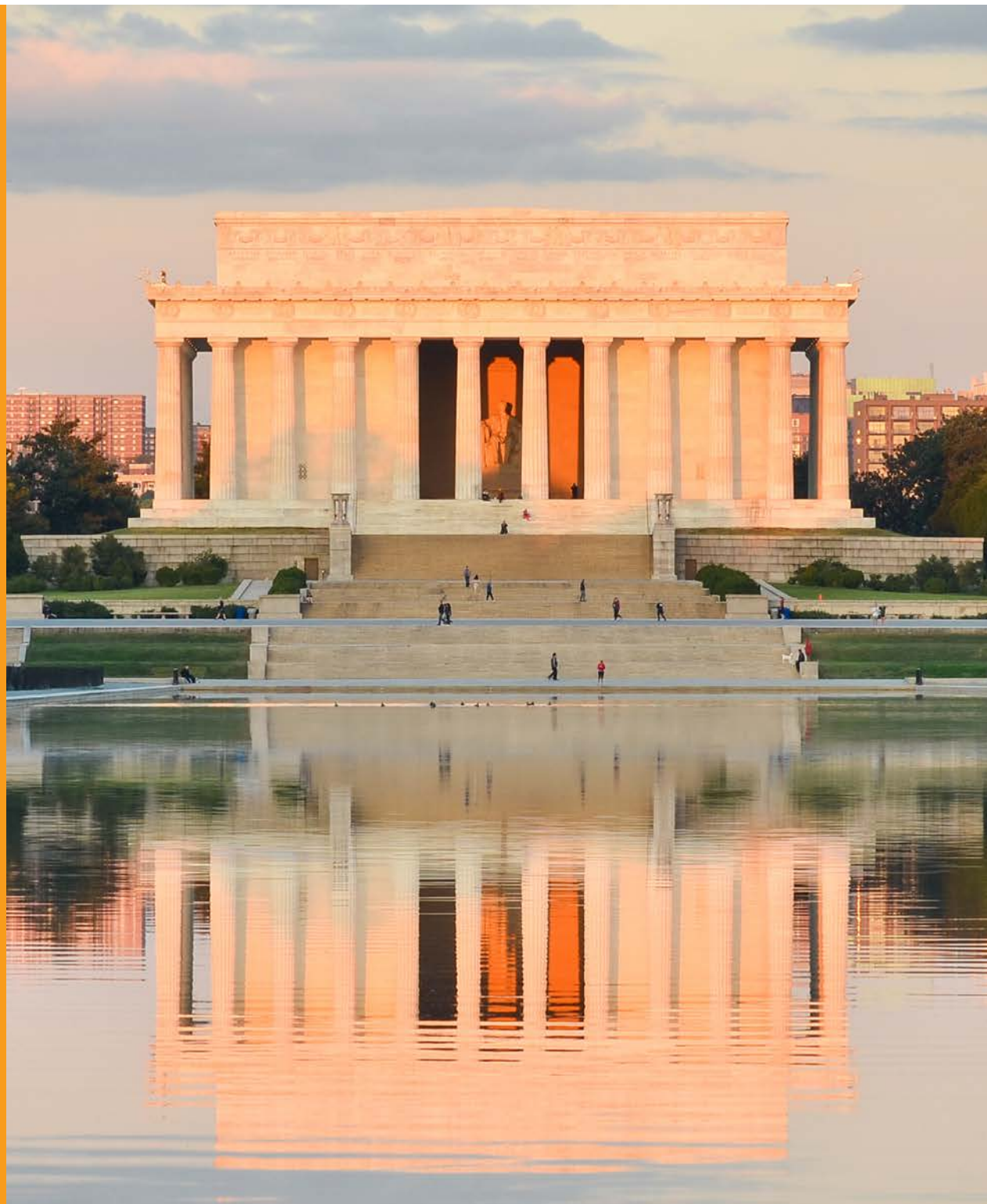


Executive Development Programs 2017–2018



BROOKINGS

 **Washington**
University in St. Louis

Brookings Executive Education

A letter from
Jackson Nickerson

Associate Dean
and Director,
Brookings
Executive
Education



Brookings Executive Education: The Government's Business School

Not long ago, a colleague asked me what is Brookings Executive Education (BEE)? In response I described that BEE is a partnership between two exceptional institutions: the Brookings Institution and Olin Business School at Washington University in St. Louis. The Brookings Institution is known as the world's leading policy think tank. Olin Business School is one of the nation's top business schools, which is part of Washington University in St. Louis, one of the world's leading universities.

While this parentage is impressive, my description didn't do the trick. My colleague wanted to know about what BEE does? I explained that BEE strives to be the premier provider of executive education for those engaged in or with government. In essence, BEE invests in and develops leaders in the art of successfully tackling the wicked problems of government as well as those problems at the intersection of government, business, and non-profits (also referred to as tri-sector challenges). BEE's programming offers cutting-edge leadership development by focusing and advancing a leader's thinking and their ability to shape others' thinking. Participants can take programs directly in leadership and also in policy entrepreneurship, which is designed to deepen understanding of how to engage Congress and the administration to advance policy initiatives. BEE's philosophy for developing participants is called Leading Thinking®.

My colleague asked one more question. What does BEE offer that Business Schools and Schools of Public Administration don't offer? What, if anything, makes BEE special? I explained that while business principles are valuable for private enterprises, many business principles are not useful or applicable in government settings at least because of the nature of authorities and funding in government and especially from the oversight of Congress. Schools of Public Administration tend to focus on policy development and prescriptions as well as on management and typically don't offer advanced leadership development.

BEE offers unique value by innovating to bring together the best business school leadership principles appropriately mapped into and shaped for government settings and by offering broad, deep, and cutting edge leadership education unrivaled by any school of public administration.

In response, my colleague said, "I get it, Brookings Executive Education is the B-school for government." Building off this insight, I responded by saying, "I like your summary but let's call it the government's BEE-school."

If you want to experience cutting-edge leadership development, then we invite you to give the government's BEE-school—Brookings Executive Education—a try.

Best wishes,

Jackson Nickerson, Ph.D.



Stephen Finn

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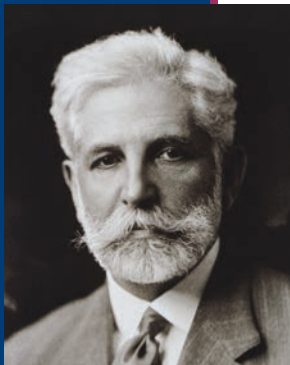
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Robert S. Brookings

His Leadership and His Legacy



Brookings Executive Education is honored to be the 21st-century embodiment of Robert S. Brookings' (1850–1932) remarkable vision. Rising from a factory clerk to become one of St. Louis' great philanthropists, Mr. Brookings is credited with reinventing Washington University in St. Louis as president of its Board of Trustees for 33 years, as well as with creating the Brookings Institution.

Washington University in St. Louis and Olin Business School

Currently ranked 15th overall in the nation by *U.S. News & World Report*, Washington University in St. Louis (WUSTL) is renowned for its scholarship and innovation in science, medicine, business, and the arts. Its distinguished faculty members have received numerous awards for research, including 24 Nobel Prizes.

The university's Olin Business School is recognized for its faculty, scholarly research, and partnerships with leading institutions across the globe. WUSTL students are regarded as among the best in the world, and are prepared to enter the workforce with a high degree of integrity, a strong work ethic, and leadership skills that exceed the standards of the best organizations. Olin faculty are in the vanguard of researchers who learn from industry and government, develop new theories with practical applications, and seek to understand when and how these insights map into real-world settings. Olin's award-winning curriculum is transforming business and government organizations alike.

The Brookings Institution

Mr. Brookings devoted the latter part of his life to bringing fact-based study to governmental and business processes, founding the DC-based think tank that bears his name, the Brookings Institution. Brookings is proud to be continuously ranked as the most influential, most quoted, and most trusted think tank in the world. Brookings' high-quality research, independence, and convening power help generate innovative, practical solutions to today's challenges.

Brookings Executive Education

As Mr. Brookings envisioned a century ago, Brookings Executive Education (BEE) is committed to developing the mastery of today's managers and executives in policymaking and organizational leadership. His plans for Brookings included the Robert S. Brookings Graduate School, designed, in his words, to "teach the art of handling problems rather than simply impart accumulated knowledge." This graduate school ultimately evolved into the executive education function at the Brookings Institution. Brookings' quest to develop a cadre of public- and private-sector managers adept in leading change is fulfilled today through the curriculum, like the BEE Executive Fellowship program, and credentials such as BEE's *Executive MS-Leadership* degree and the Certificate in Policy Strategy. The partnership between WUSTL and the Brookings Institution brings Robert Brookings' vision full circle.



Brookings Hall, Washington University in St. Louis

BROOKINGS |  **Washington University in St. Louis**
Brookings Executive Education



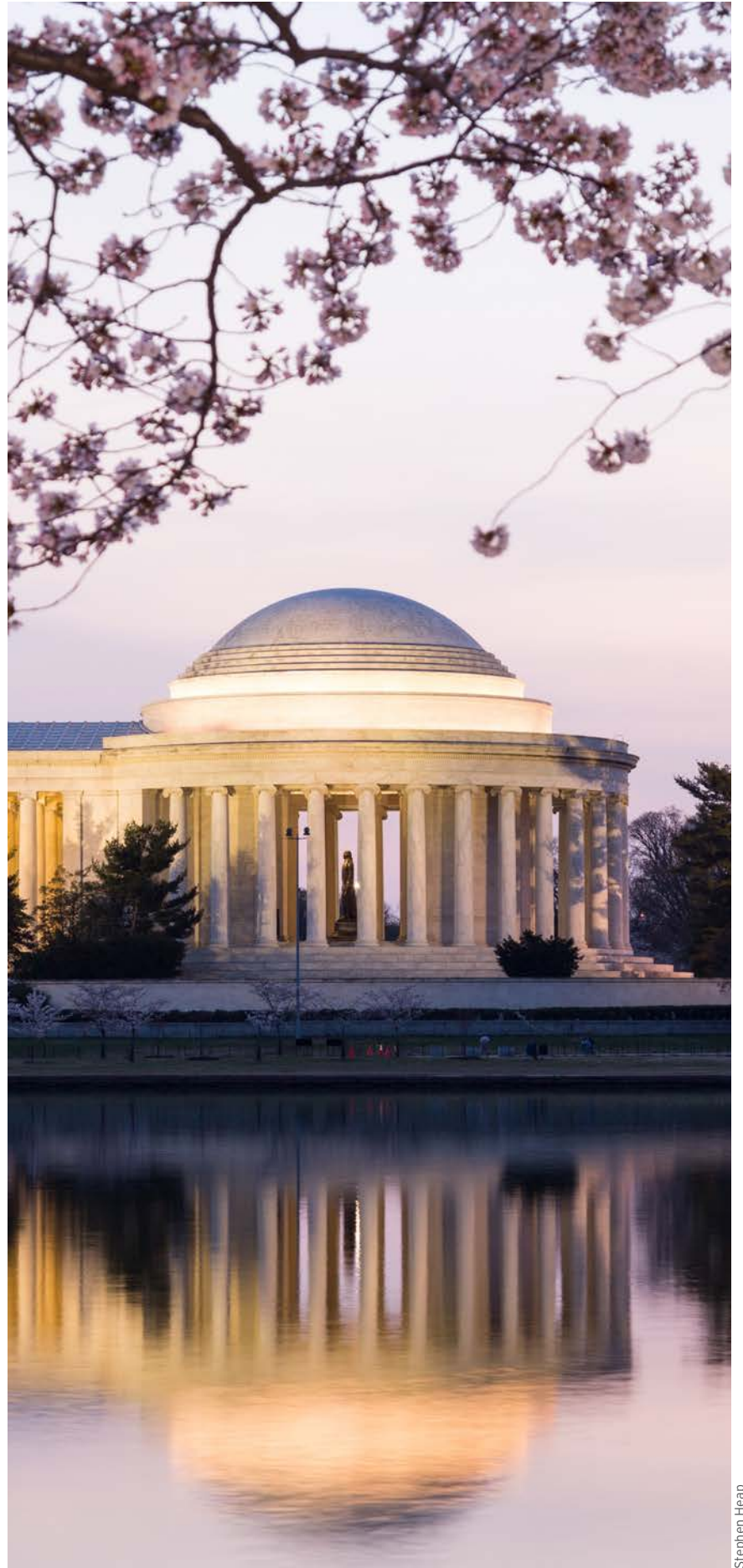
The Brookings Institution, Washington, DC

“There lives a man ... who has done the thing we all dream of doing. He started with nothing, achieved success early, made his millions at forty-six, and then, still in the young prime of life, devoted his means and brain and time to wise and active philanthropy. (His career) is crowded with more achievements than most men manage in a whole lifetime. These include the development of a tottering college into a great university of world-wide fame, the organization and development of three institutions for scientific research into the business problems of government, and a brilliant record of patriotic service in one of the most important of our war-time activities.”

From *World's Work*,
January 1927

Expand
Your Ability

Degree and Certificate Programs



Stephen Heap

Certificate in Public Leadership (CPL)

NEW in 2017! Redesigned to help you excel as a public leader

Pursue a distinctive credential that advances and recognizes the leadership capabilities of government managers and executives. Brookings Executive Education's (BEE) *Certificate in Public Leadership (CPL)* allows you to deepen and broaden your skill set while enhancing your resume and gaining a network of colleagues and contacts that span across government.

In recognition of budget reductions and time constraints, BEE is making it easier for you to achieve the *Brookings Certificate in Public Leadership (CPL)*. While strongly encouraged, attendance at a week-long leadership residency is no longer required. This adjustment will apply for all those currently enrolled in the CPL program. In lieu of the five-day residency, participants will be required to attend *Problem Solving Through Critical Thinking* and complete the course assessment (see details below), which replaces the previously required assessment for completion of the CPL. The course *Leading with Integrity: Ethics in Action* remains a CPL requirement.

Apart from programs Problem Solving and Ethics, participants may select from any of BEE's courses to complete the 20-day classroom requirement. These program choices include leadership and policy courses, specialty seminars, or Women's Leadership. Through these courses you will learn to excel as a public leader. And, of course, credit toward the CPL can be granted for any BEE course delivered at an agency through a *BEE with YOU* class.

How You Benefit

- Deepen and broaden your leadership skills and thinking
- Receive a unique credential from a world-renowned organization
- Find course content matched to a range of career levels, goals, and skill sets
- Study as time and resources allow, thanks to a flexible time frame
- Interact with Olin Business School experts, Brookings scholars, policy analysts, authors, and other thought leaders
- Enjoy invitations to special seminars and functions at Brookings Executive Education

"Brookings Executive Education is a first-rate experience!! Every federal agency should take advantage of this training developed specifically for federal leaders by experts who understand the federal environment."

- CPL Recipient

"A professional awakening on how I can improve government within my sphere of influence."

- CPL Recipient

Certificate in Public Leadership Requirements

<i>Leading with Integrity: Ethics in Action</i> (p. 45)	3 days
<i>Problem Solving Through Critical Thinking</i> (p. 40)	2 days
Elective courses (choose any BEE courses)	15 days
Total	20 days

"By far one of the best investments of time and resources I've made in my career. I have become the enterprise leader my agency needs and values."

- CPL Recipient

Requirements and Eligibility

All U.S. federal, state, and local government employees may enroll in the *CPL*.

Twenty days of BEE courses are required to earn the *CPL* and include *Leading with Integrity: Ethics in Action* and *Problem Solving Through Critical Thinking*. There is no time limit or mandatory sequence for completing the 20 days of classroom learning. Participants are encouraged to enroll in the courses that match development plans or professional interests.

The *CPL* requires active participation in the classroom along with completion of the assessment for *Problem Solving Through Critical Thinking*. This paper provides a useful reflection to assess and document a course's return on investment to both you and your organization.

You must register to participate in the *CPL*. Registration is free. You may receive credit for courses attended within a two-year period prior to enrollment.

Register at registrar@brookings.edu or 800-925-5730.

Certificate in Policy Strategy (CPS)

Brookings Executive Education's (BEE) *Certificate in Policy Strategy (CPS)* provides you with the tools and analytic framework needed to effectively engage in policymaking, and a unique credential from a world-renowned public policy and research think tank.

With this course of study you will master the art of Policy Entrepreneurship®. You will learn how to analyze when windows of opportunity are likely to open, predict the parameters of change, and advise on how to prepare for and respond to these changes. Most importantly, you will learn the fine art of policymaking from some of the most renowned policy entrepreneurs in the field.

In addition to completing the six required courses, you are invited to take a deep dive into the geopolitical, economic, and social issues facing various regions of the world, e.g., East/South Asia, the Middle East, the Americas, and Africa. Hear directly from the experts who will strengthen your understanding of the political and economic challenges and the threats and opportunities within these important regional communities.

Certificate in Policy Strategy Requirements

Mandatory Courses:

Choice of:

- *Inside Congress* (p. 23) 4 days
- or-
- *Executive Inside Congress* (p. 23) 2 days

Inside the White House (p. 24) 2 days

The Insider's Legs and Regs (p. 24) 3 days

The Insider's Budgetary Process (p. 25) 2 days

Politics and Policymaking (p. 25) 2 days

Global Challenges, Threats, and Opportunities: U.S. Perspective (p. 27) 2 days

Elective Courses:

Choice of two *Regional Challenges, Threats, and Opportunities* courses (p. 27):

- *The Middle East* (p. 27) 2 days
- *The Americas* (p. 27) 2 days
- *Africa* (p. 27) 2 days
- *East and South Asia* (p. 27) 2 days
- *Europe* (p. 27) 2 days

Total 16-18 days

How You Benefit

- Enhance skills and confidence to engage in policymaking
- Sharpen analytical and political skills to propel your career and benefit your organization
- Interact with analysts, authors, and thought leaders who are affecting the future of the United States
- Take courses as your time and resources allow
- Master the art and science of Policy Entrepreneurship®
- Understand the mindset, objectives, and operations of U.S. governing institutions

Requirements and Eligibility

This certificate requires enrollment in all *Inside Government* series courses (p. 22) and two courses from the *Global Challenges* series (one mandatory and one elective, p. 26). BEE's CPS is most relevant to mid-level and senior managers from nonprofits, associations, and corporations or government managers and executives ranked GS13 to SES (or military equivalent).

You must register to earn the CPS. Registration is free. You may receive credit for courses attended within a two-year period prior to enrollment.

Those who have or are pursuing a *Certificate in Public Leadership* can apply five days of course credits toward the CPS. Other exemptions may apply and will be considered on a case-by-case basis.

Register at registrar@brookings.edu or **800-925-5730**.

"In my professional opinion, the CPS is a 'must do' for anyone moving into a senior position within their respective agency. The prescribed course of study provided me with the necessary baseline understanding of policies and procedures that govern the functions of the executive and legislative branches and provided me with the confidence I need to effectively participate in those processes. I can't thank BEE enough!"

- CPS Recipient

Executive Master of Science in Leadership

The Thinking, the Tools, the Credential for Today's Leaders

Brookings Executive Education's renowned program in leadership has a new designation, "*Executive*" *Master of Science in Leadership*—to reflect the curriculum, the student population, and the environment of today's leaders. Granted by Washington University in St. Louis, the *Executive MS-Leadership* program provides you with the qualifications for leading change and solving multifaceted challenges in government.

Program Overview

The *Executive MS-Leadership* program is designed for working professionals who aspire to achieve excellence in their lives and in the organizations they lead. While the curriculum is based on the federal government's competency model for the Senior Executive Service (OPM ECQs), it has been expanded to equip today's leaders with cutting-edge business practices. This combination of deep knowledge of the government context and Olin's research-based, award-winning content is what makes this degree program unlike any other.

As a student you will have a great deal of flexibility to determine your pace of study. The majority of the *Executive MS-Leadership* program is completed through courses held at the Brookings Institution in Washington, DC. Each DC-based course is conducted as a short two- or three-day module. In addition to courses at Brookings, you also will attend two week-long residential courses in St. Louis. Graduates of the *Executive MS-Leadership* program receive a Master of Science in Leadership from Washington University in St. Louis.

"I've now completed three-fourths of the classes and have grown as a leader to the point where I can fully understand and frequently guide the dynamics of the workplace. Last year, I was selected to serve on the agency's Fostering Leadership Competencies committee. I believe the MS-Leadership program has allowed me to increase my contribution to accomplishing our agency's mission, a rewarding and deeply appreciated outcome of the program."

- *Executive MS-Leadership* Student



Mark S. Wrighton, Chancellor of Washington University in St. Louis

Leading Thinking®

Leading Thinking®, BEE's unique approach to developing leaders, serves as the foundation of the curriculum. The journey to excellence in leadership begins with recognizing and building on an individual's philosophy of living a full and complete life. Through a hands-on practical curriculum, students acquire the tools to help them identify their leadership values, develop a process of inquiry, and comprehensively formulate challenges to solve complex problems. This process guides students in their journey to develop the mindset required to be an exceptional leader.

“The MSL has helped me view problems with many different lenses and has equipped me with tools to address the problems. The lessons learned through the program have assisted me greatly in being able to innovate and reinvigorate our organization.”

- Executive MS-Leadership Student

Curriculum and Program Requirements

As an *Executive MS-Leadership* student, you need to complete 30 course hours of instruction. You will begin your journey at *Daring to Lead*, a week-long course at Washington University in St. Louis. Following the residency at Olin you will select courses from the *Executive Pathways* series offered throughout the year. To provide students flexibility in course selection, more courses are offered than the required 30 credit hours. However, the following six *Executive Pathways* courses are required for degree completion:

- *Communicating for Success*
- *Leading with Integrity: Ethics in Action*
- *Leading Innovation and Creating Value*
- *Problem Solving Through Critical Thinking*
- *Strategic Thinking*
- *Visioning and Leading Change*

Executive Pathways courses are held at or nearby the Brookings Institution in Washington, DC.

Finally, you will complete your course of study with a capstone experience - Enterprise Leadership - conducted at WUSTL and held immediately prior to graduation.

Students are required to take a minimum of two courses per calendar year to maintain active status, but are strongly encouraged to take more. Degree requirements must be completed within seven years of acceptance into the program.

EXCEPTIONAL LEADERSHIP

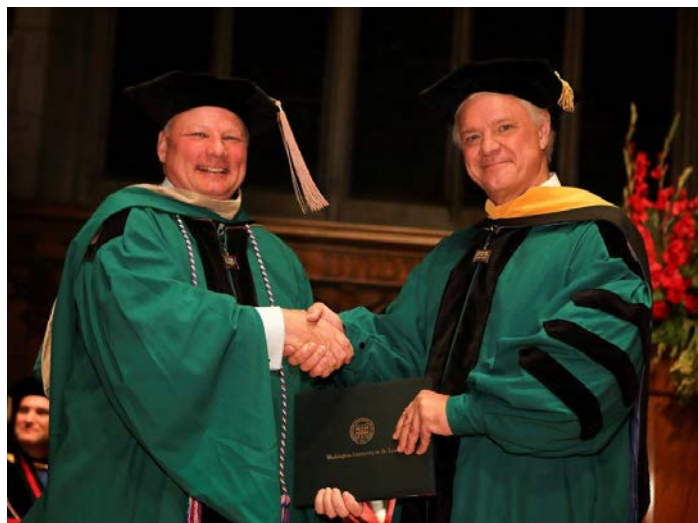
YOUR LEARNING AND REFLECTION

YOUR COMPETENCIES

YOUR MINDSET AND ITS ACTIVATION

PERSONAL VALUES DERIVED FROM YOUR PHILOSOPHY

YOUR PHILOSOPHY FOR LIVING A FULL AND COMPLETE LIFE



Ron Klein Photography

A recent *Executive MS-Leadership* graduate and Mark P. Taylor, Dean of Olin Business School

“I started working on a CPL and transitioned to MS-Leadership. I felt like I couldn’t just stop. I was able to apply things learned immediately and wanted to continue that. The assessments make it a very hands-on process.”

- Executive MS-Leadership Student

As a student you are required to submit a short, five to seven page paper for each *Executive Pathway* course in which you recount your experience applying the course content. Through these individual assignments you will find, frame, and formulate challenges in your workplace, implement tools learned in courses, and reflect on the process. This model for assessment enables you to immediately apply course concepts and grow your leadership capabilities. These papers also serve as documentation of your mastery of the OPM Executive Core Qualifications (ECQs), a set of competencies necessary for senior government executives called upon to solve complex agency- and government-wide challenges.

“The instructors are of the highest caliber and provide critical insights on how to handle complex problems. They not only offer leadership insights and tools but challenge you on how to make yourself better as a leader. I found the principles taught to be highly useful in countering the daily grind that your mind and body take working in a resource constrained environment.”

- MS-Leadership student

The Executive MS-Leadership Requirements

30 credit hours required for degree completion including:

25 credits hours at the Brookings Institution in Washington, DC

- Executive MS-Leadership courses are offered as two- or three-day modules.
- Credit is earned once the final assessment is submitted and graded following the course.

Two-day courses = 1 credit hour

Three-day courses = 1.5 credit hours

and 5 credits at the Olin Business School in St. Louis.

Five-day courses = 2.5 credit hours

BEE alumni may be granted credit for up to three courses taken prior to Executive MS-Leadership enrollment. To receive credit you must submit a course assessment and pay the corresponding assessment fee for each course you wish to be granted Executive MS-Leadership credit. Applicable courses are determined on a case-by-case basis.

Tuition

The Executive MS-Leadership degree is a pay-as-you-go program. Master's students have no yearly tuition or other annual student fee.

For FY 2018, Executive MS-Leadership students pay

Two-day course (1 credit): \$1,950 course fee plus \$200 assessment fee

Three-day course (1.5 credits): \$2,575 course fee plus \$200 assessment fee

The standard course fee and the \$200 course assessment fee are required at the time of each course's registration. The assessment fee covers the feedback from course faculty and BEE's writing coach on the student's written assessment.

How to Apply

To apply for the Executive MS-Leadership please submit:

- an application
- transcripts
- a résumé
- a personal statement detailing why you are interested in pursuing the Executive MS-Leadership

You may apply online. Go to: <https://www.brookings.edu/master-of-science-in-leadership/> for link to online application. Application does not require a fee.

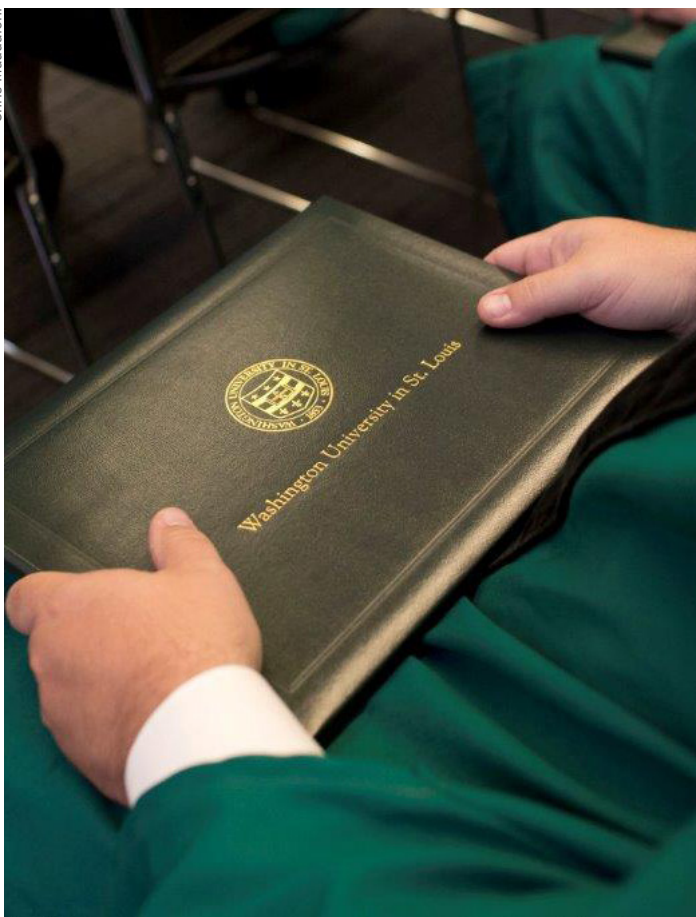
Following receipt of these application materials, a phone interview will be scheduled with a member of the Admissions Committee. For more information, please contact registrar@brookings.edu.

Brookings Executive Education 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.

"What I gain from the MS-Leadership program is the opportunity to immediately apply what I learn ...to challenges at the office. It is exciting and rewarding to see ideas from the classroom come alive at work and change the trajectory of projects and programs."

- Executive MS-Leadership Student

Chris Maddaloni



Demonstrate Proficiency: Earn a Badge from BEE



Digital Badges quickly are becoming recognized as a valuable method for sharing and verifying credentials for high-performing individuals. They serve as validated acknowledgement of achievement. Badges also represent a commitment to lifelong learning and highlight various accomplishments or knowledge attainment.

With funding from the MacArthur Foundation, Mozilla created Open Badges in 2011 as a vehicle to recognize learning. Today, Open Badges allows organizations to issue digital learning badges that serve as representation of a learned skill. You, the recipient, can display your badges in one place and share them across a number of social media platforms like LinkedIn. BEE Badges, renewed biennially, are linked back to the issuer thereby providing criteria for the receipt of a badge to be accessed by the broader community.

Demonstrate your readiness for senior-level positions in your agency by earning badges in each of the OPM ECQs. Course descriptions and tuition are found on pages 34-45. In addition to the per class tuition, payment of a \$200 assessment fee will be required at the time of paper submission.

Available BEE Badges



Leading Thinking

A badge in Leading Thinking will signal ability consistent with BEE's competency on solving the right problem the first time. Completion of the

following courses and the submission of a three-page paper describing how the content of any one course was reduced to practice will earn the recipient a digital badge.

- *Problem Solving Through Critical Thinking*
- *Strategic Thinking: Driving Long-Term Success*
- *Leading Innovation and Creating New Value*
- *Visioning and Leading Change*



Leading Change

A badge in Leading Change will signal ability consistent with OPM's ECQ for leading change.

The required three-page paper will describe how the recipient led a change effort in their organization. Participants select four of the following six courses for this badge:

- *Inspiring Creativity in Organizations*
- *Politics and Policymaking*
- *Resilience in Leadership*
- *Strategic Thinking: Driving Long-Term Success*
- *Visioning and Leading Change*
- *Flexibility and Decisiveness*



Leading People

A badge in Leading People will signal ability consistent with OPM's ECQ for leading people.

The required three-page paper will describe how the recipient has successfully led individuals to achieve organizational goals. The required four courses for this badge are:

- *Strategies for Conflict Resolution*
- *Global Leadership: Leveraging Differences*
- *Leaders Growing Leaders*
- *Creating High-Performance Teams*



Leading for Results

A badge in Leading for Results will signal ability consistent with OPM's ECQ for leading to achieve results. The required three-page paper will describe

a results driven leader who has led activities to accomplish organizational goals. The required four courses for this badge are:

- *Accountability for Results*
- *Leading Innovation and Creating Value*
- *Problem Solving Through Critical Thinking*
- *Excellence in Customer Service*



Business Acumen and Coalition Building

A badge in Business Acumen and Coalition Building will signal being adept in business skills and partnering across organizations to achieve mission-

oriented goals, which is consistent with two of OPM's ECQs.

The required three-page paper will describe a leader who understands core business processes and can bridge barriers to achieve results. Participants may select four of the following six courses for this badge:

- *Finance for Nonfinancial Managers*
- *Digital Government*
- *Maximizing Human Capital*
- *Building Networks and Partnerships*
- *Leading Through Influence*
- *The Art and Science of Negotiation*

For more information contact registrar@brookings.edu.

Badging is subject to licensing agreement.

BEE for Veterans

Take Charge! Leverage Your Military Experience into Civilian Success



The Joint Forces needed you to be an innovative, adaptive leader to lead cohesive teams that thrived in conditions of complexity and uncertainty to accomplish the mission. The American people counted on you to deliver results, which you did.

Now your continuity of service extends to your civilian career. How will you complement your years of military experience to become an enterprise-level leader who sees organizational problems as opportunities? How will you garner the needed commitment of your civilian colleagues when creating a mission-oriented, results-driven vision for your organization? With Brookings Executive Education as your education partner, you can build on your years of service to become an exceptional civilian leader.

The Veterans at BEE have taken charge of their leadership path and understand firsthand the power of BEE's leadership development programs. They've transitioned and broadened their military skills and abilities and developed new mindsets for success in civilian government.

Like other Veterans at BEE, you will experience a learning environment that enhances thinking and sharpens tools to address complex challenges. BEE staff understand and support the educational needs of veterans, providing coaching and mentoring throughout their BEE journey.

At BEE you will join a team of dynamic *Executive MS-Leadership* students and alumni who are innovative, strategic, and transformative leaders. We encourage you to join our community to develop your skills as a senior leader to prepare for the challenges ahead.

Take charge of your career using your GI Bill® benefits to enroll in:

- *Executive MS-Leadership*
- *Certificate in Public Leadership*
- *Certificate in Policy Strategy*
- *LEGIS Congressional Fellowship*
- *Women's Leadership Network*

Visit www.brookings.edu/bee-for-veterans/ for more information.

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.



Tamzin Smith Photography

"I wanted to learn more about what it means to be a civilian leader - at BEE I have learned to reframe issues and how to deal with them by building a team with a diverse group of people to get them to do things when they don't have to and not just fall back on the military style directive."

- BEE Veteran Participant



"All the good leadership experience I gained while in the military can absolutely be transferred to any work sector; but what BEE helped me to do is to better understand the culture of my new work environment and alter my approach in that setting in order to be the most effective leader possible."

- BEE Veteran Participant

Enhance
Your Career

Fellowships



© Cvandyke | Dreamstime.com

BEE Executive Fellowship

Aspiring executives can now develop the thinking and behaviors needed for senior-level success at a significantly reduced cost compared to centralized agency programs or individual courses through a year-long cohort-based interagency experience, all while potentially earning credit towards the *Executive MS-Leadership*.

Prepare yourself for senior leadership positions in your agency by becoming a BEE Executive Fellow, a unique “customizable cohort” learning experience. As a BEE Executive Fellow, you will attend five cohort courses that ground you in BEE’s research-based, award-winning paradigm for executive success: *Leading Thinking*®. You also will receive vouchers to attend other BEE competency-focused leadership courses to close any perceived leadership gaps.

As an Executive Fellow you will benefit from the close relationships developed with peers across government and expand your networks even further by interacting with the entire BEE learning community in the five open enrollment courses. In addition to the five cohort courses (content all based on OPM ECQs), you also will receive vouchers to attend five open enrollment leadership courses (listed in the *Executive Pathways* section of the catalog, pages 32-45) based on the specific knowledge, skills, and behaviors you want to develop.

Executive Fellows also will have the option of completing three course assessments that document their mastery of a variety of ECQs. A writing coach will work with you to fine-tune your document(s), providing you with the basis of an SES application.

The 12-month program consists of a total of 20 classroom days and the BEE *Certificate in Public Leadership* is awarded upon completion of the fellowship.

Tuition: \$12,000

FY18 Cohort: October 2017-September 2018

Application Deadline: August 14, 2017

Cohort Courses

- October 11-12, 2017: *Leading Change*
- January 9-10, 2018: *Strategic and Critical Thinking*
- March 21-22, 2018: *Leading Through Influence*
- June 5-6, 2018: *Leading Innovation and Creating New Value*
- September 18-19, 2018: *Values Based Leadership*

Five vouchers to be used on *Executive Pathways* courses—October 2017 - September 2018 (See pages 32-45 for eligible courses)

FY19 Cohort: October 2018-September 2019

Application Deadline: August 14, 2018

Cohort Courses

- October 3-4, 2018: *Leading Change*
- January 8-9, 2019: *Strategic and Critical Thinking*
- March 12-13, 2019: *Leading Through Influence*
- June 26-27, 2019: *Leading Innovation and Creating New Value*
- September 18-19, 2019: *Values Based Leadership*

Five vouchers to be used on *Executive Pathways* courses—October 2018 - September 2019

***“Go for it, but make sure you go to Brookings.
They are the best.”***

- BEE Executive Fellows Participant

***“An awesome opportunity and an excellent value.
Cutting edge, applicable topics/courses.”***

- BEE Executive Fellows Participant



Executive Fellowship Add-on:

As an Executive Fellow you can extend your professional development experience via executive coaching. A series of 10 coaching sessions is available at a discounted price of \$1,500. Coaching is conducted by phone with a certified executive coach and BEE faculty member. Coaching may be purchased at any time during your fellowship.

Executive Fellows also have the opportunity to attend the ECQ Writing Seminar at a reduced rate of \$1,000. This tuition is available only during the fellowship. See page 54 for more information about this highly instructive seminar.

"Brookings Executive Fellowship is 'definitely' the school of choice for this great learning experience. The breadth and depth of information from the professions help me to explore my path to becoming a SES."

- BEE Executive Fellows Participant

"BEE helps you learn about who you are and who you want to become."

- BEE Executive Fellows Participant

"I would absolutely refer others to the program. In fact I already have."

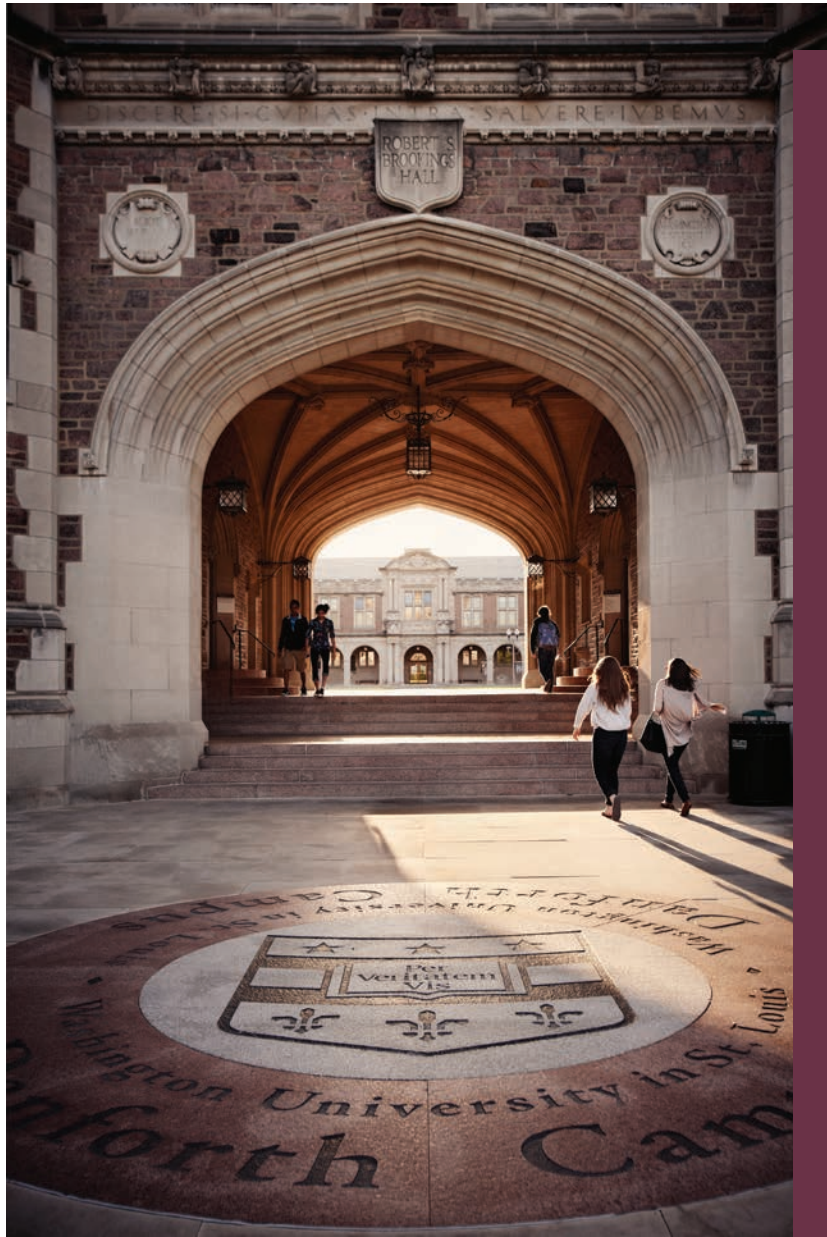
- BEE Executive Fellows Participant

Be a BEE Fellow

To apply, go to www.brookings.edu/fellowships-programs/bee-executive-fellowship/

You will need to provide:

- a current résumé
- a recommendation by your supervisor
- a statement describing the relevance of the fellowship to your career goals (approximately 300 words)
- a completed, approved, and signed training form, including a valid billing address and purchase order number



Washington University in St. Louis

Founded in 1853, Washington University in St. Louis is an internationally recognized, independent university. The university founded its business school in 1917 and established an MBA degree program in 1950. The university has more than 14,000 students from all 50 states and more than 120 nations. It also has over 125,000 alumni, more than 18,000 of whom are graduates of Olin Business School, with alumni clubs in 53 cities around the world. Washington University in St. Louis is honored to claim 24 Nobel Laureates, many of whom undertook a significant portion of their award-winning work at the university. WUSTL has proudly hosted six U.S. presidential or vice presidential debates - more than any other institution.

 **Washington**
University in St. Louis
OLIN BUSINESS SCHOOL



Ron Klein Photography

BEE LEGIS Fellowship

Join a Renowned Community on Capitol Hill and Engage in the Policymaking Process

The *LEGIS Congressional Fellowship (LEGIS Fellowship)* provides an exceptional opportunity for experiential learning. While working on Capitol Hill, you will gain practical congressional insight and return to your organization with a clear and comprehensive understanding of the legislative policymaking process. In addition, you will have an enduring network of valuable contacts on Capitol Hill and throughout many federal agencies—a broad community of policy entrepreneurs.

For more than 20 years, the Brookings Executive Education (BEE) *LEGIS Fellowship* has been renowned for the diversity of participants it attracts—from government managers to private-sector executives to military officers. Moreover, the *LEGIS Fellowship* fosters a strong alumni network in which LEGIS Fellows assist and advise one another year after year, creating a community of policy entrepreneurs across government.

For public-sector managers, LEGIS is an opportunity to acquire an in-depth understanding of the legislative process that will help your agency interact more effectively with Congress and build your résumé with a unique cross-branch fellowship. Corporate executives gain a more thorough knowledge of congressional affairs and public policy to strengthen their companies' relationships with policymakers in Washington, DC.

The *LEGIS Fellowship* starts with an eight-day intensive Orientation where you will be equipped with insight and tools to excel as a Congressional fellow. Co-led by a former member of Congress and BEE's Associate Director, the rigorous training includes a workshop on resume writing and a job fair.

"To participate in Democracy at work (positive or negative), yielded an eye opening, educational and inspirational experience. Benefits to oneself and career can be summed up in one word—Priceless!"

- BEE LEGIS Fellow

Benefits

- A unique opportunity to spend an extended period of time on Capitol Hill, gaining an insider's understanding of the legislative process
- Exceptional networking opportunities with other senior federal and corporate executives
- Lasting relationships with members of Congress and congressional staff
- Enhanced understanding of political pressures in Congress
- Opportunities to promote a positive opinion of your home agency to Congress
- Ability to position your agency to more productively engage with Congress

"The LEGIS Fellowship was the most rewarding program of my career. I gained incredible insight into the legislative process, factors that influence Members of Congress, and what type of information is most useful to staffers. I would highly recommend this program."

- BEE LEGIS Fellow

Tamzin Smith Photography



LEGIS Fellowship Add-ons

LEGIS Fellows have the opportunity to take advantage of BEE leadership and policy courses. They may:

- Attend two complimentary BEE courses (residential courses not included), if taken within a year of the fellowship's completion.
- Receive a 33% tuition reduction for any two BEE courses (residential courses not included) taken within two years of the fellowship's completion.
- Receive eight days of credit toward the 20 required days to earn a Certificate in Public Leadership. LEGIS Fellows will receive credit for the Inside Congress and The Insider's Legs and Regs requirements of the Certificate of Policy Strategy.

Fellowship Term

Spend 7 or 12 months working in the office of a member of Congress or serving on the staff of a committee in the U.S. Senate or U.S. House of Representatives, becoming part of the action on Capitol Hill.

Orientation: January 3-12, 2018

Seven months

Dates January 3-August 3, 2018

Applications Due October 27, 2017

Tuition \$4,525

Full year

Dates January 3-December 14, 2018

Applications Due October 27, 2017

Tuition \$6,135

Contact legis@brookings.edu or **800.925.5730**

A Breadth of Experience

By working for members of Congress in their offices and on congressional committees, LEGIS Fellows gain practical insight into congressional decision-making, as they learn the policymaking process from a unique perspective. LEGIS Fellows have opportunities to:

- Draft legislation, speeches, and floor statements
- Brief members from both houses of Congress
- Serve as constituent liaisons
- Plan and participate in the committee hearing process



Tamzin Smith Photography

Eligibility and Application

An application is required to become a BEE LEGIS Fellow. The application form is available on the BEE website at www.brookings.edu/Legis. Applicants must have a significant interest in legislative policy and be able to work independently. Government candidates must have a minimum grade level of GS-13. Private-sector candidates should have a minimum of seven years of management experience.

Application Checklist

In order for your application to be considered, it must contain all of the following:

- A completed application form, available at www.brookings.edu/Legis
- A current résumé
- An assessment/recommendation by your supervisor or Agency Executive Resource Board that addresses your executive potential and need for this training
- A statement describing your need for training, the relevance of this training to your career goals, and how the fellowship will be used by your agency
- For corporate candidates only: complete tuition billing information
- For government candidates only: a completed, approved, and signed training form, including a valid billing address and purchase order number (SF182, DD1556, HHS350, or other approved training form)

"The opportunity to interact with members of Congress and their staff, providing subject matter expertise that has a direct and concrete effect on legislation, is deeply rewarding. My experience has helped my agency better understand the nuances of the legislative process."

- BEE LEGIS Fellow

Save Money/
Eliminate
Travel:
Bring BEE to
Your Agency

BEE with YOU



Semnick Photo

Save Money/Eliminate Travel: BEE with YOU

Most Brookings Executive Education (BEE) courses can be conducted on-site at your agency through a delivery system known as *BEE with YOU*. Equip your workforce with new thinking and new tools to transform your agency.

Enact an agency-wide cultural shift by having BEE deliver award-winning, research-based curriculum to your people, anywhere in the continental United States.

Purchasing BEE courses for on-site delivery eliminates participant travel expenses, which can cost hundreds of dollars per person, thereby substantially lowering your per-attendee cost. With up to 30 people in your organization attending a single *BEE with YOU* course, you can lower your per-person cost even further.

BEE with YOU participants enjoy the same excellent curriculum and faculty as those who take courses at BEE facilities. By eliminating the design time and expense of highly tailored courses, *BEE with YOU* provides a cost-effective approach to leading-edge learning and high-performance improvement. Courses are purchased under Simplified Acquisition Procedures providing you with easy, just-in-time solutions to workforce development.

Many agencies are utilizing *BEE with YOU* courses as an opportunity to provide their high-potential employees with an invaluable credential: the Certificate in Public Leadership. *BEE with YOU* participants also have the opportunity to receive credit toward the *Executive MS-Leadership* degree for certain *BEE with YOU* courses.

"I learn so much from the Brookings courses. These offer insights for life as well as work. Kudos to my agency for making these available."

- *BEE with YOU* Participant



"I'm very impressed with the Training Division for bringing such valuable opportunities to the workforce."

- *BEE with YOU* Participant

Enhance your *BEE with YOU*!

Enhance a *BEE with YOU* course with pre-program engagement. Prior to the program date you have the option to engage with BEE faculty to identify agency change initiatives or priorities. This information then will be used to develop agency-specific case studies, allowing you to use classroom instruction to tackle some of your agency's toughest challenges.

Enhance your *BEE with YOU* course with post-program follow-up sessions. Take the *BEE with YOU* experience to the next level and engage in post-program video follow-up sessions with BEE faculty to evaluate the status of content application and implementation.

For information on pricing for enhancement options contact registrar@brookings.edu.

In addition to the leadership and policy courses* offered as *BEE with YOU*s, components of the residential and Women's Leadership Network programs can be delivered onsite through *BEE with YOU*s. *BEE with YOU* is the affordable, efficient, and strategic solution to developing your people for an agency-wide impact.

For information on how you can bring BEE's award-winning content on-site to your organization contact registrar@brookings.edu.

*Eligible courses designated throughout the catalog by BEE with YOU

Deepen Your
Knowledge of
Government

Policy Courses



David Evison



Inside Government Series

Brookings Executive Education's *Inside Government* programs bring the capital to life, providing you with an awareness and understanding of how and why governmental processes work. Demystify Washington's procedures and develop the skills of Policy Entrepreneurship® to have a positive impact on Washington decision-making.

Learn when and how issues are placed on the policy agenda; discover how policy is formulated and implemented; and, most of all, understand how to constructively provide input into policy deliberations. You will engage with Capitol Hill and Executive Branch insiders who will provide candid analyses of the policymaking process. The *Inside Government* programs are eye-opening experiences providing immediate benefit to you and your organization.

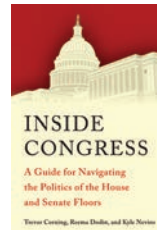
Global Challenges Series

Brookings Executive Education's *Global Challenges* classes bring the world into focus, providing you with a unique perspective of the challenges, threats, and opportunities in various regions around the world. These courses provide the knowledge to develop effective new strategies and view the global environment through different lenses.

In these courses you will gain a unique perspective on global issues impacting U.S. interests; develop an ability to forecast threats and likely policy options; and learn how your organization might best adapt and respond to these evolving challenges.

Policy Entrepreneurship® Series from Brookings Press

Each short book in the series explains a specific aspect of the politics, policies, and processes of Washington—including the ins and outs of introducing a bill in Congress, how committees work, and how policies are both formulated and implemented.

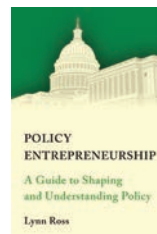


Inside Congress: A Guide for Navigating the Politics of the House and Senate Floors

Trevor Corning, Reema Dodin,
and Kyle W. Nevins

To the novice—whether a newly elected representative, a lawmaker's staff or a consultant visiting Washington—the entire process can seem incomprehensible. What is an open rule for a House Appropriations bill, and how does it affect consideration? Why are unanimous consent agreements needed in the Senate?

The authors of *Inside Congress*, all congressional veterans, have written the definitive guide to how Congress really works. It is the accessible and necessary resource to understanding and interpreting procedural tools, arcane precedents, and the role of party politics in the making of legislation in Congress.



Policy Entrepreneurship: A Guide to Shaping and Understanding Policy

Lynn C. Ross

Public policymaking in the United States is a dynamic, complex, and circuitous process. That's where policy entrepreneurs come in. These critical shapers of change are the engines that drive the whole policy process. This book lays out what it takes to be a policy entrepreneur.

Building from John W. Kingdon's classic streams model (Agendas, Alternatives, and Public Policies), the author, an executive branch veteran, uses prominent case studies to assess the impact of policy entrepreneurs on policy change and shares their strategies.

Anyone who hopes to have any impact on policymaking will benefit from learning how to think and act like a policy entrepreneur.

Immerse
Yourself in
Governmental
Processes

Inside Government



©William Perry | Dreamstime.com

Inside Government

BEE's *Inside Government* programs bring the capital to life, providing you with an awareness of how and why governmental processes work. Demystify Washington's procedures and develop the skills of Policy Entrepreneurship® to have a positive impact on Washington decision-making.

Learn the art and science of Policy Entrepreneurship® to effectively engage in important policy debates. Learn when and how issues are placed on the policy agenda; discover how policy is formulated and implemented; and most of all, understand how to constructively provide input into policy deliberations. You will engage with Capitol Hill and Executive Branch insiders who will provide candid analyses of the policymaking process. The *Inside Government* programs are eye-opening experiences providing immediate benefit to you and your organization.

Inside Congress

Walk the corridors of the Capitol and witness the legislative process firsthand in this fast-paced, in-depth course. Hear from members of Congress and observe floor action in the House of Representatives and the Senate as you explore how bills are initiated, written, and passed. Speakers explain the politics, policies, and processes of Capitol Hill and highlight current national policy issues. Take this course along with *Inside the White House* to get an extensive, front-row view of how the federal government really works.

In this course, you will learn how to:

- Understand the processes and pressures that drive Congress
- Gain an awareness of current policy issues and how they affect the public and private sectors
- Develop the ability to work more effectively with the legislative branch

GSA Contract # GS-02-F-0048U

Tuition \$2,025

Dates July 10-13, 2017
September 11-14, 2017
May 7-10, 2018

Executive Inside Congress

For government and business executives

The *Executive Inside Congress* course was designed to provide a deeper understanding of the legislative process for government and business executives so that they can build stronger and more robust relationships with Congress. This abbreviated version of BEE's *Inside Congress* course provides busy leaders with a fast-paced and in-depth understanding of policymaking on Capitol Hill. Hear from members as they spotlight the bigger picture on current national policy issues and frame their unique perspectives on politics, policies, and processes.

In this course, you will learn how to:

- Develop the ability to work more effectively with the legislative branch
- Understand unique Capitol Hill perspectives

Tuition \$1,950

Dates March 20-21, 2018

“Excellent program. Perspective useful in responding to Congress inquiries and preparing for hearings. Beyond direct contribution to my position, it has provided insight into the broader political environment and am appreciative of the role of public service.”

- BEE Course Participant

Inside the White House

Policymaking on Capitol Hill is only one part of the equation. Congress regularly enacts vague legislation, which leaves addressing policy details to the discretion of executive branch agencies. Rules, regulations, executive orders, and a variety of other mechanisms have a significant impact on an organization's bottom line, be it public or private. Another key element of the policy process is the agenda set by the White House, whether formally through the budget or informally via the bully pulpit. This "insider's" guide to the White House focuses on the many dimensions of executive power—from the White House to executive branch agencies—to help you position your organization to participate in the policy conversations that matter.

In this course, you will learn how to:

- Read current executive branch priorities
- Strengthen your grasp of who makes policy and how they do it
- Develop organizational strategies that account for government decision makers beyond those found in Congress

GSA Contract # GS-02-F-0048U

Tuition \$1,950

Dates November 15-16, 2017
June 11-12, 2018

"I felt as if I learned more about the White House and policy in 3 days than I did during almost 10 years of grad school and college."

- BEE Course Participant

"I wanted to say thanks for an amazing three day course this week. I wish that the courses I took for my Ivy League Masters of Public Administration degree were half as good as the past few days."

- BEE Course Participant

Insider's Legs and Regs

Designed to provide a deeper understanding of both the policy formulation process (legislation) and the policy implementation process (regulations) for those already familiar with Congress and the legislative process, this is an intensive advanced seminar. Speakers will highlight various pivotal points in the policy process, e.g., markup sessions, Rules Committee action, Office of Management and Budget's Office of Information, and Regulatory Affairs review. Become an "insider" in this essential immersion course that provides perspective and understanding of the complex legislative and regulatory processes.

In this course, you will learn how to:

- Understand advanced congressional processes and the importance of legislative history
- Decipher the interrelationship between policy formulation and implementation
- Work more effectively with agencies via the legislative branch

Tuition \$2,575

Dates October 17-19, 2017



Tanzin Smith Photography



Ron Klein Photography



“Excellent coverage of a topic I was not familiar with, with perfect current information for federal employees.”

- BEE Course Participant

Politics and Policymaking

How can you predict which policies are likely to change? What strategies can you formulate to take advantage of changes? This course provides a comprehensive understanding of the policymaking process so that you can formulate your approach to engage effectively in agenda setting. By providing you with a new way to think about policy formulation, this program will prepare you to monitor and analyze political trends so you can better position your organization to anticipate and engage in policy debates.

In this course, you will learn how to:

- Assess the drivers of change in the political environment
- Translate stakeholder mandates into achievable, actionable programs
- Develop the ability to engage in policy networks to more effectively respond to changes in the political environment

Tuition \$1,950

Dates September 27-28, 2017
April 17-18, 2018

Insider’s Budgetary Process

This in-depth course on the federal budget process examines the methods that go into formulating both the president’s budget and the congressional budget. *The Insider’s Budgetary Process* provides a comprehensive overview of the many policy decisions made throughout the budget process. You will examine how agencies can best be positioned as funding decisions are made and how nongovernmental organizations can engage in these important deliberations.

In this course, you will learn how to:

- Navigate complex budgetary processes
- Understand the components of the federal budget and learn about potential policy changes for both discretionary and nondiscretionary elements
- Scrutinize the impact of the federal budget on the United States and the global economy

Tuition \$1,950

Dates February 14-15, 2018

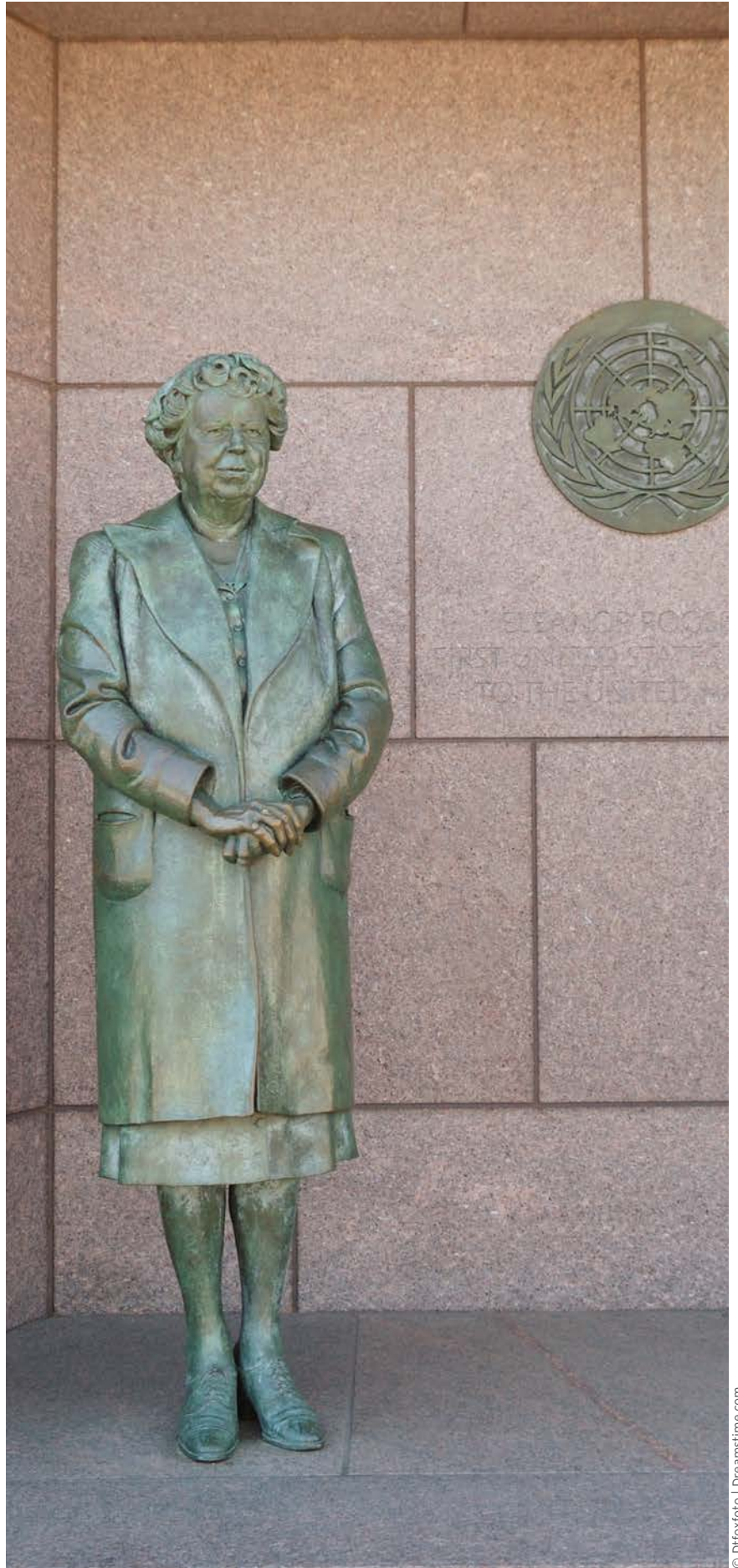
“This class provided a thorough, multi-perspective grounding in the federal budget process. I came in a complete novice and emerged with lots of diverse perspectives.”

- BEE Course Participant



Develop
Strategies for
Worldwide
Engagement

Global Challenges



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Global Challenges

BEE's *Global Challenges* series brings the world into focus, providing you with a unique perspective of the challenges, threats, and opportunities in various regions around the world. These courses provide the knowledge to develop effective new strategies and view the global environment through different lenses.

Brookings Executive Education is your gateway to the world. Develop a global mindset and an understanding of the worldwide dynamics that impact your organization. Learn from some of the most renowned scholars and practitioners, who can give you new insight into today's uncertain and often ambiguous environment.

In these courses, you will learn how to:

- Gain a unique perspective on global challenges, threats, and opportunities
- Forecast threats and likely policy options
- Sharpen your analytical skills and learn how your organization might best adapt and respond to these ongoing challenges

Global Challenges, Threats, and Opportunities: U.S. Perspective

Become acquainted with some of the key national security policy issues and global socioeconomic-political issues confronting the United States today. This topical course will explore crucial current issues in areas such as U.S. grand strategy, the defense budget, China, Iran, Pakistan, and the future of terrorism, including cybersecurity. In addition, the course will explore the broader frameworks for understanding and navigating the challenging policy environment, helping participants develop the mindset and skills needed to interact with top decision makers. It is structured around an examination of the key forces that will shape the context facing the president, identifying the key goals and opportunities leaders should focus on, and exploring the most likely challenges they will face at the strategic level.

GSA Contract # GS-02-F-0048U

Tuition \$1,950

Dates December 5-6, 2017

Regional Challenges, Threats, and Opportunities

The Middle East

The continued volatility in the Middle East has resulted in new challenges and opportunities. Ongoing issues such as Israel and Palestine continue to be an important part of U.S. foreign policy, but new dynamics are shaping American engagement in the region. This course will dive into the security, economic, and political issues that define policy towards the Middle East.

Tuition \$1,950

Dates April 2-3, 2019

The Americas

North and South America represent the largest and most important trade block in the world. This region has an abundance of natural resources, energy reserves, and stability. You will scrutinize the different challenges in the hemisphere with particular emphasis on the United States' changing relationships with Venezuela and Cuba.

Tuition \$1,950

Dates June 25-26, 2019

East and South Asia

Many questions surround the economic, political, and social climate in East and South Asia. Uncertainties loom regarding China's continued economic growth and integration into the global community, while India continues to grow both economically and militarily. You will learn about the factors that could jeopardize continued growth in Beijing, New Delhi, Seoul, and Jakarta and how these issues impact U.S. policy.

Tuition \$1,950

Dates March 27-28, 2018

NEW! Europe

For decades, Europe was a stable region secured by NATO and fortified by the economic union of the EU. However, the rise of populism, economic slowdown, and the reemergence of Russia have made this region more volatile. Front page news such as new European leadership, BREXIT, NATO, and Russia will be the focus of a new "Regional" course on Europe.

Tuition \$1,950

Dates April 24-25, 2018

2017–2018 Course Calendar

2017

July

July 10-13, 2017	Inside Congress
July 11, 2017	Managing Across Generations

August

August 9-10, 2017	Strategic Thinking in Organizations
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September

September 6-7, 2017	Excellence in Customer Service
September 11-12, 2017	Flexibility & Decisiveness
September 11-14, 2017	Inside Congress
September 13-14, 2017	Motivating People
September 18-19, 2017	Managing the Federal Employee
September 19-20, 2017	Facilitating Group Inquiry
September 24-29, 2017	Executive Leadership for America
September 27-28, 2017	Politics and Policymaking

October

October 3-4, 2017	Womens Leadership Network
October 4-5, 2017	Leading, Learning, and Change
October 11-12, 2017	BEE Executive Fellows
October 16, 2017	From Conflict to Collaborative Conversations
October 17-18, 2017	Building Networks & Partnerships
October 17-19, 2017	Insider's Legs and Regs
October 18-19, 2017	Resilience in Leadership
October 24-26, 2017	Finance for Nonfinancial Managers
October 31- November 2, 2017	Communicating for Success

2017

November

November 7-8, 2017	Inspiring Creativity
November 7-9, 2017	Leading with Integrity
November 14-15, 2017	Leading Through Influence
November 15-16, 2017	Inside the White House

December

December 5-6, 2017	Global Challenges, Threats, and Opportunities
December 5-7, 2017	Leaders Growing Leaders

2018

January

January 3-12, 2018	LEGIS Fellows Orientation
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February

February 13-14, 2018	Strategic Thinking
February 14-15, 2018	Insider's Budgetary Process

2018

March

- March 13-14, 2018 Interpersonal Savvy
- March 20-21, 2018 Executive Inside Congress
- March 20-21, 2018 Managing the Federal Employee
- March 27-28, 2018 East and South Asia
- March 27-28, 2018 Visioning and Leading Change

April

- April 3-4, 2018 Maximizing Human Capital
- April 3-5, 2018 Leading with Integrity
- April 8-13, 2018 Daring to Lead
- April 17-18, 2018 Politics and Policymaking
- April 18-19, 2018 Creating High-Performance Teams
- April 24-25, 2018 Europe
- April 29-May 3, 2018 Enterprise Leadership

2018

May

- May 7-10, 2018 Inside Congress
- May 8-9, 2018 Leading Innovation & Creating Value
- May 9-10, 2018 Leading Through Influence
- May 16-17, 2018 ECQ Writing Seminar
- May 21-22, 2018 Digital Government
- May 23-24, 2018 The Art & Science of Negotiation

June

- June 11-12, 2018 Global Leadership: Leveraging Differences
- June 11-12, 2018 Inside the White House
- June 13-14, 2018 Strategies for Conflict Resolution
- June 19-20, 2018 Accountability for Results
- June 26-27, 2018 Problem Solving Through Critical Thinking



Prepare for
Executive
Positions

Leadership Courses





Executive Pathways Courses

Immerse yourself in new ways of thinking to positively impact your career path and professional development. For those in or aspiring to senior positions, Brookings Executive Education (BEE) can provide you with the knowledge necessary to achieve your goals. At BEE you will gain knowledge that has immediate practical value to your career and your organization.

Leadership Residencies

Become wholly immersed in new ways of thinking and leading by attending one of our renowned leadership residencies. Engage with like-minded leaders who share your dedication to government service and renew, recharge, and re-energize your commitment to public leadership.

Women's Leadership Network

Most programs designed to enhance women's leadership focus on addressing perceived developmental needs as opposed to building on the unique strengths of women. The BEE's *Women's Leadership Network* offers a developmental experience unlike any other: one that transforms leadership in organizations by maximizing the unique traits, skills, and abilities of women.

Specialty Seminars and Workshops

Creating a workforce second to none is the ultimate objective of public leadership. Only through strong, high-performing, and engaged personnel can the government fulfill its mission. BEE has a series of classes designed to help you maximize employee talent and increase engagement.



Jen Fariello



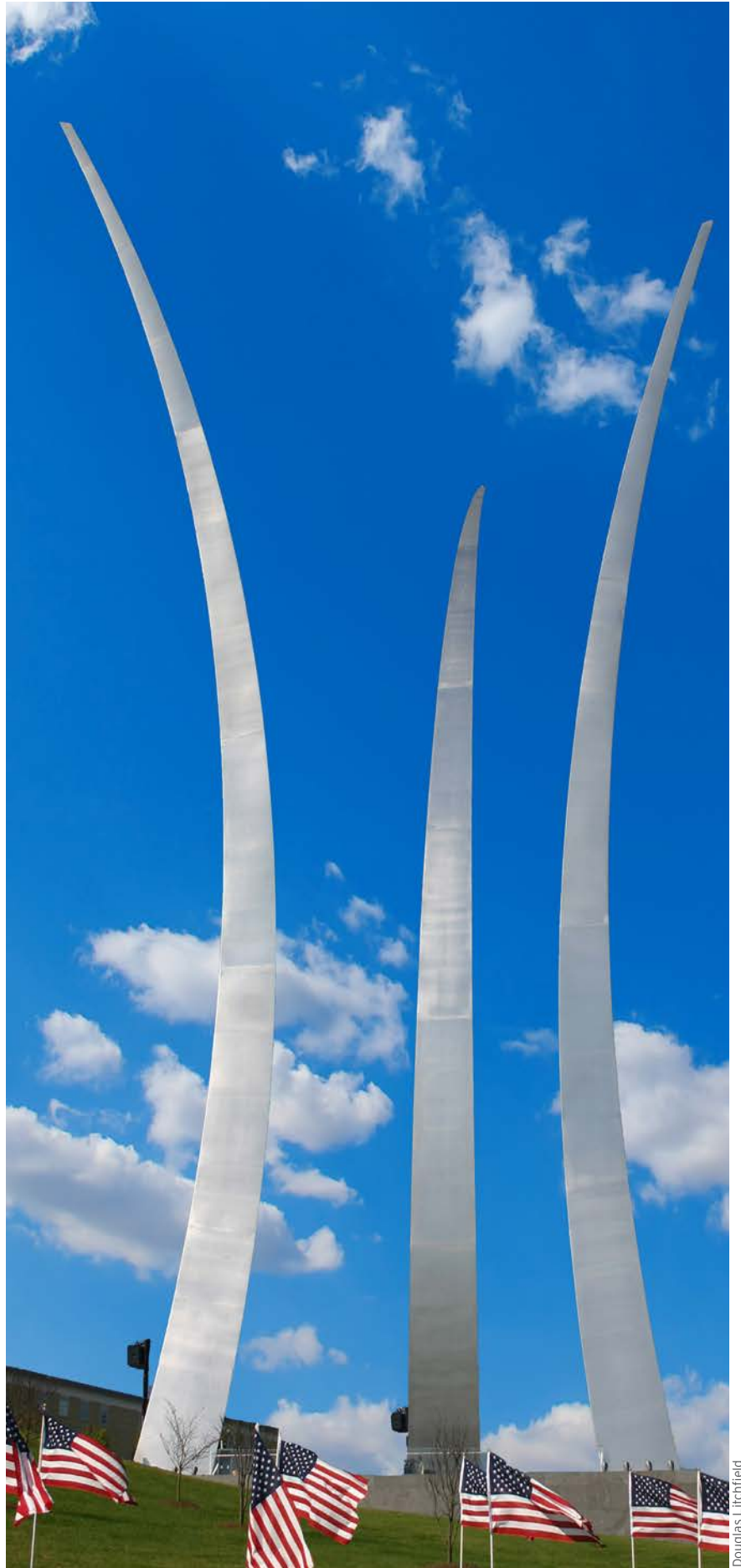
Jen Fariello



Jen Fariello

Master
Leadership
Competencies

Executive Pathways



Douglas Litchfield

Course Guide by Competency

Competency	ECQ	Course Title	Page
Accountability	ECQ 3: Results Driven	Accountability for Results	39
Communications (oral/written)	Fundamental Competencies	Communicating for Success	44
Conflict Management	ECQ 2: Leading People	Strategies for Conflict Resolution	37
Continual Learning	Fundamental Competencies	Leading, Learning, and Change	45
Creativity and Innovation	ECQ 1: Leading Change	Inspiring Creativity in Organizations	34
Customer Service	ECQ 3: Results Driven	Excellence in Customer Service	40
Decisiveness	ECQ 1: Leading Change	Flexibility and Decisiveness	36
Developing Others	ECQ 2: Leading People	Leaders Growing Leaders	38
Entrepreneurship	ECQ 3: Results Driven	Leading Innovation and Creating Value	39
External Awareness	ECQ 1: Leading Change	Politics and Policymaking	34
Financial Management	ECQ 4: Business Acumen	Finance for Nonfinancial Managers	41
Flexibility	ECQ 1: Leading Change	Flexibility and Decisiveness	36
Human Capital Management	ECQ 4: Business Acumen	Maximizing Human Capital	41
Influencing	ECQ 5: Building Coalitions	Leading Through Influence	42
Integrity/Honesty	Fundamental Competencies	Leading with Integrity: Ethics in Action	45
Interpersonal Skills	Fundamental Competencies	Interpersonal Savvy	44
Leveraging Diversity	ECQ 2: Leading People	Global Leadership: Leveraging Difference	37
Negotiating	ECQ 5: Building Coalitions	The Art and Science of Negotiation	43
Partnering	ECQ 5: Building Coalitions	Building Networks and Partnerships	42
Political Savvy (internal)	ECQ 5: Building Coalitions	Leading Through Influence	42
Political Savvy (external)	ECQ 1: Leading Change	Politics and Policymaking	34
Problem Solving	ECQ 3: Results Driven	Problem Solving Through Critical Thinking	40
Public Service Motivation	Fundamental Competencies	Motivating People: Engage Your Workforce	45
Resilience	ECQ 1: Leading Change	Resilience in Leadership	35
Strategic Thinking	ECQ 1: Leading Change	Strategic Thinking: Driving Long-Term Success	35
Team Building	ECQ 2: Leading People	Creating High-Performance Teams	38
Technology Management	ECQ 4: Business Acumen	Digital Government	41
Vision	ECQ 1: Leading Change	Visioning and Leading Change	36

Note: Following each *Executive Pathways* course, *Executive MS-Leadership* candidates are required to complete a BEE Leadership Assessment at an additional cost of \$200 per course. Non-degree participants are welcome to complete Leadership Assessments.

Executive Pathways

Executive Pathways courses are based on the Office of Personnel Management's (OPM) Executive Core Qualifications (ECQs) for the Senior Executive Service. Not only will you learn the behaviors associated with each of the competencies, you will be equipped with the thinking, strategies, and processes to employ them.

While *Executive Pathways* are open enrollment courses they also comprise the core curriculum of the *Executive MS-Leadership*.

Inspiring Creativity in Organizations

How do you continue to improve processes and practices with fresh ideas and new approaches? Leaders who have mastered the skill of creativity and inspiring creativity in others are indispensable, add tremendous value to their organizations and, ultimately, society. In this course, you will learn to identify, nurture, and replicate the skills required to be creative and to inspire creativity in others.

In this course, you will learn how to:

- Understand the factors that allow individuals and groups to develop new insights
- Learn to design and lead teams that can implement new or cutting-edge programs and processes
- Assess your creativity skills and learn steps to help you develop your personal skills in creative problem solving, question conventional approaches, and generate new ideas

OPM Competency	Creativity and Innovation
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	November 7-8, 2017 November 7-8, 2018
MSL Course credit	1.0 credit hour



“Very worthwhile two days that helped me examine generating optimum teams, increasing my network, and tips to encourage creativity with my staff.”

- BEE Course Participant

“Every employee of the Executive Branch should take this course.”

- BEE Course Participant

Politics and Policymaking

How can you predict which policies are likely to change? What strategies can you formulate to take advantage of changes? This course provides a comprehensive understanding of the policymaking process so that you can formulate your approach to engage effectively in agenda setting. You will come away from this course with a new way to think about policy formulation, prepared to monitor and analyze political trends so you can better position your organization to engage in policy debates.

In this course, you will learn how to:

- Assess the various drivers of change in the political environment
- Translate stakeholder mandates into achievable programs of action
- Develop the ability to engage in policy networks to more effectively respond to changes in the political environment

OPM Competencies	Political Savvy (external), External Awareness
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	September 27-28, 2017 April 17-18, 2018 September 26-27, 2018 April 16-17, 2019

MSL Course credit 1.0 credit hour

Note: This course is required for the *Certificate in Policy Strategy*.



ECQ 1: Leading Change

Resilience in Leadership

What are the secrets to resilience? What are the thinking styles that enhance it and the thinking traps that deter it? More than 30 years of research shows that our thinking style—habits of thought that we develop about ourselves, our world, and our future—directly affect our resilience in the face of challenge. This course will teach you about your own thinking styles, show you how to capitalize on your own resilience, and help you cultivate it throughout your organization.

In this course, you will learn how to:

- Harness positive thinking and grow resilience in your subordinates
- Feel a renewed connection to your job and organization
- Increase ability to respond to workplace adversities and challenges

OPM Competency	Resilience
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	October 18-19, 2017 October 17-18, 2018
MSL Course credit	1.0 credit hour



“Very helpful in that it pointed out that there are situations that (on the surface) may appear to be mundane/standard but in fact may have strategic importance. That was eye opening for me!

And not what I expected.”

- BEE Course Participant

Strategic Thinking: Driving Long-Term Success

What is strategic thinking, and how does it differ from other types of thinking? What decisions should be considered strategic, and how should they be formulated? This course, one of the pillars of *Leading Thinking*®, will teach you a methodology for thinking strategically to identify your objectives and priorities and develop an agenda for long-term success. You will learn how to analyze assumptions, information, and frameworks to formulate strategic options for a positive outcome. Most importantly, you will practice your strategic thinking with an eye toward real-world implementation.

In this course, you will learn how to:

- Think strategically using a comprehensive framework to find, frame, and formulate challenges
- Identify and overcome common pitfalls in strategic thinking
- Learn how to apply strategic thinking to your own organization

OPM Competency	Strategic Thinking
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	August 9-10, 2017 February 13-14, 2018 August 14-15, 2018 February 12-13, 2019
MSL Course credit	1.0 credit hour



ECQ 1: Leading Change

"First rate. It had a good balance between theoretical and practical aspects of leading change. I would enthusiastically recommend this to my colleagues. I learned a lot."

- BEE Course Participant

Visioning and Leading Change

How can individuals in an organization lead change? Are there processes that can facilitate the implementation of change? More often than not, attempts at organizational change end in failure. In *Visioning and Leading Change*, you will discover new strategies for leading change that significantly improve the chances for successful implementation. You and your fellow participants will be introduced to the exclusive BEE model of "leading at the crossroads of change," a new way to think about whom to engage in the change process, how to engage, and when to engage. Learn the process of visioning and how to construct a vision of ways in which your organization will create new value.

In this course, you will learn how to:

- Shift from a hierarchical "buy-in" mode of change to a collaborative "BEE-in" mode
- Deploy a change process that engages people to be part of the change
- Experiment with a new technology, ChangeCasting, to communicate change

OPM Competency	Vision
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	March 27-28, 2018 March 26-27, 2019

MSL Course credit 1.0 credit hour
BEEwithYOU

"The framework is very useful and has already helped me understand how to avoid one of my common areas of indecision."

- BEE Course Participant



Tamzin Smith Photography

Flexibility and Decisiveness

How do you make sound decisions in today's context of uncertainty and ambiguity? In a complex global environment, leaders need to consider multiple perspectives simultaneously and avoid paralysis by analysis. This course provides insights on how to adapt to and work effectively within dynamic change, see possibilities that lead to breakthrough concepts, and employ models of decision-making appropriate to the situation at hand.

In this course, you will learn how to:

- Adapt behavior based on circumstances, new information, and different contexts
- Manage overwhelming amounts of information and marshal resources for action
- Understand the dimensions of risk and be willing to take reasonable and ethical risks

OPM Competencies	Flexibility, Decisiveness
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	September 11-12, 2017 September 5-6, 2018

MSL Course credit 1.0 credit hour
BEEwithYOU

ECQ 2: Leading People

Strategies for Conflict Resolution

What are the underlying sources of conflict in organizations? How can you resolve team or organizational conflict? This course helps you identify sources of conflict, and equips you with creative conflict resolution skills. Through case studies and individual assessments, you will learn to construct strategies to manage conflict and practice conflict resolution techniques. You will leave with an action plan for applying a conflict-resolution process in your organization.

In this course, you will learn how to:

- Develop strategies to handle conflict in a positive way
- Identify your own preferred style as well as its strengths and limitations
- Harness the creative energy that comes from conflict to create better relationships

OPM Competency	Conflict Management
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	June 13-14, 2018 June 11-12, 2019
MSL Course credit	1.0 credit hour



Tamzin Smith Photography

“The interaction among the students, coupled with the instructor’s enthusiastic delivery made this one of the best courses I’ve taken in the past few years.”

- BEE Course Participant

Global Leadership:Leveraging Difference

What is global cultural competence, and why does it matter? Leading in a globalized and mobile society, an unprecedented pace of change, and complex, seemingly impossible problems presents a challenge for those in even the most flexible of systems. This course examines how global and diverse perspectives can keep organizational thinking flexible, how inclusiveness can promote teamwork, and how differences can be leveraged to improve productivity.

In this course, you will learn:

- Skills for engagement across cultures in national and international contexts
- Tools for leveraging inclusion for greater organizational effectiveness
- How to employ open, broad participation techniques to produce more impactful results

OPM Competency	Leveraging Diversity
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	June 11-12, 2018 June 5-6, 2019
MSL Course credit	1.0 credit hour



“Improved ability to recognize causes of conflict, various resolution methods, and case studies which lead to higher level of comprehension for implementing effective strategies.”

- BEE Course Participant

ECQ 2: Leading People

"I believe this program has helped me grow exponentially. Wish I signed up for it earlier."

- BEE Course Participant

Leaders Growing Leaders: Excelling as a Coach

With diminished funds for training and development, how can you develop a leadership pipeline for your organization? How can you foster leadership capabilities and connect with the different generations in the workplace? Take a deep dive into best practices for developing others. You will develop your own coaching skills so you can be a catalyst who equips employees with the ability to perform at higher levels. The course also teaches you about the unique attributes of each generational cohort in the workplace and identifies ways to connect with each of them.

In this course, you will learn how to:

- Understand characteristics and specific practices of effective coaches
- Apply coaching practices to your own coaching and mentoring situations
- Use feedback to create your own coaching action plan

OPM Competency	Developing Others
Tuition	\$2,575 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	December 5-7, 2017 December 4-6, 2018
MSL Course credit	1.5 credit hours



"I developed a new awareness of teams and how to influence success."

- BEE Course Participant



Tamzin Smith Photography

Creating High-Performance Teams

Understanding and leveraging team dynamics for maximum performance is vital to creating an innovative and collaborative work environment. As a leader, it is not only essential that you understand group dynamics, but also leadership and membership behaviors that foster trust and an inclusive environment. In this course, you will learn the stages of group development and the foundational elements of successful teams.

In this course, you will learn how to:

- Develop greater awareness of group behavior by studying group dynamics in action
- Design your own team developmental plan and the criteria to assess team performance and maximize performance in your organization
- Use feedback to create your own team development action plan

OPM Competency	Team Building
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	April 18-19, 2018 April 17-18, 2019
MSL Course credit	1.0 credit hour



ECQ 3: Results Driven

Accountability for Results

How can leaders parlay the mandate for accountability into high performance? How can public organizations improve performance measurements and create a results-oriented climate? This course is based on an analytic tool that examines an organization to determine its overall health and capabilities. You will learn how to use the model analytic tools to determine the readiness of your own organization to exemplify performance-based management. *Accountability for Results* will provide you with the diagnostic tools for improving overall organizational effectiveness.

In this course, you will learn how to:

- Design appropriate measurement systems that can drive performance
- Measure your organization's capacity for performance and examine needed changes
- Develop strategies for ongoing assessment of performance and results-oriented leadership

OPM Competency	Accountability
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	June 19-20, 2018 June 18-19, 2019
MSL Course credit	1 credit hour



"I'm able to contribute more to my agency's discussion and have stronger participation in accountability."

- BEE Course Participant

"Very helpful for what I needed—practical techniques and insights for creating and selling ideas in my organization."

- BEE Course Participant

Leading Innovation and Creating Value

What are the processes that underpin innovation and how can you drive the creation of new values in your organization? In this course you will learn to identify the key activities that constitute innovation and how their collective execution forms the innovation process. The in-depth analysis of the innovation process will help you create a systematic process to comprehensive problem formulation and examine its efficacy, along with techniques to spur the generation of new ideas.

In this course, you will learn how to:

- Develop an understanding of the innovation process and its components
- Learn how to derive and evaluate creative solutions
- Understand how to build momentum around your ideas and to circumvent potential opposition to them

OPM Competencies	Entrepreneurship, Customer Service
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	May 8-9, 2018 May 7-8, 2019
MSL Course credit	1 credit hour



Jen Fariello

ECQ 3: Results Driven

Problem Solving Through Critical Thinking

How many times have you and your team spent time, energy, and resources to solve a problem only to end up circling back and starting over again? How often do “solutions” fail to solve the right problems and waste countless resources? Unfortunately, too often leaders focus on problem solving instead of problem formulation—focusing on decisions instead of thinking processes. In *Problem Solving Through Critical Thinking*, you will use *Leading Thinking*® principles to comprehensively formulate challenges using appropriate frameworks so that you can solve the right problem the first time and proactively manage your organization for long-term success.

In this course, you will learn how to:

- Lead your thinking and others’ thinking to comprehensively formulate challenges
- Verify that you are solving the right problem
- Develop explicit and structured thinking processes

OPM Competency	Problem Solving
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	June 26-27, 2018 April 23-24, 2019
MSL Course credit	1.0 credit hour

This course is required for the Certificate in Public Leadership.



“I have a task that has been passed around two years at least and three different individuals. I now can take the issue off the hamster wheel and resolve it.”

- BEE Course Participant

“Gave me ideas for improving my service for my client. I am developing a plan to take back to my organization based on the program materials.”

- BEE Course Participant



Tyler Rowell

Excellence in Customer Service

How can leaders use best practices in customer service to create agile and responsive organizations in government? In this course you will discover a new approach to providing service excellence designed specifically for government. Course deep dives will provide you with the tools and frameworks to develop the skills necessary to advance customer service and improve your understanding of how to build and lead customer service driven organizations.

In this course, you will learn how to:

- Understand the fundamentals of leading an organization that can deliver excellence in customer service
- Learn specific “deep dive” skills necessary for creating value for clients
- Improve interpersonal engagement, consultation, and communication towards internal and external customers

OPM Competency	Customer Service
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	September 6-7, 2017 September 12-13, 2018
MSL Course credit	1.0 credit hour

ECQ 4: Business Acumen

Finance for Nonfinancial Managers

What do program managers need to know about federal financial management? This course will help you learn how to be a prudent financial steward and how to work with budgets and meet financial requirements. You will discover how to ensure that funds are used consistently within their appropriations, and prioritize projects to maximize limited resources.

In this course, you will learn how to:

- Discover the link between financial information and program management
- Manage funds to their appropriations requirement
- Identify trends to meet future budget goals

OPM Competency	Financial Management
Tuition	\$2,575 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	October 24-26, 2017 October 23-25, 2018
MSL Course credit	1.5 credit hours

Maximizing Human Capital

In this course, you will be introduced to a three step research-based approach to develop new tools on how to positively influence human behavior. This course will equip you with new thinking on the measurement, assessment, and recognitions used to motivate engagement and performance.

In this course, you will learn how to:

- Recruit, retain, and develop a diverse, engaged workforce
- Address strategic human capital challenges
- Develop strategies for shaping workforce behaviors

OPM Competency	Human Capital Management
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	April 3-4, 2018 April 2-3, 2019
MSL Course credit	1.0 credit hour

"This course has reinforced long held belief that an understanding of the finance aspects (of government) are core fundamentals for all civil servants."

- BEE Course Participant

Digital Government

When it comes to IT projects, do you ask the right questions—and understand the answers? How can you identify new technology trends that could fundamentally change how your agency does business? *Digital Government* will provide you with a better understanding of digital technologies—and the barriers that may prevent their optimal use.

In this course, you will learn how to:

- Optimize your agency's investment in evolving technologies
- Expertly discuss issues related to adoption of digital tools and technologies
- Understand how digital technologies may change the relationship between citizens and their government

OPM Competency	Technology Management
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	May 21-22, 2018 May 20-21, 2019
MSL Course credit	1.0 credit hour

"I came away with key concepts to consider when discussing IT goals and planning at my agency. I also got a better idea of how to follow up on the effectiveness of our IT strategic plan."

- BEE Course Participant

ECQ 5: Building Coalitions

Building Networks and Partnerships

While networks are recognized as critical to solving the many “wicked” problems facing government today, how do you create relationships and partnerships across organizations to tackle these problems? In this essential course for the 21st-century leader, you will learn how to build networks and lead across the enterprise. You will learn enterprise leadership methods for finding, framing, and formulating cross-boundary challenges, and emerge with a greater understanding of how to create enterprise-wide solutions that provide great value for the public.

In this course, you will learn how to:

- Shift from a formal, authoritative role to a collaborative one
- Create opportunities to partner with others to achieve common goals
- Implement a new model of enterprise leadership to build and manage partnerships that produce real results

OPM Competency	Partnering
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	October 17-18, 2017 October 15-16, 2018
MSL Course credit	1.0 credit hour



“This program truly provides the foundation for success in dealing with the difficult challenges in the federal government of building effective, trustworthy, and lasting relationships. Very excited to go back and implement the solutions presented.”

- BEE Course Participant

Leading Through Influence

Working groups, cross-departmental teams, operating outside of your silo—collaboration and teamwork are new the norm. How do you yield influence in these situations without the use of formal power? Informal leadership and influence are critical drivers of success, and in the process advance your career. In this course, you will learn to use systematic frameworks to help you focus on the drivers of effective informal leadership and the characteristics and behaviors needed to exercise influence without formal power in ethical and effective ways.

In this course, you will learn how to:

- Learn to initiate positive change and secure cooperation for your ideas
- Diagnose organizational dynamics across a variety of situations to improve your leadership effectiveness
- Evaluate how you tend to approach influence issues and understand how you use influence to have more of a meaningful impact

OPM Competencies	Influencing, Political Savvy (internal)
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	November 14-15, 2017 May 9-10, 2018 November 14-15, 2018 May 22-23, 2019
MSL Course credit	1.0 credit hour



Tamzin Smith Photography



The Art and Science of Negotiation

Successful negotiation goes beyond simple influence and persuasion techniques to a finely honed ability to understand and apply effective negotiation methods. In public service you need to be able to identify program and policy impact, and know the strategic value of understanding your best alternative. In this interactive course, you will learn the strategy and psychology of effective negotiation—enhancing the quality and rationality of your negotiation agreements to increase the likelihood of true consensus.

In this course, you will learn how to:

- Identify your own negotiation strengths and weaknesses to apply the theory of negotiation to the practice of finding solutions
- Ask purposeful questions in order to facilitate group clarity around goals, processes, and roles
- Nurture your ability to examine and resolve conflicts that impede healthy relationships, internally and externally

OPM Competency	Negotiating
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	May 23-24, 2018 May 13-14, 2019
MSL Course credit	1.0 credit hour



“Outstanding course. Outstanding instructor. The instructor basing the course on empirical research within her field made for an informative and engaging course of lasting value.”

- BEE Course Participant

Register Online in 5 Easy Steps

Don't have a Brookings Executive Education account yet? Registering others for courses? Create an online account to register multiple participants—including yourself, through the online registration portal.

<https://www.brookings.edu/executive-education/>

1. First, create your own personal account (delegates will need to create their own personal account in order to register others). Click the “Create a New Account” button and complete using your information.
2. Once your profile is completed, sign in to the portal.
3. Select the “Add Participant” button to add the actual participant’s name before selecting courses. You can register yourself, and you can act as a delegate to register others.
4. Complete the “Add Participant” dialog box.
5. Select appropriate course or courses needed and proceed to checkout. You can pay by credit card, purchase order (must submit a hard copy of the purchase order to BEE Registrations), or you can select “pay by check” to pay later.

If questions arise during the process, please do not hesitate to reach out to registrar@brookings.edu or call 202-797-6276 for assistance.

Fundamental Competencies

Interpersonal Savvy

How can you build better rapport and develop cooperative working relationships with a wide variety of people? How can emotional and social intelligence improve interpersonal skills and facilitate change? This course helps you develop the ability to gauge your impact on others, be attentive to emotional cues, and cultivate empathy. You will learn new thinking and behaviors that will help you build valuable skills and create a culture rich in feedback.

In this course, you will learn how to:

- Expand your emotional and social intelligence to become a resonant leader
- Build more productive relationships at work and with stakeholders
- Develop personal renewal for increased resonance and performance

OPM Competency	Interpersonal Skills
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	March 13-14, 2018 March 18-19, 2019
MSL Course credit	1.0 credit hour



"Great information and lots of take-aways that will help me to improve my interpersonal relationships with my co-workers."

- BEE Course Participant

"I have attended many public speaking classes and this is, by far, the one class that has given me the confidence to go back and speak intently, with emotion and owning it. I feel empowered to speak."

- BEE Course Participant

Communicating for Success

What are the secrets of great communicators? How do you develop the ability to connect authentically with others and communicate your message clearly and concisely? Superb communication skills are critical differentiators between those who lead and those who are led. In this three-day class, you will learn skills, strategies, and techniques that help you have the impact you want, whether it is one-on-one with colleagues or managing across the organization.

In this course, you will learn how to:

- Gain communication and presentation skills that engage, energize, and influence others
- Develop and structure a compelling story to effectively lead people
- Learn how to design and deliver communication that improves interpretation, increases retention, and builds trust

OPM Competency	Oral Communications
Tuition	\$2,575 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	October 31-November 2, 2017 October 30-November 1, 2018
MSL Course credit	1.5 credit hours



Tamzin Smith Photography

Leading with Integrity: Ethics in Action

How do you decide between two “right” positions? This course will help you develop a new self-awareness as you gain the tools for moral reasoning and a robust ethical framework to assist in everyday decision-making. You will explore the meaning of integrity, values, and beliefs—and how these shape your behaviors and actions. Examine the tensions between your own personal values and your responsibilities to the public—and discover how to address both with integrity.

In this course, you will learn how to:

- Discern differences, appreciate ambiguities, and weigh options in decision-making
- Think about and frame ethical dilemmas to make choices with confidence
- Through enhanced self-knowledge, give voice to values for honest engagement with others

OPM Competency	Integrity/Honesty
Tuition	\$2,575 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	November 7-9, 2017 April 3-5, 2018 November 6-8, 2018 April 9-11, 2019
MSL Course credit	1.5 credit hours

Note: This course is required for the *Certificate in Public Leadership*.



Tamzin Smith Photography



“In my work, ethics comes into play on a regular basis. This course has given me the added tools to better cope with unexpected challenges and courage to follow my conscience in doing what’s right.”

– BEE Course Participant

Motivating People: Engage Your Workforce

How do you keep your workforce motivated to achieve your organization’s goals? How can you help your organization cope with the stress of increased workloads and fewer resources? This course helps you identify sources of motivation and strategies to maximize them, helping you tap into inspiration generated by the noble calling to public service.

In this course, you will learn how to:

- Identify and utilize the different levers of motivation
- Enhance and strengthen the social fabric of your organization
- Stimulate and strengthen the organization’s commitment to public service

OPM Competency	Public Service Motivation
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	September 13-14, 2017 October 10-11, 2018

MSL Course credit 1.0 credit hour



NEW: Leading, Learning, and Change

What are learning organizations, and are there benefits in creating a climate of continual learning? How can leaders create a learning environment and culture? In this course, you will explore the dimensions of knowledge and learning, and see how they affect individuals, teams, and the enterprise. You will come away with an understanding of how a true learning organization promotes genuine inquiry and facilitates the discovery of novel solutions to organizational problems.

In this course, you will learn how to:

- Discover your goal orientation and preferred learning style
- Uncover your organizational culture and opportunities for leading cultural change
- Diagnose your organization and identify potential areas for better alignment of its learning and knowledge-management processes

OPM Competency	Continual Learning
Tuition	\$1,950 (additional \$200 fee for <i>Executive MS-Leadership</i> student assessments)
Dates	October 4-5, 2017 September 17-18, 2018

MSL Course credit 1.0 credit hour



Build Your
Leadership
Brand

Leadership Residencies



f11photo

Leadership Residencies

Become wholly immersed in new ways of thinking and leading by attending one of BEE's renowned leadership residencies. Engage with like-minded leaders who share your dedication to government service, and renew, recharge, and re-energize your commitment to public leadership.

Executive Leadership for America

For SES & GS-15

In remarks he was to deliver on the afternoon of November 22, 1963, John F. Kennedy wrote, "Leadership and learning are indispensable to each other." *Executive Leadership for America* provides the opportunity for busy executives to connect with peers across government, learning more about common challenges and developing strategies for intentional change. Acknowledging the challenging times that confront public leaders today, this course offers you a week to refocus, re-energize, and restore your commitment to leading in the public sector. Unique instructional content addresses leadership renewal and how to reduce stress and pressure in your life and the workplace. Content centers on how attention to personal resilience and connection to broad social goals can create a deep emotional bond with the people you lead, thereby creating an inspired public service that is essential to achieving America's promise.

Tuition \$5,750
(includes lodging, meals, and course materials)

Dates September 24-29, 2017
September 23-29, 2018

Location Charlottesville, VA

A limited number of GS-14 employees are considered for the program via an application process.
Contact registrar@brookings.edu for more information.

"This program is truly transformative, restorative and rehabilitative. It spawns introspection, fosters growth and renews your decisive leadership and care for others with passion, purpose and prudence."

- BEE Course Participant

"Very inspiring. Woven together expertly, the lectures, assignments, activities and intersections reopened my imagination and strengthened my resolve to lead with integrity and vision."

- BEE Course Participant



Jen Fariello

"Outstanding program in every way. Will recommend to colleagues and leaders."

- BEE Course Participant

"Excellent, well rounded program for executives."

- BEE Course Participant

Daring to Lead

This residential course, required for *Executive MS-Leadership* students, is open to all who want to develop and put in place a strong and enduring platform for leading in today's environment. Most leadership education programs jump right into competency development, assuming the foundations for leading have been previously laid. Unfortunately, far too often the basic building blocks for extraordinary leadership are overlooked. This program closes that gap.

Daring to Lead offers individuals aspiring to senior leadership positions the opportunity to build a personal philosophy for leading. Through an exploration of meaning, values, and mindsets, you will uncover the conditions to becoming a fully actualized leader. You will discover the power of values-based leadership, learn how to detect thinking traps and icebergs, and activate appropriate mindsets. *Daring to Lead* provides the underlying secret to leadership success.

Tuition \$4,500
(includes lodging, meals, and course materials)
\$3,500
Non-residential tuition for local St. Louis area residents (includes lunch, breaks, and course materials)

Dates April 8-13, 2018
March 31-April 5, 2019

Location St. Louis, MO

MSL Course credit 2.5 credit hours

"This is by far one of the best leadership courses I have taken. I will highly recommend (that) the senior leaders at my agency continue to support the program/course."

- BEE Course Participant



Jen Fariello

"Best course in my 36 year career!!"

- BEE Course Participant

"The main benefit for me offered by this program was the introspective look at myself and what may be holding me back as a leader. I learned some techniques that I am excited to apply in both my professional and personal life."

- BEE Course Participant

"The take-aways...will provide long term growth opportunity for me and my employees respectively. Ability to share these specific tools with others is a gift I will cherish."

- BEE Course Participant

NEW: Enterprise Leadership

In today's increasingly complex environment it is clear that a new type of leader is needed: one who can draw upon a network of critical organizational and individual actors, who can encourage and facilitate collaboration by leveraging shared values, and who can comprehensively find, frame, and formulate challenges. These traits are embodied in an Enterprise Leader. In this new course, you will learn how to establish communication channels across a broad array of actors, build and maintain trust, and determine mutual goals that encourage collaborative action. The course will focus on systems thinking, organizational alignment, and executing the strategy, all competencies needed by 21st-century leaders.

Tuition \$4,750 (for *Executive MS-Leadership* students)
\$3,850 (for non-degree participants)

Dates April 29-May 4, 2018
(for *Executive MS-Leadership* students)
April 29-May 3, 2018
(for non-degree participants)

Location Olin Business School, St. Louis, MO

MSL Course credit 2.5 credit hours



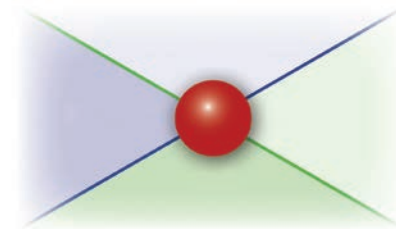
Jen Fariello

Explore the
Innovation in Leadership
series.

Leading Change from the Middle

Leading Change from the Middle

A practical guide to building
extraordinary capabilities



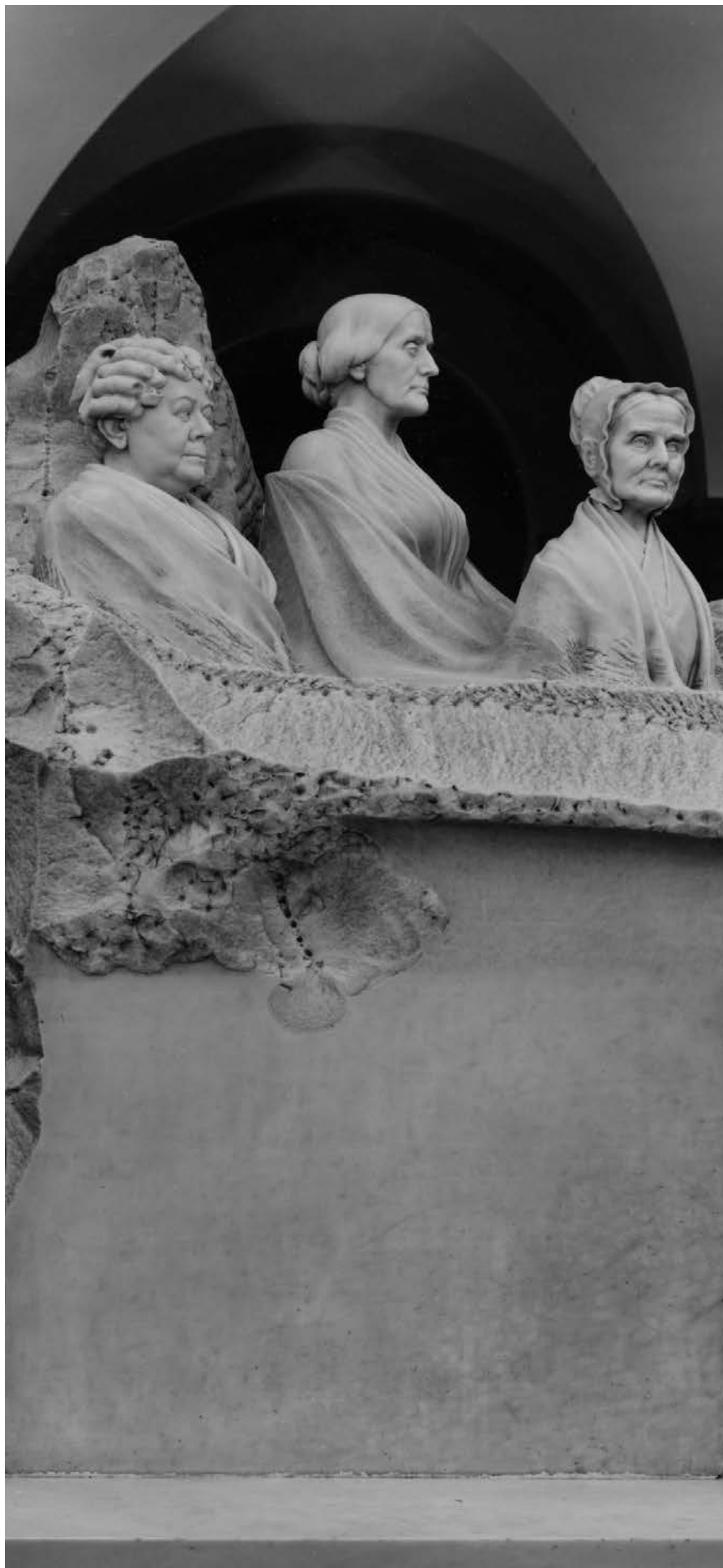
Jackson A. Nickerson

Leading Change from the Middle: A Practical Guide to Building Extraordinary Capabilities is now available from Brookings Press. The latest addition to the *Innovation in Leadership* series, this book introduces a new way to think about leading change from the middle. The framework employs a unique toolkit and approach to leading organizational change—a method that has been tested with executive MBAs, government executives, and managers in a variety of organizations. Presented in a concise and applicable format, this material translates theory to practice and provides important advice for leaders trying to build extraordinary capabilities for their organizations.

Available at online retailers in both bound and e-reader editions and at www.brookings.edu/press/.

Leverage
Your Strengths

Women's Leadership Network



Library of Congress

Women's Leadership Network

A New Approach to Executive Development for Women

BEE's *Women's Leadership Network* is a developmental experience unlike any other: one that transforms leadership in organizations by maximizing the unique traits, skills, and abilities of women. In this experience you will gain the skills and mindset to excel as a woman executive in government.

In a world of increasingly horizontal and fluid work arrangements, the traits more common to women—collaborative, group-oriented behavior—are fundamental for executive success. Leveraging these strengths helps to prepare women for leadership positions in today's professional environment.

The *Women's Leadership Network* is an extraordinary learning journey. You will form close bonds with women leaders across government, building relationships that will support you throughout your career. The program is comprised of three two-day sessions and a two-day capstone. As a new member of the network, the two-day capstone will give you an opportunity to meet alumnae from all past programs to continue to share and build your community of women leaders across agencies.

The curriculum for the *Women's Leadership Network* is distinct from other BEE leadership courses: it is designed to support the professional development of women in government, nonprofits, and the private sector. In order to make the most of your experience you also will have the option to take a 360° leadership assessment. Based on the 360° assessment and feedback, you may want to supplement the *Women's Leadership Network* experience with *Executive Pathways* courses that are based on the OPM ECQs. BEE will provide you with a \$250 credit per course for up to two *Executive Pathways* programs taken within a year of completing the *Women's Leadership Network* program.

Tuition \$4,500

2017 Cohort

- October 3-4, 2017 - *Strategies for Success*
- December 5-6, 2017 - *Leveraging Strengths*
- February 21-22, 2018 - *Executive Mindset*
- May 1, 2018 - *Leadership Presence*

2018 Cohort

- October 10-11, 2018 - *Strategies for Success*
- December 5-6, 2018 - *Leveraging Strengths*
- February 20-21, 2019 - *Executive Mindset*
- May 1, 2019 - *Leadership Presence*

"All women in government need to take this program."

- BEE Women's Leadership Network Participant

"Without a doubt the most amazing course I have attended."

- BEE Women's Leadership Network Participant



Tamzin Smith Photography

"Self-exploration and growth. I'm a better person overall because of it."

- BEE Women's Leadership Network Participant



Tyler Rowell

Improve Your
Managerial
Skills

Specialty Seminars



Orhan Çam

Specialty Seminars

Creating a workforce second to none is the ultimate objective of public leadership. Only through strong, high-performing, and engaged personnel can the government fulfill its mission. BEE has a series of classes designed to help you maximize employee talent and increase engagement.

Managing the Federal Employee: Discipline and Performance Process

For 20 years, Brookings Executive Education (BEE) has been proud to offer the acclaimed *Managing the Federal Employee: Discipline and Performance Process* program. In this lively class, you will learn practical tools to expertly manage discipline and performance issues among your employees. With employee satisfaction surveys reporting that more than 25% of the workforce is underperforming, it is essential that managers address and resolve performance issues. Learn the basics of federal personnel employment law that relate to performance. Develop the ability to handle your most difficult employment issues, improve productivity, and avoid damaging lawsuits. This program is recommended training for all new supervisors and essential learning for agency attorneys, human resource specialists, internal investigators, and auditors.

GSA Contract # GS-02-F-0048U

Tuition \$1,300

Dates September 18-19, 2017
March 20-21, 2018
October 1-2, 2018
March 4-5, 2019



"This type of training should be mandatory for all new managers."

- BEE Seminar Participant



Peter Krogh

Managing Across Generations

Millennials are now the largest single living generation in the United States—having surpassed baby boomers within the past few years—and comprise a significant and growing portion of the workforce. For a number of reasons, millennials present leaders and managers with new opportunities and challenges. In this session we will discuss the myths and realities of managing millennials in the workplace, with a focus on practical principles for bridging generational divides. Topics include motivation and millennials; mentoring and giving feedback to millennials; and, conflict management with millennials. You will leave with tactics for managing impactful situations with millennials in the workforce.

Tuition \$950

Dates July 11, 2017
July 10, 2018

ECQ Writing Seminar: Strategies for Applying to the SES

The path to the Senior Executive Service (SES) often seems unclear. Agencies post SES openings and select candidates, but the Office of Personnel Management then has a separate and rigorous SES selection process, in which a panel of SES members independently evaluates the agency candidate against the government-wide standards for qualified executives. What is the agency looking for, and what does OPM expect of candidates? How should you approach the agency application and selection process? How can you be sure that your application demonstrates the five ECQs and their underlying competencies?

The ECQ Writing Seminar is an opportunity to learn the process of becoming a member of the SES from beginning to end, starting with your career plan, your résumé, how to present your qualifications in a convincing manner, and learning the processes used by agencies and OPM. The course then will give you the tools you need to make your application stand out and meet the requirements of both the agency and OPM.

Tuition \$1,300
\$1,000 for MS-Leadership students
and BEE Executive Fellows

Dates May 16-17, 2018
May 1-2, 2019

NEW: From Conflict to Collaborative Conversations

Conversations are the nourishment for all relationships. Yet all too often, conversations either don't go well and poison relationships or leaders choose not to engage in necessary conversations, which in the long-run can starve the relationship and prove disastrous. The purpose of this one-day class is to help people develop techniques for managing conflict through productive, collaborative conversations. You will be introduced to a new framework for structuring and engaging in these deliberate conversations and then engage in simulations and practice conversations so that you can immediately apply the techniques.

Tuition \$950

Dates October 16, 2017
October 15, 2018

"Provided continued base knowledge for interacting with various levels of personnel when dealing with interpersonal conflict."

- BEE Seminar Participant

NEW: Facilitating Group Inquiry

Facilitation is an approach to help groups of people tackle issues and solve problems together; however, good facilitation and the development of good facilitators is more an art than a science. In this two-day workshop you will learn a new approach to facilitating groups to solve problems. You will learn the science of Collaborative Structured Inquiry (CSI) that greatly increases the likelihood of successfully tackling even the most challenging problems. The workshop not only teaches the CSI process and techniques but it also provides opportunities for you to practice facilitating groups. Finally, you will acquire an ability to create trust and productive relationships across silos.

Tuition \$1,300

Dates September 19-20, 2017
September 5-6, 2018

"This will help me become a better facilitator and actually help facilitate when I see meetings not moving forward because I hate sitting in meetings that don't result in anything."

- BEE Seminar Participant

Tamzin Smith Photography



"Great course to take especially for individuals that would like to do a gap analysis and chart their professional career for the SES."

- BEE Seminar Participant

Cost-Saving Bundles and How to Register

Online: www.brookings.edu/executive-education

Phone: 800-925-5730

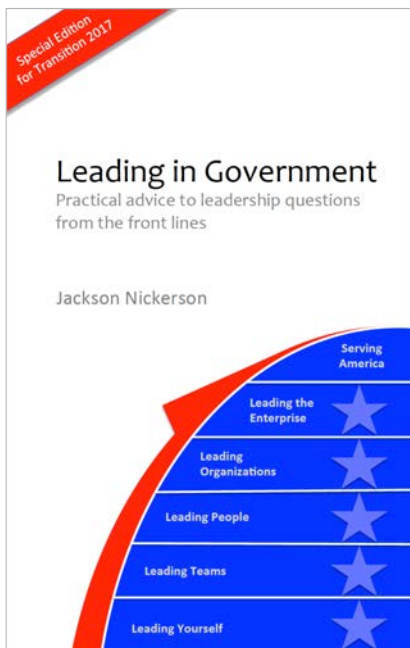
Fax: 202-797-4363

Email: registrar@brookings.edu

Leading in Government: Choose Bundled Courses to Reduce Tuition

To help you extend your budgets and expand leadership development opportunities, BEE is creating bundles of courses around a set of competencies. This grouping provides people at different points in their career the opportunity to select a package of courses to help them master competencies deemed essential for success at that level and position them for advancement.

All bundles launch in September 2017, with an opening half-day seminar on September 13—*Leading in Government*—at no additional cost. At the seminar you will be briefed on new leadership research and the implications for those who lead in the public sector.



Leading in Government

Date September 13, 2017

Tuition included with purchase of any *Leading in Government* bundle

Leading Yourself Bundle

Resilience in Leadership

Problem Solving Through Critical Thinking

Tuition \$3,705

Leading Teams Bundle

Flexibility and Decisiveness

Creating High-Performance Teams

Tuition \$3,705

Leading People Bundle

Motivating People

Global Leadership

Tuition \$3,705

Leading Organizations Bundle

Building Networks and Partnerships

Leading Innovation and Creating Value

Tuition \$3,705

Leading the Enterprise

Strategic Thinking

Visioning and Leading Change

Tuition \$3,705

Registration Policy

Registrations cannot be processed until we receive payment in full or an approved government purchase order. You will receive written confirmation within 10 business days after we receive both your registration and complete payment information. An incomplete submission of registration information does not guarantee space in a course.

Registration for all courses closes at 12:00 p.m. ET the day prior to the course start date. For all residential courses, payment in full is required prior to the start of the course. See payment section on page 57 for details. Participant substitutions are allowed without penalty and strongly encouraged in circumstances where an original participant is unable to attend his or her scheduled program. All participant substitution information must be submitted to registrar@brookings.edu 48 hours prior to the course start date. No substitutions will be permitted beyond that cutoff point. However, Brookings Executive Education (BEE) reserves the right to accept or reject a substitute for programs requiring minimum management levels. Published FY19 dates may be subject to change.

Online Registration

Our secure online registration saves time and streamlines the registration process. You can register yourself and others quickly and efficiently, and have the flexibility to make payments, update your profile, generate invoices, and verify enrollment. Visit www.brookings.edu/executive-education for details or click the “Register” button for any course listed on our website.

If the 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. Please visit the “Ways to Register” tab on our website for a sample SF-182 form that includes our vendor information and helpful tips.

Online: www.brookings.edu/executive-education/
Phone: 800-925-5730
Fax: 202-797-4363
Email: registrar@brookings.edu

For all non-residential programs held in Washington, DC			
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	50% of original cost	100% of original cost
For all international or residential programs			
Business Days Before Program	Substitutions*	Transfer or Cancellation Fee	
45 days or more	Yes, if appropriate	None	
44 days or fewer	Yes, if appropriate	100% of original cost	
For LEGIS Fellowship program			
Business Days Before Program	Substitutions	Transfer Fee	Cancellation Fee
14 days or less	No	None	50% of original cost

*Provided the substitute meets the stipulated GS or SES level. All requests for cancellations, substitutions, or transfers must be made in writing. You may email registrar@brookings.edu or send a fax to 202-797-4363.

Cancellations/Absences

If for any reason, BEE cancels a course, BEE cannot assume responsibility for travel costs. We will make every effort to immediately notify registrants of a cancellation and will work with participants to find an appropriate course into which they can transfer. Such transfers will not be subject to the transfer fees discussed below.

Should a participant be absent from any day or portion of a BEE program due to weather, illness, or other circumstances, we will be unable to reimburse the participant for any portion of the course tuition, or offer complimentary participation in any subsequent iteration.

Payment

Payment in full is required for all residential and international programs. An approved government purchase order does not guarantee registration for residential programs; it will serve as an invoice requesting payment. Additionally, government-approved purchase orders must be received 30 days before the start of any residential course to allow sufficient time for invoicing and prepayment.

Payment can be made by:

- Credit card (Visa, MasterCard, and American Express)
- Government purchase card (IMPAC)
- Check (made payable to Washington University— Tax ID No: 43-0653611)
- Approved government purchase order
- Money order
- Wire transfer

Program fees and course schedule are subject to change without notice. Please call or see individual web pages for the most current information regarding BEE program fees and schedules.



Chris Maddaloni

Group Discounts

Group discounts are available on a select basis, and restrictions apply. Please contact BEE at registrar@brookings.edu for further information.

Program Locations and Times

Unless otherwise indicated in the description or on the website, all programs will be held at the Brookings Institution:

1775 Massachusetts Ave., NW
Washington, DC 20036

Most programs begin at 8:30 a.m. on the first day and end at approximately 4:30 p.m. on the last day. Exact times will be included in the final agendas. Visit the specific program web page for additional details. Attendees will receive an agenda two weeks before the course.

Privacy Policy

Brookings Executive Education, Washington University in St. Louis, and the Brookings Institution value your private information and will not share personal data with third parties, except where required. By providing your information, you agree to follow future communication from Brookings unless otherwise indicated in writing. You may opt out of these communications at any time.

Photography

Brookings Executive Education reserves the right to use photos taken during program activities for promotional purposes. Although photographs are taken infrequently during programs, we invite participants who do not wish to be photographed to inform our staff.

Access our full registration policies online at www.brookings.edu/executive-education.

BROOKINGS



Brookings Executive Education

NONPROFIT ORG.
US POSTAGE
PAID
WASHINGTON, DC
PERMIT NO. 13

1775 Massachusetts Ave, NW
Washington, DC 20036

800-925-5730
brookings.edu/executive-education
registrar@brookings.edu

Executive Development for America

