

BROOKINGS

 Washington
University in St. Louis

BROOKINGS

Executive Education

2018 | 2019



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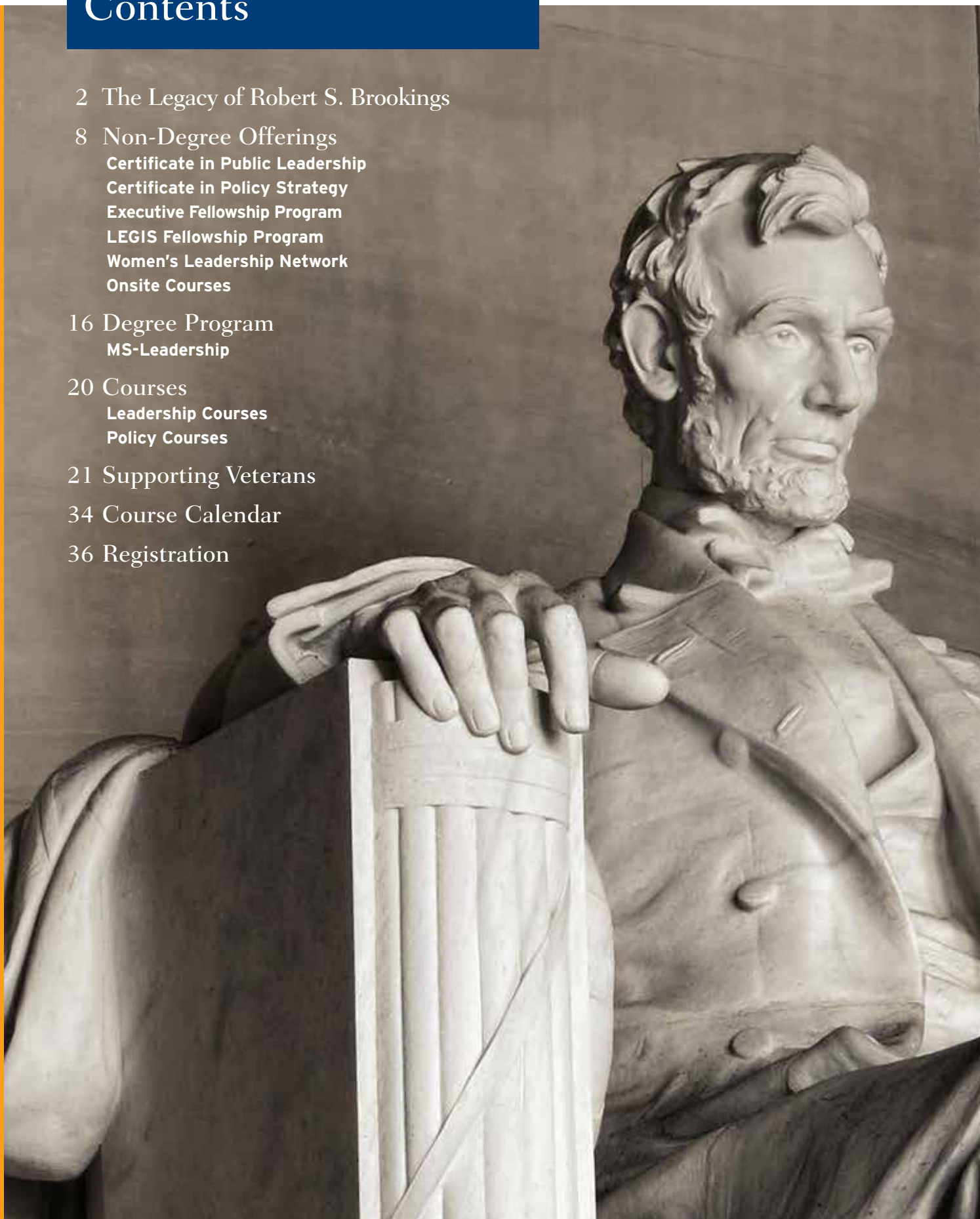
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Transforming Government

Nearly 10 years ago, a unique partnership was formed between two renowned organizations: the Brookings Institution, one of the world's leading think tanks, and top-ranked Washington University in St. Louis. The institution and university have a common benefactor: businessman and philanthropist Robert S. Brookings, who envisioned an enterprise that would prepare public servants to lead effectively in an increasingly complex world. Together, these organizations created Brookings Executive Education.

Now, as we turn to our second decade, we are fine-tuning our award-winning curriculum to address the global challenges of the 21st century. We are incorporating new research into our content to provide government leaders with the tools to modernize their agencies. We are reformatting our master's degree program to include our policy courses. We are developing online learning opportunities that feature cutting-edge subjects, such as data analytics, agile leadership, design thinking and enterprise risk management. We are restructuring our cohort programs so participants can receive graduate credit. And we are extending options for agencies to deliver our classes onsite.



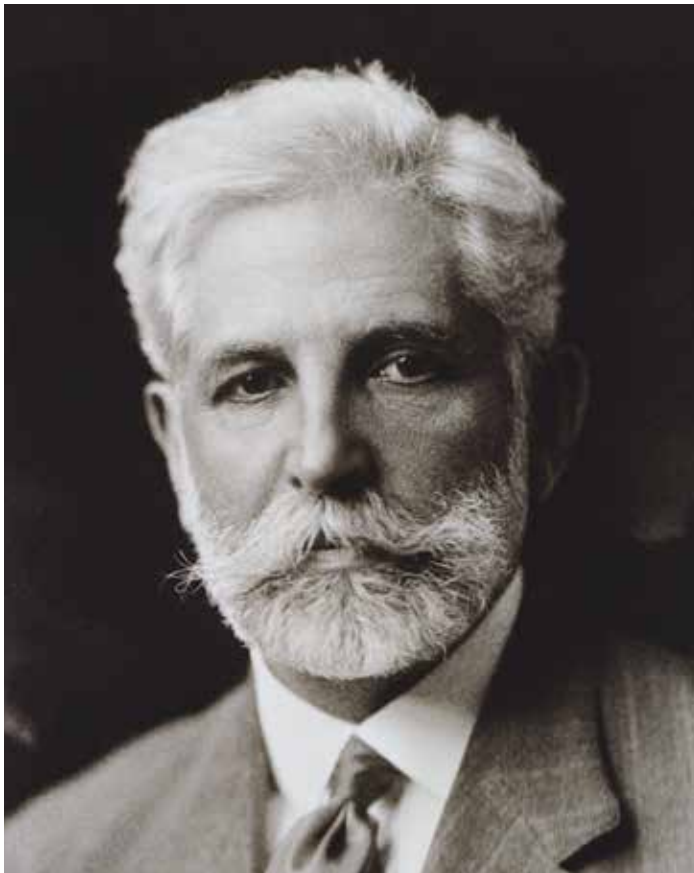
Tamzin Smith

Professional development funding should produce the leaders that government agencies need. Brookings Executive Education's curriculum focuses on the immediate application of class content – and the documentation of return on investment. Students acquire new frameworks and methodologies that have a significant impact on their organizations. In fact, the assessments written by our graduate students demonstrate that Brookings Executive Education's content is saving the government hundreds of thousands of dollars.

We invite you to explore our programs and course offerings and discover how Brookings Executive Education is transforming government one leader at a time.

Mary Ellen Joyce

Associate Dean and Executive Director
Brookings Executive Education



The Legacy of Robert S. Brookings

Brookings Executive Education embodies the far-reaching vision of Robert S. Brookings, founder of the Brookings Institution and a principal benefactor of Washington University in St. Louis.

Brookings Executive Education

Formed in 2009, Brookings Executive Education is a partnership between the Brookings Institution and Washington University in St. Louis. Brookings Executive Education's mission is to develop leaders who have a strong value system and think on a global scale; deliver groundbreaking, research-based content that advances government, business and society; and provide an experiential learning platform that teaches professionals how to lead change. Courses are taught by Olin Business School faculty, Brookings Institution scholars, and former U.S. government officials and military officers.

Brookings and Washington University: A 100-Year History

"Center for Advanced Study." The name appears in gold leaf near the entrance to the Brookings Institution and references an executive education program the institution launched in 1957. Today, the program is known as Brookings Executive Education.

Brookings Executive Education's origin lies in Robert S. Brookings' passion for improving government effectiveness and developing strong public leaders. In 1916, he helped create the Institute for Government Research (IGR), the first private organization dedicated to the fact-based study of national public-policy issues.

In his 1936 biography of Brookings, Hermann Hagedorn wrote that after World War I, Brookings was troubled

by the lack of personnel "fitted by education and experience to do the work which the government in the crisis required." Brookings believed that training should focus on practice – or what he called "the art of handling problems" – in addition to theory.

Two sister organizations followed IGR: the Institute of Economics in 1922 and the Robert S. Brookings Graduate School of Economics and Government in 1924. Focused on experiential learning, the school awarded 66 Ph.D. degrees between 1925 and 1930.

The three organizations merged in 1927 to form the Brookings Institution. Following the merger, the graduate school was abolished as a separate entity, and training

was transferred to the institution. Over the decades, the institution continued to build the leadership skills of professionals inside and outside of government through policy, fellowship, and executive development programs. The Brookings Institution's Center for Advanced Study was the first organization to provide executive education for government leaders.

In 2009, the Brookings Institution partnered with Washington University to establish Brookings Executive Education, which is managed by the university's Olin Business School. Two years later, Brookings Executive Education launched a special degree offering, the Master of Science in Leadership.





Washington University in St. Louis

Founded in 1853, Washington University has a longstanding reputation for research and scholarship in business, science, medicine and the arts. U.S. News & World Report ranks Washington University No. 18 in the company's list of top national universities and as the No. 10 best college for veterans. The university offers more than 300 academic programs and attracts students from more than 100 countries. Its faculty has received numerous honors, including 24 Nobel Prizes.

Olin Business School

Known for its top-ranked BSBA and EMBA degree programs, Washington University's Olin Business School celebrated its centennial in 2017. In addition to business school courses, Olin faculty members teach Brookings Executive Education courses that combine innovative business theory, research and practice with an in-depth understanding of government. Olin has expanded its global reach in recent years through collaborative programs with universities in China, Germany, India, Israel, South Korea and Spain.

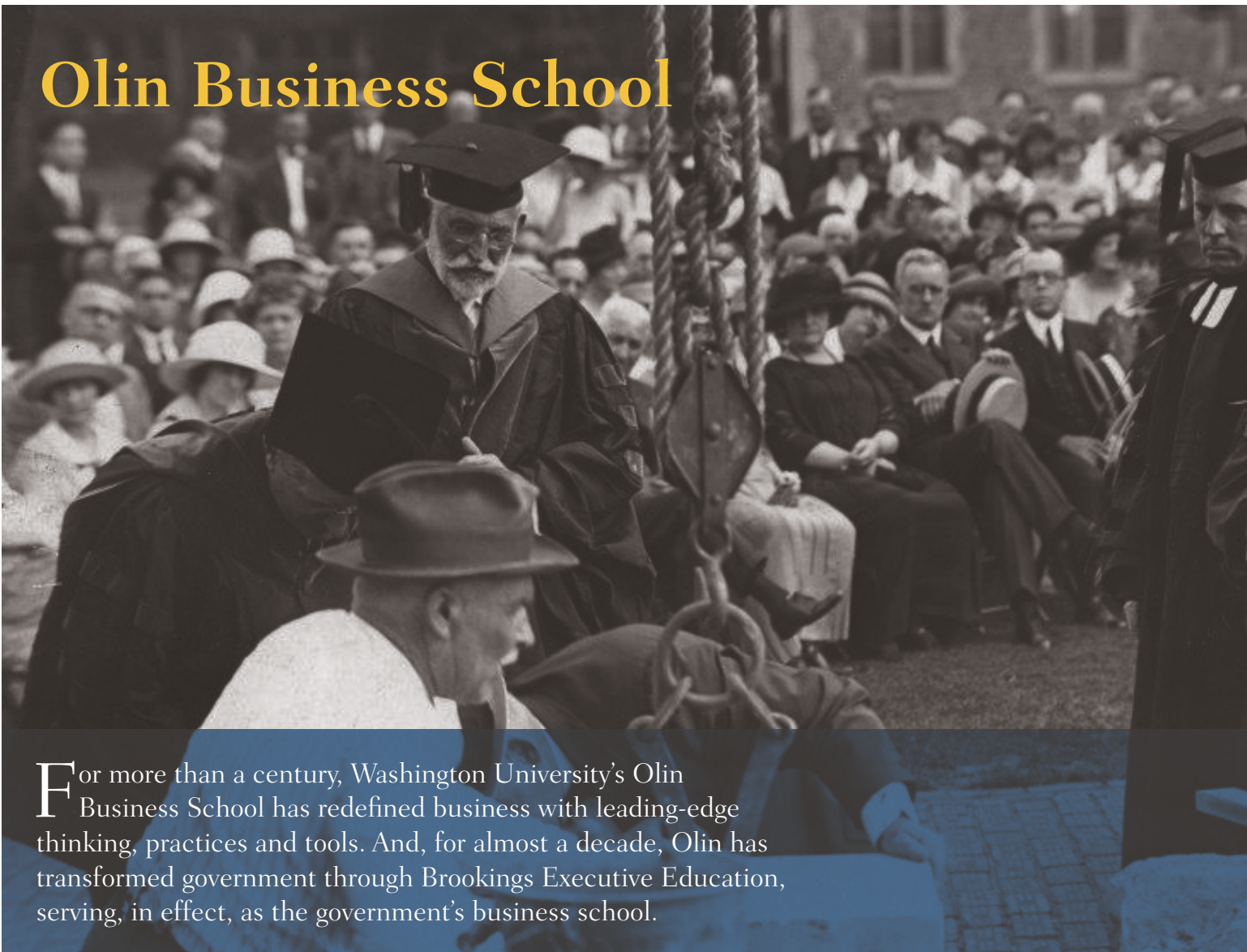
The Brookings Institution

The Brookings Institution has served as one of the world's foremost public policy think tanks for more than a century. Based in Washington, D.C., the nonprofit, nonpartisan organization conducts independent research on a broad range of economic, social and security issues. Brookings scholars are internationally recognized subject-matter experts.



The Brookings Institution, Washington, D.C.

Olin Business School



For more than a century, Washington University's Olin Business School has redefined business with leading-edge thinking, practices and tools. And, for almost a decade, Olin has transformed government through Brookings Executive Education, serving, in effect, as the government's business school.

Robert S. Brookings – founder of the internationally recognized think tank that bears his name – set the business school in motion.

In 1917, Brookings and other benefactors established the School of Commerce and Finance at Washington University. Its name was changed to the School of Business and Public Administration in 1925, reflecting a broader curriculum. According to Brookings, the goal was “to offer training for the American consular service, for administrative duties of municipal, state and national offices, and for other public services.” The School of Business and Public Administration also coordinated its graduate work with the Washington, D.C.-based Robert S. Brookings Graduate School of Economics and Government, the precursor of Brookings Executive Education.

“One of Olin's outstanding characteristics is the amazing tradition of visionary leadership it has carried forward,” says Dean Mark Taylor. “I'm privileged and honored to

stand on the shoulders of giants like Robert S. Brookings to help the school reach even greater heights.

“We want our students to develop the human capital and mindset to move the world forward in the 21st century.”

Olin offers a unique value proposition.

Most business schools provide invaluable instruction for private enterprises, yet many of the principles they teach are not applicable in a government setting. Schools of public administration or policy are heavy on policy development and implementation but often light on business acumen. To create Brookings Executive Education, Olin drew on its expertise. Evidence-based management models and frameworks are combined with an insider's knowledge of government and the importance of civil service.

As a result, Brookings Executive Education prepares you to tackle tough challenges, modernize your agency and deliver positive outcomes for the country as a whole.



Washington University Archives

Above: Robert S. Brookings (far left) presides over the laying of the original business school cornerstone in 1923. Below: Olin Business School, 2018.

A Message from the Dean

Olin Business School enters its second century with a new vision: providing world-changing education, research and impact. We are moving forward, adapting our school to the 21st century by building on Olin's solid foundation. As we advance our programs, we will act with integrity to create a better society and a better world.

Robert S. Brookings laid the cornerstone for the original business school building in St. Louis almost 100 years ago. In the ensuing decades, we have grown from a school with about 20 students to a school that enrolls thousands of individuals each year and partners with influential organizations, such as the Brookings Institution in Washington, D.C.

Today, we offer a top-ranked undergraduate program; leading MBA program; and other highly regarded master's programs, including our reformatted Master of Science in Leadership.

All of us at Olin care deeply about our students' learning, growth and success. I am particularly proud that Olin faculty and our staff at Brookings find meaning and fulfillment supporting the men and women who serve America. Our abiding connection with students and participants is our distinguishing characteristic.

We attract individuals who pursue excellence in all aspects of their lives, individuals who want to strengthen their global outlook and values-based leadership. Together, we are committed to making a difference locally, nationally and around the world.

I invite all of our community to join us on this journey.

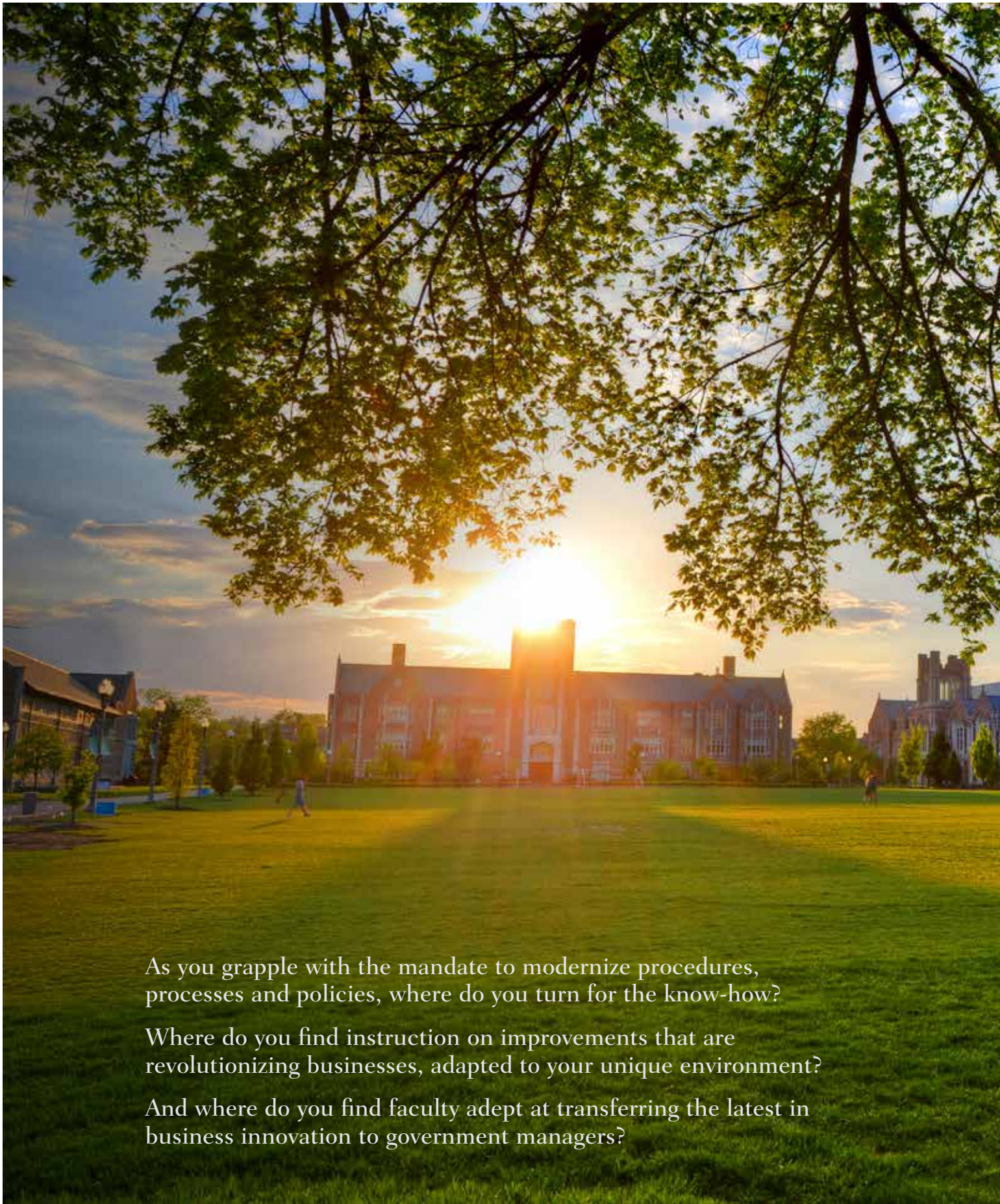
Mark Taylor

Dean
Olin Business School



Sarah Carmody

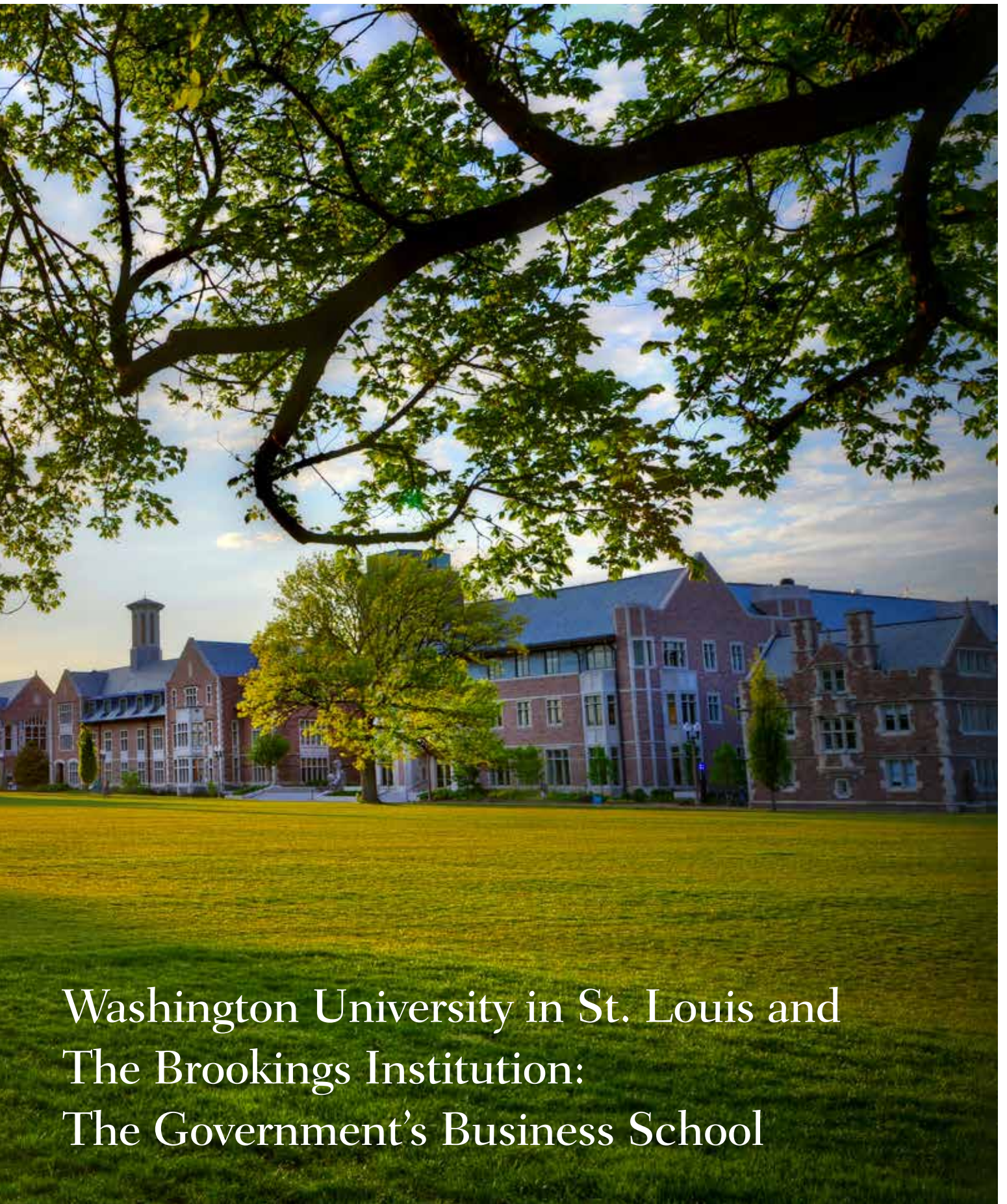




As you grapple with the mandate to modernize procedures, processes and policies, where do you turn for the know-how?

Where do you find instruction on improvements that are revolutionizing businesses, adapted to your unique environment?

And where do you find faculty adept at transferring the latest in business innovation to government managers?



Washington University in St. Louis and The Brookings Institution: The Government's Business School

2018–2019 Course Calendar

2018

July

July 9-12, 2018 Inside Congress

August

August 14-15, 2018 Strategic Thinking

September

September 5-6, 2018 Excellence in Customer Service

September 5-6, 2018 Communicating for Success

September 12-13, 2018 Flexibility and Decisiveness

September 17-18, 2018 Leading, Learning and Change

September 23-28, 2018 Executive Leadership for America

September 24-27, 2018 Inside Congress

October

October 1-2, 2018 Women's Leadership Network

October 3-4, 2018 Motivating People

October 15-16, 2018 Networks and Partnerships

October 17-18, 2018 Resilience in Leadership

October 22-25, 2018 Executive Fellowship

October 22-23, 2018 Insider's Legs and Regs

October 24-25, 2018 Finance for Nonfinancial Managers

October 31 -
November 1, 2018 Leading Through Influence

November

November 5-6, 2018 Inspiring Creativity

November 7-8, 2018 Ethics in Action

November 13-14, 2018 Inside the White House

December

December 3-4, 2018 Leaders Growing Leaders

December 5-6, 2018 U.S. National Security Strategy



2019

January

January 2-11, 2019 LEGIS Fellows Orientation

February

February 12-13, 2019 Insider's Budget Process

March

March 11-12, 2019 Politics and Policymaking

March 13-14, 2019 Middle East

March 18-19, 2019 Visioning and Leading Change

March 24-29, 2019 Daring to Lead

April

April 10-11, 2019 Maximizing Human Capital

April 15-16, 2019 Creating High-Performance Teams

April 17-18, 2019 Interpersonal Savvy

April 23-24, 2019 Problem Solving Through Critical Thinking

May

May 6-9, 2019 Inside Congress

May 7-8, 2019 Leading Innovation & Creating Value

May 14-15, 2019 The Art and Science of Negotiation

June

June 3-4, 2019 Inside the White House

June 5-6, 2019 Strategies for Conflict Resolution

June 17-18, 2019 Accountability for Results

June 19-20, 2019 The Americas

2018

JULY

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2019

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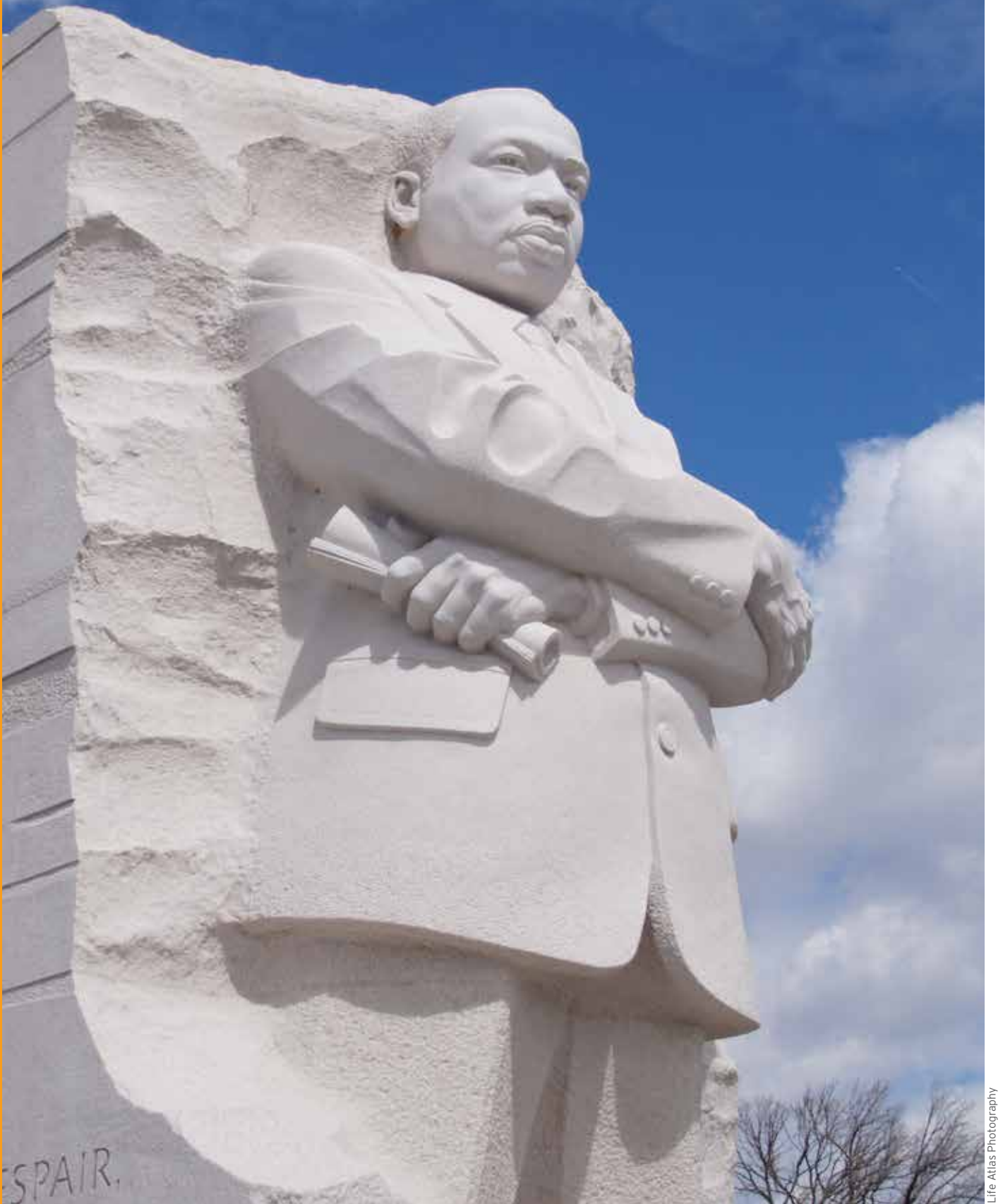
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Non-Degree Offerings



Certificate in Public Leadership

A widely recognized credential of distinction, Brookings Executive Education's Certificate in Public Leadership (CPL) strengthens your ability to guide and inspire employees, solve the right problems, and lead with integrity. While pursuing the CPL, you acquire a cross-government network of leaders who share your commitment to public service and provide a wealth of knowledge and resources.

The program has been redesigned to better fit your needs and to give you greater choice in your course selection. To earn your certificate, you must complete 20 days of classroom learning, including the required Ethics in Action: Leading with Integrity course. In addition, you must write a three- to five-page paper that describes your reflection on and application of class content, along with the results you achieved for your agency.

Choose courses that fit your career interests and objectives. Brookings Executive Education offers a wide variety of leadership and policy classes that provide credit toward the CPL. You do not have to take courses in a specific order or finish the program within a certain time frame. Class credit also is conferred for any Brookings Executive Education course delivered at your agency.

Eligibility and requirements

- Open to all U.S. federal, state and local government employees
- 20 total class days
- Ethics in Action: Leading with Integrity course
- A minimum of five leadership courses
- Active class participation
- Three- to five-page written impact paper

Benefits

- Credential from highly regarded institution
- Deeper, broader leadership skills
- Meaningful connections with exceptional leaders from across government
- No time frame for program completion
- Interactions with Olin Business School faculty members, Brookings scholars and other subject-matter experts

You may receive credit for Brookings Executive Education courses you attended within a two-year period prior to enrollment in the CPL program.

To enroll, contact registrar@brookings.edu or call 800-925-5730.



Tamzin Smith

A LEGACY OF PUBLIC SERVICE

William Ankrum believes in the power of public service.

"People in government are here for a bigger purpose," he says. "We're committed to the mission of our agencies, and we rise to the challenges of a changing nation and world. Driving innovation and leading change are imperatives for all leaders across government. Seasoned leaders must set the stage for individuals coming up."

During his 31 years in the federal government, Ankrum leveraged opportunities for senior-leader and executive development within his agency. After he entered the Senior Executive Service, he looked for continuing executive-development opportunities outside his agency. In June 2012, Ankrum enrolled in his first Brookings Executive Education course; he received his Certificate in Public Leadership in September 2017.

Ankrum says course topics were right up his alley, particularly the subject matter focused on leadership, ethics and innovation. He concluded the certificate program with the five-day Executive Leadership for America residency in Charlottesville, Virginia. "My Brookings experience was exactly what I needed."

Impressed by the value of Brookings offerings, Ankrum recommended the CPL program to his daughter Rachel, also a federal employee. She completed the program the same time that he did.

"Brookings validated my reasons for serving and my belief that the institutions of government are strong," he says. "I left Brookings feeling empowered, energized and even more optimistic about government as a whole."

Certificate in Policy Strategy

Policy formulation and implementation are complex, dynamic, ongoing processes. As a result, earning your Brookings Executive Education Certificate in Policy Strategy (CPS) is a competitive advantage for professionals like you.

Brookings Executive Education policy courses provide analytical tools and knowledge that help you engage more effectively in government decision-making, predict likely policy outcomes and leverage windows of opportunity.

Eligibility and requirements

- Open to experienced professionals from government agencies, businesses and nonprofit organizations
- Six required courses: Inside Congress, Inside the White House, Insider's Legs and Regs, Insider's Budgetary Process, Politics and Policymaking, and U.S. National Security Strategy
- Two Global Studies electives (choose from Middle East, The Americas, Africa, East and South Asia, and Europe)

Benefits

- Credential from a highly regarded institution
- Classes taught by some of the most-respected experts in the field
- Policy entrepreneurship expertise
- Enhanced policymaking capabilities and confidence to engage in policy deliberations
- Sharper analytical and political skills
- Interactions with Brookings scholars and other U.S. policy analysts, authors and practitioners
- In-depth working knowledge of U.S. government institutions

You may receive credit for Brookings Executive Education courses you attended within a two-year period prior to enrollment in the CPS program. You also may apply five days of class credit from policy courses taken for the Certificate in Public Leadership program.

To enroll, contact registrar@brookings.edu or call 800-925-5730.

GAME CHANGER FOR A MILITARY ATTACHÉ

The sky is not the limit for **Charity Weeden**. A former member of the Royal Canadian Air Force (RCAF), she now concentrates on all things space – specifically, space traffic management, space cooperation and satellite applications.

From 2011 to 2015, Weeden was an RCAF assistant attaché for air and space operations at the Canadian Embassy in Washington, D.C. Her role was to advance Canada-U.S. space engagements with the administration, businesses and the embassy community. She also needed to understand congressional space interests.

"The space industry is complicated, heavily regulated and ubiquitous across the U.S. government," she says. "There was so much I needed to know, like who on Capitol Hill did what on space, how to engage with the executive branch, and the ins and outs of U.S. policymaking."

Weeden turned to Brookings Executive Education for expertise. She began taking courses in 2012 and received her Certificate in Policy Strategy in February 2015.

"I learned about legislative sausage making, bill markup – which was particularly eye-opening – and budget cycles. Brookings' Global Challenges, Threats and Opportunities: U.S. Perspective course provided particular aha moments because it intersected so closely to what I was doing at the embassy. Brookings was definitely the right fit for me as a military diplomat."

Weeden now runs Lquinox Consulting LLC, an independent space and data-management consulting company located in Washington, DC..



Tamzin Smith

Executive Fellowship Program

Develop new ways of thinking, acting and leading that help you modernize your agency and motivate your employees.

Brookings Executive Education's nine-month Executive Fellowship program focuses on results. Based on feedback from previous fellows, Brookings Executive Education grouped the research-based curriculum into five four-day sessions that prepare you to meet the U.S. Office of Personnel Management's Executive Core Qualifications for the Senior Executive Service.

You also benefit from the program's cohort format, which encourages you to get to know and learn from other fellows and creates a career-long professional network.

Five four-day sessions

- Critical Thinking and Innovation (ECQ3): Oct. 22-25, 2018
- Teams and Conflict (ECQ2): Dec. 10-13, 2018
- Human Capital and Finance (ECQ4): Feb. 4-7, 2019
- Inside Congress (ECQ1): April 8-11, 2019
- Influence and Negotiation (ECQ5): June 10-13, 2019

Admissions requirements

- Application
- Current resume
- Approximately 300-word statement describing how the fellowship will enhance your career
- Recommendation from your supervisor
- Approved and signed training form, with a valid billing address and purchase-order number

Application Deadline: August 17, 2018

Tuition: \$14,500

After you complete your 20 classroom days, you will be awarded Brookings Executive Education's Certificate in Public Leadership. Note: You also can apply nine credit hours from fellowship courses toward the MS-Leadership.

Agencies benefit from a discount in tuition fees – along with the value created by enhanced individual and organizational performance.

For more information or to apply, go to www.brookings.edu/fellowships-programs/executive-fellowship/.



LEGIS Fellowship Program

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

For more than 20 years, Brookings Executive Education's LEGIS Fellowship program has been known for the rich, rewarding experiences it provides the participants it attracts. Fellows come to the program from government agencies, businesses and the nonprofit sector.

The program begins with an in-depth, eight-day orientation that introduces you to the mechanics of the legislative process. Next, you immerse yourself in legislative activity, participate in committee hearings, draft legislation, brief members of Congress on important issues, write speeches and serve as a constituent liaison.

Note: LEGIS fellows can apply class credit from the Inside Congress and Insider's Budget Process courses to the Certificate in Policy Strategy and/or the two credit hours from these courses to the MS-Leadership degree.

Benefits

- Insider's knowledge of the legislative process
- Exceptional networking opportunities with senior-level federal officials
- Lasting relationships with members of Congress and congressional staff
- Enhanced agency engagements with Congress
- Strong alumni network

Fellowship term

Spend seven or 12 months on Capitol Hill working on the personal staff of a member of Congress or serving on a committee staff.

Orientation: Jan. 2-11, 2019

Seven-month fellowship

Dates: Jan. 2-Aug. 2, 2019

Early application date: September 7, 2018

Application due: October 26, 2018

Tuition: \$4,525

Full-year fellowship

Dates: Jan. 2-Dec. 13, 2019

Early application date: September 7, 2018

Application due: October 26, 2018

Tuition: \$6,135

Eligibility and application

- Demonstrated interest in legislative policy and ability to work independently
- Minimum GS-13 grade level (public-sector candidates)
- Minimum of seven years of management experience (private-sector candidates)
- Completed application form; form available online at brookings.edu/Legis

For more information, visit

www.brookings.edu/fellowships-programs/legis/
or contact legis@brookings.edu or 800.925.5730.

AN EXPERT PROVIDING EXPERTISE

The daughter of Capitol Hill staffers, **Florie Knauf** grew up in Washington, D.C. She joined the Department of Energy's Office of the General Counsel after she graduated from law school in 2007.

In 2014, Knauf was employed by the DOE's Office of Nonproliferation and Arms Control and was ready to expand her impact and scope. She applied and was accepted to the LEGIS Fellowship program. During the program orientation, she developed an instant rapport with then Rep. Charles Boustany Jr. (R-LA), from Louisiana's 3rd Congressional District, and went to work in his office.

"The access to information was remarkable," Knauf says.

"For 14 months, I kept my eyes and ears open to figure out all the puzzle pieces and moving parts on the Hill."

Boustany chaired a weekly working session on China, a "China 101" that Knauf led. During her fellowship, she also served as co-director of the U.S. House of Representative's U.S.-China Working Group (to further cooperation between the two countries) and staffed a congressional delegation to China with four members of Congress.

Knauf says the fellowship broadened her industry expertise. In addition, the relationships she established "added value to DOE's opening of the China Center of Excellence for nuclear security, a Nuclear Security Summit deliverable."

Knauf now manages external affairs and overall marketing efforts for Centrus Energy Corp., a global enriched-uranium-fuel supplier.



Peter Cutts

Prior-year fellows assignments

Sen. Susan Collins (R-ME)
 Sen. John Cornyn (R-TX)
 Sen. Mike Crapo (R-ID)
 Sen. Richard Durbin (D-IL)
 Sen. Dianne Feinstein (D-CA)
 Sen. Kirsten Gillibrand (D-NY)
 Sen. Tim Kaine (D-VA)
 Rep. Nita Lowey (D-NY)
 Sen. Joe Manchin (D-WV)
 Rep. Kevin McCarthy (R-CA)
 Sen. Rob Portman (R-OH)
 Sen. Marco Rubio (R-FL)
 Sen. Mark Warner (D-VA)
 House Appropriations Committee
 Senate Homeland Security Committee
 Senate Budget Committee
 Senate Finance Committee
 House Foreign Affairs Committee

LEVERAGING CAPITOL HILL EXPERIENCE

In 2013, **Mark Simakovsky** came to Capitol Hill to work for Sen. Mark Warner (D-VA) as a LEGIS fellow. Simakovsky, then Eurasia and NATO strategy adviser for the U.S. Department of Defense, wanted to better understand the role Congress plays in the United States' ability to navigate global challenges.

"Brookings Executive Education was the premiere way for me to go," he says.

During the 12-month fellowship, Simakovsky strengthened his reputation as a "known interlocutor" on U.S. defense policy and as a regional expert on Russia and Eurasia. He engaged with members of the U.S. Senate Armed Services and U.S. Senate Foreign Relations committees and established relationships with important decision-makers.

Simakovsky leveraged his Hill experience to help the Pentagon craft – and shepherd through Congress – the billion-dollar European Reassurance Initiative. This U.S. response to Russia's 2014 invasion of Ukraine and annexation of Crimea supported U.S. allies and partners threatened by Russia aggression.

Simakovsky now is a vice president for Beacon Global Strategies, a private-sector advisory firm; nonresident senior fellow at the Atlantic Council's Eurasia Center; and term member of the Council on Foreign Relations. He continues to use the knowledge and network he acquired during the fellowship to help BGS clients meet their business objectives.

Women's Leadership Network

Around the world, more and more women are taking their place in the executive suite, assuming leadership positions that set the current and future course of their organizations.

Share knowledge and experiences with high-performing women from across government in Brookings Executive Education's Women's Leadership Network. Based on feedback from network alumnae, Brookings Executive Education has restructured the program format to focus on select courses from its leadership curriculum. These courses advance female executives' professional development.

You will form close bonds with extraordinary female peers and engage with world-class faculty members. You will learn how to lead change – from positions of both formal and informal authority. You will acquire skills to negotiate successfully in a wide range of settings. And you will enhance your ability to communicate with authenticity and impact.

Four courses provide insights, tools and best practices that help you excel in the workplace.

Courses

- Visioning and Leading Change: Oct. 1-2, 2018
- The Art and Science of Negotiation: Dec. 11-12, 2018
- Leading Through Influence: Feb. 20-21, 2019
- Communicating for Success: April 29-30, 2019

Benefits

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

Tuition: \$6,500

Note: You can apply your eight class days to the 20 class days required to earn Brookings Executive Education's Certificate in Public Leadership, or you can apply four credit hours to the MS-Leadership program.

For more information visit www.brookings.edu/fellowships-programs/womens-leadership-network/ or contact registrar@brookings.edu.

A NETWORK THAT DELIVERS VALUE

“Effective leaders believe in themselves and what they’re doing,” says **Valerie Keyes**. “They put other peoples’ needs ahead of their own. They make decisions based on an analysis of available options, without preconceptions and biases. They know how – and when – to take risks and how to adapt their communication style to specific situations. And they’re able to accept praise and blame in equal measure, which requires courage.”

These attributes and abilities are at the core of Brookings Executive Education's Women's Leadership Network courses.

Keyes, director of personnel security and identity management for Canada's Department of National Defence, took her first Women's Leadership class in 2011.

In May 2015, she became the first Canadian to graduate from Brookings Executive Education's leadership degree program – a program she pursued to “achieve something bigger” in her career.

“The value of the Women's Leadership Network exceeds its curriculum,” Keyes says. “Yes, I acquired valuable tools, techniques and professional relationships. But, equally important, the courses reaffirmed how much fun it is to be a leader. Leaders get to watch their employees grow, and leaders get to rejoice in their employees’ successes.”



Tamzin Smith

Onsite Courses

Bring new management thinking and practice – and an enterprise-wide boost in performance – to your agency workforce.

Less expensive than customized programming, Brookings Executive Education's onsite courses enable your employees to benefit from Brookings Executive Education's exceptional curriculum anywhere in the continental United States. Participant travel expenses are eliminated, saving your organization hundreds of dollars per individual. In addition, your per-attendee cost is substantially lowered, especially if 30 employees (maximum) enroll. You purchase classes using simplified acquisition procedures.

Note: Onsite classes cover the same content and are taught by the same instructors as the courses taught at Brookings Executive Education facilities.

Many agencies use Brookings Executive Education's onsite courses to provide their high-potential employees with a powerful credential: the Certificate in Public Leadership. Participants also can apply credit hours from certain courses to the MS-Leadership degree.

Benefits

- Cost-effective, high-impact professional development
- Research-driven, application-based content
- Ability to apply course credit toward other offerings
- Opportunities for preprogram faculty engagement, agency-specific case studies and video follow-up sessions

For more information on Brookings Executive Education's onsite courses visit www.brookings.edu/onsite-courses/ or contact registrar@brookings.edu.

THE 'CROWN JEWEL' OF EMPLOYEE DEVELOPMENT

A retired navy officer, **Joe McCallister** now is program manager for leadership and supervisory development at a federal agency.

In May 2015, McCallister purchased his first Brookings Executive Education onsite course for the office's approximately 3,500-member workforce. The response was – and continues to be – tremendous.

"Brookings Executive Education has become the crown jewel in the learning we offer," he says. "It garners the most support from our employees. We usually offer five onsite courses a year, and we always have 30 – the maximum number – of individuals registered before class. Easily, 300 or more of our people have taken at least one course."

"In addition to tools employees can take back to their office and implement, Brookings Executive Education fosters a sense that we care about individuals' professional development and that we've gone out of our way to give them the best. Brookings Executive Education has helped us create a talent-development pipeline."

Impressed by his employees' results, McCallister enrolled in Brookings Executive Education's Visioning and Leading Change course in June 2016. Hooked, he went on to earn his Certificate in Public Leadership.

"Brookings Executive Education has been a catalyst for change within our organization. It keeps us enthused and ready to keep improving."



Degree Program



MS-Leadership

Imagine you had the policy expertise to understand the inner workings of government and the leadership tools to streamline its operations.

That powerful combination distinguishes Brookings Executive Education's Master of Science in Leadership. Based on the U.S. Office of Personnel Management's Executive Core Qualifications, the MS-Leadership curriculum prepares you to excel as a senior government leader.

The curriculum was expanded in 2018 to include policy courses, increasing your knowledge of global challenges and corresponding strategies. All courses deliver research-based content that combines new thinking, best practices and tools you can immediately use to drive results at your agency.

The MS-Leadership degree is conferred by top-ranked Washington University in St. Louis. As a master's student, you are required to take seven credit hours of core courses within the first two years of your enrollment. Thirty credit hours are required for graduation and must be completed in six years. Note: You can apply class credit from leadership and policy courses you have already taken toward the degree.

In addition to completing your masters of science in leadership, you may earn a Certificate in Policy by taking four political savvy courses and one external awareness course. The certificate demonstrates your policy proficiency.

For more information or to apply, go to www.brookings.edu/master-of-science-in-leadership/program.



Tamzin Smith

Required written assignments enable you to document your return on investment. You complete a five- to seven-page paper for each course that shows how you created value for your organization.

Program structure

- Content delivered through executive education open enrollment courses
- Core courses (with exception of the capstone) must be completed within your first two years of enrollment
- 30 credit hours must be completed within six years of enrollment
- Rolling admissions
- Written assessments that document your leadership development

Meet Olin's Faculty Director of Brookings Executive Education

Lamar Pierce joined Olin's faculty in 2007. The professor of strategy's areas of expertise include business strategy, human resource management, industrial relations and organizational design. He also studies the economic and psychological factors that affect employee productivity and misconduct, along with solutions to address them.



In 2014, Pierce was named academic director of Brookings Executive Education's MS-Leadership and now helps ensure the quality – and applicability – of its content.

"We added policy courses to our master's curriculum to deepen students' understanding of government and give students more flexibility to tailor the program to

their interests and skillsets," he says. "To be effective in their agencies, government leaders should know how policy is formulated and implemented, how policy affects budgets, and how to engage in the process. The expanded curriculum also provides a comprehensive overview of world regions and the inherent challenges and opportunities they present."

What does Pierce believe distinguishes the MS-Leadership in the marketplace?

"Brookings Executive Education is the intersection of a highly ranked university and one of the world's premier think tanks. Consequently, master's students have the opportunity to learn from highly regarded professors and policy experts as well as highly driven peers from all areas of government."

In addition to serving as academic director, Pierce teaches the MS-Leadership Ethics in Action course.

MS-LEADERSHIP AT A GLANCE

You need 30 credit hours to earn your degree, and you must complete these hours within six years of enrollment.

Three credit hours come from required courses taught at Washington University in St. Louis:

- Daring to Lead (2 credit hours), which you must take within two years of enrollment
- MLP capstone (1 credit hour), which you take immediately prior to graduation

Select your remaining 27 credit hours from 36 one-credit-hour courses conducted at the Brookings Institution in Washington, D.C.

Eighteen of these courses are required and are asterisked on the Course Guide Chart on page 23.

Seven credit hours of core classes must be taken within your first two years in the program:

- Daring to Lead
- Ethics in Action
- Problem Solving Through Critical Thinking
- Strategic Thinking
- Visioning and Leading Change
- Leading Innovation and Creating Value

To apply, submit the following:

- Your application
- Official undergraduate and graduate school transcripts
- Your resume
- A personal statement
- Letter of recommendation from your manager or supervisor



Tamzin Smith

BUILDING A RESILIENT WORKFORCE

Lenear Bassett-King wants to transform government. More specifically, she wants to redefine training for government leaders, the committed professionals who serve the American public.

In 2011, a colleague gave Bassett-King a Brookings Executive Education catalog and suggested that she take some classes. Bassett-King attended the five-day Executive Leadership in America course in Charlottesville, Virginia, and enrolled in the Certificate of Public Leadership program. Three years ago, she decided to pursue Brookings Executive Education's degree program. Bassett-King was convinced it would be exceptional preparation for her continued public service, including the possibility of entering the Senior Executive Service.

Bassett-King's program takeaways have been consequential.

"Brookings taught me that resiliency is a priceless asset that, once learned, can be continually strengthened through practice. I brought resiliency models back to my office and used them to help my co-workers feel empowered, manage change and stay the course during challenging times. I coach my current team members on resilience. It's key to public servants fulfilling their missions.

"I also applied an ethical decision-making model to a work challenge that involved internal and external stakeholders. As a result, we were able to comply with acquisition regulations, ensure contracts were carried out in accordance with their terms and conditions, and save the government money."



Tamzin Smith

Supporting Veterans

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

Brookings Executive Education, together with one of its partner institutions, Washington University in St. Louis, is committed to the career advancement of students from military backgrounds. Military Friendly® Co. – which measures organizations' efforts to sustainably benefit the military community – included the university's Olin Business School on its top 10 award list. Currently, more than half of the MS-Leadership students are veterans, and a few students are active-duty officers.

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

Use GI Bill® benefits to enroll in:

- Master of Science in Leadership
- Certificate in Public Leadership program
- Certificate in Policy Strategy program
- LEGIS Congressional Fellowship program
- 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.

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.



Tamzin Smith

MILLIONS OF DOLLARS IN AGENCY SAVINGS

For 34 years, retired **Col. Timothy Keasling** lived and breathed U.S. Army procedures. After he left the military in 2014, he began a second career in civilian government. And he turned to Brookings Executive Education to learn government best practices and new ways of leading.

Brookings Executive Education courses and programs help veterans like Keasling reengineer their professional skills.

"Military officers can adopt a take-command, hierarchical leadership style. Civilian leaders must build relationships, coalitions and buy-in," Keasling says. "An expanded leadership portfolio has been one of my greatest takeaways from the Brookings curriculum."

Keasling received Brookings Executive Education's Certificate in Public Leadership degree in April 2015 and is pursuing his MS-Leadership. To date, the return on investment from his Brookings Executive Education experience has been significant.

"My agency was moving forward with the first phase of construction for new facilities before we had completed the development plan, which, unsurprisingly, created challenges.

"Brookings' Strategic-Thinking course taught me that to fix a problem I needed to first understand what the real problem was. The class gave me a process for examining my biases and looking for blindspots in my decision making. Applying proper problem-formulation techniques resulted in my modifying our approach, which saved our agency \$10 million in costs."



Course Listing by Executive Core Qualification (ECQ)

Competency	Course Title	Page
ECQ1: Leading Change		
Creativity	Inspiring Creativity in Organizations*	24
External Awareness	U.S. National Security Policy	30
External Awareness	Global Economic Policy	30
External Awareness	East and South Asia	31
External Awareness	Europe	31
External Awareness	The Americas	31
External Awareness	The Middle East	31
Flexibility	Flexibility and Decisiveness*	24
Resilience	Resilience in Leadership	27
Strategic Thinking	Strategic Thinking: Driving Long-Term Success*	28
Vision	Visioning and Leading Change*	28
ECQ2: Leading People		
Conflict Management	Strategies for Conflict Resolution*	23
Developing Others	Leaders Growing Leaders*	24
Leveraging Diversity	Global Leadership: Leveraging Differences	25
Team Building	Creating High-Performance Teams*	28
ECQ3: Results Driven		
Accountability	Accountability for Results*	23
Customer Service	Excellence in Customer Service*	24
Entrepreneurship	Leading Innovation and Creating Value*	25
Problem Solving	Problem Solving Through Critical Thinking*	27
ECQ4: Business Acumen		
Financial Management	Finance for Nonfinancial Managers	25
Human Capital	Maximizing Human Capital	25
Technology Management	Leveraging Technology for Mission Results	28
ECQ5: Building Coalitions		
Influencing	Leading Through Influence*	26
Negotiating	The Art and Science of Negotiation*	26
Partnering	Building Networks and Partnerships*	27
Political Savvy	Inside Congress	29
Political Savvy	Inside the White House	29
Political Savvy	Insider's Budget Process	30
Political Savvy	Insider's Legs and Regs	29
Political Savvy	Politics and Policymaking	30
Fundamental Competencies		
Continual Learning	Leading Learning and Change	23
Interpersonal Skills	Interpersonal Savvy for Leaders*	26
Integrity/Honesty	Ethics in Action: Leading with Integrity*	26
Oral Communications	Communicating for Success*	23
Public Service Motivation	Motivating People*	27

* Required for MS-Leadership degree

Leadership Courses

Brookings Executive Education offers a wide range of courses that support your career advancement and make you better able to deliver concrete results for the American people.

In addition to its ECQ-focused courses, Brookings Executive Education offers two leadership residential courses that strengthen your ability to guide and inspire stakeholders and deepen your commitment to public service.

Executive Leadership for America

“Leadership and learning are indispensable to each other,” President John F. Kennedy said.

The Executive Leadership for America course models this connection. Content centers on the constitution, personal resilience, connecting to broad social goals and bonding with the people you lead. During the four-and-a-half-day class, you share experiences with professionals from across government, discuss common challenges and develop strategies for change.

The course is for public leaders grade GS-15 to the Senior Executive Service. A limited number of GS-14 employees may apply and be admitted.

Learning objectives

- Understand the historical framework for constitutional government and the obligations of the oath of office
- Increase your appreciation of the importance of federal service for yourself and your organization
- Foster an organizational environment that is responsive to change and true to its purpose and tradition

Date: September 23-28, 2018

Location: Charlottesville, Virginia

Tuition: \$5,950 (includes lodging, meals and course material)

Note: By attending this course, you can earn MS-Leadership credit for the Resilience in Leadership and Motivating People courses.

Daring to Lead

Discover the power of values-based leadership. Acquire the thinking and tools to become an authentic, resonant leader. And build a leadership mindset.

Held at Washington University in St. Louis, Brookings Executive Education's four-and-a-half-day Daring to Lead residency provides a foundation for courageous leadership and helps you shape the way your agency responds to challenges.

Learning objectives

- Explore what it means to be an authentic leader
- Develop a mindset for exceptional leadership
- Understand the importance of personal and organizational value alignment
- Bolster your commitment to service and leading change

Date: March 24-29, 2019

MS-Leadership credit hours: 2

Location: Washington University in St. Louis, St. Louis, Missouri

Tuition: \$4,950 (includes lodging, meals and course material)



Tamzin Smith



Tamzin Smith

COMPETENCY: ACCOUNTABILITY**Accountability for Results**

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

Learning objectives

- Design measurement systems that can drive performance
- Obtain an analytic tool that determines the readiness of your agency to meet performance goals
- Develop strategies for the ongoing assessment of performance and results-oriented leadership

Date: June 17-18, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: COMMUNICATIONS**Communicating for Success**

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

Learning objectives

- Develop communication strategies for yourself and your organization
- Learn to speak honestly, powerfully and with integrity
- Remove barriers to understanding by considering, planning for and reacting appropriately to your audience and environment

Date: September 5-6, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: CONFLICT RESOLUTION**Strategies for Conflict Resolution**

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

Learning objectives

- Recognize the causes and consequences of conflict
- Develop critical communication and facilitation skills
- Learn to make sound strategic choices in conflict intervention and resolution

Date: June 5-6, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: CONTINUAL LEARNING**Leading, Learning and Change**

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

Learning objectives

- Define learning organizations and the leadership qualities of the professionals who lead them
- Explore the human change process and how to engage people in change based on their level of readiness and stage of development
- Develop an action plan for building an organizational learning culture, along with the necessary talent to achieve it

Date: September 17-18, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: CREATIVITY

Inspiring Creativity in Organizations

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

Learning objectives

- Examine the factors that encourage individuals and groups to question conventional approaches, become more creative and generate innovative ideas
- Assess your personal creative problem solving skills
- Lead teams that can implement new or cutting-edge programs and processes

Date: November 5-6, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: CUSTOMER SERVICE

Excellence in Customer Service

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

Learning objectives

- Learn the fundamentals of exceptional customer service
- Acquire specific skills that help you create value for your clients
- Develop the thinking and leadership abilities needed to lead a customer-service-focused organization

Date: September 5-6, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: DECISIVENESS AND FLEXIBILITY

Flexibility and Decisiveness

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

Learning objectives

- View decision-making in the context of problem identification and solving
- Determine whether the flexibility or decisiveness approach works better in specific decision-making situations
- Understand the dimensions of risk; develop a willingness to take reasonable and ethical risks

Date: September 12-13, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: DEVELOPING OTHERS

Leaders Growing Leaders: Excelling as a Coach

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

Learning objectives

- Leverage coaching as an employee development strategy
- Identify the specific characteristics and practices of effective coaches
- Use feedback to create your own coaching action plan

Date: December 3-4, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995





Tamzin Smith

COMPETENCY: DIVERSITY**Global Leadership: Leveraging Differences**

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

Learning objectives

- Strengthen skills for engagement across cultures in national and international contexts
- Leverage tools for inclusion for greater organizational effectiveness
- Cultivate a global leadership orientation

Date: next offered 2019-20

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: ENTREPRENEURSHIP**Leading Innovation and Creating Value**

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

Learning objectives

- Understand the innovation process and its components
- Learn how to develop and evaluate innovative solutions
- Build momentum around your ideas and circumvent potential opposition to them

Date: May 7-8, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: FINANCIAL MANAGEMENT**Finance for Nonfinancial Managers**

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

Learning objectives

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

Date: October 24-25, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: HUMAN CAPITAL MANAGEMENT**Maximizing Human Capital**

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

Learning objectives

- Recruit, retain and develop an engaged, diverse workforce
- Address strategic human capital challenges effectively
- Develop sound strategies for shaping your agency's workforce behaviors

Date: April 10-11, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995



Tamzin Smith

COMPETENCY: INFLUENCING

Leading Through Influence

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

Learning objectives

- Examine your influencing strengths and weaknesses
- Evaluate and strengthen your approach to influencing other people
- Enhance your ability to navigate the informal side of an organization to make change happen

Date: October 31-November 1, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: INTEGRITY/HONESTY

Ethics in Action: Leading with Integrity

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

Learning objectives

- Drive ethical public sector decision making in your agency
- Increase your self-knowledge, which, in turn, increases your ability to engage honestly with others, build trust and promote collaboration
- Increase your appreciation of personal responsibilities within bureaucratic frameworks

Date: November 7-8, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: INTERPERSONAL SKILLS

Interpersonal Savvy for Leaders

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

Learning objectives

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

Date: April 17-18, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: NEGOTIATING

The Art and Science of Negotiation

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

Learning objectives

- Apply the theory of negotiation to the practice of finding solutions
- Learn to ask purposeful questions that facilitate group clarity around goals, processes and roles
- Enhance your ability to resolve conflicts that impede healthy internal and external relationships

Date: May 14-15, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: PARTNERING**Building Networks and Partnerships**

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

Learning objectives

- Learn how to shift from a formal, authoritative role to a collaborative role
- Manage enterprise-wide partnerships more effectively
- Adopt skills for building and maintaining partnerships

Date: October 15-16, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: PROBLEM SOLVING**Problem Solving Through Critical Thinking**

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

Learning objectives

- Learn how to comprehensively formulate challenges
- Understand how to recognize biases and how they undermine problem solving
- Develop explicit, structured thinking processes

Date: April 23-24, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: PUBLIC SERVICE MOTIVATION**Motivating People**

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

Learning objectives

- Gain a better understanding of the science of motivational leadership and the nature of public-service motivation
- Articulate your personal calling and develop a strategy for advancing it
- Develop a strategic plan to increase the motivation of your direct reports

Date: October 3-4, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: RESILIENCE**Resilience in Leadership**

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

Learning objectives

- Harness positive thinking and inspire excellence in other individuals
- Renew your connection to your job and organization
- Increase your ability to respond to workplace challenges

Date: October 17-18, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995



COMPETENCY: STRATEGIC THINKING

Strategic Thinking: Driving Long-Term Success

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

Learning objectives

- Define strategic thinking and how it applies to government agencies
- Identify and overcome common pitfalls in strategic thinking and implementation
- Learn the eight elements of strategic thinking and apply these elements to your agency challenges and opportunities

Date: August 14-15, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: TEAM BUILDING

Creating High-Performance Teams

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

Learning objectives

- Develop greater awareness of group behavior by studying group dynamics in action
- Design your own team-development plan
- Understand how team dynamics apply to virtual teams

Date: April 15-16, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: TECHNOLOGY MANAGEMENT

Leveraging Technology for Mission Results

Separate fact from hype and determine how information technology can be used effectively to deliver mission results.

During the course, you learn about technology trends and opportunities, IT-related statutes and regulations, the effect of technology changes on your agency, and the change-management implications of IT projects.

Learning objectives

- Manage IT initiatives with effective strategies that leverage people, processes and technology
- Understand government technology priorities and make cost-effective decisions on technology use
- Attract and retain the next generation of technology-savvy government leaders

Date: next offered 2019-20

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: VISION

Visioning and Leading Change

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

Learning objectives

- Refine or establish an implementable vision for your agency
- Shift from a hierarchical buy-in mode of change to a collaborative "be-in" approach
- Learn how to identify and engage broad constituencies during change efforts

Date: March 18-19, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995



Policy Courses

Brookings Executive Education offers courses that explain the mechanics of policymaking on Capitol Hill and in the White House, develop your policy-entrepreneurship skills and address the global challenges facing the nation. These courses help you hone two important U.S. Office of Personnel Management competencies: political savvy and external awareness.

COMPETENCY: POLITICAL SAVVY

Inside Congress

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

Learning objectives

- Understand legislative processes and the pressures that drive Congress
- Explore current policy issues and how they affect your agency
- Learn to work more effectively with the legislative branch

Date: (July 9-12, 2018, September 24-27, 2018, May 6-9, 2019)

MS-Leadership credit hours: 1

Tuition: \$2,075



Inside the White House

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

Learning objectives

- Examine current executive-branch priorities
- Learn who makes policy and how policy is made in the White House, Office of Management and Budget, and government agencies
- Develop comprehensive organizational strategies that take into account the executive branch's role in policy formulation and implementation

Date: November 13-14, 2018, June 3-4, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

Insider's Legs and Regs

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

Learning objectives

- Understand complex legislative and regulatory processes
- Decipher the interrelationship between policy formulation and implementation
- Work more effectively with Congress and federal agencies

Date: October 22-23, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

Insider's Budget Process

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

Learning objectives

- Navigate complex administration and congressional budgetary processes
- Understand the components of the federal budget and how they drive policy decisions
- Review potential policy changes for both discretionary and nondiscretionary spending

Date: February 12-13, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

Politics and Policymaking

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

Learning objectives

- Assess the various drivers of change in the political environment
- Adopt a framework that increases your impact in policymaking processes
- Engage in policy networks to more effectively respond to changes in the political environment

Date: March 11-12, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

COMPETENCY: EXTERNAL AWARENESS

U.S. National Security Strategy

The United States faces a world of volatility, uncertainty, complexity and ambiguity.

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

Learning objectives

- Gain unique perspectives on global security challenges, threats and opportunities
- Review administration and congressional priorities
- Develop strategies for combatting challenges and leveraging opportunities

Date: December 5-6, 2018

MS-Leadership credit hours: 1

Tuition: \$1,995

Global Economic Policy

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

Learning objectives

- Understand how economic policy is designed, implemented and evaluated at the national and international levels
- Acquire the requisite skills to address economic-policy challenges
- Relate economic policy issues to the contemporary global economy

Date: to be offered 2019/20

MS-Leadership credit hours: 1

Tuition: \$1,995





Tamzin Smith

The Middle East

Middle East volatility continues to roil U.S. foreign policy.

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

Learning objectives

- Recognize the political, social, religious and economic complexities of the Middle East
- Assess the impact of the Iran nuclear agreement
- Interpret the direction of Middle East policy under the current administration

Date: March 13-14, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

The Americas

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

Learning objectives

- Examine migration flows, remittances and immigration
- Evaluate the future of trade and investment in the hemisphere
- Discuss how U.S. policy affects the American continents

Date: June 19-20, 2019

MS-Leadership credit hours: 1

Tuition: \$1,995

East and South Asia

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

Learning objectives

- Examine China's economic, political and military expansion and its effects on the world order
- Evaluate Asia's changing economies and geopolitical dynamics
- Assess the opportunities and risks of rebalancing American strategy in Asia

Date: next offered 2019-20

MS-Leadership credit hours: 1

Tuition: \$1,995

Europe

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

Learning objectives

- Debate the effects of Brexit on the world economy
- Analyze Russian influence in the region
- Discuss the changing values of Western democracies

Date: next offered 2019-20

MS-Leadership credit hours: 1

Tuition: \$1,995

Registration



How to Register

Register for Brookings Executive Education courses by phone, email, or online.

Online: www.brookings.edu/executive-education/

Phone: 800-925-5730

Email: registrar@brookings.edu

Your course registration is not final until your payment is received in full or until an approved government purchase order is received. The registrar will email you written confirmation within 10 business days after your payment and completed registration form are received. Note: An incomplete registration form will not secure you space in a class.

Registration for all courses closes at 12 p.m. Eastern Time the day before the class start date.

You may substitute classes for yourself or one of your employees without penalty. All substitution information must be submitted to registrar@brookings.edu 48 hours before the course start date. No changes will be permitted after that time frame. Brookings Executive Education reserves the right to accept or reject an alternate attendee for offerings that require a minimum level of management experience.

Payment methods

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

Tuition and course dates are subject to change without notice.

Online registration

Online registration allows you to streamline the registration process. You can register yourself or other individuals quickly and easily and 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 the website.

If your payment method is an approved government purchase order, you may register online and submit a copy of the completed purchase order to registrar@brookings.edu or fax a copy to 202-797-4363. Go to the "Ways to Register" tab on Brookings Executive Education's website for a sample SF-182 form that includes vendor information and helpful tips.

Online: www.brookings.edu/executive-education/

Phone: 800-925-5730

Email: registrar@brookings.edu



For all nonresidential programs held in Washington, D.C.

Business days before program	Substitutions*	Transfer fee	Cancellation fee
30 days or more	Yes, if appropriate	None	None
15-29 days	Yes, if appropriate	25% of original cost	50% of original cost
2-14 days	Yes, if appropriate	50% of original cost	100% of original cost
1 day	Not permitted	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 fewer	No	None	50% of original cost

*The substitute must meet the stipulated GS or SES level. All requests for cancellations, substitutions or transfers must be made in writing. Email registrar@brookings.edu.

Cancellations and absence policy

Penalties apply for classes cancelled within a specific time period prior to the course dates (outlined in the chart on page 36).

If you miss any class day or portion of a program because of weather, illness or other circumstances, Brookings Executive Education is unable to reimburse you for any part of the course tuition or offer complementary participation in any subsequent iteration. The policy also applies to cohort programs.

Residential course payment

You must pay in full before you attend residential programs. An approved government purchase order does not guarantee registration; it serves as an invoice requesting payment. In addition, government-approved purchase orders must be received 30 days before the start of any residential course to allow sufficient time for invoicing and prepayment.

Course cancellations

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

Program locations and times

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

Inclement weather policy

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

Go to www.brookings.edu/how-to-register/ for other Brookings Executive Education registration information and requirements.



1775 Massachusetts Ave, N.W.
Washington, D.C. 20036

800-925-5730

www.brookings.edu/executive-education/
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