

# BROOKINGS

## Executive Education

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Brookings Executive Education (BEE) is a partnership of the Brookings Institution and Washington University in St. Louis

### MEET EXECUTIVE IN RESIDENCE DAVID HUNTOON JR.



Training for certainty, educating for uncertainty.

The military maxim sums up Brookings Executive Education's (BEE's) value proposition, according to BEE's Executive in Residence David Huntoon Jr. The retired Army lieutenant general assumed the role in May 2017.

BEE covers the core competencies required for the Senior Executive Service. But, it also prepares public servants to solve problems during global crises, geopolitical conflicts and periods of rapid change — or what the military calls VUCA (volatility, uncertainty, complexity and ambiguity) conditions.

“Brookings Executive Education gets VUCA,” Huntoon says.

Government often focuses on “current operations and the here-and-now. At BEE, public-sector leaders learn how to step back and think strategically about difficult challenges.”

Huntoon spent 40 years in the U.S. Army, serving as superintendent of the U.S. Military Academy at West Point; director of Army staff; commandant of the U.S. Army War College; and the Army's director of strategy, plans and policy. Huntoon was deployed as a senior war plans officer with the XVIII Airborne Corps at Fort Bragg in Operation Just Cause, Operation Desert Shield and Operation Desert Storm. He also commanded an infantry battalion in Korea and the 3rd U.S. Infantry Regiment in Washington, D.C.

Huntoon's academic experience is equally impressive.

He received his Bachelor of Science degree in engineering from West Point, Master of Arts degree in political science and government from Georgetown University, and a Master of Military Arts and Sciences from the U.S. Army Command and General Staff College. In addition, he was a National Security Fellow at Stanford University.

"BEE has a wonderful palette of programs and classes. It has faculty capacity, with proximity to active decision makers and policymakers. Instructors are committed to values-based leadership. They understand the selfless purpose of the individuals who work in the public sector."

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## HELPING VETERANS EXCEL

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Timothy Keasling says he grew up in the U.S. Army, living and breathing Army procedures for 34 years. Like many veterans, the retired colonel began a second career after he left the military — and he turned to BEE to learn the ins and outs of civilian leadership.

BEE courses and programs help veterans reengineer their professional skills.

"The military emphasizes fast decision making," Keasling says. "BEE classes taught me to slow down to ensure I'm solving the right problems."

"Military officers can adopt a take-command, hierarchal approach to leadership. Civilian leaders must build relationships, coalitions and buy-in. An expanded leadership portfolio has been one of my greatest takeaways from the BEE curriculum."

Keasling, deputy director of intelligence for the Army National Guard, was awarded BEE's Certificate in Public Leadership (CPL) and is now completing his Executive Master of Science in Leadership (EMSL) degree. Top-ranked Washington University in St. Louis confers the degree, which is delivered via BEE at the Brookings Institution.

Veterans receive a lot of support from BEE faculty and staff. Keasling says the BEE manager for veteran affairs works with veterans on their individual development plans and "huddles with them before and after classes to check progress."

BEE is a partnership between Brookings and Washington University. The university participates in the U.S. Department of Veteran Affairs' Yellow Ribbon Program for honorably discharged military men and women with at least 36 months of active duty. The voluntary program enables the VA to match contributions from U.S. institutions of higher learning for school tuition and fees not covered by the Post-9/11 GI Bill. According to Keasling, the program has paid for 100 percent of his BEE tuition.

In addition to the Certificate in Public Leadership and EMSL programs, veterans can use their GI Bill benefits to pursue a Certificate in Policy Strategy or a LEGIS Congressional Fellowship. For more information on these programs, contact Autumn Clarke at [registrar@brookings.edu](mailto:registrar@brookings.edu).

*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.*

## **BEE PROGRAM ATTRACTS GOVERNMENT'S 'BEST AND BRIGHTEST'**



In October 2017, Brookings Executive Education (BEE) welcomed 50 public leaders to its Executive Fellowship program. Like the fellows who preceded them, these outstanding

women and men came to BEE to develop new thinking and acquire new tools to modernize their organizations.

The 12-month, 20-classroom-days fellowship program focuses on results.

The Executive Fellows' research-based curriculum prepares fellows to meet the Executive Core Qualifications identified by the U.S. Office of Personnel Management. The cohort format enables participants to get to know and learn from one another. Agencies benefit from a discount in tuition fees — along with the value created by enhanced individual and organizational performance.

Richard Johnson, national policy manager for the U.S. Department of Agriculture's Animal and Plant Health Inspection Service, graduated from the fellowship program in June 2016.

"The program encouraged me to explore new challenges and think about issues I wouldn't have considered previously," he says. "I could take a course, see how the concepts worked and put them into practice — both professionally and personally."

"My program cohort included individuals from other hubs in my agency, which was helpful to me since I'm fairly new to the USDA. I also met leaders from other areas of the federal government and now have a Washington, D.C., network I can reach out to for best practices."

"The program ROI was greater than I had expected," says an executive fellow who graduated in September 2017. "BEE courses strengthened my 'soft' skills and taught me how to motivate my team to want to do what I needed them to do. It's amazing how individuals open up when they're approached in positive, productive ways."

Based on their experience in the program, both these Fellows decided to extend their learning and matriculated into BEE's Executive Masters of Science in Leadership program.

Participants who complete BEE's Executive Fellowship program receive a Certificate in Public Leadership. After they submit their class written assessments, they also receive one-third of the total credits required to earn an Executive Master of Science in Leadership (EMSL) degree from Washington University in St. Louis, Brookings' partner institution.

For more information about the program, contact the EMSL Program Manager, Morgan Kaminski, at [mkaminski@brookings.edu](mailto:mkaminski@brookings.edu). To apply, go to <https://www.brookings.edu/master-of-science-in-leadership/>.

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## BEE COURSE EXPLORES GLOBAL SECURITY

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U.S. global security is undergoing a sea change in the 21st century.

Consider some of the high-priority — and rapidly occurring — challenges. China and India have become more powerful, creating a shift in strategic competition from Atlantic to Pacific regions. North Korea is pushing its rogue weapons program forward. ISIS and al-Qaeda still promote terror. Cyberwarfare targets nations, businesses and individuals around the world.

Brookings Executive Education's annual Global Challenges, Threats and Opportunities: U.S. Perspective addresses many of these security issues. The two-day security-policy course is scheduled for December 5-6, 2017, at the Brookings Institution in Washington, D.C.

Class content includes perspectives from security experts, a review of Trump administration priorities, forecasts and prospective policy outcomes, and strategies for combatting problems and leveraging opportunities.

To register for the course, please click [here](#). Course credit may be applied to BEE's Certificate in Public Leadership or the Certificate in Policy Strategy. For more information, email [registrar@brookings.edu](mailto:registrar@brookings.edu).

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