

BROOKINGS

Executive Education

March 13, 2018



MASTER LEADERSHIP AND POLICY IN ONE DEGREE PROGRAM



As of January 2018 Brookings Executive Education's [policy courses](#) are included in the master's degree curriculum. Now students can earn credit toward the [Master of Science in Leadership](#) (MS-Leadership) by attending any of our acclaimed policy classes, from Inside Congress to National Security Strategy.

"The MS-Leadership broadens students' knowledge base, advances their professional development and better equips them to serve the American people," said Mary Ellen Joyce, associate dean and executive director. "Students will now be able to acquire the policy expertise to understand the inner workings of government as well as the management tools to modernize agency operations."

The MS-Leadership degree is conferred by top-ranked Washington University in St. Louis and the curriculum is based on the Office of Personnel Management's Executive Core Qualifications.

Students may demonstrate their proficiency in policy by earning a [Certificate in Policy Strategy](#). Students taking the four courses for "political savvy" and one course in "external awareness" competencies will receive a Certificate in Policy Strategy in addition to the MS-Leadership upon completion of degree requirements.

Program Structure:

- Content delivered through executive education open enrollment courses

- Core courses (with exception of the capstone) completed within students' first two years of enrollment
- 30 credit hours completed within six years of enrollment
- Rolling admissions
- Five- to seven-page written assessments that document your development as a leader and the return on investment for your agency from course-content application

Students may earn class credit toward the degree from the leadership and policy courses they have already taken at Brookings Executive Education.

For more information, contact MS-Leadership Program Manager, Morgan Kaminski, at mkaminski@brookings.edu.

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. In 2014, Pierce was named academic director of Brookings Executive Education's [MS-Leadership program](#) 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 skill sets," 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."



Charles Dalcourt is chief of the Commander's Initiatives Group, experts who are members of the personal staff of the commanding general of U.S. Army Central (USARCENT). During his 32 years in the military, Dalcourt traveled around the world, worked in the Pentagon, and served as an Army aviator and Apache pilot — among his many career highlights.

Five years ago, Dalcourt took his first Brookings Executive Education course. In October 2016, he enrolled in the [MS-Leadership program](#) and expects to graduate in 2019. The classes he has taken to date have introduced him to new ways of thinking and leading.

“Our past experiences sometimes inhibit us from growing,” he says. “We tend to react instead of respond, and we fail to challenge our own thoughts. Brookings Executive Education taught me to slow down, examine my preconceptions and approach complex problems without bias.”

A results-oriented officer, Dalcourt leveraged [Leading Through Influence](#) class content to drive solutions at USARCENT. “The lessons I learned extended beyond my personal development. Greater influence enabled me to provide opportunities for people without voices to be heard by giants.”

In 2016, the command was in the middle of a restructuring that reduced military staff positions by 54 percent. During the transition, Dalcourt's team was responsible for improving “individual employee connectedness to the broader organizational mission and vision” and implementing “initiatives to flatten communication across the headquarters.”

Based on [lessons learned](#) in class, he formed a core planning team that “worked behind the scenes to set the conditions and comprehensively formulated the problem.” They developed a new B2C2WG (boards, bureaus, centers, cells and working groups) program and battle

rhythm (activities designed to synchronize current and future operations). Both were accepted by the command. These efforts directly improved the organization's effectiveness and efficiency.

ON THE HORIZON: 2018-2019 ACADEMIC YEAR CATALOG

The 2018/19 Academic Year Catalogue will be mailed to you mid-April. If your physical address has changed or if you would like to add your address to your Brookings Executive Education contact file, please contact Autumn Clarke at registrar@brookings.edu. The publication will include news and information about what's "on the horizon" at Brookings Executive Education.

UPCOMING COURSES

Register early for these courses; several of them are almost full.

- [Maximizing Human Capital: April 3 - 4, 2018](#)
- [Daring to Lead: April 8-13, 2018](#)
- [Politics and Policymaking: April 17-18, 2018](#)
- [Creating High-Performance Teams: April 18-19, 2018](#)
- [Enterprise Leadership: April 29 - May 2, 2018](#)
- [Leading Innovation and Creating New Value: May 8 - 9, 2018](#)
- [Leading Through Influence: May 9-10, 2018](#)
- [Digital Government: May 21-22, 2018](#)
- [Art and Science of Negotiation: May 23-24, 2018](#)

More information regarding how to register can be found [here](#).

Benefits for Veterans

Interested in using your Post 9-11 GI Bill® benefits for the MS-Leadership program or one of Brookings Executive Education's certificate programs? Click [here](#) for more information.

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