As Einstein observed, insanity is doing the same thing over and over again and expecting different results. Tackling today’s problems with yesterday’s thinking, tools, and processes is unlikely to lead to different results. We recognize that resources for executive and leadership development continue to be curtailed, travel funds have dried up, and training dollars have been slashed. In this austere environment, how can government innovate to address new mandates and streamline its operations?

Brookings Executive Education (BEE) programs are based on a new paradigm for leadership success: Leading Thinking™. Most approaches to developing leadership assume that people are born leaders, that they are able to learn certain behaviors, or that people are served by their natural traits and characteristics. While these approaches may be valid, we believe that the fundamental method to advance leadership skills is first to Stop, Think, and Act based on thinking, and then Reflect to learn how to improve. This STAR model (see p. 9) is one of the foundations of Leading Thinking™: developing leaders by helping them to think differently and reflect to radically improve their leadership skills. This paradigm is woven throughout BEE’s curriculum to help you determine and solve the right problem the first time, and to do so in a way that creates value for your organization.

In addition to providing agencies with a new framework for leadership development, we strive to provide exceptional value to the government in a number of ways. Recognizing that training and travel dollars are being cut to the bone, and striving to provide you with top-notch value for every dollar spent:

• We are keeping tuition at 2009 prices.
• We are encouraging written papers on how class content translates into practice, which provides agencies with real results and ROI for their training investment.
• We are bringing many of our courses to agencies, thereby eliminating travel costs and providing the BEE curriculum on-site—for up to 50% savings from open enrollment tuition.
• We are offering to train agency personnel to deliver many of our programs so that new thinking is extended throughout the organization at a significantly lower cost.

Our research-based curriculum delivers new thinking, tools, and processes that can and will help you think differently about how to comprehensively formulate problems, issues, and challenges. Such formulations can guide you in transforming your organization. Everyone at Brookings Executive Education cares deeply about public service and the people in it. We are dedicated to the growth and development of the outstanding men and women who have chosen to devote themselves to serving our country. We hope we will have the opportunity to serve you.

Duce a mente (may you lead by thinking),

Jackson Nickerson, Ph.D.
Associate Dean and Director, Brookings Executive Education; Frahm Family Professor of Organization and Strategy, Olin Business School, Washington University in St. Louis
Table of Contents

Certificate and Degree Programs
6  Certificate in Public Leadership
7  Certificate in Policy Strategy
8  Master of Science in Leadership

Leadership and Executive Development
13  Executive Pathways Course Listing
14  ECQ1: Leading Change
17  ECQ2: Leading People
19  ECQ3: Results Driven
20  ECQ4: Business Acumen
22  ECQ5: Building Coalitions
23  ECQ6: Fundamental Competencies
26  Leadership Symposia
28  Specialty Programs

Policy Strategies and Innovation
33  Inside Government
35  Global Challenges, Threats, and Opportunities
37  Policy Innovation
38  Legis Congressional Fellowship

Executive Development Services
41  Leadership Assessments
42  BEE with YOU (Bringing BEE Courses to Your Agency)
43  Licensing/Train the Trainer
44  Organizational Interventions

Registration and Policies
46  Registration and Policy Information

Our Mission
Brookings Executive Education is committed to being the premier provider of executive education for those engaged in and with government.

Our courses are appropriate for leaders at all levels of government—federal, state, and local—as well as officials from other countries. The leadership and policy courses provide substantial value for those in the nonprofit sector, and the policy programs are valuable for corporate audiences.

Click the Course Calendar button at www.Brookings.edu/ExecEd to view a calendar of BEE courses.
Brookings Executive Education

A Partnership of the Brookings Institution and Washington University in St. Louis

For more than 50 years, Brookings Executive Education (BEE) has provided public and private sector leaders with practical and relevant education in support of their professional and personal goals. BEE’s programs in leadership, governmental policy and process, and critical global issues are designed to help those who work for or with government develop the skills and behaviors necessary for leading 21st-century organizations.

BEE is a partnership between two world-renowned organizations: the Brookings Institution and Olin Business School at Washington University in St. Louis. Instrumental to both, St. Louis businessman Robert S. Brookings (1850–1932) founded the D.C.-based think tank and, as leader of Washington University’s governing board for 33 years, laid the foundation for the University to become the top-ranked institution it is today.

The work of Brookings’ resident scholars, many of whom have held high-level government positions, is reflected in much of BEE’s policy program content. According to a Yale University study, Brookings ranks #1 in credibility among all public policy research organizations in Washington, D.C.

The Washington University faculty is distinguished in many fields and includes 22 Nobel Laureates, furthering the University’s long-standing reputation for scholarship and innovation. In 2009, The Economist ranked Olin Business School’s executive education #1 worldwide for custom programs and #2 worldwide for open enrollment courses.

The Legacy of Robert S. Brookings

Brookings Executive Education (BEE) is a direct beneficiary of Robert S. Brookings, the St. Louis businessman and philanthropist who was president of WUSTL’s Board of Trustees from 1895 to 1928. During this time, Brookings played a pivotal role in the development of the University’s main campus. Through his leadership and foresight, Brookings marshaled the resources to create the original buildings on campus. As head of the University’s governing board, he gave much of his time, fortune, and personal estate to revitalize the University and its medical school.

In 1916, Brookings worked with other government reformers to create the first private organization devoted to the fact-based study of public policy. The new Institute for Government Research became the chief advocate for effective and efficient public service, and sought to bring “science” to the study of government. He was called to service by President Woodrow Wilson to run the Pricing Board during World War I. It was during this service that he realized the need for developing leaders in government who were schooled in the art of handling problems. Brookings then created two sister organizations, the Institute of Economics (1922) and the Robert S. Brookings Graduate School (1923.) In 1927, these three organizations combined to create the establishment that bears his name: the Brookings Institution.

Brookings’ deep commitment to public service and education is reflected in the partnership between these two institutions for which he was a common benefactor. BEE is committed to delivering on his promise to “teach the art of handling problems rather than simply impart accumulated knowledge.” Through BEE, the remarkable legacy of Robert S. Brookings continues into a new century, and all who engage in BEE classes are direct beneficiaries of this remarkable man.
CERTIFICATE AND DEGREE PROGRAMS
Certificate in Public Leadership

Since 2004, Brookings Executive Education (BEE) has recognized the leadership capabilities of government managers and executives by awarding these outstanding individuals with our Certificate in Public Leadership (CPL). An extremely flexible course of study that includes both leadership and policy courses, a CPL provides you with the skills and mind-set you need to lead in today’s ever-changing environment, as well as opportunities to establish important networks to leverage your learning across public and private organizations. Apart from two required courses, any of our course offerings may be applied toward certificate completion, including custom programs. Through these programs, you can increase your knowledge of complex policy challenges and develop your leadership capacity.

Requirements

Twenty days of BEE courses are required to earn a CPL. Two required courses underpin this curriculum:

- Ethics in Action: Leading with Integrity (required for all participants), see p. 24
- Executive Leadership for America (required for GS15-SES), see p. 26; or Public Leadership 21C (required for GS13-GS14), see p. 27

There is no time limit or sequence for completing the 20 days of classroom learning. Participants are encouraged to enroll in the programs that match their strengths, development plans, or interests. Individuals who enroll in the CPL also receive a complimentary 180-degree leadership assessment to help identify their strengths, spotlight areas for development, and plan a course of study.

Active participation in the classroom is required of participants, along with a three- to five-page essay describing how you translated CPL content into practice and your personal assessment of its impact. This provides a useful reflection to evaluate and document your return on investment.

Key Benefits

- A unique credential from a world-renowned public policy and research organization
- Program content matched to a range of career levels and skill sets
- A flexible timeframe that enables you to study as your time and budget allow
- Interaction with Olin Business School leadership experts, Brookings scholars, policy analysts, authors, and thought leaders
- Invitations to special seminars and functions at Brookings

You must register to participate in the CPL program (registration is free). You may receive credit for courses attended within a two-year period prior to enrollment. To register or to obtain more information, contact registrar@brookings.edu or 800-925-5730.
Certificate in Policy Strategy

When are policy changes likely, and what might they be? Opportunities for shaping policy appear and disappear quickly. Nimble organizations have an advantage in responding to these changes and even in helping to shape these policies. Brookings Executive Education’s (BEE) unique credential, the Certificate in Policy Strategy (CPS), will help you understand when windows of opportunity for changing policy are likely to open, as well as which policy changes are likely to be feasible. With this curriculum, you can advise your organization on how to craft, or react to, policy changes.

The CPS does not have a rigid timeline—start when it is most convenient for you, and finish as budgets allow. The CPS is open to government managers and executives ranked GS13-SES (or military equivalent) as well as to mid-level and senior managers from nonprofits, associations, and corporations.

Requirements

Twenty days of Brookings Executive Education (BEE) courses are required to earn a CPS. Four required courses, three elective courses, and two one-day policy courses underpin this curriculum.

The four required courses are:
- Politics and Policymaking (p. 14)
- Inside Congress (p. 33)
- Inside the Executive Branch (p. 33)
- Global Challenges, Threats, and Opportunities: U.S. Perspective (p. 35)

Elective courses include:
- The Insider’s Budgetary Process (p. 34)
- The Insider’s Legs and Regs (p. 34)
- Regional Challenges, Threats, and Opportunities: The Middle East (p. 35)
- Regional Challenges, Threats, and Opportunities: East and South Asia (p. 36)
- Regional Challenges, Threats, and Opportunities: South and Central America (p. 36)

Policy courses include:
- Cyber Security (p. 37)
- Climate Change (p. 37)

Key Benefits

- Enhanced analytical and political skills to benefit your organization and career
- Interaction with analysts, authors, and opinion leaders helping to shape America’s future
- A unique credential from a world-renowned public policy and research organization
- A flexible timeframe that enables you to study as your time and budget allow

You must register to participate in the CPS program (registration is free). You may receive credit for courses attended within a two-year period prior to enrollment. Those who have or are pursuing a Certificate in Public Leadership can apply up to six days of program credits to the Certificate in Policy Strategy from past policy courses taken. Other exemptions may apply and will be considered on a case-by-case basis. To register or to obtain more information, contact registrar@brookings.edu or 800-925-5730.

Strobe Talbott, left, President of the Brookings Institution, visits a BEE course to congratulate a certificate recipient.

REGISTER ONLINE AT WWW.BROOKINGS.EDU/EXECD
OR CALL 800-925-5730
Master of Science in Leadership

Brookings Executive Education (BEE) is proud to offer a unique and customized course of graduate study for the best and brightest in government: the Master of Science in Leadership (MS-Leadership) degree. This distinctive degree is one of the few offered in the United States for leaders in the public sector.

Many exceptional program features set this degree apart from other degree programs. First and foremost, the MS-Leadership degree is granted by the top-ranked Olin Business School at Washington University in St. Louis and delivered via Brookings Executive Education, creating a learning environment unlike any other. The curriculum is delivered through executive education, allowing students to enroll in courses as resources allow.

A Unique Approach

The complexity of our government seems almost unfathomable. How can public managers best prepare themselves to meet challenges? What mission-critical competencies do today’s leaders need? BEE’s MS-Leadership program provides managers and executives with new mind-sets, knowledge, and skills to lead in this multifaceted atmosphere.

New thinking is needed for government to solve today’s problems. Our research-based curriculum is demonstrating that learning to think differently can transform organizations. Created just two years ago, the MS-Leadership degree is proving to be an extraordinarily comprehensive and effective way to develop senior leaders.

The future of Senior Executive Service (SES) candidate development programs is questionable. Success is uncertain, costs are high, and measuring return on investment is difficult. Often, there is little verification that course content can be translated into actionable practice, a repercussion of a principles-based (versus solutions-based) curriculum. This unique MS-Leadership program remedies these shortcomings in an economical way and is producing leaders with the thinking skills required to resolve today’s government challenges.

Executive Education

The MS-Leadership curriculum is designed for experienced senior managers and executives in government. Therefore, content is structured around existing challenges that leaders grapple with, providing you with new knowledge and skills to navigate today’s complex environment. Cases are drawn from a government context and feature current issues to provide you with direct connections to the problems you encounter.

Our faculty includes thought leaders from Olin Business School, recently retired federal executives, and other leading experts. Most courses include guest speakers drawn from high levels of government service, further connecting theory to practice. Award-winning instruction, combined with peer-to-peer networking opportunities, provides a premier educational environment.

OPM ECQs

Unlike other programs, BEE has taken the Office of Personnel Management’s Executive Core Qualifications (OPM ECQs) and created a class for nearly every competency in the framework. This provides you with a deep understanding of the underlying concepts, as well as an opportunity to demonstrate your proficiency in each executive competency. If you are preparing an application package for the SES, you can use the papers you write for each class to highlight your qualifications for executive positions. As a result, the MS-Leadership program is rapidly becoming recognized as a model of SES preparation and development.
A New Paradigm

With most successful leaders, it is “thinking” that ultimately determines their actions and behavior. Therefore, improving “thinking skills” must be the foundation for improving leadership. The MS-Leadership program boasts Olin Business School’s award-winning curriculum delivered through BEE’s new paradigm for executive success: Leading Thinking™. It instructs on how to find, frame, and formulate challenges through processes that overcome common biases and foster improved teamwork, shared learning, and innovation.

While the MS-Leadership curriculum links to OPM ECQs, it also extends BEE’s Leading Thinking™ model so that you are not merely instructed in certain behaviors. Instead, emphasis is on the thinking that drives leadership behaviors. This approach—called the STAR model—is advantageous for both you and your organization. You will learn how to Stop and Think before Acting, followed by Reflecting. Because the emphasis is on developing processes, not just on individual leadership behaviors, organizations become more robust through the leader’s implementation of the Leading Thinking™ processes.

Course of Study

The accredited MS-Leadership curriculum centers on a series of courses—Executive Pathways—that can be taken in any order over as much time as needed. Twenty-two short programs* are required, plus two one-week residential components (a foundational platform week and a capstone week). Executive Pathways programs are all held on weekdays in Washington, D.C. The two residential courses are held at Olin Business School at Washington University in St. Louis. The foundational platform should be taken early in the MS-Leadership matriculation. The capstone immediately precedes graduation and the awarding of the degree. These two courses bookend the MS-Leadership program, providing students with a comprehensive development experience:

- The platform course, Government in a Global Environment, provides you with an opportunity to attend courses with mid- to senior-level corporate managers from the United States and China, thereby learning about cutting-edge management practices and establishing a global network.
- The capstone course not only integrates the content from the 22 modules, but also addresses the distinctive qualities of executive-level leadership and focuses on the mind-set needed for senior leadership positions.

To receive course credit, you are required to write a short five- to ten-page paper within nine months of attending a course. This provides time for you to apply learned content to the workplace. Faculty members will provide feedback to reinforce the learning experience. A writing coach assesses each paper to guide you in creating clear, concise, and organized arguments. This paper then serves as agency documentation of the return on investment for class funding, and demonstrates that all four levels of the Kirkpatrick model for training—a standard approach to evaluation—are achieved.

* BEE currently offers 24 Executive Pathways courses, but MS-Leadership students need only complete 22. This allows technical experts in areas such as finance, technology, or human resources to waive courses addressing topics in their professional domain.
**MS-Leadership Enhancements**

BEE provides MS-Leadership students with a 360- or 180-degree leadership assessment. This is used to construct a study plan (i.e., sequence of courses), support funding, and demonstrate personal development. Each student will receive a complimentary feedback session with an executive coach and can opt to include additional coaching at a nominal cost.

While pursuing the MS-Leadership degree, you also can earn the Certificate of Public Leadership (CPL) as soon as you have completed 20 classroom days of instruction. Both the weeklong residential program and paper submission requirements can be waived.

The program also provides an excellent opportunity to connect and network with peers across government, creating a cadre of exemplary public leaders as a personal resource. Each year, MS-Leadership students are invited to attend a forum, or master class, where they may engage in conversations with public leaders about best practices in government. Other networking events are scheduled throughout the year, including dinners with faculty members, online conversations with faculty, and other social activities.

**Application Information**

The MS-Leadership degree is an unmatched credential for those serving in or aspiring to the SES or senior leadership positions in state and local government. The degree is open to grade levels GS-13 (and equivalent) and above, although exceptions may be made for highly qualified GS-12s and Presidential Management Fellows. Current students include state and county managers as well as non-U.S. government executives. BEE alumni may be granted credit for up to three previously completed courses once corresponding assessments are completed. Applicable courses are determined on a case-by-case basis.

An application form can be accessed online or requested from the registrar. Applicants are required to provide:

- Completed application form
- Transcripts
- Résumé
- Personal statement on learning motivation
- $100 application fee

Following receipt of the application materials, a phone interview with a member of our faculty will be scheduled. Admissions are conducted on a rolling basis so that prospective students can apply at any time. For more information contact registrar@brookings.com or 800-925-5730.

---

**Military Service Matters:**

**Brookings Executive Education and Olin Business School Support Veterans**

Our nation’s veterans are uniquely qualified to continue their service as government leaders. Brookings Executive Education’s (BEE) distinctive degree for those in or aspiring to leadership positions—the Master of Science in Leadership (MS-Leadership)—is an ideal vehicle to provide you with the skills, aptitude, and mind-set to excel in your civilian career. This degree program gives you an opportunity to pursue a top-ranked degree that fits your experience and career aspirations.

The MS-Leadership program provides veterans now in civil service with transformative learning experiences. Many veterans have found that the transition from military to civilian service is not as seamless as it might appear. The leadership skills that lead to advancement in the military are not always the same ones that lead to promotion in civil service. BEE’s Leading Thinking™ curriculum provides a pivot point for veterans aspiring to excellence in their civilian careers.

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

Accessing VA tuition benefits can be challenging. Kyle Cronan, Associate Director of Graduate Business Financial Aid at Olin Business School, offers his advice on how to get the most out of VA tuition benefits. Please access his video on YouTube by searching “BEE Yellow Ribbon.”
Leadership and Executive Development

Brookings Executive Education (BEE) has three different categories of leadership programs for those in or aspiring to senior positions in government. The first, Executive Pathways, consists of short two- and three-day courses that address specific Office of Personnel Management’s Executive Core Qualifications (OPM ECQs) competencies. These courses form the curriculum of the Master of Science in Leadership program and are open to all mid- and senior-level government employees. Information on all 24 Executive Pathways courses is found on pages 13 to 25.

OPM ECQs

- ECQ1 Leading Change Competencies
- ECQ2 Leading People Competencies
- ECQ3 Results Driven Competencies
- ECQ4 Business Acumen Competencies
- ECQ5 Building Coalitions Competencies
- ECQ6 Fundamental Competencies

The second type of leadership program, BEE Leadership Symposia, are gatherings of various peer groups that meet to discuss issues relative to their respective grade levels. For example, our new Leading Thinking™ symposium is for members of the SES and political appointees, to explore how challenge formulation is integral for enterprise-wide success.

- Leading Thinking™
- Executive Leadership for America
- Public Leadership 21C

Finally, BEE offers a collection of Specialty Programs unique to BEE. These include our new Coach Development Program, Managing the Federal Employee, and Women’s Leadership. These programs are designed to meet the development needs of different populations in the federal government.
Executive Pathways Courses

Our Executive Pathways programs offer a deep dive into the competencies of the Office of Personnel Management’s Executive Core Qualifications (OPM ECQs). In addition to addressing the behaviors associated with each competency, most of the courses promote the thinking that precedes behavior and action. You will not only develop specific individual leadership behaviors, you will lead thinking in your organization.

These courses are open to public managers and executives who wish to improve their leadership capabilities. Together, these courses form the curriculum of the Master of Science in Leadership degree, although enrollment in the degree program is not required to attend the courses.

The Executive Pathways courses are clustered within the OPM ECQs framework of Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions, and Fundamental Competencies.

<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>ECQ</th>
<th>COURSE TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>ECQ3: Results Driven</td>
<td>Accountability for Results</td>
<td>19</td>
</tr>
<tr>
<td>Communications (Oral)</td>
<td>ECQ6: Fundamental Competencies</td>
<td>Signature Communications</td>
<td>24</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>ECQ2: Leading People</td>
<td>Strategies for Conflict Resolution</td>
<td>17</td>
</tr>
<tr>
<td>Continual Learning</td>
<td>ECQ6: Fundamental Competencies</td>
<td>Organizational Agility</td>
<td>25</td>
</tr>
<tr>
<td>Creativity and Innovation</td>
<td>ECQ1: Leading Change</td>
<td>Inspiring Creativity in Organizations</td>
<td>14</td>
</tr>
<tr>
<td>Customer Service</td>
<td>ECQ3: Results Driven</td>
<td>Leading Innovation and Creating New Value</td>
<td>19</td>
</tr>
<tr>
<td>Decisiveness</td>
<td>ECQ3: Results Driven</td>
<td>Flexibility and Decisiveness</td>
<td>16</td>
</tr>
<tr>
<td>Developing Others</td>
<td>ECQ2: Leading People</td>
<td>Leaders Growing Leaders: Developing Others</td>
<td>18</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>ECQ3: Results Driven</td>
<td>Leading Innovation and Creating New Value</td>
<td>19</td>
</tr>
<tr>
<td>External Awareness</td>
<td>ECQ1: Leading Change</td>
<td>Politics and Policymaking</td>
<td>14</td>
</tr>
<tr>
<td>Financial Management</td>
<td>ECQ4: Business Acumen</td>
<td>Finance for Nonfinancial Managers</td>
<td>20</td>
</tr>
<tr>
<td>Flexibility</td>
<td>ECQ1: Leading Change</td>
<td>Flexibility and Decisiveness</td>
<td>16</td>
</tr>
<tr>
<td>Human Capital Management</td>
<td>ECQ4: Business Acumen</td>
<td>Maximizing Human Capital</td>
<td>21</td>
</tr>
<tr>
<td>Influencing</td>
<td>ECQ5: Building Coalitions</td>
<td>Leading Through Influence</td>
<td>22</td>
</tr>
<tr>
<td>Integrity/Honesty</td>
<td>ECQ6: Fundamental Competencies</td>
<td>Ethics in Action: Leading with Integrity</td>
<td>24</td>
</tr>
<tr>
<td>Interpersonal Skills</td>
<td>ECQ6: Fundamental Competencies</td>
<td>Interpersonal Savvy</td>
<td>23</td>
</tr>
<tr>
<td>Leveraging Diversity</td>
<td>ECQ2: Leading People</td>
<td>Global Leadership: Leveraging Differences</td>
<td>17</td>
</tr>
<tr>
<td>Negotiating</td>
<td>ECQ5: Building Coalitions</td>
<td>Art and Science of Negotiation</td>
<td>23</td>
</tr>
<tr>
<td>Partnering</td>
<td>ECQ5: Building Coalitions</td>
<td>Building Networks and Partnerships</td>
<td>22</td>
</tr>
<tr>
<td>Political Savvy (internal)</td>
<td>ECQ5: Building Coalitions</td>
<td>Leading Through Influence</td>
<td>22</td>
</tr>
<tr>
<td>Political Savvy (external)</td>
<td>ECQ5: Building Coalitions</td>
<td>Politics and Policymaking</td>
<td>14</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>ECQ3: Results Driven</td>
<td>Problem Solving through Critical Thinking</td>
<td>20</td>
</tr>
<tr>
<td>Public Service Motivation</td>
<td>ECQ6: Fundamental Competencies</td>
<td>Motivating People in Austere Times</td>
<td>25</td>
</tr>
<tr>
<td>Resilience</td>
<td>ECQ1: Leading Change</td>
<td>Resilience in Leadership</td>
<td>15</td>
</tr>
<tr>
<td>Strategic Thinking</td>
<td>ECQ1: Leading Change</td>
<td>Strategic Thinking: Driving Long-Term Success</td>
<td>15</td>
</tr>
<tr>
<td>Team Building</td>
<td>ECQ2: Leading People</td>
<td>Creating High Performance Teams</td>
<td>18</td>
</tr>
<tr>
<td>Technology Management</td>
<td>ECQ4: Business Acumen</td>
<td>Digital Government</td>
<td>21</td>
</tr>
<tr>
<td>Vision</td>
<td>ECQ1: Leading Change</td>
<td>Visioning and Leading Change</td>
<td>16</td>
</tr>
</tbody>
</table>

Note: An additional $200 fee for Master of Science in Leadership (MS-Leadership) student assessment will be added to the tuition of each course. A similar “learning impact” fee will be applied for non-MS-Leadership participants who wish to complete the assessment and receive faculty feedback. These assessments can serve the vital role of evaluating and documenting the return on investment to your agency.

Click the [Course Calendar](https://www.Brookings.edu/ExecEd) button at www.Brookings.edu/ExecEd to view a calendar of BEE courses.
ECQ 1: Leading Change

INSPIRING CREATIVITY IN ORGANIZATIONS

Where do creative solutions come from, and how can you develop the habits of creative problem solving? How do you overcome barriers to creativity and innovation? Inspiring Creativity helps you refresh existing approaches through new ideas and continuously improved processes. You will learn how to master the skills of creative thinking and foster those skills in others to add new value to your organization.

In this course, you will learn how to:
- Develop new insights, question conventional approaches, and encourage new ideas
- Design and lead teams that can implement cutting-edge programs and processes
- Prototype creative outcomes and utilize skills of improvisation

OPM Competency: Creativity and Innovation

Tuition: $1,895

Dates: October 23-24, 2013
October 22-23, 2014

Professor Stuart Bunderson teaches Inspiring Creativity in Organizations and is the Academic Director of the MS–Leadership degree program.

POLITICS AND POLICYMAKING

How can you predict what policies are likely to change? What strategies can you formulate to take advantage of changes? Politics and Policymaking provides a comprehensive understanding of the policymaking process so that you can engage effectively in agenda setting. It will prepare you to monitor and analyze political trends so you can better position your organization to anticipate and engage in policy debates.

In this course, you will learn how to:
- Assess the various drivers of change in the political environment
- Translate stakeholder mandates into achievable programs of action
- Develop the ability to engage in policy networks to more effectively respond to changes in the political environment

OPM Competencies: Political Savvy, External Awareness

Tuition: $1,895

Dates: November 6-7, 2013
June 18-19, 2014
November 5-6, 2014

Note: This class is required for the Certificate in Policy Strategy.
RESILIENCE IN LEADERSHIP

What are the secrets to resilience? What are the thinking styles that enhance resilience? How can you avoid the traps that diminish personal resilience? This highly interactive, skills-based program will teach you how to capitalize on your resilience and bolster its effectiveness. You will identify your own thinking styles and how they may be helping or hurting your performance. And you will learn a series of practical skills for improved resilience and success.

In this course, you will learn how to:
• Harness positive thinking and inspire excellence in others
• Feel a renewed connection to your job and organization
• Increase resilience to respond to workplace adversities, such as doing more with less

OPM Competency: Resilience
Tuition: $1,895
Dates: October 16-17, 2013
October 15-16, 2014

Note: MS-Leadership course credit for Resilience in Leadership can be earned via Executive Leadership for America.

STRATEGIC THINKING: DRIVING LONG-TERM SUCCESS

What is strategic thinking, and how does it differ from other types of thinking? What decisions should be considered strategic, and how should they be formulated? This program will teach you a methodology for thinking strategically. You will learn how to analyze assumptions, information, and frameworks to formulate strategic situations. In addition, you will discover how to develop solutions with an eye toward implementation.

In this course, you will learn how to:
• Think strategically
• Identify and overcome common pitfalls in strategic thinking
• Engage in strategic thinking and planning with your organization

OPM Competency: Strategic Thinking
Tuition: $1,895
Dates: October 22-23, 2013
May 7-8, 2014
October 21-22, 2014

Note: This course is a foundational component of Leading Thinking™.

Think. Learn. Lead. with BEE

Our monthly newsletter—Think. Learn. Lead.—keeps you up-to-date on Brookings Executive Education (BEE) announcements, events, and new offerings so you never miss an important educational opportunity or valuable networking event. Stay informed on the latest research, commentary, and news you can use.

Sign up today for Think. Learn. Lead. at www.brookings.edu/ExecEd, and start benefiting at no cost from a deeper relationship with BEE.
VISIONING AND LEADING CHANGE

How can individuals in the middle of an organization lead change? Are there processes that can facilitate the implementation of change efforts? In Visioning and Leading Change, you will discover new methods for leading change and how these methods underpin its adaptation. You will be introduced to the exclusive BEE model “Leading at the Crossroads of Change,” a new way to think about whom to engage in the change process, and when. You will also learn the process of visioning and how to construct a vision of the ways in which your organization will create value.

In this course, you will learn how to:

• Lead at the “Crossroads of Change”
• Shift from a hierarchical “buy-in” mode of change to a collaborative “bee-in” mode of change
• Experiment with technologies to communicate change

**OPM Competency:** Vision

**Tuition:** $1,895

**Dates:** March 11-12, 2014

**Note:** This course is a foundational component of Leading Thinking™.

FLEXIBILITY AND DECISIVENESS

How can you lead while adapting to dynamic change? How can you quickly adapt approaches based on circumstances and new information? In a complex global environment, leaders need to consider multiple perspectives simultaneously and avoid paralysis by analysis. In this new class, you will learn how to adapt and work effectively within dynamic change, to see possibilities that lead to breakthrough concepts, and to employ models of decision making appropriate to the situation at hand.

In this course, you will learn how to:

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

**OPM Competencies:** Flexibility, Decisiveness

**Tuition:** $1,895

**Dates:** September 11-12, 2013
September 16-17, 2014

The BEE curriculum has been designed to address the OPM’s ECQs—and is essential for those in or aspiring to senior positions in government.
STRATEGIES FOR CONFLICT RESOLUTION

What are the underlying sources of conflict in organizations? How can you resolve team or organizational conflict? Strategies for Conflict Resolution will equip you with conflict management skills, including how to modify your own thinking. Through cases and individual assessments, you will learn to construct strategies to manage conflict and practice conflict resolution techniques. You will leave with an action plan for applying a conflict resolution process in your organization.

In this course, you will learn how to:
• Develop strategies to handle conflict in a positive way
• Diagnose organizational dynamics to avoid or minimize conflict
• Use the creative energy that comes from tensions to create better processes and relationships

OPM Competency: Conflict Management
Tuition: $1,895
Date: June 11-12, 2014

GLOBAL LEADERSHIP: LEVERAGING DIFFERENCES

What is global cultural competence, and why does it matter? How does global competency relate to diversity, and what strategies for inclusion can facilitate the achievement of organizational goals? This engaging program examines how global and diverse perspectives can keep organizational thinking flexible, how inclusiveness can promote teamwork, and how differences can be leveraged to improve productivity. You will understand how global leadership is essential for solving 21st-century problems, and develop skills to relate across cultures and contexts.

In this course, you will learn how to:
• Leverage multiple perspectives into organizational success
• Demonstrate global breadth of perspectives to work across cultures
• Employ open, broad participation techniques to produce more effective results

OPM Competency: Leveraging Diversity
Tuition: $1,895
Date: May 20-21, 2014
LEADERS GROWING LEADERS: DEVELOPING OTHERS

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

In this course, you will learn how to:
• Understand characteristics and specific practices of effective coaches
• Apply coaching practices to your own coaching situations
• Use feedback to create your own coaching action plan

OPM Competency: Developing Others
Tuition: $2,695
Date: October 29-31, 2013
November 4-6, 2014

CREATING HIGH PERFORMANCE TEAMS

How can you leverage team dynamics for maximum performance? What are the group dynamics and leadership behaviors that foster trust? How do you create cohesive and resonant teams for an efficient and high performing workplace? Teams are essential to solving today’s complex problems and piloting innovation. You will learn about different types of teams, the stages of group development, and the foundational elements of successful teams. A diagnostic tool will illustrate how you can connect team members and employ a team process of intentional change.

In this course, you will learn how to:
• Create high performing teams that understand the strategy and how each member is expected to contribute to it
• Overcome major obstacles to teamwork
• Acquire tools for team diagnosis and development

OPM Competency: Team Building
Tuition: $1,895
Date: May 13-14, 2014

Note: MS-Leadership course credit for Creating High Performance Teams can be earned via Public Leadership 21C.

During many BEE courses, participants regularly engage in peer-to-peer learning.
ECQ 3: Results Driven

ACCOUNTABILITY FOR RESULTS

How can leaders parlay the mandate for accountability into high performance? How can public organizations improve measurement and create a results-oriented climate? *Accountability for Results* is based on an analytic tool that examines an organization to determine its current capabilities. You will learn how to use the model to determine the readiness of your own organization to convert to performance-based management. Special emphasis is paid to the relationship between data and objectives, and the use of networks as tools.

In this course, you will learn how to:

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

**OPM Competency:** Accountability  
**Tuition:** $1,895  
**Date:** June 10-11, 2014

LEADING INNOVATION AND CREATING NEW VALUE

How can you promote innovation as a mechanism to do more with less? What are the processes that underpin innovation? *Leading Innovation and Creating New Value* will help you promote innovation and drive the creation of new value in your organization. It will also help you understand innovation and entrepreneurship as effective problem-finding and problem-solving processes. You will be acquainted with new tools to diagnose needs, and facilitate the transfer of this information into innovative products and services.

In this course, you will learn how to:

- Develop tools for finding value-creating opportunities
- Manage the process of finding customer/constituent problems
- Explore opportunities for value creation within your organization

**OPM Competencies:** Entrepreneurship, Customer Service  
**Tuition:** $1,895  
**Date:** April 8-9, 2014

**Note:** This course is a foundational component of *Leading Thinking™*. 

The *Leading Innovation and Creating New Value* course addresses both the Entrepreneurship and Customer Service core competencies.
PROBLEM SOLVING THROUGH CRITICAL THINKING

How frequently have you and your team spent time, energy, and resources to solve a problem only to end up circling back and starting over again? How often do “solutions” fail to solve the right problem and waste countless resources? Unfortunately, too often leaders focus on problem solving instead of problem formulation, or focus on decisions instead of thinking processes. In Problem Solving Through Critical Thinking, you will learn how to comprehensively formulate challenges using appropriate frameworks so that you can solve the right problem the first time.

In this course, you will learn how to:
• Focus on formulating problems comprehensively
• Verify that you are solving the right problem
• Develop explicit and structured thinking processes

OPM Competency: Problem Solving
Tuition: $1,895
Date: April 23-24, 2014
Note: This course is a foundational component of Leading Thinking™.

FINANCE FOR NONFINANCIAL MANAGERS

What do program managers need to know about federal financial management? What are the linkages between finance and program management? This three-day course on financial management will help you learn how to be a prudent financial steward and how to better perform aspects of your position that involve working with budgets. You will discover how to ensure funds are used consistently with their appropriations, develop a business case for outsourcing, and prioritize projects to maximize limited resources.

In this course, you will learn how to:
• Discover the link between financial information and program management
• Manage funds with respect to their appropriations requirement
• Identify trends and uncover resources to meet future budget goals

OPM Competency: Financial Management
Tuition: $2,695
Date: November 5-7, 2013
November 4-6, 2014

An important benefit for BEE course participants is the ability to network with leaders across government and private industry.

ECQ 4: Business Acumen
**MAXIMIZING HUMAN CAPITAL**

How can you leverage pay, performance management, and other incentives to motivate public employees, especially when facing dramatic budget cuts? How can you implement personnel reductions smartly, while taking into account current and future needs? Learn how to think about employees strategically, and devise a plan that addresses every aspect of the employment life cycle. This course takes you through best practices of recruitment, retention, development, and reshaping in the face of budget cuts.

**In this course, you will learn how to:**
- Recruit, retain, and develop a diverse, engaged workforce
- Prepare for strategic human capital challenges
- Develop sound strategies for reshaping your agency's workforce

**OPM Competency:** Human Capital Management

**Tuition:** $1,895

**Date:** April 1-2, 2014

---

**DIGITAL GOVERNMENT**

How can a layperson ask the right questions about IT projects—and understand the answers? How can you identify new technology trends that could fundamentally change how your agency does business? What issues related to the adoption of digital tools need to be addressed?

*Digital Government* is designed to provide you with a better understanding of, and the barriers to, digital technologies such as social media, sensors, and cloud computing.

**In this course, you will learn how to:**
- Optimize your agency’s investment in new and evolving technologies
- Develop insight into the economics of digital government
- Improve the relationship between citizens and government via digital technologies

**OPM Competency:** Technology Management

**Tuition:** $1,895

**Date:** June 18-20, 2014
ECQ 5: Building Coalitions

BUILDING NETWORKS AND PARTNERSHIPS

How do government managers successfully create and manage partnerships and networks? How can technology and communications more effectively deliver public goods and services through networks? In this course, you will learn about the barriers to initiating interorganizational relationships and how to overcome them. You also will develop strategies to address conflicts that often arise in these relationships as well as how to create integrated solutions that achieve greater value for the public.

In this course, you will learn how to:

• Shift from a formal, authoritative role to a collaborative position
• Create strategic opportunities to partner with others to achieve common goals
• Develop procedures to evaluate partnership achievements

OPM Competency: Partnering
Tuition: $1,895
Date: October 1-2, 2013

LEADING THROUGH INFLUENCE

How do you develop organizational power? Where do organizational politics come from? In this new, interactive, two-day course, you will learn how to influence people both within and outside your chain of command. You will develop key skills of informal leadership: navigating politics, understanding power, and exercising influence. In addition, the course instructs you on ways to read and think through politically charged situations to resolve them.

In this course, you will learn how to:

• Appreciate your own influencing strengths and weaknesses
• Evaluate your own approach to influencing others and strengthen your skills in this area
• Enhance your ability to navigate the informal side of an organization in order to make change happen

OPM Competencies: Influencing/Negotiating, Political Savvy (internal)
Tuition: $1,895
Dates: September 10-11, 2013
September 9-10, 2014

Class participation gives BEE course participants the opportunity to engage in lively discussions with leading experts and peers.
INTERPERSONAL SAVVY

How can you build better rapport and develop cooperative working relationships with a wide variety of people? How can emotional and social intelligence improve interpersonal skills and facilitate change? This course helps you develop the agility to gauge your impact on others, be attentive to emotional cues, and cultivate empathy. The interactive course includes exercises that will help you build valuable skills and create cultures rich in feedback.

In this course, you will learn how to:

• Understand emotional and social intelligence in developing personal awareness and interpersonal savvy
• Build more productive relationships at work and with stakeholders
• Develop personal renewal for increased resonance and performance

OPM Competency: Interpersonal Skills
Tuition: $1,895
Date: May 28-29, 2014

Note: MS-Leadership course credit can be earned by taking Public Leadership 21C or Women’s Leadership in place of Interpersonal Savvy.

ART AND SCIENCE OF NEGOTIATION

When should you use negotiating skills to resolve conflicts or issues? Should you ever walk away from a negotiating table and, if so, when? In public service, you need to be able to identify program and policy impact, and know the strategic value of understanding one’s best alternative. This course examines the strategy and psychology of effective negotiation, ways to involve opponents in discussion, and how to enhance the likelihood of true consensus.

In this course, you will learn how to:

• Recognize and analyze opportunities for negotiation
• Ask purposeful questions to facilitate group clarity around goals, processes, and roles
• Resolve disputes efficiently and effectively

OPM Competency: Influencing/Negotiating
Tuition: $2,695
Date: June 24-26, 2014

ECQ 6: Fundamental Competencies

INTERPERSONAL SAVVY

How can you build better rapport and develop cooperative working relationships with a wide variety of people? How can emotional and social intelligence improve interpersonal skills and facilitate change? This course helps you develop the agility to gauge your impact on others, be attentive to emotional cues, and cultivate empathy. The interactive course includes exercises that will help you build valuable skills and create cultures rich in feedback.

In this course, you will learn how to:

• Understand emotional and social intelligence in developing personal awareness and interpersonal savvy
• Build more productive relationships at work and with stakeholders
• Develop personal renewal for increased resonance and performance

OPM Competency: Interpersonal Skills
Tuition: $1,895
Date: May 28-29, 2014

Note: MS-Leadership course credit can be earned by taking Public Leadership 21C or Women’s Leadership in place of Interpersonal Savvy.

William and Mary University Professor for Teaching Excellence Robert Vinson, Ph.D., is one of the many expert instructors on the BEE faculty roster.
SIGNATURE COMMUNICATIONS

How do you develop a powerful and authentic presence in order to communicate clearly and concisely? What are the secrets of great communicators? In Signature Communications, you will learn skills and techniques that help you have the impact you want, whether it is one-on-one with colleagues or managing the vision of the organization. Your signature voice will be identified and developed to help you use your unique strengths to communicate with success.

In this course, you will learn how to:
• Master self-expression based on the ability to be authentic and connect with others
• Develop the flexibility and skills to build a leadership presence
• Communicate more effectively, and interact with more ease and confidence

OPM Competency: Communications (Oral)
Tuition: $2,295
Dates: October 8-9, 2013
October 7-8, 2014

ETHICS IN ACTION: LEADING WITH INTEGRITY

How can you best determine what is truly in the public’s interest? How do you decide between two “right” positions? This program will help you develop a new self-awareness as well as tools for moral reasoning and a robust ethical framework to assist in everyday decision making. Explore the meaning of integrity, values, and beliefs, and how these shape our behaviors and direct our actions. Examine the tensions between personal values and public service responsibilities, and how to address both with integrity.

In this course, you will learn how to:
• Reframe ethical dilemmas and gain confidence making ethical choices
• Discern differences, appreciate ambiguities, and weigh options in decision making
• Give voice to values for honest engagement with others

OPM Competencies: Integrity/Honesty
Tuition: $2,695
Dates: October 29-31, 2013
March 18-20, 2014
June 3-5, 2014
October 28-30, 2014

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

Ask EIG: Leadership Insights for Federal Managers

ANSWERS TO YOUR MOST DIFFICULT MANAGEMENT QUESTIONS

Ask EIG (Excellence in Government) is a partnership between the magazine Government Executive and the management experts at Brookings Executive Education. The biweekly column is penned by Jackson Nickerson, the Associate Dean and Director of Brookings Executive Education and Frahm Family Professor of Organization and Strategy at Washington University in St. Louis’ Olin Business School.

In each column, Dr. Nickerson and his colleagues tackle a tough management challenge to provide insights and advice to government leaders on a variety of topics. Follow Ask EIG at www.govexec.com for expert counsel to help you design your strategies and achieve your organizations’ goals.

Ask your question today!
**Motivating People in Auster Times**

How do you keep your workforce motivated in times of budget cuts, furloughs, and layoffs? How do you achieve your organization’s objectives when the workforce is confronted with the prospects of limited promotion opportunities and continued pay freezes? How do you help people cope with the stress of an increased workload with fewer resources? In this course, you will examine sources of motivation and design strategies to maximize them. Discussion centers on the distinction of public service and tapping into inspiration generated by a noble calling.

**In this course, you will learn how to:**

- Leverage the different levers of motivation
- Enhance and strengthen the social fabric of your organization
- Stimulate and fortify organizational commitment to public service

**OPM Competency:** Public Service Motivation

**Tuition:** $1,895

**Date:** April 22-23, 2014

**Note:** MS-Leadership course credit for *Motivating People in Austere Times* can be earned via Executive Leadership for America.

---

**Organizational Agility**

What is a learning organization, and does it have real benefits? Is learning different between individuals and teams? How does leadership play a role in creating a learning organization and culture? In this course, you will explore the different dimensions of knowledge and learning, and how they affect individuals, teams, and the enterprise. You will understand how a learning organization facilitates the discovery of novel solutions to organizational problems and how networks aid learning.

**In this course, you will learn how to:**

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

**OPM Competency:** Continual Learning

**Tuition:** $1,895

**Date:** April 30-May 1, 2014

Peer interaction and small group sessions are integral parts of the BEE experience.
Leadership Symposia

Since first hosting a leadership course for government “super grades” in 1957, Brookings Executive Education (BEE) has been a pioneer and innovator. We continue the tradition today by providing three programs as opportunities for public leaders to step out of their fast-paced environment, connect with peers, and obtain insights into new ways of thinking and leading. These courses are structured by grade level and provide you with the opportunity to engage with people across government, and share problems and best practices. Expert faculty and interactive sessions provide the basis for high-impact learning. These leadership programs are essential ingredients for leadership success.

Executive Leadership for America and Public Leadership 21C partially fulfill the U.S. Office of Personnel Management Senior Executive Service Candidate Development Programs’ (OPM SES CDP) requirements for interagency classroom sessions. One of these courses is required for completion of our Certificate in Public Leadership and course selection depends on your grade level.

EXECUTIVE LEADERSHIP FOR AMERICA FOR SES AND GS-15

In remarks he was to deliver on the afternoon of November 22, 1963, John F. Kennedy wrote, “Leadership and learning are indispensable to each other.” Executive Leadership for America (ELA) focuses on the importance of leaders being voracious learners and how this learning can translate into lasting change. Acknowledging the challenging times that confront public leaders today, this course offers you a week to refocus, renew, and restore your commitment to leading in the public sector. Discussions center on how attention to personal resilience can create a deep emotional connection with the people you lead and transcend to both a shared belief in one compelling vision and a sense that an inspired public service is essential to achieving America’s promise.

Tuition: $5,750 (includes lodging, meals, and program materials)

Dates: September 22-27, 2013
April 27-May 2, 2014
September 21-26, 2014

Location: Charlottesville, VA

Note: This course is required for the Certificate in Public Leadership; MS-Leadership students may receive credit for Resilience in Leadership and Motivating People in Austerity Times upon completion of written assessments.

“ELA helped me recognize ways to reframe some stressors, think about my next chapter and the legacy I wish to create before moving on, and it provided some tools for accomplishing my goals.”

— ELA participant
LEADING THINKING™ FOR SES AND POLITICAL APPOINTEES

This half-day symposium outlines the four components of the Leading Thinking™ STAR model and provides an opportunity for you to explore these elements, creating new value for your agency and the public. This award-winning curriculum provides knowledge that is recognized as essential for organizational success, particularly in times of fiscal stress. Many government leaders have incorporated elements of Leading Thinking™ into their organizations, leading to substantial cost savings and workforce integration.

Tuition: $325
Date: September 13, 2013

PUBLIC LEADERSHIP 21C FOR GS-13 TO GS-14

Today’s organizations are hungry for leaders who live authentic lives, take vital action, and have a sustainable impact. In the inspirational setting of Williamsburg, Virginia, you will pause, reflect, and examine your current leadership thinking, and develop insights that can dramatically improve your leadership capabilities. This program will help you create the mental and emotional space to move from where you are to where you want to be. Emphasis is placed on leadership behaviors that energize the spirit, with a focus on understanding the daily habits that keep you committed to achieving objectives.

Tuition: $4,950 (includes lodging, meals, and program materials)
Dates: September 8-13, 2013
April 13-18, 2014
Location: Williamsburg, VA

Note: This course is required for the Certificate in Public Leadership; MS-Leadership students may receive credit for Interpersonal Savvy and Creating High Performance Teams upon completion of written assessments.

“The training is relevant and a bull’s-eye for the times we are facing ... It changed my way of thinking about leading in lean times—from cutting back to innovating.”
— Leading Thinking participant

“Allowed me some time for personal reflection and assessment of my leadership style, and provided several tools to manage leaders and subordinates more effectively.”
— Public Leadership participant
Specialty Programs

WOMEN’S LEADERSHIP: STRATEGIES FOR SUCCESS

Join other women who are on the fast track to senior leadership positions in a program addressing leadership abilities unique to women. Through Women’s Leadership: Strategies for Success, you will capitalize on distinctive female strengths, while avoiding potential pitfalls. During six days spread over eight months in spring or fall, women from diverse organizations will join together as one cohort-based group to learn how to strengthen leadership qualities and explore the secrets of senior-level success, while maintaining authenticity and balance.

Throughout the program, a faculty director will lead the seminar series, providing her expertise in emotional intelligence and work-team dynamics. Guest speakers will instruct in topics such as authentic leadership and communicating across genders. These highly interactive sessions will include a variety of networking opportunities, group mentoring conversations, and peer-to-peer coaching.

At the beginning and end of the program, you will take a 180-degree leadership assessment based on the U.S. Office of Personnel Management Executive Core Qualifications (OPM ECQs) in order to assess improvements and other growth opportunities. Each of the modules will address a cluster of the OPM competencies so that you can develop personal action plans based on classroom content and peer coaching.

Who Should Attend: Women in or engaged with government—ideally suited for mid-level professionals (GS-13 to GS-15)

Tuition: $4,275

Fall 2013 Cohort

October 9, 2013—The Uniqueness of Women’s Leadership
November 13, 2013—Emotional Intelligence and Women’s Leadership
January 22, 2014—The Authentic Leader
March 19, 2014—Communicating for Success
May 14, 2014—From Conflict to Consensus
July 16, 2014—Capstone: Strategies for Success

Spring 2014 Cohort

April 23, 2014—The Uniqueness of Women’s Leadership
May 28, 2014—Emotional Intelligence and Women’s Leadership
July 9, 2014—The Authentic Leader
September 3, 2014—Communicating for Success
October 22, 2014—From Conflict to Consensus
November 19, 2014—Capstone: Strategies for Success

A Women’s Leadership cohort listens attentively during a discussion about emotional intelligence.
Lead Faculty Reflections: BEE’s Women’s Leadership Program

“Walk in first thing any morning of the women’s program at BEE, and you’ll immediately be struck by the vibrant energy in the room. As lead faculty for the Women’s Leadership program, I’ve been impressed with the richness of learning that occurs as women from diverse agencies, ages, and backgrounds share their real-time challenges and perspectives. Indeed, our program goals center on not only the acquisition of leadership knowledge, but also deeper exploration of individual leadership capacity, and strengthening of a network of female colleagues across agencies.”

— Susan B. Wilkes, Ph.D.

Susan B. Wilkes, Ph.D.

Dr. Wilkes is the lead faculty for BEE’s Women’s Leadership program. She is an organizational psychologist with extensive experience in executive coaching, leadership and team development, and facilitation. Prior to establishing Wilkes Consulting, Wilkes taught at the Grace E. Harris Leadership Institute at Virginia Commonwealth University (VCU) and was the founding director of the Workplace Initiatives Program at VCU.
MANAGING THE FEDERAL EMPLOYEE:
DISCIPLINE AND PERFORMANCE PROCESS

For 20 years, Brookings Executive Education (BEE) has been proud to offer the highly acclaimed Managing the Federal Employee: Discipline and Performance Process course. In this lively program, you will learn practical tools to expertly manage discipline and performance issues among your employees. Employee satisfaction surveys consistently report more than 25% of the workforce is underperforming, making it vital for managers to successfully resolve performance issues.

Learn the basics of federal personnel employment law that relate to performance. Develop a new ability to handle your most difficult employment issues, boost morale in the workplace, improve productivity, and avoid damaging lawsuits.

Who Should Attend: Federal supervisors and managers, agency attorneys, human resources specialists, internal investigators, and auditors

Tuition: $1,300

GSA Contract #GS-02-F-004BU

Dates: September 17-18, 2013
December 10-11, 2013
March 11-12, 2014
June 10-11, 2014

Faculty Reflections: BEE’s Managing the Federal Employee Program

“I understand the real-life demands and pressures when dealing with difficult personnel issues. My goal is to empower supervisors to deal with their most challenging personnel issues by strengthening their knowledge and understanding of the system, while also delivering practical tips, tools, and strategies that can be realistically implemented in the workplace.”

— Robin S. Wink

Robin S. Wink

Robin Wink is a practicing attorney from the Washington, D.C., area with executive education expertise focused on the legal obligations of managers and supervisors. In 2006, she retired from the federal government after 26 years of distinguished service in several federal agencies and the U.S. Air Force.
COACH DEVELOPMENT PROGRAM

One of the most important components of leadership development is executive coaching, and to provide it at a lower cost, many agencies are considering bringing it in-house. To facilitate this cost-savings strategy, Brookings Executive Education (BEE) has teamed with the renowned Teleos Leadership Institute to provide a unique, 12-day experience that trains participants to be executive coaches.

BEE’s Coach Development Program uses proven methodologies, research in neuropsychology and emotional intelligence, and a process of inquiry and personal discovery. Through applied theory and practice with feedback from world-class coaches, you learn how to add exceptional value to your organization as a coach. Agency coaches can play a particularly important role in developing new leaders in their organizations, especially Presidential Management Fellows and other new recruits. The 12-day program is held over three 4-day modules. Upon completion, participants are eligible for certification by the International Coach Federation (ICF).

Who Should Attend: HR professionals and senior agency leaders

Dates: October 8-11, 2013
   December 10-13, 2013
   April 8-11, 2014

Tuition: $11,400 (payment may be made in full at the time of enrollment or paid in three installments)

Frances Johnston, Ph.D.
A world-renowned scholar/practitioner, Dr. Johnston is coauthor of Becoming a Resonant Leader. She has advised many C-level executives and has worked with the United Nations Development Programme.

Edward Mwelwa, Ph.D.
A leading expert in group dynamics, Dr. Mwelwa has consulted with government and businesses around the globe on leadership development and workplace cultural change with particular focus on emerging African democracies.

Faculty Reflections: BEE’s Coach Development Program

“Each course begins with the theory of coaching and practicing skills. Participants feel free to experiment and stretch themselves. Most importantly, they begin to connect with what’s possible for their own personal and professional development. They begin to see the power of coaching techniques in a myriad of settings.”

— Coaches Johnston & Mwelwa
Inside Government

Gaining a thorough understanding of how the federal government operates can be difficult. Civics textbooks provide little insight into how policy is really formulated and implemented. Even those who major in political science are often mystified by Washington’s procedures. The Inside Government series at Brookings Executive Education (BEE) brings Washington to life, providing you with an awareness of how and why federal processes work.

Two interrelated programs—Inside Congress and Inside the Executive Branch—give you a comprehensive and nuanced understanding of the dynamic and complex policymaking process, taking you deeper into the intricate policy processes, and providing you with rich insight and tools to effectively engage in important policy debates. You will learn directly from current decision makers, power brokers, and policy experts who are able to guide you through the processes.

INSIDE CONGRESS

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

In this course, you will learn how to:

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

Tuition: $2,025/GSA Contract #GS-02-F-0048U
Dates: July 15-19, 2013
         September 16-20, 2013
         February 10-14, 2014
         May 12-16, 2014
         July 14-18, 2014
         September 8-12, 2014

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

INSIDE THE EXECUTIVE BRANCH

Formerly Inside Washington

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

In this course, you will learn how to:

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

Tuition: $2,575/GSA Contract #GS-02-F-0048U
Dates: November 12-14, 2013
         June 9-11, 2014
         November 12-14, 2014

Note: This course is required for the Certificate in Policy Strategy.
THE INSIDER’S LEGS AND REGS
Formerly Advanced Legislative Strategies

Gain a deeper understanding of both the policy formulation process (legislation) and the policy implementation process (regulations) in this intensive advanced seminar. Speakers will highlight various pivotal points in the policy process—e.g., markup sessions, Rules Committee action, Office of Management and Budget's Office of Information and Regulatory Affairs review. Become an “insider” in this essential immersion course that provides perspective and understanding of the complex legislative and regulatory processes.

In this course, you will learn how to:
• Understand congressional processes and the importance of legislative history
• Decipher the interrelationship between policy formulation and implementation
• Work more effectively with agencies via the Legislative Branch

Tuition: $2,575
Dates: October 1-3, 2013
October 7-9, 2014

THE INSIDER’S BUDGETARY PROCESS

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

In this course, you will learn how to:
• Navigate the complex budgetary and appropriations processes
• Understand the components of the federal budget, and potential policy changes for both discretionary and nondiscretionary elements
• Scrutinize the impact of the federal budget on the United States and the global economy

Tuition: $1,950
Dates: October 22-23, 2013
October 22-23, 2014
Global Challenges, Threats, and Opportunities

The global economic, political, and security environment has rarely experienced a period of greater flux and transition. A comprehensive reordering is taking place, with the rise of state actors like China and India, and the shift in strategic competition from the Atlantic to the Pacific. At the same time, non-state actors—from terror groups like al Qaeda 2.0 to criminal networks like the Zetas—have emerged as increased security risks for governments and organizations engaged in global activities.

These transformations are even more challenging within 21st-century technology. Information technology and robotics, energy use, and biotechnology are emerging game changers. Additionally, access to nuclear technology is widespread, with more than 30 nations holding stocks of highly enriched uranium or plutonium.

In 2013, the hallmark economic, political, and security issues are not about change alone but about the rate of change accelerating at an unparalleled pace. New threats require new thinking for government and businesses alike. Brookings Executive Education (BEE) offers a series of Global Challenges programs to provide you with the knowledge you need to develop effective new strategies.

In these courses, you will learn how to:

• Strengthen a unique perspective on global challenges, threats, and opportunities
• Forecast threats and likely policy options
• Sharpen your analytical skills and learn how your organization can adapt and respond to ongoing challenges

GLOBAL CHALLENGES, THREATS, AND OPPORTUNITIES: U.S. PERSPECTIVE

Formerly U.S. National Security Policy Issues

In this dynamic two-day program, you will receive a comprehensive overview of current issues confronting the nation and global organizations. This topical course explores crucial issues and broader frameworks for navigating the policy environment, helping you develop the skills necessary to interact with top decision makers. Explore the “Big Bets” for U.S. policymakers as well as low-probability, high-impact events—from a United States-China confrontation over North Korea to the impact of rising seas and climate change-related migration. Engage in lively conversations and emerge with critical new knowledge.

Tuition: $1,950/GSA Contract #GS-02-F-0048U
Dates: December 3–4, 2013
December 3–4, 2014

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

REGIONAL CHALLENGES, THREATS, AND OPPORTUNITIES: THE MIDDLE EAST

After more than a decade of war, U.S. military engagement in the Middle East is receding, while political, security, and economic issues in the region continue to loom large. Stability remains a central concern with Iran’s nuclear ambitions, Iraq’s fragile democracy, conflict in the Gaza Strip, and civil war in Syria all threatening U.S. and international interests. This program gives you a unique opportunity to hear directly from the people shaping policy at home and abroad.

Tuition: $1,950
Date: April 28-29, 2014
REGIONAL CHALLENGES, THREATS, AND OPPORTUNITIES: EAST AND SOUTH ASIA

Many questions surround the economic, political, and social climate in East and South Asia. The rise of China as a world power has broad and dramatic implications for U.S. policy and corporate strategies. Many uncertainties exist regarding China’s continued economic growth and integration into the global community. At the same time, India continues to grow both economically and militarily. In this two-day course, you will learn about factors that could jeopardize continued growth in Beijing, New Delhi, Seoul, and Jakarta, and how these issues impact U.S. policy. The course addresses the implications of these issues, and trends for corporations doing business in East and South Asia.

Tuition: $1,950
Date: March 24-25, 2014

REGIONAL CHALLENGES, THREATS, AND OPPORTUNITIES: SOUTH AND CENTRAL AMERICA

Latin America presents opportunities for government and businesses alike. It is a region with countries that are creating new identities and establishing strategic alliances with partners around the globe. And, while Brazil may be the economic engine in the region, countries like Chile, Colombia, and Peru are becoming increasingly attractive global trade partners. In this new seminar, you will learn about the economic and political changes that represent threats and opportunities for the region’s northern neighbor.

Tuition: $1,950
Date: June 23-24, 2014

BEE faculty are accomplished academics, leading experts, and industry insiders. Here, Cheng Li, Ph.D., Director of Research at the John L. Thornton China Center of the Brookings Institution, discusses East and South Asia.
Policy Innovation

To complement the *Inside Government* series and provide you with the tools and analytic framework to effectively engage in policymaking, Brookings Executive Education (BEE) is launching a new sequence of policy programs underneath the umbrella *Policy Innovation*. The foundation of this series is a two-day course—*Politics and Policymaking*—that details two related models for examining issues: positive political theory and policy windows. These methodologies will help you recognize when policies are likely to change, predict the parameters of change, and advise on how to prepare for and respond to these changes.

You are also invited to attend several topical *Policy Symposia* that address cross-governmental issues. This allows you to actively engage in the formulation of solutions that can be remedied by legislative or administrative action. Participation in these lively, one-day courses gives you the opportunity to engage in discussions with leading experts and peers in order to make real progress solving pressing issues.

**In these courses, you will learn how to:**

- Assess the various drivers of change in the political environment
- Translate congressional and stakeholder mandates into effective strategies and action
- Develop the ability to identify and engage in policy networks to more effectively respond to changes in the political environment

**POLITICS AND POLICYMAKING**

This course on the policymaking process is designed to give executives and managers an in-depth knowledge of the policy process, while also providing tools essential to successfully anticipate, shape, and resolve policy disputes. Instructors include former federal officials and members of Congress, providing an important balance between theory and practice. The analytical frameworks supported by practical experience give you a real advantage in policy debates.

**Tuition:** $1,895  
**Dates:** November 6-7, 2013  
June 18-19, 2014  
November 5-6, 2014

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

**POLICY SYMPOSIA**

These two one-day policy symposia explore innovative solutions to issues that cut across the federal government. Conversations during each symposium will provide a platform for new ideas and policy innovation, particularly in terms of actions that can be taken through existing legislative mandates and agency discretionary authority. You will learn how to actively engage in actions to manage some of the thorniest issues facing government.

**Cyber Security**  
The president has stated that the country's economic prosperity depends on cyber security. Because cyberspace issues impact all agencies, coordinated action is needed to reduce the threat to both government and communities. This symposium includes senior policymakers, cyberspace experts, and agency leaders in conversations about strategies that can be implemented via executive action.

**Tuition:** $950  
**Date:** October 29, 2013

**Climate Change**  
With political forces blocking congressional action on climate change, pressure is mounting for the federal government to address the issue. The White House's Interagency Climate Change Adaptation Task Force identified a number of key crosscutting issues related to climate change adaptation. This symposium will be chaired by a major figure in the climate change debate, and includes sessions with policy experts and agency leaders. The goal is to conclude the day with strategies for executive action on the issue.

**Tuition:** $950  
**Date:** May 20, 2014
Legis Congressional Fellowship

Immerse yourself in legislative activity, brief members of Congress, plan and take part in committee hearings. The Brookings Executive Education (BEE) Legis Congressional Fellowship empowers you with a clear understanding of congressional policymaking and an enduring network of valuable contacts on Capitol Hill. The intensive two-week orientation prepares our program participants, called Legis Fellows, for their tenure on Capitol Hill. Co-led by a former member of Congress and BEE senior staff, the fellowship includes a workshop on résumé writing and a job fair. In addition, Fellows are invited to Brookings Briefings, discussions with leading experts on priority policy issues.

For public-sector managers, this is an opportunity to acquire an in-depth understanding of the legislative process to help your agency interact more effectively with Congress and build your résumé with a unique cross-branch fellowship. For those in the private sector, gain an insider’s knowledge of congressional affairs and public policy to benefit your company and your career.

Who Should Attend:
Applicants must have a significant interest in legislative policy and be able to work independently. Government candidates must have a minimum grade level of GS-13. Private-sector candidates should have at least seven years of management experience.

Program Benefits Include:
Legis Fellows are given an opportunity to take advantage of both leadership and policy courses. Each Fellow will enjoy:

- Two complementary BEE courses (residential courses not included) taken within the year of the Fellowship’s completion
- 33% tuition reduction for any two BEE courses (residential courses not included) taken within two years of the Fellowship’s completion
- Eight days of credit toward the 20 required days for the Certificate in Public Leadership. If you pursue the Certificate in Policy Strategy you will receive credit for the Inside Congress requirement and credit for The Insider’s Legs and Regs requirement.
How to apply:

Nominations should be submitted by your immediate supervisor or through your organization’s training office. The application form is available on our website at www.Brookings.edu/Legis or call 202-797-6319.

You will need to provide:

- A complete application form available on our website at www.Brookings.edu/Legis
- A current, detailed résumé
- An assessment/recommendation by your supervisor or agency Executive Resources Board that addresses your executive potential and need for this training
- A statement describing your need for training, the relevance of this training to your career goals, and how the Fellowship will be utilized by your agency
- Corporate candidates only: complete tuition billing information
- Government candidates only: a completed, approved, and signed training form, including a valid billing address and purchase order number (SF182, DD1556, HHS350, or other approved training form)

Choose a 12-month fellowship or a seven-month fellowship. Each session begins with an intensive two-week orientation led by Brookings experts. All sessions are in Washington, D.C.

**Seven month**: January 2-August 3, 2014; application due October 31, 2013

**Tuition**: $4,525

**Full year**: January 2-December 7, 2014; application due October 31, 2013

**Tuition**: $6,135

**Contact**: Ian Dubin, Senior Program Manager, at idubin@brookings.edu or 202-797-6319

“I’m not a lawyer, but I fit in very well. I wrote legislation. I wrote speeches. I wrote floor statements. I analyzed bills. Legis makes us better at what we do. You learn so much. If I could do it again, I would.”

— Legis Fellow

“I would recommend it wholeheartedly. It was amazing.”

— Legis Fellow

“It’s really a win-win, both for Congress and the agency.”

— Legis Fellow

Ian Dubin, Senior Program Manager at BEE, has extensive knowledge in the areas of legislative policymaking and political tactics.
EXECUTIVE DEVELOPMENT SERVICES
Leadership Assessments

Focus your career objectives through a 180-degree competency assessment or a 360-degree leadership assessment. Start with our Individual Development Pathway, a 180- or multi-rater survey based on the U.S. Office of Personnel Management’s Executive Core Qualifications (OPM ECQs) to obtain a comprehensive overview of the qualities determined as necessary for success in the federal government.

The survey is an easy-to-use online tool that allows you to receive input from your supervisor and/or other raters, compare your strengths to those of other government leaders, and identify courses to match your development needs.

Once the survey is completed, a 17-page confidential report is sent to you and only you. The report highlights your five top strengths, as well as five areas for development. Your ratings for each competency are compared to our database of responses from government executives and managers to provide you with greater insight into your leadership potential. Optional feedback sessions are available.

For more information, please contact registrar@brookings.edu or 800-925-5730.

- **180-degree survey and report**: At $50 per survey, we offer one of the best values available in leadership assessments. Groups of 100 or more receive a 10% discount. Enrollees in our Certificate in Public Leadership can take the assessment at no cost.
- **360-degree survey and report**: At $95 per survey, this option offers a valuable overview of your leadership potential. Groups of 100 or more receive a 10% discount.

Solution-Based Books for Leaders

The latest in the “Innovations in Leadership” series, *Tackling Wicked Government Problems: A Practical Guide for Enterprise Leaders*, is now available from Brookings Press. The book examines the necessity for Enterprise Leaders when tackling complex, boundary-spanning, difficult-to-solve problems. Enterprise Leaders are able to build and draw upon a network of critical organizational and individual actors, as well as encourage and facilitate collaboration by leveraging shared values and interests to achieve a resolution that is greater than the sum of individual actions.

The first book in the series, *Leading Change in a Web 2.1 World*, is an informative know-how and know-why guide for managers to improve communications and drive change within their organizations through ChangeCasting—a combination of processes and guidelines that will not only lead and direct change in an organization but actually accelerate it.

You can bring Brookings Executive Education (BEE) to your agency or facility anywhere in the world. BEE with YOU provides cutting-edge instruction on innovative leadership and management practices. It also allows your workforce the opportunity to learn from some of the best educators in the country and offers credit toward a degree or Certificate in Public Leadership. And you have the option of including course assessments to measure the impact of learning.

Purchasing our leadership or policy courses for on-site delivery eliminates travel expenses and substantially lowers your per-attendee cost. Not only does BEE with YOU provide a new way to stretch training investments, it also promotes cultural change by having teams attend the same high-quality/high-impact learning experience.

Eliminating the design time and expense for highly tailored programs provides a cost-effective approach to learning and performance improvement. Most courses can be purchased under Simplified Acquisition Procedures. For more information on how you can partner with BEE, contact registrar@brookings.edu or call 800-925-5730.

“I have consulted with many Fortune 100 firms over the past 20 years, providing them with techniques to improve their resilience and, ultimately, their performance. However, nothing gives me as much pleasure and satisfaction as the opportunities I’ve had through BEE to meet, connect with, and educate leaders throughout the federal workforce ... the government executives and managers I’ve gotten to know accomplish great feats on behalf of the American public every single day. They are connected to their jobs not for mere satisfaction, but for the tremendous contributions they make ... I am enormously grateful to our public leaders and hope my courses make a similar contribution to them.”

— Andrew Shatté, Ph.D.

Andrew Shatté, Ph.D.

Dr. Shatté is the founder and president of Phoenix Life Academy. He is in high demand as a speaker and serves on the BEE faculty, where he facilitates programs for high-level audiences from the Department of Defense, NASA, HUD, and the Department of State among others. He is coauthor of The Resilience Factor.
Licensing/Train the Trainer

Now you can deliver Brookings Executive Education (BEE) programs through your own employee trainers. We are licensing some of our content by training and certifying agency instructors to deliver award-winning BEE curriculum within your organization. Courses like Critical Thinking Through Problem Solving require course attendance by your employee at a BEE open enrollment course or an agency BEE with YOU program. We then develop case studies specific to your organization for the instructors to use in their courses.

Another popular Train the Trainer offering is Resilience in Leadership. This course involves a three-day period of instruction followed by consultation and co-facilitation with a BEE faculty member. A nominal licensing fee is charged for each individual who attends the agency-instructed courses.

For information on how you can develop agency instructors certified to teach BEE, content contact registrar@brookings.edu or call 800-925-5730.
Organizational Interventions

Although BEE does not consult per se, we do provide facilitation and instruction for you to solve your own problems—freeing you from committing to expensive, long-term arrangements with contractors. We believe that “teaching someone to fish” is more effective than delivering a report and recommendations.

**LEADING THINKING™**

Through our Leading Thinking™ framework, we are able to instruct you on ways to find, frame, and formulate challenges, helping you to overcome common biases and foster improved teamwork, collaboration, and innovation.

Strategic thinking is a critical component of Leading Thinking™ and a vital, yet often overlooked, precursor to planning. Strategic thinking is particularly critical when you are making a durable decision, when resources are limited, or when there is a potential for a substantial gain or loss.

Problem formulation is equally important because it allows you to map the complexity of an issue before attempting to solve it. Formulation engages others in solving the issue by revealing hidden information and knowledge, while also overcoming individual and group biases. Without comprehensively formulating a challenge, strategic plans frequently fail during implementation, leading to frustration and wasted resources.

Just a few short sessions with BEE faculty can help you formulate the real issues you are confronting and develop winning strategies. Through education, not consulting, you will learn to solve problems and develop strategies that lead to organizational success.

**CHANGECASTING**

BEE is ready to assist you in your efforts to lead change in your organization with a unique technology we call Changecast. This web-based video communication tool is a pathway for building trust and creating understanding in your organization by unlocking and accelerating organizational change. A number of agencies are using Changecast, and receiving very positive feedback from agency leaders and organizational members.

**INNOVATION AUDITS**

In today’s fiscal climate, improved efficiency must come from innovation, particularly in the processes you manage and lead. Innovation drives productivity improvements and raises performance so you are able to accomplish more with less. BEE instructors will work with you to chart the hidden pathways to successful innovation and implementation. They will help you assess the processes your organization uses to introduce new services/products and the level of new knowledge being created. BEE will also assist you in evaluating the novelty of the innovation, in its experimentation and refinement, and how it’s being reduced to practice.

For information on BEE’s Organizational Interventions support, contact registrar@brookings.edu or call 800-925-5730.
Registration and Policies

HOW TO REGISTER:
Online: www.Brookings.edu/ExecEd
Phone: 800-925-5730
Email: registrar@brookings.edu

Online Registration
Our secure online registration will save you time and streamline the registration process. You can register yourself and others quickly and efficiently, and have the flexibility to make payments, update your profile, generate invoices, and verify enrollment. Visit www.Brookings.edu/ExecEd for details, or click the “Register” button for any course listed on our website.

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

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

Participant substitutions are allowed without penalty and strongly encouraged in circumstances where an original participant is unable to attend his or her scheduled program. However, Brookings Executive Education reserves the right to accept or reject a substitute for programs requiring minimum management levels.

Access our full registration policy online at www.Brookings.edu/ExecEd.

<table>
<thead>
<tr>
<th>CALENDAR DAYS BEFORE PROGRAM</th>
<th>SUBSTITUTIONS*</th>
<th>TRANSFER FEE</th>
<th>CANCELLATION FEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 days or more</td>
<td>Yes</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>15 to 29 days</td>
<td>Yes</td>
<td>25% of original fee</td>
<td>50% of original fee</td>
</tr>
<tr>
<td>14 days or less</td>
<td>Yes</td>
<td>50% of original fee</td>
<td>100% of original fee</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FOR RESIDENTIAL PROGRAMS</th>
<th>SUBSTITUTIONS*</th>
<th>TRANSFER OR CANCELLATION FEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>60 days or more</td>
<td>Yes</td>
<td>None</td>
</tr>
<tr>
<td>59 days or less</td>
<td>Yes</td>
<td>100% of original fee</td>
</tr>
</tbody>
</table>

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

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

Fees may be paid by:

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

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

DISCOUNTS

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

PROGRAM LOCATIONS AND TIMES

Unless otherwise indicated in the description or on the website, all programs will be held at the Brookings Institution at 1775 Massachusetts Avenue, NW, Washington, D.C. Most programs begin at 8:30 a.m. on the first day, and end at approximately 4:30 p.m. on the last day. Exact times will be included in the final agendas. Visit the specific program web page for additional details. Attendees will receive an agenda two weeks before the course.

PRIVACY POLICY

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

PHOTOGRAPHY

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

Hither Jimbere, the BEE Customer Service Representative, can help you with any questions about courses or the registration process.

Click the button at www.Brookings.edu/ExecEd to view a calendar of BEE courses.