Harvard Kennedy School
Executive Education

2019 PROGRAM GUIDE
You’re here to gain new skills and perspectives.

As a leader in the public, nonprofit, or corporate sector, you want to shape policy and improve your organization. You seek to strengthen critical skills, transform your capabilities, and create a lasting network of new colleagues. At Harvard Kennedy School Executive Education you can, all in just a few extraordinary days. Here, you and your peers from around the world are immersed in a collaborative, creative, and inspiring environment led by renowned Harvard faculty and leading practitioners. Our programs challenge your fundamental assumptions and help you develop the skills necessary to enact real change. It’s an experience that can’t be duplicated anywhere else.
Our Academic Model

Executive Education emphasizes practical solutions for leaders. Our programs make extensive use of the case study method, enabling participants to explore new analytical frameworks and the latest research within the context of real-world executive decision making. Participants build skills through group interaction in case discussions, simulations, and team exercises, and have opportunities to apply what they learn directly to their current leadership challenges.

Our Faculty

Every program is led by Harvard University faculty members chosen for their expertise as well as their proven ability to teach senior executives. Many are scholar-practitioners actively engaged in shaping policy through consulting and advisory work with heads of organizations and governments.

Our Participants

Executive Education participants are accomplished leaders working in the public, corporate, and nonprofit sectors around the world. Our participants come from all backgrounds: elected legislators, ministers of government, senior executive civil servants, state governors, uniformed military officers, state and local administrators, police and fire chiefs, and top executives from corporate and nonprofit organizations. Admission to Executive Education programs is based on professional achievement and organizational responsibility.

A Lifelong Network

Our programs build lasting networks of leaders who share a common understanding and commitment to addressing public problems. The camaraderie that forms among participants during the intensive learning experience at Harvard Kennedy School becomes the basis for professional opportunities and friendships that last a lifetime. Many alumni report that these relationships become the most valuable legacy of their Executive Education experience.

Harvard Kennedy School brings together the best the world has to offer.

A historic campus located along the Charles River in Cambridge. The most comprehensive range of on-campus and online executive education programs in public leadership anywhere. And a vibrant learning environment comprising lectures, group exercises, and peer networking.

Beyond the classroom, immerse yourself in intellectual and cultural activities. Experience thought-provoking forums with world leaders and discussions with visiting policy experts.

Studying at Harvard was both an honor and a privilege. Simply put, it was a once-in-a-lifetime learning opportunity that I strive to put into use every single day.  

Stephen Lutze, Chief Finance Officer, Department of Finance, Commonwealth of Australia
OVER 4000 EXECUTIVE EDUCATION PARTICIPANTS ANNUALLY WITH 55% FROM OUTSIDE THE U.S.
Which kind of leader are you?
Select your sector.

U.S. FEDERAL GOVERNMENT
These programs help elected, appointed, and career government officials, as well as senior managers in nonprofit and corporate organizations working closely with government agencies to deepen their ability to think broadly, sharpen critical skill sets, and generate ideas to solve the most challenging public problems.

NONPROFIT & NON-GOVERNMENTAL ORGANIZATIONS
With topics ranging from strategic management to performance measurement, these programs focus on helping results-driven organizations better accomplish their missions. Participants can create greater impact immediately at their institutions by applying a program’s concepts, techniques and faculty feedback directly to their work.

INTERNATIONAL GOVERNMENTS
The world needs leaders who can work with disparate stakeholders in contested arenas across geopolitical, economic, and cultural boundaries. These global-centric programs focus on building a participant’s technical and policy expertise while providing leadership skills and strategies to effect change within existing policy frameworks.

NATIONAL/INTERNATIONAL SECURITY & DEFENSE
These programs enable senior executives in national/international security and defense to deepen their understanding of security issues, exercise their evaluation and decision-making abilities, and sharpen the personal skills necessary to work successfully within a group.

INTERGOVERNMENTAL & MULTILATERAL ORGANIZATIONS
These programs help participants develop the critical leadership, negotiation, and decision-making skills needed to navigate geographic, political, and economic complexities and find collaborative solutions. Focus is given to new policy approaches that advance the public interest in a dynamic global environment.

STATE & LOCAL GOVERNMENTS
Covering topics from leadership to cooperative governance, these programs use a unique balance of traditional and hands-on learning experiences to help senior public officials meet the changing needs of their constituents and the growing demands of their communities.

CORPORATE
Successful leadership requires specific skills in decision making, negotiation, and strategic management. These programs enhance the capacity of senior corporate leaders, with emphasis on creating innovative solutions to public problems through collaboration across sectors and jurisdictions.

Executive Education offers more than 35 open enrollment programs a year, most just one week or less. Whether you’re a leader in the public, nonprofit, or corporate sector, there is a program—or programs—right for you.
Find the program right for you.

U.S. Federal Government
National/International Security & Defense
State & Local Governments
International Governments
Nonprofit & Nongovernmental Organizations
Intergovernmental & Multilateral Organizations
Corporate
APPLYING BEHAVIORAL INSIGHTS TO THE DESIGN OF PUBLIC POLICY

Offered in October
Faculty Chair: Todd Rogers

A cutting-edge program examining how behavioral science can shape public policy. Taught by leading scholars in decision science and behavioral economics from across Harvard University, the curriculum explores behaviorally informed policy tools such as defaults, active choice, social norms, framing, and choice architecture.

Participants learn how to determine in which scenarios behavioral insights tools are best used and how to apply these insights to craft innovative, cost-effective solutions to public policy challenges.

ART AND PRACTICE OF LEADERSHIP DEVELOPMENT: A MASTER CLASS FOR PROFESSIONAL TRAINERS, EDUCATORS, AND CONSULTANTS

Offered in May
Faculty Chair: Ron Heifetz

A spirited workshop designed to engage leadership development professionals, including consultants, teachers, and trainers. This program challenges fundamental assumptions about leadership and explores what it takes to be a more effective teacher. The curriculum extends beyond conventional notions, revealing profound and powerful concepts, skills, and frameworks for diagnosing and analyzing key challenges. Participants consult and receive consultations in small groups about dilemmas that they face in their own work.

CLIMATE CHANGE AND ENERGY: POLICYMAKING FOR THE LONG TERM

Offered in September
Faculty Chair: Robert Stavins

Global climate change presents world leaders with a major challenge. How to meet this challenge is the subject of this cutting-edge program. Participants will gain deep insight into the design and implementation of subnational, national, and international policies to address climate change—and closely related aspects of energy production and use. Interaction with leading experts in the natural sciences, economics, and other fields, as well as peers from around the world, provides an unparalleled engagement opportunity.

COMPARATIVE TAX POLICY AND ADMINISTRATION

Offered in August
Faculty Chair: Jay Rosengard

Brings together high-level practitioners from government, academia, and the corporate sector to examine the latest developments in the design and implementation of tax systems around the world. The program provides participants with practical tools along with detailed examples of their application to help formulate the most appropriate tax policies and tax administration for their particular environments.

PARTICIPANTS:
Leaders involved in policymaking, from government, nonprofits, civil society, and the corporate sector

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:
- U.S. Federal Government
- Nat’l/Int’l Security & Defense
- State & Local Governments
- International Governments
- Nonprofits/NGOs
- Intergovernmental & Multilateral Orgs
- Corporate

PARTICIPANTS:
Leadership development professionals and consultants working in academic institutions, businesses, nonprofits, and communities

PARTICIPANTS:
Senior managers in government and corporate and nonprofit executives who are involved with or interested in energy and climate change policy; senior analysts and managers of public affairs in businesses and NGOs

PARTICIPANTS:
Senior managers in government and corporate leaders who specialize in tax policy design and implementation; scholars and researchers in the field of tax policy and tax administration
A COURSE IN EXPONENTIAL FUNDRAISING
Offered in September
Faculty Chair: Jennifer McCrea
A yearlong engagement—three components, two of which are in residence in Cambridge—designed to introduce nonprofit leaders to a new model of fundraising that is more connective, co-creative, and resource rich. The curriculum offers new tactics for developing a collaborative, partnership-based approach to fundraising—a strategy that is transformational for nonprofit leaders, their partners, and their entire organizations. The program provides tremendous peer and faculty engagement as well as a personalized roadmap for implementing new organizational practices.

CREATING COLLABORATIVE SOLUTIONS: INNOVATIONS IN GOVERNANCE
Offered in October
Faculty Chair: Mark Moore
Designed to help senior managers in the public, nonprofit, and corporate sectors think about new ways of working together across traditional political and organizational boundaries in order to solve complex public problems. Topics include strategic management in the public sector, adaptive leadership, principled negotiation, and political innovation. As part of the curriculum, participants identify a project or challenge from their current environment to work on during the program.

I have never been part of such an in-depth program in such a short time. The faculty provided an incredibly structured method of learning, and thanks to my global classmates, I was able to fully experience tax systems from around the world. Nicola Tutungi Júnior, General Secretary, the State of Rio de Janeiro Attorney’s General Office, Rio de Janeiro, Brazil
CRISIS LEADERSHIP IN HIGHER EDUCATION
Offered in February
Faculty Chairs: James Honan and Herman “Dutch” Leonard
Presented jointly by the Harvard Graduate School of Education and Harvard Kennedy School, this program is designed to help college and university presidents, their senior leadership teams, and other campus administrators successfully manage, survive, and recover from unexpected events. Faculty experts in crisis leadership guide participants through a variety of concepts and scenarios, examining practical challenges. The program identifies communication strategies and reviews techniques and protocols that can be tailored to a wide range of institutional circumstances.

A CUTTING EDGE OF DEVELOPMENT THINKING
Offered in February
Faculty Chair: Ricardo Hausmann
Presented in collaboration with the Center for International Development at Harvard University, this program examines the latest development thinking and research, and how these findings can inform the strategic and tactical decisions of senior officials leading development institutions and government agencies. The curriculum provides an in-depth discussion of the issues facing development practitioners and provides tools to help them design and implement policy. Participants will have the opportunity to engage in discussions and interactive sessions about how to remake development organizations.

CYBERSECURITY: THE INTERSECTION OF POLICY AND TECHNOLOGY
Offered in January and July
Faculty Chair: James Waldo
Brings together senior policymakers and technologists to examine the challenges cyberspace is presenting to the security of critical infrastructure around the world and the importance of formulating strategies to address network-based intrusions. Participants will enhance their ability to identify, evaluate, and respond to current and emerging cyberthreats, develop frameworks for the design of both cybersecurity policy and technology, and explore innovations in the use of big data and intelligence-driven security.

PARTICIPANTS:
College and university presidents, chancellors, provosts, vice presidents, deans, and other senior-level administrators responsible for crisis planning, communication, and external relations

PARTICIPANTS:
Senior-level economists affiliated with development banks and other international organizations, as well as chief economists and those working in ministries of finance

PARTICIPANTS:
Senior leaders in government, the military, and the corporate sector who are involved in the oversight of technology and creation of policy, as well as legal experts focusing on issues of cybersecurity

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:
- U.S. Federal Government
- Nat’l/Int’l Security & Defense
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- Intergovernmental & Multilateral Orgs
- Corporate

Average program rating: 4.65/5
Average class size: 65
Average years of professional experience in every cohort: 950
Average number of countries represented in a program: 17
Average number of U.S. federal agencies represented in programs annually: 32
I returned home from my learning at Harvard Kennedy School with new techniques, and even a new mindset, that I am sharing with my delegation to help them prepare and engage better. Erum Welling, Internet Governance Strategist, U.S. Department of Defense (DoD)
EMERGING LEADERS
Offered in May and November
Faculty Chair: Christopher Robichaud

Aimed at expanding the capacity of the next generation of leaders, this program has three areas of focus: skill building, integrated communications, and policy analysis. Through the use of a unique simulation tool created by Harvard faculty specifically for this program, participants will confront and diagnose a crisis and develop cooperative strategies to advance their own solutions. Case studies, group discussion teams, and experiential exercises contribute to a unique and collaborative learning environment.

PARTICIPANTS:
Managers in government; executives of political, public interest, and NGOs from developing, newly industrialized, and transitional countries who have 5–15 years of professional experience

INFRAREDUCNCE IN A MARKET ECONOMY: PUBLIC-PRIVATE PARTNERSHIPS IN A CHANGING WORLD
Offered in May
Faculty Chair: Akash Deep

Designed to help officials from the public and corporate sectors develop public-private partnerships in infrastructure that are technically defensible, economically feasible, and politically acceptable. The program helps participants gain experience building and maintaining political support, corporate finance and public management, and regulatory strategies. The curriculum includes numerous cases drawn from a variety of infrastructure initiatives in both industrialized and industrializing countries.

PARTICIPANTS:
Senior managers in government and corporate executives from both industrialized and newly industrialized countries involved in developing, managing, and financing public-private partnerships in infrastructure

INVESTMENT DECISIONS AND BEHAVIORAL FINANCE: IDENTIFYING AND CAPITALIZING ON IRRATIONAL INVESTMENT PRACTICES
Offered in November
Faculty Chairs: Richard Zeckhauser and Arnold Wood

Explores a revolutionary science for investment decision making—behavioral finance. The curriculum is designed to help participants understand the common biases and irrational investment practices that significantly influence the behavior of financial markets and produce suboptimal outcomes for investors. Participants learn the central principles and latest findings of the psychology of decision making under conditions of risk and uncertainty, with attention given to practical applications for those responsible for managing assets and constructing portfolios for investment clients.

PARTICIPANTS:
Corporate executives in the investment community, including investment company presidents, chief investment officers, investment strategists, portfolio and fund managers, pension plan executives, and corporate investors

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54,247
HKS Executive Education alumni

150
Harvard faculty who teach in HKS executive programs

90
Alumni who have received an executive certificate

157
Ministers who have attended an executive program

6
Alumni who are four-star U.S. Air Force generals
As someone who aspires to change public administration and policy, the innovative, hands-on approach taught at Harvard Kennedy School Executive Education gave me the tools and solutions I need to make a real impact. Claudia Valenzuela, General Administrator of the Office of the Superintendent, Tax Administration Agency of Guatemala

**LEADERSHIP DECISION MAKING: OPTIMIZING ORGANIZATIONAL PERFORMANCE**

Offered in February, June, and October  
Faculty Chair: Jennifer S. Lerner

Grounded in theories and evidence from psychology, behavioral economics, and neuroscience, this program teaches participants how to design better decision environments—ones that reduce bias and inaccuracy—making organizations smarter. Through seminars, cases, and decision exercises, scientific discoveries are translated into practical strategies in order to answer tough questions, improve the accuracy of estimates, and structure effective negotiations. Participants complete a professional assessment in the Harvard Decision Science Laboratory and receive individualized feedback surrounding their biases, attitudes toward risk, and other personal traits that can sharpen decision making.

**LEADERSHIP FOR THE 21ST CENTURY: CHAOS, CONFLICT, AND COURAGE**

Offered in January and September  
Faculty Chair: Timothy O’Brien

A provocative program that introduces a set of conceptual frameworks designed to challenge fundamental assumptions about how to courageously and effectively exercise leadership and authority during difficult times. Through a unique teaching model, the class will examine issues like creating and claiming value, understanding the relationship between leadership and authority, exerting influence, and managing the individual and institutional dynamics of change. Participants will experience a personal, stimulating, and challenging week reflecting on their deepest-held assumptions and most strongly held values.

**PARTICIPANTS:**
Senior managers in government and the military, as well as nonprofit and corporate executives

**PARTICIPANTS:**
Government, corporate, and nonprofit managers who wish to better understand the personal aspects of leadership and improve their capacity to lead
LEADERSHIP IN CRISIS: PREPARATION AND PERFORMANCE

Offered in April
Faculty Chairs: Arnold Howitt and Herman “Dutch” Leonard

Designed to help senior managers work with their peers across sectors to best position themselves and their organizations to successfully prepare for, manage, survive, and recover from the unexpected. This program examines and assesses crisis responses from real-life situations to help build a wide range of strategic, communication, and personal skills that will promote successful outcomes.

LEADERSHIP, ORGANIZING AND ACTION: LEADING CHANGE

(ONLINE PROGRAM)

Starting in February
Faculty Chair: Marshall Ganz

This 14-week program is designed to help leaders of civic associations, advocacy groups, and social movements learn how to organize communities that can mobilize their resources in order to achieve real change. Participants will interact with their peers from around the world engaged in similar efforts as well as partake in an organizing project.

LEADING ECONOMIC GROWTH

Offered in May
Faculty Chairs: Matt Andrews and Ricardo Hausmann

Presented in collaboration with the Center for International Development (CID) at Harvard University, this program brings together leading experts in economic development with practitioners from around the globe to focus on practical approaches to shared growth and development. The program provides a framework for understanding economic growth as well as sophisticated tools for diagnosis and decision making. Participants will examine constraints on the growth process, identify ways to build coordinating capacity through collaborative networks, and learn ways to make informed decisions about diversification and targeted investments. Along with CID researchers, participants will have the opportunity to work on a country-specific project using the tools and theories introduced during the week.

LEADING NONVIOLENT MOVEMENTS FOR SOCIAL PROGRESS

(ONLINE PROGRAM)

Starting in October
Faculty Chair: Douglas A. Johnson

This five-week online program offers a unique learning opportunity for those engaged in nonviolent social movements. The curriculum emphasizes conceptual frameworks for effective leadership through learning modules focused on building collaboration and strengthening leadership teams’ strategic capacity, tactical flexibility and innovation, and negotiation skills. Highly interactive, this program will challenge participants to think strategically and help develop the skills necessary to lead a successful campaign.
LEADING SUCCESSFUL PROGRAMS: USING EVIDENCE TO ASSESS EFFECTIVENESS

Offered in April
Faculty Chairs: Dan Levy and Julie Wilson

Challenges managers to rethink the goals of their programs and reassess how to gather and use data to determine their effectiveness. The curriculum covers key methods of evaluating a program’s impact and when each should be used. Many types of evaluations are considered (including design, process, and impact), with a focus on methodologies that help managers provide better leadership and make more effective decisions for their programs. Case studies will examine a range of program areas, including education, health, and early childhood development.

MASTERING NEGOTIATION: BUILDING AGREEMENTS ACROSS BOUNDARIES

Offered in April
Faculty Chairs: Brian Mandell and Kessely Hong

Addresses the challenges of building working relationships across cultures, sectors, and organizations by going beyond basic negotiation skills training. This program examines the effects of both social and organizational culture on negotiation while at the same time helping participants develop the adaptive techniques needed to translate their skills and experience to novel settings.

MASTERING TRADE POLICY: UNDERSTANDING AND ACTING IN TODAY’S ECONOMY

Offered in August
Faculty Chair: Robert Lawrence

Provides trade practitioners at all levels the opportunity to analyze and discuss the formulation, negotiation, and implementation of effective policies and practices in the field of trade. Participants will improve their understanding of concepts in international trade economics and institutional analysis. State-of-the-art negotiation training as well as interactive and candid video conferences with senior officials from around the world create a unique and collaborative learning environment.

MOBILIZING YOUR NONPROFIT BOARD (ONLINE PROGRAM)

Starting in March
Faculty Chair: William Ryan

This online program is designed to help executives of nonprofit and nongovernmental organizations engage their boards in more meaningful and consequential work that produces greater value for their organizations. Organized around a conceptual framework for overcoming the “micro-governing” that so often leads to low-value, high-maintenance boards, the program will help participants understand how both boards and executives can reframe their work to support more effective governance.

PARTICIPANTS:
Senior leaders in government and nonprofit organizations

PARTICIPANTS:
Senior leaders in government and corporate and nonprofit executives responsible for leading negotiations; intended for people who have some practice in negotiation in a professional context or who have taken a negotiations course in the past

PARTICIPANTS:
Leaders from government, nonprofits, and the corporate sector who are involved in developing and implementing trade policy

PARTICIPANTS:
Nonprofit executives who have active roles in managing their boards
My week at Harvard Kennedy School was the most invigorating and valuable learning experience I have ever had. It has recharged my desire to lead and make a difference every day, and given me fresh insights into my work. Sonia Chand Sandhu, Senior Advisor to the Vice President, Asian Development Bank, Manila, Philippines

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:

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NONPROFIT FINANCIAL STEWARDSHIP: CONCEPTS AND TECHNIQUES FOR STRATEGIC MANAGEMENT

(ONLINE PROGRAM)

Starting in October
Faculty Chair: James Honan

This online program helps leaders of nonprofit and nongovernmental organizations understand the tools, techniques, and concepts of good financial management. The program represents a unique online learning opportunity for participants to improve their financial literacy and gain the skills and tools necessary to make sound decisions. The curriculum focuses on four areas: mission, money, and impact; understanding financial statements; tools, frameworks, and concepts in financial management; and budgeting and resource allocation.

PERFORMANCE MEASUREMENT FOR EFFECTIVE MANAGEMENT OF NONPROFIT ORGANIZATIONS

Offered in May
Faculty Chairs: Julie Wilson and Herman “Dutch” Leonard

This program helps leaders of nonprofit organizations with the knowledge and skills to develop and implement performance measures that will help them achieve their missions. Participants will explore the impact of measurement on resource allocation, organizational learning, internal processes, and internal and external accountability.

PUBLIC FINANCIAL MANAGEMENT IN A CHANGING WORLD

Offered in January
Faculty Chair: Matt Andrews

This program offers a rigorous, evidence-based approach to public financial management by examining the challenges associated with successful systemic reform. The curriculum offers an in-depth look at the current landscape of public financial management that goes beyond the numbers, presenting case studies that focus on qualitative stories of reform in action, and enabling participants to discuss what they have learned as well as identify how these reforms can best be implemented.

PARTICIPANTS:

Executives of nonprofits and NGOs from around the world

PARTICIPANTS:

Senior executives and board members of nonprofits and NGOs around the world, including C-level executives, board chairs, and directors

PARTICIPANTS:

Senior leaders in government charged with implementing reforms in their countries, including those responsible for budgets, audits, and financial controls in ministries of finance and line agencies as well as legislative branches of government; also corporate consultants and members of international organizations
RETHINKING FINANCIAL INCLUSION: INNOVATION FOR POLICY AND PRACTICE

Offered in October
Faculty Chairs: Asim Khwaja and Rohini Pande

Presented in collaboration with the Evidence for Policy Design (EPoD) program at Harvard Kennedy School, this program explores frontier issues in finance for the underserved. Combining an evidence-based approach with theoretical insights, the curriculum looks at the changing landscape of finance, examines client needs, and introduces a toolkit for designing financial products that will satisfy them. A wide range of financial services will be covered, focusing on the needs that they address, discussing the design challenges they pose, and incorporating evidence and insights from their various contexts.

SENIOR EXECUTIVE FELLOWS

Offered in January, April, June, and October
Faculty Chair: Brig. Gen. Dana Born, Retired

The preeminent professional development program for managers seeking to advance to executive leadership positions, this course sharpens the critical skills necessary for impactful and authentic leadership. Participants will have the rare opportunity to learn and interact with Harvard faculty while developing deep relationships with their diverse cohort of peers. Set in the context of the U.S. political and historical environment, the curriculum focuses on skill development in the areas of negotiation, persuasion, problem resolution, and decision making, and incorporates OPM’s Executive Core Qualifications (ECQs) for Senior Executive Service (SES).

PARTICIPANTS:
Practitioners, government officials, and development bank representatives involved in financial inclusion and regulatory oversight as well as bilateral and multilateral donor agencies, corporate donors, and investors

PARTICIPANTS:
U.S. federal government managers at the GS-14 and GS-15 level and military officers at the O-5 and O-6 level; international, multilateral, and corporate managers looking to move to the executive leadership level
PARTICIPANTS: General and flag officers and civilian leaders from defense agencies, the U.S. State Department, the intelligence community, Capitol Hill, and foreign governments

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:
- U.S. Federal Government
- Nat’l/Int’l Security & Defense
- State & Local Governments
- International Governments
- Nonprofits/NGOs
- Intergovernmental & Multilateral Orgs
- Corporate

SENIOR EXECUTIVES IN NATIONAL AND INTERNATIONAL SECURITY
Offered in August and December
Faculty Chair: Maj. Gen. William E. Rapp, Retired

Brings together world-class experts and an outstanding curriculum to give senior national security leaders a unique opportunity to deepen their understanding of the most pressing national and international security challenges facing our world today. The program provides participants with a forum to exercise evaluation and decision-making skills among a group of peers, while contributing their own ideas and perspectives. The curriculum encompasses topics such as security policy analysis, negotiation, and regional and transnational threats, to include global terrorism and cybersecurity.

SENIOR EXECUTIVES IN STATE AND LOCAL GOVERNMENT
Offered in June and July
Faculty Chair: David King

Designed to help senior leaders serving in state and local governments meet the changing needs of their constituents and communities. The curriculum focuses on leadership, cooperative governance, decision making, public-private partnerships, fiscal economics, and negotiation. Participants benefit from an open classroom environment, which serves as a forum for raising difficult issues and practicing the skill of creating and maintaining a conversation that leads to change.

PARTICIPANTS: All senior-level managers serving in or working with state and local governments, including government officials, elected officials, and executives of nonprofit organizations, foundations, and national associations
SENIOR MANAGERS IN GOVERNMENT

Offered in July
Faculty Chair: Roger Porter
Provides public officials serving at the most senior levels of government with an exclusive opportunity for professional enrichment. Taught by leading scholars and practitioners in government, law, education, and business, the program focuses on policy development, political strategy, performance management, organizational design, negotiation, persuasion, and leadership. Participants will deepen their ability to think broadly, sharpen critical skill sets, and gain the tools necessary to address complex public challenges. The cohort will return home with a lasting network of new peers whom they can call on for support.

PARTICIPANTS:
Elected, appointed, and senior career officials in the Senior Executive Service and senior congressional staffers; and their military and international counterparts

STRATEGIC MANAGEMENT OF REGULATORY AND ENFORCEMENT AGENCIES

Offered in March and September
Faculty Chair: Malcolm Sparrow
Explores the distinctive strategic and managerial challenges of leaders of regulatory and enforcement agencies, focusing on issues of social regulation as well as the operations and management of these agencies. The curriculum covers key topics such as strategic management, the role of enforcement, emerging compliance strategies, organizational structure, performance management, and information and analytic support.

PARTICIPANTS:
Senior federal, state, and municipal policymakers and enforcement officials who oversee, support, or run organizations that have significant regulatory or enforcement components

STRATEGIES FOR BUILDING AND LEADING DIVERSE ORGANIZATIONS

Offered in September
Faculty Chair: Robert Livingston
Examines effective diversity strategies that both improve organizational effectiveness and build strong relationships with diverse populations. Participants will gain a better understanding of the importance of diversity, how it can greatly improve their organization's impact, and the tools to create an effective organizational structure.

PARTICIPANTS:
Senior leaders in government at the national, state and local levels; corporate executives including C-level, vice president, and director; nonprofit and NGO leaders; public safety, security, and military officials

WOMEN AND POWER: LEADERSHIP IN A NEW WORLD

Offered in May
Faculty Chair: Hannah Bowles
A truly transformational experience, this program enables women leaders to step out of their daily lives and reflect upon their own personal and professional journeys. The curriculum focuses on strategies for women's leadership advancement and is led by unparalleled faculty at the forefront of gender, leadership, and diversity studies. Participants also gain a new personal network of accomplished women in leadership from around the world working in a variety of sectors.

PARTICIPANTS:
Senior executive women in the public, nonprofit, and corporate sectors, including C-level officers, presidents, vice presidents, and board chairs, as well as nonprofit board members
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*Harvard Kennedy School has evaluated the curriculum of these executive programs and determined alignment with the U.S. Federal OPM’s Executive Core Qualifications. Visit [www.hks.harvard.edu/ee/ecq](http://www.hks.harvard.edu/ee/ecq) for more information.
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