

Sunday, October 16, 2022	Monday, October 17, 2022	Tuesday, October 18, 2022	Wednesday, October 19, 2022	Thursday, October 20, 2022	Friday, October 21, 2022	Saturday, October 22, 2022
	7:00 - 8:00 AM <b>Breakfast</b> <i>HKS Café</i>	7:00 - 8:00 AM <b>Breakfast</b> <i>HKS Café</i>	7:00 - 8:00 AM <b>Breakfast</b> <i>HKS Café</i>	7:00 - 8:00 AM <b>Breakfast</b> <i>HKS Café</i>	7:00 - 8:00 AM <b>Breakfast</b> <i>HKS Café</i>	7:00 - 8:00 AM <b>Breakfast</b> <i>HKS Café</i>
	8:00 - 9:00 AM <b>Study Groups</b>	8:00 - 9:00 AM <b>Study Groups</b>	8:00 - 9:00 AM <b>Study Groups</b>	8:00 - 9:00 AM <b>Study Groups</b>	8:00 - 9:00 AM <b>Study Groups</b>	
	<b>9:00 - 9:10 AM: MORNING CHECK IN</b>					
	9:10 - 10:40 AM <a href="#">Program Overview &amp; Individual Assessment</a> <b>Debrief</b> <i>Dana Born</i>	9:10 - 10:40 AM <a href="#">Strategic Management I: Managing Student Aid</a> <i>Steve Kelman</i>	9:10 - 10:40 AM <a href="#">Policy Development I: Family Assistance Plan</a> <i>Roger Porter</i>	9:10 - 10:40 AM <a href="#">Data and Inference II</a> <i>Ron Ferguson</i>	9:10 - 10:40 AM <a href="#">Mapping the Political Environment</a> <i>David King</i>	
	10:40 - 11:00 AM <b>Break</b>	10:40 - 11:00 AM <b>Group Photo/Break</b>	10:40 - 11:00 AM <b>Break</b>	10:40 - 11:00 AM <b>Break</b>	10:40 - 11:00 AM <b>Break</b>	
12 PM - 2:00 PM <b>Registration at Double Tree/Cambria Hotels</b>	11:00 AM - 12:30 PM <a href="#">Leadership, Management, and Innovation in Crisis I</a> <i>Dutch Leonard</i>	11:00 AM - 12:30 PM <a href="#">Principles of Persuasion I: The Art &amp; Science of Effective Influence</a> <i>Gary Orren</i>	11:00 AM - 12:30 PM <a href="#">Strategic Management II: CARE International</a> <i>Steve Kelman</i>	11:00 AM - 12:30 PM <a href="#">Data and Inference III</a> <i>Ron Ferguson</i>	11:00 AM - 12:30 PM <a href="#">Policy Development III: Clinton Health Care</a> <i>Roger Porter</i>	<b>FREE FOR WEEKEND</b>
2:30 PM: Shuttle Bus to HKS	12:30 - 1:50 PM <b>Lunch</b> <i>NYE-BC</i>	12:50 - 1:50 PM <b>Lunch</b> <i>Networking Lunch with SMG</i> 12:50 start NYE-BC	12:30 - 2:00 PM <b>Lunch</b> <i>Nye BC</i>	12:30 - 2:30 PM <a href="#">Working Lunch: National Security and Global Engagement</a> <i>Ash Carter in NYE BC</i>	12:30 - 2:00 PM <b>Lunch</b> <i>Nye BC</i>	
3:00 - 4:30 PM <a href="#">Orientation</a> <i>Born, Team</i>	2:00 - 3:30 PM <a href="#">Authentic Leader(ship) I: Who Are You?</a> <i>Dana Born</i>	2:00 - 3:30 PM <a href="#">Principles of Persuasion II: The Art &amp; Science of Effective Influence</a> <i>Gary Orren</i>	2:00-3:30 <a href="#">Principles of Persuasion III: Twelve Angry Men Film</a> <i>Gary Orren</i>	2:40-3:40 <a href="#">Perf Mgt I: Discussion</a> <i>Steve Kelman</i>	2:00 - 3:30 PM <a href="#">Busy People: The Science of Communicating</a> <b>Alumni Webcast</b> <i>Todd Rogers</i>	
4:30 - 4:50 PM <b>Break</b>	3:30 - 3:50 PM <b>Break</b>		3:30 - 3:50 PM <b>Break</b>			
4:50 - 5:50 PM <a href="#">Carson National Forest</a> <i>Dana Born</i>	3:50 - 5:20 PM <a href="#">Structures of the U.S. Political System</a> <i>David King</i>	REFLECTION/READING TIME	3:50 - 5:20 PM <a href="#">Principles of Persuasion IV: Gettysburg Film</a> <i>Gary Orren</i>	Harvard Walking Tour	REFLECTION/READING TIME	
6:00 - 8:00 PM <a href="#">Reception &amp; Opening Dinner</a> <i>Joe Nye</i> <i>Nye ABC</i>	<b>Networking Dinner</b> <b>DoubleTree Hotel</b>  <i>With Senior Managers in Gov.</i> <i>HKS Dean Doug Elmendorf</i>	<b>Dinner On Your Own</b>	5:30 - 7:00 <b>Dinner</b>  <i>NYE-ABC</i>	6:00 - 7:30 PM <b>Franklin Roosevelt Suite Tour</b> <b>Adams House</b>  <b>Heavy Hors D'oeuvres</b>	<b>Dinner On Your Own</b>	
REFLECTION/READING TIME	<a href="#">Performance Management I: Standardized Student Testing</a>  <i>Steve Kelman</i>	<b>Movie on own</b> <a href="#">Twelve Angry Men</a>	<a href="#">Data and Inference I</a>  <i>Ron Ferguson</i>	<a href="#">Policy Development II: Three Organizational Models</a>  <i>Roger Porter</i>	<a href="#">Policy Development IV: Clean Air Act</a>  <i>Roger Porter</i>	REFLECTION/READING TIME

**Senior Executive Fellows  
October 16 - November 10, 2022**

2/24/2023

#####	Monday, October 24, 2022	Tuesday, October 25, 2022	Wednesday, October 26, 2022	Thursday, October 27, 2022	Friday, October 28, 2022	#####	
	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café		
	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups (Congo Prep)	8:00 - 9:00 AM Study Groups	8:00 - 9:00 AM Study Groups		
	<b>9:00 - 9:10: AM MORNING CHECK IN</b>						
	9:10 - 10:40 AM <a href="#">Policy Development V: Keeping a Campaign Promise</a> Roger Porter	9:10 - 10:40 AM <a href="#">Unleashing Change</a> Steve Kelman	9:10 - 10:40 AM <a href="#">Authentic Leader(ship) II: Why Are You?</a> Dana Born	9:10 - 10:40 AM <a href="#">Ethics and Decision Making I</a> (Simulation) Chris Robichaud	9:10 - 10:40 AM <a href="#">Leadership Challenges Participant Cases</a> Dana Born		
	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break		
	11:00 AM - 12:30 PM <a href="#">Estimating the economic value of a priceless public mission Case Study</a> Linda Bilmes	11:00 AM - 12:30 PM (or 12:45) <a href="#">How &amp; Why Religion Influences Politics &amp; Public Life II</a> Richard Parker	11:00 AM - 12:45 PM <a href="#">Negotiation I: Creating Value through Negotiating Across Differences</a> (Exercises & Simulation) Kessely Hong	11:00 AM - 12:30 PM <a href="#">Ethics and Decision Making II</a> Chris Robichaud	11:00 AM - 12:30 PM <a href="#">Leadership: Inside Out &amp; Outside In</a> Rand Wentworth		
	12:30 - 2:00 PM Lunch Nye BC	12:30 - 1:50 PM Lunch w/ Optional Research Librarian Presentation Nye BC	12:45 - 1:50 PM Lunch Nye BC	12:30 - 1:50 PM Lunch Nye BC	12:30 - 12:45 PM Lunch To-Go Buses depart at 12:45pm		
FREE FOR WEEKEND	2:00 - 3:30 PM <a href="#">Challenges &amp; Opportunities I of Digital Technology</a> Jim Waldo	2:00 - 3:30 PM <a href="#">How &amp; Why Religion Influences Politics &amp; Public Life III</a> Richard Parker	2:00 - 3:15 PM <a href="#">Negotiation II: Congo, Creating Value through Negotiating Across Differences</a> Kessely Hong	2:00 - 3:30 PM <a href="#">Political Management I: Hamilton &amp; Jefferson</a> John Viola	<a href="#">Leadership Lessons from Lexington</a> Bill Rapp	FREE FOR WEEKEND	
		3:30 - 3:50 PM Break	3:30 - 3:50 PM Break	3:30 - 3:50 PM Break			
	REFLECTION/READING TIME	3:50 - 5:20 PM <a href="#">Leadership, Management, &amp; Innovation in Crisis II: Shackleton</a> Dutch Leonard	3:50 - 5:20 PM <a href="#">Leading in the Public Arena</a> David Gergen	3:50 - 5:20 PM <a href="#">Challenges &amp; Opportunities II of Digital Technology</a> Jim Waldo	<a href="#">Leadership Lessons from Concord</a> Bill Rapp		
	5:30 - 7:00 Dinner NYE-AB	Networking Dinner DoubleTree Hotel	Dinner On Your Own	Dinner On Your Own	6:00 - 8:00 PM Offsite Dinner Colonial Inn 8:30 PM: Bus heads back to Hotel		
REFLECTION/READING TIME	<a href="#">How &amp; Why Religion Influences Politics &amp; Public Life I</a> Richard Parker	REFLECTION/READING TIME	REFLECTION/READING TIME	REFLECTION/READING TIME	<a href="#">Principles of Persuasion V: Persuasion and Your Leadership Challenge</a> Gary Orren	REFLECTION/READING TIME	

Week 2

Senior Executive Fellows  
October 16 - November 10, 2022

2/24/2023

Sunday, October 30, 2022	Monday, October 31, 2022	Tuesday, November 1, 2022	Wednesday, November 2, 2022	Thursday, November 3, 2022	Friday, November 4, 2022	Saturday, November 5, 2022	
FREE FOR WEEKEND	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	
	8:00 - 9:00 AM Study Groups Participant Challenges	8:00 - 9:00 AM Study Groups Participant Challenges	8:00 - 9:00 AM Study Groups Participant Challenges	8:00 - 9:00 AM Study Groups Participant Challenges	8:00 - 9:00 AM Study Groups Participant Challenges	8:00 - 9:00 AM Study Groups Participant Challenges	
	9:00 - 9:10 AM: MORNING CHECK IN						
	9:10 - 10:40 AM <a href="#">Strategy and Decision I: Space Shuttle Columbia and the Red Leg</a> Pete Zimmerman	9:10 - 10:40 AM <a href="#">Leadership, Management, &amp; Innovation in Crisis III: Chilean Miners</a> Dutch Leonard	9:10 - 10:40 AM <a href="#">Risk Control Functions of Government I</a> Malcolm Sparrow	9:10 - 10:40 AM <a href="#">Strategy and Decision III: 10-Point Coalition</a> Pete Zimmerman & Rev Jeff Brown	9:10 - 10:40 AM <a href="#">Effective Implementation I</a> Frank Hartmann		
	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	
	11:00 AM - 12:30 PM <a href="#">Our New Information Eco-System</a> Nancy Gibbs	11:00 AM - 12:30 PM <a href="#">Strategy &amp; Decision II: Cuban Missile Crisis</a> Pete Zimmerman	11:00 AM - 12:30 PM <a href="#">Risk Control Functions of Government II</a> Malcolm Sparrow	11:00 AM - 12:30 PM <a href="#">Strategy and Decision IV: Caught in the Storm - WHO 2014 Ebola Outbreak</a> Pete Zimmerman	11:00 AM - 12:30 PM <a href="#">Leading While Listening</a> Rob Wilkinson		
	12:30 - 1:50 PM Lunch Nye BC	12:30 - 1:50 PM Lunch Student Networking OCA Presentation Nye ABC	12:30 - 1:50 PM Lunch Speaker <i>Healthy Cooking &amp; Eating</i> Executive Chef Martin Breslin Nye BC	12:30 - 1:50 PM Lunch Malkin Penthouse	12:30 - 1:50 PM Lunch Nye BC	12:30 - 1:50 PM Lunch Nye BC	
	2:00 - 3:30 PM <a href="#">Happiness/Wellness II: The Way Forward</a> Arthur Brooks	2:00-3:30 pm <a href="#">The Geopolitics of the Energy Transition</a> <b>Alumni Webcast</b> Meghan O'Sullivan	2:00 - 3:30 PM <a href="#">Risk Control Functions of Government III</a> Malcolm Sparrow	2:00 - 3:30 PM <a href="#">The Russian-Ukraine War: Here &amp; There Global Dynamics</a> Sergei Konoplyov	2:00 - 3:30 PM <a href="#">Case: Admiral Stavridis and Wrangling Change at NATO</a> Rob Wilkinson		
	REFLECTION/READING TIME	REFLECTION/READING TIME	REFLECTION/READING TIME	3:30 - 3:50 PM Break 3:50 - 5:20 PM <a href="#">Effective Public Leadership</a> <b>Alumni Webcast</b> Governor Deval Patrick	REFLECTION/READING TIME		
	5:30 - 7:00 Dinner at Doubletree	6:00-8:00 PM Networking Dinner DoubleTree Hotel	Dinner On Your Own	Bus pick up at 6:00 at Doubletree Harvard Museum of Natural History Heavy Hors D'oeuvres	Dinner On Your Own		
<a href="#">Happiness/Wellness I: The Way Forward</a> Arthur Brooks	<a href="#">Movie on own Thirteen Days</a>	REFLECTION/READING TIME	REFLECTION/READING TIME	REFLECTION/READING TIME	REFLECTION/READING TIME	REFLECTION/READING TIME	

Week 3

Senior Executive Fellows  
October 16 - November 10, 2022

2/24/2023

Sunday, November 6, 2022	Monday, November 7, 2022	Tuesday, November 8, 2022	Wednesday, November 9, 2022	Thursday, November 10, 2022	Friday, November 11, 2022	Saturday, November 12, 2022
FREE FOR WEEKEND	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:00 AM Breakfast HKS Café	7:00 - 8:30 AM Catered Breakfast Nye ABC	<p>8:30 - 10:30 AM</p> <p><a href="#">Class Reflections &amp; Certificate Ceremony</a> <i>Born, Hartman</i></p> <p><b>*DEPARTURE*</b></p> <p>Please check out of your room by 12:00 PM</p> <p>If you are leaving right after the last session you can bring your luggage to the classroom</p> <p>There's a taxi stand near the Taubman building</p> <p><b>FREE FOR Veterans Day</b></p>	
	8:00 - 9:00 AM Study Groups <a href="#">(Deport Prep)</a>	8:00 - 9:00 AM Study Groups <i>Participant Challenges</i>	8:00 - 9:00 AM Study Groups			
	9:00 - 9:10: AM MORNING CHECK IN					
	9:10 - 10:40 AM <a href="#">Leadership Advice to Public Servants</a>  <i>Roger Porter</i>	9:10 - 10:40 AM <a href="#">NXT GEN Emerging Moral Leaders</a>  <i>Bill George/Dov Seidman</i>	9:10 - 10:40 AM <a href="#">Elections, Transitions and Governing</a> <b>Alumni Webcast</b> <i>Roger Porter</i>			
	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break	10:40 - 11:00 AM Break			
	11:00 AM - 12:30 PM <a href="#">Negotiation III: Leading Change in Complex Multi-Stakeholder Negotiations</a> <i>Kessely Hong</i>	11:00 AM - 12:30 PM <a href="#">Effective Group Decision Making I</a>  <i>Julia Minson</i>	11:00 AM - 12:30 PM <a href="#">Political Management II: Living Buildings</a> <i>John Viola</i>			
	12:30 - 1:50 PM Lunch <i>Nye BC</i>	12:30 - 2:00 PM Working Lunch <b>How Executive Selection Works</b> <i>Michael Shonrock, FEI Acting Director</i> <i>Nye ABC</i>	12:30 - 1:50 PM Lunch <i>Nye BC</i>			
	2:00 - 3:30 PM <a href="#">Negotiation IV: Leading Change in Complex Multi-Stakeholder Negotiations</a> <i>Kessely Hong</i>	2:00 - 3:30 PM <a href="#">Effective Group Decision Making II</a>  <i>Julia Minson</i>	2:00 - 3:30 PM <a href="#">Effective Implementation IV</a>  <i>Frank Hartmann</i>			
	3:30 - 3:50 PM Break	3:30 - 3:50 PM Break				
	3:50 - 5:20 PM <a href="#">Effective Implementation II</a>  <i>Frank Hartmann</i>	3:50 - 5:20 PM <a href="#">Cultivating Receptiveness to Opposing Views</a>  <i>Julia Minson</i>	REFLECTION/READING TIME			
Dinner on Your Own	6:00-8:00 PM Networking Dinner DoubleTree Hotel	5:15 PM - Bus departs	5:15 PM - Bus departs			
		Final Dinner and Celebration JFK Library	Final Dinner and Celebration JFK Library			
		8:30 PM - Bus departs	8:30 PM - Bus departs			
REFLECTION/READING TIME	REFLECTION/READING TIME	<a href="#">Effective Implementation III</a>  <i>Frank Hartmann</i>	REFLECTION/READING TIME	REFLECTION/READING TIME		

Week 4