Today more than ever, the world is a challenging place. Navigating this complex political and economic landscape requires people who feel a deep commitment to the public interest. People who want to shape policy, improve organizations, and make life better. That’s why Harvard Kennedy School offers a global curriculum of over 30 executive education programs that address critical subjects from crisis leadership and decision making to economic development, infrastructure, and national security.

As a leader in the public, nonprofit, or private sector, Harvard Kennedy School can transform your capabilities 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.

You’re here to expand your boundaries. Solve problems. Make the most of your talents and form a lasting network of new colleagues.

YOU’RE HERE TO MAKE A DIFFERENCE.

“The people I met during my program have become a real support system. We make each other better.”

Mary C. Selecky
Secretary of Health
Washington State Department
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 comprised of lectures, group exercises, and peer networking. Beyond the classroom, you and your peers can experience a myriad of intellectual and cultural activities that take place at Harvard every day, from thought-provoking forums with world leaders to group discussions with visiting policy experts.

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 a 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 full-time Harvard University faculty members who are 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, private, 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.
YOU’RE HERE TO GAIN NEW SKILLS AND PERSPECTIVE.

Executive Education offers more than 30 open enrollment programs a year, most just one week or less. Whether you’re a leader in the public, private, or nonprofit sector, there is a program, or many, right for you.

“It provided a tremendous opportunity to interact with senior leaders from the U.S. and around the world.”

C. Robert Kehler
General, U.S. Air Force

Programs for Leaders in the U.S. Federal Government

Managers in the U.S. Federal Government face a variety of complex challenges, domestically and abroad. The federal executive programs afford public officials serving at the most senior levels a unique opportunity for professional enrichment. Designed for elected, appointed, and career government officials, these programs help participants deepen their ability to think broadly, sharpen critical skill sets, and generate the ideas necessary to solve the most challenging public problems. Senior managers in nonprofit and private sector organizations who work closely with federal or national agencies will also find value in these programs.

Programs for Leaders in National/International Security and the Military

Effective leadership within international security requires interaction among many diverse groups, including military officers, senior civilian officials, political appointees, Congress, the media, and leaders from industry and international organizations. These programs provide a forum for senior executives to deepen their understanding of current security issues, exercise their evaluation and decision-making abilities, and sharpen the personal skills necessary to work successfully within a group environment.

Programs for Leaders in State and Local Governments

The demands facing senior leaders in state and local governments today are greater than they have been in decades. The state and local executive programs provide a balance of traditional and hands-on learning experiences to help senior public officials meet the changing needs of their constituents and communities. Topics covered include leadership, negotiations, public/private partnerships, cooperative governance, and the relationship between citizens and their government.
Custom Programs

For more than 30 years, Executive Education has offered custom programs to meet the specific training and professional development needs of global clients in an array of leadership, strategic management, and policy development areas. All custom programs are led by expert Harvard faculty who bring high-level curriculum and experiential learning models to address unique challenges facing senior leaders and public officials. These programs are held on the Harvard campus, at client locations around the world, or online.

If you'd like to learn more about custom programs, please email ee_customprograms@hks.harvard.edu.

Programs for Leaders in International Governments

Leaders in national and local governments around the world face challenging leadership and policy issues. This environment demands effective leaders who can work in dynamic, contested arenas with public, private, and nonprofit stakeholders across geopolitical, economic, and cultural boundaries. These programs have a global focus and help expand each participant’s technical understanding and policy expertise while providing leadership skills and strategies to effect change within existing policy frameworks.

Programs for Leaders in Nonprofit and Non-Governmental Organizations (NGOs)

The Nonprofit/NGO programs give leaders the skills and analytical frameworks necessary to help results-driven organizations better accomplish their missions and create greater impact. These programs cover topics including leadership, strategic management, financial stewardship, board governance, performance measurement, and partnership and collaboration. Online Executive Education programs are also offered to reach leaders around the world who, given the cost and distance, are not able to come to campus. Participants are able to apply concepts, techniques, and faculty feedback to their work, allowing for immediate impact at their organizations.

Programs for Leaders in Intergovernmental and Multilateral Organizations

Intergovernmental and multilateral organizations are at the forefront of the greatest problems confronting our world today. Advancing the public interest in a complex global environment demands strategic management and cooperative leadership. These executive programs provide a forum for leaders of these organizations to navigate geographic, political, and economic complexities and find collaborative solutions. Focus is given to new policy approaches in development and how to incorporate them into strategic and tactical decisions as well as developing critical leadership, negotiation, and decision-making skills.

Programs for Leaders in the Private Sector

Harvard Kennedy School offers many executive programs for senior private sector leaders to enhance specific skills essential to successful leadership and strategic management. These programs focus on personal leadership, governmental relations, organizational performance, behavioral science, and negotiation. Emphasis is also given to finding innovative solutions to public problems through collaboration across sectors and jurisdictions, leadership during crisis, and judgment and decision making.
Programs for Leaders in the U.S. Federal Government
Programs for Leaders in National/International Security and the Military
Programs for Leaders in State and Local Governments
Programs for Leaders in International Governments
Programs for Leaders in Nonprofit and Non-Governmental Organizations
Programs for Leaders in Intergovernmental and Multilateral Organizations
Programs for Leaders in the Private Sector
Art and Practice of Leadership Development: A Master Class for Professional Trainers, Educators, and Consultants

Offered in May
Faculty Chair: Marty Linsky

A spirited workshop designed for experienced professionals who specialize in leadership development. This provocative program challenges fundamental assumptions about leadership, and explores what it takes to be a more effective teacher of leadership or designer of leadership programs. The curriculum extends beyond conventional notions about teaching leadership and reveals profound and powerful concepts, skills, and techniques for people engaged in leadership development.

Participants: • • Leadership development professionals and consultants working in academic institutions, businesses, nonprofit organizations, and communities

Comparative Tax Policy and Administration

Offered in August
Faculty Chair: Jay Rosengard

Brings together high-level practitioners from government, academia, and the private 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: • • • • • Senior managers in government and the private sector who specialize in tax policy design and implementation; scholars and researchers in the field of tax policy and tax administration

Creating Collaborative Solutions: Innovations in Governance

Offered in October
Faculty Co-Chairs: Archon Fung and Mark Moore

Designed to help senior managers in the public, nonprofit, and private 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.

Participants: • • • • • • • Senior managers in government serving at all levels who work across sectors and jurisdictions; senior leaders in the private and nonprofit sectors who work with the government

Crisis Leadership in Higher Education

Offered in March
Faculty Co-Chairs: James Honan and Herman “Dutch” Leonard

Presented jointly by 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.

Participants: • College and university presidents, chancellors, provosts, vice presidents, deans, and other senior-level administrators with responsibility for crisis planning, communication, and external relations
A Cutting Edge of Development Thinking
Offered in May
Faculty Co-Chairs: Ricardo Hausmann and Lant Pritchett

Presented in collaboration with the Center for International Development at Harvard University, this program provides an overview of what is at the cutting edge of development thinking and research, and how that can be incorporated into 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. Participants will have the opportunity to engage in discussions and interactive sessions on how to go about remaking development organizations.

Participants: Senior-level economists affiliated with the World Bank and other international organizations, as well as chief economists and those working in ministries of finance

Cybersecurity: The Intersection of Policy and Technology
Offered in July
Faculty Co-Chairs: Jim Waldo and Tad Oelstrom

Offered in collaboration with the Belfer Center for Science and International Affairs, the program 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 cyber threats, develop frameworks for the design of both cybersecurity policy and technology, and explore innovations in the use of big data and intelligence-driven security in identifying and combating cyber threats.

Participants: Senior leaders in government, military, and the private sector who are involved in the oversight of technology and creation of policy, as well as legal experts focusing on issues of cybersecurity; no computer science background is required to apply
Driving Government Performance: Leadership Strategies that Produce Results
Offered in March and September
Faculty Chair: Robert Behn
Provides public executives from around the world with the intellectual framework, tactical knowledge, and practical skills for responding creatively and effectively to performance challenges. The program is specifically designed for leaders who recognize the need to improve the performance of their agency or non-governmental organization that delivers public services. Participants engage in a vigorous discussion of the challenges of performance leadership, examine proven leadership strategies, and complete an application exercise-applying lessons and strategies learned to their specific organizations and agencies.

Participants: ● ● ● ● ●
Senior managers serving in federal, state, and local governments who have leadership responsibilities; executives in nonprofits and non-governmental organizations that deliver public services

Emerging Leaders
Offered in June and November
Faculty Chair: Elaine Kamarck
Aimed at expanding the capacity of the next generation of global leaders, the curriculum is designed in three parts: policy lectures, skill building, and integration. Through the use of a unique simulation tool created by Harvard faculty specifically for this program, participants will diagnose their own challenges as emerging leaders and develop strategies to advance their own vision. Case studies, group discussion teams, and experiential exercises contribute to a unique and collaborative learning environment.

Participants: ● ● ● ● ●
Government managers; executives of political, public interest, and non-governmental organizations from developing, newly industrialized, and transitional countries with 5–10 years of professional experience

Global Change Agents: Leading with Commitment, Creativity, and Courage
Offered in May
Faculty Chair: Dean Williams
Explores the kinds of leadership change needed in the world today, given that the forces of globalization generate tremendous opportunities and formidable dangers for nations and villages alike. The curriculum compels participants to explore deeply held assumptions, perspectives, and beliefs about leadership, power, influence, and what it means to effect change and make real progress.

Participants: ● ● ● ● ●
Leaders in government, nonprofit, non-governmental organizations, and business who wish to build leadership capacity and become a dynamic change agent

Infrastructure in a Market Economy: Public-Private Partnerships in a Changing World
Offered in July
Faculty Chair: Akash Deep
Designed to help officials from the public and private 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, private 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 private sector executives from both industrialized and newly industrialized countries involved in developing, managing, and financing public-private partnerships in infrastructure

Because the time required to obtain a visa can be lengthy, we encourage you to apply at least one month prior to the posted application deadline.
Innovation for Economic Development
Offered in June
Faculty Chair: Calestous Juma

Aimed at helping leaders enhance global competitiveness, boost the economy, and preserve the environment. Led by renowned authors, leading researchers, and distinguished professors, the program examines strategies and measures for aligning technology and innovation trends with development policy objectives. Moreover, the program helps leaders design and implement innovation policies for economic development.

Participants: ● ● ● ●
Senior managers in all sectors who have active roles in innovation and economic growth, including government officials from ministries, senior civil servants, diplomats, development leaders, university presidents and professors, and those working in international development agencies

Investment Decisions and Behavioral Finance: Identifying and Capitalizing on Irrational Investment Practices
Offered in November
Faculty Co-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 behaviors 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 to practical applications for those responsible for managing assets and constructing portfolios for investment clients.

Participants: ●
Private sector executives in the investment community, including investment company presidents, chief investment officers, investment strategists, portfolio and fund managers, pension plan executives, and private investors

Leaders in Development: Managing Change in a Dynamic World
Offered in June
Faculty Chair: Matt Andrews

Designed for senior leaders whose responsibilities place them at the center of complex economic, political, and social challenges. The program helps participants gain knowledge and develop skills to plan, introduce, and sustain major policy and institutional change as well as examine ways to strengthen representative politics and manage the challenge of globalization.

Participants: ● ● ●
Senior managers in government, policymakers, executives of political and public interest organizations, and leaders of non-governmental organizations from developing, newly industrialized, and transitional economies

Leadership Decision Making: Optimizing Organizational Performance
Offered in June and November
Faculty Chair: Jennifer Lerner

Offers important new insights into leadership based on breakthrough scientific discoveries about decision making. The program provides participants with the skills they need to become effective “decision architects” — leaders who can design optimal decision-making environments within their organizations and improve overall organizational performance. Participants complete a professional assessment in the Harvard Decision Science Laboratory and receive individualized feedback to gain insight into their own biases, their attitudes toward risk, their ability to regulate emotions, and other key personal traits that can sharpen decision making.

Participants: ● ● ● ● ● ●
Managers in government and the military serving at all levels as well as nonprofit and private sector executives
**Leadership for the 21st Century: Chaos, Conflict, and Courage**

Offered in January and September

Faculty Chair: Marty Linsky

Designed to challenge fundamental assumptions about how to courageously and effectively exercise leadership and authority for the purposes you care about most. The program delves into why we lead the way we do, offering a personal, stimulating, and challenging week that invites participants to learn how to act courageously and skillfully when exercising leadership. The curriculum pushes participants to reflect on their deepest assumptions and most strongly held values.

**Participants:** Senior managers in government and executives in the private and nonprofit sectors who wish to better understand the personal aspects of leadership and improve their capacity to lead.

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**Leadership in Crises: Preparation and Performance**

Offered in April

Faculty Co-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, 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.

**Participants:** Senior managers in government and executives in the private and nonprofit sectors with a responsibility for disaster management planning and/or those who may be called upon to assume a decision-making role during a crisis in their city, state, country, company, or organization.

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COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:

- U.S. Federal Government
- Nat’l/Int’l Security & the Military
- State & Local Governments
- International Governments
- Nonprofit/NGO
- Intergovernmental & Multilateral Orgs
- Private Sector
Leadership, Organizing, and Action: Leading Change (Online Program)
Offered in February
Faculty Chair: Marshall Ganz

Offers a unique online learning opportunity for leaders of civic associations, advocacy groups, and social movements to 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 as well as engage in an organizing project.

Participants:
Global leaders of civic, social, and political organizations who are conducting real-life organizing projects that support their organization’s ongoing work.
Mobilizing Your Nonprofit Board (Online Program)
Offered in March
Faculty Chair: William Ryan

Designed to help executives of nonprofit and non-governmental 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: • Executives in nonprofit and non-governmental organizations who have active roles in managing their boards

“...It was literally a life-changing experience.”
Gela Bezhuashuili
Minister of Foreign Affairs, Georgia

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:

Leading Economic Growth
Offered in February
Faculty Co-Chairs: Matt Andrews and Ricardo Hausmann

Presented in collaboration with the Center for International Development 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 the ways to make informed decisions about diversification and targeted investments.

Participants: • Senior leaders in all sectors who have active roles in promoting industrial growth, including government officials, executives from multinational and national corporations, and program officers from multilateral institutions

Mastering Negotiation: Building Agreements Across Boundaries
Offered in April
Faculty Chair: Brian Mandell

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.

Participants: • Senior managers in all sectors of the government and executives in the private and nonprofit sectors with a responsibility 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

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, formulate, negotiate, and implement 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 negotiations training as well as interactive and candid video conferences with senior officials from around the world create a unique and collaborative learning environment.

Participants: • Government officials at all levels as well as private and nonprofit professionals who have active roles developing and implementing trade policy

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COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:
Nonprofit Financial Stewardship: Concepts and Techniques for Strategic Management (Online Program)
Offered in September
Faculty Co-Chairs: James Honan and Ann Thornburg

Designed to help leaders of nonprofit and non-governmental 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.

Participants: ● Executives of nonprofit organizations and non-governmental organizations from around the world

Performance Measurement for Effective Management of Nonprofit Organizations
Offered in May
Faculty Co-Chairs: Julie Wilson and Alnoor Ebrahim

Presented jointly by the Harvard Business School Social Enterprise Initiative and Harvard Kennedy School, this program provides 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.

Participants: ● Senior executives and board members of nonprofit organizations and non-governmental organizations around the world, including C-level executives, board chairs, and directors

Public Financial Management in a Changing World
Offered in January
Faculty Chair: Matt Andrews

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 best these reforms can be implemented.

Participants: ● ● ● Senior managers 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 applicable to private sector consultants and members of international organizations

Rethinking Financial Inclusion: Smart Design for Policy and Practice
Offered in March
Faculty Co-Chairs: Asim Ijaz Khwaja and Rohini Pande

Presented in collaboration with Evidence for Policy Design (EPoD), this program explores frontier issues in finance for the poor and addresses challenges faced by both low- and high-income countries. The program provides an evidence-based framework to inform the design of financial products in low-income settings based on a keen understanding of both the client and the broader environment. The curriculum will cover a range of financial services, highlighting the needs that they address, discussing the design challenges they pose, and incorporating evidence and insights from their various contexts.

Participants: ● ● ● Practitioners, government officials, and development bank representatives involved in financial inclusion and regulatory oversight as well as bilateral and multilateral donor agencies, private donors, and investors
Senior Executive Fellows
Offered in January, April, and October
Faculty Chair: Peter Zimmerman

Designed for government officials seeking to advance to positions of top leadership. Participants will have the rare opportunity to learn from the nation’s top educators, researchers, and practitioners. The program builds the skills necessary for practical, effective leadership while focusing on tactical approaches to problem solving, strategic analysis, persuasion, and negotiation. The curriculum incorporates the executive core qualifications (ECQs) necessary for Senior Executive Service (SES) and is the program of choice for participants in the SES Candidate Development Program.

Participants: Government managers serving at the federal or national level as well as military leaders seeking career advancement; specifically designed for those currently at the GS-14 and GS-15 levels

Senior Executives in National and International Security
Offered in August and November
Faculty Chair: Tad Oelstrom

Brings together world-class experts and an outstanding curriculum to give senior national security leaders a unique opportunity to deepen their understanding about 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, all while contributing their own ideas and perspectives. The curriculum encompasses topics such as security, policy development, negotiation and leadership, the global terrorist threat, and cybersecurity.

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:
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 officeholders, 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, and leadership. Participants will deepen their ability to think broadly, sharpen critical skill sets, and gain the tools necessary to address complex public challenges.

Participants: ● ●
Elected, appointed, and senior career officials and congressional staffers in the U.S. Senior Executive Service (SES), and their military and international counterparts.

Shaping Healthcare Delivery Policy: Identifying Opportunity, Managing Change  
Offered in February  
Faculty Co-Chairs: Sheila Burke and Amitabh Chandra

Rigorous and evidence-based, the program explores current challenges and opportunities and provides insights into the trends that are shaping the future of American healthcare policy and delivery. Led by an unprecedented group of healthcare experts and practitioners, this innovative program provides a road map for delivering better healthcare amidst today’s dynamic healthcare environment.

Participants: ● ● ● ●
Senior managers in nonprofit and non-governmental organizations around the world.

“...The give and take with faculty and peers encouraged me to challenge my own assumptions and think differently.”

Margaret Drain, Vice President, National Programming, WGBH Educational Foundation

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:

MOST PROGRAMS ONE WEEK OR LESS
Strategic Management for Leaders of Non-Governmental Organizations (Istanbul, Turkey)
Offered in May
Faculty Chair: Nathalie Laidler–Kylander

Designed for senior executives in non-governmental organizations who are committed to improving the performance of their organizations. The program provides leaders with the tools, perspectives, and frameworks needed to strengthen leadership of their organizations, engage constituent communities, cultivate long-term partnerships, and implement strategies to increase value to their organization and its stakeholders.

Participants: 
Senior managers in nonprofit and non-governmental organizations around the world

Strategic Management of Regulatory and Enforcement Agencies
Offered in March and September
Faculty Chair: Malcolm Sparrow

Addresses the distinctive strategic and managerial challenges of leaders of regulatory and enforcement agencies. The program explores issues of social regulation as well as the operations and management of regulatory and enforcement agencies. The curriculum focuses on strategic management, the role of enforcement, emerging compliance strategies, organizational structure, performance management, and information and analytic support.

Participants: 
Senior policymakers serving at the federal, state, and local levels; law enforcement officials who oversee, support, or run organizations that have a significant regulatory or enforcement component

Using Evidence to Improve Policy and Programs
Offered in June
Faculty Co-Chairs: Dan Levy and Julie Wilson

Addresses the challenges that managers of programs face in identifying useful strategies for designing policy and assessing and improving program effectiveness. The curriculum covers a wide range of types of evaluation and evaluation methods to help managers become better commissioners and consumers of the evidence they need to make better decisions for their organizations. Case studies will be examined from a range of program areas, including education, health, and early childhood development.

Participants: 
Senior managers of government and nonprofit organizations seeking strong, practical tools for designing, assessing, and implementing programs and program evaluation strategies

Women and Power: Leadership in a New World
Offered in May
Faculty Chair: Hannah Bowles

Designed to help women develop effective leadership strategies, with an emphasis on creating successful alliances and enduring partnerships. The program provides an unparalleled opportunity to learn from some of the most accomplished women leaders from a variety of organizations and to work with a committed faculty. A truly transformational experience, the program helps prepare women executives to advance to top positions of influence.

Participants: 
Senior executive women in the public, nonprofit, and private sectors, including C-level officers, corporate presidents, vice presidents, board chairs, and nonprofit board members

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:
- U.S. Federal Government
- Nat’l/Int’l Security & the Military
- State & Local Governments
- International Governments
- Nonprofit/NGO
- Intergovernmental & Multilateral Orgs
- Private Sector
EXECUTIVE EDUCATION CALENDAR

JANUARY

Leadership for the 21st Century: Chaos, Conflict, and Courage
Participants: • • • • • • •

Public Financial Management in a Changing World
Participants: • • •

Senior Executive Fellows
Participants: • • •

FEBRUARY

Leadership, Organizing, and Action: Leading Change (Online Program)
Participants: •

Leading Economic Growth
Participants: • • •

Shaping Healthcare Delivery Policy: Identifying Opportunity, Managing Change
Participants: • • •

MARCH

Crisis Leadership in Higher Education
Participants: •

Driving Government Performance: Leadership Strategies that Produce Results
Participants: • • • • •

Mobilizing Your Nonprofit Board (Online Program)
Participants: •

Rethinking Financial Inclusion: Smart Design for Policy and Practice
Participants: • • • •

Strategic Management of Regulatory and Enforcement Agencies
Participants: • • •

APRIL

Leadership in Crises: Preparation and Performance
Participants: • • • • • • •

Mastering Negotiation: Building Agreements Across Boundaries
Participants: • • • • • • •

MAY

Art and Practice of Leadership Development: A Master Class for Professional Trainers, Educators, and Consultants
Participants: • •

A Cutting Edge of Development Thinking
Participants: • •

Global Change Agents: Leading with Commitment, Creativity, and Courage
Participants: • • • • • • •

Performance Measurement for Effective Management of Nonprofit Organizations
Participants: •

Strategic Management for Leaders of Non-Governmental Organizations (Istanbul, Turkey)
Participants: •

JUNE

Emerging Leaders
Participants: • • • • •

Innovation for Economic Development
Participants: • • • •

COLOR-CODED KEY REFLECTS RECOMMENDED PARTICIPANT MIX:
• U.S. Federal Government • Nat’l/Int’l Security & the Military

*Please visit exed.hks.harvard.edu for exact program dates. Faculty and program dates are subject to change.
Leaders in Development: Managing Change in a Dynamic World
Participants:  

Leadership Decision Making: Optimizing Organizational Performance
Participants:  

Senior Executives in State and Local Government
Participants:  

Using Evidence to Improve Policy and Programs
Participants:  

JULY
Cybersecurity: The Intersection of Policy and Technology
Participants:  

Infrastructure in a Market Economy: Public-Private Partnerships in a Changing World
Participants:  

Senior Executives in State and Local Government
Participants:  

Senior Managers in Government
Participants:  

AUGUST
Comparative Tax Policy and Administration
Participants:  

Mastering Trade Policy: Understanding and Acting in Today’s Economy
Participants:  

Senior Executives in National and International Security
Participants:  

SEPTEMBER
Driving Government Performance: Leadership Strategies that Produce Results
Participants:  

Leadership for the 21st Century: Chaos, Conflict, and Courage
Participants:  

Nonprofit Financial Stewardship: Concepts and Techniques for Strategic Management (Online Program)
Participants:  

Strategic Frameworks for Nonprofit Organizations (Online Program)
Participants:  

Strategic Management of Regulatory and Enforcement Agencies
Participants:  

OCTOBER
Creating Collaborative Solutions: Innovations in Governance
Participants:  

Senior Executive Fellows
Participants:  

NOVEMBER
Emerging Leaders
Participants:  

Investment Decisions and Behavioral Finance: Identifying and Capitalizing on Irrational Investment Practices
Participants:  

Leadership Decision Making: Optimizing Organizational Performance
Participants:  

Senior Executives in National and International Security
Participants:  

Admission to programs is competitive and is based on professional achievement and organizational responsibility. Though there are no formal educational requirements, fluency in written and spoken English is a necessity for participation in the program. Please visit exed.hks.harvard.edu for application deadlines. Qualified candidates are admitted on a rolling, space-available basis and therefore early application is encouraged.