

Federal Executive Institute (FEI) – Leadership for a Democratic Society (LDS)

About the Program

The Leadership for a Democratic Society (LDS) program designed exclusively for Federal Executives offers an unmatched learning experience, designed to prepare senior-level government executives for the complex challenges of leadership. Through expert instruction and experiential learning, the program develops the capacity for visionary leaders who can transform their organizations and government.

LDS prepares senior-level leaders for today's complex challenges, including:

- Broadened understanding of the U.S. Constitution as the foundation for Federal public service;
- Increased critical self-awareness as an individual, team member, and leader;
- Enhanced leadership and management strengths and areas for improvement, especially in the areas of team-building, strategic thinking, influencing/negotiating, political savvy, and external awareness;
- Enhanced ability to identify problems and plan for action to improve organization performance
- Appreciate more fully the importance of Federal service and the diverse talents and resource of Federal executives;
- Improved ability to leverage the diverse talents of the Federal workforce;
- Expanded professional networks, enabling improved inter-organizational collaboration and problem-solving ;
- Increased resiliency, mental and physical wellness, and work-life balance.

Leveraging the expertise and experience of each executive, the LDS establishes a learning community where the participants and faculty are both teachers and learners. Anchored in current leadership theory, the core curriculum is aligned with OPM's Executive Core Qualifications and Leadership Competencies. In addition to the LDS Core Curriculum, LDS participants, through a selection of learning environments and topics, tailor their learning experience to meet their self-determined needs and interests. Each executive completes several introspective assignments, at least one action learning project, and produces plans to transform themselves and their organizations.

PROGRAMS

– How are the programs structured?

Executives can expect an integrated mix of lecture and discussion; exercises, , and simulations; assessment instruments and self-discovery activities; individual presentations, reflection and introspection; readings, case studies, audio and video materials , guest speakers, and field experiences. In striving to complete the program and receive a certificate of mastery, Executives will complete short written assignments and give at least two presentations.

The LDS program outcomes challenge Executives to assess their own critical self-awareness, gain actionable knowledge and practice various concepts and models. This knowledge and practice sets the participant on the path to implement their knowledge and insights and move toward skilled leader performance following the LDS program.

The Leadership Develop Plan, created by each Executive, includes a compilation of participant learning across the LDS program, next steps on their adaptive **Leadership Challenge**, and a long-term (2 year) plan for their own professional and personal development. The Adaptive Leadership Challenge is the Executive’s organizational change project that addresses how they will lead their organization into the future. The Leadership Development Plan offers a way for each participant to synthesize their learning in a way that prepares for enhanced individual and organizational leadership after returning from FEI.

– What program formats are available?

Residential Learning Program – The Residential Learning Program is a four-week continuous, in-residence immersion program at the Federal Executive Institute campus in Charlottesville, VA. Participants engage in on-campus learning sessions, off-campus field experience activities and small-team learning environments. Participants engage in a variety of activities while attending sessions Monday through Friday for four weeks (including some evening sessions) along with a full weekend of sessions over the first weekend of the program.

Applied Learning Program –The Applied Learning Program (ALP) is designed to allow participants to integrate classroom learning with workplace learning situations. The ALP challenges participants to apply the knowledge and skills gained through their coursework to their workplace during the intersession of the program, allowing them to develop a deeper understanding of leadership learnings. ALP participants:

- 1) participate in an initial 80-hours of in-residence education at the Federal Executive Institute campus in Charlottesville, VA
- 2) return to work to apply learnings in the first in-residence section
- 3) return for the second in-residence section later and complete a final 80-hours of the program in-residence at the Federal Executive Institute campus in Charlottesville, VA.

Blended Learning Program - The Blended Learning Program (BLP) is designed to meet the leadership development needs of Executives who are unable to be away from work or home for an extended period or who prefer to learn through distance education. The program meets all of the educational requirements of the four-week, in-residence program with graduates earning an identical certificate of mastery. BLP participants:

- 1) participate in 80-hours of in-residence education at the Federal Executive Institute campus in Charlottesville, VA
- 2) return to their home office where they complete 80-hours of online education over the following six-months
- 3) reconvene for two-days of activities (to include instruction and commencement) at the Federal Executive Institute campus in Charlottesville, VA.

All three formats of the LDS program achieve the same learning outcomes and all provide Executives with the same access to the faculty and various educational-support opportunities unique to FEI. All three groups complete a Leadership Challenge project, in which they will work to overcome actual challenges from their host agencies under the guidance of their expert faculty and with the help of their interagency classmates. In short, all three forms of LDS are equally rewarding; Executives and their host agencies need only select the format that would be most advantageous in terms of scheduling, workload, and learning preferences.

– **Who leads and facilitates the programs?**

[FEI faculty](#) have experience and credentials in a variety of disciplines, including but not limited to leadership development, human capital management, education, political science, behavioral science, international affairs, , public administration, and adult education.

– **What is the usual class size?**

Most *Leadership for a Democratic Society* programs have between 40 and 80 executives. Executives are grouped into small teams called Leadership Development Teams (LDTs). Each LDT is comprised of six to ten executives that is guided by a faculty facilitator.

– **How much time can I expect to spend on coursework each day?**

On average, you will spend about eight hours each day in the various learning settings—including seminars, plenaries, electives, week long courses, small group LDT meetings, field experiences, etc.—although schedules may vary. Typically, each day will require two hours' a preparation time which may include reading, preparing a presentation, or synthesizing previous day's learnings.

– **What are the weekend schedules for the Leadership for a Democratic Society Program?**

All *Leadership for a Democratic Society* programs begin on Sunday afternoon (arrival between 2:00 - 3:30 pm) and include an opening session (begins at 4:00 pm).

The first weekend of each Leadership for a Democratic Society program (*Residential, Applied, and Blended*) is a working weekend. Working weekends require attendance and participation on Saturday and Sunday. There are no program activities scheduled during the remaining weekends.

The *Applied* Leadership for a Democratic Society program returns for the second two weeks in residence on Sunday afternoon (arrival between 2:00 – 3:30 pm) and includes an opening session (begins at 4:00 pm). The weekend between weeks three and four is an open weekend without any scheduled activities unless the participant schedules a consultation on Sunday evening preceding Week Four. Program activities typically end at noon on Friday and resume Monday morning for all weekends not specifically addressed above.

– **When is the Leadership for a Democratic Society program offered?**

The *Leadership for a Democratic Society* program is offered multiple times per year. Please visit the [Center for Leadership Development \(CLD\) Schedule at a Glance](#) for a list of all scheduled offerings.

– **When will I receive the program schedule?**

Approximately three weeks prior to the start of the program, you will receive an email with preliminary information, including a weekly schedule. (Sample weekly schedules for each program format are available upon request).

– **What can I expect prior to arrival?**

The email you receive approximately three weeks prior to the start of the program includes several hours of Pre-Arrival Assignments. The Pre-Arrival assignments include approximately two and a half hours of activity including updating your Center for Leadership Development (CLD) Central user profile, reading an article, and several profile assessments (including one 360 assessment).

Additional Pre-Arrival Information will be accessible via our Center for Leadership Development (CLD) Central web-based learning management system.

In addition to the Pre-Arrival Assignments, your Leadership Development Team (LDT) facilitator will email you to schedule a 30-45 minute telephone call to receive additional information and to answer many of your questions.

– **What can I expect on the first day?**

All participants must pass through the Federal Executive Institute (FEI) Security to gain access to the campus. The FEI Security team requires current valid photo identification (PIV, CAC, Driver's License, etc.).

Once through FEI Security, programs begin with check-in, followed by campus tours, an opening session, and a dinner function. If your travel plans necessitate early or late arrival, please be sure to notify us so that alternate registration arrangements can be made for you.

– **What can I expect on the last day?**

The *Leadership for a Democratic Society* program adjourns after commencement (around noon) on the final day to allow executives sufficient time for travel. Transportation is not provided for participants - you are responsible for your own travel both to and from the FEI campus.

– **Where do the programs take place?**

All *Leadership for a Democratic Society* programs are held on the [Federal Executive Institute](#) campus in Charlottesville, Virginia.

ADMISSION/REGISTRATION PROCEDURES

– **What are your admission/registration requirements?**

Leadership for a Democratic Society program is designed for U.S. federal civil service employees in the pay grade of GS-15 or above and military officers in the pay grade of O-6 or above. Federal non-General Schedule civil service employees must be in a pay grade equivalent to GS-15 or above (e.g. FS-01, SV-K, EJ-04, etc). Non-federal employees, to include Private sector, state and local government, must be of an equivalent grade (as determined by FEI). GS-14 Federal employees (and equivalents in other pay systems) who have executive-level duties may request a grade waiver to participate in the LDS program. Please contact the [FEI Registrar](#) for additional information and guidance. All attendees must receive sponsorship in the form of funding approval from their employing agency, company, etc.

– **What is agency/company funding?**

Leadership for a Democratic Society participants must be funded by their current employers. Agencies/companies are responsible for funding the full cost of the program and agree to relieve participants of their work responsibilities for the duration of the program to maximize the participant's learning.

– **How can I register and pay for FEI programs**

U.S. federal civil service employees arrange attendance through their agency training office. FEI contracts all *Leadership for a Democratic Society* spaces through agency training

representatives. Training office staff work with the FEI Registrar to complete the registration process.

Non-federal employees, to include Private sector, international, state and local government employees arrange attendance with the FEI Registrar directly. The FEI Registrar will work with each individual and their employer to coordinate the registration process.

– **How long does it take to process my registration?**

Once the (SF-182) or other registration document is submitted to FEI, a review to ensure the nominee meets all admission criteria will take place. Once the review is complete, participants are notified via email regarding their registration status within two weeks.

– **How do I check the status of my registration?**

To check the status of a current nomination, please contact us by email: FEIRegistrar@opm.gov, or telephone: (434) 980-6232.

– **To learn more, contact the FEI Registrar directly at:**

Email: FEIRegistrar@opm.gov

Telephone: (434) 980-6232

Fax: (434) 980-6267

PAYMENTS & CANCELLATIONS

– **What is included in the tuition?**

Tuition includes all educational services, materials, meals, and lodging. Meal service includes breakfast, lunch, dinner, and break service (coffee, tea, juice, morning and afternoon snacks, and fruit). Lodging includes single occupancy (private guest room) accommodations. Incidentals such as dry cleaning, entertainment, tips, and the like are not included in the tuition.

– **When is payment due?**

Payment is due six weeks prior to the start of the program. However, FEI will not invoice and/or bill federal participants until the second full day (Tuesday) after the program start.

– **What types of payment are accepted?**

Payment can be made using any of the following methods*:

- 1) Credit Card**
- 2) Agency Purchase Order

- 3) SF-182 - The intent of the SF-182 was to approve and record completion of employee training - not for use as a procurement document. However, agencies can and may choose to use the SF-182 to procure training.
- 4) Military Interdepartmental Purchase Request (MIPR)
- 5) Interagency Agreement (IAA)
- 6) Agency/Company Check**

* **Intra-Governmental Payment and Collection (IPAC)** is used to process all tuition payments from federal agencies sending students to the LDS program. IPAC provides a standardized interagency fund transfer instrument for Federal Program Agencies (FPAs). IPAC facilitates the intragovernmental transfer of funds from one agency to another with standardized descriptive data.

** Non-federal employers, to include Private Sector, International, State and Local governments must use one of these methods of payment.

– **What is your cancellation policy?**

Cancellations, substitutions, and/or deferrals must be submitted in writing six weeks prior to the start of each *Leadership for a Democratic Society* program. Due to program demand and the volume of pre-program preparation, cancellations, substitutions, and/or deferrals are handled using the following:

- Qualified substitutions must be submitted at least six weeks prior to the start of the LDS Program.
- Requests to release allocated enrollments from one LDS Program shall be submitted no later than six weeks prior to the start of the LDS Program and granted only if the vacated space can be resold.
- Requests to transfer allocated enrollments from one LDS Program to another LDS Program within the same fiscal year shall be submitted no later than four weeks prior to the start of the LDS Program.

ACCOMMODATIONS

– **How are the living quarters designed?**

Participants stay on the Federal Executive Institute (FEI) campus in accessible single occupancy private guest rooms. Individual guest rooms include a private bath and are equipped with standard amenities and high-speed Internet access. Wireless Internet is also available throughout all FEI campus facilities.

– **Are participants required to live on campus?**

All executives are required to stay on the Federal Executive Institute (FEI) campus for the duration of the program. This approach is designed to foster out-of-class discussions and shared learning. You will receive your room assignment during the check-in on the first day of the program.

– **Should I bring my laptop?**

All executives must bring a laptop, tablet, or other device. **The device you bring should be one that you are comfortable using and can access a public wireless network.** Each room has Ethernet and wireless internet access for your convenience. **Note:** Federal employees with high security features on their government issued laptops may experience difficulties accessing a public (exclusive to the FEI campus) network.

– **Are meals provided?**

All meals are provided. Executives receive three meals a day with the exception of day one (Dinner only) and the final day (Breakfast and Lunch only). During the program, meals are served in the dining facility in the lower level of the main building.

There are times when participants may elect to eat off-campus per flexibilities in the schedule – these are at the option of the participant and are not funded through the program. Please note that some agencies will not reimburse participants for meals that they elect to eat off-campus. We encourage you to check with your agency regarding their reimbursement policy.

– **Are special meals available?**

Please let us know of any special needs or accommodations when updating your Center for Leadership Development (CLD) Central user profile. Participants with special dietary requirements are also asked **to contact us prior to their arrival**.

– **What exercise and fitness facilities are available?**

The Fitness Center is equipped with strength and conditioning equipment. Space and equipment for stretching, yoga, and other fitness activities are also available. There is a small outdoor swimming pool on campus that is available from around Memorial Day to Labor Day.

– **Does the FEI campus provide internet access?**

Wi-Fi access is available throughout the campus and Ethernet in each guest room. There are also several computer work stations with internet access available for program participants.

– **Does the FEI campus offer business center amenities?**

Printers, photocopiers, scanners, and other business services are also available on campus.

– **How can I be contacted at FEI?**

The main FEI telephone number is (434) 980-6200. Callers should use it for emergencies at any time.

Callers can also dial participants' room directly. The telephones are equipped with voice mail.

The U.S. Postal Service provides daily mail service.

Correspondence should be sent to:

Your Name

Federal Executive Institute

1301 Emmet Street North

Room ____

Charlottesville, VA 22903-4872

– **Are animals allowed?**

Service dogs are allowed on the FEI campus. Only dogs that are individually trained to do work or perform tasks for the benefit of an individual with a disability are considered service animals.

All other animals will not be permitted in FEI campus facilities, unless expressly allowed as an exception under regulations for activities such as law enforcement purposes. Emotional support animals are not considered service animals under these regulations.

Service animals must be harnessed, leashed, or tethered, unless these devices interfere with the service animal's work or if an individual's disability prevents using these devices. The handler/owner must maintain control of the animal through voice, signal, or other effective controls.

– **Can a spouse or guest accompany me during FEI programs?**

Participants can host visitors in their FEI guest rooms during non-working weekends. There is no charge for guests staying in participant guest rooms. Meals for guests are available but participants must pay for them. All visits must be organized with the Program Coordinator's office at least two days prior to the visit.

– **What is required to access the FEI campus?**

Participants and Visitors are required to show a current valid photo ID to access the FEI campus.

Note: Everyone is required to show a current photo ID and/or FEI badge when coming to or exiting the FEI campus. Children without photo identification may be verified by participants.

ACCESSIBILITY

– What services are available for participants requiring accommodations during the program?

Assistance is available for *Leadership for a Democratic Society* executives with disabilities, which may include mobility, vision, hearing, and other physical impairments or health conditions, as well as learning disabilities. Accommodations also can be made for short-term disabilities related to accidents or medical conditions and treatments. If you have any special needs, please let us know when updating your Center for Leadership Development (CLD) Central user profile and contact the Program Coordinator and/or Lead Faculty prior to your arrival.

ATTIRE

– What is the typical attire during a program?

Business casual attire is recommended throughout the program and while interacting with colleagues. Since dress codes and terminology vary widely among agencies, companies and countries, here are a few examples of what is considered business casual attire:

- Open-necked, collared shirts, or blouses and sweaters
- Khakis, pressed pants, skirts, or casual dresses
- Leather shoes, boots, flats or casual walking shoes
- Note: Jeans and casual shirts/tops are appropriate at times during the program. Athletic attire and loungewear, etc. are not appropriate.

Exceptions:

- The *Leadership for a Democratic Society* program commencement and some off-campus site visits, which require business dress (e.g., Men: Business Suit or Sport Coat and tie – Women: Dress or Business suit)
- Fitness activities, which require appropriate athletic attire.

GETTING AROUND

– How can I get to and from the FEI campus?

Please visit our [FEI Campus Information](#) website to obtain more information.

– What is the weather like?

Check the [National Weather Service](#) for current weather information and forecasts in the Charlottesville area.

– What cultural, recreational and entertainment options are available in the Charlottesville area?

For more information, review the following links:

- [Charlottesville Community](#)

– **Will I need a car?**

No. Your intensive program schedule generally allows for little free time. There is a shopping center with a wide assortment of stores and other services (Post Office, dry cleaning, bank, drug store, etc.) within walking distance of the FEI campus.

If you bring a car to the FEI campus, parking is available in the two FEI parking lots.

ADDITIONAL QUESTIONS

– **Have more questions?**

If you have additional questions or need assistance finding the program best suited to your needs, contact the FEI Registrar directly at:

Email: FEIRegistrar@opm.gov

Telephone: (434) 980-6232

Fax: (434) 980-6267