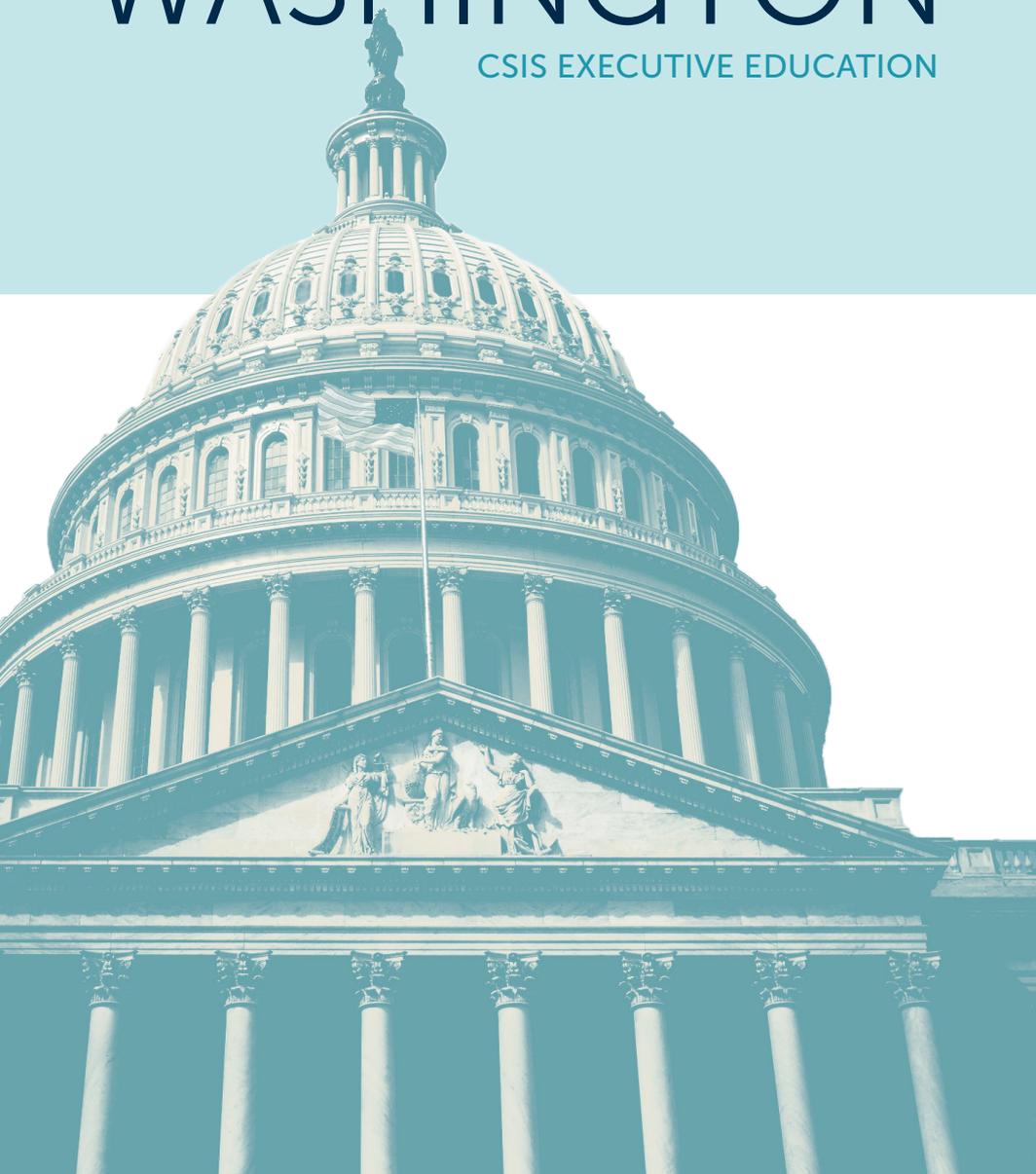


Understanding
WASHINGTON

CSIS EXECUTIVE EDUCATION



PROGRAM AGENDA

TIME	DAY 1	DAY 2	DAY 3	DAY 4
8 ⁴⁵ AM	Breakfast	Breakfast	Breakfast	Breakfast
9 AM	Orientation and Introduction	Congress, Part I <i>How it Works and Why it Doesn't</i>	Legal Guardrails <i>Operating within the Law</i>	Campaigns and Political Agendas
10 AM	Setting the Scene <i>The Business of Washington</i>	Break	Break	Break
11 AM	Break	Congress, Part II <i>Effective Advocacy</i>	Understanding the Media <i>View from the DC Press Corps</i>	Beyond the Beltway <i>Seven Revolutions</i>
12 PM	Power Structures I <i>Founding Ideas and the Constitution</i>	Lunch	Break	Break
1 PM	Lunch	Executive Branch <i>The White House and the Interagency Process</i>	Working Lunch <i>Surviving Social Media</i>	Graduation Lunch
2 PM	Power Structures II <i>Power in Operation</i>	Break	Break	
3 PM	Break	The Dance of Regulation <i>Agencies, the Congress, and the Cabinet</i>	Simulation <i>Assessing Breaking Developments and Managing Crises</i>	
4 PM	Case I	Break		
	Break	Case II	Break	
5 PM	Optional Personal Coaching	Networking Reception	Seminar	
6 PM	On-Camera Media Training	Dinner Conversation <i>Communicating with Headquarters</i>		
7 PM				

 Seminar	 Case Studies/Simulation
 Communication	 Networking

Program OVERVIEW

CSIS now offers a program focused on understanding how Washington works. This educational course is intended to provide corporate, NGO, and Embassy professionals with the tools and knowledge necessary to navigate the policy ecosystem.

In today's complex landscape, individuals and organizations must be able to adapt to changing circumstances based on a sound understanding of how the power structures and political dynamics guide policy. Course participants will engage in a variety of seminars, case studies, and exercises to learn how formal and informal networks influence decisions. They will emerge with the skills necessary to engage government and nongovernment actors in a meaningful way and effectively manage dynamic situations. Alumni will receive invitations to select CSIS events and expert briefings.

Participants should have at least seven years of experience. All course information will be presented in an educational, bipartisan, and nonpolitical manner. CSIS does not provide private consulting services.

Sign Up

Tuition for *Understanding Washington* is \$5,000* per person. For more information on course dates and how to register, please visit <https://cs.is/understandingwashington> or contact *Joel Martinez* at jmartinez@csis.org.

**A limited amount of financial aid is available for candidates in the not-for-profit sector.*

THE BUSINESS
of WASHINGTON

This session provides an overview of **why governments, businesses, and other organizations find it in their interest to operate Washington offices.** Participants will understand more about the scope and context of advocacy and develop a greater appreciation of why good representation matters.

POWER
STRUCTURES I & II

*Founding Ideas
and the Constitution
& Power in Operation*

This two-part seminar will first focus on **how to understand the policy ecosystem of Washington and strategies for engagement.** Beginning with a deep dive into the Constitution's "power clauses" and the inherent tensions in the structure of government, participants will learn to appreciate both the visible power structures of government as well as the invisible networks that affect policy outcomes. Topics include the role of coalitions, key constraints on officials, and the inherent tensions of the system. The session on power in operation will focus on the action of influencers.

COMMUNICATING
with HEADQUARTERS

Every Washington office faces the challenge of managing the flow of information to headquarters, whether the corporate home office or the Foreign Ministry. **Guest speakers will guide participants in a discussion of principles and practice of managing headquarters.** We will discuss the complicated problem of how to keep a distant headquarters informed while maintaining effectiveness in the D.C. ecosystem.

CONGRESS
PARTS I & II

*How Congress works,
and why it doesn't; and
Effective Advocacy*

The first session will cover **Congress as an institution** and how past reforms to the body were a factor in its ability to function today. The second session will focus on **Members of Congress, the legislative process, and methods of engagement.** It will help participants navigate Capitol Hill, including formal

EXECUTIVE
BRANCH

*The White House
and Interagency
Process*

and informal decision structures; to understand key organization structures and legislative cycles; and think strategically about working with caucuses, committees, members, and staff.

Understanding the operation of the Executive Office of the President is essential to the policy process. From executive orders to individual agency missions, the agenda of the White House is heavily influenced by outside interests and matters of national security. This seminar focuses on the coordination process that exists at the top of the executive branch, as well as its connection to executive agencies and the Congress.

THE DANCE OF
REGULATION

*Agencies, the Cabinet,
and Congress*

This session will focus on **the role and function of executive-branch regulatory agencies,** including their interaction with Congress, the courts, and the public. The seminar will help illustrate how advocacy efforts for regulated products and services must reflect the influence and independence of this "fourth branch of government."

LEGAL GUARDRAILS

*Operating
Within the Law*

Any organization seeking to influence public policy must be aware of the laws and regulations which apply to advocacy activities. This session covers **relevant provisions of the U.S. federal tax law, as well as statutes like the Lobbying Disclosure Act, the Foreign Agents Registration Act (FARA), and restrictions on gifts to officials.** Participants will develop a working knowledge of the rules as well as methods for keeping operations within the law on a going basis.

SURVIVING
the MEDIA

Washington professionals need to understand what motivates the press, how to anticipate news drivers from social media platforms, and how to manage a narrative

in today's complex information environment. **This seminar will equip participants to survive the 24/7 media environment**, while being aware of the power dynamic between government and the media.

CAMPAIGNS
and POLITICAL
AGENDAS

Elections and campaigns are the lifeblood of representative government in Washington. The session features a veteran campaign manager who will address **the elemental dynamics of political campaigns as well as how elected officials tell their stories**.

FUTURE
DEVELOPMENTS/
SEVEN REVOLUTIONS

The closing session will focus on **how technology along with shifts in the electorate may shape the future of politics and advocacy**. The session will cover some of the megatrends reshaping the world and how policymakers in Washington and elsewhere might respond to these dynamics.

SIMULATION

ASSESSING BREAKING DEVELOPMENTS
AND MANAGING CRISIS

This integrative exercise will center on how to evaluate the significance of breaking developments, how to determine what is serious versus rumored, and how to develop effective response options to crises. Participants will be given strategies for assessing intelligence and open-source information. They will process large volumes of information from multiple sources to evaluate reliability, determine priorities, mitigate risk, and prevent the escalation of a major crisis.

CASE STUDIES

Case studies that illustrate specific elements of the Washington ecosystem will help reinforce seminar content. Each case study will examine questions such as: Who generated the problem? What instruments did the opponent use? Where did the proponent choose to fight back and why? What resources did the proponent use to reinforce the campaign to succeed? How were influencers used in the campaign of the opponents and proponents? How effectively was the media used by different parties? And what were the regulatory and compliance issues that legally surrounded the issue? These sessions will help the participants understand the working dynamics of the power ecosystem and what techniques are needed to succeed in supporting an institution's objectives in volatile situations.

The Center for Strategic and International Studies (CSIS) is a bipartisan, nonprofit organization headquartered in Washington, D.C. founded by David M. Abshire and Admiral Arleigh Burke in 1962. For over 50 years, CSIS has been dedicated to developing practical solutions to some of the world's greatest challenges. Voted the world's number one defense and national security think tank for the past eight years, CSIS has become one of the preeminent international policy institutions focused on defense and security, regional stability, and transnational challenges ranging from energy and climate to global development and economic integration. Tom Pritzker, executive chairman of Hyatt Hotels Corporation and chairman and CEO of the Pritzker Organization, became chairman of the CSIS Board of Trustees in November 2015. Former senator Sam Nunn (D-GA), who served as chair for 16 years, remains on the Board as chairman emeritus. John J. Hamre became the Center's president and chief executive officer in April 2000.

