Politics, Policymaking, & Public Administration

June 2-3, 2017 (AU)
June 11-17, 2017 (Brussels)

Three credits
Tuition: $5,673 (Books Included)

Course Fee: $1,175
Includes: Hotel and travel while in Brussels

Federal Executives and MPA/MPP Students.

Guests are allowed to attend.

You are responsible for your flight, food, and guests

Brussels Marriott Hotel Grand Place.

Friend going on the trip? You can share a room!


For more information, contact Sheree Brand at sbrand@american.edu
## Important dates

- **June 2-3**: Class at American University, Washington, D.C.
- **June 11**: Travel day (CHECK-IN BY 3:00PM)
- **June 12-16**: Programming in Brussels, Belgium

## Program Description

Whether a graduate student or practicing federal executive, the Brussels experience is like no other. So why should one consider spending the week in Belgium with the Key Executive Leadership program? To begin, federal leaders are challenged with decisions having a global impact. This program is designed to provide a greater understanding of the processes, influences, and impact guiding those decisions both home and abroad. The focus is on best practices and lessons that can be learned from the seasoned executives leading the European Union. The Brussels program is an interactive learning experience that permits comparison and contrast between the American political, governance and public administration process and the political, governance and public administration process in the European Union. Both systems are examined to understand how policies and legislation are adopted, implemented, and enforced with the goal of identifying what is the same, what is different, and why the respective systems have developed as they have. Specific advantages to attendees include:

- An in-residence opportunity to spend 6 days with federal executives from other agencies to examine and compare the processes, external forces, and internal mechanisms challenging leaders in the federal government.

- Exploration of the impact of political parties, culture, administrative barriers, race, interests, and capitalism on the implementation of public policy in the European Union.

- One-on-one time with senior leaders of the European Union Parliament, Commission and Council to explore and contrast institutional, economic, and political forces driving policy implementation from the 'federal' level.

- Exposure to the best practices used by European Union leaders in delivering Euro-wide policies and programs.

- Meetings with senior officials at NATO and the US Embassy to understand the leadership challenges faced on an international stage.

This is an opportunity like no other. The Key Executive Leadership program enjoys unique access to these senior European leaders. In-depth discussions among the cohort, with American University professors from Belgium, with NATO and Embassy leaders, and with senior EU officials round out this amazing Brussels experience.
Costs:

1. Tuition: $5,673.00
2. Course fee of $1,175  
   *Fee covers hotel costs and group travel
3. Out of Pocket Expenses
   o Students are responsible for airfare as well as transportation to and from the airport
   o All meals with the exception of breakfast and two group meals.
   o Any additional hotel nights before or after the scheduled dates

Registration Process

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td>3/30/2017</td>
<td>Complete Online Registration Form.</td>
</tr>
<tr>
<td>4/15/2017</td>
<td>Submit down payment of $500.00 via Student Portal or agency payment. You will receive further instruction once you have registered.</td>
</tr>
<tr>
<td>5/1/2017</td>
<td>Complete Consent to Travel and Emergency Contact forms and send to Sheree.</td>
</tr>
<tr>
<td>5/8/2017</td>
<td>Send copy of Passport to Sheree via email or mail. Contact information included below.</td>
</tr>
<tr>
<td>5/15/2017</td>
<td>Submit remaining balance of course fee via Student Portal or agency payment.</td>
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*You can request a refund of this deposit after yours or your employer’s/agency’s payment has posted.

You cannot attend the course until all requirements listed above have been met. You will receive a final email confirmation from Sheree upon receipt of all required forms and deposit.

Travel Information:

Airport
It is recommended that you fly into Brussels Airport (BRU).

Ground Transportation
For ground transportation information, please visit the Brussels Airport website: http://www.brusselsairport.be/en/passngr/to_from_brussels_airport/

Hotel
Brussels Marriott Hotel
Address: Rue A Orts 3-7, 1000 Brussels, Belgium

Check-in/check-out:
- Check-in 15:00 (3:00pm), June 11th, 2017
- Check-out 12:00 (noon), June 16th, 2017

You have the option to check in up to three days earlier and/or check out three days after the course, at the same rate of the room block. Please confirm early arrival or extended stay with the hotel. You are responsible for paying Marriot for these extra days.
Frequently Asked Questions

What is included in the course fee?
The course fee covers:
- Room cost
- Transportation for course related travel
- Breakfast at the hotel each class day
- Two group dinners.

What are the room options?
- Double room: sharing with a Key student
- Single room: one bed/one occupant
- Guest: shares a double room with a Key student

I plan to bring a guest. How will that work?
In your registration form, you will inform Key of your guest’s name so that we can place you together in a hotel room. Please note that all guests’ expenses are their responsibility.

When should I book my flight?
You should reserve a ticket as soon as you are confirmed for the course. As with most flights, waiting until the last minute may result in an increased fare. Consider looking into Icelandair for affordable roundtrip flights.

Can I arrive early or depart later?
Yes. However, you are responsible for the additional costs.

I don’t have a passport, what do I need to do to get one?
To obtain a passport please visit http://travel.state.gov/passport/.

What should I pack?
Business casual attire is recommended for classes. Business attire is required for the visits at NATO and EU. Comfortable walking shoes are a must.

Program contact:

Sherree Brand
Key MPA Graduate Advisor
Key Executive Leadership Program
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Fax: (202) 885-1176
Monday, 13 June
10.30  Departure from the hotel lobby for travel to American University’s Brussels Center

11.00  The EU 101: The EU’s Origins, Institutions, and Policy Making Processes
Speaker: Professor Jerome (Jerry) Sheridan
Place: American University’s Brussels Center (AU5C)

13.30  The Challenges Facing the European Union
Speaker: Professor Sheridan
Place: AU5C

16.30  The Role of Local and Regional Governments in the EU
Speaker: Mr. Klaus Hullmann
Director of Press, Communications and Protocol
Committee of the Regions
Place: Committee of the Regions
rue Belliard 101

Tuesday, 14 June
9.30  Departure from the hotel lobby for travel to the first speaker

10.00  The Role of the Council of the European Union
Speaker: Mr. Ivan Gurov
General Secretariat Legal Service
Place: Council of the European Union
rue de la Loi 175
1048 Brussels
13.00  Transformations in the Middle East: The EU’s response to developments in its southern neighbourhood  
Speaker: This is a Policy Roundtable jointly sponsored by the European Parliament and the European University Institute of Florence  
Place: European Parliament Library

15.00  Public Administration in the European Parliament: A Civil Servant’s Perspective  
Speaker: Mr. Anthony Teasdale  
Director  
European Parliament Research Service  
Place: European Parliament

16.00  Tour of the premises of the European Parliament

Wednesday 15 June  
10.10  Departure from the hotel lobby for travel to the first speaker

11.00  Public Administration in Inter-Governmental Relations  
Speaker: Mr. Robert Needham  
Acting Deputy Chief of Mission  
United States Embassy to the Kingdom of Belgium  
and  
Ms. Virginia Murray  
Political Counselor  
United States Mission to the European Union  
Place: United States Mission to the European Union  
rue Zinner 3  
1000 Brussel

13.00  The Administration of the EU’s Competition Policy  
Speaker: Mr. Holger Dieckmann  
Head of Unit for International Relations  
DG Competition  
European Commission  
Place: DG Competition  
Place Madou 1  
1210 Brussels  
Place Madou, Madouplein 1  
1210 Saint-Josse-ten-Noode /Sint-Joost-ten-Noode  
Belgium

15.00  International Education and the Fulbright-Schuman Program  
Speaker: Ms. Erica Lutes  
Executive Director  
Commission for Educational Exchange Between the United States of America, Belgium, and Luxembourg (The Fulbright Commission)  
Place: Fulbright Commission
Thursday, 16 June

9.15  Departure from the hotel lobby for travel to the first speaker

10.00  How the Commission Drafts Legislation
Speaker:  Mr. Henning Klaus
          Director, Institutional Affairs
          Secretariat General of the European Commission
Place:  The European Commission
        Berlaymont Building
        1049 Brussels

11.30  Financial Programming, Budgeting and Control in the EU
Speaker:  Ms. Catalina Peces
          Unit for Financial Training
          DG Budget
          European Commission
Place:  av. d’Auderghem, 19
        1040 Brussels

12.30  Departure for NATO. Once we pass through security, you will be able
t       to buy lunch at the NATO cafeteria.

14.00  Current Political Issues Facing the Alliance
Speaker:  Dr. Michael Rühle
          Head of the Energy Security Section
          Emerging Security Challenges Division
          Threats
Place:  NATO

15.00  Executive Management at NATO
Speaker:  Mr. Wayne Bush
          Assistant Secretary General for Executive Management
Place:  NATO

16.00  Departure from NATO for the hotel

Friday, 17 June

10.00  The Evolution of the European Commission and European Union
Speaker:  Mr. Jens Nymand-Christensen
          Deputy Director General
          DG Education and Culture
Place:  DG Education and Culture
        Rue Joseph II, 70
        1049 Brussels
Dr. Jerome (Jerry) Sheridan is the Director of American University’s Brussels Center and a Professor of International Relations at American University. Since coming to Brussels in 1991, he has developed, directed, and taught a number of specialized academic programs on the European Union and NATO for students coming from American University’s main campus in Washington, DC. He serves as a Lecturer at the Netherlands Defence College, and as a frequent guest lecturer for various European and American audiences on transatlantic relations, the European Union’s Common Security and Defense Policy, and NATO. He is also the Chairman of the Fulbright Commission for Belgium, Luxembourg, the European Union, and NATO. Outside of academia, Dr. Sheridan is the President of the American Overseas Memorial Day Association in Belgium. He is a Past-President of Lions Club Ijseal Tervuren, and a member of the Executive Board of the Transatlantic Council of the Boy Scouts of America. He is an active participant in the Transatlantic Policy Network and the American Defense Industry Forum, and is a member of several other community service, cultural, and professional organizations. Professor Sheridan graduated with honors from the University of Notre Dame and earned his Doctorate in Economics from American University. Prior to coming to Belgium, he taught at American University’s London Semester Program, and on the main campus in Washington, DC. While in graduate school, he worked as a part-time Legislative Aid for a Member of the United States Congress. He has also taught at the University of Notre Dame in South Bend, Indiana. Dr. Sheridan and his family live in Tervuren, Belgium. He is a dual national, trilingual, and an avid amateur mountaineer.
Mr. Klaus Hullmann – Couldn’t find a bio, but here is some background on the COR.

Key Facts about Committee of the Regions

Created in 1994, the European Committee of the Regions (CoR) is the European Union’s assembly of regional and local representatives.

It is composed of 350 members – regional presidents, mayors or elected representatives of regions and cities – from the 28 EU countries.

Members must be democratically elected and/or hold a political mandate in their home country. Through the CoR, EU local and regional authorities can have a say on the development of EU laws that impact regions and cities.

But... why was the CoR created?
Since its establishment more than 20 years ago, the CoR has been working to bring citizens closer to the European Union.

It is generally accepted that:
• 70% of EU legislation has a direct regional and local impact
• EU citizens must be involved in the construction of the EU
• 50% of EU citizens believe their locally and regionally elected representatives are in a better position to represent them at the EU level
• regional and local elected authorities close to citizens should be able to communicate their views during the preparation of the EU legislation
The important role of the CoR was recognised and strengthened by the Lisbon Treaty in 2009. Learn more about it further down this page.

How does the CoR bring EU closer to citizens?
• CoR members live and work in the regions or cities they come from and are therefore in touch with their electorate’s concerns
• They speak for their voters at the very heart of the EU decision-making and legislative process and also keep them abreast of EU developments, by hosting meetings and conferences of the CoR in their regions or cities

CoR’s main principles and areas of responsibility
3 main principles
Multilevel Governance
Proximity
Subsidiarity
Areas of responsibility

The CoR is entitled to express its views on all major issues of local and regional relevance.

This includes:
• economic, social and territorial cohesion,
• employment,
• social affairs,
• education, youth and culture,
• public health,
• transport,
• sport,
• environment, energy and climate change.
The General Secretariat of the Council (GSC) is led by its Secretary-General. His main roles are to assist the Council and to manage the GSC. He is appointed by the Council.

The Secretary-General is responsible for the overall organisation of the GSC. He ensures the execution of services provided by the GSC to the presidencies of the Council and its preparatory bodies, and to the president of the European Council.

He is also responsible for the administrative management of the GSC in terms of its human and financial resources.

The Secretary-General takes part in Council meetings as appropriate. His role is essentially to ensure the continuity and progress of the Council's work and to advise the Council.

The Secretary-General of the Council is also the Secretary-General of the European Council. He attends European Council meetings and takes all measures necessary for the organisation of its proceedings.

The current Secretary-General is Jeppe Tranholm-Mikkelsen. He was appointed on 21 April 2015 for the period 1 July 2015 - 30 June 2020.
Biography

Anthony Teasdale is Director General of the European Parliamentary Research Service (EPRS), the in-house research centre and think tank of the European Parliament.

Educated at Balliol and Nuffield Colleges, Oxford University, Anthony took a first in PPE (Philosophy, Politics and Economics) and an M. Phil in Politics. He has since worked as a political adviser and civil servant both in London and Brussels. He has served as Special Adviser to a British Foreign Secretary (Sir Geoffrey Howe) at the Foreign and Commonwealth Office and to a Chancellor of the Exchequer (Kenneth Clarke) at HM Treasury, as well as working in the general secretariats of both the EU Council of Ministers (Ecofin Council) and the European Parliament.


Anthony has also been a Gwilym Gibbon Research Fellow of Nuffield College, Oxford, and Lecturer in Politics at Corpus Christi and Magdalen Colleges, Oxford. From 2010 to 2013, he was Visiting Professor in Politics at the University of Buckingham. He speaks widely on European institutional issues and has published articles in Political Quarterly, Government and Opposition, Electoral Studies and the Journal of Common Market Studies. He is co-author of The Penguin Companion to European Union (fourth edition, 2012).

The European Parliamentary Research Service encompasses the Members’ Research Service, Library, Historical Archives, and transparency and citizens' enquiries services of the Parliament, together with its research capabilities in scientific foresight, ex-ante impact assessment, and ex-post evaluation of EU law and policy.
Robert Needham is a foreign service officer for the U.S. Department of State. Originally from Racine, Wisconsin, he is currently living in Brussels, Belgium. He holds a BA in Politics from Ripon College and an MAIR from Maxwell.

Needham is currently the Director of the Joint Administrative Services division at the Brussels Tri-Mission, which consists of the US Embassy to Belgium, the US Mission to the European Union, and the US Mission to NATO. As such, he’s responsible for managing the day to day business activities of the Mission, liaising with various US Government agencies, and with host country authorities. Robert has served in eight countries over the past 25 years, including Poland, Oman, and Croatia, and is a member of the Senior Foreign Service. Most recently, he was promoted to the rank of Minister-Counselor. Later this year, he will begin a new assignment in Kabul, Afghanistan.
Mr. Holger Dieckmann – Could not find a BIO (Some info on Competition policy)
Head of Unit for International Relations - DG Competition - European Commission

Competition Policy in the European Union

The European Commission, together with the national competition authorities, directly enforces EU competition rules, Articles 101-109 of the Treaty on the Functioning of the EU (TFEU), to make EU markets work better, by ensuring that all companies compete equally and fairly on their merits. This benefits consumers, businesses and the European economy as a whole.

Within the Commission, the Directorate-General (DG) for Competition is primarily responsible for these direct enforcement powers.

The European Union’s competition policy has been an important part of the EU’s work ever since it was set out in the Treaty of Rome in 1957. The treaty instituted ‘a system ensuring that competition in the common market is not distorted’. The aim was to create a set of well-developed and effective competition rules, to help ensure that the European market functions properly and provide consumers with the benefits of a free market system. Competition policy is about applying rules to make sure companies compete fairly with each other. This encourages enterprise and efficiency, creates a wider choice for consumers and helps reduce prices and improve quality. These are the reasons why the EU fights anticompetitive behavior, reviews mergers and state aid and encourages liberalization.
Interview: the new Fulbright Director

Erica Lutes, the new Executive Director of the Commission for Educational Exchange, assumes her new role after serving as Adviser & Program Manager under Margaret Nicholson for the past four years. Erica is the youngest Executive Director in the 60 year history of Fulbright. She is originally from New Jersey, speaks English and Dutch, and carries three business-oriented Master’s degrees from the University of Leuven. She sits down with the Fulbright Alumni Association of Belgium (FAAB) to introduce herself to the Fulbright alumni.

Q: Erica, what brought you to Belgium from the US?
A: I came to Belgium 8 years ago after a few years on Wall Street selling European Equities. I wanted to study at the University of Leuven to learn about European politics and business. After finishing my graduate studies, I worked for US Ambassador Tom Korologos and his wife Ann. It was a great experience and I met and worked with many Belgian politicians including Karel De Gucht and Elio Di Rupo. Through my studies and work, I have become fascinated by Belgian politics and the sensitive and complex issues it must address on a daily basis.

Q: Why did you decide to remain in Belgium to work at Fulbright?
A: After the Ambassador retired I came to work for Ms Nicholson in 2009. In fact, I first met Maggie at a Fulbright reception hosted at the embassy, where we were introduced by the Ambassador after he had given a speech we had prepared together. Little did I know at the time that Maggie would become my boss, my adviser, my mentor and now my friend. It was such a privilege to work for someone who is a legend in this industry. What says that more clearly than the 300 people who packed her Retirement Gala in June? Maggie is a “do-gooder” as she would say, and her desire to really make a difference in US-Belgian relations has inspired me to try to follow in her footsteps every day.

Q: What is one of your fondest memories as Fulbright Program Manager?
A: A recently awarded Fulbright grantee came to me for advice on visas and travel, bringing his girlfriend of nine years as support. When I explained that in order for her to accompany him to the States they would have to be officially married, he dropped to one knee, right there in my office, and proposed to her. She said yes on the spot and off they went!

Q: What are your plans for alumni engagement in the upcoming years?
A: At Fulbright we hope to help mold engaging alumni who will make positive change in our world. My first task as Director is to get to know the alumni better. This fall we launched a series of lunches with alumni to share their experiences. Some are recent alumnae like Emmelie Wyckmans, who just returned from UVA with a masters in law. Others have a somewhat more established tenure, like Ms. Marianne Delahaut who recently told me about her time in the US in the 1950s and the perils of taking a slow boat from Europe! This year FAAB celebrates its 60th anniversary and our office and current US Ambassador Howard Gutman will recognize the efforts of both Pierre De Raedt, one of the three founding fathers of the alumni association, and Jan Rosier, the current president.

Q: You’ve integrated yourself well into the Belgian community. What do you do when you’re not at work?
A: I give indoor cycling classes in my spare time, teach a class at the HUB, and I am the godmother of the Mannen van 66, a Leuvense Group of Men part of the UNESCO living heritage organizations. In fact, Flemish Channel VRT has just started a new show called Fans of Flanders where they highlight expats living in Belgium, and given my many years in Leuven I was asked to take part in a show that will air at the end of October!

Q: What is one word that describes how you feel about this new chapter in the Commission’s history?
A: Energized! We have a new team at the Fulbright office comprised of staff both seasoned and fresh: our accountant Mireille is celebrating her 17th year at the Commission while Ali Edelstein and Simmy Gramolini have joined us from the US having just finished their undergraduate studies this past year. We are a dynamic office.
ready to take on the challenges ahead. We look forward to working with the alumni to make this next chapter a powerful one!
Henning Klaus, born in Cologne (Germany) in 1965, studied Political Sciences and Romance languages in Cologne (Germany), Louvain-la-Neuve (Belgium) and Pisa (Italy).

From 1994 to 1998 he worked as an assistant to German Members of the European Parliament, Peter Michael Mombaur and Jürgen Schröder.

After two years experience in the private sector, with a Brussels-based consultancy firm, he was recruited in June 2000 by the European Commission following an open competition, to work on enlargement-related questions within the Directorate General for the Internal Market. From early 2003 until summer 2004 Mr Klaus was in charge of coordinating the DG Internal Market's relations with the European Parliament. As a next step, he was appointed assistant to Alexander Schaub, Director General of DG Internal Market, whom he was advising on various policy areas including services, public procurement and intellectual property rights.

In December 2005, Mr Klaus joined the cabinet of Commission President José Manuel Barroso where he is responsible for internal market matters, transport policy, information society and media, taxation and customs policy, as well as for better regulation.
Ms. Catalina Peces – Could not locate BIO (This seems to be the trend with the EC people)
Unit for Financial Training
DG Budget- European Commission
Michael Rühle, born 1959 in Stuttgart, Germany, is currently Head, Energy Security Section, in the Emerging Security Challenges Division in NATO's International Staff. Previously he was Head, Speechwriting, and Senior Political Advisor in the NATO Secretary General’s Policy Planning Unit.

Before joining NATO's International Staff in 1991, Mr. Rühle has been a Volkswagen-Fellow at the Konrad-Adenauer-Stiftung, Sankt Augustin, Germany, and a Visiting Fellow at the Center for Strategic and International Studies (CSIS), Washington, D.C. He holds an M.A. degree in Political Science from the University of Bonn.


He has also co-authored a book on missile defence. His essay “Good and Bad Nuclear Weapons” was published in March 2009 in both German and English.
Wayne J. Bush is Assistant Secretary General for Executive Management. He has overall responsibility for management of the NATO headquarters, and is the Secretary General’s primary advisor for NATO-wide management issues. From 2009 to 2013, Mr. Bush served as Director of the NATO Office of Resources, supporting decision-making by NATO’s 28 member states on matters related to NATO Military Common Funding.

Previously, as a member of the United States Foreign Service with the rank of Minister-Counselor, Mr. Bush served as Chargé d’Affaires of the U.S. Embassy in Belgium from January to October 2009 and as Deputy Chief of Mission in Belgium from 2007 to 2009.

From 2003 to 2007, Mr. Bush served as Deputy Chief of Mission at the U.S. Embassy in Rabat, Morocco, where he facilitated the negotiation and implementation of the U.S.-Morocco Free Trade Agreement.

From 2000 to 2003, Mr. Bush served in senior management roles in the State Department. He led State Department management contingency planning related to Iraq, served as Executive Assistant to the Under Secretary for Management, and directed the U.S. interagency management support program for diplomatic and consular posts world-wide.

From 1997 to 2000, Mr. Bush served at the U.S. Embassy in Paris, coordinating an initiative to establish five prototype U.S. Foreign Service posts in France. He served as Deputy Chief of Mission in Kampala, Uganda from 1994 to 1997. While assigned to Nairobi, Kenya, from 1991 to 1994, Mr. Bush helped establish a U.S. Liaison Office in Somalia to facilitate famine relief efforts. Mr. Bush’s other Foreign Service assignments include Victoria, Seychelles; the Bureau of European and Canadian Affairs and the Operations Center in the Department of State; and, the U.S. Embassy in Kingston, Jamaica.

Mr. Bush graduated in 1981 from the University of Oregon School of Journalism. He has received the Presidential Meritorious Service Award; the State Department’s Replogle Award for Management Improvement; the Superior Honor Award; the Meritorious Honor Award; and, a Group Award for Valor. He is married to Anna-Marie Saunders Bush; they have two children.
Jens Nymand Christensen is Danish and holds a Master degree in Business Economics and International Economics. Jens Nymand Christensen has been employed in the European Institutions since 1979 and has among other things been a Member of the cabinet of Vice-President Henning Christophersen, Head of Unit of an office dealing with International Food, Veterinary and Phytosanitary questions and Advisor at the Danish Permanent EU Representation dealing with the Convention and the preparations of the Inter-governmental Conference drafting a Constitutional Treaty for the European Union. In 2003-2014, Jens Nymand Christensen worked as a Director in the Secretariat-General: 2003-2006 with responsibility for Directorate B, Relations with the civil society; 2006-2011 for Directorate E, Better regulation and Institutional Issues; 2011-2013 for Directorate G, Relations with the European Parliament, the Committees and General Institutional Issues and 2013-2014 for Directorate E, Policy Co-ordination II. From 16 September 2014 he was appointed Deputy Director-General in the Directorate General for Education and Culture.