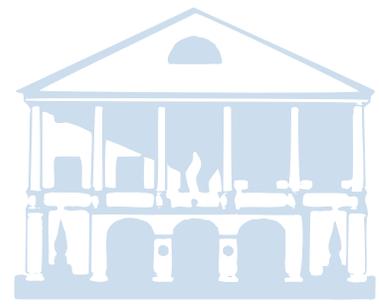


EXECUTIVE SUMMARY

Newsletter of the Federal Executive Institute Alumni Association



January 2018, Number 435

PRESIDENT'S COLUMN

Make 2018 Good for Your Body—and Your Brain

By Peter “Duke” Duklis (P387)



Peter Duklis (P387)

Happy New Year! I wish you all a very happy and prosperous 2018.

Jubilant January! Well, with all our plans and resolutions for the

New Year now in full swing (or already broken or forgotten), it is time to look for-

ward to a brand-new year. Those of us on the Board of the Federal Executive Institute Alumni Association (FEIAA) are in brainstorming mode to articulate our plan for 2018 at the April 2018 Board Member Retreat. See more on this in Duke's Delicacy of the Month.

I would like to thank the more than 25 FEIAA members who participated in **Arlington National Cemetery's Wreaths across America** either through donations or through the actual laying of wreaths at the cemetery. It was a cold—but great—day, and my team (Maya Laws Barney and Elisabetta Duklis) had a super time and a rewarding experience. Look forward to similar events throughout the year, and definitely plan for **Arlington National Cemetery's Wreaths across America** event in 2018. We plan to make this particular outing an FEIAA holiday tradition!

On a final note, I want to apologize for canceling the FEIAA holiday luncheon; the fault is all mine. In next month's newsletter, I will provide a more detailed account of what happened as well as a plan for future holiday luncheons or an alternative event.

Because it is the New Year and many of our resolutions involve getting more exercise, I thought I'd give a little personal training advice.

The Two Exercises That Will Keep You Fit for Life

To make sure you live a long and healthy life, make sure you get some exercise—no matter how busy your

life is. Research has shown that exercise is good for your brain as well as your body, and proper, regular exercise can add years to your life.

Whether it's jogging, swimming, or even walking every day, any exercise that gets your heart rate up is good for you. Often, more is better.

If you want to increase strength and stay strong as you age, there are two exercises that are essential, according to Dr. Michael Joyner, a physician and Mayo Clinic researcher. You can do both with very little space and equipment, and you can do them inside—no worries about how hot or cold it is outside!

What are these exercises? Burpees and jumping rope.

Why Burpees and Jumping Rope?

“No matter what, your body starts to lose strength as you age. Most people reach their strength peak around age 25, and some research shows marathon runners tend to be fastest at 28, though, of course, this is going to vary from person to person. If you started strength training after 25 and hadn't before, your peak would come later,” according to journalist Kevin Loria, who has written about these exercises.

“But if you want to truly stay fit,” Loria said, “you're going to need to keep building strength to combat your body's natural loss of muscle mass. It's worth it to do so, and it may be the thing that keeps you young longest. ... You can build strength in a lot of ways—lifting weights and adding intervals to

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endurance workouts both work. But these two workouts will build both your endurance and your strength, all at once.”

How to Do These Workouts

A burpee is a great exercise that works your whole body. Here's how to do burpees:

- Start off slowly to ensure you have your form right.
- Begin in a standing position with your feet together.
- Squat down until you can put your hands on the ground.

Jump your legs back so you are in a plank position.

- Do a push-up.
- Bring your legs back into the squat position.
- Jump up to standing.

Jumping rope is hard enough, but doing it with a weighted rope is a serious challenge. Weighted jump ropes come in a variety of weights, and you can try them out at a sports store to find the right weight for you.

These workouts won't be easy. It's great to push your limits, but

make sure you check with a doctor first if you're worried about injuring yourself.

Please let me know your aspirations for this newsletter, comments, as well as any timely topics. I can be reached at office@feiaa.org or directly at peter.s.duklis@hud.gov. ■

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Duke's Delicacy of the Month

Webinar: FEIAA Members Meet the FEIAA Board Officers

We are having a webinar to introduce the FEIAA Board officers to all the FEIAA members, and we'll answer our members' e-mailed questions (pre-received). The webinar will be on January 24, 2018, at 12:00 p.m. (EST). A Constant Contact e-mail asking for questions will be sent out to members; however, you can get ahead of the game by e-mailing your questions to office@feiaa.org or directly to me at peter.s.duklis@hud.gov. I look forward to "meeting" you on January 24!

January is Cervical Health Awareness Month. Cervical Health Awareness Month is a chance to raise awareness about how women can protect themselves from HPV (human papillomavirus) and cervical cancer. HPV is a very common infection that spreads through sexual activity, and it causes almost all cases of cervical cancer.

About 79 million Americans currently have HPV. Many people with HPV don't know they are infected. And each year, more than 11,000 women in the United States get cervical cancer.

The good news?

The HPV vaccine can prevent HPV. Also, cervical cancer can often be caught early with regular screening tests and follow-up care. Cervical cancer screenings can help detect abnormal cells early—before they turn into cancer. Most deaths from cervical cancer could have been prevented by regular screenings and follow-up care.

How can Cervical Health Awareness Month make a difference? We can use this opportunity to spread the word about important steps that women can take to stay healthy. ■

"Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations."—Peter Drucker

FEI NEWS

The Monarch's Beautiful Yet Broken Wing

By Antoinette Allen, Ph.D. (P435)

Recently, I saw a beautiful monarch butterfly, desperately trying to lift itself off the pavement to fly away. The butterfly was lying on the concrete walkway flapping its wings rapidly and this caused it to spin in a circle. Once tired, it rested for a few moments and then began to do it again. Occasionally, it lifted itself off the ground and moved a few inches, but it never gave up. The sight of this caught my attention and I stopped to investigate this matter further.

As I stood there, a little girl came over and began to ask me questions concerning the butterfly's inability to achieve its goal. She was saddened by the creature's current condition, because the butterfly was not able to do what it was designed to do. She asked inquisitively, "What's wrong with him?" She expected the butterfly to fly and was not accustomed to seeing it stranded on a sidewalk in a weakened state. She expected to see its beauty on full display.

I couldn't answer her question, but I thought about how many times I had asked that question as I watched people. How many times have you as a leader asked the same question concerning your co-workers? How often are others asking that question concerning you?

As I bent down to get a closer look, I saw that the butterfly had a broken wing. Despite the injury or the deformity, its beauty was unmistakable to the people who gathered to watch its struggle. It is rare that a butterfly is not seen in flight or at least able to take flight. The realization that the butterfly was unable to get off the ground, despite how hard it was trying, caused me to think about my recent Leadership for a Democratic Society (LDS) experience.

In many ways, I can relate with that butterfly. There were several times in leadership that, regardless of how hard I tried to get projects and people off the ground, I seemed only

"My mother said to me, 'If you become a soldier you'll be a general; if you become a monk you'll end up as the Pope.' Instead, I became a painter and wound up as Picasso."

—Pablo Picasso

to be spinning in circles and barely advancing my agenda.

LDS provided an opportunity for me to uncover and begin to heal some old leadership wounds. It provided a safe environment to evaluate my past and current experiences. It gave me time to process that little girl's question and relate it to what was wrong with my wings. Why was I not able to do what I was created to do in this season in my life? In what ways had I been grounded? What were my deformities?

Several of us have, had, or will have metaphorical broken wings while leading, and yet others gather around us gazing at our beauty. This is because brokenness does not prevent you from contributing beauty to your environment. This was my experience in LDS 435. The men and women there motivated me to pursue new goals and helped me embrace the beauty and brokenness of my wings as I studied the beauty of their wings.

I don't know specifically what caused the butterfly's injury, but I do want to provide a brief explanation of three possible causes of broken leadership wings.

Unmet Expectations

When you were younger, what did you hope to achieve as an adult? While some of us have surpassed that marker, some of us have not. Often, it's not the markers we set for ourselves that trouble us; it's the expectations others had for us that

haunt us. It's the onlookers in our lives that seem to cause us to measure ourselves in ways that leave many of us unsatisfied, even when we are highly successful.

When I was a little girl, my grandparents painted a portrait of what success would look like for me. It was a lovely picture, because it was broad enough for me to design the colors, lines, textures, and scenery. I never felt bound to someone else's ideals or that I must hold a specific occupation to be successful. Thanks to their insight and wisdom, I have enjoyed painting my own portrait of success.

Even though I had this freedom, I too have experienced broken wings from unmet expectations. At times, I set very high expectations for myself, and when I was unable to meet them, it led to great disappointment, even when the circumstances were beyond my control. If this is true of you, I will share how I am overcoming this. I have learned to use "washable" paints, markers, and even crayons when I design my future portraits of success. I have learned that life is too unpredictable to always safely color in the lines or create only with permanent markers. You have to leave room for errors, omissions, course corrections, additions, and changes. You can also politely thank others for their hopes and dreams for you, but they are providing only secondary colors in your palette; your hopes and dreams are the primary colors that you have creative license to begin painting with.

Disappointment

Leadership can be full of disappointment, in particular if you are innovative and invest in trying new things. Failing publicly is never easy to do, and when it happens it can take a toll on your willingness to try again. This

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can lead to broken wings and the experience of being grounded when you feel you were created to fly.

Leaders will fail, because leaders are people of action and failure is one possible result of taking action. Thomas Edison, the inventor of the lightbulb, had a unique perspective on disappointment and failure. He stated, "I have not failed. I've just found 10,000 ways that won't work." Mr. Edison held over 1,000 patents to various products, many of which failed during his lifetime. Despite numerous failures, he went on to achieve great success, which I believe was directly due to his attitude. If we adopt his mentality, it will help us as we continue to pursue our goals and dreams. As you reflect on your life's disappointments, be encouraged that you are merely discovering what won't work for you. So, cross what didn't work off the list and get excited about finding out what does work. Watching the butterfly reminded me that even in times of struggle, I can move forward.

Position Misalignment

Over the years, I have worked in a variety of settings and agencies including public, private, and non-profit organizations. While I was successful in different ways in those environments, there were times when I experienced what I like to refer to as "position misalignment." This is when the skills I possessed matched the job description, but the position was not a good fit for me personally. In my case it was often due to personality, desire, demographics, or team dynamics.

This happens to the best of us, and while most of us stay and try to fit in, staying can cause damage to your wings. There's nothing worse

You won't like every assignment you're given in life, but you can learn from it. You can harvest the seeds of knowledge lodged inside of it for the time you are there and use them to make yourself and others better.

than having to get up early in the morning and report to a job, boss, or team you don't like. As responsible adults, many of us have done it and damaged our wings in the process.

You won't like every assignment you're given in life, but you can learn from it. You can harvest the seeds of knowledge lodged inside of it for the time you are there and use them to make yourself and others better. You may call me naïve, but I believe the time we have been given on this earth is precious and how we spend that time is important. Personally, I don't believe it wise to intentionally stay in a situation in which you are unable to achieve alignment. Alignment is critical to mission success and team building, and if your current position does not align with your values, strengths, and passions it will be difficult for you to perform optimally. I have found my tolerance for working in this condition was much higher when I was younger. These days I am unwilling to compromise what I have to offer and I have begun to seek balance in all aspects of my life. I am actively pursuing the best use of my skills, talent, and knowledge, and you should too. There are many leadership shoes, and one size does not fit all.

The Repair

Attending LDS was a turning point for me, and I am thankful for the opportunity. As I got to know my fellow executives, I saw reflections of myself in many of them. I also saw areas to expand my leadership and growth areas to reach toward. I walked away with new friends and a stronger network. Honestly, I came to LDS as a monarch with beautiful yet broken wings. All of us have beautiful wings that are uniquely ours, and all of us have suffered some degree of brokenness. My wings had been badly injured from previous personal and professional experiences.

All was not lost, though. After my encounter with the butterfly, I wondered what could be done to help. After a little research about broken butterfly wings, I discovered that they can be repaired depending on the size of the tear using a little bit of glue, cardboard, and baby powder. Through self-reflection, I currently have a renewed faith in the work I have chosen to do and have a clearer path for where I am headed. I guess you could say that my leadership wings were repaired, and as a direct result, I have begun to fly again. ■

Antoinette Allen, Ph.D., PHR, is a retired Air Force officer and has served as a senior leader, mediator, trainer, adjunct faculty, and coach in the Federal Government. She recently completed her Ph.D. in education from Old Dominion University. Her published works focus on resilience of Black women leaders in the Federal Government, forgiveness, and leadership. Allen can be contacted at aalle038@odu.edu.



The Federal Executive Institute (FEI) is celebrating 50 years of service and leadership training. This is part of a series of pieces from FEI that takes a look back at key moments in FEI history.

Perspective on the Federal Executive Institute— Rebuilding a “Flagship” for Executives

The excerpts below are taken from an article written by Judith Havemann, a *Washington Post* staff writer, originally published in that newspaper on October 12, 1987

In the article, Havemann praises the work of Dr. Michael G. Hansen, who was then Director of the Federal Executive Institute. She highlights his commitment to high standards and his belief that executive training should be difficult.

“If this story were a college course taught by Dr. Michael G. Hansen, the political scientist who is the new director of the Federal Executive Institute in Charlottesville, he might begin by challenging his students to analyze what these officials have in common: senior adviser for gold policy; chief of the U.S. national central bureau of INTERPOL; director of toroidal (doughnut-shaped) confinement systems for the Energy Department; chief of the Forest Service; commissioner of the Navajo and Hopi Indian Relocation Commission; director of Food for Peace. ... One answer to these broader questions is the

Federal Executive Institute in Virginia, the government’s residential training program for senior civil servants. It is, according to Constance Horner, Office of Personnel Management (OPM) director, ‘the sole institution available to give the SE a strong sense of itself and its place in the U.S. government.’”

In its early years, FEI was on the leading edge of executive development, according to James Colvard, OPM deputy director.

‘Mike was real supportive,’ one attendee said. ‘He was warm and friendly and at the same time really strict. He did not like it if anybody came in late, and he had a low threshold for not meeting deadlines and a low tolerance for anything that wasn’t the best.’

“I think executive development should be demanding,’ Hansen said, adding that, at the same time, ‘executive training must convey to participants that the government for which they work values them and that what they do is important.’” ■

FEIAA NEWS

Letter to My Younger Self

By Jeff Page (P413)

Jeff wrote the following essay in December 2017 as part of his ongoing “Weekly Reminders” online essay series at <http://weeklyreminder.tumblr.com>. It has been reprinted with permission. He recently retired as Chief Operating Officer at the Corporation for National and Community Service (CNCS). CNCS is a government agency that provides grants to national service programs across the country.

As I contemplate my last few weeks as a government employee and the opportunities and adventures that lie ahead, I’ve found myself thinking about the lessons I’ve learned thus far in my career. I’ve been reflecting on what I’ve learned that I need to bring with me into the next phase. I’ve also thought about lessons I wish I had

learned earlier that could have helped me back in the beginning of my career. It occurred to me to write a letter to my younger self, offering some of the wisdom I gained over the years as I stumbled along and tried to find my way as a young professional.

Dear Jeff,

I encourage you to read this guidance carefully, as I am speaking to you from your future and know all too well the missteps you’ll be making in the years ahead. If you follow these few words of wisdom, it might make your way a little easier

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Check your ego early and often and make sure your perceptions, reactions, and follow-on actions drive only toward the greater good rather than your personal advantage.

and steer you away from the unnecessary pain and heartache that lie ahead.

First of all, don't take yourself so seriously. Instead, redirect all that seriousness—and your occasional tendency to be officious—toward doing your job as best you can and showing compassion and respect to the people around you. When given the opportunity, be the first to acknowledge your faults and shortcomings. Allow yourself to be vulnerable. Be self-deprecating. Transform your faults, weaknesses, and mistakes into lessons that you and others might benefit from.

Second, try to assume positive intent. Understand that all humans (yourself included) are a little crazy, but few people are actually out to get you. Taking things personally and being quick to take offense is a waste of your time. It distracts you from finding solutions. Even if someone does have bad intent, attempting to get even by responding in kind just puts you in a race to the bottom and knocks you down to their level. The moment you think you are above someone else, you are most certainly below them.

Third, practice gratitude every day, throughout the day. Make gratitude lists. Give yourself gratitude reminders. The more you practice gratitude, the more you will see things in the world to be grateful for.

Fourth, think in terms of possibility rather than scarcity. When you encounter an obstacle, don't

push up against it. Imagine the possibility beyond it, and figure out how to navigate your way toward the abundance that the possibility offers. Be mindful of the distinction between a problem and a circumstance. The latter is an unalterable fact. Don't bother trying to change what is outside your control. Identify the problems over which you have influence, and use your skills to make things better.

Fifth, for every problem you encounter, ask yourself how your ego is involved. If ego informs your understanding of the problem, your reaction to it, or your actions to address it, there's a good chance you'll make the problem worse for yourself and others. Check your ego early and often and make sure your perceptions, reactions, and follow-on actions drive only toward the greater good rather than your personal advantage.

Finally, look for opportunities to be kind and to show love and appreciation for the people you work with. Every time you make an effort to lift someone up, you will rise up with them.

I'll stop here even though there are additional lessons that I could share with you to help you along your path. But I know you're a slow reader and have a short attention span, so I'll leave you with this one last thought. Many years from now, when you're 55 and preparing for early retirement and the next phase of your career, please remember that these lessons are easily forgotten. Never assume you've mastered them. Review them over and over again and commit yourself to them as a continuous practice.

Best of luck with your career, young man. I'm pretty sure things will work out okay for you.

Warm regards,

Jeff ■

Contribute to FEIAA's Webinar Series

By Jonathan Herrmann (P331)



Jonathan Herrmann
(P331)

Chair the FEIAA Program and Events Committee. One of the committee's jobs is to organize, schedule, and host FEIAA's webinar series. You can find past webinars archived on the FEIAA homepage (www.feiaa.org) under "Member Community/OnDemand Training."

The committee is looking for FEI graduates who would like to present a topic as part of the webinar series. This is an excellent way to share insights and information on

issues related to leadership, trust, and other timely topics. The webinars are usually held on the third Thursday of the month, and they are conducted via the GoToWebinar platform.

You might be interested in digging deeper into practices or techniques you learned during your time at FEI, or you may want to talk about a commitment you made there and how it worked out when you got back to the office and implemented it. You might also share how your organization is meeting challenges from the new administration.

I invite your ideas and interest—please respond to office@feiaa.com. Your input is always welcome! ■

FEIAA NEWS



Save the Date: The 2018 Executive Forum

Mark your calendars for the next Executive Forum! It will be held on Wednesday, May 16, 2018, at the Marvin Center on the campus of The George Washington University.

We look forward to your participation in this important and valuable event. The registration form for the Executive Forum will be available at www.feiaa.gov in late January. ■

Dynamic Leadership for Challenging Times

The Federal Executive Institute Alumni Association (FEIAA) and its co-sponsors, the Federal Executive Institute (FEI) and Hooks Book Events, have developed an exciting Executive Forum for 2018. It will be held at the Marvin Center on the campus of The George Washington University on May 16, 2018. The theme for the Forum is “Dynamic Leadership for Challenging Times.”

The U.S. Marine Corps, America's Force-in-Readiness, defines dynamic leadership as a dual-focused form of adaptive leadership that allows leaders to proactively respond to change. Such leaders employ a fluid style of leadership adapted to the people being led and the circumstances in which they operate. The requirement for such proficiency, agility, and rapidity is

In times that are turbulent, dynamic leadership is required of all government leaders. It is a critical competency for those at the forefront of public service and, for those who must maneuver through an ever-changing environment, marked by increasing demands, insufficient staffs, and decreasing resources, to achieve their organization's mission.

no longer restricted solely to the nation's expeditionary forces.

In times that are turbulent, dynamic leadership is required of all government leaders. It is a critical competency for those at the forefront of public service and, for those who must maneuver through an ever-changing environment, marked by increasing demands, insufficient staffs, and decreasing resources, to achieve their organization's mission. During the Executive Forum you

will study the skills and strategies of dynamic leadership, and learn how to boldly lead others to confront the unpredictable and unprecedented challenges ahead.

Our several presenters will provide tools, techniques, stories, and case studies to help you become a more dynamic leader as you face both the short- and long-term challenges of your job. ■

Speaker Highlight: Author Daniel Pink

The FEIAA Executive Forum is set for Wednesday, May 16, 2018, at the Marvin Center on the campus of The George Washington University. We are pleased to present an interesting roster of speakers, including Daniel Pink. Register to attend at www.feiaa.org.

Daniel Pink presents on his latest book, *When: The Scientific Secrets of Perfect Timing*. Pink is the best-selling author of *Drive*, *To Sell Is Human*, and *a Whole New Mind*.

About the Presentation: In *When*, Pink draws on a rich cache of research from psychology, biology, and economics to reveal how best to live, work, and succeed. How can we use the hidden patterns of the day to build the ideal schedule? Why do certain breaks during a test dramatically improve student test scores? How can we turn a stumbling beginning into a fresh start? Why should we avoid going to the hospital in the afternoon? Why is singing in time with others as good for you as exercise? Pink unlocks the scientific secrets of good timing to help you flourish both inside and outside of work. ■



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FEIAA NEWS

Class Notes

Ever wonder about your fellow Leadership for a Democratic Society graduates after the FEI experience? *So do we!*

Class Notes in the *Executive Summary* and on the FEIAA website is the place to read about the recent events in the lives of your FEI-LDS colleagues. But these events—such as new jobs, promotions, retirements, trips, marathons, marriages, and personal accomplishments—will appear only if you send us details. They can be serious or funny.

Please send items to our newsletter editor, Beth Lawton, at office@feiaa.org. Be sure to include your LDS program number.

This is YOUR column. Your colleagues are as eager to hear about you as you are to hear about them. ■

Calling All Authors!

FEIAA encourages its members to provide an article on a leadership or management principle that is consistent with FEI's values-based leadership curriculum.

Articles can be between 500 and 1,500 words in length. The FEIAA Board of Directors reserves the right to decline contributions that are not consistent with the goals of the association. If you have written an article or small research paper that you feel would be informative to our readership, please send it to Beth Lawton, FEIAA newsletter editor, at office@feiaa.org. ■

PARTNER ACTIVITIES/EVENTS

COFFE Luncheon

The Council of Former Federal Executives (COFFE) holds eight luncheons a year featuring speakers on a variety of topics of national and international importance. Luncheons are at the Holiday Inn, Westpark, in Rosslyn, VA. Parking is free and the Rosslyn Metro stop is nearby. The February scheduled speaker is Martin Baron, editor of the *Washington Post*. For more information and to register, visit www.coffe-dc.org. ■

Alan L. Freed Public Policy Seminars

Each year, Alan L. Freed Associates (ALFA), an FEIAA affiliate since 1980, offers public policy seminars that have become a widely recognized and highly respected component of leadership training and executive development in the Federal Government. Most of the seminars are held at the Capitol Hill Club in Washington, DC.

More information about these programs is available at www.publicpolicyseminars.com. Be sure to call ALFA at (703) 684-8807 when you register, and identify yourself as an FEIAA member to qualify for the 5 percent FEIAA member discount. ■