

December 3, 2008

111

TO: Employees Grades 12 and above  
Directorate Administrative Officers & Training Coordinators

FROM: 111/Organizational Leadership and Culture Office

SUBJECT: FY09 Call for the Goddard-sponsored Leadership and Management  
Development (LMD) Training Opportunities

This is the call for the following FY09 LMD training opportunities:

Program	Grade level	Page
American Management Association (AMA)	GS-12 & above	4-8
The Brookings Institution	GS-13 & above	9-12
Goddard Leadership Education Series (GLES)*	GS-13 & above	-
Management Concepts	GS-12 & above	13-14
Office of Personnel Management (OPM)	GS-12 & above	15-18

\*Details of a GLES like-equivalent offering are yet to be determined and will be provided at a later date.

Employees interested in participating in any of the LMD training programs should review the list of developmental programs offered. Please feel free to visit the websites located at each tab for more course listings. Employees should then discuss their developmental interest and the benefits of participating in the training course/program with their supervisor. To apply for any of programs listed above, please see page 2 for more guidance.

All travel costs will be the responsibility of the employee's directorate.

The following information is provided to inform employees and supervisors of the nomination and selection process:

- Employees interested in participating in any of the LMD Training programs will fill out the nomination form and **email** to [Janice.G.Gelder@nasa.gov](mailto:Janice.G.Gelder@nasa.gov) by **December 19, 2008**. The nomination forms can be found at:
  - Goddard-sponsored training programs (AMA, Brookings, Management Concepts, and OPM):  
[http://ohcm.gsfc.nasa.gov/Forms/Ohr/Goddard\\_Program\\_Nom.doc](http://ohcm.gsfc.nasa.gov/Forms/Ohr/Goddard_Program_Nom.doc) **No signatures are required on this nomination form.**
- The LMD Program Manger will gather all the nominations forms by directorate and forward to the Directorate Admin Officers.
- Directorates will make selections and **forward approved nominations to the LMD Program Manager by January 9**. Please include a cover endorsement letter from the Director of. No signatures required on the nomination forms.
- The LMD Program Manager will ensure directorates are within their allocated budget.
- OHCM will notify employees by email that they have been selected.
  - Directorates are responsible for debriefing individuals not selected.
- OHCM will register employees in SATERN

If you have any questions, please contact the LMD Program Manager, Janice Gelder at 6-4854 or at [Janice.G.Gelder@nasa.gov](mailto:Janice.G.Gelder@nasa.gov) o

Janice Gelder

The following information is provided for supervisors to use as guidance for selection of employees:

Supervisors should identify employees who would benefit from participating in a developmental opportunity, and should use the following guidelines for selection of employees:

- Supervisor can link the prospective developmental opportunity to the employee's career goals (refer to employees Individual Development Plan (IDP), if applicable).
- Candidate is currently a supervisor/manager or established team/group leader OR has discernible high potential as a leader.
- Supervisors should strive to be inclusive and widen the pool of candidates and selectees by considering all types of talent. Candidates selected should reflect the diversity (gender, ethnicity, skill group, disability) of the organization and that on-going efforts are made to develop candidates reflecting the diversity of the organization.
- Consideration is given to previous leadership and management training and recency of that training; is candidate currently enrolled in any on-going training (academic or developmental).
- Candidate is at the appropriate grade level and has the appropriate experience base to benefit from the desired course (both employee and organization benefit); consider reasonableness of time in grade/time in current position/time at the Center or Agency.
- Availability of the candidate for the requested developmental opportunity (consider workload and other scheduling issues).
- Availability of directorate travel funds.

## American Management Association (AMA)

AMA Website: <http://www.amanet.org>

Employees are invited to consider the following leadership and management development courses offered by the American Management Association. To view more courses or to find out more information about the courses listed, please visit the website above.

### **Assertiveness Training for the New or Prospective Manager**

This seminar gives you the opportunity to practice assertive techniques that can help you in any situation...with your boss, colleagues, and direct reports...every time you have to make a point or win support. Get your superiors to move on your latest project. Capture and maintain a position of strength at every meeting. Know when to come on strong—and when to compromise. Learn how to use body language...which words to use to achieve the results you want...how to overcome hurdles and keep moving toward greater success.

**Who Should Attend:** New managers and supervisors with three or less years of experience who want to build on their strengths and exert great influence. It is also beneficial for professionals—engineers, researchers, and other specialists—who are making the transition to management and need to get things done through and with others.

**Tuition:** N/A – No cost to the directorate

**Dates:** June 9-11, 2009

**Location:** Building 1, Room E100E

#### Directorate Allocations:

Code 100 – 1 and 1 alternate	Code 110 – 1 and 1 alternate	Code 150 – 1 and 1 alternate
Code 200 – 4 and 3 alternates	Code 300 – 1 and 1 alternates	Code 400 – 4 and 2 alternates
Code 500 – 5 and 3 alternates	Code 600 – 2 and 1 alternate	Code 700 – 1 and 1 alternate
Code 800 – 1 and 1 alternate		

## **Building Better Work Relationships: New Techniques for Results-oriented Communication**

In today's complex business environment, you have to build successful work relationships and interact with people in a positive way to achieve your organizational goals. Now, discover the basic competencies critical to solid work relationships—and career success.

The first step in building better work relationships is to become aware of the differences among people—and to be willing to accept these differences as a positive force within an organization. And it all starts with you. This seminar will prepare you to create better work relationships by becoming a “conscious communicator.” You'll return to work better able to build constructive and beneficial work relationships by learning how to analyze situations and consciously select and use productive communication strategies.

**Who Should Attend:** Supervisors and managers who want to communicate with greater confidence.

**Tuition:** \$1,623 (SEMINAR AND COURSE MATERIALS ONLY)

**Dates:** March 11-13, 2009; April 20-22, 2009; June 10-13, 2009

**Location:** Arlington, VA

## **Critical Thinking: A New paradigm for Peak Performance**

Have you ever wondered that you may be “missing something” as you think through an issue or problem? Learning the skills of critical thinking means learning how to take maximum advantage of your brainpower. You'll learn how to better assess and develop your thinking preferences...your optimal thinking time...and your ability to influence others.

**Who Should Attend:** Supervisors, managers, and executives who are required to handle both daily and “big picture” issues and challenges.

**Tuition:** N/A - No cost to directorate

**Dates:** April 27-29, 2009

**Location:** Building 1, Room E100E

Directorate Allocations:

Code 100 – 1 and 1 alternate	Code 110 – 1 and 1 alternate	Code 150 – 1 and 1 alternate
Code 200 – 4 and 3 alternates	Code 300 – 1 and 1 alternates	Code 400 – 4 and 2 alternates
Code 500 – 5 and 3 alternates	Code 600 – 2 and 1 alternate	Code 700 – 1 and 1 alternate
Code 800 – 1 and 1 alternate		

## **Developing Executive Leadership**

**Deepen your self-awareness...empower your staff to improve performance...**

In order to optimize your company's performance as well as your own career as an executive, you must be a visionary, a trailblazer, a strategist, a communicator, a coach, a diplomat and a politician. The world's most successful leaders are able to focus on the big picture and uphold high standards while wearing many hats. This intensive three-day program, proven-in-action techniques combine with peer interaction and insights from the latest research to help you master the competencies of effective leadership. Discover how to use your power and influence to achieve goals...build alliances across departments...establish strong working relationships...and create passion in your department, your team and your organization.

**Who Should Attend:** This seminar is designed for mid-level managers or executives who lead others with managerial responsibility. It will benefit executives who require strong decision-making skills and the ability to lead and motivate others.

**Tuition:** \$1,794 (SEMINAR AND COURSE MATERIALS ONLY)

**Dates:** March 4-6, 2008; May 18-20, 2009; July 8-10, 2009

**Location:** Arlington, VA

## **Getting Results Without Authority**

As strict organizational hierarchies become a thing of the past and companies depend on teams to get the work done, building good relationships and cultivating influence in order to secure the results you want have become essential survival skills.

Whether you're dealing with a boss, colleague or staff members with their own managers, winning their respect and cooperation is absolutely essential for career success. This seminar will help you develop the skills you need to successfully draw upon the resources of your organization. It will help you improve the way you communicate to and across teams—and across functions—to get people working with you.

**Who Should Attend:** Managers, supervisors, team leaders, project managers, and office professionals who need to get work done through others—even when they do not have direct authority.

**Tuition:** N/A - No cost to directorate

**Dates:** May 26-28, 2009

**Location:** Building 1, Room E100D

Directorate Allocations:

Code 100 – 1 and 1 alternate	Code 110 – 1 and 1 alternate	Code 150 – 1 and 1 alternate
Code 200 – 4 and 3 alternates	Code 300 – 1 and 1 alternates	Code 400 – 4 and 2 alternates
Code 500 – 5 and 3 alternates	Code 600 – 2 and 1 alternate	Code 700 – 1 and 1 alternate
Code 800 – 1 and 1 alternate		

## **Improving Your Project Management Skills: The Basics for Success**

Here's where you'll meet colleagues who are facing the same challenges you face every day. You'll share ideas, participate in case studies and exercises, and see which project management techniques best meet your needs.

**Who Should Attend:** This seminar is specifically designed for individuals from various industries who are new to project management, and those looking for formal project management training.

**Tuition:** \$1,537 (SEMINAR AND COURSE MATERIALS ONLY)

**Dates:** March 9-11, 2009; April 6-8, 2009; June 10-12, 2009

**Location:** Arlington, VA

## **Leadership Skills and Team Development for IT and Technical Professionals**

Leaders of technical professionals face a substantial challenge to achieve successful task completion through positive work relationships. In this high interactive seminar, you will learn how to build and lead a team, evaluate your team's performance, and develop an action plan for continued leadership success.

**Who Should Attend:** Technical team leaders, technical managers, and any technical professionals who lead departments or teams and need to enhance their team-building and leadership skills.

**Tuition:** \$1,623 (SEMINAR AND COURSE MATERIALS ONLY)

**Dates:** April 13-15, 2009

**Location:** Arlington, VA

## **Moving from an Operational Manager to a Strategic Thinker**

Master strategic thinking—and capture the opportunities of tomorrow!

If you want to move from being a good manager to being a great manager, strategic thinking is imperative. Strategic thinking enables you to tap into the potential of your employees, understand the needs of your customers, and recognize your competition's game plan. This seminar offers key insights and ideas into the core skills of strategic thinking as well as actionable steps. Instead of being buried in your department's ongoing activities, you will become a valuable strategic thinker, an innovator, a persuasive player and a champion for change who adds value to your organization, your customers and your stakeholders.

### **How You Will Benefit**

- Inspire and direct your team to greater readiness and competitiveness
- Use strategic thinking to add value to your organization by understanding the needs and expectations of your customers
- Anticipate and innovate strategies to link strategic vision to core capabilities
- Recognize opportunities to influence and create strategic alliances
- Use strategic thinking to identify key strengths and weaknesses in your work group
- Encourage and support risk taking and innovation at all levels
- Develop persuasive skills to sell your strategic ideas

**Who Should Attend:** Managers with five years or less of management experience who want to move into a more strategic role.

**Tuition:** \$1,537 (SEMINAR AND COURSE MATERIALS ONLY)

**Dates:** April 6-7, 2009; June 4-5, 2009

**Location:** Arlington, VA

## **The Brookings Institution**

**Brookings Website:** <http://www.brookings.edu>

Employees are invited to consider the following leadership and management development courses offered by the Brookings Institution. To view more courses or to find out more information about the courses listed, please visit the website above.

### **Developing New Leaders**

The most important job of a leader is to develop a leadership cadre within the organization. Designed for leaders and HR professionals charged with this task, this two and a half day program offers an in-depth view of the approaches needed to create and sustain a vibrant, high-performing workforce. Explore both "best practices" and "best experiences" with your peers and colleagues from across the government; grapple with the techniques that researchers in the field and in academia swear by, and come away with ideas to reinvigorate your leadership development process!

**Who Should Attend:** Government managers, levels GS 13-15.

**Tuition:** \$2,475 (includes working breakfast, luncheons, and program material)

**Dates:** March 17-19, 2009 **Location:** Washington, DC

## **Innovative Business Practices for the Public Sector**

Take advantage of this rare opportunity to learn from the best in the business world with visits to the headquarters of today's most innovative companies. Tap into some of the best minds in the private sector and learn how corporate leaders deal with some of the same leadership challenges facing federal agencies: human capital issues, organizational turnaround, technological advances, change management, and effective communication

### **Program Benefits**

- New ideas to increase efficiency and effectiveness
- Corporate best practices that could improve your federal agency
- Opportunities to brainstorm new ideas in a group setting

**Who Should Attend:** Government Level GS-15 or higher, Senior Executive Service Members or Candidates.

Tuition: \$3,595 (no lodging included)

**Dates:** October 5-9, 2009

**Location:** Washington, DC

### **Inside Washington: Understanding the Governing Process**

Learn how Washington works through select briefings and discussions with agency leaders, congressional staff, journalists, diplomats, and lobbyists. This insider's guide to policymaking offers a pragmatic assessment of the administration's plans and thinking, political influences, and regulatory pressures that will equip corporate and federal executives with insights on how to achieve success in advancing their agenda in Washington.

**Program Benefits:** Information on current executive branch priorities and policies gleaned from direct access to key federal decision-makers; greater understanding of government processes and timetables to facilitate strategic thinking and implementation; fresh insights on emerging policy issues and political trends, putting you ahead of the curve for the 2008 elections. **Competencies:** Strategic thinking, External awareness, Political savvy, Continual learning.

**Who Should Attend:** Government agency and department managers from GS-13 to SES level.

**Tuition:** \$2,475 (no lodging included)

**Dates:** June 3-5, 2009; November 16-18, 2009      **Location:** Washington, DC

### **Managing the Federal Employee Discipline and Performance Process**

This lively and engaging program provides the practical tools you need to expertly manage discipline and performance issues among your employees, boosting your people-management skills and professional confidence. Through case studies and candid dialogue, the course teaches you what you need to know about federal personnel employment law, as stipulated in the 2004 Federal Workforce Flexibility Act. You will leave with a new ability to avoid damaging lawsuits, boost morale in the workplace, improve productivity—and save your agency money.

**Who Should Attend:** Federal Managers and Supervisors, Agency Attorneys, Human Resources Specialist.

**Tuition:** \$1,250 (includes all program materials and working breakfasts and luncheons)

**Dates:** March 10-11, 2009; May 19-20, 2009      **Location:** Washington, DC

## **Science and Technology Issues facing the United States**

Explore how the U.S. government deals with science-related policy issues, and discuss ways to foster these agencies' creativity, innovation, and effectiveness. Hear directly from renowned scientists on their new discoveries, and learn whether the political environment threatens or supports current research and development. Notable speakers, such as the former Chairman of the House Science Committee and the White House's Director of Science and Technology Policy, provide insider insights into potential hurdles and challenges facing federal science agencies.

### **Program Benefits**

- Understanding of how science policy makes its way through Congress
- New perspectives on how government agencies handle technological innovation
- Skills to effectively communicate scientific or technical information to diverse audiences

**Who Should Attend:** Members of the Senior Executive Service (SES), Senior Managers in SES candidate development programs.

**Tuition:** \$3,595 (includes working breakfasts, luncheons, and all program materials)

**Dates:** June 15,29,2009

**Location:** Washington, DC

## **The Leadership Lab**

This program is designed for GS13-15s who aspire to form tomorrow's Senior Executive Service. The core of the program concentrates on the step change between management and leadership, helping participants work out how best they can understand, influence and motivate others across their organizations.

To deal with the challenges of turbulent and uncertain times, public leaders must develop flexible strategies and capabilities to deal with change, complexity and even chaos. An examination of the big ideals that underpin public service will be matched by a keen appreciation of the process of today's public administration and the need to adapt to 21st century demands and opportunities.

**Who Should Attend:** Government managers, levels GS 13-15.

**Tuition:** \$4,295 (includes lodging, meals, and course materials)

**Dates:** April 20-24, 2009; September 14-28, 2009

**Location:** Warrenton, VA

## Management Concepts

**Management Concepts Website:** <http://www.managementconcepts.com>

Employees are invited to consider the following leadership and management development courses offered by Management Concepts:

### Leadership and Management Skills for Non-Managers

#### **You will be able to:**

- Use effective communication and conflict management techniques to improve results
- Align your goals with the mission, objectives, and goals of your organization
- Influence without authority
- Identify opportunities to enhance cooperation among your colleagues
- Apply problem-solving and decision-making skills to accomplish tasks
- Manage the day-to-day challenges of leading a team
- Use effective strategies for organizing projects and negotiating resources
- Create and implement change in your organization

#### **Course Topics Include:**

- Leading from your role within the organization
- Understanding conflict
- Achieving trust and building relationships
- Planning and organizing projects and resources
- Solving problems and making decisions
- Building and leading teams
- Building solid working relationships
- Implementing changes successfully

**Who Should Attend:** Individuals who are not in managerial positions but who need to get work done through others.

**Tuition:** N/A - No cost to directorate

**Dates:** March 4-6, 2009

**Location:** Building 1, Room E100E

#### Directorate Allocations:

Code 100 – 2 and 1 alternate	Code 110 – 1 and 1 alternate	Code 150 – 1 and 1 alternate
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Code 800 – 1 and 1 alternate		

## **Leadership Skills and Techniques**

### **You will be able to:**

- Describe a variety of leadership theories and models
- Identify important qualities and behaviors of effective leaders
- Describe your communication style and how it impacts your ability to lead
- Understand and apply influence strategies
- Identify and apply strategies for enhancing relationships
- Develop an organizational/unit vision and inspire commitment to the vision
- Build and sustain a high-performance organization by aligning organizational strategies
- Define your personal concept of leadership

### **Course Topics Include:**

- Characteristics of effective leaders
- Leadership styles and theories
- Leading with vision
- Relationship building, integrity, and trust
- Interpersonal effectiveness and influence

**Who Should Attend:** Managers, supervisors, team leaders, and individuals who want to develop high-performance leadership competencies.

**Tuition:** N/A - No cost to directorate

**Dates:** September 9-11, 2009

**Location:** Building 1, Room E100D

### **Directorate Allocations:**

Code 100 – 2 and 1 alternate	Code 110 – 1 and 1 alternate	Code 150 – 1 and 1 alternate
Code 200 – 5 and 3 alternates	Code 300 – 2 and 2 alternates	Code 400 – 4 and 2 alternates
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Code 800 – 1 and 1 alternate		

## Office of Personnel Management (OPM)

**OPM Website:** <http://www.leadership.opm.gov>

We strongly encourage applicants to consider seminars listed in OPM's Core Curriculum program. These seminars comprise the Executive Core Qualifications, or ECQs, developed by OPM and are required for entry to the Senior Executive Service (SES). The ECQ competencies are: Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions and Communication. The ECQs define the competencies and characteristics needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. To view more courses or to find out more information about the courses listed, please visit the website above.

### **Crisis Leadership Workshop**

Despite great improvements in crisis-prevention and strategic-management capabilities, actual crises often elude the best of strategic plans. How do individuals lead when plans are insufficient, when the unexpected occurs, and when core values are threatened? How do people respond to unanticipated situations when time is of the essence, and planned approaches don't work? At such times, there is a premium on flexibility, effective delegation, and rapid marshalling of resources.

In this seminar, participants will develop and hone key crisis leadership skills. Attendees learn how to identify a crisis, how to assess biases in high-pressure situations, how to manage overwhelming amounts of information that crises generate, how to organize for effective decisions, and how to create and lead an effective crisis team.

**Who Should Attend:** Executives and managers from all departments and agencies who face rapidly changing situations and want to develop their skills at leading under pressure.

**Tuition:** \$3,400 (includes materials, meals, lodging)

**Dates:** March 20 – April 3, 2009; May 4-8, 2009; August 7-9, 2009

**Location:** Shepherdstown, WV

## **Developing Customer-Focused Organizations**

This seminar is critical if customer service is important to your agency. One of the most dramatic impacts of Government reform has been agency movement toward greater responsiveness to customer needs. Today, agency success and viability is based in large part on customer satisfaction.

This seminar provides public sector managers with the special knowledge and skills they need to provide services more efficiently to their customers and to inspire customer-responsive behavior throughout their organizations.

Special emphasis is placed on preparing managers for the consequences of organizational change, and the resulting problems that can adversely affect customer service. Participants leave this program with a roadmap for improving their organizational systems and customer service skills.

**Who Should Attend:** Managers, project leaders, and others who are responsible for achieving organizational excellence in customer service.

**Tuition:** \$3,400 (includes materials, meals, lodging)

**Dates/Location:** May 18-20, 2009; July 20-24, 2009

**Location:** Shepherdstown, WV

## **Executive Development Seminar: Leading Change** *(OPM Core Curriculum)*

This seminar is aimed at highly effective managers; those considered by their agencies to have the potential to transition to the Senior Executive Service (SES). The seminar focuses on developmental activities designed to strengthen the ability of senior managers to make that transition. The seminar approaches leading change from a macro-perspective; making change at high levels involving structure, strategy and policy.

During the course, participants actually design/redesign an agency, select mission-critical goals, and complete a results-oriented strategic plan that is aligned with the President's Management Agenda and meets the requirements of a Balanced Scorecard. The executives will write a leader's vision, define mission-related goals and determine which Governmental Agencies, House & Senate Committees and Special Interest Groups are appropriate partners. This interactive process requires the executives to act strategically, communicate orally in a variety of settings, and interact positively with external constituencies.

**Who Should Attend:** Highly effective managers; the seminar is specifically designed to meet the interagency training requirements for SES Candidate Development Program enrollees.

**Tuition:** \$5,500 (includes materials, meals, lodging) **Location:** Shepherdstown, WV  
**Dates:** March 23-April 3, 2009; May 11-22, 2009

**Leadership Potential Seminar: A Personal Perspective**  
(OPM Core Curriculum)

This seminar assists agencies in their leadership succession planning through early development of current and future managers and leaders. Set in the context of peer-to-peer leadership, this seminar first helps participants find and define a mandate for leadership within themselves. Through assessment, reflection, discussions, and demanding application, participants discover and practice the skills and insights that foster effective and legitimate leadership. The experience establishes strong foundations in self-awareness, continual learning, building and sustaining relationships, and creative problem solving that are the prerequisites for increasing levels of organizational responsibility. Participants use the insights gained over the two weeks to outline and implement a strategic action plan that will enhance their potential for leadership and link personal strengths, talents, and objectives to the Government's mission of service.

**Who Should Attend:** High-performing technical specialists, project managers, and professionals, such as lawyers and engineers.

**Tuition:** \$5,000 (includes materials, meals, lodging)      **Location:** Shepherdstown, WV

Dates: March 2-13, 2009; April 20 – May 1, 2009

**Management Development Seminar: Leading Organizations**  
(OPM Core Curriculum)

In this seminar, experienced managers, typically considered mid-level managers in their organization, step into the world of dynamic thinking, creativity, and innovative, results-getting implementation. The seminar is two exciting weeks packed with sessions that expose managers to new approaches and processes. Participants are energized to achieve superior levels of organizational excellence and are invigorated in their ability to deal with the day-to-day challenges of their workplace. Managers bring live problems to the seminar. They use them to develop the skills and knowledge needed to deal more effectively with the rapidly changing Federal environment. Learning techniques include practical exercises, activities with facilitated debriefings, and discussions and presentations with real-time feedback. There are also opportunities for the exchange of ideas with colleagues from other agencies.

**Who Should Attend:** Mid-level managers typically with 2 or more years management experience

**Tuition:** \$5,150 (includes materials, meals, lodging)      **Location:** Shepherdstown, WV

**Dates:** March 23-April 3, 2009; May 4-15, 2009; July 6-17, 2009;  
August 24-September 4, 2009

## **Resiliency Advantage**

Non-stop, disruptive change in federal agencies is pressuring everyone to do more work with fewer people, in less time, in new ways, with a reduced budget. During changes in the past, government executives and managers had to learn ways to be resilient on their own. Now, for the first time, the new science of resiliency psychology shows how to develop resiliency strengths that work for you in your unique circumstances. In this innovative and interactive session, participants will learn how to develop the five levels of resiliency, how to be flexible, adapt quickly to new circumstances, thrive in constant change that overwhelms others, and how to increase workforce resiliency strengths.

**Who Should Attend:** Managers, executives, and leaders at all organizational levels that would benefit from a program aimed to increase productivity, enhance resilience, and increase ability to thrive under pressure.

**Tuition:** \$2,500 (includes materials, meals, lodging)

**Location:** Shepherdstown, WV

**Dates:** April 27-29, 2009; June 8-10, 2009; August 10-12, 2009