



THE
GOVERNMENT
AFFAIRS
INSTITUTE

at Georgetown University



The Government Affairs Institute (GAI) has been conducting courses on Capitol Hill since 1965. For 30 years, GAI was part of the U.S. Office of Personnel Management (OPM).

In 1995, GAI was privatized by the federal government, and in 1997 it began its affiliation with Georgetown University.



A Message From the Director



The Institute's mission is to provide education and training about congressional processes, organization, and practices, and about selected legislative policy issues. By better understanding the functions and organization of Congress, executive branch personnel and others with a

direct interest in federal programs can more effectively plan, manage, and budget for those programs, and better represent those programs before Congress.

GAI conducts most courses on Capitol Hill so that participants receive practical, on-site experience and analysis of the workings of Congress, including the opportunity to meet and interact with key players in the legislative policy process. All GAI courses are planned, designed, and conducted by the Institute's senior fellows, who also conduct dozens of on-site courses each year in the Washington, DC area and around the country.

The senior staff of the Government Affairs Institute consists of individuals strongly committed to teaching, with academic backgrounds in political science, public administration, history, and economics. Most have taught extensively at the university level, and all are experienced observers of Congress who spend much of their time on Capitol Hill.

GAI has been conducting courses on Capitol Hill since 1965. In addition to courses listed on our website, GAI conducts tailored courses for more than 40 federal departments and agencies and other organizations with an interest in the U.S. Congress. We are grateful to the thousands of individuals who attend our courses each year, and who believe in the importance of improving the relationship between Congress and the executive branch.

Kenneth A. Gold
Director
The Government Affairs Institute
at *Georgetown University*

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Please visit our website at gai.georgetown.edu to review current course schedule and tuition fees

COURSES



CORE COURSES

Congressional Operations Seminar

4-Day Course

This four-day course provides a comprehensive look at congressional processes and organization and at how Congress affects the daily operations of every department and agency in the executive branch.

The *Congressional Operations Seminar*, which we have been conducting for more than 40 years, is the first course most participants take with GAI.

Like most Government Affairs Institute courses, the *Congressional Operations Seminar* is conducted on Capitol Hill in order to provide a first-hand understanding of congressional processes and procedure, as well as the “culture” that is the U.S. Congress.

Over the course of the week, participants will hear from - and be afforded the opportunity to ask questions of - Members of Congress, congressional committee and personal staff, political scientists, lobbyists, and news media representatives.

Topics may include:

- leadership and organization in Congress
- key stages in the authorization process
- the budget and appropriations process
- congressional committee and floor procedure
- representing constituent interests
- the role of committee staff
- congressional oversight of the executive branch
- the relationship between the media and Congress
- the role of special interests in policy formulation

Participants will also have the opportunity to attend congressional committee hearings and/or observe floor action when Congress is in session.

Target Audience

This course is open to participants from all government agencies as well as nongovernmental organizations. It is designed to help federal personnel and others better understand the ways in which congressional actions affect the daily operations of every department and agency in the executive branch.

Seminar for Executives on Legislative Operations

3-Day Course

This 3-day course is designed for members of the Senior Executive Service (SES), SES candidates, and GS/GM 14s and 15s (or uniformed service equivalent) who would benefit from more detailed knowledge of the legislative process and are more likely to interact directly with Congress.

The *Seminar for Executives on Legislative Operations* is designed to make federal managers more savvy about Congress. The legislative branch has extensive powers to determine agency policies and has the ultimate power of the purse. It is crucial that managers and executives understand how Congress exercises those powers in the context of the current political dynamics.

This course is conducted on Capitol Hill so that participants can interact directly with key players, including congressional staff, Government Accountability Office (GAO) personnel, and others. Participants will come away with an in-depth understanding of Congress's role as it affects executive branch agencies and will be updated on the current developments in the budget and appropriations process, the political dynamics of the House and Senate, and the relationship between the White House and Congress.

The course will give participants a deeper understanding of:

- how the House and Senate are organized and conduct legislative business
- the role of executive branch officials in the legislative process, the critical stages in the process, and how legislation is modified and refined at the various stages
- the budget and appropriations process, how it works, and why it breaks down
- the practices of congressional committees, including the context and purposes of committee hearings
- how outside interests influence the congressional policymaking process
- the various ways Congress conducts oversight and investigations
- how GAO and OMB interact with the agencies
- the political dynamics and issue landscape of the current Congress
- how to work more effectively with Congress

Target Audience

SES, SES candidates, GS/GM 14s and 15s (or uniformed service equivalent) and others who need more detailed knowledge of the legislative process and are more likely to interact directly with Congress. Individuals who work in a legislative affairs or budget capacity may benefit from this course as well. Meets Executive Core Qualifications 1, 4, and 5.

CORE COURSES

Congress and the Intelligence Community

4-Day Course

The purpose of *Congress and the Intelligence Community* is to provide a first-hand understanding not only of congressional processes and procedures but also the “culture” that is the United States Congress. Over the four days, participants will hear from - and be afforded the opportunity to ask questions of - Members of Congress, congressional staff, academic observers, interest group representatives, and news media representatives. Special attention will be given to how Congress interacts with the intelligence community. Each four-day course is conducted entirely on Capitol Hill.

In addition to a comprehensive look at congressional processes and organization, participants will receive briefings specifically tailored for the intelligence community on the current status of legislative issues of most interest and importance to IC officials, both in the authorization and appropriations processes.

Topics may include:

- leadership and organization in Congress
- key stages in the authorization process
- the budget and appropriations process
- committee and floor procedure
- the roles of committee and personal staff
- congressional oversight
- the influence of the media and special interests
- the politics of the legislative process
- the House and Senate Intelligence Committees

Participants will also attend committee hearings and/or observe floor action when Congress is in session.

Please note: this course is a Congressional Operations Seminar specifically tailored for the Intelligence Community.

Target Audience

Civilian and uniformed employees (GS-11 and above and uniformed equivalent) from any U.S. federal government department or agency with an interest in the intelligence area. **Enrollment in this course is restricted to U.S. government personnel.**



Navy Capitol Hill Workshop

4-Day Course

The purpose of the *Navy Capitol Hill Workshop* is to provide a first-hand understanding not only of congressional processes and procedures, but also of the “culture” that is the U.S. Congress. Over the four days, participants will hear from - and be afforded the opportunity to ask questions of - Members of Congress, congressional staff, academic observers, interest group representatives, news media representatives, and executive branch officials, including Navy Office of Legislative Affairs staff. Each four-day workshop is conducted entirely on Capitol Hill.

Participants will receive specifically tailored briefings on the current status and insider analysis of legislative issues of most interest and importance to officials of the Department of the Navy. Topics range from the issues and politics of the overall Department of Defense authorization and appropriation to the details of specific programs and systems.

Topics may include:

- leadership and organization in Congress
- key stages in the authorization process
- the budget and appropriations process
- committee and floor procedure
- the roles of committee and personal staff
- congressional oversight
- the influence of the media and special interests
- the politics of the legislative process
- the role of the Navy Office of Legislative Affairs

Participants will also attend committee hearings and/or observe floor action when Congress is in session.

Please note: this course is a Congressional Operations Seminar specifically tailored for the Department of the Navy.

Target Audience

Employees of the Department of the Navy (GS-11 and above or O2 and above) who have a need for a comprehensive understanding of Congress.

CORE COURSES

Congressional Briefing for Presidential Management Fellows

5-Day Course

This course presents an overview of congressional operations and provides Presidential Management Fellows a better understanding of how the legislative branch functions - essential knowledge for any federal official who aspires to a leadership position in his or her agency. Participants will be given a comprehensive look at how Congress is organized, the key players and their roles, how the legislative process really works, and how Congress directly affects the daily operations of every department and agency in the executive branch.

As part of the course, Fellows will have the opportunity to attend committee hearings and/or observe floor action when Congress is in session.

Topics may include:

- leadership, organization, and party structure
- key stages in the authorization process
- the budget and appropriations process
- the role of committees and committee hearings in legislating and conducting oversight
- personal and committee staff
- relations with the executive branch
- the role of media and special interests

Over the five days, participants will hear from - and have the opportunity to ask questions of - Members of Congress, congressional staff, academic observers, interest groups representatives, and news media representatives.

All sessions will be conducted on Capitol Hill.

Please note: this course is a Congressional Operations Seminar specifically tailored for Presidential Management Fellows.

Target Audience

Presidential Management Fellows

ADVANCED COURSES

Advanced Budget and Appropriations Process

2-Day Course

The formulation and enactment of the annual federal budget is a highly complex process that involves thousands of individuals in both the executive and legislative branches.

In theory, both the House and the Senate must vote on the annual Budget Resolution as well as on the annual appropriations measures. But the process begins when an individual program manager prepares a budget request and a justification for that request within the department or agency.

Individuals who participate in formulating a budget request should have an understanding of the entire budget and appropriations process. This involves OMB decisions as well as action at each stage of the congressional budget process.

Topics may include:

- OMB budget review, hearings, and passback
- the formulation of the president's budget and its submission to Congress
- the Budget Resolution and the role of the Budget Committees
- the reconciliation process
- appropriations legislation including hearings and markups
- the politics of congressional spending decisions and the budget process
- the role of the Congressional Budget Office (CBO)

Target Audience

Individuals who participate in any phase of their agency's budget process; program managers; others who contribute to the formulation or justification of the budget; and those who may assist in preparing their agency's submission to OMB.

Participants should have a firm grasp of contemporary congressional organization and procedures before enrolling in this course. For those who do not, we highly recommend taking one of the Government Affairs Institute's core courses before taking this course.

ADVANCED COURSES

Advanced Legislative Process

2-Day Course

This course is designed to assist participants in identifying, analyzing, and tracking legislation at the various stages in the legislative process.

It provides an in-depth, detailed understanding of legislative procedure and strategy for individuals who already have a good working knowledge of the basics of Congress and the legislative process.

This two-day course will help participants better understand:

- why and how legislation is introduced
- types of legislation, including authorizing and appropriating legislation
- legislative drafting and the bill referral process
- House floor procedures, including scheduling, the role of the leadership, debate, the amending process, and voting
- committee hearings, markups, and reports
- the role of the Rules Committee in the House

- Senate floor procedures, including scheduling, the role of the leadership, debate, unanimous consent, and the amending process
- reconciling House-Senate differences
- resources for tracking legislation

Target Audience

Individuals who have a need for a more detailed knowledge of legislative processes such as drafting, the bill referral process, House and Senate committee practices, and floor procedures.

Participants should have a firm grasp of contemporary congressional organization and procedures before enrolling in this course. For those who do not, we highly recommend taking one of the Government Affairs Institute's core courses before taking this course.



Executive–Legislative Branch Relations

2-Day Course

Executive - Legislative Branch Relations is designed for anyone who has a need for an in-depth understanding of the interactions between the executive and legislative branches. The course covers the relationship between the branches with specific attention given to the executive branch role in the lawmaking process, the role of OMB, congressional oversight of government programs, the role of GAO in oversight, how agencies interact with the Hill, and other current issues affecting agencies and departments.

Recent topics have included:

- the foundations of the relationship between the agencies and Congress
- the multiple roles of OMB
- working more effectively with congressional staff: what federal officials can and cannot do
- how congressional committees and GAO conduct oversight and investigations
- determining congressional intent in legislation
- Congress and the rulemaking process
- Inspectors General (IGs), the agencies, and Congress

Target Audience

Individuals who would benefit from an in-depth understanding of the interaction between the executive and legislative branches; interact with OMB or GAO; are involved in the rulemaking process; or interact directly with congressional staff.

Participants should have a firm grasp of contemporary congressional organization and procedures before enrolling in this course. For those who do not, we highly recommend taking one of the Government Affairs Institute's core courses before taking this course.

WORKSHOPS

Congressional Justifications Workshop

2-Day Course

In the current era of tight discretionary budgets across the federal government for nearly all departments and agencies, it is crucial that agency personnel understand how congressional funding decisions affecting their programs are made. The unique component of the course is a workshop that features individualized instruction in which participants receive intensive, hands-on training in writing budget justifications. Participants will look at examples of good and bad justifications and, with instruction, write justifications that will be evaluated by experienced professionals in appropriations. They will also learn “how appropriations staff think,” including the various factors that go into funding decisions, the importance of report language, and how to understand key aspects of appropriations bills.

In this course, participants will:

- learn how to write effective budget justifications
- understand what goes into the decision-making process in the Appropriations Committees
- understand the budget context in a time of austerity
- learn how to read and interpret appropriations bills and report language

Target Audience

This course is geared toward professionals in legislative affairs, budget, and program offices who participate in the development of congressional budget justifications. Participants should have a firm grasp of contemporary congressional organization and procedures, especially those pertaining to the budget and appropriations process.

It is strongly recommended that participants first take one of the Government Affairs Institute’s core courses **and** *Advanced Budget and Appropriations Process* prior to taking this course.

Preparing and Delivering Congressional Testimony

2-Day Course

Federal officials are occasionally required to provide testimony before congressional committees. In order to be most effective in representing agency programs, testimony needs to be prepared and delivered with a clear understanding of the complexities of the congressional hearing process.

This workshop is intended to provide a comprehensive understanding of congressional hearings, and to equip individuals to prepare and/or deliver testimony.

It is designed for those who may prepare or assist in preparing testimony, as well as for those who may be asked to deliver testimony before Congress.

This two-day course includes:

- a detailed explanation of all types of congressional hearings
- a workshop on preparing congressional testimony
- proven tips on delivering congressional testimony
- hands-on experience in testifying before a simulated hearing on Capitol Hill
- review and analysis of individual testimony on video

Committee staff will be invited to offer their views of the hearing process, the types and purposes of hearings, and what witnesses can to expect.

Experts in preparing and delivering testimony will conduct workshops on how to write and present testimony most effectively in different settings.

Preparing and Delivering Congressional Testimony culminates with a realistic simulated hearing, held in an actual committee hearing room on Capitol Hill. Participants play various roles as witnesses and Members. The simulation is videorecorded and reviewed with participants.

Target Audience

Individuals who prepare or assist in the preparation of congressional testimony, those who may be asked to deliver testimony before Congress, and those who may have a need for a detailed understanding of the congressional committee hearing process.

WORKSHOPS

Working and Communicating More Effectively with Congress

2-Day Course

This course is designed to provide federal officials with a comprehensive understanding of how to work more effectively with congressional staff. The 2-day workshop will provide an in-depth understanding of the relationships between executive branch officials and congressional staff, as well as the specific skills needed to be most effective in this environment.

Topics may include:

- an overview of the legislative environment
- congressional oversight of the departments and agencies
- a review of roles and responsibilities of congressional staff
- the role of the agency congressional affairs office (agency legislative liaison)
- identifying key staff, gaining access, and developing an action plan
- congressional correspondence, including:
 - congressional report requirements
 - responding to congressional inquiries
 - answering constituents' letters to Members
 - responding to questions for the record (QFRs)
 - providing inserts for the record (IFRs)
 - dealing with classified information

The course will include hands-on workshops on:

- how to write congressional correspondence most effectively
- planning, preparing, and conducting congressional staff briefings
- preparing the point paper (known as a one-pager)

Target Audience

Individuals who interact with congressional staff in writing or in person, or who prepare or assist in the preparation of correspondence or other communication with Congress.

SHORT COURSES

Any of our short courses can be offered as a stand-alone course or be incorporated into an agency's conference, orientation, or management/executive development program. They are usually conducted on site and can be provided anywhere in the United States.

The New Congress

1-Day Course

The *New Congress* is a one-day course offered on Capitol Hill following the biennial congressional elections.

This course is not intended to be an instant analysis of election results but rather an examination of the implications of election outcomes for congressional organization and leadership, the legislative agenda, and prospects for key legislative-executive branch issues.

Topics may include:

- what happened and why: the political dynamics resulting from the election and their implications for the upcoming legislative agenda
- changes in the membership, leadership, and committee composition of the new Congress
- defense versus domestic priorities
- an examination of key legislative-executive branch issues
- the outlook for budget politics and spending

The New Congress is our most popular short course and is normally conducted between January and May every other year, following the congressional elections.

Note: this course can also be arranged as a full- or half-day tailored course and conducted on site at an organization.

Please contact GAI Director Ken Gold at (202) 333-4838 or gai@georgetown.edu if you would like to discuss tailoring *The New Congress* for your organization.

SHORT COURSES

Congressional Update

1-Day Course

The *Congressional Update* is a one-day course offered on Capitol Hill between sessions of each two-year Congress.

It is intended to explain and analyze the major events that will have occurred in the First Session of a Congress and examine what is likely to occur in the Second Session.

Topics may include:

- an assessment of the significant legislative accomplishments of the First Session
- a progress report on the membership, leadership, and committee structure
- a forecast of the anticipated legislative agenda for the Second Session
- an explanation and analysis of issues concerning the federal budget

Note: this course can also be arranged as a full- or half-day tailored course and conducted on site at an organization.

Please contact GAI Director Ken Gold at (202) 333-4838 or gai@georgetown.edu if you would like to discuss tailoring a *Congressional Update* course for your organization.



Understanding and Working with Congress

Understanding and Working with Congress is offered only as a tailored course, usually conducted from two hours to a full day in length. It is designed to enable participants to represent their programs and policies more effectively by gaining a better understanding of the role of Congress with respect to the executive branch in general and to their agency in particular.

In addition to sessions on the legislative process and the politics of the current Congress, *Understanding and Working with Congress* includes an in-depth session on how federal managers and employees can communicate and work with congressional staff. Also featured are suggestions on how to provide information to Congress and guidance on avoiding prohibited practices.

This course can be tailored to the needs of either a Washington or a field office and is frequently cosponsored or coordinated with an agency's congressional affairs office.

Since its introduction in 1998, *Understanding and Working with Congress* has been conducted across the United States for thousands of federal managers and employees. It has also been conducted for a number of nonprofit associations for the purpose of preparing their members to interact confidently with Congress.

Topics may include:

- key points and misconceptions about the legislative process
- tracking legislative policy issues in Congress
- contemporary party politics and leadership
- committee dynamics in the current Congress
- relations with the executive branch
- the role of agency congressional affairs offices
- how to gain access
- communicating with staff and developing an on-going working relationship
- how to provide information to Congress most effectively
- how to set up productive field visits

For more information, or to arrange a tailored course for your organization, contact GAI Director Ken Gold at (202) 333-4838 or gai@georgetown.edu.

TAILORED COURSES

Courses Conducted on Capitol Hill

Executives and managers throughout the executive branch are increasingly aware of the critical role that Congress plays in the daily operations of their organizations. To be most effective in this environment, federal employees need to better understand the various ways that Congress affects their programs.

In order to address this need, many federal agencies arrange for GAI to provide *Tailored Courses* for their employees. These courses are customized to the needs and interests of an individual department, agency, bureau, or office, and can be scheduled at almost any time during the year.

In addition to providing a comprehensive look at congressional processes and organization, a tailored course takes a more in-depth look at how Congress affects the daily operations of the specific agency or organization. Sessions are scheduled with the appropriate staffers and Members of Congress (whenever possible) to discuss the legislative issues and committees and subcommittees that are relevant to that organization. In most cases, we also arrange for the agency's congressional affairs staff to meet with the group.

Most *Tailored Courses* are conducted as four- or five-day *Congressional Briefing* or *Capitol Hill Workshops*, and are customized versions of the **Congressional**

Operations Seminar or the *Seminar for Executives on Legislative Operations*.

A member of the Institute's faculty oversees the planning, design, and direction of each course. In addition to Members of Congress and congressional staff who have specific involvement in the department's or agency's programs, speakers include the Institute's own faculty, selected academics, members of the media, and representatives of interest groups. In most cases, time is provided for participants to observe congressional hearings and floor action.

Group size typically ranges from 25 to 50 for *Tailored Courses* conducted on Capitol Hill, although smaller or larger groups can be accommodated in some circumstances. *Tailored Courses* can be designed as stand-alone courses or offered as a component of an agency's management or executive development program.

Any of our *Advanced Courses*, *Short Courses*, or *Workshops* can also be tailored to fit an agency's needs and can be conducted either on Capitol Hill or on site (see the next page for a description of tailored on-site courses.)

Please call the GAI Director Ken Gold, at (202) 333-4838 or e-mail him at gai@georgetown.edu if you would like to discuss the possibility of tailoring a course for your organization.

On-site Courses

Any of our *Advanced Courses*, *Short Courses* or *Workshops* can be tailored for an agency or organization, and conducted on site in Washington, DC, or anywhere around the country. They can be tailored to a specific department or agency, a group of federal employees, or any other organization with an interest in Congress. Length typically ranges from a half day to two days.

Our most popular on-site *Short Courses* are customized versions of *The New Congress* or *Congressional Update*, usually conducted as half-day programs. We can also provide a customized version of *Understanding and Working with Congress*, which is most often conducted as a one-day program.

In addition, any of our *Advanced Courses* or *Workshops* can be customized and offered either as a one- or two-day on-site course. Segments from the different courses can be combined, or completely new segments can be designed to fit the specific needs of the group.

On-site courses are usually conducted by two GAI Senior Fellows. Group size ranges from 20 to 45, although smaller or larger groups can be accommodated in some circumstances.

GAI Senior Fellows are also available to provide specific talks on almost anything related to Congress. We are most frequently asked to provide sessions on the political dynamics of the current Congress and/or to discuss issues surrounding the federal budget. These sessions are tailored to the needs and interests of the specific group as well.

If you would like more information or would like to discuss providing an on-site course for your organization, please call the GAI Director Ken Gold, at (202) 333-4838 or e-mail him at gai@georgetown.edu.

PROGRAMS





CERTIFICATE PROGRAM IN LEGISLATIVE STUDIES

Program Description

The *Certificate Program in Legislative Studies* is designed for professionals who are currently working or planning to work in an executive branch department or agency; in a congressional staff position; with an interest group, law firm, or news organization; or others whose business or organization is affected by federal legislative or regulatory activities.

The program provides individuals with the background and skills to become more effective in a wide range of interactions with Congress, as well as enabling individuals to better understand developments and actions taken in the legislative arena. It is especially useful for anyone whose current or future responsibilities involve participating in any stage of the legislative process: helping to draft a piece of legislation; interpreting legislative history of a law; tracking legislation for a business or interest group; implementing regulations; or providing information in response to a request from Congress.

The focus of the program is on congressional processes, organization, practices, political dynamics, and the relationship between Congress and the other branches of national government. The format of the program combines a mix of classroom courses explaining how procedures, organizations, rules, practices, and political dynamics shape the contemporary Congress, with actual time spent on Capitol Hill meeting with Members of Congress, congressional committee and personal staff, journalists, interest group representatives, and other individuals who are directly involved with the congressional policy process.

For more information please call **(202) 333-4838** or visit our website at **gai.georgetown.edu**.



Program of Study

The program of study consists of completing a total of **six courses**. All participants are required to first complete one **Core Course**, followed by two **Advanced Courses**, and one **Workshop**. After completing the four required courses, participants will then complete two **Research Seminars**.

Core Courses and **Advanced Courses** are conducted on Capitol Hill and are speaker-based programs. The **Workshops** feature hands-on training and require preparation and participation by participants. **Research Seminars** meet approximately four times for two hours at GAI's Georgetown office over the course of 12 weeks. They require writing a medium length (20 pp) research paper or in some instances, two shorter papers. Any of the **Research Seminars** can, on a limited basis, be arranged as an Independent Study for individuals outside of the metropolitan Washington, DC area. **PLEASE NOTE** Students who plan to take the **Research Seminars** as Independent Study should call GAI for permission before submitting an online registration.

Core Courses (*Choose one*)

- *Congressional Operations Seminar*
- *Seminar for Executives on Legislative Operations*
- *Congress and the Intelligence Community*
- *Navy Capitol Hill Workshop*
- *Congressional Briefing for Presidential Management Fellows*
- *Congressional Briefing of four or more days (tailored courses)**
- *Capitol Hill Fellowship Program Orientation*

* The *Congressional Briefing Conference* is normally arranged by a federal department or agency for a group of its employees.

CERTIFICATE PROGRAM IN LEGISLATIVE STUDIES

Advanced Courses *(Choose two)*

- *Advanced Budget and Appropriations Process*
- *Advanced Legislative Process*
- *Executive-Legislative Branch Relations*

Workshops *(Choose one)*

- *Congressional Justifications Workshop*
- *Preparing and Delivering Congressional Testimony*
- *Working and Communicating More Effectively with Congress*

Research Seminars *(Choose two)*

- *Campaign Finance and the U.S. Congress*
- *Committees and Parties in Congress*
- *Congress and Health Care Policy*
- *Congress and Intelligence Policy*
- *Congress and National Security Policy*
- *The Congressional Electoral Process*
- *Congressional Power and Presidential Authority*
- *The Evolution of the Contemporary Congress*
- *Interest Groups, Lobbying, and Advocacy*



Research Seminar Descriptions

Research Seminars meet four times for two hours in the late afternoon at GAI over a three-month period. All meetings are mandatory. You can review the current course schedule on our website. Any of the Research Seminars can, on a limited basis, be arranged as an Independent Study for individuals outside the metropolitan Washington, DC area. PLEASE NOTE: Students who plan to take the Research Seminars as Independent Study should call GAI for permission before submitting an online registration. Course requirements include reading assigned books and articles, participating in all class meetings, and writing a substantial research paper of approximately 20 pages.

Research Seminars are capped at 15 participants. This small class size facilitates more interaction and discussion, and it also gives participants the opportunity to share the research they are doing. It is important to remember to sign up for these courses as early as possible to avoid not being able to participate in the course because of the size restriction.

Participants who choose to receive letter grades for Research Seminars may elect to apply 3 graduate level credits toward their MPP or MPM degrees at **Georgetown McCourt School of Public Policy**, provided they apply for and are accepted into one of those degree programs. Credits are not transferable to any other degree program or university.

Campaign Finance and the U.S. Congress

From the beginning of the Republic, spending on campaigns has been essential to electoral success. To quote the colorful 20th century politician Jesse Unruh, "Money is the mother's milk of politics." The cost of the average House race has soared over \$1 million, and Senate races cost much more. At what point does the quest for cash interfere with lawmaking or invite corruption? How much does campaign financing correlate with success on Election Day? Can freedom of speech coexist with restrictions on how much money can be spent in electoral campaigns? This course examines who is funding congressional elections, how, and why it matters.

Topics may include:

- why campaigns for federal office are so expensive
- "dialing for dollars" – how campaign finance affects candidates and political parties
- legislative attempts to regulate campaign finance
- Supreme Court decisions from *Buckley v. Valeo* to *Citizens United*
- contribution limits, campaign expenditures, and independent expenditures
- PACs, 527s, super PACs, and the Federal Election Commission (FEC)
- current proposals for reform and their prospects

CERTIFICATE PROGRAM IN LEGISLATIVE STUDIES

Committees and Parties in Congress

Woodrow Wilson once noted that “Congress in its committee-rooms is Congress at work.” Indeed, the committee system remains the key organizational system for the detailed crafting of legislative proposals. However, the parties and their leaders play a key agenda-setting role – one of increasing importance in recent years. This course examines the role of congressional parties and committees, as well as the inherent tension between these systems over time.

Topics may include:

- development of the congressional committee system
- how committee rosters are determined and the role of chairs
- the role of committee staff
- the evolving role of party leaders and their importance
- the powers of party leaders versus committees
- changes in party leaders’ powers
- attempts to reform the committee system

Congress and Health Care Policy

Although Congress has confronted the issue of government involvement in health insurance for more than half a century, serious legislative activity did not start until the Clinton Administration in 1993 and peaked with the enactment of the Affordable Care Act in 2010. The controversy, however, appears to be far from over. In addition to the substantive public policy problems, congressional action (and inaction) on health care over the last 20 years offers an excellent lens through which to view congressional operations in the domestic policy arena. This course will examine how the congressional policy process affected the outcome of health care debates and how the substance of the policy in turn shaped congressional action.

Topics may include:

- presidential legislative leadership
- congressional leadership as policy makers
- partisan strategic decision making
- interest group strategies and influence in Congress
- the role of public opinion in congressional policy making
- the congressional politics of federal-state relations
- reconciliation and other unorthodox legislating
- ideology in Congress



Congress and Intelligence Policy

Through much of our country's history, Congress was largely deferential to the executive branch in the conduct of intelligence policy and hesitant to conduct meaningful oversight of intelligence operations. That all changed in the 1970s with the Church Committee hearings in the Senate and the Pike Committee hearings in the House, and the establishment of permanent select intelligence committees in both chambers. Further reforms have been enacted over the years, particularly in 2004. Nonetheless, there are still significant challenges in the relationship between the branches in the area of intelligence policy. This course will examine Congress's efforts to assert its constitutional authority in intelligence policymaking, including oversight, without compromising the ability of the intelligence community to carry out its responsibilities in an effective manner.

Topics may include:

- the history of congressional oversight of intelligence
- the committees involved in intelligence policy and oversight
- jurisdictional issues in Congress on intelligence matters
- the recent reorganization of the intelligence function
- intelligence reporting requirements

Congress and National Security Policy

As the legislative environment in which Congress makes national security policy has become increasingly complex over the last 30 years, so has the definition of what constitutes national security policy. The strategic component of national security policy has changed dramatically since the end of the Cold War, and in some sense has lessened, as the economic and homeland security components have increased proportionately. The implications for these changes are enormous in terms of congressional jurisdiction and responsibility. Still, the historical struggle between the executive and legislative branches over national security policy continues. This course will examine the current role of Congress with respect to national security policy and how policymaking is determined by congressional organization and politics.

Topics may include:

- definitions of national security policy
- the evolution of congressional power and involvement from the Cold War period to the present
- how congressional dynamics affect national security policy
- the role of outside interests
- the relationship between the executive and legislative branches in the national security area

CERTIFICATE PROGRAM IN LEGISLATIVE STUDIES

The Congressional Electoral Process

The modern congressional campaign no doubt bears little resemblance to anything that the founding fathers may have envisioned. In fact, today's campaigns for the House and Senate in certain respects don't even resemble the congressional campaigns of ten years ago. Direct-mail specialists, advertising agencies, high-profile media consultants and sophisticated polling firms have for the most part replaced hand-shaking, kissing babies and traditional party organizations. PACs, high-priced fund-raisers and soft money have supplanted small contributions, and compliance or non-compliance with complex federal elections laws often become issues themselves.

Topics may include:

- reapportionment and census sampling
- candidate recruitment
- political parties in the electoral process
- the modern campaign apparatus
- FEC requirements
- current efforts at campaign finance reform

Congressional Power and Presidential Authority

From the beginning of the republic to the present day presidents and congressional leaders have contended over which branch really is in charge. Relations between the branches are frequently tense, and no period of American history has been without its conflicts between the branches. This course examines the nature of the relationship from its constitutional origins in the separation of powers to today, and then concentrates on the principal areas of contention as created by statute and practice.

Topics may include:

- the doctrine of separated powers
- the growth of presidential power
- the war-making power, treaties and executive agreements
- legislative powers and delegated powers
- the power of the purse
- executive privilege and power over information



The Evolution of the Contemporary Congress

This course traces the evolution of Congress from its constitutional foundation through the present day. The analysis focuses on how the institutions of Congress have changed in response to changing political, societal, and economic circumstances. Special attention is given to the major reform movements that Congress has undergone, as well as those areas that have been the most resistant to reform.

Topics may include:

- the constitutional basis of congressional authority
- reforms in the 1940s, 1970s, and in the last 20 years
- decentralization and the end of the committee barons
- the changing fortunes of political parties in Congress
- a comparison of the House and the Senate
- the evolving roles of the Speaker and the Senate Majority Leader

Interest Groups, Lobbying, and Advocacy

Most Members of Congress would agree that “if lobbyists didn’t exist, we’d have to invent them.” It seems that every major association, corporation, labor union, and public interest group has representation on Capitol Hill. While lobbying is a constitutionally protected right and has existed since the beginning of the Republic, it is unlikely that the Founders envisioned K Street in the 21st century. As the federal government has grown more complex, every congressional decision affects some set of interests, so it is not surprising that those interests have developed various techniques to influence Congress’s decisionmaking.

Topics may include:

- interest group organization, proliferation, and effectiveness
- what determines an interest group’s clout
- techniques employed in lobbying Capitol Hill
- how Members and staff interact with lobbyists
- differences and similarities between lobbying and agency liaison activity
- attempts to regulate lobbying activities

CERTIFICATE PROGRAM IN LEGISLATIVE STUDIES

How to Apply

A bachelor's degree from an accredited institution is required. Applicants should also have at least two years' experience working full-time for a government entity, nonprofit organization, association, news organization, law firm, or other business or organization involved with public policy. Qualified applications will be reviewed by a selection panel on a rolling basis. Applicants will be notified by mail of admission decisions.

Individuals who have already completed any of the Government Affairs Institute at Georgetown University courses listed under Core and Advanced courses since May 1997 may apply those courses to the Certificate Program.

To apply, submit the following:

- Certificate Program Application (a PDF copy is available on our website at gai.georgetown.edu)
- \$25 nonrefundable application fee payable to the Government Affairs Institute
- copy of undergraduate transcript (unofficial is fine) or **diploma indicating that degree has been awarded**
- a current résumé
- for individuals for whom English is a second language, evidence of a posted TOEFL score of 600 or a CBT score of at least 250 or an IBT score of at least 100.

Send Applications:

By mail:

The Government Affairs Institute
at *Georgetown University*
3333 K Street NW, Suite 112
Washington, DC 20007

By fax: (202) 333-8165

By e-mail: gai@georgetown.edu

Research Seminar Grades

Courses are evaluated on the University noncredit grading system with *successful completion* as the only passing grade, and which requires full attendance and completion of all course requirements. Certificates are awarded for the successful completion of six courses as explained on page 21 of this catalogue.

Cancellation/Transfer Policy

For *Core Courses*, *Advanced Courses*, and *Workshops*, written notification (by fax or e-mail) of cancellations or transfers must be received no later than two weeks prior to the start date of the course to avoid a \$125 fee. If a participant cancels or transfers fewer than two weeks but at least two working days prior to the start date, he or she will be charged a \$125 fee. If a participant fails to properly notify GAI of a course cancellation or transfer at least two working days prior to the start of the course, he or she will be charged full tuition. However, a participant may attend a subsequent offering of the same course at 50 percent of the tuition in effect when he or she attends the course.

For *Research Seminars*, cancellations or transfers must be received in writing (by fax or e-mail) two weeks prior to the first class to avoid a \$300 tuition charge. Cancellations or transfers received after that, but prior to the second class, will result in a \$500 partial tuition charge. No refunds will be given after the second class.

Please visit our website at gai.georgetown.edu to review current course tuition and payment deadlines

CAPITOL HILL FELLOWSHIP PROGRAM

Program Description

The *Capitol Hill Fellowship Program* provides executive branch employees with an unparalleled opportunity to serve full-time in assignments with Congress, gaining a hands-on understanding of how the legislative branch of government really works and how congressional decisions affecting federal agency programs are made.

The fellowship is not a work detail – rather, Fellows remain federal employees in training status throughout their tenure on Capitol Hill, participating in regular training sessions offered by GAI while also carrying out the duties of congressional personal or committee staff members. Federal agencies pay Fellows their regular salaries throughout the fellowship period.

The *Capitol Hill Fellowship Program* begins with an orientation in December so Fellows can begin their assignments with congressional offices in January, in line with the beginning of the annual congressional cycle. The fellowship can be for either 12 months (the most popular option) or seven months. The seven-month program is timed so that the assignment concludes when Congress recesses in August.

After being accepted into the program, each Fellow will be contacted by the Director of the Program to discuss the Fellow's objectives in participating in the program, and to identify fellowship assignment opportunities. Fellows are encouraged to prepare a résumé prior to the start of the orientation. In some cases, a Fellow may begin the assignment search before the start of orientation.



Orientation

The 2-week orientation for the program features numerous speakers with diverse Capitol Hill experience. It will cover congressional organization and the legislative process in depth and will include discussions about current policy issues before Congress, methods of securing assignments with the Congress, and relevant ethics questions, among other issues.

The orientation is structured so that most of the classroom training is scheduled during the mornings. The afternoons are used for identifying potential fellowship assignments, interviewing in Hill offices, and consulting with advisors. Fellows who begin their assignments during the orientation continue to attend the morning classroom sessions.

Qualifications

Applicants must have the following qualifications in order to be considered:

- minimum of GS/GM-13 grade level or uniformed service equivalent
- a bachelor's degree from an accredited college or university
- minimum of two years' service in the executive branch
- capability of working on complex issues with short deadlines
- ability to work independently with little supervision
- flexibility with respect to work environment

CAPITOL HILL FELLOWSHIP PROGRAM

Why a Fellowship With the Government Affairs Institute?

An Exceptional Educational Opportunity

The orientation is only the first of the educational experiences received by the Capitol Hill Fellows. With the advice and assistance of the Institute's senior staff, each Fellow will secure a position on the personal staff of a senator or representative, or on a congressional committee staff. In their Hill positions, Fellows are treated just like other staff and experience first-hand what it is like to help develop legislation, write speeches, answer constituent mail, represent the Member at meetings, and assist in the preparation of hearings. There simply is no better way to learn how Congress really works.

After the Fellows have begun working in their Hill assignments, they will continue to meet periodically at roundtable luncheons hosted by GAI to share their experiences and discuss current policy issues before Congress. In addition, the Fellows are entitled to attend select Advanced Courses.

Because the Government Affairs Institute is affiliated with Georgetown University, the resources of one of the most prestigious universities in the country bring further benefits to our program.

Certificate Program in Legislative Studies

Many Fellows may take advantage of their fellowship to pursue a *Certificate in Legislative Studies* from Georgetown University. By completing the Capitol Hill Fellowship and taking at least two of GAI's *Advanced Courses* while doing so, Fellows will have fulfilled two-thirds of the requirements for a *Certificate in Legislative Studies*. In order to complete the requirements for the Certificate, Fellows must take two additional *Research Seminars* and one *Workshop*.

Application to the *Certificate Program* can be made at any time prior to, during, or even after completion of the Fellowship.

The *Certificate in Legislative Studies* provides a valuable academic credential, especially when combined with the work experience gained during the fellowship assignment. It is particularly useful for anyone whose current or future responsibilities involve participating in any stage of the legislative process: helping to draft a piece of legislation; interpreting the legislative history of a law; tracking legislation for an agency; implementing regulations; or providing information in response to a request from Congress.



Graduate Credits

Fellows who complete the Certificate Program can receive three graduate credits that can be applied toward the MPM or MPP degrees offered by the Georgetown Public Policy Institute.

Our Years of Experience

The Government Affairs Institute has instructed federal officials about the Congress since 1965. Originally established as part of the U.S. Civil Service Commission, the Institute became part of the U.S. Office of Personnel Management (OPM) in 1979. Following OPM's privatization of its training operation, the Government Affairs Institute became part of Georgetown University.

The Institute's mission remains the same: to provide the highest quality congressional programs for federal officials.

Each year GAI conducts more than 70 congressional training programs, many of them specifically tailored for individual federal departments and agencies. More than 4,000 federal employees will attend GAI programs during a typical year.

Our Philosophy

Our philosophy at the Government Affairs Institute is to involve every one of our senior staff in the Capitol Hill Fellowship Program both as an instructor and as an advisor. This means that the expertise of all the senior staff will be made available to our Fellows.

CAPITOL HILL FELLOWSHIP PROGRAM

Application Procedure

Application for the Capitol Hill Fellowship Program is normally made through a department or agency training office, or management or executive development program. As a long-term training assignment, the Fellowship Program requires the approval of the department or agency for which the Fellow works.

We will accept applications at any time but not later than the end of October for the program that begins in January the following year. *Please be advised that in some agencies the internal application process begins as early as ten months prior to the start of the Fellowship Program.*

Interested applicants are encouraged to contact their agency coordinators or GAI *early* in order to begin planning for participation in the Fellowship Program. If you do not know who to contact in your agency, please call the Government Affairs Institute and we will assist you.

Send Applications:

By mail:

The Government Affairs Institute
at Georgetown University
3333 K Street NW, Suite 112
Washington, DC 20007
By fax: (202) 333-8165
By e-mail: gai@georgetown.edu

To apply, submit the following:

- completed application form (a PDF copy is available on our website at gai.georgetown.edu)
- completed SF 171, or OF 612, or a résumé
- a statement by the applicant describing how such an experience is important to individual career goals, how the experience is important to the applicant's current agency position, and the applicant's primary areas of interest
- a letter of nomination by the applicant's supervisor (or other appropriate agency official) stating the applicant's need for this type of training
- a writing sample – a memo or a paper written by the applicant on any subject that demonstrates the applicant's ability to communicate well

Applicants will be notified of their status within one month of GAI's receipt of a completed application. Once the applicant has been accepted into the Fellowship Program, a completed agency training form (SF 182, DD1556, HHS350) must be submitted as well.

Please visit our website at gai.georgetown.edu to review current course schedule and tuition fees

GAI FACULTY

Kenneth A. Gold, Ph.D.

Director

Kenneth A. Gold, Ph.D., is Director of the Government Affairs Institute at Georgetown University. From 1995 to 1997, Dr. Gold was Director of the Government Affairs Institute at the Brookings Institution. He joined the Government Affairs Institute at the U.S. Office of Personnel Management in 1989 and was a member of the Senior Faculty until 1992, when he was named Director of the Institute. He served as GAI Director with OPM until it was privatized by the federal government in 1995.

From 1983 to 1989, Dr. Gold was Assistant Professor with the School of International Service and Academic Director of the Washington Semester Program at American University in Washington, DC. He also directed American University programs in London, England and Rome, Italy. From 1981 to 1983, Dr. Gold was Vice President of the Performance Management Group in Washington, DC, and in 1980 and 1981 he was a Policy Analyst with the Office of Personnel Management. He has also been an Instructor at the Pennsylvania State University.

Dr. Gold is the author of articles on organizations and management, and of *United States Foreign Economic Policy-Making*. He holds his B.A. from the City College of New York, and his M.A. and Ph.D. degrees from the Pennsylvania State University.



GAI FACULTY

Worth H. Hester, M.P.A.

Assistant Director

Worth H. Hester, M.P.A., is a Senior Fellow and Assistant Director of the Government Affairs Institute. He joined the faculty of GAI in 1988 as a Presidential Management Fellow and took the job of Assistant Director in 1999. During seven years of government service, he served as an Employee Development Specialist, Program Analyst, and Legislative Analyst for a Member of Congress. Worth also spent two years as Senior Staff with the Center for Public Policy Education at the Brookings Institution.

Mr. Hester has been teaching about Congress and the legislative process for more than 20 years. He has served as Director of the Institute's Capitol Hill Fellowship Program since 1997 and is President of the Institute's Board of Directors. He received his B.A. degree magna cum laude in Government from Campbell University. His M.P.A. in Coastal Studies/Natural Resource Management is from the University of West Florida.



Marian Currinder, Ph.D.

Senior Fellow

Marian Currinder, Ph.D., joined GAI as a Senior Fellow in 2006. Previously she was an Assistant Professor of American Politics at the College of Charleston. Dr. Currinder was an American Political Science Association Congressional Fellow in 2003-04. Prior to receiving her Ph.D., Dr. Currinder worked in Washington, DC as a legislative analyst and research associate. She has published several journal articles and book chapters on congressional politics and campaign finance, and is the author of *Money in the House: Campaign Funds and Congressional Party Politics*.

Dr. Currinder received her B.A. from the Pennsylvania State University, and her M.A. and Ph.D. from the University of Florida.



GAI FACULTY

Charles B. Cushman, Ph.D.

Senior Fellow

Charles B. Cushman, Ph.D., joined GAI as a Senior Fellow in 2011. He has taught courses on politics and public policy, national security policymaking, and Congress's roles in defense policy, and has lectured in Latin America on U.S. politics and government structure. He is the author of *An Introduction to the US Congress*. He is working on a second book, which explores congressional roles in the U.S. national security policymaking process. He has provided foreign and defense policy analysis to many news outlets, including the BBC, CBC, the Voice of America, Al-Jazeera, and CNN.

Dr. Cushman did his graduate training at the University of North Carolina at Chapel Hill, where he completed a Ph.D. in American Politics. He is a graduate of West Point and served nine years in the U.S. Army as an Armor officer, commanding troops in Germany and at Fort Knox, KY, and completing his service as an Instructor in the Department of Social Sciences at West Point.

Previously, he was Acting Director of the Graduate School of Political Management at The George Washington University. He was also a defense consultant with clients in Headquarters, US Air Force, the Office of the Secretary of Defense, and the Space Commission headed by Donald Rumsfeld. He has been a lobbyist working to advance peace in the Middle East, and was defense Legislative Assistant to Congressman David Price in the 105th Congress.



Joshua Huder

Senior Fellow

Joshua C. Huder joined the Government Affairs Institute as a Senior Fellow in 2013. Prior to joining GAI, Josh was an American Political Science Association Congressional Fellow where he worked on legislative procedure, financial services, voting rights, campaign finance, trade, small business, and other issues. He is currently completing his Ph.D in American Politics at the University of Florida.

Josh holds an M.A. from the University of Florida and a B.A. from Rutgers University.



GAI FACULTY

Susan Sullivan Lagon, Ph.D.

Senior Fellow

Susan Sullivan Lagon, Ph.D., grew up “inside the Beltway” and joined GAI as a Senior Fellow in 1997. Before that, she taught American Politics and Constitutional Law full-time in the Government Department at Georgetown University for five years. Her prior experience includes teaching AP Politics in high school and a stint as Assistant Political Science Editor at Congressional Quarterly Press, where she was a frequent speaker at CQ’s “Understanding Congress” seminars. She has spoken for numerous groups, including the American Political Science Association, the Fulbright Scholars Program, the World Bank, and more than 500 international visitors groups sponsored by the Department of State. Since 2010, she has blogged regularly for *The New York Times*.

Dr. Lagon earned both her B.A. and M.A. in Government and Foreign Affairs from the University of Virginia, and her Ph.D. from Georgetown University.



Mark Harkins

Senior Fellow

Mark B. Harkins joined the Government Affairs Institute as a Senior Fellow in July 2013 after having been a guest lecturer numerous times back to 2001. Prior to joining GAI, Mark was a government relations professional for more than five years where he focused on the representation of corporate, nonprofit and government clients before Congress and the Executive Branch. He has extensive experience with the federal appropriations and budgeting process, as well as issues handled by the Financial Services, Science, Ways and Means, and Homeland Security Committees.

Mark came to Capitol Hill in 1989 and worked for two Members of Congress before taking the position Professional Staff Member at the House Committee on Science, Space, and Technology. After a short stint off the Hill, in 1997 he became a Senior Legislative Assistant to Representative David Price (D-NC), where his portfolio included appropriations. His next assignment was as Legislative Director to the House Science Committee for the Democrats. As his final job in Congress he served as Chief of Staff for Brad Miller (D-NC).

Prior to working on Capitol Hill, he worked as the Sports Information Director at Swarthmore College. He was once a co-owner of a fantasy sports statistics service.

Education: BA, Swarthmore College, (Economics)



REGISTRATION

Register for any of our courses online on our website at gai.georgetown.edu

Payment can be made by credit card (American Express, Visa, MasterCard); by training form (i.e. SF-182, DD-1556 or other Purchase Order forms); or by check payable to the Government Affairs Institute. If you submit credit card information with your registration, you will receive an e-mail stating that you are enrolled in the course.

If you do not submit credit card information at the time of your registration, you will be placed in reserved status pending receipt of payment information, and you will receive an e-mail indicating that. To provide payment after submitting your registration, call (202-333-4838) or e-mail gai@georgetown.edu with credit card information; mail us a check; or e-mail or fax (202-333-8165) an approved training form.

Payment information is due two weeks before the start date of the class. Once it is submitted, you will receive an e-mail stating that you are enrolled in the class. If we do not receive payment information two weeks prior to the start date of the class, we cannot guarantee you a space in the course.

Please note: You need to complete the online registration on our website in order to be enrolled or reserved in a course. Submitting only a training form request such as SF-182 or DD-1556 does not constitute registration and may delay your enrollment in our courses.

If you have any additional questions, please call (202) 333-4838 or e-mail gai@georgetown.edu.

Approximately two weeks prior to the start date of the course, an e-mail will be sent to all enrolled participants that will indicate the specific location of the first session. The schedule may vary slightly; however, sessions will not generally begin before 8:00 a.m., nor adjourn after 4:00 p.m. on each day. You will receive a detailed agenda and course materials during the initial session.

General Cancellation and Transfer Policy

A participant may cancel or transfer a course registration and receive a full refund by notifying GAI in writing (by e-mail or fax) no later than two weeks prior to the start of the course. If a participant cancels or transfers a course registration in writing less than two weeks prior to the start of the course, but at least two working days prior to the start date, a \$125 fee will be imposed. If a participant fails to properly notify GAI of a course cancellation or transfer request at least two working days prior to the start of the course, full tuition will be charged. However, they may attend a subsequent offering of the same course at 50 percent of the tuition in effect when they actually attend the course. Requests to substitute a registered participant must be received in writing (by e-mail or fax.) No additional fees will be charged for a substitute.

Certificate Program Cancellation and Transfer Policy

For *Core Courses*, *Advanced Courses*, and *Workshops*, written notification (by fax or e-mail) of cancellations or transfers must be received no later than two weeks prior to the start date of the course to avoid a \$125 fee. If a participant cancels or transfers in less than two weeks, but at least two working days prior to the start date, a \$125 fee will be imposed. If a participant fails to properly notify GAI of a course cancellation or transfer at least two working days prior to the start of the course, full tuition will be charged. However, they may attend a subsequent offering of the same course at 50 percent of the tuition in effect when they actually attend the course. For *Research Seminars*, cancellations or transfers must be in writing (by fax or e-mail) and received two weeks prior to the first class to avoid a \$300 partial tuition charge. Cancellations or transfers received after that, but prior to the second class, will result in a \$500 partial tuition charge. No refunds will be given after the second class.



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GOVERNMENT
AFFAIRS
INSTITUTE

at Georgetown University

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