

Welcome



Welcome to the Federal Executive Institute.

The Federal Executive Institute (FEI) Handbook includes information about the history and location of FEI, facilities, guest rooms, available services, dining, technology, policies and security.

Information about the Leadership for a Democratic Society program is also included ([See chapter 12](#)).

Table of Contents & Navigation

The Table of Contents is listed at the right in the Table of Contents block. You can use the Table of Contents to navigate to specific sections. Navigation links are located at the top and bottom of each page of the handbook to navigate sequentially through the pages.

You can also print the book or individual pages (chapters) in the Administration block beneath the Table of Contents block.



History

FEI History

The Federal Executive Institute (FEI) was established by Executive Order of President Lyndon B. Johnson in October 1968. John Macy was then Chairman of the US Civil Service Commission. On October 13, 1968, the first class of 50 senior federal executives began. Over the course of its history, FEI's core Leadership for a Democratic Society program remains the Institute's foundational program upon which leaders transform government—one life at a time. Nestled in the Blue Ridge Mountains and located in Charlottesville, VA, provides a setting close to our nation's capital yet distant enough to ensure an environment that would enable executives to leave their official duties behind and engage in the study and reflection essential in executive education.



Facility History



Originally the Thomas Jefferson Inn, the building was the first and finest luxury hotel in Charlottesville when it opened in 1951, and the only one with a swimming pool, built at the request of Elizabeth Taylor (or so the legend goes). Some of the well-known people who stayed here in the early years were President Harry Truman, Mrs. Eleanor Roosevelt, George Stevenson (director of the movie *Giant*), Rock Hudson, and Elizabeth Taylor. Ms. Taylor stayed in Room 212—now the Director's Office and others of the cast and crew stayed at the Inn while shooting some of the scenes for the movie. The filming moved on to Texas, but the big champagne party at the

movie's end was held right here on the campus. The Thomas Jefferson Inn was a favorite for social events in the mid-1950s. The lobby was the scene of many large weddings where the brides descended the broad staircase, and the receptions that followed were the subject of conversations for weeks. FEI's main building and Pendleton Hall are original to the site. The John Macy Wing was added in 1989, and Gwin Hall was opened in 1998. The Winner Garden, an outdoor space for conversation, introspection and study, was dedicated to the memory of a beloved faculty member in 2006.

Updated April 2020

Location and Travel Information



The FEI campus is located in Charlottesville, Virginia, near the University of Virginia and the Blue Ridge Mountains. Located approximately two hours southwest of Washington, DC, FEI is removed from the constant interruptions of daily work. The 14-acre campus is in the heart of a bustling university community surrounded by beautiful woods and rolling hills.

Participants stay in comfortable private guest rooms and enjoy complete food and beverage services. Programs are presented in fully equipped, on-site classrooms. Recreational amenities include the Alumni Fitness Center and aerobics room. In addition

to the Library nook in the Virginia Study, there are quiet spaces for walking, relaxing, and conversing. All facilities used for programs are accessible to persons with disabilities. Charlottesville is surrounded by natural and historic attractions and was the home of three of the nation's first five presidents: Thomas Jefferson, James Madison, and James Monroe.

FEI is located near Thomas Jefferson's "academical village" at the University of Virginia and his home at Monticello. This site is ideal to contemplate the democratic values expressed by the nation's founding fathers – a key ingredient in the Institute's residential programs. This environment allows participants freedom from the day-to-day responsibilities of the workplace, so they can devote their full attention to the demanding requirements of the intensive research-based programs.

Federal Executive Institute

1301 Emmet Street North

Charlottesville, VA 22903

Driving Information

Driving distance from Washington, DC: 110 miles (2.5 hours) [Google Map](#)

Rail Information

[Amtrak](#)

- Crescent
- Cardinal
- Northeast Corridor 3

Airport Information

- [Dulles International Airport](#) (IAD), Chantilly, Virginia - Driving distance to FEI: 99 miles (2 hours and 15 minutes)
- [Charlottesville Albemarle Airport](#) (CHO), Charlottesville, VA - Driving distance to FEI: 8 miles (17 minutes)
- [Richmond International Airport](#), Richmond, Virginia - Driving distance to FEI: 80 miles (1 hour 25 minutes)

Charlottesville Area Resources

- [Visit Charlottesville](#)
- [Cville Weekly](#)



Area Shopping and Services

There is a shopping center with a wide assortment of stores and other services (Post Office, dry cleaning, bank, pharmacy, etc.) within walking distance of the FEI campus.

Updated 13 June 2017

Campus & Facilities

FEI is situated on fifteen acres in Charlottesville, VA near the Barracks Road Shopping Center and is approximately two miles from the University of Virginia.

The landscaping is among the finest in the area. The huge old trees, pink and white dogwoods, and the azaleas are originals to the property while the Autumn Purple White Ash trees that line the driveway and other plantings: foster hollies, yew plants, and stewartia were enhancements. [FEI campus map](#).

Main Building

The main building of FEI dates back to the original Thomas Jefferson Inn. The lobby was much larger and included space that is now used for offices. The front office was a gift shop and the double glass doors and small windows on each side were part of the original design.



Alumni Lounge & Room

This informal lounge area is the social center for participants and the scene of conversations among small groups and one-on-one discussions. It was furnished through a gift of the Federal Executive Institute Alumni Association (FEIAA).

Throughout the program, participants gather around the large television for early and late breaking news, movies, and sporting events as well as read several national newspapers.

Freshly brewed coffee, water bar, and a selection of teas are always available in the room adjacent to the Alumni Lounge; juice and fruit are available in this area during the day.

Bicycles

There are bicycles available for check out at the south end of the building, under the stairs. See the [Guest Rooms and Services](#) section for more information.

John W. Macy Wing

The John W. Macy Wing is a three-story addition to the Main Building that was completed in October 1989 as a classroom space.

Library

The FEI has a library with a selected collection of books and periodicals in the Virginia Study. Participants also have full use of the University of Virginia's libraries.

Old Dominion and Albemarle Rooms

These two rooms serve as multipurpose space for courses, meetings, exercise classes, commencement.

Rotunda Dining Room

The mural on the east wall of this room depicts Thomas Jefferson's home, Monticello, which he designed and built on a hill overlooking Charlottesville. The site of his home offered a vantage point that he used, via telescope, to view the construction of the University of Virginia. The mural on the west wall shows Mr. Jefferson's

“Academical Village,” which he designed along with the grounds of the University in accordance with his democratic theories about education. The central building is, as he envisioned it, for students and professors to share meetings and classes. Student buildings interspersed with faculty houses range down the lawn and offer a view of the Blue Ridge Mountains.



Virginia Study

Located at the top of the stairs off the main entrance, the study is decorated in Jeffersonian period furnishings, and reflects a quiet, comfortable study. The large portrait of Jefferson, above the mantel, and the crystal chandelier are originals from the former inn.

Photographs of recent LDS classes are in binders in the Virginia Study.

Administration Building

One of the newest buildings on campus and located between the main building, Pendleton and Gwin Halls and houses the fitness program and faculty offices



Fitness Center & Group Fitness Room

The Fitness Center and Group Fitness Room are located on the first floor of the Administration building. The Fitness Center is equipped with muscle strength equipment and a number of aerobic machines. Information on these and other recreation facilities in Charlottesville

will be provided at the start of the program.

The Fitness Center is outfitted with fitness equipment, provided in part by the Federal Executive Institute Alumni Association (FEIAA).

Use of the fitness facilities is restricted to individuals who are actively participating in a program, course, or serving on a permanent or temporary basis at FEI.

University of Virginia (UVA) Recreational Facilities

Participants may use the [UVA Recreational Facilities](#) while at FEI for a fee. Instructions, fees and directions to the UVA recreational facilities will be provided to you at the beginning of your program.

Faculty Offices

Offices of the faculty are located on second floor of the Administration building and are accessed either by elevator or the stairwell.

Pamela B. Gwin Hall

This building includes Highland, Susan B. Anthony, and Montpelier rooms; Mount Vernon board room; Monticello dining area; and 16 guest rooms. It is named in honor of a former Deputy Director who launched open enrollment and custom programs at FEI.

Pendleton Hall

This building includes 20 guest room and the shipping center for participants.

Swimming Pool

The outdoor swimming pool, in service mid-May through Labor Day, 6 a.m. to dusk. Use of the swimming pool is for the exclusive use of the individuals who are actively participating in a program, course, or serving on a permanent or temporary basis at FEI. No glass is allowed in the pool area. Swim at your own risk, as there is no lifeguard.



Parking

All parking is free and unassigned, except for designated handicapped spaces that require the appropriate sticker or license plate. Although this is a secure facility, we advise participants to lock their car and keep valuables out of sight. Participants and visitors will be given an FEI Parking Pass which must be displayed on the dashboard throughout the stay on campus. Please discard the parking pass when departing.

Recycling & Sustainability

FEI looks for ways to recycle, reuse, and reduce our footprint. Recyclable material are collected at receptacles placed throughout the campus. The food service vendor composts on campus and have implemented other sustainability measures.

Updated 2020 April

Guest Rooms and Services

Guest Rooms at FEI

Guest rooms at the Federal Executive Institute (FEI) campus are accessible single occupancy private guest rooms.

Individual FEI guest rooms include a private bath and are equipped with standard amenities and high-speed Internet access. Wireless Internet is also available throughout all FEI campus facilities.

FEI guest rooms include the following amenities:

- queen-sized bed
- private bath
- dresser
- desk & chair
- reading chair
- television with cable
- individual controlled HVAC
- iron and ironing board
- hairdryer
- closet
- FM/AM digital alarm clock radio
- Ethernet port
- safe
- dehumidifier



Safe

Use the room safe to store valuables. Please do not leave money or valuable unattended in your guest room.

Prohibited Items or Activity in Guest Rooms

GSA facility regulations prohibit the use of coffee pots, hot plates, or refrigerators in the guest rooms. No cooking appliances of any kind may be used in the guest rooms. In the past, bicycles have been known to cause considerable damage in guest rooms and bicycles may not be kept in guest rooms. Secure storage for bicycles is available in a room on the east side of the Macy Wing. If you require a lock, please contact the Program Coordinator.

Keys

At check-in, you will be provided two keys. One key is for your room; the other key (code 93) unlocks entrance doors, except those to the Macy Wing (main building). From 9:45 p.m. to 5:45 a.m., all entrance doors are locked, with exception of the second and third floor Macy Wing doors, which are locked at midnight.

Housekeeping

Housekeeping services are provided between 8:00 am and 12 noon under contract with WorkSource Enterprises, private not-for-profit organization that job training and employment opportunities to people with disabilities. Normal housekeeping problems should be entered on the “Request for Service” cards located on the Receptionist’s desk & Gwin Hall Lobby in a black box or on the suggestion cards in your room. Please direct housekeeping-related questions or concerns to the Program Coordinator.

If you need emergency housekeeping services, dial extension (434) 980-6217 to contact the security guard.



Maintenance & Request for Services

Normal maintenance requests should be submitted on the suggestion card that is located in your room, or on “Request for Service” cards available in the lobby of the main building or in Gwin Hall. We will respond within 24 hours. If you need emergency maintenance services call (434) 980-6217 to contact security.

Ice Machines

Ice machines are located in the main building at the end of corridor to right of the lobby and in the lobby of Gwin Hall (between the restrooms).

Laundry

Washers and dryers are located in the Admin building, across from the the fitness center. The laundry room has 4 washers and 4 dryers. No coins necessary and we supply the detergent and fabric softener. The laundry facilities are available 24 hours a day, seven days a week.

Dry-cleaning service is not available; however, there are dry-cleaning services within walking distance.

Participants should report malfunctions to the Security Office in the lobby of the main building or by calling (434) 980-6217.

Bicycles

FEI has bicycles for your use during your stay and they are found in the bike closet located at the back of the main building. There are bicycles, helmets, and locks available on a first come, first serve use. The key to the bike closet is the second key (#93) on your key ring. The bicycle room is under the stairs at the south end of the main building.

If you bring your own bicycle, you are responsible for securing it in the bike rack or closet with your personal lock.



Lost & Found

Please contact the FEI Security Office located in the Main Building lobby, (434) 980-6217.

Updated 2020 April

Dining and Breakout Service

Meals

Meals are served each day in the Rotunda Dining Room unless otherwise indicated on your Program Overview and are included in your tuition fee.

Meals will be served in accordance with the Program Overview schedule.

Normal times for meals in the Rotunda Dining Room are as follow:

- Breakfast is served from 7:00 - 8:00 a.m.
- Snacks, Fruit, Juice, Coffee, Tea, etc. from 7:00 a.m. – 8:15 p.m. are served in the Alumni Room or Gwin Lobby.
- Lunch is served from noon - 1:15 p.m.
- Salad bar is available until noon - 1:30 p.m.
- Dinner is served from 5:30 – 6:30 p.m. in the Rotunda or Monticello Dining Room, unless a different time is noted in your program overview.

*Any changes in the times above will be announced or noted in the Overview schedule.



Food Preferences and Accommodations

Please let us know of any special needs or accommodations when updating your information prior to arrival. Participants with special dietary requirements are also asked to contact the program coordinator prior to their arrival.

Bag Lunches

If you are interested in a bag lunch, please sign up before 9:00 a.m. each morning outside the dining room. Pick up your bag lunch in the Alumni Room at noon. Please return your labeled bag for reuse throughout the program.

Breakout Service

Breakout service is provided mid-morning and mid-afternoon and includes coffee, tea, juices, etc. and a variety of snacks. Bringing your own water bottle or travel mug is encouraged.



Meals Off Campus

Please refer to individual program policies.

Visitor Meals

Please refer to individual program policies.

Updated 2020 April

Technology & Wifi

Wireless Internet Connection

A public wireless internet access is available for your use. This service is provided by a commercial internet service provider and is not administered by FEI, OPM, or any other government agency. Users have the responsibility to ensure that agency-issued laptops conform to security standards for use through a public wireless network. While FEI employs encryption to access the wireless network, this encryption does not substitute for security measures approved by your agency.



Wireless Access

FEI uses an SSID code and WPA-2 Personal encryption. You will need to do a one-time only set up to access to the wifi on the FEI campus.

High-speed Wired Internet Connection

A high speed wired internet connection is available on the top of each desk in every bedroom. Plug the LAN cable available on your desk into the network connection of your laptop. Additional configuration is usually not necessary. Most laptops can automatically connect to this commercial DSL network. **PLEASE NOTE:** Do not attach any routers (such as a Linksys or ZyXEL, particularly if it is not configured for DHCP) to the LAN connections without first contacting the IT/AV department.

If you need a LAN cord for your computer, please contact your program coordinator. Please return them at the end of the program.

Computer Workstations

In the main building, there are workstations located in the Macy Wing on the second floor. In Gwin Hall, there are two workstations in the lobby and in the Susan B. Anthony room when the room is not in use.

The computer workstations have internet access. Please be aware that these are public workstations, and we suggest they not be used for working on sensitive materials. Do not change the configuration or setup of these machines or attempt to add additional software of any kind. If you do not find the program you need, please let us know.



Printers

Color printers are located in the Macy Wing in the Main Building and in the Susan B. Anthony room.

Copier

A copier is located in Gwin Hall down the hallway to the right of the lobby. The copier in the FEI staff mailroom of the main building is for FEI staff only.

FAX

A fax machine is located in Main Building in the Lead Faculty Office - (434) 977-3387.

FEI Policies & Regulations

Accessibility

Most of the FEI campus is accessible. There are three elevators. The one for the main building is on the east porch, Emmet Street side. Gwin Hall elevator is located in the Lobby. The third is located in the lobby of the Administrative Building.

Electronic Smoking Devices

The use of electronic smoking devices, including “vaporizers”, “vapes” and “E-Cigarettes”, is not permitted in federal facilities. The use of these devices, like use of traditional tobacco products, is limited to designated smoking areas outside of the facility. ([Full Policies](#))

Family Care Givers

Please refer to individual program policies.

Alcohol Policy

FEI is an alcohol-free campus. Per GSA policy, all persons entering in or on Federal property are prohibited from being under the influence or using alcoholic beverages while on FEI campus. GSA Policy §102-74.405



Fitness Center

The FEI Fitness Center is fully equipped and ready for your use. The Fitness Center is equipped with strength and conditioning equipment. Space and equipment for stretching, yoga, and other fitness activities are also available. The Center is open 24/7. NOTE:

Children under 16 are not permitted in the Fitness Center without adult supervision.

Name Badges

Name badges are worn at all times when on campus. The badge alerts security that you belong on campus. Off campus, please remove your badge, but keep it with you for re-entry to the campus. Report the loss of your badge immediately to the Program Coordinator and request a replacement.

Service Dogs

Service dogs are allowed on the FEI campus. Only dogs that are individually trained to do work or perform tasks for the benefit of an individual with a disability are considered service animals.

All other animals will not be permitted in FEI campus facilities, unless expressly allowed as an exception under regulations for activities such as law enforcement purposes. Emotional support animals are not considered service animals under these regulations.

Service animals must be harnessed, leashed, or tethered, unless these devices interfere with the service animal’s work or if an individual’s disability prevents using these devices. The handler/owner must

maintain control of the animal through voice, signal, or other effective controls.

Small Appliances

Small appliances, including portable heaters and fans, are not permitted in guest rooms unless authorized by the FEI operations manager.

Smoking Policy

Executive Order 13058, "Protecting Federal Employees and the Public from Exposure to Tobacco Smoke in the Federal Workplace," bans smoking in all Executive Branch facilities, all interior spaces owned, rented, or leased space by the Executive Branch of the Federal government. There are certain excepted spaces, which include:

1. Designated smoking areas. Effective June 19, 2009, smoking is prohibited in courtyards and within twenty-five (25) feet of doorways and air intake ducts on outdoor space under the jurisdiction, custody or control of GSA.

The designated smoking areas at the Federal Executive Institute are:

- Main Building – Southeast Patio Area
- Gwin Hall - East and West of the Main Entrance

Visitor Policy

Please refer to individual program policies.

Updated 2020 April



Mail and Mailboxes

Mail

Correspondence should be sent to:

Your Name

Federal Executive Institute

1301 Emmet Street North

Program _____ Guest Room _____

Charlottesville, VA 22903-4872

USPS Mailboxes

There is an outgoing United States postal mailbox located in the lobby of the main building and at the end of the middle aisle of the parking lot facing Gwin Hall. Deliveries are made once each day at approximately 10:30 a.m. Outgoing mail pick-up is at that time and at 5:00 p.m.



Updated 2020 April

Emergency Care

Emergency Form

All participants must complete the emergency form and return to the Program Coordinator by Sunday evening of the first week of the program. The forms will be maintained by Security and will be shredded upon departure.

Emergency

To reach the Police, Fire Department, or Rescue Squad, dial the 911 from your mobile phone.

Provide your location: 1301 Emmet Street, Charlottesville, VA 22903.

Do NOT drive yourself to the emergency room, please.

Report emergencies to the FEI Security Office at (434) 980-6217.

Security staff is trained in First Aid, CPR and have AED Certification.

Non-Emergency Transport

FEI staff or contractors are unable to provide non-emergency transportation. We suggest you coordinate with members of your program to assist in non-emergency situations needing transportation.

Health/Medical Services

The University of Virginia Hospital and Sentara Martha Jefferson Hospital provide excellent medical care.

- UVA Emergency Room: (434) 924-2231
- Sentara Martha Jefferson Emergency Care (434) 234-4277
- MedExpress: (434) 978-3998
- CVS Pharmacy, 1137 Emmet St N, Charlottesville, VA 22901, (434) 293-9151 (Within walking distance of the FEI campus.)

If you have any specific questions about medical services, ask the Program Coordinator or any available FEI staff.

First Aid

Supplies are in the cabinet in the main building in the Lead Faculty office (locked after hours but Security has a key), and in the reception desk in Gwin Hall.

Updated 27 February 2018



Security & Safety

If you need assistance, dial (434) 980-6217 to reach a Security Guard. Someone will respond immediately.

The Security Office for the Federal Executive Institute is located on the ground floor of the Main Building. It is the duty and responsibility of this office to provide a safe and secure environment to all at the Federal Executive Institute. We look forward to meeting you and ensuring your Leadership Development here at the FEI is a memorable lasting one.

However, safety and security is the responsibility of everyone at the Federal Executive Institute. If you observe a safety or security issue, contact the Security Office immediately at (434) 980-6217 or send an email to FEISecurityOffice@opm.gov (this email box is checked daily by the Senior Security Specialist assigned to the Federal Executive Institute).

While at the Federal Executive Institute you must wear and display your FEI Program ID at all times. Remember to safely secure your pass should you depart the FEI campus. Should you lose your FEI Program ID or any other issued items (keys) notify the Security Office and Program Coordinator immediately.

All participants should treat their guest rooms as their office space. When not in the room, the doors should be locked, never propped open, and all training materials and personal items should be properly stored. Any items discovered missing should be immediately reported to the Security Office. Random security sweeps will be conducted.

Weapons are not allowed on the Federal Executive Institute Campus, the following additional rules apply:

Visiting uniformed law enforcement officers (state, local, and federal) who are authorized to carry weapons in the Commonwealth of Virginia are permitted to carry their weapon anywhere on the Federal Executive Institute grounds.

State, local or Federal officers participating in classes at the Federal Executive Institute are not permitted to carry their weapons while on the FEI Campus. They are required to secure them in the gun lockers provided for this purpose.

At no time are weapons permitted to be stored or left unattended in Official Government Vehicles (OGV) or Privately-Owned Vehicles (POV) while parked on the FEI campus.

Non-law enforcement personnel who have concealed weapons permits are not permitted to be armed while on the FEI campus.

Welcome Center

All participants and visitors must check in with the Federal Executive Institute Welcome Center located at the entrance to the FEI Campus off of Emmet Street. Everyone that enters is required to show a current photo identification and/or FEI program badge when entering and exiting the campus. You are reminded that once you exit the campus please remove your FEI program badge and secure it until your return.

Taxis, Uber, Lyft, etc.

The designated pick up and drop off location for taxis, Uber, Lyft, etc. is the patio by the elevators on the East side of the main building to ensure security has a line of



site at all times.

General Security Awareness and Responsiveness

Always be aware of your surroundings, be ready to react in a timely manner to events that may occur while you are out and about.

Report to FEI Security anyone who appears to be suspicious or does not have a FEI program badge.

Report suspicious vehicles, i.e. vehicles that do not have a vehicle pass or FEI parking sticker (located behind the rear view mirror)

Report suspicious packages, i.e. backpacks, suitcases, left in unusual places, etc.

Fire Alarm

When the alarm sounds, evacuate the building immediately and move quickly to the driveway in front of the main building. Participants should gather with their colleagues and the cohort 'captain' should account for everyone from their small group and/or program.

Participants in other programs (USAID, NOAA, etc.) should follow any procedures shared with them at the start of the program.

The wall mounted red-square pull stations notify the Fire Department. The smoke detectors sound only in the immediate area.

Mail Security

- Incoming mail and packages are screened before distribution.
- Do not open any letter or package that you find suspicious.
- Notify Security immediately if a suspicious a letter or package arrives for you.

Updated 2020 April

The Leadership for a Democratic Society Program

The Leadership for a Democratic Society (LDS) program offers an unmatched learning experience to prepare senior-level executives for the complex challenges of leadership. Through expert instruction and action learning, the program develops the capacity for visionary leaders who can transform their organizations and government.

LDS prepares senior-level leaders for complex challenges, including:

- Broadened understanding of the U.S. Constitution as the foundation for Federal public service
- Increased critical self-awareness as an individual, team member, and leader
- Enhanced leadership and management strengths and areas for improvement, especially in the areas of team-building, strategic thinking, influencing/negotiating, political savvy, and external awareness
- Enhanced ability to identify problems and plan for action to improve organization performance
- Appreciate more fully the importance of Federal service and the diverse talents and resource of Federal executives
- Improved ability to leverage the diverse talents of the Federal workforce
- Expanded professional networks, enabling improved inter-organizational collaboration and problem-solving
- Increased resiliency, mental and physical wellness, and work-life balance

Leveraging the expertise and experience of each executive, the LDS establishes a learning community where the participants and faculty are both teachers and learners. Anchored in current leadership theory, the core curriculum is aligned with OPM's Executive Core Qualifications and Leadership Competencies. In addition to the LDS Core Curriculum, LDS participants, through a selection of learning environments and topics, tailor their learning experience to meet their self-determined needs and interests. Each executive completes several introspective assignments, at least one action learning project, and produces plans to transform themselves and their organizations.

Table of Contents & Navigation

A Table of Contents is listed to the right in the Table of Contents block. You can use the Table of Contents to navigate to specific sections. Navigation links are located at the top and bottom of each page of the handbook to navigate sequentially through the pages.

You can also print the book or individual pages (chapters) in the Administration block beneath the Table of Contents block.

LDS Program Information

Program Curriculum

Executives can expect an integrated mix of lecture and discussion; exercises and simulations; assessment instruments and self-discovery activities; individual presentations, reflection and introspection; readings, case studies, audio and video materials, guest speakers, and field experiences. In striving to complete the program and receive a certificate of mastery, executives will complete short written assignments and give at least two presentations.

The LDS program outcomes challenge executives to assess their own critical self-awareness, gain actionable knowledge and practice various concepts and models. This knowledge and practice sets the participant on the path to implement their knowledge and insights and move toward skilled leader performance following the LDS program.

The Leadership Develop Plan, created by each executive, includes a compilation of participant learning across the LDS program, next steps on their Leadership Challenge, and a long-term plan for their own professional and personal development. The Leadership Challenge is the executive's organizational change project that addresses how they will lead their organization into the future. The Leadership Development Plan offers a way for each participant to synthesize their learning in a way that prepares for enhanced individual and organizational leadership after completing the LDS program.

FEI Faculty

[FEI faculty](#) have experience and credentials in a variety of disciplines, including but not limited to leadership development, human capital management, education, political science, behavioral science, international affairs, public administration, and adult education.

Class Size

Most Leadership for a Democratic Society programs have between 40 and 80 executives. Executives are grouped into small teams called Leadership Development Teams (LDTs). Each LDT is comprised of six to ten executives that is guided by a faculty facilitator.

Pre-Arrival Information and Assignments

Approximately three weeks prior to the start of the program, you will receive an email with preliminary information and pre-arrival assignments, including a weekly schedule. (Sample weekly schedules for each program format are available upon request).

The pre-arrival assignments include approximately two and a half hours of activity including updating your Center for Leadership Development Central (CLD Central - cldcentral.usalearning.net) user profile, reading an article, and several profile assessments (including one 360 assessment).

Additional pre-arrival information will be accessible via our CLD Central online learning management system.

In addition to the pre-arrival assignments, your Leadership Development Team (LDT) facilitator will email you to schedule a 30-45 minute telephone call to receive additional information and to answer many of your questions.

Laptop or Tablet Required

All executives must bring a laptop, tablet, or other device. The device you bring should be one that you are comfortable using and can access a public wireless network. Each room has Ethernet and wireless internet access for your convenience. Note: Federal employees with high security features on their government issued laptops may experience difficulties accessing a public

(exclusive to the FEI campus) network.

Please refer to the [Technology and Wifi](#) section for more information.

Arriving at FEI

You will need to pass through the FEI Welcome Center. See [Security](#) section for more information.

Once through FEI Welcome Center, programs begins with registration, followed by optional campus tours, an opening session, and dinner. If your travel plans necessitate early or late arrival, please be sure to notify the Lead Faculty, Program Coordinator and/or small group facilitator so alternate registrations arrangements can be made for you.



Guest Rooms

All executives are required to stay on the Federal Executive Institute (FEI) campus for the duration of the program. This approach is designed to foster out-of-class discussions and shared learning. You will receive your room assignment during the registration on the first day of the program.

Please refer to the [Guest Rooms and Services](#) section for more information.

Meals and Dining

All meals are provided. Executives receive three meals a day with the exception of day one (Dinner only) and the final day (Breakfast and Lunch only). During the program, meals are served in the Rotunda Dining Room in the lower level of the main building.

There are times when participants may elect to eat off-campus per flexibilities in the schedule – these are at the option of the participant and are not funded through the program. Please note that some agencies will not reimburse participants for meals that they elect to eat off-campus. We encourage you to check with your agency regarding their reimbursement policy.

Please refer to the [Dining](#) section for more information.

Food Preferences and Accommodations

Please let us know of any special needs or accommodations when updating your CLD Central user profile. Participants with special dietary requirements are also asked to contact us prior to their arrival.

Typical Daily Schedule

A typical day has classes from 8:15-12 noon, from 2:30-5:00 pm, and again from 7:00-8:45 pm. Walking classes are offered some afternoons between 12-2:30 pm. That time is also reserved for study, reading, and work on class projects. While the atmosphere is informal, the curriculum is rigorous.

Wellness Program

The Wellness Program is another special feature that helps executives balance career and health. Beginning with a Health Risk Appraisal, personal data, a physical screening, and presentations on health risks, nutrition, and stress management is provided to each participant. Optional daily fitness and walking sessions, as well as nutritional information on daily menus, support executives living a healthy life.

Commencement

The Leadership for a Democratic Society program adjourns after commencement (around noon) on the final day to allow executives sufficient time for travel. Transportation is not provided for participants - you are responsible for your own travel both to and from the FEI campus.

Updated April 2020

LDS Program Policies

Business Casual Attire

Business casual attire is recommended throughout the program and while interacting with colleagues. Since dress codes and terminology vary widely among agencies, companies and countries, here are a few examples of what is considered business casual attire:

- Open-necked, collared shirts, or blouses and sweaters
- Khakis, pressed pants, skirts, or casual dresses
- Leather shoes, boots, flats or casual walking shoes

Note: Jeans and casual shirts/tops are appropriate at times during the program. Athletic attire and lounge wear, etc. are not appropriate.

Exceptions:

The Leadership for a Democratic Society program commencement, which require business dress (e.g., Men: Business Suit or Sport Coat and tie – Women: Dress or Business suit)

Fitness activities, which require appropriate athletic attire.

Absences

The Leadership for a Democratic Society program is an intense and highly integrated experience in which you will not only be learning for yourself but helping others in your classes and core Leadership Development Team. Thus, your attendance at all program sessions, including the first working weekend, through graduation on the last day, is required. If you anticipate the need to miss any of the program, contact your agency training office and our Registrar immediately to either reschedule or find a substitute. We also urge you to delegate your regular work to others during your absence so you can devote full attention to and derive the most benefit from the program.

Early Withdrawal and Completion Policy

If a participant has to withdraw from the Leadership for a Democratic Society program, we will work with you to complete the program prior to the end of the fiscal year or within 9 months of the start of the enrolled program.

Accommodations

Assistance is available for Leadership for a Democratic Society executives with disabilities, which may include mobility, vision, hearing, and other physical impairments or health conditions, as well as learning disabilities. Accommodations also can be made for short-term disabilities related to accidents or medical conditions and treatments.

If you have any special needs, please let us know when updating your Center for Leadership Development (CLD) Central user profile and contact the Program Coordinator and/or Lead Faculty prior to your arrival.

Visitors

Visitors are not permitted when the program is in session, including the first weekend of the program which is a working weekend.

Visitors are welcome to stay in your guest room during non-working weekends, typically the weekends after week 2 and 3 of the program. (please refer to the program overview/schedule).

We also welcome visitors to attend the commencement ceremony on the last day of the program.

Notify the Program Office at least two days prior to the arrival of visitors. You must provide the name, and expected date/time of arrival. Visitors must provide a government-issued photo ID to obtain entry and to exit FEI. Visitors will be issued a temporary visitor's badge and a parking pass.

Minor children (under 18) are not required to wear a badge, but they must be under parent/guardian supervision at all times. Participants are responsible for meeting their guests in the lobby and escorting them for the duration of their visit on campus. At the end of the visit, participants must escort their visitors to the security desk to sign out, return their visitor badge and vehicle pass.

There is no charge for guests staying in participant guest rooms. Meals for guests are available but participants must pay dining services directly.

LDS Program Formats

The Leadership for a Democratic Society program is offered in three formats. All three formats of the LDS program achieve the same learning outcomes and all provide executives with the same access to the faculty and various educational-support opportunities unique to the LDS program.

All three forms of LDS are equally rewarding; Executives and their host agencies need only select the format that would be most advantageous in terms of scheduling, workload, and learning preferences.

Residential Learning Program

The Residential Learning Program (RLP) is a four-week continuous, in-residence immersion program at the Federal Executive Institute campus in Charlottesville, VA. Participants engage in on-campus learning sessions, off-campus field experience activities and small-team learning environments.

Participants engage in a variety of activities while attending sessions Monday through Friday for four weeks (including evening sessions) along with a full weekend of sessions over the first weekend of the program.

Applied Learning Program

The Applied Learning Program (ALP) is designed to allow participants to integrate classroom learning with workplace learning situations. The ALP challenges participants to apply the knowledge and skills gained through their coursework to their workplace during the intersession of the program, allowing them to develop a deeper understanding of leadership. ALP participants:

- 1) participate in an initial 80-hours of in-residence education at the Federal Executive Institute campus in Charlottesville, VA
- 2) return to work to apply knowledge, skills and tools in the first in-residence section
- 3) return for the second in-residence section later and complete a final 80-hours of the program in-residence at the Federal Executive Institute campus in Charlottesville, VA.

Blended Learning Program

The Blended Learning Program (BLP) is designed to meet the leadership development needs of Executives who are unable to be away from work or home for an extended period or who prefer to learn through distance education. The program meets all of the educational requirements of the four-week, in-residence program with graduates earning an identical certificate of mastery. BLP participants:

- 1) participate in 80-hours of in-residence education at the Federal Executive Institute campus in Charlottesville, VA
- 2) return to their home office where they complete 80-hours of online education over the following six-months
- 3) reconvene for two-days of activities (to include instruction and commencement) at the Federal Executive Institute campus in Charlottesville, VA.

Annual Schedule of LDS Programs

The Leadership for a Democratic Society program is offered multiple times per year. Please visit the Center for [Leadership Development Schedule at a Glance](#) for a list of all scheduled offerings.

Updated 29 June 2017

LDS Participant Comments

Executives who have attended the LDS program describe the impact of their experience in the LDS Program.

It has been over eight months since that snowy day in March when I arrived at the FEI campus in Charlottesville. Little did I know how much that month would change my life. I learned so much and continue to make use of that knowledge that I feel it is past due and highly appropriate to thank you for the opportunity to experience the transformative *Leadership for a Democratic Society (LDS) Program 453*. I am also especially grateful for extending my learning experience through coaching sessions with the awesome Dr. Janet Postier.

I must say, I was hesitant about a month-long training, requiring me to be away from home, family and my job. What could they possibly teach me that I haven't had training in already I asked myself. Ah, but unlike past training, LDS taught me to reach inside myself and be willing to open up to others. All my life, I questioned my ability to be a leader, even though my career included progressive leadership positions. Through the sessions with my team and our coach, I realized that a negative experience early on planted a seed that led me to believe I was not a leader. But, more importantly, I could finally see myself as others saw me – as a leader. I can't really put into words how the encouragement from my team members and coach helped me to believe in myself and see me through their eyes. I emerged from the experience a more confident leader with a positive perspective that I have brought back to my office and my team.

I often reach into my virtual box of knowledge I took with me when I left the LDS program. I've taught my team about the ladder of inference and I've utilized adaptive leadership to help my peers solve issues. I take better care of myself, and when I catch myself leaning toward old habits, I study my plan which is always within my sight. And these are just a few of the tools I continue to use.

The coaching I received after the program, I feel, was absolutely essential to drive home all I gained during my month on campus. My coach was always able to guide me in asking myself the right questions that steered me back on my course of improvement. Without giving me specific advice, other than some great reads, my coach evoked in me the ability to be confident and make some tough decisions. Through her coaching, I was able to have a difficult conversation with my supervisor that has since improved our relationship. I miss these coaching sessions, but I will continue to ask myself the right questions as I work through issues in both my professional and personal lives.

Several folks have asked me about my experience in the LDS program. In looking back, and responding to the question about what could it teach me that I didn't already know – the answer was it taught me about me. It also provided me with new friendships that have continued to grow and an expanded network that benefits my agency. It has set me on a solid course for improvement, making me a more resilient leader that will help guide our agency into the future. So, I can't thank you enough for that month away from home where I learned so much.

You run a fantastic program and if there is ever anything I can do to help you, please let me know.

M.R. LDS 453 March 2019

When I look back at the past year, undoubtedly the one experience that stood out from the rest, was my time in the LDS program. I have such warmest of memories from that incredible, transformative experience, and I want to thank you for all your amazing work and dedication to ensure a rich, rewarding learning environment.

The impact of the LDS program since August has been profound, at work and personal level. I have remained committed to staying true to my five bold steps and incorporating lessons learned from the LDS program in various domains. As an example, a few months ago, I planned and implemented a leadership development workshop for all my staff based on the LDS program titled “Telling Our Stories”. I shared with everyone my leadership development plan and organized a team building activity for the participants to identify their core values. I recruited and worked with three of my project officers to plan and implement the workshop together. Thanks Janie, my LDS facilitator and coach, for helping me to think through the workshop. It went extremely well. Even though it was optional, 40 out of 60 of my staff attended.

Here is a comment from a participant that captures the sentiments of others: *“My experience with the 'Telling Our Stories' was very enlightening! Seeing our division leader share his 'journey' - in a place of vulnerability for the good of his overall team was truly humbling for me. The message I took home was that leadership has nothing to do with titles, positions, or pay grades (power). It's more about what you claim for yourself, where you are. Additionally, it's not only motivating yourself to do the right things but others as well in order to reach a common goal.”*

This would not have been possible without the LDS program and specifically without Janie’s coaching.

Mahyar Mofidi, DMD, Ph.D., LDS Program 458

Leadership and Wellness

I would like to share a couple achievements with you as a result of attending Leadership for A Democratic Society 452.

1- I’ve lost 60 pounds since I arrived at LDS program in February 2019. The LDS program helped me get my wellness in order, focusing on diet, exercise, sleep, and stress management. I’ve since helped many peers, staff, and even a boss or two improve in these areas using the principles learned at LDS. I’m a better leader as a result of improving my wellness.

My lifestyle changed as a result of FEI also helped my wife with her wellness—we’re much happier and healthier together.

2- I was successful in bringing Federal Occupational Health (FOH) to my location, to lead our employee assistance program (EAP) and employee wellness program. I didn’t know FOH existed before attending LDS program— it’s truly a great benefit to federal employees.

Please accept my personal gratitude for your service to LDS program for helping me get my wellness in order and for showing me what FOH could do for federal employees to help strengthen our civil service.

LDS 452 Alum

Comments about the Leadership Development Team:

“I was amazed at how well our team bonded and how quickly we have formed strong relationships. Now the key is to apply these skills back at the office and home.”

“LDT time helped our team gel into the group that we are today. I expect that we as a group have yet to realize the true benefits of week one of FEI. The presentation materials, teaching approach and content met my needs and generated a high-performing learning environment that exceeded my expectations and personal experience.”

What about this class was most useful to you?

“The experiential learning opportunities. In particular, the team-building in week 1, including the dynamics of team forming, storming, norming and performing was outstanding real-world simulation of work team-building. Opportunity for reflection and working on me in a safe, facilitative environment. The relationships I formed during the experience.”

Please provide examples on how this program reinforced your commitment to public service:

“Our role as leaders, models and motivators to serving the people and the Constitution. Reinforcement that the Constitution of the United States was designed to grow with our nation and that I, as a federal employee, have an integral role in defending and executing the contracts of the Constitution. I have a renewed sense of pride in my service to the United States Government. The interaction that I experienced with other US govt. executives and the strong program focus on Constitutional values and Leadership inspired me to a renewed commitment.”

“There is no question in my mind that I am forever changed as a result of the 4 weeks I spent at FEI. To learn about the strengths and weaknesses of the men that wrote the constitution, to understand they were highly educated and motivated mortals that made mistakes was a new perspective for me. I was personally and professionally dedicated and motivated before I came to FEI. I left FEI even more dedicated and motivated, and armed with tools, techniques, and ideas about how to be the best I can be and I am EXCITED about this.”

Comments about the impact of the wellness program:

It seems hard to believe that it's been a full year since we finished our class (LDS 437), but you will be pleased to know that our group has been able to stick together and keep up our path to fitness. I've lost over 50 pounds since starting the LDS program last year and am feeling great—it has helped me in so many ways. I remain very grateful to you and the fitness team for working with me and my classmates to help encourage healthy habits and for your continued encouragement. Chris Perry, LDS 437

Executives have also offered a number of suggestions or "tips" on how to derive the most benefit from that experience. Here, in their own words, are suggestions you may want to consider:

Before the Program Begins

- Read your pre-program material carefully.
- Prepare well before coming. Thoroughly familiarize yourself with the (360 degree) assessment instrument and get a one-to-one interview with the sponsoring executive. Also, select the colleagues and direct reports carefully (for the instrument) so that you can get realistic feedback.
- Make sure you get full cooperation in getting pre-program materials completed and submitted from your direct reports, peers, and especially your supervisor.
- Be very prompt in getting (360 instrument) submitted. Otherwise, you may not have much input during the class sessions for your personal evaluation.
- Contact previous attendees in your organization. Talk with someone who has been here.
- Come prepared to learn and to enjoy yourself.
- Identify leadership concerns within yourself and your organization that you need to address.
- Come with your mind open and be willing to learn.
- Plan to take advantage of the optional exercise classes. Bring work out clothes and proper footwear.
- Think ahead about an leadership problem you would like to explore while here (before you attend).
- Leave your work at home.

Once in the LDS program:

- It's a great opportunity to stretch your mind and body, so don't hesitate...Defer judgement and leap right into it!
- Participate in all the activities...you'll never get a chance like this again!
- Take advantage of the incredible network of federal executives in your LDS program by meeting and talk with as many people as you can.
- Talk to other participants while you're in the LDS program and take advantage of their experiences and knowledge. Recognize that this is not just a point in time event but an opportunity to rethink where you're going and change direction and/or grow beyond where you are.
- Make sure you make the most of your small group Leadership Development Team (LDT)...this can be one of the most useful and enriching aspects of the FEI experience.
- Build relationships with your LDT members.
- Share best practices from your leadership style and share them with others.
- Suspend judgement - hold negative thoughts for a couple moments and/or balance with positive thoughts. Negative tone can feed on itself and ruin the experience for yourself and others.
- In whatever choices you make - for courses, activities, forums - participate fully: do the readings, do the exercises, take part in the discussion. Fully engage in everything that is offered to you.
- Make use of the supplementary books and videos available at FEI.
- Take time to really think about the readings.
- Think about improving your organization by applying what you learn.
- Take advantage of the unique and comprehensive wellness program--it's fantastic!!
- Determine what type of exercise program you will stick with after you go home (know yourself) don't push for something so far from it that you will immediately drop it.
- Expect to change your lifestyle.

LDS Admission and Registration Procedures

Admission and Registration Requirements

Leadership for a Democratic Society program is designed for U.S. federal civil service employees in the pay grade of GS-15 or above and military officers in the pay grade of O-6 or above. Federal non-General Schedule civil service employees must be in a pay grade equivalent to GS-15 or above (e.g. FS-01, SV-K, EJ-04, etc).

Non-federal employees, to include Private sector, state and local government, must be of an equivalent grade (as determined by FEI).

GS-14 Federal employees (and equivalents in other pay systems) who have executive-level duties may request a grade waiver to participate in the LDS program. Please contact the FEI Registrar for additional information and guidance.

All attendees must receive sponsorship in the form of funding approval from their employing agency, company, etc.

Agency or Company Funding

Leadership for a Democratic Society participants must be funded by their current employers.

Agencies/companies are responsible for funding the full cost of the program and agree to relieve participants of their work responsibilities for the duration of the program to maximize the participant's learning.

Registering and paying for FEI programs

U.S. federal civil service employees arrange attendance through their agency training office. FEI contracts all Leadership for a Democratic Society spaces through agency training representatives. Training office staff work with the FEI Registrar to complete the registration process.

Non-federal employees, to include Private sector, international, state and local government employees arrange attendance with the FEI Registrar directly. The FEI Registrar will work with each individual and their employer to coordinate the registration process.

Registration Process

Once the (SF-182) or other registration document is submitted to FEI, a review to ensure the nominee meets all admission criteria will take place. Once the review is complete, participants are notified via email regarding their registration status within two weeks.

Checking My Registration Status

To check the status of a current nomination, please contact us by email: FEIRegistrar@opm.gov, or telephone: (434) 980-6232.

Learn more about the Leadership for a Democratic Society Program

Email: FEIRegistrar@opm.gov

Telephone: (434) 980-6232

Fax: (434) 980-6267

LDS Payments, Substitutions & Cancellations

Tuition includes all educational services, materials, meals, and lodging. Meal service includes breakfast, lunch, dinner, and break service (coffee, tea, juice, morning and afternoon snacks, and fruit). Lodging includes single occupancy (private guest room) accommodations.

Incidentals such as dry cleaning, entertainment, tips, and the like are not included in the tuition.

Payment Due Date

Payment is due six weeks prior to the start of the program. However, FEI will not invoice and/or bill federal participants until the second full day (Tuesday) after the program start.

Accepted Payment Types

Payment can be made using any of the following methods*:

1. Credit Card**
2. Agency Purchase Order
3. SF-182 - The intent of the SF-182 was to approve and record completion of employee training - not for use as a procurement document. However, agencies can and may choose to use the SF-182 to procure training.
4. Military Interdepartmental Purchase Request (MIPR)
5. Interagency Agreement (IAA)
6. Agency/Company Check**

* Intra-Governmental Payment and Collection (IPAC) is used to process all tuition payments from federal agencies sending students to the LDS program. IPAC provides a standardized interagency fund transfer instrument for Federal Program Agencies (FPAs). IPAC facilitates the intragovernmental transfer of funds from one agency to another with standardized descriptive data.

** Non-federal employers, to include Private Sector, International, State and Local governments must use one of these methods of payment.

Information needed to streamline the IPAC payment process

In order to be used as a procurement document for payment processing, the SF-182 must include all of the following information*:

1. Complete Appropriation Fund/Line of Accounting
2. Document/Purchase Order/Requisition Number (e.g. IAA Number, MIPR number, P.O. Number, etc.)
3. Agency Locator Code (ALC)
4. Treasury Account Symbol (TAS)
5. Fiscal Station Number (FSN) – DoD agencies only

* If paying with a government purchase card, the SF-182 only needs to include the name, email address, billing address, and phone number of the card holder.

*** All DoD agencies paying with a MIPR, the SF-182 must be accompanied by a copy of the MIPR in order for an IPAC to be processed. Upon receipt of the MIPR, a signed MIPR Acceptance will be provided.**

Cancellation Policy

Cancellations, substitutions, and/or deferrals must be submitted in writing six weeks prior to the start of each Leadership for a Democratic Society program. Due to program demand and the volume of pre-program

preparation, cancellations, substitutions, and/or deferrals are handled using the following:

- Qualified substitutions must be submitted at least six weeks prior to the start of the LDS Program.
- Requests to release allocated enrollments from one LDS Program shall be submitted no later than six weeks prior to the start of the LDS Program and granted only if the vacated space can be resold.
- Requests to transfer allocated enrollments from one LDS Program to another LDS Program within the same fiscal year shall be submitted no later than four weeks prior to the start of the LDS Program.

Updated 13 June 2017

LDS Contact Information

If you have additional questions or need assistance finding the program best suited to your needs, contact the FEI Registrar directly at:

Email: FEIRegistrar@opm.gov

Telephone: (434) 980-6232

Fax: (434) 980-6267