



November 30, 2006

Congratulations! We are delighted that you have been selected to participate in the specially designed month long training program, **Executive Leadership Development**, which is scheduled for **January 28 – February 28, 2007** at Harvard University's John F. Kennedy School of Government. The program begins at 10:00am on Sunday, January 28 and ends at 12:30pm on Wednesday, Feb 28. Please adjust your personal and professional plans so that you can participate fully from the very start of the program to the very end.

To prepare for the program, we have included four items that require your immediate attention:

- **Confirmation Form.** Submission of your **Confirmation Form**, (attached) is required within one week of receipt of this letter. This form represents your final commitment to attend the course. Without this confirmation, we are unable to provide access to the course website or send you advance reading materials.
- **Visa.** You will need to obtain a B-1 visa to enter the United States and must apply in person as soon as possible at the nearest US Embassy or US Consulate. The B-1 visa is the non-immigrant visa for business purposes. The form that you need to complete for the US Consulate in Pakistan is the DS-156, which can be accessed by clicking going to their website (http://islamabad.usembassy.gov/pakistan/niv_evaf.html).

During your stay in the United States, you will not be receiving any financial support from Harvard University. Your sponsor, the Establishment Division, will cover the living and program costs while you are at Harvard University. Upon entry to the United States, you should present this letter. Please be sure that your arrival and departure record (I-94) is marked B-1.

- A recent **Head-and-Shoulders Electronic Photograph** is needed to create a photo roster, the official record of the class. The photograph may be of any size, in either color or black-and-white. We therefore appreciate you submitting your photo by the January 8, 2007. Please send photos electronically if possible (jpg or gif format) to our program coordinator, John Williams at john_williams@ksg.harvard.edu.
- **Project Challenge Written Assignment:** In mid-January, the Faculty Chair of the ELD program, Dr. Guy Stuart, will be visiting Lahore, Pakistan and meeting with you as a group prior to the start of the program in the United States. He will give a brief orientation of the Kennedy School as well as conduct a session using the case-study method which is the basis of instruction at the Kennedy School. More importantly, Dr. Stuart will introduce the project assignment at that time.

During the program each of you will be working on a project of your choosing, and specific to your current position. The project can focus on a management, political, or policy challenge, or, most likely, a combination of all three. It **must** be a challenge that you are facing in your current position, and it **must** be one that you are committed to addressing after you have finished the ELD program. You will be working on the project throughout the five weeks that you will be attending the ELD program, so make sure you choose a project that will hold your interest for that long. You may find examples of some projects attached.

Please be sure to think about and select a project *before* you come to the pre-program conference in Lahore in mid-January. Choosing a topic prior to the meeting in January with Dr. Stuart is a requirement to participating in this program and is a critical step in preparing for your time at the Kennedy School. In anticipation of this discussion of the projects, please submit a two-sentence



description of the project to Mr. Anwar and myself by Monday, January 8th, 2007 at 5pm. You may submit this description by e-mail to bsyed@hotmail.com and jennifer_gala@ksg.harvard.edu.

So that you can begin to make your travel plans, here is some basic information about program logistics. We will send you more details in the coming weeks including instructions on how to access the course website:

- Registration will take place from 10:00am – 5:00pm on Sunday, Jan 28. We will then walk to the Kennedy School for a brief orientation and opening dinner. Consequently, you need to arrive at Harvard for registration no later than 5:00pm on January 28.
- All classes and meals will take place at the John F. Kennedy School of Government.
- You will share, with one or two of your colleagues, a two- or three-bedroom suite with a living room, kitchen, and bathroom that is a 15-minute walk from the Kennedy School (shuttle service is available). Unfortunately, we do ***not*** provide accommodations for family members or guests. If you require additional or alternate lodging arrangements, a list of nearby hotels is also attached. You are responsible for making any arrangements outside of what is provided by the program.

The program ends at 12:30 p.m. on Wednesday, February 28. To ensure that you and your colleagues receive the maximum benefit from Executive Leadership Development, it is essential that you participate through the conclusion of the program including the all-important summary and certificate ceremony. Therefore, when making reservations for your return trip, please book a flight that departs Logan Airport after 4:00 p.m. on Wednesday, February 28.

Indeed, over the next few weeks, after we have received your confirmation form, you will receive much more information from us. Meanwhile, if you have any questions, please contact me, or program coordinator, John Williams, at 1.617.495.1028 or john_williams@ksg.harvard.edu

All of us on the faculty and staff are looking forward to working with you during Executive Leadership Development. We have planned a month that will be challenging, stimulating, provocative, demanding, and rewarding. We are all going to work hard and have some fun too.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jennifer S. Gala".

Jennifer S. Gala
Program Director, Executive Leadership Development