

NATIONAL DEFENSE UNIVERSITY  
CENTER FOR THE STUDY OF WMD

PROGRAM FOR EMERGING LEADERS

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## 2016 APPLICATION PACKAGE Program for Emerging Leaders

**Please read the following instructions carefully. Applications that are incomplete or do not conform to the guidelines below will not be accepted.**

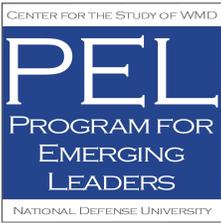
Applications for the 2016 Class of the Program for Emerging Leaders (PEL) will be accepted beginning 14 September until midnight on 11 December 2015. We welcome applications from *early to mid-career* civilian USG employees (GS-11/GS-12/GS-13 or equivalent) and commissioned military officers (O-3/O-4) with responsibilities related to national security and who demonstrate leadership potential within their agencies/organizations and have an interest in learning about weapons of mass destruction and related issues. Candidates are not required to have WMD expertise, but should have the ambition and career potential to reach the highest ranks of the US government, either as a civilian SES, a military flag officer, or an equivalent position. All applicants must be U.S. citizens, hold an active SECRET clearance, have a minimum of a bachelor's degree and be able to attend the mandatory Summer Immersion to be held in Washington, DC during the week of June 6-10, 2016.

The necessary steps for completing an application to PEL are outlined below. If you have any questions, please consult the frequently asked questions on our website. If you cannot find answer there, you may send an email to [PEL@ndu.edu](mailto:PEL@ndu.edu).

We will send an email confirming receipt of an application to the person who sent the application within 5 business days of receipt of the application (please note: if an agency representative submits the application, he or she - not the applicant - will receive the confirmation of receipt). We will notify all applicants of our admissions decision by the end of February 2016.

The enclosed application package contains the following items:

- Application checklist
- Data Sheet
- Supervisor's Statement of Support



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## Completing and Submitting your 2016 PEL Application

**Your complete application should include the following items in the order they appear below. The application should be saved as a single PDF document (*PDF Portfolios will not be accepted*) and emailed to [PEL.Applications@ndu.edu](mailto:PEL.Applications@ndu.edu).** For instructions on saving your application as a single PDF file, please see the "Helpful Hints" section on the next page.

**Application Checklist:** Please complete and sign this page, acknowledging that your application is complete and accurate to the best of your knowledge.

**Data Sheet:** This form must be completed in its entirety. All form fields must be filled for your application to be considered. ***This page cannot be printed and scanned. It must be submitted with the rest of the application in its original electronic format.***

**Resume:** Your resume should be no more than two pages long. Please make sure your name appears on both pages.

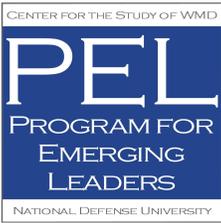
**Personal Statement:** Your personal statement must be one or two typed, double-spaced pages, written in 12-point Times New Roman font with one-inch margins. Please do not use acronyms without first defining them. Please make sure your name appears on all pages of the document. Your personal statement should address the following questions:

1. How does PEL fit within your career goals?
2. Why are you interested in WMD?
3. What qualities do you possess and what experiences have you had that make you an emerging leader? *Please note: for the purposes of PEL, the term "emerging leader" refers to someone with the ambition and career potential to reach the highest ranks of the US Government, either as a civilian SES, a military flag officer, or an equivalent position.*

**Academic Transcript:** Please include the **official** transcript from your last completed degree. Transcripts from previous degrees, partial degrees, or non-degree certificate programs and unofficial transcripts will not be accepted.

**Letter of Nomination:** Your application package should include one letter of nomination from a senior organizational official. The letter should reflect on your leadership qualities and your suitability for PEL. Please make sure your name appears on all pages of the letter. *Please note: for the purposes of PEL, the term "emerging leader" refers to someone with the ambition and career potential to reach the highest levels of the US Government, either as a civilian SES, a military flag officer, or an equivalent position.*

**Supervisor's Statement of Support:** This form must be signed and dated by your immediate supervisor.



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## Helpful Hints for Completing and Submitting your 2016 PEL Application

### Assembling your application package as a single PDF file:

First, save all documents as PDF files. When scanning, there is typically an option to save documents as PDFs. If not or if you are working with an electronic file, follow the instructions below to print a document as a PDF.

1. Go to the "Print" menu in your file.
2. Under "Printer", select "Adobe PDF"
3. Click "Print". At this point, you will be given the option to save the file as a PDF.

To combine several PDF files:

1. Right click on one of the PDF files you wish to combine.
2. Select "Combine files in Acrobat ..."
3. Drag and drop all PEL application files into the new window in the order they should appear in the final file.
4. Click "Combine Files"

*Note: If you are unable to combine the files into a single PDF, try printing and scanning any pages with electronic signatures. Files with electronic signatures cannot be altered, including combining them with other files.*

To save the data sheet in its original electronic format:

1. Open the form
2. Fill out the required fields of the form
3. Click the save button at the top of the screen. **Do not click the print button to either print a hard copy or print the form to a new PDF file.**

### Internal agency selection processes:

Some agencies have their own internal selection processes. You may wish to inquire within your agency to determine your agency's recommendations for applying to the program.

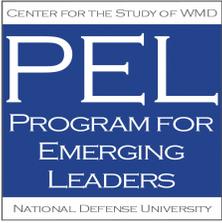
### Email firewalls:

There are often limits to the size of an email allowed to leave an agency's system or enter the NDU system. To avoid having your application attachments altered or removed by either your agency's firewall or the NDU email firewall, please send only one application in each email. **If you are an agency representative sending multiple applications, please send each application in a separate email.**

### Ensuring your application is considered:

1. If your application does not contain all of the elements listed on the previous page or does not abide by all guidelines, it will not be considered.
2. If you do not receive an email confirming we have received your application within 5 business days of submission, please assume your application was not received and contact PEL staff at [PEL@ndu.edu](mailto:PEL@ndu.edu) or 202-685-3127.

**Please note: If your application was submitted by an agency/organization representative, the confirmation email will go to the person who submitted the application, not the applicant. Please check with your representative to ensure the application was received.**



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## 2016 PEL Application Checklist

Please confirm you have completed all of the required steps to apply to the Program for Emerging Leaders by signing this page at the bottom and including the signed document in your application package.

I have completed the following items and combined them in a single PDF file to be emailed to [PEL\\_Applications@ndu.edu](mailto:PEL_Applications@ndu.edu):

Data Sheet (this page has not been printed and scanned or altered in any way)

Resume (no more than 2 pages)

Personal Statement (this document is no longer than two double-spaced pages, using 12-point Times New Roman font and one-inch margins)

Academic Transcript (this is a copy of my official transcript from my most recent degree)

Letter of Nomination

Supervisor's Statement of Support

I acknowledge that I have completed and am submitting all of the required pieces of my application for PEL in accordance with the instructions included in this document and that my application is complete and accurate to the best of my knowledge.

Applicant's Signature: \_\_\_\_\_

Date:

Applicant's Name:



**PEL 2016 Data Sheet - Page 2 of 2**

Applicant's Name:

**Education**

Highest degree awarded:

B.A.      B.S.      M.A.      M.S.      Ph.D.      J.D.  
Other

Degree granting institution:

Concentration / Major:

Date of award:  Did you include an official transcript for this degree in your application?  
(Required)  
Yes      No

**Contact Information**

Work Email:      Work Phone:  
Home Email:      Home Phone:  
Preferred Email:      Preferred Phone:  
Work      Home      Work      Home

Mailing Address Street 1:

Mailing Address Street 2:

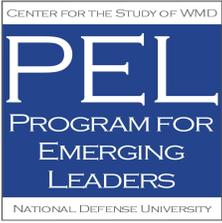
City:      State:  
Country:      Zip Code:      APO:

**Letter of Nomination and Supervisor Information**

Supervisor's Name:      Title:

Letter of Nomination Author:      Title:

Author's Relationship to  
Applicant:



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## **Supervisor's Statement of Support for Candidate's Application to the Program for Emerging Leaders**

Name of Applicant:

As the supervising official for the above named applicant, I confirm my support for the applicant's nomination to participate in the Center for the Study of Weapons of Mass Destruction's *Program for Emerging Leaders*. This includes supporting the applicant's full participation during the June 6 - 10 Summer Immersion and subsequent seminars and workshops throughout the year (the WMD Center will cover most participants' travel expenses, if possible).

Supervisor's Name:

Supervisor's Title:

Supervisor's Signature: \_\_\_\_\_

Date: