



# PROGRAM FOR EMERGING LEADERS' NEWSLETTER



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### Winter Workshop:

This year's Winter Workshop will be held at National Defense University on Thursday, 7 February and Friday, 8 February 2013. We haven't selected a topic yet, but we want you to hold the days! (With apologies to Paul Dodge, who will be getting married on Saturday, 9 February in Cancún, Mexico – congratulations!)

## Director's Corner

Greetings! I hope you all had fun and productive summers. I haven't seen many of you since Summer Immersion in June with the fifth PEL class, but you've been on my mind. Ms. Sarah Beth Cross and I have been planning a good fall and winter schedule for you. We'll have our first Leadership Dinner later this month with Ms. Michèle Flournoy, former Under Secretary of Defense for Policy (23 Oct – already filled), and have day trips in the National Capitol Region in the works to the 20th Support Command (24 Oct – space available) and the CIA (Dec 13 – not yet finalized). We will plan another leadership dinner with a senior military officer for later this fall.

Also in the air: preparation for the next application season! Please

help identify strong candidates by thinking about who might become a leader of your organization in the future. That person should have a job that deals with national security and want to learn about WMD. Sit down with him or her for lunch or coffee and talk about PEL. We have briefing slides, if you need them! Just ask.

For the first time ever and thanks to the hard work of intern Ms. Rachel Wright and Ms. Cross, we have a contact book for you with information for members of all five PEL classes! I think this is a great way to further one of PEL's main goals: to create a cadre of people who have thought deeply about WMD and have a network across government on which they can rely. We will produce this great re-



source once a year, so please send us your new information whenever you change jobs, names, or email addresses!

Finally, I'd like to hear your thoughts about trips. In the past PEL has visited some interesting places, but we have to think about this practice because of the cost and time involved, so I'd like to know what you think. Please be in touch about this or other issues: Margaret.Sloane@ndu.edu.

Happy fall to all!  
*P.S. Please save the date for this year's Winter Workshop: 7-8 February 2013. The topic is TBD. Any suggestions?*

## The Center Recommends...

- Paul Bernstein recommends Robert S. Litwak's *Outlier States: American Strategies to Change, Contain, or Engage Regimes* (Woodrow Wilson Center Press with Johns Hopkins University Press, 2012).
- John Caves recommends Justin Cronin's *The Passage* which is a novel about a U.S. secret bio-warfare program gone horribly wrong. (The second book in this trilogy, *The Twelve*, is coming out this October.)
- Nima Gerami recommends James J. Wirtz and Peter R. Lavoy (eds.), *Over the Horizon Proliferation Threats* (Stanford University Press, 2012).

## The Center Recommends, cont.

Robert Peters recommends the film *Thunderball*, 1965, which examines intra-alliance decision making and bilateral cooperation to mitigate the threats posed by nuclear terrorism.

## Survey Says! Sarah Beth Cross and Margaret Sloane

Members of the fifth class of the Program for Emerging Leaders (PEL) met for the first time at Summer Immersion in Washington, DC in June. The schedule for the week was typical of Summer Immersions of the past. The following account of the week, which also contains the results of a survey of participants, will give those who were not there a good idea of what we did and what the newest members thought about their first PEL experience.

The week began at National Defense University (NDU) and included visits to Edgewood Chemical and Biological Center, the Department of State, the National Security Staff, and the Department of Defense. The final day was at NDU. Wednesday evening Admiral James Loy, USCG (Ret.) addressed the class about leadership in government.

We were both pleased with how the week unfolded and enjoyed getting to know the newest members of PEL. We were also curious to hear what they thought of Summer Immersion, so we surveyed the class and received responses from 21 of the 27 members. Overall members were very pleased with the week; here's some more of what we learned.

### Day 1: National Defense University

Members were positive about the first day of the program: 33% rated the day as excellent and 52% rated it above average. We started with a game in which each member received an interesting fact about another member, had to find that person, and then introduce that person to the group. Some facts

included: "I was a whiskey model in Thailand," "I was the one in the Easter Bunny suit at the White House Easter Egg Roll," and "I have been 1000 feet underwater, 1000 feet underground and (obviously) 1000 feet above ground." The game was very well received and members reported that they would like to have had more time to get to know each other. The rest of the day was spent with speakers who talked about U.S. counter-WMD and homeland security policy and the role of the intelligence community in combating WMD. Ambassador Robert Joseph, Mr. Ken Rapuano, and Mr. John Lauder were very popular.

### Day 2: Edgewood Chemical and Biological Center (ECBC)

The day at ECBC was very popular – 76% rated the day as excellent – and jam packed with information and site visits. We toured the BSL3, the Decontamination Sciences, Genomics and Synthesis laboratories, the Inhalation Chamber, and the Advanced Design and Manufacturing Facility and Dr. Fred Berg gave a riveting briefing about emerging chemical threats. Members were adamant that his briefing and visits to the Synthesis Laboratory and the tour of the Advanced Design and Manufacturing Facility be kept in next year's schedule.

### Day 3: The U.S. Department of State and Keynote Address by Admiral James Loy, USCG (Ret.)

The day visiting the State Department was also a hit; 57% rated it as excellent. Members particularly enjoyed hearing from: Principal Deputy Assis-

tant Secretary Vann Van Diepen from the Bureau of International Security and Nonproliferation, Acting Undersecretary for Arms Control and International Security Rose Gottemoeller, and Director of the Office of Biological Policy Christopher Park. Mr. Park led a tabletop exercise in which members played different countries' delegations to a Biological Weapons Convention negotiation.

After the visit to State we returned to NDU for a keynote address by retired Coast Guard Admiral James Loy. ADM Loy spoke about the leadership model he has developed and written about with Donald T. Phillips in *Architecture of Leadership*. He recommended PEL members as future leaders consciously develop their own leadership styles and principles as part of their career development. He also talked about his experience standing up the Transportation Security Administration (TSA) following September 11. Forty-three percent of the members rated his speech as excellent and many complimented him on his insights and passion.

### Day 4: National Security Staff and Department of Defense

The visit to the National Security Staff was a big hit; 71% rated it as excellent. We met with directors from offices for Strategic Capabilities Policy, Nuclear Defense Policy, Non-Proliferation, Cyber, Counter Terrorism and Resilience. The discussion with senior directors was very popular and members would like to have had more time for questions and answers with speakers.

## Survey Says! (continued)

### Day 4: NSS and DoD, cont.

The afternoon at the Pentagon was also popular; 60% rated the visit as excellent. Participants were impressed by the access to senior leaders and the interactions they had the speakers. They particularly enjoyed meeting with Deputy Director for Politico-Military Affairs (Middle East), J-5, Joint Staff BG Tom Cosentino; Assistant Secretary of Defense for Nuclear, Chemical, and Biological Defense Programs Andy Weber; and a panel of action officers – Ms. Jasmine El-Gamal, OSP(P); LtCol Dan Greenwood, J-5, Joint Staff; and Ms. Jennifer Hultgren, OSD(P) – who spoke about Syria.

### Day 5: National Defense University

Just over half of the members rated the last day at NDU as excellent. Senior mentors and LTG Frank Kearney (USA-Ret.) spoke to us in the morning. Everyone thought the senior mentors had played an important role throughout the week and acknowledged their valuable contributions. Members also appreciated LTG Kearney's openness and candor. The members then split into groups for lunch with individual mentors. After lunch members broke into small groups for tabletop exercises on a variety of topics. Forty-three percent of the members rated these as excellent.

### For the Future

One of the best parts of the survey is the feedback we received that will help us improve next year's Summer Immersion and the Program for Emerging Leaders in general. This feedback fell into four categories: visits, meeting other members, program content, and time.

### Visits

As part of the survey members were asked about other places they would like to visit in the future; they recommended: the Central Intelligence Agency, National Counter Proliferation Center, the Department of Energy, Fort Detrick, and the 20<sup>th</sup> Support Command. We have responded to these requests with a plan to visit the 20<sup>th</sup> SUPCOM on 24 October and a visit to the CIA on 13 December. We'll keep working on the other suggestions, although it seems unlikely we'll be able to add any of them to next year's Summer Immersion simply because of time constraints. Members also said they would like a tour of the Pentagon as part of the visit there.

### Meeting Other Members

Members also expressed a desire to get to know each other and recommended a baseball game or a happy hour during Summer Immersion as a way to do this. We will certainly add a happy hour to the next year's Summer Immersion and we've started holding happy hours every other month here in DC. (Let us know if you'd like to organize one in the months, when we don't have one planned, or if you have a suggestion about a good place to gather.)

### Program Content

Members asked for more presentations which would set the scene for understanding the threats facing the United States from WMD. Another member requested a presentation about the rudiments of chemical and biological warfare agents and their symptoms, effects, and lethality. Another requested an organization chart of the State Department. We take these requests to mean that it's important to provide U.S. government context and details about WMD as part of Summer Immersion.

### Time

Many respondents liked what they did during Summer Immersion and wanted more time for: socializing, Q&A with speakers they enjoyed, participating in the tabletop exercises on the last day, and talking with senior mentors. Keeping in mind the limits of the 24-hour day, we'll do our best to accommodate these requests because we think it is better for members to have more time to meet each other (we are trying to build a network!) and learn from senior mentors and each other.

### Conclusion

We'd like to thank the fifth PEL class for your active participation in your Summer Immersion week and for taking time to provide us with information about your experience, so we can improve PEL programming and next year's Summer Immersion. For PEL members who have not met the new class, we look forward to your being able to do so at the Winter Workshop. And finally to those who made Summer Immersion such a success thank you for your time and contributions to a very successful week!