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## Director's Corner

Lots of good things are happening with PEL these days. In the last six months the sixth PEL class (PEL 06) had its Summer Immersion, two new Senior Mentors joined the program, we have held two successful Leadership Dinners, more than 100 PEL members and alums have joined the PEL group on the All Partners Access Network (APAN), and PEL's new website is live! You'll read about some of these things here and others you can learn more about by visiting the website and signing up for APAN.

The newest Senior Mentors are Professor Lisa Bronson, and Dr. David Franz. You will read more about them on page 3, but I want to draw your attention to them here because I'm so excited they have become Senior Mentors. Together they bring a wealth of experience to PEL related to biological weapons and WMD policy development and execution. Please look

for them at future events and join me in welcoming them aboard!

Though not a PEL success directly, I'd like to recognize three PEL members at GAO who have formed a WMD Community of Practice in their organization. It is a tribute to their motivation and hard work that they have organized within their department to connect GAO employees, who work on WMD-related issues, and bring in speakers to address all interested GAO personnel. Well done, Mr. Brian Mazanec (PEL 03), Ms. Natalya Barden (PEL 04), and Mr. Chris Turner (PEL 05)!

As we head into FY14, we don't yet know what the year will hold. In FY13 we limited the number of PEL 06 members who could come from outside the National Capital Region because of travel restrictions and we will likely encounter similar restrictions in the future. Given travel curtailment, the APAN site is even



more important because it allows PEL members who are outside the NCR to be a part of the program and puts members and alums in direct contact. I hope this will facilitate groups forming around topics of interest and communicating directly. Please sign up for APAN and be an active participant.

Looking ahead this fall, the application season will open in November. Applications will be available on the PEL website and will be due in February 2014. In the past PEL members have recruited and recommended some of the strongest candidates for each new class, so please keep an eye out for new applicants for PEL 07 and make sure they apply. Happy fall!

## Summer Immersion Speakers Recommend

- Kenneth D. Ward, "The BWC Protocol: Mandate for Failure," *The Nonproliferation Review* 11, no. 2 (2004). Available at: <http://cns.miis.edu/npr/pdfs/112ward.pdf>
- Roger Z. George and James B. Bruce, *Analyzing Intelligence: Origins, Obstacles, and Innovations*. (Washington, DC: Georgetown University Press, 2008). Print.
- Robert G. Joseph, *Countering WMD: The Libyan Experience*. (Fairfax, Virginia: National Institute Press, 2009). Print.
- Gary Ackerman and Jeremy Tamsett (eds.). *Jihadists and Weapons of Mass Destruction*. (New York: CRC Press, 2009). Print.
- British Broadcasting Corporation. *Yes, Minister*. 1980-1984. Sample: <http://bit.ly/9EPSmS>

## PEL Members' Good News

☉ On 22 March 2013 MAJ Nathaniel Watson, PEL 04, welcomed his fourth child, Imogen Pearl Watson. MAJ Watson was also selected to be an Assistant Professor in the Department of Chemistry and Life Science at the United States Military Academy.

☉ On 7 April 2013 Maj Scott Stanford, PEL 05, and his wife welcomed their fourth child, Gabrielle Eden Stanford.

☉ On 7 May 2013 LtCol Christopher Forrest, PEL 04, became Director of Operations, 455th Expeditionary Operations Support Squadron, Bagram Air Base, AFGH.

☉ On 1 June 2013 Erik Carlson, PEL 05, was promoted to the rank of Major in the United States Air Force and became the Assistant Operations Officer for the 76<sup>th</sup> Airlift Squadron.

☉ Capt Gary Sampson, PEL 05, was selected for a non-resident Sasakawa Peace Foundation Scholarship with the Center for Strategic International Studies' (CSIS) Pacific Forum. On 1 July 2013 he began a year-long research project examining the U.S.-Japan security alliance in light of the changing security environment. Capt Sampson will also be presenting at the CSIS Project on Nuclear Issues' 2013 Summer Conference in New Mexico.

☉ Mr. Philip DeWolf, PEL 05, will be promoted to GS-13 and is moving to Stuttgart, Germany to work for USAFRICOM's J-5 on the CCDR's Theater Campaign Plan and Theater Strategy.

☉ MAJ R. Ryan Bell, PEL 05, was selected to become Deputy Director for the Combating Terrorism Center at the United States Military Academy.

☉ Maj Eric Schultz, PEL 06, has been selected two years early for promotion to Lieutenant Colonel.

☉ Mr. Ben Turpen, PEL 06, program examiner for the National Security Division of OMB, has been detailed to be the confidential assistant to the OMB Associate Director for National Security Programs whose portfolio includes Defense, State, USAID, Veterans Affairs, and the Intelligence community.

☉ Dr. Justin Kita, PEL 06, was recently promoted to GS-14 at the Federal Bureau of Investigation.

☉ Congratulations to you all on your personal and professional accomplishments!

## GAO's WMD Community of Interest *Ms. Natalya Barden, PEL 04*

On 27 March 2012, the U.S. Government Accountability Office (GAO) WMD Community of Practice hosted Ambassador Linton Brooks, one of PEL's Senior Mentors. Ambassador Brooks has five decades of experience in national security, most of it in the field of nuclear weapons, and it was a great privilege for us at GAO to benefit from his remarkable knowledge and expertise. Ambassador Brooks' talk focused on the international aspects of nuclear security and the role of extended deterrence, with specific attention given to Russia and China.

The Ambassador provided insights into these two countries' perceptions of our nuclear capabilities, including the historical rationale for these perceptions. He also de-

including modernization of the national nuclear stockpile and the pros and cons of having a government-owned and contractor-operated system of national nuclear laboratories.

More than 70 staff attended the event at GAO's headquarters. The event was also broadcast on GAO LiveTV, which allowed GAO analysts from GAO's 11 field offices to participate and submit questions electronically. After the event, Ambassador Brooks met with the Comptroller General of the United States—Mr. Gene Dodaro—the head of GAO. The agency's WMD Community of Practice received highly positive feedback about this event, and we are deeply grateful to Ambassador Brooks for taking time out of



**PEL members and founders of GAO's WMD Community of Practice with Ambassador Linton Books: (from left to right) Mr. Brian Mazanec (PEL 03), Mr. Chris Turner (PEL 05), Amb. Linton Books, and Ms. Natalya Barden**

voted considerable attention to the views of our allies in both Europe and Asia—their fear surrounding Russian and Chinese capabilities, expectations of our role in safeguarding their security, and the reassurances that they seek. He also addressed some of the current political and budgetary considerations in the United States that will inevitably shape any future nuclear security and non-proliferation discussions, and future investments in the national nuclear stockpile.

After Ambassador Brooks' talk, the audience had an opportunity to ask questions, which focused on a wide range of topics,

his very busy schedule to share his perspectives and his wealth of knowledge with GAO staff.

GAO's WMD Community of Practice was created in December 2012. This Community of Practice seeks to expand expertise in WMD-related issues among GAO staff though such means as external speakers, internal panels of experts working on WMD-related issues, and an intranet page with relevant resources. We welcome recommendations from our PEL classmates for future speakers and events.

## New Senior Mentors: Prof. Lisa Bronson and Dr. Dave Franz *Dr. Margaret Sloane*

Ms. M. Elaine Bunn, who was a Distinguished Research Fellow in the Center for Strategic Research at National Defense University, became the Deputy Assistant Secretary of Defense for Nuclear and Missile Defense Policy in March and as a result could no longer serve as a Senior Mentor for PEL. This prompted a discussion with the remaining Senior Mentors about whom we should invite to join their ranks. One of the areas of expertise we determined was not well represented was biological weapons, so to fill this gap I invited Professor Lisa Bronson and Dr. Dave Franz to join the program. To my delight both agreed and they are now on board as our newest Senior Mentors. Below are their biographies.



*Professor Lisa Bronson*

Professor Bronson has been a member of the National War College faculty since August 2005. Her areas of focus include: National Security Strategy Development and Decision Making, International Negotiations, Alternative Futures Analysis/Scenario Planning, Adult Learning, and WMD Proliferation.

From September 2001 until August 2005 Ms. Bronson served as the Deputy Under Secretary of Defense for Technology Security Policy and Counterproliferation and the Director of the Defense Technology Security Administration. In that capacity she was responsible for overseeing the Cooperative Threat Reduction program and developing technology security policy for DOD. She

served as the Chairman of NATO's Senior Defense Group on Proliferation and championed the creation of the NATO Chemical, Biological and Radiological/Nuclear Defense Battalion that was fielded during the 2004 Olympics. She served as the Chairman of the National Disclosure Policy Committee and as the focal point for the development of new policy and doctrine pertaining to WMD elimination and biological and chemical defense.

During 1999-2001 Ms. Bronson was the Deputy Assistant Secretary of Defense for European and NATO Affairs. On November 8, 2000 she received the "Distinguished Executive" Presidential Rank Award for her accomplishments during her public service career.

From November 1996 until February 1999, she served as the Director of NATO Policy in the Office of the Secretary of Defense. In this capacity she oversaw the Department's contribution to NATO's 50<sup>th</sup> Anniversary Summit which included the revision of NATO's strategic concept, the launching of the Defense Capabilities Initiative, and the demonstration of the Partnership for Peace Simulation Network. She was a key negotiator of the 1997 NATO-Russia Founding Act and orchestrated the DoD contribution to the ratification of NATO Enlargement by the U.S. Senate.

During 1993-1996, Ms. Bronson was the Director for Negotiations and Implementation. She oversaw the development and implementation of DoD policies concerning nuclear, biological, chemical and missile nonproliferation and arms control. This included the indefinite extension of the Nuclear Nonproliferation Treaty and the negotiation of the Chemical Weapons Convention.

Professor Bronson received her B.A. from Cornell University and was commissioned as a second lieutenant in the U.S. Army in 1979. She was a Distinguished Military Graduate and the Cadet Commander. She was awarded the parachute badge in 1978. She received her law degree from Cornell University in 1982 and entered the U.S. Army Judge Advocate General's Corps in 1983.

*Dr. Dave Franz*

Dr. Franz served in the U.S. Army Medical Research and Materiel Command for 23



of 27 years on active duty and retired as Colonel. He served as Commander of the U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID) and as Deputy Commander of the Medical Research and Materiel Command. Prior to joining the Command, he served as Group Veterinarian for the 10<sup>th</sup> Special Forces Group (Airborne).

Dr. Franz was the Chief Inspector on three United Nations Special Commission biological warfare inspection missions to Iraq and served as technical advisor on long-term monitoring. He also served as a member of the first two US-UK teams that visited Russia in support of the Trilateral Joint Statement on Biological Weapons and as a member of the Trilateral Experts' Committee for biological weapons negotiations.

Current standing committee appointments include the National Academy of Sciences Committee on International Security and Arms Control, the National Research Council Board on Life Sciences and the Department of Health and Human Services National Science Advisory Board for Biosecurity. He serves on the Board of Integrated Nano-Technologies, LLC.

Dr. Franz holds an adjunct appointment as Professor, Department of Diagnostic Medicine and Pathobiology, College of Veterinary Medicine, Kansas State University. The current focus of his activities relates to the role of international engagement in the life sciences as a component of national security policy. Dr. Franz has a D.V.M. from Kansas State University and a Ph.D. in Physiology from Baylor College of Medicine.

# All Partners Access Network (APAN) and New PEL Website

## Dr. Margaret Sloane and Mr. Dan Lee

### APAN

In an effort to enhance communication between the PEL director and PEL members and alums and to encourage member-to-member communication, we began using the All Partners Access Network (APAN) this spring. The PEL page on APAN is a Private Group, which means that only PEL members, leaders, and designated support personnel have access to it. *The website will be used instead of regular email and phone contact, so please sign up to avoid missing any important announcements about upcoming activities and to engage in conversation about WMD-related issues and make sure you receive daily digests.*

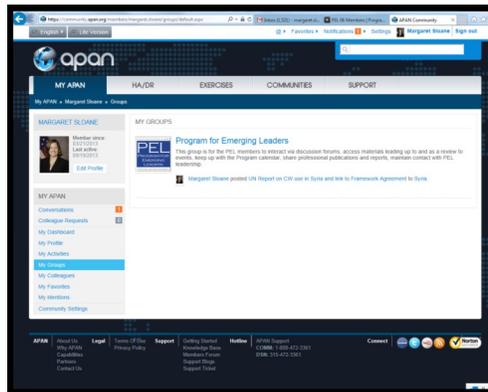
APAN enables professional networking and communication and establishes pre-defined communications channels. It is administered for the Department of Defense through the U.S. Pacific Command and has become a government-wide tool for sharing information and collaboration since its beginnings as the Asia Pacific Access Network in March 2000. While encouraging the open and easy exchange of information, APAN also ensures the protection of sensitive information like users' identities and personal communications.

The PEL site on APAN is open to all PEL members, alums, and Senior Mentors, so please associate your APAN account with a personal email address as home access is encouraged. You will be required to create a profile on the APAN website which will include contact information which should be kept updated throughout your association with PEL. Your profile must conform to security standards set by your agency, but we ask that you maximize what you share within regulations so that the site serves as an effective networking tool.

PEL 06 members have used the site since they began preparations for their Summer Immersion in April 2013. The site is now used to post recommended readings prior to events; archive materials related to past events; provide a calendar of upcoming PEL activities; and host discussion boards, a live chatroom, and a bulletin board for announcements. It is our hope that providing better communications and an opportunity for more interaction will enhance PEL's effectiveness.

In the coming months, I'll experiment with uploading videos of recent speakers, which I hope to make this a regular feature of the site. In addition I will periodically post articles and ideas to discuss and encourage members to do the same. This will enable those who are outside the National Capital Region or unable to attend events to benefit from the program. As travel continues to be restricted, APAN will be an important way to foster communication and build the PEL community in the years ahead. Please use the site to raise questions, share information, organize smaller groups around specific topics, and discuss issues that interest you!

This move to APAN and the site itself would not have been possible without the hard work of PEL intern Dan Lee. Thank you for making this possible, Dan!



### Join APAN

The PEL site on APAN now has more than 100 members who can discuss issues, share information, and learn about upcoming program activities. The group is open to PEL members, alums, and Senior Mentors. If you have not yet become a member of APAN, here are some easy instructions to do so:

1. Go to: [www.apan.org](http://www.apan.org).
2. Click "Join."
3. Fill out initial request page. When you receive the confirmation email, follow the link to create a profile.
4. Once your profile is created, after signing in, you can click on "Communities" and search "PEL" to request membership. Your membership will be approved, which will give you full access.

*Instructions for receiving daily (or weekly) email digests:*

1. Go to your "MY APAN" page and click on "Community Settings."
2. Click on the "Email" tab.
3. Check all the boxes.
4. Enter the email address at which you wish to receive updates.
5. Scroll to bottom of page and select the frequency of digest you wish to receive updates (daily recommended) from PEL.
6. Save settings. (N.B. settings do not take effect immediately.)
7. *Finally, keep an eye on SPAM folders because these messages seem to be filtered fairly often.*

### New Website

The Program for Emerging Leaders has its own website now: <http://pel.dodlive.mil/>. The new website contains more information about the program, including a page for each Senior Mentor, an archive of past newsletters, and a briefing about the program. If you want to explain the program to someone, I recommend the brief: <http://pel.dodlive.mil/files/2013/07/PEL-briefing-FINAL-July-2013.pdf>. You will notice that the site also contains a convenient link to the All Partners Access Network (APAN) site. Later this fall the website will also feature a new video of PEL members describing the program.

All of this information and simpler navigation between pages is intended to make it easier for potential applicants and their employers as well as others who are interested to learn more the program and its goals.

If you have suggestions about how to improve the website, please email: [Margaret.Sloane@ndu.edu](mailto:Margaret.Sloane@ndu.edu).



## Leadership Dinner: VADM Robert S. Harward, Jr., USN *Dr. Julian Ouellett, PEL 03*

On 3 April 2013, eleven PEL members attended a Leadership Dinner at Kora Restaurant in Crystal City with Vice Admiral Robert Harward as the distinguished speaker. VADM Harward is currently the Deputy Commander of United States Central Command. A long career in Naval Special Warfare has given Vice Admiral Harward a front row seat to the institutional evolution of Special Operations Forces over the course of past decade-plus.

VADM Harward opened with a two minute statement, but reserved the vast majority of the evening for open discussion. The conversation—held under the Chatham House rule—was free-flowing and unfiltered. One PEL member started the conversation by asking a question facing many federal employees: Why should individuals remain in public service when so much of the public discourse is denigrating their efforts and undermining their livelihoods? Some participants were pessimistic about the ability of the federal government to re-

cruit and retain talented individuals when more lucrative opportunities existed elsewhere. Other participants felt that the sense of purpose and the passion that one brings to the federal service along with an unparalleled ability to influence policy and institutions remain critical drivers in attracting and retaining individuals. There were no easy answers.

The major theme that emerged through the dinner was the challenges of leadership in a time of transition. Discussants noted both the challenges and opportunities offered by this dynamic. VADM Harward encouraged PEL members to seize this period of uncertainty to help shape the future institutions that they serve. Far from being discouraged by the current chaos he seemed invigorated by the opportunities to upend traditional ways of thinking where they had grown dogmatic and calcified. Other participants linked this discussion to questions about accountability of senior leaders, the role of ethics in leadership, and the im-

portance of communication and breaking down institutional silos. On these topics Vice Admiral Harward provided a number of illuminating anecdotes, but seemed just as interested in our views of these challenges.

As the meal came to an end VADM Harward emphasized the need for passion and creativity as a bulwark against the ups and downs of public service. Of the evening, VADM Harward noted, "Their questions were on point and as usual I got more from their insights than they could have gained from me."

The PEL Leadership Dinner Series began in October of 2012. The first dinner featured, former Under Secretary of Defense for Policy Michèle A. Flournoy. Generously sponsored by Mr. Robert Spring, the purpose of the Leadership Dinner Series is to provide a forum for PEL members to learn about challenges and issues that face senior leaders across government.



PEL members with VADM Robert S. Harward, Jr. on 3 April 2013 at Kora Restaurant in Crystal City, VA

## Visit to DHS's Nebraska Avenue Complex

### *Ms. Sarah Beth Cross*



ship?" After some discussion he shared his observations about leadership and addressed challenges he has identified to leading down, across, and up. Mr. Trinner emphasized the importance of cultivating relationships throughout the interagency, guarding your reputation, listening more than you talk, and cautioned us against "wrestling with pigs" (because pigs *like* wrestling in mud and from a distance you'll look the same!). He spoke with candor about the ups and downs of his own career. His talk was one of the highlights of the day.

#### PEL members at DHS with Ms. Betsie Chacko, PEL 04, and Senior Mentor Mr. Ken Rapuano, May 2013

On 22 May 2013, eleven PEL members went to the Department of Homeland Security's Nebraska Avenue Complex for a day-long visit organized by Ms. Betsie Chacko, PEL 04. Mr. Victor Valentine Davis, CBRNE Chief and Interagency Modeling and Atmospheric Assessment Center Director in the Office of Operations Coordination & Planning welcomed the group and set the stage for the day's events and follow-on speakers by describing the creation, roles, and responsibilities of DHS in preventing and responding to domestic disasters, including WMD incidents.

Throughout the day senior leaders, who have roles related to WMD prevention, preparedness and response, addressed the group. These included representatives from the United States Coast Guard (USCG), U.S. Customs and Border Protection (CBP), U.S. Immigration and Customs Enforcement, the Federal Emergency Management Agency

(FEMA), the Domestic Nuclear Detection Office (DNDO), the Office of Public Affairs, and the Office of Health Affairs.

The group toured DHS's National Operations Center (NOC). During the tour, led by Mr. Carl Grimlick, Director of the NOC, PEL members learned how it provides real-time situational awareness and monitoring of the homeland and coordinates information about incidents for response activities. The NOC is staffed 24 hours a day, 365 days a year. In conjunction with the Office of Intelligence and Analysis, the NOC is also responsible for issuing homeland security advisories and bulletins.

Over lunch Mr. Donald Trinner, Director of the Operations Coordination Division, Office of Operations Coordination and Planning, addressed the group. Mr. Trinner, who is retired from the Coast Guard, spoke about leadership in a crisis. He began the conversation by asking PEL members, "what is leader-

The group was fortunate to be accompanied by one of PEL's Senior Mentors, Mr. Ken Rapuano, Director of Strategic Systems and Planning at the MITRE Corporation and the former Deputy Director of the Homeland Security Council. Mr. Rapuano helped guide the discussion with his questions throughout the day and offered concluding remarks at the end of the day in which he emphasized the important responsibilities and capacities within DHS and noted the difficulties the Department encounters when crisis management takes place.

The day was interesting and informative and overall a great success. We are very grateful to Ms. Betsie Chacko for all of her hard work coordinating the visit and to all of the people from DHS who supported our visit throughout the day. Thank you!

## Summer Immersion 2013

### *Dr. Justin Kita, FBI*

The PEL 06 Summer Immersion was a truly enriching experience that enhanced my understanding of how high-level national security decisions are made in the U.S. Government. While each day of Summer Immersion included an overwhelming number of positive experiences, the highlight for me was our trip to the White House to meet with the National Security Staff (NSS). As a WMD intelligence analyst with the FBI, much of my focus is on performing analysis that can be used at an operational level to initiate or advance WMD investigations. The NSS meeting gave me a perspective on how policymakers use intelligence to drive national security policy that I had not previously encountered.

Perhaps the most important aspect of Summer Immersion for me was the interaction with and the opportunity to learn from the Senior Mentors who have all had such exemplary careers in public service. The diverse nature of their academic and work experiences provided insight into possible career trajectories and inspired me to seek new leadership opportunities within my organization. Not only were these relationships with the Senior Mentors important, but the new liaisons with our PEL classmates will serve as the foundation for our new roles as emerging leaders. I look forward to spending the next three years in the program strengthening the working relationships with my PEL

06 classmates, and I cannot recommend PEL highly enough to prospective participants.

### *LtCol(s) Eric Schultz, USAF*

This week included visits to NDU, NSS, DoD, State, and the Edgewood Chemical and Biological Center (ECBC). We received briefings from experts regarding the technical and policy aspects of WMD issues, as well as tours of laboratories working to mitigate the associated risks. We spent a significant amount of time discussing experiences with these issues with the Senior Mentors.

The highlights of Summer Immersion included exposure to a broad cross section of WMD issues with which I had little familiarity. Though we only experienced the tip of the iceberg, I came away with a much better appreciation of the issues associated with such low probability, high consequence events. I found the interaction with real-time activities particularly interesting when combined with the detailed historic perspectives presented in many briefings. For example, State Department discussions about nuclear arms reductions at the same time the President was presenting new policy in Europe, NSS/Edgewood discussions revolving around ongoing events in Syria, and the ramifications of the sequester within the context of government resource allocation. Finally, the cohort offered impressive networking opportunities. I look forward to learning and solving problems with this group of like-minded individuals long into the future.

### *Mr. Ben Turpen, OMB*

The Summer Immersion offered significant insight into the development and implementation of policy regarding WMD. It provided a comprehensive overview of WMD threats, policy, and coordination often seen in only discrete segments.

Visibility into interagency efforts focused on WMD was a highlight. An overview of the WMD community, including interagency definitions, roles of specific interagency components, and the process for policy implementation laid a strong foundation. The overview was reinforced by engaging and insightful conversations with high-level leaders from the NSS, DoD, and State among others. I enjoyed meeting current leaders and spending a week with the men and women who will confront these challenges in the future. The program provides a robust base for future interaction across agencies.

The development of a consistent strategy to prevent and protect against WMD requires the convergence of science, policy, diplomacy, strategy, cooperation, resources, and leadership. A site visit to ECBC demonstrated the hard scientific evidence and research that make these significant investments in time, diplomacy, and coordination necessary. The week also provided the opportunity to learn fundamental lessons in leadership from the ambassadors, the guest speakers, and my fellow members of PEL 06.



PEL 06, Senior Mentors, and WMD Center staff in front of Marshall Hall *Photo by Mrs. Katie Lewis, NDU AV*

# Summer Immersion 2013 in pictures



Far left: PEL 06 members from USN  
Left: Senior Mentors  
Right: PEL 06 members from USA  
*Photos by Mrs. Katie Lewis, NDU AV*



Left: PEL 06 members from USAF  
Right: PEL 06 civilians from 12 different agencies and departments  
Far right: PEL 06 members from USMC  
Below: At Canadian Embassy's spectacular reception

