

Program for Emerging Leaders



*PEL Meets with Nobel Laureate Thomas Schelling, Ph.D. during the 2010 Winter Workshop on
"The Future of Extended Deterrence and the Role of U.S. Nuclear Weapons"*

CENTER FOR THE STUDY OF
WEAPONS OF MASS DESTRUCTION
NATIONAL DEFENSE UNIVERSITY

November 2012

Briefing Overview

- What is the Program for Emerging Leaders?
- Program Details
- Program Activities
- Senior Mentors
- Application Requirements
- Final Thoughts



Senior mentors and the PEL Director on the steps of Marshall Hall, National Defense University, Fort Lesley J. McNair, Washington, DC, June 2012

What is the Program for Emerging Leaders?

- PEL is an initiative of National Defense University's Center for the Study of Weapons of Mass Destruction whose goal is to foster a community of rising US government leaders with the knowledge and skill-set to respond to the dangers of WMD.
- PEL addresses tasking from J-8/Joint Requirements Office to NDU's WMD Center to: "facilitate interagency and DoD civilian education, administering and leading programs to strengthen the combating WMD community."
- Method:
 - Bring together individuals from across the government.
 - Through a variety of activities create an understanding of WMD threats to national security and the full range of means, processes, and organizations for addressing them.

PEL aims to create a cadre of future leaders with the knowledge and skill-set to respond to the dangers of WMD.

Program Details: Membership

- Members: Early to mid-career USG employees (civilians are GS-9 through GS-13 and military are O-3's and O-4's)
- Membership term: Three years (three classes run concurrently)
- Selection: Competitive selection of 25-30 people annually from more than 200 applications
- Graduate credit: Upon successful completion of required contact hours and writing assignments, members will receive graduate school credit through National Defense University

Program Details: Calendar for Three-Year Program

- Week-long Summer Immersion (June of first year)
 - Seminars and lectures
 - Site visits
- Small-group activities (four or five times per year)
 - Expert-led discussions on WMD issues
 - Leadership Dinners
 - Site visits
- Two-day Winter Workshop (annually)
 - Panel discussions on WMD issues
 - Lectures and small-group activities



*Senior mentor and former Deputy
Homeland Security Advisor
Mr. Kenneth P. Rapuano*

Program Activities: Annual Calendar

- November – Applications available
- February – Applications due
- February – Winter Workshop
- April – New class notified of selection
- June – Summer Immersion



2012 Winter Workshop



Dr. Kongdan Oh, Research Staff Member at the Institute for Defense Analyses and specialist in East Asian affairs, speaks about North Korea at the 2012 Winter Workshop on deterrence

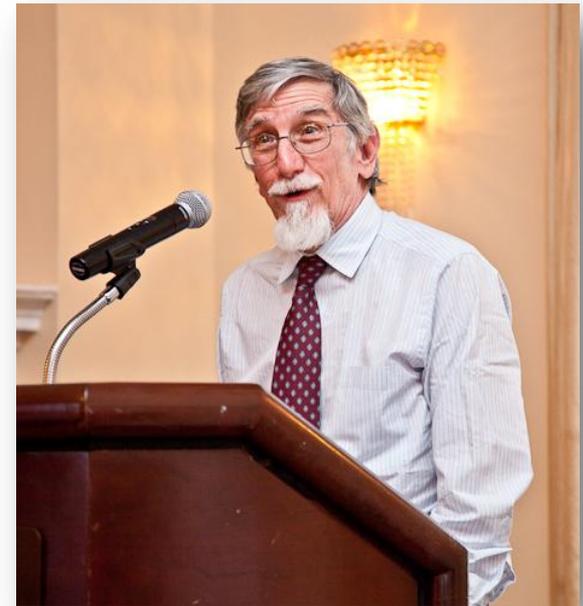
Program Activity: Winter Workshop

- Two-day workshop at National Defense University
- Close examination of a specific topic
- Past topics include: Deterrence, North Korea, and Iran
- Guest speakers and experts participate



Left: Mr. Brian M. Jenkins, Senior Adviser to the RAND President, speaks about terrorism

Right: Dr. Robert Jervis, Adlai E. Stevenson Professor of International Affairs at Columbia University, was the keynote speaker at the 2012 Winter Workshop



Program Activity: Site Visits

- CIA Headquarters
- Department of Health and Human Services
- Los Alamos National Laboratory
- Oakridge National Research Laboratory
- U.S. Army 20th Support Command



The Department of Energy's Y-12 National Security Complex is one of four production facilities in the National Nuclear Security Administration's Nuclear Security enterprise



Members participated in the 20th Support Command's rehearsal of a Capability Exercise (CAPEX) at Aberdeen Proving Ground, MD, October 2012. PEL members and staff are pictured here with Deputy Commander, COL Thomas J. Langowski, and CBRNE Advisor Mr. Ray Van Pelt

Program Activity: Speakers

- Ms. Frances Fragos Townsend – Former Homeland Security Adviser (2010)
- Dr. Thomas C. Schelling – Nobel Laureate (2010)
- Gen Brent Scowcroft – Former National Security Advisor (2011)
 - Dr. William J. Perry – Former Defense Secretary (2011)
- ADM James Loy, USCG (Ret.) – 21st Commandant of U.S. Coast Guard and former Deputy Secretary of Homeland Security (2012)



Program Activity: Leadership Dinners

- In October 2012 at the inaugural Leadership Dinner 12 PEL members met the Honorable Michèle A. Flournoy in a private dining room in Washington, DC and engaged in two hours of Q&A
- Leadership dinners will be held four to five times a year with small groups of PEL members and a senior civilian or military leader
- This program is made possible through the NDU Foundation by a

generous
gift from
Mr. Rob
Spring



*Ms. Michèle A. Flournoy
and PEL members at the
inaugural Leadership
Dinner, October 2012*

Senior Mentors

- Ambassador Linton F. Brooks – former Under Secretary of Energy for Nuclear Security and Administrator, National Nuclear Security Administration; former Assistant Director of the U.S. Arms Control and Disarmament Agency; and former Director of Defense Programs and Arms Control on the National Security Council Staff. Current positions: independent consultant; Senior Advisor at Center for Strategic and International Studies; Distinguished Research Fellow, National Defense University; member of National Academy of Sciences Committee on International Security and Arms Control; and advisor to four DOE national laboratories
- Ms. M. Elaine Bunn – former Principal Director, Nuclear Forces and Missile Defense Policy in the Office of the Secretary of Defense. Current position: Distinguished Research Fellow, Institute for National Strategic Studies, National Defense University
- Ambassador Robert G. Joseph, Ph.D. – former Under Secretary of State for Arms Control and International Security; former Special Assistant to the President and Senior Director for Proliferation Strategy, Counterproliferation, and Homeland Defense. Current position: Senior Scholar at the National Institute for Public Policy

Senior Mentors, cont.

- Susan Koch, Ph.D. – former Senior Advisor to the Under Secretary of State for Arms Control and International Security; and former Director for Proliferation Strategy on the National Security Council Staff. Current positions: consultant on policy issues regarding arms reduction and the proliferation of weapons of mass destruction; Distinguished Research Fellow, National Defense University; associate faculty member, Missouri State University, and member of DoD's Threat Reduction Advisory Committee and the Countering Weapons of Mass Destruction Task Force of U.S. Strategic Command Strategic Advisory Group
- Mr. Kenneth P. Rapuano – former Deputy Homeland Security Advisor to President George W. Bush; and former Deputy Under Secretary for Counter Terrorism, Department of Energy. Current position: Director of Advanced Systems and Policy at the MITRE Corporation



Left: Ms. Elaine Bunn listens to 2012 Winter Workshop Keynote Speaker, Dr. Robert Jervis

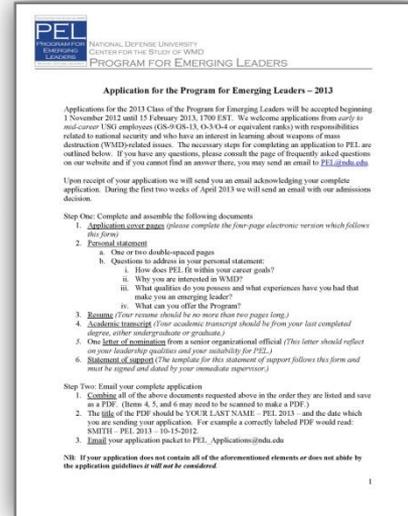
Right: Ambassador Linton Brooks explains his point to PEL members at the Winter Workshop, March 2012



Application Requirements

- USG employees (GS-9 thru GS-13, O-3's and O-4's)
- Minimum three years post-baccalaureate experience
- Job responsibilities related to national security
- Interest in learning about WMD and related policy issues
- Personal statement
- Letter of recommendation
- Application: <http://wmdcenter.dodlive.mil/pel/application-materials/>

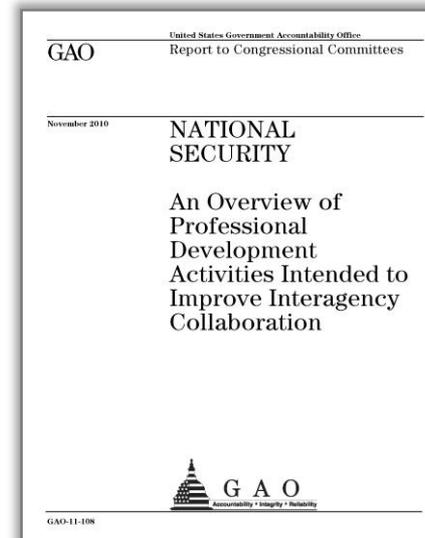
Demonstrated leadership potential within a candidate's organization is of paramount importance for selection.



Final Thoughts: GAO Recognition of PEL

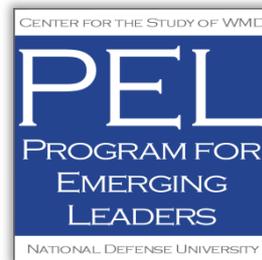
In its November 2010 Report to Congressional Committees, *National Security: An Overview of Professional Development Activities Intended to Improve Interagency Collaboration*, the Government Accountability Office noted,

- “In our review, DOD provided the majority of professional development activities. These included... leadership development programs with a national security focus, such as the Program for Emerging Leaders at the National Defense University's Center for the Study of Weapons of Mass Destruction.” (Page 11)
- “Of the 11 reported programs, 6 leadership development programs were open to and encouraged interagency participation. Two of these 6 – the Program for Emerging Leaders at NDU's Center for the Study of Weapons of Mass Destruction, and State's National Security Executive Leadership Seminar – intended to create an interagency cohort of leaders who can work together seamlessly on national security issues. For example, to promote a professional network among future U.S. government leaders in the field of weapons of mass destruction, NDU's Center for the Study of Weapons of mass Destruction offered Program for Emerging Leaders students a variety of ways to connect outside the classroom...” (Pages 25-6)



Final Thoughts: Relationship with DoD and Interagency

Widespread acceptance by Department and Interagency leadership demonstrated by senior leaders making time to speak to members of the Program for Emerging Leaders and in correspondence to the WMD Center about the program





Civilian and military members of the fifth class of the Program for Emerging Leaders, June 2012

ADDITIONAL INFORMATION ABOUT THE CURRENT MEMBERS OF THE PROGRAM FOR EMERGING LEADERS

Membership Breakdown: Current PEL Classes

	PEL 03 (2010-2013)	PEL 04 (2011-2014)	PEL 05 (2012-2015)
Total number of members	32	32	27
Total Uniformed	16	13 (41%)	14 (52%)
Civilians	16	19 (59%)	13 (48%)
DOD	20	20	20
Non-DOD	12	12	7
Male	21 (66%)	20 (62%)	20 (74%)
Female	11 (34%)	12 (38%)	7 (26%)

Membership Breakdown: Uniformed Military

	PEL 03 (2010-2013)	PEL 04 (2011-2014)	PEL 05 (2012-2015)
USA	3	3	3
USAF	11	7	6
USMC	0	1	1
USN	1	2	3
USCG	1	0	1

Membership Breakdown: Civilians

	PEL 03	PEL 04	PEL 05		PEL 03	PEL 04	PEL 05
CIA	0	1	1	NGA	0	0	1
Commerce	0	1	0	PACOM	1	0	0
DHS	0	5	2	ODNI	2	0	0
DIA	0	1	0	OSD	2	1	5
DOE	2	1	1	State	3	2	1
DOJ	1	0	0	STRATCOM	1	1	0
DTRA	0	2	0	TRANSCOM	1	0	0
GAO	1	1	1	Treasury	2	1	0
HQDA	0	0	1	U.S. Army Office of the Surgeon General	0	1	0
Joint Staff	0	1	0				