

Contents

Director's Corner
Page 1

**The Center
 Recommends**
Page 1

**Members' Good
 News**
Page 2

Visit to DTRA
Pages 2-3

**Winter Workshop
 2014**
Pages 3-6

Director's Corner

As this seemingly endless winter draws to a welcome close, it is time to recall our successful Winter Workshop, say farewell to Ms. Sarah Beth Cross, welcome the new members of PEL 07, and let you know about upcoming events.

In January we hosted our annual two-day Winter Workshop which focused on chemical weapons. Based on the survey responses we received, it was an informative and useful event for PEL members. Thanks to our excellent presenters for their time and insights!

Last month we bid farewell to Sarah Beth, who did a tremendous amount of work for the Program for Emerging Leaders during the last two years and was a vital part of its improvement and success during that time. For many of you she was your conduit to PEL and the WMD Center and I know you will feel her absence. I am grateful to her for her hard work, superb organization, good humor,

and strong dedication to the program. Thank you, Sarah Beth, and good luck in your new job!

Ms. Hannah Kraushaar, who is the WMD Center's Education Programs Coordinator, is supporting PEL now and this semester she is ably assisted by our intern, Ms. Kathryn Buchinger.

We have just finished the selection process for the next PEL class. As with past years, the new members are drawn from departments and agencies across the executive branch and we also have a new member from the Government Accountability Office. They are all from the National Capital Region in order to accommodate fiscal constraints; however, I hope next year that we will be able to return to accepting applications from the continental United States and beyond.

I look forward to welcoming the new members for their Summer Immersion during the week of 16-20



June 2014. This will include a happy hour to which we will invite all PEL members and alums to meet the new members. Please join us!

In the meantime, I have started planning a visit to the Federal Bureau of Investigation's Laboratory in Quantico, VA for May, which I hope many of you will be able to attend. Keep an eye on your inboxes for further details!

Finally, sometime this summer you will receive a survey from us about your experience with PEL. We will try to gauge the program's impact on you and gather information to help us improve the program, so please participate. Many thanks and happy spring!

The Center Recommends...

- Ms. Lorena Benford recommends Robert M. Gates. *Duty: Memoirs of a Secretary at War*. (New York: Knopf, 2014). Print.
- Ms. Sarah Beth Cross recommends Vipin Narang, "What Does it Take to Deter? Regional Nuclear Postures and International Conflict," *Journal of Conflict Resolution* 57, no. 3 (2012), pp 478-508.
- Dr. Shane Smith recommends Daniel Woodrell. *Woe to Live On: A Novel*. (New York: Back Bay Books, 2012). Print.
- Mr. Forrest Waller recommends John Lewis Gaddis. *The Cold War: A New History*. (New York: Penguin Books, 2006). Print.

PEL Members' Good News

© On 24 July 2013 Lt Col Rusty Williford, PEL 02, earned his Ph.D. in Nuclear Engineering from Oregon State University, and on 15 August 2013 he reported to Air Force Global Strike Command Headquarters at Barksdale AFB, LA to become the Chief of the Analyses and Assessments Branch.

© On 18 December 2014 MAJ James Harwell, PEL 02, welcomed his second child, Noelle Anne Harwell. In July 2013 MAJ Harwell also moved to the Maneuver Support Center of Excellence at Fort Leonard Wood, MO where he serves the CBRN Concepts Officer, responsible for shaping the concepts that will drive how the Army will conduct the CWMD mission for the next fifteen years.

© On 30 December 2013 Ms. Natasha Hawkins, PEL 05, received her Masters of Science in Predictive Analytics from Northwestern University.

© On 1 February 2014 LCDR Todd Sawhill, PEL 04, was promoted to the position of Targeting Operations and Plans Chief, J23 Directorate, Joint Chiefs of Staff at the Pentagon. Todd and his wife Blair are expecting their 4th child, a girl, in August 2014.

© On 1 March 2014 Maj Jennifer Garrison, PEL 03, will pin on Lieutenant Colonel.

© Guy Snodgrass, PEL 05, was promoted to Commander and is moving to Atsugi, Japan in July 2014 to serve as the Executive Officer for Strike Fighter Squadron ONE NINE FIVE (VFA-195).

© Ms. Tiffany Blanchard-Case, PEL 05, was the recipient of the 2013 Linton Brooks Medal for Dedication to Public Service.

PEL Visit to DTRA Maj Amy McGrath, PEL 06

On Thursday, 21 November PEL members, along with one of PEL's Senior Mentors, Dr. David Franz, and some staff from the WMD Center, spent the day at the Defense Threat Reduction Agency (DTRA). The visit started off with an official welcome from the Director of DTRA and the US Strategic Command Center for Combating Weapons of Mass Destruction (SCC-WMD), Mr. Ken Myers. Mr. Myers described the Agency's 24/7 operational team as one that brings together many different experts to work toward the common goal of reducing the WMD threats worldwide. He highlighted the fact

the DTRA is about the people who work there. The agency does not own any planes, ships, or tanks; however, it employs a diverse group of people who bring experience, expertise, and above-all, creativity, to take on challenging problems associated with WMD threats. The organization itself has two direct lines of superior command, US STRATCOM and the Secretary of Defense (via the Assistant Secretary of Defense for Nuclear and Chemical & Biological Defense Programs). Mr. Myers stated that this dual-command relationship actually works well and serves a good purpose.

Various speakers throughout the morning spoke about DTRA's mission and how the agency collaboratively integrates such a diverse group of experts. The DTRA leadership constantly has to address timely WMD issues by simplifying problems, putting the problems into a strategic framework, and then bringing experts together to address each issue. This can be done regionally or functionally but the primary mechanism for bringing a DTRA team together quickly is called the Regional Contingency Team (RCT). An RCT may be made up of scientists, policy experts, military members, engineers, and regional experts. Each team member must know what the other does in order to make this diverse team effective. On a day-to-day basis, DTRA runs programs that deal with such issues as WMD forensics, arms control and verification, WMD surveillance and reconnaissance, detection, protection, and elimination. In addition, DTRA is the primary US government agency that does modeling for potential or real WMD use scenarios.

Dr. Elizabeth George, Director of the Cooperative Threat Reduction (CTR) Department, spoke about DTRA's activities related to the Nunn-Lugar CTR program. This highly successful program was started in order to address the WMD proliferation threat after the fall of the Soviet Union. The program has morphed from focusing on nuclear materials to stemming the proliferation in the chem-bio area. One example is the more recent Cooperative Biological Engagement Program (funded by the CTR program) that aims to enhance partner countries' capacity to identify a possible public health emergency of international concern and to trigger an effective health system investigation and response. The CTR program has expanded from just reaching the former Soviet Union to include threat reduction activities in Africa and Southeast Asia.

The afternoon started with a DTRA operations overview by Mr. William Faircloth and then a briefing by Colonel John Cinnamon, USAF on DTRA's role in the disposition of Syrian chemical weapons which is on-going. Colonel Cinnamon's realistic and matter-of-fact approach to the Syrian issue was the highlight of the visit to DTRA. Colonel Cinnamon has the job of bringing together DTRA's scientists, security experts, and policy experts in order to tackle the very complex issue of the destruction of Syria's CW materials. At the end of the day, he has had to develop courses of action that are technically feasible, environmentally friendly, politically viable, and can be done in a timely manner. This is quite a challenge and he spoke candidly about the obstacles that he and his



PEL Members and Senior Mentors at DTRA Photo by Mr. Jerre Thomas

PEL Visit to DTRA, cont.

colleagues face.

Finally, the PEL visitors got a chance to visit the DTRA "Firehouse." We were given a tour of the facilities and some of counter-WMD products that DTRA creates, tests,

and trains the warfighters on as they operate worldwide. Overall, the trip gave us a great overview of DTRA, its role in combatting WMD threats and the important role the agency plays in national security.

Amy McGrath is currently serving as an instructor in the political Science department at the US Naval Academy.

Winter Workshop: 9-10 January 2014

Day 1

Maj John D. Blackman, PEL 04

The sixth Annual PEL Winter Workshop was hosted by NDU's Center for the Study of WMD (CSWMD) at National Defense University on 9-10 January 2014. This year's theme was chemical weapons (CW) and the workshop was packed with informative presentations from a host of experts in the field. Despite Dr. Reichart's worst fears and Mother Nature's best efforts, the event went smoothly and the incorporation of more fre-

quent restroom breaks was certainly appreciated by the entire PEL membership!

Day One kicked off with a brief welcome and some administrative announcements from Dr. Sloane, most notable of which was a standing solicitation for inputs from all PEL members on how to improve the program. We then rolled right into a chemical weapons overview, presented by Mr. John Caves, Jr., CSWMD's Deputy Director, as well as a highly technical and classified briefing from Dr. Christopher Whalley, Chief of Operational Toxicology Branch in the Science and Technology Directorate of the Edgewood Chemical and Biological Cen-

ter. The overviews were followed by an impressive presentation on the history of the US CW program from Mr. Jeffrey Smart, Command Historian for the Army Research, Development, and Engineering Command. The briefing included "show-and-tell" delivery system hardware and we particularly enjoyed learning about some of the rather primitive disposal methods employed by the US, such as Operation "Cut Holes and Sink 'Em" (CHASE). These presentations provided an excellent summary of the various types and effects of CW as well as defensive countermeasures against them and set the stage for discussions on understanding and



PEL Members and Senior Mentors at the 2014 Winter Workshop Photo by Mrs. Katie Lewis, NDU AV

Winter Workshop 2014, cont.

addressing the threat posed by CW.

After a lunch session with Senior Mentors, we dove into classified discussions on the threat of CW to the US from states and terrorists, presented by Dr. George Famini, Director of the Chemical Security and Analysis Center within the Department of Homeland Security (DHS), along with Analysts from the Defense Intelligence Agency who specialize in chemical warfare and combating terrorism. It was interesting to learn how detailed, quantifiable chemical terrorism risk assessments are accomplished in support of intelligence assessments.

Next up were presentations on how the US addresses these threats from Dr. Ralph Kerr, Technical Director for the Joint Requirements Office for CBRN Defense within the Department of Defense, and Dr. Randolph Long, Deputy Director of the Chemical and Biological Defense Division of the Science and Technology Directorate within DHS. The presenters described their departments' organization, missions, current efforts, and strategies for improving our ability to prevent, detect, protect against, and respond to CW attacks on both civil and military fronts.

The day wrapped up with a very insightful presentation about nonproliferation challenges from Mr. Michael Moodie, Assistant Director and Senior Specialist at the Congressional Research Service. He served as Assistant Director for Multilateral Affairs of the US Arms Control and Disarmament Agency during the development and negotiation of the 1993 Chemical Weapons Convention. His first-hand perspective on the issues in implementing the CWC, how the US government handled these issues, and central remaining issues affecting the future of CW arms control, provided a fitting conclusion to the day and certainly gave the audience a lot to think about as we consider how to address the threat posed by CW in a changing global landscape.

The day concluded with a networking event at Station 4 where we enjoyed socializing with each other as well as CSWMD staff and PEL senior mentors.

Maj John Blackman (PEL-04) is currently assigned as Chief Engineer, MILSATCOM Enabling Concepts, Space and Missile Systems Center, Los Angeles AFB, CA. In this capacity he oversees four development projects, totaling over \$385m,

to provide affordable protected satellite communications capabilities to warfighters.

Day 2

The second day opened with remarks from NDU's president, MG Gregg Martin, who discussed challenges faced by leaders, including those at NDU. MG Martin emphasized that the tasks and expectations of leaders are rising while the resources are diminishing, therefore leaders must be innovative, creative, and willing to work across agencies and countries to accomplish their missions.

The first panel of the day demonstrated the changing face of modern warfare and modern analysis. Three Human Right Watch analysts discussed how they used social media – including private Facebook pages and crowdsourcing of experts in CW delivery systems and symptoms – to analyze the alleged use of chemical weapons in Syria on August 21, 2013. As the panel discussed how they processed their data in a

meaningful way, the challenge of analyzing a large body of evidence was clear. However, the analytical dimension not discussed in either their presentations or paper, *Attacks on Ghouta: Analysis of Alleged Use of Chemical Weapons in Syria*, was how researchers using social media analysis can truly guard against research bias – such as authenticating videos – and objectively evaluate both sides to a conflict, when they are reliant upon a self-selected sample of uploaded videos or Facebook comments. The panel called social media a “viable open source tool,” a conclusion which is especially pertinent for the US intelligence community as they consider how, alongside classified information, this type of analysis can be used as additional tool in the intelligence toolbox.

In a presentation on the current US policy and strategic approach to Syria's chemical weapons, the panel described the policy development process, which has sought to deter and prevent the use of chemical weapons, prevent the transfer of chemical weapons to nonstate actors, and address a potential loss of control of chemical weapons stockpile if needed. The panel described several high-



Dr. Nancy Burgess (PEL 06) and MAJ Brian Caplin (PEL 06) discussing matters of extreme importance during a break at the Winter Workshop.

Photo by Mrs. Katie Lewis, NDU AV

Winter Workshop 2014, cont.

lights of the process, including regularized senior-level engagement with key partners, strategic messaging, contingency planning, and multilateral efforts to preemptively address potential roadblocks or partners' concerns.

The emphasis on multilateral involvement segued well into the next session's discussion of chemical weapons elimination. The panel described the timeline of planning for the potential destruction of Syrian chemical weapons after the initial anti-government protests in Libya in 2009, all the way to current sea testing of the Cape Ray. Ultimately, the panel emphasized that while the technical aspects of creating the Cape Ray destruction mechanism were challenging, the bureaucratic challenge of identifying the right experts, developing training for sea-based destruction, and manufacturing the appropriate equipment was actually greater than the technological elements.

These two sessions describing current US efforts were extremely useful in linking the overall topic of CW to current events. However, it was interesting to contrast these panels with an article from the Workshop's reading list, *The Future of Chemical Weapons*, which stated, "[today] the CW threat has all but disappeared from the radar screen of senior US government policymakers, the news media, and the general public." The author, Jonathan Tucker, noted that the 2008 Commission on the Prevention of Weapons of Mass Destruction Proliferation and Terrorism excluded any discussion of chemical weapons from its report, and that the 2009 National Strategy for Countering Biological Threats made no mention of chemical weapons. In fact, one panelist mentioned that even a year ago, the idea of Syria joining the Chemical Weapons Convention was a true "black swan." Tucker's observations from Winter 2010 demonstrate how the United States must remain agile to rapidly-changing threats, despite multiple competing priorities and limited resources. When coupled with MG Martin's emphasis on the increased workload of leaders who have even fewer resources to complete the mission, this comment makes clear that Emerging Leaders face a formidable challenge in remaining mindful of such black swans.

In the final presentation on strategic inter-



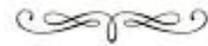
PEL Senior Mentor, Professor Lisa Bronson, addresses PEL members at the end of the 2014 Winter Workshop.

Photo by Mrs. Katie Lewis, NDU AV

diction, the panel discussed current US policy regarding the interdiction of proliferation-sensitive items, including of chemical weapons-related materials. The panel explained how interdiction is actually an amalgamation of existing tools, such as laws, export control regimes, sanctions, and treaty verification mechanisms. One tool not discussed in detail was diplomatic action as convincing countries to shut down a proliferation network operating in their country or having a partner country prevent a manufacturer from shipping an item to illicit procurement agent also constitutes interdiction options. Several case studies were presented to highlight the need for interagency coordination in any action taken to disrupt proliferation-related activities. The challenge posed by dual-use materials – items that could ostensibly have legitimate commercial uses – and the complexity of proliferation networks complicates US and multilateral efforts. While any vulnerability in a supply chain creates opportunities for disruption, the United States must consider the long-term impact of any interdiction effort, to ensure these activities are

effective at the strategic level, not just the tactical.

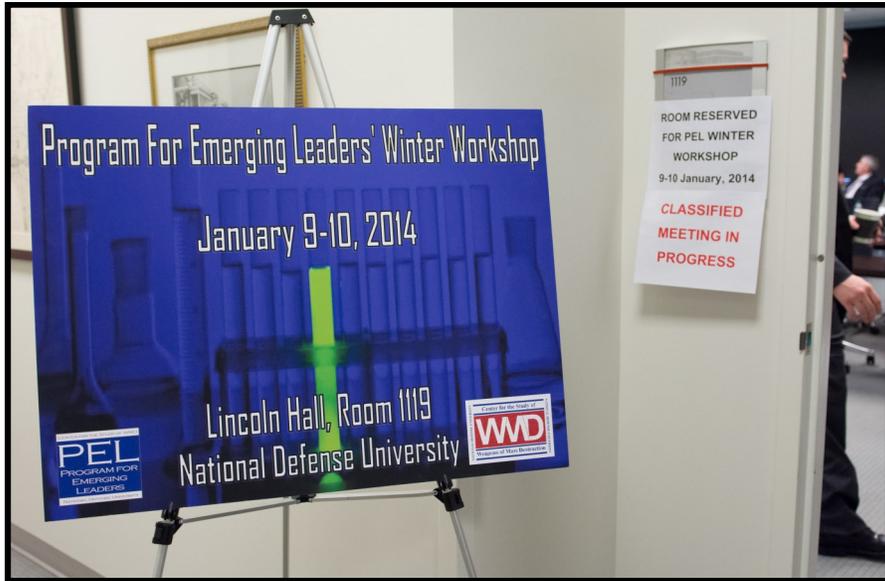
Two days is clearly not nearly enough time to develop expert-level knowledge of chemical weapons. However, this year's workshop provided an excellent introduction to the topic; moreover, the variety of panels from the open source, policymaker, military, and intelligence realms provided unique and multi-dimensional views of the issue. The thematic approach to this Workshop, as well as the 2012 Workshop on biological weapons, provided a solid foundation for participants to understand this WMD issue. Finally, this Workshop succeeded in not only providing exposure to the topic of chemical weapons itself, but also to the myriad of challenges and opportunities for leaders in this field.



From right to left: Ms. Tiffany Blanchard-Case (PEL 05), Mr. Chris Turner (PEL 05), LtCol Gregory Baldwin (PEL04), Mr. Colin May (PEL 04), Maj Steven Leutner (PEL 04).

Photo by Mrs. Katie Lewis, NDU AV

Winter Workshop 2014, cont.



A poster designed by our talented PEL intern, Ms. Kathryn Buchinger. Kathryn was instrumental in helping us plan and execute the 2014 Winter Workshop! We cannot thank her enough for her contributions.



Mr. Jeffrey Smart, Command Historian and Chief of the History Office, RDECOM, addresses PEL members on the first day of the Winter Workshop.



Senior Mentors address PEL members on the second day of the Winter Workshop. From left to right: Dr. David Franz, Professor Lisa Bronson, Mr. Thomas Woloszyn, Mr. Ken Rapuano, Mr. Lenny Izzo and Dr. Susan Koch.

Photos by Mrs. Katie Lewis, NDU AV