

Program for Emerging Leaders



PEL members meet with Senior USG Leaders at the WMD Center's Annual Symposium in May 2014

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

September 2015

Briefing Overview

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



Some of PEL's Senior Mentors: Mr. Kenneth P. Rapuano; Ambassador Robert G. Joseph, Ph.D.; Dr. Susan Koch; and Ambassador Linton Brooks, National Defense University, Fort Lesley J. McNair, Washington, DC, June 2013

What is the Program for Emerging Leaders?

- PEL is three-year program created and run by NDU's Center for the Study of Weapons of Mass Destruction. Its goal is to foster a community of rising US government leaders with the knowledge and skill-set to respond to the dangers of WMD.
- Candidates are *not* required to have WMD expertise, but must demonstrate senior leadership potential within their agency/organization and an interest in learning about WMD.
- PEL addresses the tasking from Joint Staff's 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."

Program Details: Membership

- Members: Early to mid-career USG employees (civilian GS 11-13's, military O-3's and O-4's)
- Selection: ~25 members selected each year
- Membership term: Three years with three classes running concurrently
- Graduate credit: Upon successful completion of required contact hours, reading, and writing assignments, members receive six hours of National Defense University graduate school credit and an NDU Certificate in WMD Studies



WMD Center Director Mr. Chuck Lutes addresses new PEL members at the 2015 Summer Immersion and introduces NDU President, Major General F. M. Padilla

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)
 - Day-long site visits
 - Leadership Dinners
 - Expert-led discussions
- Two-day Winter Workshop (annually)
 - Panel discussions on WMD issues
 - Lectures and small-group activities



Eighth PEL class attends the 2015 Summer Immersion

Program Activity: Summer Immersion

- Week-long instruction based at National Defense University
- Visits to key organizations, e.g., Pentagon, State Department, National Security Staff, Edgewood Chemical Biological Center
- Interaction with Senior Mentors



- Tabletop exercise
- Networking events

Members of the eighth class of the Program for Emerging Leaders with Senior Mentors and WMD Center staff on the steps of Marshall Hall, National Defense University, Fort Lesley J. McNair, Washington, DC, June 2015

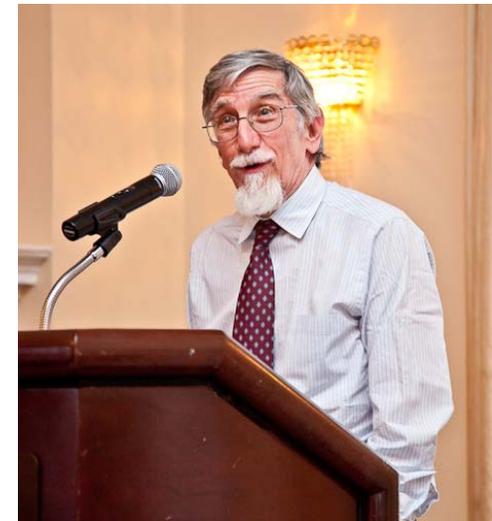
Program Activity: Winter Workshop

- Two-day workshop at National Defense University to examine a specific topic
- Past topics include: Deterrence, North Korea, Iran, biological weapons, and chemical weapons
- 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 and Speakers

- Defense Threat Reduction Agency
- Department of Homeland Security
- U.S. Army 20th Support Command
- CIA Headquarters
- FBI Laboratory and Headquarters
- Dr. William J. Perry,
Former Secretary of Defense
- Dr. Thomas C. Schelling,
Nobel Laureate
- Lt. Gen. Brent Scowcroft,
Former National Security Advisor
- Honorable Rose E. Gottemoeller,
Under Secretary for Arms Control and International Security



PEL members, senior mentor Dr. Dave Franz and WMD Center staff visit the Defense Threat Reduction Agency in November 2013

Program Activity: Leadership Dinners

- The inaugural Leadership Dinner was held in October 2012 with the Honorable Michèle A. Flournoy, former Under Secretary of Defense for Policy. Subsequent dinners have been held with VADM Robert S. Harward, Deputy Commander, U.S. Central Command, Gen C. Robert Kehler, Commander, U.S. Strategic Command, Dr. Bob Gallucci, former President of the MacArthur Foundation, Mr. Tom Countryman, Assistant Secretary of State and Mr. Ken Myers, Director of the Defense Threat Reduction Agency
- This program is made possible by the NDU Foundation.



*PEL
members
with Mr.
Ken Myers,
May 2015*

Senior Mentors

- **Professor Lisa Bronson, Esq.** – currently a member of the National War College faculty; former Deputy Under Secretary of Defense for Technology Security Policy and Counterproliferation and former Director of the Defense Technology Security Administration.



*Professor
Lisa
Bronson
explains her
thinking at
the end of
the 2014
Winter
Workshop*

- **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.

Senior Mentors, cont.

- **David R. Franz, D.V.M, Ph.D.** – served in the U.S. Army Medical Research and Materiel Command for 23 of 27 years on active duty and retired as Colonel; former Commander of the U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID) and former Deputy Commander of the Medical Research and Materiel Command.
- **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.



*Ambassador Robert
G. Joseph, Ph.D.,
PEL Senior Mentor*

Senior Mentors, cont.

- **Dr. Susan Koch** – 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.
- **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.



Left: Dr. Susan Koch makes her observations at the end of the 2013 Winter Workshop

Right: Mr. Kenneth P. Rapuano explains his point at the 2012 Summer Immersion

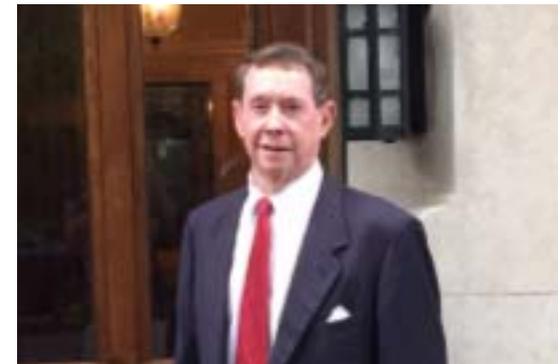


Senior Mentors, cont.

- **Dr. John F. Reichart** – former Director of the WMD Center and founder of PEL. Dr. Reichart retired from federal service in January 2015 and currently serves as Professor Emeritus at NDU.
- **Mr. Rob Spring, Esq.** –serves as a member of the Board of NDU Foundation. Mr. Spring was a long-time member of the Board of NDU and remains actively involved with NDU.



*Left: Dr. John F. Reichart
addresses new PEL members at
Summer Immersion*



Right: Mr. Rob Spring

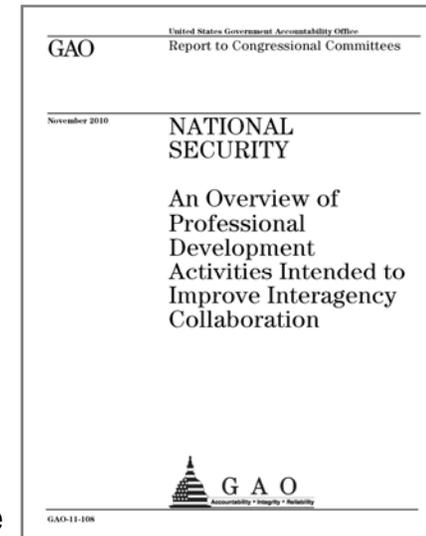
Application Requirements

- Eligibility requirements:
 - Demonstrated leadership potential within agency/organization
 - USG employees (GS-11 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
- Application: personal statement, resume, academic transcript, letter of nomination, and statement of support submitted through <http://pel.dodlive.mil/applying-to-the-program>
- Applications available in September, due on 11 December, notification of acceptance in February

Final Thoughts: GAO Recognition of PEL

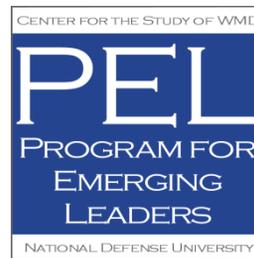
In its November 2010 Report to Congressional Committees, *National Security: An Overview of Professional Development Activities Intended to Improve Interagency Collaboration*, GAO noted,

- “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





Members of the seventh class of the Program for Emerging Leaders, June 2015

MORE INFORMATION ABOUT MEMBERS IN PEL CLASSES 05 – 08

Membership Breakdown: Current PEL Classes

	PEL 05 (2012-2015)	PEL 06 (2013-2016)	PEL 07 (2014-2017)	PEL 08 (2015-2018)
Number of members	27	24	25	28
Total uniformed	14 (52%)	11 (46%)	12 (48%)	13 (46%)
Civilians	13 (48%)	13 (54%)	13 (52%)	15 (54%)
DOD	20	14	16	19
Non-DOD	7	10	9	9
Male	20 (74%)	17 (71%)	16 (64%)	17 (61%)
Female	7 (26%)	7 (29%)	9 (36%)	11 (39%)

Membership Breakdown: Uniformed Military

	PEL 05 (2012-2015)	PEL 06 (2013-2016)	PEL 07 (2014-2017)	PEL 08 (2015-2018)
USA	3	4	3	5
USAF	6	3	5	4
USMC	1	2	2	1
USN	3	2	2	3
USCG	1	0	0	0