

NDU'S PROGRAM FOR EMERGING LEADERS



July 2012

Volume 1, Number 3

Volume 1, Number 3

Upcoming Event

7 August 2012, 1230-1400 in Lincoln Hall Room 1105: "Planning for a Deep Defense Drawdown" a Spotlight Seminar with Dr. Clark Murdock, Senior Adviser for the Defense and National Security Group at the Center for Strategic and International Studies (CSIS)

Contents

The Center Recommends...

A list of recommended books, movies, and articles that WMD Center staff think are worth checking out

Interview with Sarah Beth Cross

(Page 2)

A profile of WMD Center Research Analyst Sarah Beth Cross by Research Fellow Bob Peters

Survey Says!

(Pages 3-4)
A review of the data we received from a recent survey to the members of PEL 02, 03, and 04

Applications

As in past years, the application season will begin in November. At that time, application information will be available on the WMD Center's website. In the meantime, please consider who you know who would be a good candidate and take time to sit down with him or her to discuss the program.

Director's Corner

Greetings current PEL members, alumnae, and alumni! I'm delighted to write to you for the first time as the Director of the Program for Emerging Leaders after assuming the position in March upon completion of the Winter Workshop.

It's been a busy and fun first few months. In April we admitted the fifth class of PEL members, and in June we welcomed PEL 05 to National Defense University for Summer Immersion. It was, as usual, a packed week, which was instructive and interesting for new members, senior mentors, and the rest of us who spent the week together.

As the new director, there are two areas I am concentrating on building up during my first year. The first area of focus is the leadership compo-

nent of the program, which I want to further develop by starting leadership lunches and dinners and by including speakers who focus on leadership in Summer Immersion and Winter Workshop.

During Summer Immersion, ADM James Loy, USCG (Ret.), who retired as the Deputy Secretary of Homeland Security and has written a book about leadership (*Architecture of Leadership* with Donald T. Phillips), spoke about leadership, and LTG Frank Kearney, USA (Ret.), most recently the Deputy Director for Strategic Operational Planning at the National Counter-Terrorism Center, spoke about WMD and leadership. We're off to a good start!

The second area of focus is the network of alums. The purpose of



the program is to create a cadre of people who have thought deeply about WMD and have a network across government on which they can rely. This goal means its vital to connect alums with current members to increase the size and reach of the group. To do this I will increase the ways members and alums can be in contact with each other in person and electronically. More to come!

I look forward to meeting all of you in the year ahead. Please be in touch, especially if you have ideas about how to help the program: Margaret.Sloane@ndu.edu.

The Center Recommends...

- Paul Bernstein recommends Jeffrey Lewis's, "Progressive Pragmatism or Cynicism in Confronting North Korea?" May 2012; available at <http://38north.org/2012/05/jlewis050212/>.
- Creighton Hottinger recommends B.R. Buddemeier et. al, "National Capital Region: Key Response Planning Factors for the Aftermath of Nuclear Terrorism," November 2011; available at <http://www.fas.org/irp/agency/dhs/fema/ncr.pdf>.

The Center Recommends, cont.

- Mark Mattox, Ph.D. recommends the National Intelligence Council's report, "Global Trends 2025: A Transformed World," November 2008; available at http://www.dni.gov/nic/PDF_2025/2025_Global_Trends_Final_Report.pdf.
- Shane Smith, Ph.D. recommends Christopher P. Twomey's, *The Military Lens: Doctrinal Difference and Deterrence Failure in Sino-American Relations* (Ithaca: Cornell University Press, 2010).
- Forrest Waller recommends "Nuclear Trader" a BBC documentary about A.Q. Khan.
- Robert Peters recommends "The Return of the Living Dead," a 1985 comedy/horror film which explores fears about the effects of chemical weapons, the role of the military, and the potential for the government to use nuclear weapons on American soil.

Survey Says! Sarah Beth Cross and Margaret Sloane

Since we began working on the Program for Emerging Leaders (PEL) we have both been keen to understand what members think of PEL and to inform our thinking about how to develop the program. In May we circulated a survey to the members of the 02, 03, and 04 classes. Our goals were to gauge what members thought about events they had participated in to help us consider future programming and to identify the level of interest in a new series of events: leadership lunches or dinners. Sixty members responded of the 90 members who were surveyed. Of these responses approximately 28% were from PEL 02 and PEL 03 and the remaining 43% of respondents were from PEL 04.

Summer Immersion

Summer Immersion clearly has been a beneficial experience for all members. Of the respondents 70% rated their Summer Immersion as excellent, 20% as very good, and 10% as good. The highest rated places visited during the week were: Edgewood Chemical and Biological Center, the National Security Staff, and the Department of State. From the informal feedback from PEL 05, who just went through Summer Immersion, these places also seemed popular, so we'll continue to include all three in future Summer Immersions.

Winter Workshop

Forty-one of the survey's 60 respondents also attended this year's Winter Workshop. When asked about how useful they found the tabletop exercise, 43% replied that they found it very useful, 37% found it somewhat useful, and 15% found it neutral and 5% described it as not very useful. Of the activities at the Winter Workshop those who attended and responded to the survey, 70% enjoyed the panel discussions most, 20% preferred the simulation, and 10% selected the distinguished speaker and reception as their favorite. These responses will help us tailor next year's Winter Workshop.

Site Visits

Throughout the years PEL members have had the opportunity to visit sites in small groups in and beyond the National Capital Region (NCR). To date these visits have included: the Defense Nuclear Weapons School, Oak Ridge National Laboratory, and the Central Intelligence Agency's Headquarters. Of the members who participated in the survey almost half (29 people) had attended such an event. We plan to continue holding these events as budget constraints permit.

WMD Topics of Interest and Relevance

When asked which topics were of particular interest to PEL members, respondents selected the following top four: counterproliferation (36 votes), nuclear weapons (30 votes), deterrence (24 votes), and biological weapons (20 votes). (Each respondent was allowed to vote for three topics.) We found responses to this question to be especially interesting because we had not expected these particular topics to be so popular. A full summary of responses is captured in Chart 1.

The responses varied slightly when members were asked which topics were most relevant to their work. In this case the top five vote-getters were: counterproliferation (29 votes), nuclear weapons and deterrence (both with 24 votes), homeland security (23 votes), and consequence management (21 votes). See Chart 2 for all responses.

Survey Says! cont.

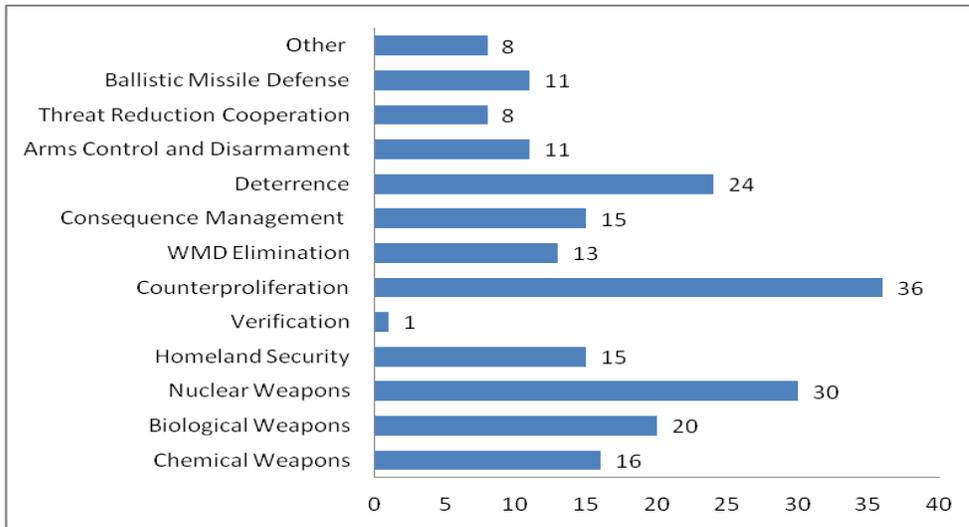


Chart 1

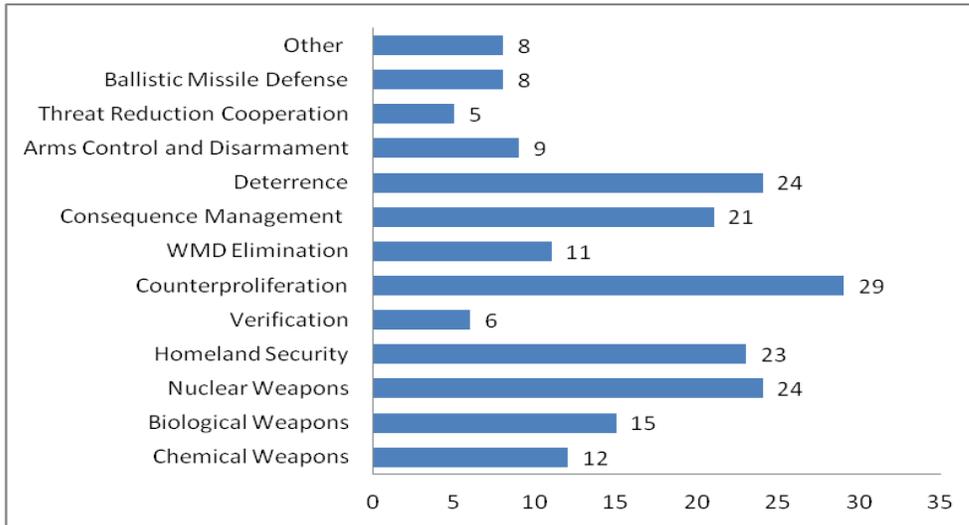


Chart 2

Focus on Leadership

As we have discussed with many of you, we are interested in focusing on the leadership component of PEL. In the survey we asked if people would be interested in attending informal leadership lunches or dinners with a policy maker or military officer. All members, regardless of whether they lived in or outside of the NCR, were interested in attending such meetings. Fifty-one percent said that either lunch or dinner was fine with them, while those who preferred a specific meal chose dinner over lunch by an almost two to one margin (32% v. 17%). The most preferred time slot was 6:00pm-7:30pm (43%) with 6:30pm-8:00pm as the second choice (30%). We are planning our first leadership meal for September, so stay tuned!

PEL Network

Since taking over as Director of PEL, Dr. Sloane has made it a priority to consider new ways to strengthen the PEL network. The survey results showed a strong interest among respondents in having an annual meeting and for developing an official alumni/ae group in the future. We also learned that a majority (63%) believed that PEL should have a presence on LinkedIn, while a minority (43%) were interested in PEL having a presence on Facebook. Based on this we will investigate creating a group affiliation on LinkedIn. As for Facebook, PEL 05 has created a group of its own volition and I encourage other class years to do the same or begin a PEL-wide group, if you like.

Thanks to you to all of you who took the time to complete the survey. We have learned about your views and hope you will see them reflected in upcoming events.