



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



Program for Emerging Leaders

The **Program for Emerging Leaders** (PEL) is an initiative of the National Defense University Center for the Study of Weapons of Mass Destruction (WMD). Its goal is to foster a community of rising U.S. government leaders with the awareness and skill-set for responding to the dangers of WMD. PEL brings together select individuals from across government to provide an in-depth appreciation of the variety of WMD threats and the full range of means, processes, and organizations for addressing them. Its members are early to mid-career national security professionals. Through periodic membership activities, PEL provides a forum for building an interagency network of next generation leaders with responsibilities related to combating WMD.

Activities (WMD Center will cover required TDY expenses): PEL consists of three components to provide members with a foundation for thinking about WMD, emerging challenges and techniques for combating related dangers, and to promote the social dynamics for establishing a community of emerging leaders. These include a weeklong Summer Immersion (this year it will be on 22-26 June 2009 in Washington, DC), including classroom seminars/ lectures and visits to offices in the combating WMD community, a Seminar Series featuring expert-led discussions on topical WMD issues four to five times a year, and a Winter Workshop that explores pressing WMD challenges in greater detail. The WMD Center is also able to offer member support to attend related conferences and workshops on a limited basis.

Minimum Membership Requirements: Membership lasts 3 years. Taking part in the Summer Immersion is mandatory for the first year but applicants should commit to full participation in PEL activities for the duration of membership. Applicants must be early to mid-career USG employees (GS-9/GS-12, O-3/O-4 or equivalent ranks and at least 3 years post-baccalaureate experience) with a SECRET level security clearance. While members do not need to be currently serving in a WMD related position, applicants must have responsibilities related to national security, have leadership potential and demonstrate an interest in WMD issues.

Competitive Selection Criteria: Members are competitively selected based on (1) strength of application and (2) goal of convening an interagency and diverse group of people. Last year, the WMD Center received over 90 nominations representing over 60 offices within the national security community. From this well-qualified group of applicants, 28 military and civilian personnel were selected from across government to join PEL. This year, we envision accepting about 15-20 members. Because we anticipate more qualified nominations than available spaces, a senior panel will review and select applicants for membership. Letters of nomination and personal statements will be carefully considered in determining acceptance to the Program.

Applying to PEL: Application packets can be found online at <http://www.ndu.edu/WMDCenter/>. **Applications must be received by 10 February 2009.** In a **single packet**, include:

- 1) Cover Page with title, full name, USG office where employed, phone number, email and address where applicant can be contacted.
- 2) Personal Statement indicating how this program would benefit the applicant's career goals.
- 3) CV or Resume
- 4) Letter of Nomination on official letterhead from a senior organizational official. The letter should highlight the applicant's leadership qualities and the benefits of PEL for the applicant.
- 5) Brief letter from office director or supervising official endorsing the applicant's participation in PEL activities, including the mandatory Summer Immersion during the week of 22-26 June 2009.
- 6) Transcripts from most recent degree-granting educational institution (unofficial transcripts are acceptable).

Mail packet (using a private courier, such as Fed EX or DHL is strongly encouraged) to:

**Program for Emerging Leaders
Center for the Study of Weapons of Mass Destruction
National Defense University
Ft. Lesley J. McNair
Washington, D.C. 20319-5066**

For information, contact Dr. Shane Smith by email at smithm35@ndu.edu or by phone at 202-685-2564.