



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
DEPUTY DIRECTOR, ASSESSMENT DIVISION
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

IN REPLY REFER TO
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19 Feb 16

MEMORANDUM FOR DISTRIBUTION

Subj: SEMINAR XXI REQUEST FOR NOMINATIONS

Encl: (1) Seminar XXI Overview
(2) Seminar XXI Application
(3) Seminar XXI Sponsor Endorsement Form
(4) Curriculum Vitae Form
(5) Seminar XXI Session Dates and Titles

1. This memorandum invites senior Navy military officers and civilians to apply for the Massachusetts Institute of Technology (MIT) Seminar XXI: Foreign Politics, International Relations and the National Interest, Class of 2016-2017. This year the CNO-sponsored educational program will be co-managed by N81B and N3/N5B. Seminar XXI represents a unique opportunity for future policy leaders to share perspectives while cultivating their understanding of the intricate relationships among economy, society and culture in the international environment. Seminar Fellows develop broad perspectives and analytical skills that enable them to evaluate and formulate national policy.

2. Please note that this application process applies only for individuals currently serving in Navy staff organizations within the Washington DC area. Those in OSD, Defense Agencies, or the Joint Staff have separate paths for application. Also please note that MIT will not accept applications from individuals who have not gone through their respective organization's selection process. An additional criteria is that applicants must be able to commit to attending every class with the full support of their command. Participants will meet after core work hours, once a month in the evenings and for three weekends during the 2016-2017 academic year, beginning 8 September 2016 and ending 30 April 2017. The course is designed specifically for senior officers (O-5 and above) and civilians who will have the opportunity to apply these skills in their respective fields in the Navy over the next three to five years. Prior foreign policy experience is not a prerequisite. Navy's goal is to select those individuals whose career paths will accommodate, and benefit most, from the goals of MIT's Seminar XXI. Enclosure (1) refers. Program fees of \$9600 per participant are centrally funded through the Navy, and there is no cost to participants or their commands.

3. While competition for Seminar XXI Fellowships has always been keen, the program's growing reputation has caused the admission process to become extremely competitive. This year, MIT plans to select a total of 75 personnel across the entire Federal Government for the Seminar XXI Program. Of these, no more than 13 can be Navy nominees (officer and/or civilian). Navy's screening and selection process this year for these 13 will choose those individuals with the best combination of experience, accomplishments and clear potential for significant future leadership positions.

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4. Each nomination package must include the following:

- a. Enclosure (2), Seminar XXI Application form.
- b. Enclosure (3), Sponsor Endorsement form from the individual's reporting senior.
- c. Enclosure (4), Curriculum Vitae (CV) form.

Please note that MIT will not accept applications that are submitted directly from an individual outside an organization's process.

Instructions:

(1) Download the forms into the computer being used to fill out the application

(2) Enter the information and use the "Save As" function to save each document separately using the following naming protocol: SmithApp; SmithEnd; SmithCV

(3) Do not hit the 'Submit' button on the Application Form.

The Adobe forms will be forwarded to you by email, along with the CV form (Word document). Preferred method of submission for all applicant packages is via email. All applications must be submitted not later than close of business Friday 25 March 2016 to edward.fay@navy.mil and Christopher.P.Santos@navy.mil If you submit multiple nominees, I ask that you make clear the priority order among them. Questions may be directed to Mr. Fey at (571) 256-4782 or CDR Chris Santos at (703) 695-8445.



C. P. WERCHADO

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Massachusetts Institute of Technology

Seminar XXI is an educational program run by MIT's Center for International Studies. Its principle objective is to provide future leaders of the national security and foreign policymaking communities with the broad perspectives and analytical skills required to evaluate and formulate effective policy options for the United States.

Three features distinguish Seminar XXI from other educational programs.

- First, Seminar XXI offers an innovative approach to understanding foreign societies and the relations among them. It employs different paradigms (causal models) to understand the relations among politics, the economy, society, cultures, and the international environment. Fellows are taught to see problems and issues from different perspectives.
- Second, the program is aimed specifically at a subset of senior military officers, government officials, and non-governmental organizations: those currently holding high-level decision-making positions, or those whom their organizations judge likely to hold such positions within the next three to five years. The program has been successful in this regard: Admiral Harry Harris, Commander Pacific Command – Seminar XXI class of 99-00; Gen Philip Breedlove, Supreme Allied Commander, Europe – class of 01-02; General Jim Cartwright, USMC, Vice Chairman, Joint Chiefs of Staff – class of 93/94; General Jim Conway, Commandant of the Marine Corps – class of 92-93; General Mark Milley, Chief of Staff, USA – class of 06-07; General Mark Welsh, Chief of Staff, USAF – class of 94-95.
- Third, Seminar XXI draws world-renowned experts from the leading universities and research institutes in the United States and abroad. These experts are chosen for their functional, country, and regional expertise, and have included Condoleezza Rice, Bernard Lewis, Samuel Huntington, Joseph Nye, and Josef Joffe.

Seminar XXI provides its fellows with 8 substantive sessions – five evening meetings and three weekends session, along with an introductory banquet. Among the regions and issues covered are: civil wars, ethnic and religious conflict, Iran, Turkey and Israel, national economies in a globalizing world, U.S. regional security interests and policies, democratization and the Arab World, Latin America, and competing visions of future world politics.

The success of the program is to be judged by its results. Seminar XXI is currently in its 30th year, has over 2100 alumni, and counts among its alumni current senior level decision-makers spread throughout the U.S. Government, the defense industry, and the private sector. Seminar XXI is advertised mainly by word of mouth, and its alumni, who remain fiercely loyal to the program, continue to be its best recruiters.

A photograph of the White House at night, illuminated by warm yellow lights. The building's classical architecture, including its columns and pediment, is clearly visible. In the foreground, a large, vibrant red flower bed is in full bloom, and a tall, illuminated fountain sprays water upwards. The sky is a clear, deep blue.

MIT SEMINAR XXI

FOREIGN POLICY, INTERNATIONAL RELATIONS,
AND THE NATIONAL INTEREST

**Preparing leaders in U.S. national
security and foreign policy for the
next stage of their careers**



Massachusetts Institute of Technology

Shaping the Future of U.S. Policy

Seminar XXI is an educational program for current and future leaders in the U.S. national security and foreign policy communities. Administered by MIT's Center for International Studies, the program is intended for professionals with significant potential to move into key decision-making roles in the next five to 10 years.

PROGRAM SNAPSHOT

- 9-month duration
- Convenient evening and weekend sessions in the Washington, D.C. area
- Interagency participation across military, government, nonprofit, and private sectors
- Renowned faculty from MIT and other top institutions worldwide
- Nongraded program leading to a certificate from MIT

Program participants, known as Fellows, come from a wide range of sponsoring organizations including the U.S. armed forces, government agencies, NGOs, and private companies. Candidates must be nominated from within their organizations to apply to the program.

While session topics change regularly in response to shifting U.S. security concerns, the overriding goal of Seminar XXI has remained

consistent since the program's founding in 1986: to equip rising military officials and civilian executives with the multidimensional analytic skills needed to understand foreign relations and shape effective policy options for the United States. Critical to achieving this goal is the program's emphasis on interagency participation, which allows for candid discussion among key players from all corners of the national security and foreign policy communities.

“Seminar XXI was a pivot point in my career, opening my eyes more widely to the interconnections in the global world. I loved every minute of the yearlong experience, which provided me with deep intellectual capital that I drew on as a four-star admiral and NATO commander and still use today as dean of The Fletcher School.”

—James Stavridis, Dean of The Fletcher School, Tufts University

PROGRAM STRUCTURE

Seminar XXI runs from September through May. Designed for working professionals, the program meets approximately once a month for a total of five evening sessions in downtown Washington, D.C., and three weekend sessions in Warrenton, VA.

During sessions, faculty members present their topic areas and then open discussion with a Q&A period, which often continues informally over dinner. Weekend sessions include breakout groups that enable smaller-scale, focused conversation. Staff members intentionally assign tables and groups to facilitate cross-pollination of ideas among Fellows from varied work backgrounds.

Faculty members include renowned social scientists from MIT and subject matter experts from other top universities and research institutes in the United States and abroad. Past faculty members have included Michèle Flournoy, Condoleezza Rice, Bernard Lewis, Sumit Ganguly, Samuel Huntington, Sarah Chayes, John Mearsheimer, Joseph Nye, Anne-Marie Slaughter, Gerard Prunier, and James Dobbins.

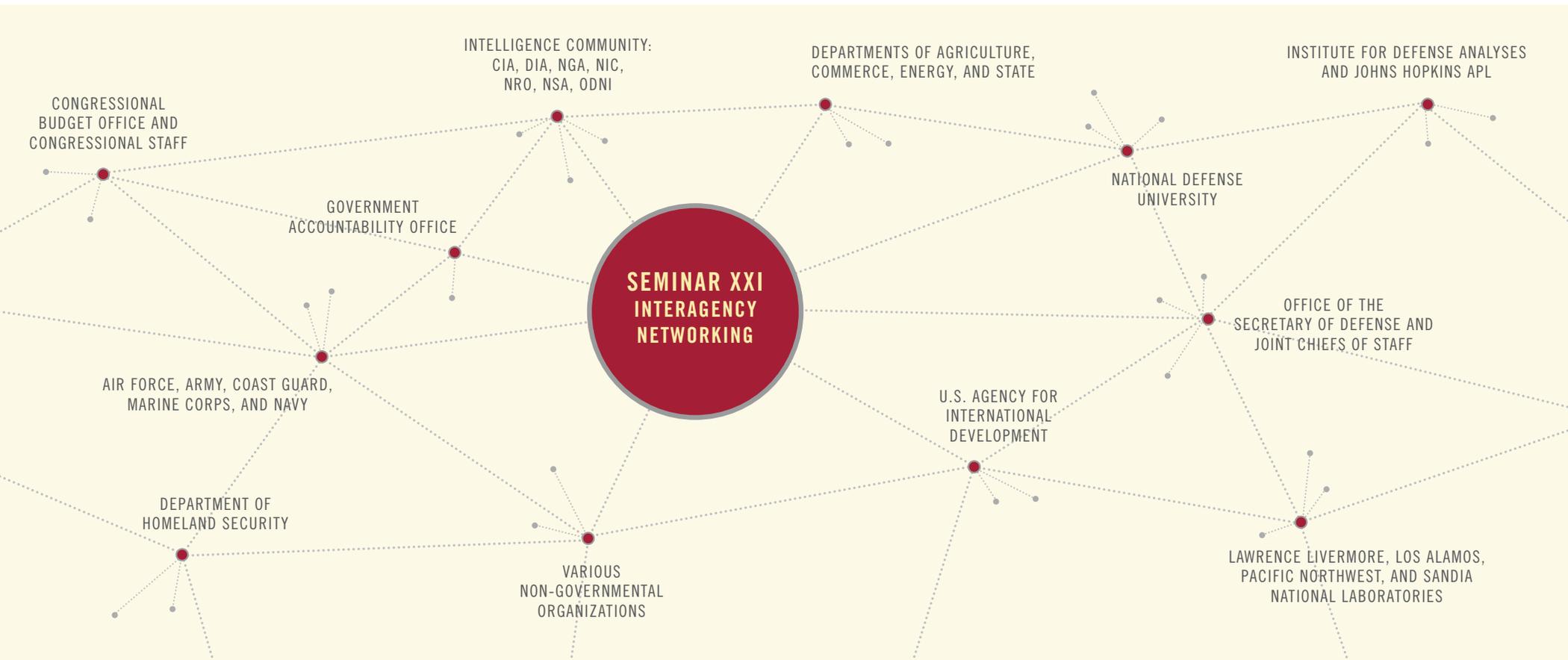
ANALYTIC APPROACH

Faculty members employ a three-part framework for analyzing policy-related issues:

Paradigms are the lenses, or specific worldviews, through which people see and understand things. By adopting different paradigms, Fellows can develop a fuller and more nuanced context for analysis.

Social science theories are used to explain events and make predictions. They help Fellows better understand the relationships among political structures, economic forces, societal and cultural constraints, and international pressures.

Empirical knowledge includes history, research, and the first-hand information that Fellows absorb on the job. This knowledge is used to test theories and develop evidence-based recommendations.



BENEFITS AND OUTCOMES

Seminar XXI is recognized throughout the U.S. national security and foreign policy communities as an indispensable—and utterly unique—leadership development program. The program’s value is best illustrated by its alumni/ae, who have gone on to assume some of the nation’s most influential policy-related positions.

In addition to vital career preparation, Seminar XXI offers several benefits:

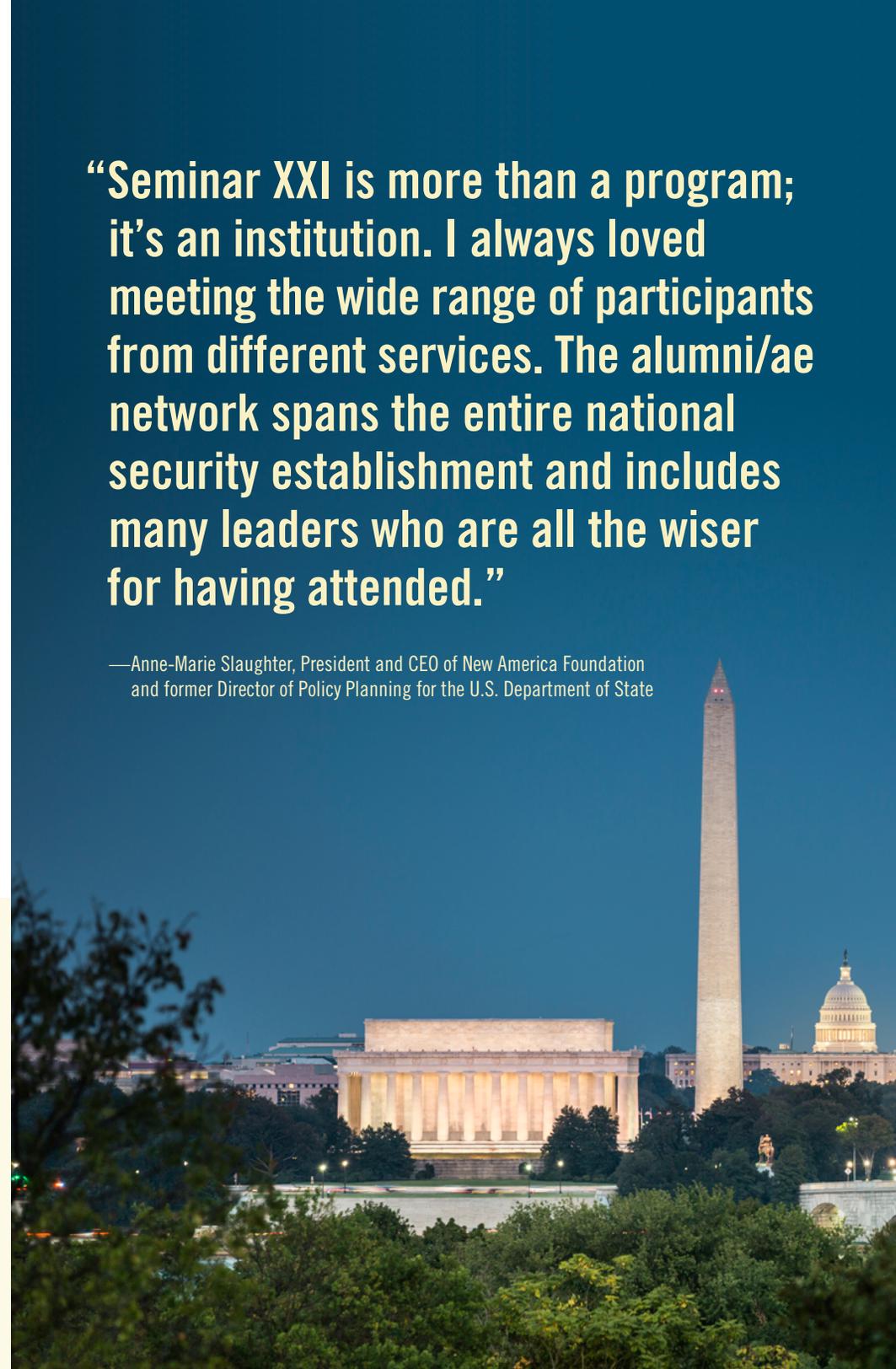
- **Interagency networking**—Seminar XXI breaks down barriers between military and civilian organizations, enabling frank and revelatory conversations among agencies that might otherwise never talk to each other.
- **Access to renowned faculty**—Seminar XXI taps the brightest minds in social science for its faculty members. Fellows get to interact with faculty during presentations as well as over dinner and weekend sessions thanks to the program’s immersive format.
- **Endorsement from MIT**—Given MIT’s long track record of national service through applied research, a certificate from MIT carries weight in the policymaking community and can open doors to exciting career opportunities.
- **A loyal alumni/ae community**—Seminar XXI’s more than 2,000 alumni/ae are fiercely loyal to the program—and each other. Relationships begun during the program often turn into lasting career connections, giving alumni/ae a valuable source of professional feedback and support from outside their organizations.

High-level positions held by alumni/ae:

- *Deputy Secretary of Defense*
- *Commanders of Pacific, Strategic, Southern, and Transportation Commands*
- *Supreme Allied Commander Europe*
- *Vice Chairman Joint Chiefs of Staff*
- *Chiefs of Staff of U.S. Army and U.S. Air Force*
- *Commandant of the Marine Corps*
- *Director Central Intelligence Agency*
- *Director National Security Agency*
- *Director USAID*
- *Commander Multi National Force Iraq*
- *Vice Commandant U.S. Coast Guard*

“Seminar XXI is more than a program; it’s an institution. I always loved meeting the wide range of participants from different services. The alumni/ae network spans the entire national security establishment and includes many leaders who are all the wiser for having attended.”

—Anne-Marie Slaughter, President and CEO of New America Foundation and former Director of Policy Planning for the U.S. Department of State



ADMISSIONS PROCESS

Internal Nomination · Admission opens in February

- *Candidates must be nominated by a senior executive in their organization to apply to Seminar XXI.*
- *Each organization designates a Point of Contact (POC) who coordinates the internal nomination process.*
- *Nomination procedures vary by organization, so those interested in applying should check with their POC to determine the steps they need to take.*

Submission of Applications · Deadline: April 15

- *Seminar XXI gives each sponsoring organization a finite number of program spots to ensure diverse representation among the military, government, and private sectors.*
- *POCs submit the strongest applications from among those nominated.*
- *Individual applications from other appropriate and interested groups within the national security community, such as non-governmental organizations, may also be considered.*

Selection of Fellows · June

- *The Seminar XXI Admissions Board, which is drawn from the alumni/ae board and executive committee, meets in early June to review applications.*
- *POCs and accepted Fellows are notified by mid-June.*
- *Program invoices are issued by mid-July.*

For inquiries regarding admissions, please contact Executive Director
Tisha Gomes Voss at 617-258-6862 or tishag@mit.edu.



Seminar XXI Program

Massachusetts Institute of Technology
Center for International Studies
Building E40-445
77 Massachusetts Avenue
Cambridge, MA 02139-4307

617-253-5143
semxxi@mit.edu
semxxi.mit.edu