

HQ MCICOM

Civilian Leadership Development Program

Catalog 2018/2019



Executive Director’s Message:



In our demanding and fast paced profession, it is easy to focus only on immediate needs and pay less attention to systemic issues that ultimately drive long-term success. One area that demands attention is investment in human capital through leadership development.

Marine Corps Installations Command (MCICOM) must develop a diverse cadre of highly capable, high-performing, and results-oriented civilian leaders who are effective in an increasingly complex environment. We must ensure continuity of leadership and maintain a learning organization that drives transformation and continuous improvement across the enterprise. We do this by providing current leaders an opportunity to refine and expand their knowledge base, and by providing promising candidates an opportunity to develop their leadership competencies before assuming positions of greater authority and responsibility.

Employees who participate in leadership development through professional training and educational programs develop a broad and deep understanding of issues affecting their organizations, and they understand how their organizations support the Marine Corps and DoD missions.

The Marine Corps Civilian Leadership Development Program provides a four-tiered approach for deliberate development through progressive learning opportunities that broaden experience and increase responsibility. This catalog identifies developmental opportunities within each tier that are available to MCICOM personnel. Participation in any tier of the program requires supervisor approval; participation in Tier 4 centrally managed civilian leadership courses also requires command-level approval through the Career Opportunity Slating Panel.

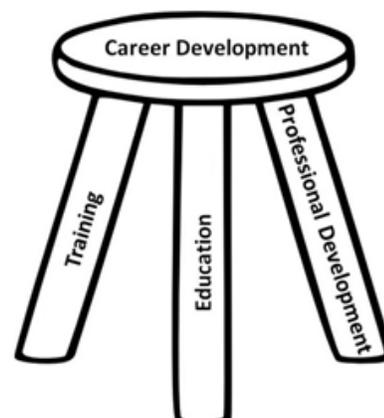
Due to the competitive nature of the Tier 4 leadership courses, we have established a fair and equitable process to select command personnel for these unique opportunities. The application and approval process is outlined in this catalog. The foundation of this process is the establishment of an Individual Development Plan (IDP) that is mutually agreed upon by the employee and supervisor. As directed in SECNAVINST 12410.25A, the Command will base approval and funding for all training, education, and professional development activities by civilian employees on established IDPs.

The Command Training Specialist possesses the most current information regarding professional and leadership developmental opportunities. Future iterations of this catalog will encompass additional elements of the professional development continuum. Questions or comments should be directed to Dr. Winnifred (Winnie) Warren, commercial 703-604-4505, email: winnifred.warren@usmc.mil.

T.R. Calhoun

Executive Director

Marine Corps Installations Command



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Marine Corps Civilian Leadership Development Program (MCCLDP)

The MCCLDP provides leadership development and progressive educational opportunities for civilian Marines.

The MCCLDP is a congressionally mandated and CMC directed education and training initiative providing Marine Corps employees an opportunity to participate in civilian leadership courses that helps develop DoD leader competencies.

This program provides access to a wide variety of leadership courses, seminars, and classes provided through Marine Corps University or other government and educational institutions. Participation in the MCCLDP is managed by the Lejeune Leadership Institute (LLI) in cooperation with HQMC Manpower & Reserve Affairs.

The learning outcomes of various leadership development venues ensure DoD leader competencies and Marine Corps core values are established and reinforced throughout a civilian's career.

LEADERSHIP DEVELOPMENT PROGRAM

LLI's civilian leadership development program provides a four tier approach to civilian leadership development opportunities. These tiers are summarized below and are more fully explored later in this catalog. The MCCLDP's objective is to provide a deliberate, continuous, sequential, and progressive curriculum grounded in Marine Corps values that develops civilians as competent and confident leaders capable of decisive action to support the Marine Corps mission.

Tier 1: Online Development Courses – These courses provide independent leadership development studies at your convenience, that are aligned with the DoD leadership development competencies

Tier 2: Local Area Programs – It is the responsibility of each civilian employee to participate in and to promote individual self-development and career progression. To support this individual responsibility, the Human Resources and Organizational Management

(HROM) branch assists in employee career development. The HROM provides training and resources to support their local leadership development programs.

Tier 3: Seminars – There are numerous seminars hosted by the DoD, Office of Personnel Management (OPM), and other federal and private agencies in the National Capital Region throughout the year. Topics vary greatly but may include case studies, equal opportunity discussions, and other employee development lessons.

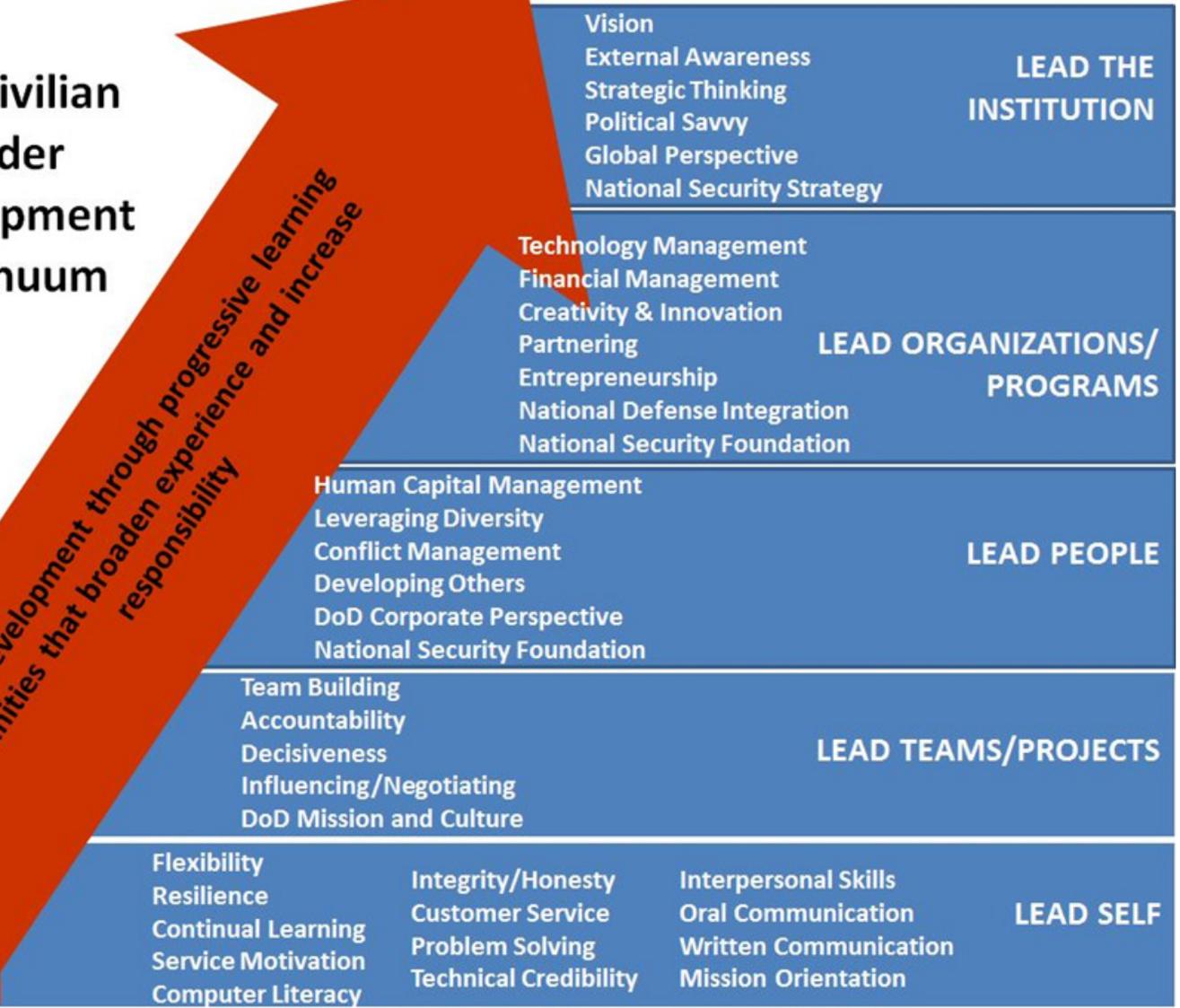
Tier 4: Centrally Managed Programs – Centrally Managed Civilian Leadership Courses (CMCLC) provide competitive leadership development opportunities for Civilian Marines.

DoD Civilian Leader Development Continuum

The DoD Civilian Leader Development Continuum depicted below shows the progression of competencies needed as a DoD civilian rises through the leadership ranks from fundamental competencies required of all leaders to strategic capabilities required of the most senior leaders. The continuum is largely based on the five OPM Executive Core Qualifications but tailored and expanded to reflect the unique challenges and requirements facing DoD civilian leaders.

DoD Civilian Leader Development Continuum

Deliberate development through progressive learning opportunities that broaden experience and increase responsibility



TIER 1: ONLINE DEVELOPMENT COURSES

There are many advantages to online training over traditional classroom-based opportunities. Not only does it offer an opportunity for those unable to take traditional classroom-based opportunities, but it also offers more freedom and flexibility for employees. There are many online training opportunities from a host of different vendors. The following two sources are currently available to all employees:

LEADERSHIP ESSENTIALS

LLI has developed “Leadership Essentials” courses which provide independent leadership development studies at your convenience. The curriculum consists of eight one-hour courses that can be completed in any order. LLI, as the Marine Corps’ principle source for leadership development, recommends all employees begin their leadership development studies with these courses.

All courses can be accessed via MarineNet, and completions will be automatically notated in your official record in the Defense Civilian Personnel Data System.

- Motivating Employees
- Communicating Vision
- Leading with Emotional Intelligence
- Building Your Influence as a Leader
- Leading Business Execution
- Leading Innovation
- Leading Change
- Creating Your Own Leadership Development Plan

To access MarineNet with your CAC, go to <https://www.marinenet.usmc.mil>.

LYNDA.COM

Lynda.com is a leading online learning platform that helps anyone learn business, software, technology and creative skills to achieve personal and professional goals. The site offers over 6,300 engaging, top-quality courses and more than 267,000 video tutorials that are taught by recognized industry experts.

The Marine Corps maintains an active subscription to this service for your use at no cost. Contact the Command Training Specialist or your Community of Interest (COI) leader if you would like access to the training opportunities available through lynda.com.



TIER 2: LOCAL AREA PROGRAMS

It is each civilian employee's responsibility to participate and promote individual self-development and career progression. To support this individual responsibility, several local courses are offered free of cost by the HROM to further your professional development studies.

Many of these local area programs are considered "Soft Skill" courses (e.g. the ability to accept feedback, work collaboratively, managing time, etc.). A majority of these courses are offered on a monthly, quarterly, or semi-annual basis, and offerings are normally announced via email. Employees must add the course to their IDP and obtain their supervisor's approval to attend training. Contact the Command Training Specialist for more details on these local courses.

TIER 3: SEMINARS

LLI hosts a three-day seminar several times a year, stressing individual leadership development concepts. The course framework consists of six sessions. During each session students explore various applications of leadership concepts through discussions, reflections, introspection of self, critical thinking, problem solving and analytical skills needed for and by leaders. The seminars are instructor led, with student interaction and group work.

LEAD SELF SEMINAR

LLI offers a three day "Lead Self Seminar". The class is open to all GS employees. Lead self is the first level in the DoD Civilian Leader Development Continuum. This seminar explores various applications of leadership concepts through discussions, reflections, introspection of self, critical thinking, problem solving, and analytical skills.

Competencies covered in the Lead Self Seminar are: accountability, continual learning, flexibility, interpersonal skills, problem solving, and oral communication.

Interested employees will list the seminar on their IDP and obtain their supervisor's approval to attend. Contact the Command Training Specialist for more details on upcoming seminars.

TIER 4: CENTRALLY MANAGED PROGRAMS (CMP)

The CMP provides competitive leadership development opportunities for Civilian Marines. LLI, as the service lead, solicits applications from aspiring leaders throughout the Marines Corps for these highly competitive training opportunities.

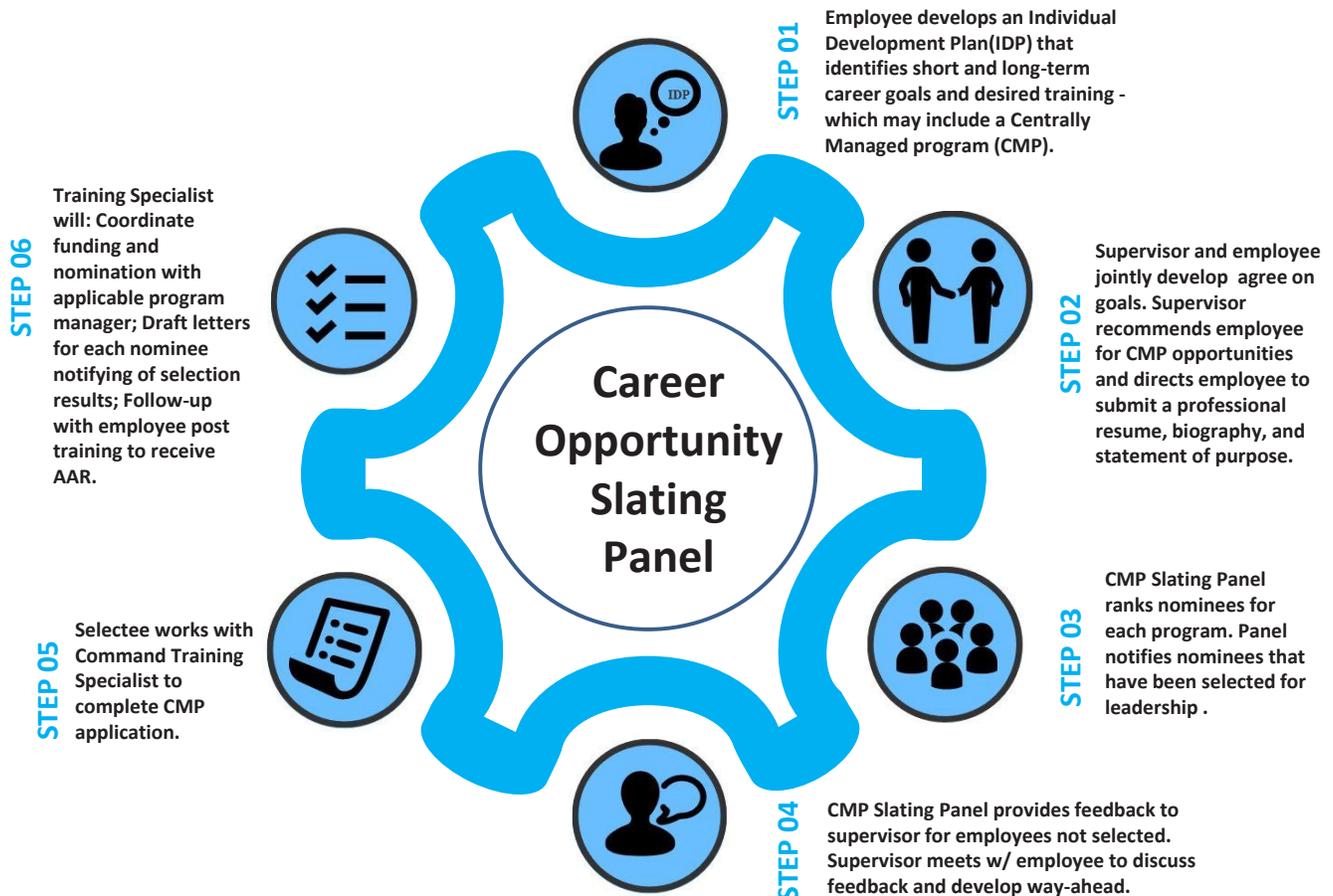
Application Process

Many CMP’s are considered highly competitive, which means that there are more qualified applicants for the program than there are seats available.

The process starts with the employee completing an IDP and identifying both career goals and desired training. Supervisors nominate employees for the CMP based on the needs of the organization as part of an overall individual professional development program or as part of succession planning.

The Career Opportunity Slating Panel (COSP) ranks nominees for each program and notifies nominees that were selected. The COSP provides feedback to supervisors for employees not selected. Supervisors discuss feedback with employees.

Each CMP has a unique application process with several layers of approval needed. Once an employee has been nominated for a program, the Command Training Specialist will work closely with the employee and supervisor to complete an application and navigate the nomination process.



Centrally Managed Program Eligibility (By Grade)

	GS-7	GS-8	GS-09	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15	SES
Defense Civilian Emerging Leader Program	◆—————◆									
New Leader Program	◆—————◆									
Executive Leadership Program					◆—————◆					
DoD Executive Leadership Development Program						◆—————◆				
Capital Hill Fellowship Program							◆—————◆			
Bridging the Gap Leadership Development Program								◆—◆		
Executive Potential Program							◆—————◆			
Excellence in Government Fellows Program								◆—◆		
Leadership for a Democratic Society (FEI)									◆—◆	
Leading a Successful Transition (FEI)									◆—◆	
Dwight D. Eisenhower School								◆—◆		
Defense Senior Leader Development Program								◆—◆		
White House Leadership Development Program									◆	
Seminar XXI								◆—◆		

Defense Civilian Emerging Leader Program (DCELP)

Course Description: The DCELP provides training to the next generation of the DoD leaders. DCELP fills a critical need by enabling the DoD to focus on leader development at the entry level for the civilian workforce. Leadership development at this level establishes a baseline for further growth and development for the participant as leadership responsibilities increase.

Target Audience: DON civilians at the grade level of GS-7 through GS-12 or equivalent.

Course Overview: Attend six residential courses delivered at the DoD Executive Management Training Center located in Southbridge, Massachusetts. Participants are expected to complete pre-course work including readings and exercises before each in-residence session. DoD requires a 6-10 page paper on a real world issue effecting the participant’s organization or component.

Length of program: 6 months /21 days in training

Application Due: Typically June

Additional Information: <https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/DCELP.aspx>

New Leader Program (NLP)

Course Description: The NLP is a six-month long program that introduces employees to core leadership competencies and provides practice in the team skills that are central to modern management. This program covers basic leadership and Executive Core Qualifications, and includes several residential sessions and preparation of a personal leadership action plan.

Target Audience: DON civilians at the GS-7 through GS-11 or equivalent who have a minimum of two years of Federal service, have recently entered into a leadership position or have a high potential for leadership and who wish to develop, enhance, or improve the leadership skills, has the potential and motivation to complete all the requirements and participate fully in all the components of this intensive program.

Course Overview: As a participant you will be expected to: attend three one-week training sessions;

complete an assessment to identify current skills and competencies needed for continual growth and development; develop a plan outlining your career development goals that also identifies barriers and strategies for overcoming challenges; complete both a 30-day developmental assignment and a three-day shadow assignment of a senior manager; and engage in a variety of writing assignments to elevate your written communication skills.

Length of program: 6 months/2 months in training

Application Due: Typically January

Additional Information: <http://www.graduateschool.edu/courses/NLED7300L001?location=>

Executive Leadership Program (ELP)

Course Description: The ELP is a nine-month long program that provides residential training, developmental work opportunities, needs assessment and career planning tailored to the Federal environment. The program is designed to enhance the competencies needed to become a successful government leader and manager.

Target Audience: DON civilians at the GS-11 through GS-13 or equivalent, who have a minimum of two years of Federal service, have recently entered into a leadership position or have a high potential for leadership and who wish to develop, enhance, or improve their leadership skills.

Course Overview: As a participant you will be expected to: attend four one-week training sessions; complete an assessment to identify current skills and competencies needed for continual growth and development; develop a plan outlining your career development goals that also identifies barriers and strategies

for overcoming challenges; and engage in a variety of writing assignments to elevate your written communication skills. In addition, participants will complete all of the following: a 60-day developmental assignment, a five-day shadow assignment of a senior manager, an eight-hour community service project and five executive interviews.

Length of program: 9 months/3 months in training

Application Due: Typically March

Additional Information: <http://www.graduateschool.edu/courses/ELP-G9000L001?location=>

DoD Executive Leadership Development Program (ELDP)

Course Description: The ELDP provides participants extensive exposure to the roles and mission of DoD. In addition, the program helps participants develop a greater understanding and appreciation of what war fighters refer to as being “at the tip of the spear.”

Target Audience: DON civilians at the GS-12 through GS-14 and active duty military O-3 and O-4 level. Individuals must have at least a Bachelor’s degree and a history of superior performance.

Course Overview: The ELDP is a very physically and mentally demanding program. Participants will adjust to rapidly changing conditions and situations. Some of the physical activities that participants may engage in are as follows: running obstacle courses, rappelling, land navigation, 3-5 mile field hikes, Leader Reaction Course, Nuclear Biological Chemical Chamber, Aviation Survival training (swim qualification), Basic Underwater Demolition SEAL (BUDS training), daily physical fitness training, and a Bayonet Assault course. Participants will deploy 5-10 days each month from

September to June to military installations, including a Joint Command, Navy, Marine Corps, Air Force, Army, National Guard, and to forward-deployed forces, such as South Korea. The culminating event for ELDP is the Capstone briefing provided to the Secretary of Defense or his designated representative and other high level dignitaries representing the Department during the graduation week.

Length of program: 10 months/65 days in training

Application Due: Typically February

Additional Information: <https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/ELDP.aspx>

Capitol Hill Fellowship Program (CHFP)

Course Description: The CHFP is designed for executives and managers who require a high-level working knowledge of Congress. It may be used to fulfill requirements in certain management or executive development programs.

Target Audience: DON civilians at the GS-13 and above or equivalent, minimum of two years of Federal service, a Bachelor’s degree from an accredited college or university, demonstrated flexibility in work habits, and an ability to work independently in an unstructured environment.

Course Overview: Fellows receive instruction and hands-on experience on Capitol Hill through training and developmental activities consisting of an intensive orientation, periodic seminars, and attendance at the Government Affairs Institute’s Advanced Courses. Fellows serve in a full-time assignment on the staff of

a Member, committee, or support agency of Congress in Washington, D.C.

Length of program: 2 years/full time: 1 year program, 1 year follow-on assignment)

Application Due: Typically March

Additional Information:
<https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/NCHW.aspx>

Bridging the Gap Leadership Development Program

Course Description: This is a rigorous one-year program centered on OPM Executive Core Qualifications (ECQs). This program is designed to assess participant leadership/management competencies through gap analysis, equip them with leadership development skills and provide a conduit to prepare for future senior leadership opportunities.

Target Audience: DON civilians at GS-14 and GS-15 or equivalent.

Course Overview: Bridging the Gap is an avenue for the deliberate development of senior leaders, recognizing the need to develop future talent.

Length of program: 1 year/6 mandatory days in training, plus 12 optional lunch hour sessions

Application Due: Typically February

Additional Information: <https://portal.secnav.navy.mil/orgs/MRA/DONHR/EMPO/Pages/BridgingTheGap.aspx>

Executive Potential Program (EPP)

Course Description: Participants are expected to: attend four one-week training sessions; complete an assessment to identify current skills and competencies needed for continual growth and development; develop a plan outlining your career development goals that also identifies barriers and strategies for overcoming challenges; complete two 60-day developmental assignments, a three-day shadow assignment of a Senior Executive Service member, and five executive interviews; and engage in a variety of writing assignments to elevate your written communication skills.

Target Audience: DON civilians at GS-13 through GS-15 or equivalent who have little to no supervisory experience may apply.

Course Overview: The instructions provided in the program address fundamental competencies that are identified by the OPM as essential for all federal employees with an emphasis on Leading Change. Being a change agent requires skills in multiple ECQs. Through a variety of training and exercises, participants learn how to identify and solve real organizational problems

and learn to think and work strategically to meet the visions and goals of your organization. Emphasis is placed on the study of best practices used in government and non-government organizations.

Length of program: 12 months/5 months in training

Application Due: Typically February

Additional Information:
<http://www.graduateschool.edu/courses/EP-PG8400L001?location>

Excellence in Government Fellows Program (EIG)

Course Description: The EIG Fellows program strengthens the leadership skills of GS-14 and GS-15 federal employees through a proven combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and government-wide networking. The EIG meets the interagency training requirements for OPM-approved candidate development programs. During the year-long program, Fellows remain in their full-time jobs, meet every six weeks and spend a total of approximately 24 days in session. Fellows also devote up to five hours per week to their projects.

Target Audience: DON civilians at the GS-14 and GS-15 or equivalent; exceptional GS-13 leaders may apply as well.

Course Overview: Fellows receive targeted support from experts and experienced government leaders. In addition, Fellows will have access to the Partnership's extensive network of public, private and non-profit-sector leaders. Fellows join a community of leaders, who support continued learning through networking, online forums and other ongoing professional development opportunities.

Length of program: 1 year/24 days in training

Application Due: Typically March

Additional Information: <https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/EIG.aspx>

Leadership for a Democratic Society (LDS), Federal Executive Institute (FEI)

Course Description: Participants build knowledge and skills in personal leadership, transforming public organizations, the policy framework in which government leadership occurs, and the broad global context of international trends and events that shape government agendas.

- 1) Traditional four-week resident program
- 2) Applied Learning Program (ALP) or less formerly, the "split program." In this program, students report for the first two weeks of LDS and return to work to apply what they learned in the first section.
- 3) Blended Learning Program where executives participate in two weeks of face-to-face learning and then complete online courses over the several months, finishing the course with a face-to-face session where they report out on a major transformational project.

Target Audience: DON civilians at the GS-15 or equivalent or Senior Executive Service (SES) personnel may apply.

Course Overview: Participants gain a broader understanding of the Constitution and how it continues to inform modern government, gain a better understanding of the policy framework in which executives must lead and the interplay among major stakeholders at national and global levels.

Length of program: Participants are expected to attend one of the three formats offered by FEI:

- 1) Traditional four-week resident program.
- 2) Applied Learning Program (ALP) or less formerly, the "split program." In this program, students report for the first two weeks of LDS and return to work to apply what they learned in the first section.
- 3) Blended Learning Program where executives participate in two weeks of face-to-face learning and then complete online courses over the several months, finishing the course with a face-to-face session where they report out on a major transformational project.

Application Due: Typically June

Additional Information: <https://leadership.opm.gov/programs.aspx?c=5>

Leading a Successful Transition: Working with Political Appointees and Congress, FEI

Course Description: Leading a Successful Transition: Working with Political Appointees and Congress is a three-part blended learning program which takes place in-person and online. The program begins at FEI in Charlottesville, VA for two days followed by an on-line course and concludes with a trip to Washington, D.C. while the House and Senate are in session. Leading through any change is difficult, and it is essential leaders are aware of the array of challenges they may face as they work to build relationships. Participants will be introduced to practical strategies for how to lead during periods of momentous transition and change.

Target Audience: DON civilians at GS-15 or equivalent or SES personnel may apply.

Course Overview: This course explores how Political Appointees are chosen, what they expect from career staff, and best practices for dealing with and building working relationships with them. In addition to understanding transitions in regard to political appointees,

this course helps participants understand how to work with Congress. This program offers executive leaders tools which can provide significant impact in support of their leadership efforts during periods of transition.

Length of program: Three days in person and online learning.

Application Due: Varies

Additional Information: <https://leadership.opm.gov/programs.aspx?c=239>

Prerequisite: Registrants must have completed the FEI for LDS Program to attend.

Dwight D. Eisenhower School

Course Description: The 10-month program includes courses in national security studies, economics, defense strategy and resourcing, acquisition, the global industrial base, and strategic leadership. These core courses are supplemented by a variety of elective courses and a vibrant student research program. Upon graduation, students earn a Master of Science degree in National Resource Strategy.

Target Audience: DON civilians at the GS-14 and GS-15 or equivalent.

Course Overview: The Eisenhower School for National Security and Resource Strategy at National Defense University (NDU) prepares selected military and civilians for strategic leadership and success in developing national security strategy and in evaluating, marshalling, and managing resources in the execution of

that strategy. The Office of Civilian Human Resources manages nominations for DON non-acquisition civilian quotas for this program. Although NDU offers four schools, all Navy civilian quotas are for the Eisenhower School.

Length of program: 10 months/full time

Application Due: Typically February

Additional Information: <http://es.ndu.edu>

Defense Senior Leader Development Program (DSLDP)

Course Description: Attendees develop leadership skills and competencies needed to excel in the 21st century joint, interagency, and multi-national environments. Participants learn how to foster interagency cooperation and information sharing methodologies that prepare them to sense and respond to the issues and challenges facing leaders across DoD and the broader national security arena.

Target Audience: Permanent full-time DON civilian employees who are already leading high performing organizations and programs and have the potential and motivation to take on even more responsible senior leadership positions across the DoD enterprise within the next few years. GS-14 and GS-15 or equivalent with at least one year of recent supervisory experience is eligible to apply.

Course Overview: DSLDP is enterprise leadership in action and is designed to increase the participants' capabilities to effectively support DoD strategic priorities. DSLDP integrates the world-class academic experience

of senior-level Professional Military Education, defense-unique leadership seminars focused on the critical issues facing the DoD today, and substantive opportunities for individual development.

Length of program: 10 months/fulltime

Application Due: Typically August

Additional Information: <https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/DSLDP.aspx>

White House Leadership Development Program (WHLDP)

Course Description: The WHLDP is a unique rotational and developmental experience which allows participants to work on the Federal government's highest priority and highest impact challenges, e.g., cross-agency priority goals that require the coordination of multiple Federal agencies to succeed. Although this opportunity is not a formal SES candidate development program, participants are likely to be more competitive for SES positions as a result of the experience gained. The DON is allowed to nominate up to three candidates.

Target Audience: High potential GS-15 or equivalent is eligible to apply.

Course Overview: WHLDP provides participants a broad federal perspective on high-priority challenges and access to senior decision-makers, and exposure to a wide cross-section of government. The program develops a cadre of leader with the skillsets and networks to address challenges through a cross-agency lens and implement solutions across organizational boundaries. Participants contribute to strengthening on-going efforts on specific cross-agency initiatives that require broad coordination and long-term strategic planning to ensure delivery of tangible results.

Length of program: 1 year/full time

Application Due: Typically March

Additional Information: <https://portal.secnav.navy.mil/orgs/MRA/DONHR/Training/Pages/WHLDP.aspx>

Seminar XXI

Course Description: 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

Target Audience: DON civilians at the GS-14 and GS-15 or equivalent.

Course Overview: While session topics change regularly in response to 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 multi-di-

mensional analytic skills needed to understand foreign relations and shape effective policy options for the United States

Length of program: 9 months/2 weeks in training

Application Due: Typically April

Additional Information: http://semxxi.mit.edu/sites/all/themes/semxxi_2015/pdf/MITSemXXIAdmissions-Brochure.pdf

* Leadership Education and Development (LEAD) Certificate

Course Description: OPM's LEAD Certificate Program empowers Federal leaders to take charge of their professional development by providing a clear path to leadership training that's right for them and their careers. At each Certificate level, current and future Federal leaders assess their leadership effectiveness, gain core knowledge and develop critical skills for leadership success.

Target Audience: Supervisors, managers, and executives.

Course Overview: There are five leadership levels in a LEAD Certificate program to choose from: project/team lead, supervisor, manager, executive (SES level), and professional leader. Participants are required to complete five courses and submit a capstone paper to earn a LEAD Certificate.

Length of program: Self-paced program with three years to complete

Additional Information: <https://cldcentral.usalearning.net/mod/page/view.php?id=249>

*This is not a CMP

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