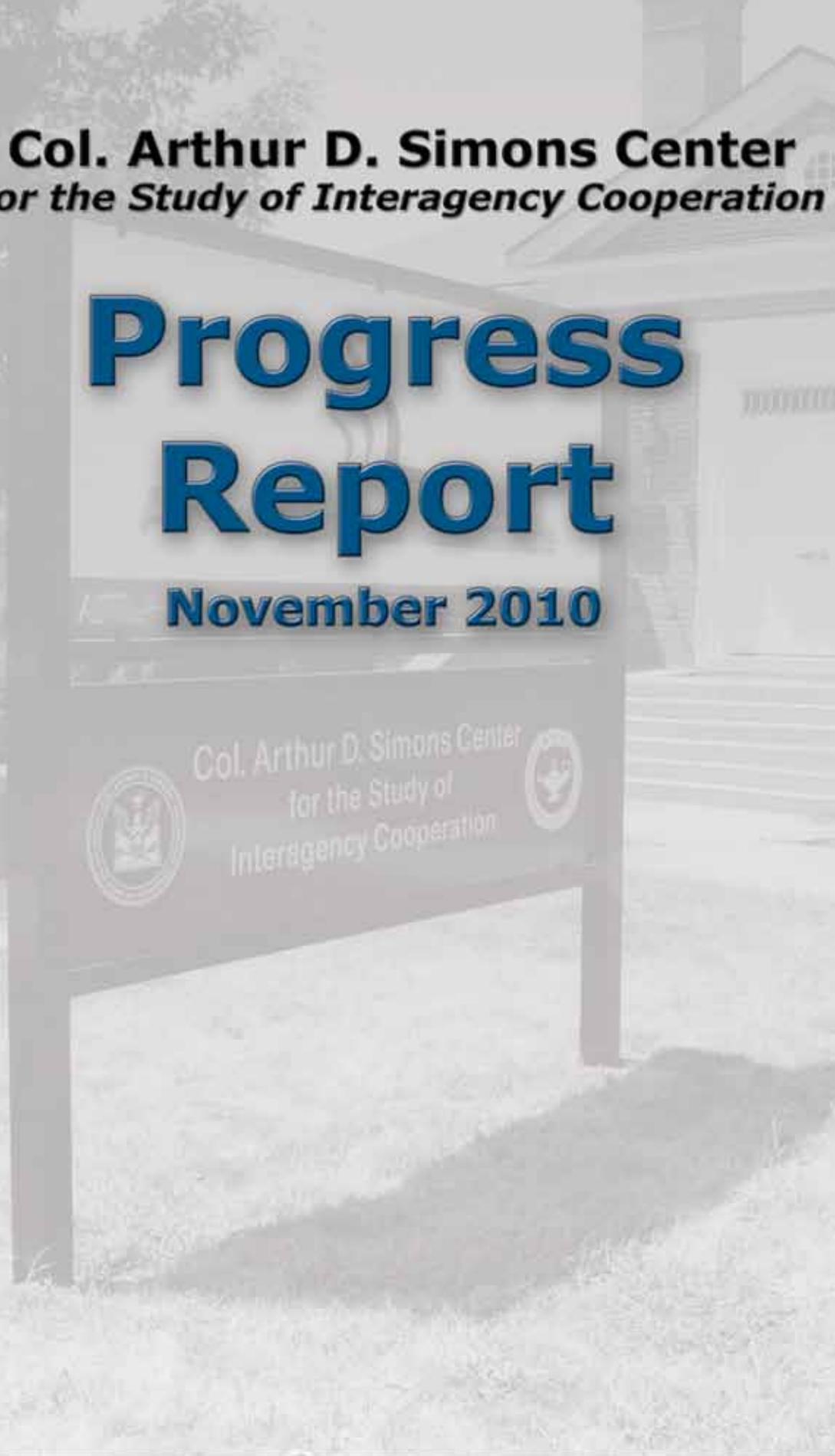




Col. Arthur D. Simons Center
for the Study of Interagency Cooperation

Progress Report

November 2010



Command and General Staff College Foundation



“The Colonel “Bull” Simons Center for the Study of Interagency Cooperation reflects awareness that today’s national security challenges require whole-of-government approaches. By focusing attention on comprehensive interagency solutions to complex problems, the Center will promote greater awareness of how we need to address the most difficult of challenges throughout the world. The establishment of this Center is thus of enormous importance. And it is very fitting that the Center should be established at the US Army’s Command and General Staff College, a crown jewel in our professional military education system and a location that will enable the Center to contribute significantly to the development of the military and civilian leaders who work together in the interagency.”

General David H. Petraeus

Col. Arthur D. Simons Center *for the Study of Interagency Cooperation*

Progress Report 2010

The U.S. Army's Command and General Staff College (CGSC) is the oldest, largest, and most prestigious military staff college in the world, having graduated more than 90,000, U.S. military officers and more than 7,500 international military officers from 155 countries since 1881.

Over the years the CGSC mission has expanded to include not only U.S. Army students and officers from foreign military services, it also includes students from the other U.S. services (Air Force, Navy, Marines, and Coast Guard), the National Guard, and civilian agencies.

This joint, civilian component and interagency mix in the classroom mirrors the frequent reality in today's complex operational environment where military personnel and their civilian agency counterparts work side by side to achieve shared goals and common

objectives.

Recognizing the growing importance of interagency cooperation and the need for a better understanding of the process at the operational and tactical levels, the Command and General Staff College Foundation established the Colonel Arthur D. Simons Center for the Study of Interagency Cooperation at Fort Leavenworth in April 2010 as a means to further develop and foster that cooperation.

Funded through the Command and General Staff College Foundation with a generous gift by Mr. Ross Perot, the

Simons Center provides direct support to the U.S. Army Command and General Staff College in fulfilling its mission of educating and developing leaders for full spectrum joint, interagency and multinational operations.



The Simons Center Logo

The Col. Arthur D. Simons Center for the Study of Interagency Cooperation is named after renowned Special Forces officer, Col. Arthur "Bull" Simons. The teal color in the logo is representative of the teal in the U.S. Army Special Forces patch. The eagle is reflective of the U.S. government eagle and represents the "interagency" aspect of the Center's mission. In the eagle's claws a pen is crossed over a sword, reminding all of the age-old axiom that the pen is mightier. Behind the eagle is an image of a book, which represents the Center's key mission to promote the intellectual rigor required in its mission and to publish works that contribute to the professional body of knowledge. Above the eagle is the Lamp of Knowledge, which reminds us of the Command and General Staff College lamp, and is symbolic of study and learning.



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Simons Center Mission

Building on Fort Leavenworth's history and legacy of academic inquiry and doctrinal development, the Simons Center's mission is to facilitate broader and more effective cooperation within the U.S. government below the strategic or policy level through research, analysis and study of interagency methods, procedures and processes and by publishing its findings and conclusions. In this manner, the Simons Center seeks to engage with other institutions as well as the U.S. Army Command and General Staff College to sponsor discourse, to influence educational programs and to help promote the development of the military and civilian interagency leaders of tomorrow.

Simons Center Vision

The Simons Center's vision is to be recognized as the premier center for the investigation, study and analysis of the full range of interagency cooperation issues while concentrating on those at the operational and tactical levels. We will sponsor research and study, promote our findings and support the adoption of successful methods and procedures. While maintaining our support for the Command and General Staff College, we will embrace all partners and participants in the interagency community and welcome their involvement and participation in expanding awareness and understanding of the requirements for effective interagency coordination. The Simons Center will do this by identifying best practices, championing needed changes, promoting updated doctrine and stressing appropriate training and education. The Center also looks to the future to see beyond current realities, to anticipate changing requirements and to prepare leaders for the next generation of interagency coordination imperatives.



From left, Foundation CEO Col. (Ret.) Bob Ulin, Fort Leavenworth Commander/CGSC Commandant Lt. Gen. Robert L. Caslen, Jr., Foundation Chairman Lt. Gen. (Ret.) Robert Arter, Ross Perot, Foundation President Hyrum Smith, and the Chief Operating Officer of the Simons Center, Maj. Gen. (Ret.) Ray Barrett, cut the ribbon for the opening of the Col. Arthur D. Simons Center for the Study of Interagency Cooperation, April 21, 2010.

Simons Center Accomplishments in 2010

The Simons Center's first year of operation is characterized by three separate phases: Preparing the Plan, Building the Infrastructure and Executing the Program.

Preparing the Plan

Three individuals put together the initial conceptual design for the Simons Center. Col. Robert R. Ulin, U.S. Army Retired, Chief Executive Officer, CGSC Foundation, Inc; Lt. Gen. John Miller, U.S. Army Retired, Vice Chairman, CGSC Foundation, Inc; and Lt. Col. Greg Penfield, U.S. Army Command and General Staff College, collaborated on preparing a plan for the creation of a center at Fort Leavenworth that would be “a premier center for the study and analysis of interagency coordination and cooperation issues and opportunities at the tactical and operational levels.” They articulated long range objectives such as to “develop the body of knowledge necessary for interagency cooperation and

coordination from pre-conflict to post-conflict,” and to “promote the concept of ‘One Nation, One Fight’ where the entire U.S. government plans and executes operations to secure the interests of the United States. The team, however, focused its planning on the first year of the center’s operation in recognition of the critical importance of establishing a solid basis for continued and expanded operations in the future.

In this regard, the plan called for establishing critical relationships and establishing essential contacts early on that would be necessary for the center to carry out its anticipated work. Initial objectives included:

- Building relationships of trust and cooperation with interagency partners, university, think tanks, scholars and subject matter experts.
- Identifying essential interagency topical areas that warrant research, study and analysis.
- Influencing key audiences on the value, roles and capabilities of the Col. Arthur D. Simons Center to generate support and resources, now and in the future.

The plan consisted of four primary lines of effort to meet the set goals.

1. Governance: Establish the Simons Center as the premier interagency center of excellence. This element of the plan acknowledged the importance of careful hiring of the right personnel, the need to lease space suitable for operations, and the requirement for a viable information technology infrastructure. It also included benchmarking, researching best practices of similar organizations, and gathering lessons learned to create the most functional organization possible. Critical to the plan's success was the need to develop a close and trusting public-private partnership with the Combined Arms Center and U.S. Army Command and General Staff College, both located at Fort Leavenworth.

2. Research and Studies: Generate solutions to interagency challenges. Identified as the core competency of the new center, the Simons Center seeks to determine root causes of interagency successes and failures, thereby informing the development of doctrine and providing recommendations and operational solutions for improved interagency coordination. It is anticipated that the key to this effort will be the identification of real world challenges from military commanders and civilian officials in the field. These challenges will be studied, analyzed and the findings disseminated widely in both print and electronic media. Special studies may be commissioned by military or civilian organizations, engaging the Simons Center to research, investigate and analyze a specific interagency topic, issue or process.

3. Engagements and Outreach: Increase opportunities for interagency cooperation and understanding.

The plan recognized building and maintaining essential relationships as the foundation for establishing effective interagency coordination. In this regard, the Simons Center planners recognized the requirement

to establish and promote relationships with U.S. government departments and agencies, universities, think tanks, and Congress. In addition, they envisioned that the Simons Center would sponsor and host conferences, seminars and symposia to stimulate the exchange of ideas, share lessons learned and expand the body of interagency knowledge.

4. Energetic Communication: Effectively disseminate detailed knowledge and understanding across all viable media. The plan called for a robust effort to enable the proliferation of vital interagency information, processes and solutions that will reflect favorably on the Simons Center's image and intellectual standing. This effort called for reaching out in multiple forms and venues to highlight the Center's purpose, competencies and ongoing research. An interactive website and collaborative tools would be established to connect interested parties from every discipline, profession and location. Publishing a periodic, high quality Interagency Journal, along with a regular series of interagency essays and papers, was seen as helping to establish the Simons Center as the premier institution for the research, study and analysis of interagency issues at the operational and tactical levels.

The plan also suggested a range of performance measures to help in the assessment of how well goals and objectives were met as part of the overall evaluation of the Center's activities and to enable proper resource allocation. The assessment considered taking into account such measures of performance as:

- Number and quality of articles published
- Number of conferences and seminars attended/sponsored
- Number of interagency partnerships formed

Proposed measures of effectiveness included:

- Increased IA-related thesis topics
- Increased article submissions
- Adherence to set budget
- Increased website hits
- Ability to influence interagency coordination and cooperation

The scope of the plan was focused on first-year operations that were designed to establish a firm foundation for the Simons Center, preparing it to be

fully capable of expanding its reach and influence in the future. That effort was fully successful.

Building the Infrastructure

To execute the mission and pursue its vision, the Simons Center had to build fundamental operational capabilities, capacity and means. Location, physical workspace, equipment, staff, standard processes and procedures, and relationships all had to be established simultaneously.

Infrastructure

Central to the vision and mission of supporting the educational enhancement and professional development of mid-career professionals attending the Command and General Staff College was securing office space for the Simons Center in close proximity to the College. With no available space in the College's Lewis and Clark Center and severe statutory restrictions on leasing government owned facilities to private organizations, site options on Fort Leavenworth were extremely limited. Fortunately, the CGSC Foundation identified available space in an established commercial building constructed, owned and operated for 60 years by Armed Forces Insurance – a private organization possessing a long term lease with the government. Located on Fort Leavenworth approximately one mile from the College, this property provided space for executive offices, a conference room, storage closets and an adequate area for constructing reception and workstations. A sublease was negotiated between Armed Forces Insurance and CGSC Foundation for the space and supporting services at very favorable costs. Services provided the Simons Center through the sublease include: utilities, T3 digital transmission line, classroom and conference room availability, security, maintenance, custodial services, parking and a fully-equipped break area.

The sublease required legal review and approval from multiple Army entities before it could be fully executed. These included the Fort Leavenworth Garrison Command, the Staff Judge Advocate, Directorate of Public Works and the Real Estate Division of the U.S. Army Corps of Engineers. Working closely with these organizations, the CGSC Foundation was able to procure all necessary permissions by early

February 2010. With a location secured, the Center renovated the office space to accommodate an eventual staff of seven; obtained furniture; purchased and installed communications, computer and information technology systems; designed the Simons Center logo and letterhead; and acquired exterior signage. April 21, 2010 witnessed the grand opening reception and ribbon cutting ceremony at the Simons Center.

Staffing

Among the first tasks required to build the Center's infrastructure and capabilities was the careful search for and hiring of the right people to staff the organization. Job descriptions were immediately prepared for the positions identified in the initial organizational structure, circulated for comment to certain trustees of the CGSC Foundation, announced in prominent locations and an active search initiated. By July 2010 all full and part-time employees were hired and working.

Theodore E. Strickler, Executive Director

Mr. Strickler was a commissioned Foreign Service Officer in the United States Foreign Service, U.S. Department of State for 34 years and retired with the rank of Minister-Counselor. With a total of 19 years experience overseas he served in embassies, missions and consulates in



Italy, Switzerland, Egypt, Somalia, Sudan, Germany and Ethiopia. His duties also included assignments as the Foreign Affairs/Political Advisor to Commander, Strategic Command, Deputy Assistant Secretary of State, Office of Foreign Missions, and Executive Director of the State Department's Bureau of Political-Military Affairs and Bureau of Consular Affairs in Washington, D.C. Ted holds an International Relations

degree from American University and is a graduate of the National War College and DoD's Capstone Program for newly promoted flag and general officers.

Raymond D. Barrett, Chief Operating Officer

Major General Barrett served as an Infantry officer with the U.S. Army for 32 years. During his service he commanded an Infantry battalion in Saudi Arabia and Iraq during Desert Shield and Desert Storm, the 2nd Brigade, 2nd Infantry Division in the Republic of Korea, and served as Chief of Staff of the 24th Infantry



Division at Fort Stewart, Georgia. As a general officer he served as the Deputy Director for Operations, U.S. Pacific Command, the Assistant Division Commander, 2nd Infantry Division, again in the Republic of Korea, and Commanding General of the U.S. Army Training Center and Fort Jackson, South Carolina. He holds a B.B.A. from the University of Texas, M.B.A. from the University of Dayton, and an M.M.A.S. from the U.S. Army Command and General Staff College.

Nicholas H. Riegg, Director of Research

Dr. Riegg is an Associate Professor of Strategy and Diplomacy at the U.S. Army Command and General Staff College. With a doctorate degree in Macro and Development Economics and a B.A. in International Relations, Dr. Riegg served as a Foreign Service Officer with the State Department for more than 30 years. A few of his overseas assignments include tours in Taipei, Beijing, London and Colombo (Sri Lanka). During his career with the State Department he held various policy and research positions involving foreign aid, the World Bank, International Monetary Fund, Law of the Sea, U.N. budgets, West African economic issues, textile trade, and Japanese economic issues. In 1998-99 he was a Diplomat in Residence, and instructor of graduate political economy at the Fletcher School of Law and Diplomacy in Boston.

Mark H. Wiggins, Communications Manager

Mr. Wiggins retired from the U.S. Army in 2004 with the rank of Lieutenant Colonel. He currently is the President

of MHW Public Relations and Communications, a veteran-owned small business providing a broad range of public relations and communications services. He holds a Bachelor of Arts in English/Technical Writing and a Master of Arts in Journalism/Public Relations.

Valerie K. Tystad, Editor

Ms. Tystad has over thirty years' experience in all facets of communication including technical writing, editing, and teaching public speaking, English, college composition, and business and professional communications. She holds a Bachelor of Arts in speech education and Masters of Science in communication in human relations.

Thomas Clark, CGSC Liaison

Along with staffing, the Simons Center worked with the Command and General Staff College to identify a liaison officer to act as a conduit for communications, staffing and coordination between the Center and College. The selection of Dr. Thomas Clark, was critical to the Simons Center mission of supporting and enhancing the educational experience provided by the College. Dr. Clark, a retired Army officer, serves within the College as the Deputy Director of the Land Power Studies Institute working directly with the Deputy Commandant and Dean of Academics.

Advisory Council

In addition to staffing the organization, the Simons Center chartered and recruited an Advisory Council. This council meets every quarter to provide independent, strategic, timely advice to the executive director and senior leadership on matters related to the efficacy and effectiveness of the Center, and interagency processes, activities and operations at the operational and tactical levels. Council members were specifically drawn from the Command and General Staff College faculty, the CGSC Foundation, academia, and other federal agencies of the government. This diversity of backgrounds and perspectives provides the Center representation from key stakeholder communities, and offers support in pursuing initiatives central to our mission.

Advisory Council members are:

Dr. David A. Anderson is a retired U.S. Marine Corps officer and currently a professor of Strategic Studies and the Odom Chair of Joint, Interagency and Multinational Operations at the U.S. Army Command and General

Staff College. He is also an adjunct professor for Webster University, teaching various international relations courses, including International Political Economy and Globalization. He has taught at several universities including the U.S. Naval Academy. He has a master's in business from Webster University, and a doctorate in international business and development economics from Alliant International University.

Ambassador (Ret.) John Campbell is the Ralph Bunche Senior Fellow for Africa Policy Studies at the Council on Foreign Relations. He served as Ambassador to Nigeria from 2004 to 2007, and at diplomatic missions in Lyon, Paris, Geneva, Lagos, Pretoria/Cape Town and Abuja. He also served as Deputy Assistant Secretary in the Office of the Director General of the Foreign Service, Dean of the Department of State's language training facility, Deputy Executive Secretary of the Department of State, and Director of the Office of U.N. Political Affairs. He holds a Ph.D. from the University of Wisconsin, and an M.A. from the University of Virginia.

Dr. Ralph O. Doughty is Professor and Chair of Interagency and Multinational Studies at the Command and General Staff College, and prior to that as Professor and Transformation Chair at the College. He retired from the U.S. Army Reserves with the rank of Major General in 1996 after serving on the Army Reserve Forces Policy Committee at the Pentagon. He holds a Ph.D. in Mechanical Engineering from the University of Alabama, and was selected as a Distinguished Engineering Fellow of the University of Alabama, College of Engineering. He is a widely published author and holds two U.S. patents.

Ambassador (Ret.) David F. Lambertson is a member of University of Kansas advisory boards for International Programs, the Honors Program, the Biodiversity Institute, and Center for International Business Education and Research. He is a member of the American Foreign Service Association. He served as U.S. Ambassador to Thailand from 1991 to 1995. His overseas postings during a 32 year career with the State Department include: Saigon, Indonesia, Paris, Tokyo, London, Seoul and Canberra. After retiring from the State Department, he served as U.S. Representative in North Korea for the Korean Peninsula Energy Development Organization. He is a graduate of the University of Redlands and the Royal College of Defence Studies in London.

Ambassador (Ret.) Edward Marks is currently a Distinguished Senior Fellow at the George Mason University School of Public Policy's Program on Peacekeeping Policy, a Senior Fellow at the Potomac Institute for Terrorism Studies, Governor for Diplomatic and Consular Officers Retired, and a Senior Mentor at the Joint Forces Staff College. He served for 39 years with the State Department, where his overseas postings included: Kenya, Mexico, Angola, Zambia, Belgium, Zaire and Sri Lanka. He served as Chief of Mission to the Republics of Guinea-Bissau and Cape Verde from 1976 to 1980. He has also served as a Visiting Senior Fellow at the Center for Strategic and International Studies, Deputy U.S. Representative to the Economic and Social Council to the U.N., and the State Department's Deputy Coordinator for Counterterrorism. He holds an M.A. from the University of Oklahoma and is a graduate of the National War College.

Lieutenant General (Ret.) John E. Miller is currently President of Miller Analytics, and the Vice Chairman of the CGSC Foundation. Lieutenant General Miller retired from the U.S. Army as the Commandant of the Command and General Staff College, where he had also previously served as the Deputy Commandant. He also served as the Commanding General, 101st Airborne Division (Air Assault), and Assistant Division Commander, 8th Infantry Division. After his military service, he held positions with L-3 Communications, Oracle Corporation, Chair of the Board on Army Science and Technology, the Army Science Board, and the National Research Council. He holds an M.S. from Georgia Institute of Technology.

James P. Pottorff is currently the General Counsel for the University of Kansas. Prior to that, he served in the U.S. Army as a Judge Advocate General officer, retiring with the rank of Colonel. During his military career he served as the Staff Judge Advocate for the 10th Mountain Division, and Deputy Staff Judge Advocate for the United States Military Academy. He holds a B.S. from the United States Military Academy, an L.L.M. from the Judge Advocate General's School, and a J.D. from the University of Kansas, School of Law. He also holds graduate degrees from the Naval War College and Pepperdine University.

Kevin L. Stafford is currently the Director of Law Enforcement Services for Defense Group Incorporated where he specializes in intelligence and operational matters relating to the preventative radiological and

nuclear detection program. Mr. Stafford retired from the Federal Bureau of Investigation after 25 years of service where he held several Senior Executive Service positions including: Assistant Director, Operations Support Directorate, Domestic Nuclear Detection Office within the Department of Homeland Security; the Special Agent in Charge, Kansas City Division, Kansas City, Missouri, and the Section Chief, Drug Section, Criminal Investigative Division, FBI Headquarters, Washington, D.C. He holds a Juris Doctorate and a member of the Supreme Court of the United States, the State of Illinois and the U. S. Military Court of Appeals Bar Associations.

Dr. Ronald W. Trewyn is Vice President for Research at Kansas State University and President of the Kansas State University Research Center. He served as a Staff Sergeant in the Infantry in Vietnam, and holds a Ph.D. from Oregon State University, with a major in microbial physiology and minors in biochemistry and genetics. He conducted cancer research at the University of Colorado Health Sciences Center prior to joining the medical school faculty at Ohio State University, where he attained the rank of Professor of Medical Biochemistry.

Relationship Visits and Benchmarking

Along with building infrastructure and hiring staff, several visits were conducted with military offices, civilian government agencies, private organizations, and individuals to introduce the Col. Arthur D. Simons Center, discuss possible areas of collaboration, and benchmark processes, procedures and performance. These visits included:

- CGSC Commandant
- CGSC Deputy Commandant
- CGSC Department Heads
- School of Advanced Military Studies
- Combined Arms Doctrine Directorate
- Army/USMC Counterinsurgency Center
- Joint Center for International Security Force Assistance
- Peacekeeping and Stability Operations Institute
- Kansas State University
- University of Kansas
- Park University

- Kansas National Guard
- National Defense University Press
- Federal Bureau of Investigation
- Foreign Service Institute
- American Academy of Diplomacy
- U.S. Institute of Peace
- Diplomat and Counselor Officers Retired
- Center for Complex Operations
- Kauffman Foundation
- Center for Strategic and International Studies
- Stimson Center
- Institute for National Strategic Studies
- Center for Applied Strategic Learning
- American Foreign Service Association
- Project for National Security Reform
- Association for Diplomatic Studies and Training
- Association of the United States Army
- Business Executives for National Security
- State Coordinator for Reconstruction and Stabilization

These visits were important for publicizing who we are and what we intended to do, but were also critical in gathering sophisticated practices that are the hallmark of highly effective and efficient research organizations. From this benchmarking effort, the Simons Center learned from the mistakes and success of others. Armed with this knowledge the Center developed internal processes, procedures and policies; program initiatives; operating models; and performance factors. Specifically, benchmarking has or is informing the following aspects of the Simons Center's operation and programs:

- Advisory Council Charter
- Website design and functionalities
- CGSC Student Writing Award Program
- Faculty Writing Competition
- Internship Program
- Grant application process
- Data base management
- Cost factors (i.e. salaries, honorarium, printing/publishing, etc.)

Publication and Editorial Guidelines

The most extensive and informative benchmarking effort involved the critical function of publishing. As a research center advancing the body of knowledge concerning interagency cooperation, coordination and collaboration, and enhancing the education of students on issues of cooperation within the U.S. government, the Simons Center needs to publish its findings. This will allow us to join and shape the discourse, while encouraging and providing the venues for others to do the same. Many organizations are doing this now, but most are focused at the policy and strategy levels, while others are focused narrowly on specific and discrete aspects of inter-governmental activities or relationships. However, all of them publish. We benchmarked many of these organizations, reviewing their publications and talking to their editors. From this we developed our publishing scheme and editorial guidelines.

The Simons Center, through the **CGSC Foundation Press**, offers seven different publishing venues:

InterAgency Journal – A national security studies journal published semi-annually presenting articles that inform and educate a broad audience on relevant tactical and operational interagency efforts, issues, practices and thinking. Many authors are CGSC faculty and students.

InterAgency Papers – Scholarly research papers presenting ideas and analysis that shape thinking and contribute to a better understanding of a particular national security issue involving the cooperation, coordination and collaboration between governmental departments, agencies and offices encountered at the tactical and operational levels.

InterAgency Essays – A series of works offering views of practitioners that stimulate professional discussion and further public understanding of practical aspects of interagency coordination. Often these essays are based on original research or stem from lessons learned via personal experiences.

InterAgency Studies – Detailed examination and analysis of a specific issue involving the interagency conducted by or through the Simons Center and sponsored by a military command, organization or agency.

Conference Reports – Compilation of papers submitted and presented at a symposium, conference, summit, or similar venue hosted by the Simons Center.

Books – Extensive examination of a specific topic resulting from detailed original research and analysis.

e-Publications – Electronic copies of all printed works published by the Simons Center along with select unprinted works offered to the Simons Center.

Executing the Program

The detailed planning and comprehensive effort to establish the infrastructure for the Simons Center enabled it to begin implementing programs from the first day it opened its doors to the public in April 2010. Those activities are highlighted in the following sections.

May 2010 - Conference on Entrepreneurship and Expeditionary Economics

Building on preparations begun five months earlier, the Simons Center participated in a conference on the topic of expeditionary economics cosponsored by the Ewing Marion Kauffman Foundation and the Command and General Staff College Foundation. The conference highlighted the need for the U.S. military to develop competence in economics in recognition

that recent military engagements have made it apparent that economic growth and development are an essential component of post conflict reconstruction and stabilization. Over 120 participants, drawn from federal agencies, the military, academia, think tanks, the media and CGSC faculty, contributed to the discussion. Three panels explored the American experience with economic reconstruction and recovery from an historical, current and future perspective, presenting a total of 18 papers. In addition to Ambassador (Ret.) Ronald Neumann, former Ambassador to Afghanistan, panel members included representatives from:

- Columbia University
- Peterson Institute
- Brookings Institute

- Hoover Institute
- U.S. Central Command
- U.S. Military Academy
- Command and General Staff College
- University of Nebraska
- U.S. Agency for International Development
- American Enterprise institute

Featured speakers for the event were:

- Dr. Niall Ferguson, Professor, Harvard University
- Dr. Richard Haass, President, Council on Foreign Relations
- General William Ward, Commander, U.S. Africa Command
- Lieutenant General Robert Caslen, Commander, U.S. Army Combined Arms Center and Commandant, Command and General Staff College

June 2010 – Faculty Writing Competition

To help foster and develop scholarship in interagency affairs at the Command and General Staff College, the Simons Center launched its first annual Faculty Writing Competition for faculty members supporting academic programs at Fort Leavenworth or its satellite campuses. The award is for original papers of 3,000 to 5,000 words in length examining any aspect of interagency cooperation, coordination or collaboration at the operational and tactical levels of conflict. Winners were announced on October 15.

The first place winner, Maj. Leonard Lira, received an award of \$250 with the paper published in the Simons Center's inaugural issue of its *InterAgency Journal*.

The second place winner, James Cricks, received \$200, and the third place winner, William Davis, received \$150. The second and third place winning papers will receive special consideration for publication.

All three winners are instructors in CGSC's Department of Joint, Interagency and Multinational Operations.

The Simons Center plans to aggressively promote this program and solicit an increasing number of faculty participants in the years ahead.

June 2010 – Executive Director Speaks at the University of Kentucky

At the invitation of the Director of the Patterson School of Diplomacy and International Commerce at the University of Kentucky, Simons Center Executive Director, Ted Strickler was a featured speaker at the Henry Clay Center for Statesmanship's Third Annual Student Congress. The event helps to educate a new generation of leaders in the principles and practices of statesmanship as exemplified by the Kentucky statesman, Henry Clay. Participants include top college students from every U.S. State and the District of Columbia who are recommended to attend the Congress by their U.S. Senator. The five-day curriculum focused on the theory and practical aspects of statesmanship including: diplomacy, dialogue, listening skills, negotiation and mediation. Mr. Strickler spoke to the group on the topic of "Interagency Cooperation as the Ultimate Cross-Cultural Communications Challenge."

July/August 2010 – Contacts with Kansas National Guard

In a late July visit by the Simons Center Executive Director and Chief Operating Officer to the Kansas National Guard Headquarters in Topeka, Major General Tod Bunting, Kansas National Guard Adjutant General, shared his experiences of dealing with interagency issues at the state and local levels on daily basis. Lieutenant Colonel Scott Henry described the mission and function of the State's Fusion Center as a further example of how state officials are embracing the need for interagency cooperation. Colonel Ed Peck, Chief of Staff, provided a first-hand account of the Agricultural Development Teams operated by the Kansas National Guard in Afghanistan. This grass roots effort at developing viable, for profit agricultural activity is a practical example of the type of expeditionary economics discussed at the Kauffman Conference in May.

As a follow up to the meeting with Major General Bunting, Ted Strickler and Ray Barrett visited the Kansas National Guard Great Plains Joint Training Center in Salina, KS. Colonel Ed Peck and Colonel Jeffery Jordan, Deputy Commander, Great Plains Joint Training Center, provided an extensive tour of the training area which includes the "Crisis City" complex. Crisis City simulates a small town environment with collapsed buildings and a derailed train with tanker cars



To date, the Simons Center has published two *InterAgency Essays*, two *InterAgency Papers* and the first edition of the *InterAgency Journal*, left to right above. The Simons Center website depicted below was launched in August 2010-- www.TheSimonsCenter.org



carrying hazardous material, all configured to enhance the state's ability to train to defend against terrorism and respond to disasters. Crisis City is a multi-use facility designed to accommodate interagency training requirements to exercise federal, state and local capabilities in coordination with military operations in support of civil authorities.

July/August 2010 — Interaction with Command and General Staff College Faculty

In furtherance of its mission to enhance education and scholarship at the Command and General Staff College, the Simons Center Executive Director and Chief Operating Officer met with a number of senior faculty members to describe how the Simons Center could support the curriculum and activities of the college and to solicit suggestions for ways in which the Simons Center could provide assistance in the future. Faculty members consulted included Dr. Chris King, Dean of Academics; Dr. James Willbanks, Director of the Department of Military History, Colonel Jeff Springman, Director of the Department of Joint, Interagency and Multinational Operations; Dr. Ralph Doughty, Interagency Chairman; and Dr. Robert Bauman, Director of Graduate Degree Programs.

July/September 2010 – Senior Level Visitors

A number of senior level individuals visited the Simons Center. The visits provided an opportunity to brief these ranking officials on the programs and activities of the Simons Center and to solicit their continued interest and support for the Simons Center's effort to improve the ability of government agencies and departments to operate in a more coordinated and effective manner. Visitors to the Simons Center included:

- The Honorable Pat Roberts, United States Senator from Kansas
- The Honorable Sam Brownback, United States Senator from Kansas
- Ambassador (Ret.) Tom Miller, Visiting Diplomatic and Consular Officer Professor
- Ambassador (Ret.) John Campbell, Ralph Bunche Senior Fellow for Africa Policy Studies, Council on Foreign Relations
- Ambassador John Herbst, Coordinator for

Reconstruction and Stabilization, U.S. Department of State

- General (Ret.) Gordon Sullivan, President, Association of the U.S. Army
- Dale Ormand, Senior Executive Service, Deputy to Commanding General, U.S. Army Combined Arms Center
- Colonel Lorei Copen, Chief of the Policy and Knowledge Management Branch, U.S. Army Peacekeeping and Stability Institute

August 2010 – Information Technology

The Simons Center launched its website, providing an expanded ability to engage with students, government officials and academic researchers to stay abreast of current interagency developments and deliberations. The website will provide electronic access to all published papers and journal articles as well as some articles that may only be presented in electronic form for ease of rapid availability. The Simons Center website is www.TheSimonsCenter.org.

A month later the Simons Center sought agreement with the Command and General Staff College to establish an interagency blog to facilitate discussion of interagency issues by CGSC students and faculty. The blog site, named "Interagency Forum," will promote a lively exchange of thoughts, observations and opinions as about interagency operations.

August 2010 – University Outreach

The Simons Center staff visited two of the area universities during the month to explain the mission and function of the center and to seek the establishment of an ongoing partnership with each educational institution. In a meeting with Dr. Michael H. Droge, President of Park University in Parkville, Missouri, and Dr. Thimios Zaharopoulos, Interim Provost and Vice President for Academic Affairs, the university officials endorsed the idea of establishing an intern program with the Simons Center.

At Kansas State University in Manhattan, Kansas, Dr. Ron Trewyn, Vice President for Research, Dr. James Guikema, Associate Vice President for Research and Dr. April Mason, Provost and Senior Vice President expressed keen interest in the work of the Simons Center. They agreed to explore the possibility of establishing

joint efforts in the future to include setting up an intern program and mentoring Simons Center personnel on the process of applying for research grants.

September/November 2010 – Publications

Good ideas, insightful analysis and cogent findings are less compelling and influential if few people ever hear about them. The Simons Center works diligently to overcome this information gap with an aggressive series of print and electronic publications. Its *InterAgency Essay (IAE)* series is designed to provide an outlet for original essays on topics that will stimulate professional discussion and further public understanding of the interagency aspects of national security issues encountered at the operational and tactical levels. Essays are usually based on original research from primary sources or stem from lessons learned or personal observations from first-hand experiences.

The center published its first *InterAgency Essay* in early September which was entitled “About Interagency Cooperation” and was written by Bob Ulin, Command and General Staff College Foundation CEO. The article provides a brief history of interagency coordination and describes current efforts to infuse the military concept of jointness into the community of civilian government agencies.

The *InterAgency Paper* series represents a more researched and documented academic approach to the study and understanding of interagency cooperation. These are scholarly works which, in the opinion of the Simons Center editorial board, will contribute to a better understanding of a particular national security issue involving the cooperation, collaboration and coordination among governmental departments, agencies and offices at the operational and tactical levels. The center specifically seeks well-researched, well-written persuasive articles that present a unique view on contemporary interagency topics.

In October the center published its first *InterAgency Paper* with the title “Agriculture and Provincial Reconstruction Teams: Assessing the Effectiveness of Agricultural Advisor Projects in Afghanistan.” The paper was written by Karisha Kuypers, U.S. Department of Agriculture and Professor David A. Anderson, U.S. Army Command and General Staff College. The authors assess the effectiveness of U.S.

Department of Agriculture (USDA) provided advisors who worked on Provincial Reconstruction Teams (PRTs) in Afghanistan to assist the nation in rebuilding its agricultural economy. Based largely on the advisors’ end-of-tour reports, the paper examines and evaluates the challenges, successes and modes of interaction of USDA advisors with their PRT and Afghan colleagues and concludes with recommendations for the future.

Published twice a year, the *InterAgency Journal* provides a forum for the publication and discussion of research and thinking on topics pertaining to the practice of interagency coordination and the application of techniques and procedures to improve and strengthen the process. The journal is intended to inform a broad audience on matters dealing with operational and tactical issues of collaboration and coordination among government agencies and departments. As a national security studies publication focused on topics and issues of interagency coordination, the journal draws on the research and academic work of the faculty and students at the Command and General Staff College to highlight their study and experiences that advance the insight and understanding of how the military functions as part of an interagency team. The journal also reaches out to a broad base of contributors throughout all military service branches and civilian agencies to capture their investigation, analysis and findings that serve to advance the knowledge, understanding, and practice of effective interagency cooperation.

The first issue of the journal, published in November 2010, covers a wide variety of topics and issues. The articles in the first issue of the journal included:

- “Dismantling Geographic Combatant Commands”
- “Interagency Participation in Planning”
- “An Operational Approach to Interagency Processes”
- “Educating Interagency Perceptions”
- “CORDS: An Interagency Approach that Worked”
- “The Interagency Process: Quo Vadas”
- “Interagency Studies: A Rosetta Stone?”

September 2010 – Student Writing Award

The Simons Center established a writing award on the topic of interagency cooperation to encourage professional scholarship among students attending the Intermediate Level Education (ILE) course at the

Command and General Staff College. This competition supports two CGSC goals. First, it provides a venue to foster and develop an interagency body of knowledge that enhances ILE. Second, it enhances scholarship that contributes to interagency discourse; informs doctrine; and promotes development of leaders. To enter, a student must submit a thesis-length manuscript on an interagency topic. Theses or original thesis-length manuscripts completed during the student's CGSC academic year are eligible for consideration. Manuscripts should address interagency topics that illuminate and advance understanding of applying a comprehensive approach to deal with complex

operational issues at the operational or tactical level. Manuscripts may address organizational, procedural, cultural, legal, or fiscal aspects of the subject. A board will judge each paper on originality, scholarship, style, and overall value to the professional literature that advances the knowledge, understanding, and practice of interagency cooperation at the operational or tactical level. The author of the winning paper receives a personal plaque and cash award of \$500, and his/her name engraved on a plaque for permanent display in the Lewis and Clark Center. The Simons Center covers all costs associated with this award.

The Future

The Simons Center enters its second year with a solid foundation on which to build and grow its programs and activities. Adding the enthusiasm and energy of the center's staff combined with the demonstrated support for its mission from a variety of individuals and organizations, including the Command and General Staff College, guarantees that the Simons Center will have a wider and increasing impact as it continues to investigate, inform and influence the study, understanding and practice of interagency cooperation. Contributing to this growing reputation and influence will be the Simons Center's work and programs described below.

Special Studies

Some topics dealing with interagency coordination issues are so large and complex that they require a much more detailed investigation, study and analysis beyond the scope of the center's normal series of publications. In such cases the Simons Center will sponsor a special study to ensure an adequate treatment of the subject. Such studies will usually involve three to four highly qualified professionals from academia, government or other research centers and institutes. Working with a dedicated research associate, these subject matter experts will collect all relevant documentation, conduct interviews to gather first-hand accounts, and make site visits to gain full situational awareness. They will then document their findings, provide their analysis of the issue and present their conclusions which are intended to inform a wide audience. In 2011 the Simons Center intends to initiate and complete one special study that

will focus on a major, contemporary interagency issue involving coordination between a military organization and several civilian agencies.

Publications

The Simons Center will continue its regular series of publications in 2011. During the year we expect to publish six *InterAgency Essays*, four *InterAgency Papers* and two *InterAgency Journals*. Based on the high level of interest in topics dealing with interagency coordination, we anticipate, beyond 2011, generating a sufficient contribution of articles to permit publication of the journal three or four times a year.

Research Fellows

As the Simons Center becomes more well known as the premier center for the study of interagency cooperation, we plan to establish a research fellowship program that will engage highly talented, experienced experts in support of the center's programs, projects and publications. We will begin the program on a small scale with one or two nonresident fellows in 2011 and plan to expand the program in subsequent years which may include a fellow in residence.

Seminars and Conferences

Partnering with other organizations such the Command and General Staff College, the Combined Arms Center and the United States Institute of Peace, the Simons Center will help to plan, organize and support interagency conferences designed to explore

issues and promote solutions to problem areas. The Simons Center will help to establish the purpose for the conference, its agenda and will help to identify appropriate participants. At the conclusion of the conference, we will publish a report on its findings and conclusions.

In December 2010 The Simons Center is co-sponsoring a seminar with the Kansas City branch of Business Executives for National Security (BENS). The topic of the session is Interagency Collaboration in the War on Terrorism. Confirmed speakers will be:

- Thomas Hoenig, President of the Federal Reserve Bank of Kansas City
- Brian Truchon, Special Agent in Charge FBI Kansas City District
- Beth Phillips, U.S. Attorney
- Rob Hartung, Bureau of Diplomatic Security, U.S. Department of State

Each speaker will speak for about 20 minutes followed by questions and answers. The seminar is being held at the Federal Reserve Bank in Kansas City.

In February 2011 the Simons Center is a co-sponsor with the Command and General Staff College of the visit of General Michael Hayden to the college where he will speak to the students and faculty based on his duties in the intelligence community as Director of the Central Intelligence Agency, Principal Deputy Director of National Intelligence, and Director of the National Security Agency. General Hayden also will be the featured speaker at a dinner in Kansas City organized with the assistance of the local branch of Business Executives for national Security (BENS).

In addition, we plan to be a sponsoring partner for at least two major conferences in 2011 on interagency issues. Plans are to hold the first conference in Washington, D.C. in February and the second in the late spring with Fort Leavenworth as the probable location. We anticipate sponsoring an equal number of seminars and conferences annually after 2011.

Interns

In 2011 we will establish an intern program with local colleges and universities to provide an opportunity for qualified students to gain practical work experience supporting the research and study of interagency coordination as an extension of their field of academic

study. In this regard we envision attracting students with a major in communications or information technology to help evaluate agency websites in terms of helping or hurting the ability of other agencies to coordinate activities by easily finding essential information, identifying responsible officials, and obtaining needed documentation. Other interns studying political science, public administration or international relations may find conducting research in support of a special study or project to be a worthwhile complement to their academic studies. We plan to structure the internships in such a manner that the student will receive appropriate credit from his or her college or university for work performed at the Simons Center. Starting with at least one intern in 2011, our goal by the following year is to have a regular series of interns so that at least one intern is working at the Simons Center at all times.

Staffing

The anticipated increase in the number of articles and frequency of the Simons Center's regular series of publications along with the plan to publish the result of special studies will result in the need for additional staff. 

The Simons Center Leadership and Advisory Council



Left to right: Nicholas H. Riegg, Director of Research, David A. Anderson, John Campbell, John E. Miller, David F. Lambertson, Kevin L. Stafford, Edward Marks, Ralph O. Doughty, Thomas Clark, Theodore E. Strickler, Executive Director, Ronald W. Trewyn, and Raymond D. Barrett, Chief Operating Officer.



About the CGSC Foundation

The Command and General Staff College Foundation, Inc., was established on December 28, 2005 as a tax-exempt, non-profit educational foundation that provides resources and support to the U.S. Army Command and General Staff College in the development of tomorrow's military leaders. The CGSC Foundation helps to advance the profession of military art and science by promoting the welfare and enhancing the prestigious educational programs of the CGSC. The CGSC Foundation supports the College's many areas of focus by providing financial and research support for major programs such as the Simons Center, symposia, conferences, and lectures, as well as funding and organizing community outreach activities that help connect the American public to their Army. All Simons Center works are published by the "CGSC Foundation Press."

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About the Simons Center

The Col. Arthur D. Simons Center for the Study of Interagency Cooperation is a major component of the Command and General Staff College Foundation, Inc. The Center's mission is to foster and develop an interagency body of knowledge to enhance education at the U.S. Army CGSC while facilitating broader and more effective cooperation within the U.S. government at the operational and tactical levels through study, research, analysis, publication and outreach.

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