



Arthur D. Simons Center for Interagency Cooperation

www.TheSimonsCenter.org

Progress Report 2013





Arthur D. Simons Center *for Interagency Cooperation*



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The Simons Center Vision

While maintaining support for the U.S. Army Command and General Staff College, the Simons Center will be the premier center for the investigation, study, and analysis of interagency cooperation and coordination at the operational and tactical levels of effort. Its programs, activities, and publications will be the authoritative, nationally recognized source for information about the full range of domestic and international interagency operations.

The Simons Center Mission

Building on the historical legacy of academic inquiry at Fort Leavenworth, Kan., the Simons Center fosters and develops an interagency body of knowledge to enhance education at the U.S. Army Command and General Staff College while facilitating broader and more effective cooperation within the U.S. government at the operational and tactical levels through study, research, analysis, and outreach.

About the Simons Center

The Simons Center was established in 2010 as a major program of the Command and General Staff College Foundation, Inc. with funding provided by the Perot Foundation. The CGSC Foundation supports academic excellence in the U.S. Army Command and General Staff College, which is dedicated to developing competent, committed leaders of character. Through the Simons Center, the CGSC Foundation promotes research, writing, publishing, and curriculum development on a range of issues concerning interagency cooperation.

From the Chief Executive Officer

Adding value to a body of knowledge and a great institution



Doug Tystad
Colonel, U.S. Army, Ret.

I am pleased to provide the annual progress report for the Colonel “Bull” Simons Center for Interagency Cooperation.

After only six weeks with the Foundation, I have found the Simons Center to be constantly in the forefront of the Foundation’s operations in support of the Command and General Staff College. I have received numerous notes of thanks for the important Simons Center interagency initiatives featured in this report.

In addition, the Center continues to add to the interagency community’s body of knowledge by researching and publishing the *InterAgency Journal* as well as relevant papers, studies and reports. We have received testimonials from several U.S. and foreign agencies about the importance of our research and publications in supporting interagency planning and operations. Additionally, the Center’s website continues to evolve to better support interagency partners and communities of practice. The Center has built a superb reputation within the interagency community of practice and is poised for continued excellence going forward.

One of our more recent and important initiatives

is reaching out to the “27 Committee,” a nonprofit organization composed of business and civic leaders with the mission “to establish cooperation between government and private business entities to identify, develop and promote economic development in the Greater Kansas City region, centering on Fort Leavenworth.”

One of the strategic goals of the 27 Committee is to assist in creating a Center of Excellence for Interagency Cooperation, which would include a School for Advanced Interagency Studies for mid-level personnel from other federal agencies. Our Center fully endorses these initiatives and wants to play a pivotal role going forward.

Finally, I wish to thank the Perot Foundation for its continued support to the Simons Center for Interagency Cooperation. This support allows the Center to provide an invaluable asset that promotes planning and cooperation within the realm of the interagency. We are dedicated to continuing to grow and sustain the Center as an essential partner in support of worldwide U.S. government interagency operations.

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Making a difference

Ray Barrett
Maj. Gen., U.S. Army, Ret.

In today's environment, no challenge confronting government can be solved by a single department, agency, or organization. The issues are so complex as to require an interagency response. In 2010, we embarked on a journey to establish a center that would engage in public discourse and rigorous, non-partisan research on issues impacting how the agencies of government—federal, state, and local—could engage in more effective and efficient cooperation, coordination, and collaboration.

Our focus was on the operational and tactical levels of interagency effort—the application level where policy and strategy is implemented.

The fruits of our effort were intended to enrich interagency studies at the U.S. Army Command and General Staff College (CGSC), build a body of knowledge, enhance development of interagency leaders and ultimately improve interagency operations. Made possible by a generous grant from Mr. Ross Perot through the Command and General Staff College Foundation, we have just concluded our fourth year of operations and can report we are making a difference.

The Simons Center's primary means of engaging in the discourse of improving interagency operations is through publishing the experiences, insights, and research of practitioners. We developed three publication series—*InterAgency Journals*, *InterAgency Essays*,

and *InterAgency Papers*—to accommodate the types of authors, research, and audiences we targeted. This past year we added *InterAgency Studies* as a new publication series to present the public more rigorous and in-depth research. Ambassadors, Senators, Representatives, generals, political appointees, academicians, students, and multiple mid-career professionals from numerous governmental backgrounds have shared their experiences and insights through our publications.

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Nearly a thousand visitors a month search our website for current interagency news and to access links to the top think tanks, academic centers,

libraries and official government websites. They search through our annotated bibliography, which catalogues more than 1,400 reports, studies, papers, articles, and government documents on various aspects of interagency operations.

Tellingly, we have experienced a significant increase in unsolicited manuscripts from authors desiring to be published in one of our publications. Likewise, we have received more requests for reprints, re-publication rights, and usage licenses for our publications. Our published works have been circulated around the offices of government agencies and organizations, provided as handouts at government meetings, and incorporated as required reading in academic courses. Clearly we

are beginning to make a difference and influence the discourse around ways to improve cooperation and coordination across agency boundaries.

This increased presence and impact has not come at the expense of supporting academic research and learning at the CGSC. To the contrary, 46 percent of all the articles, essays and papers we have published were authored by students and faculty members of the College. Their field experiences over the last 10 to 13 years has made real to them that working across boundaries in a coordinated and cooperative manner is key to meeting the challenges inherent in implementing any strategy. Prior to creating the Simons Center the students had no outlet for publishing their writing. Likewise, there were limited outlets for the faculty.

Finally, the Simons Center is active in both sponsoring and participating in interagency forums to inform practitioners of the impediments and solutions to interagency cooperation. Most prominently, we facilitated a workshop of interagency professionals, non-governmental organizations, and academics on training and education in conflict response.

The group's findings were presented to the federal Integrated Education and Training Work Group. Additionally, we cohosted with the American Academy of Diplomacy a conference between the Departments of State and Defense examining implications of the rapidly expanding cooperative Foreign Policy Advisor (POLAD) program. Both of the events are covered in more detail later in the report.

Throughout this year, we have been privileged and indeed fortunate to have retired Ambassador Edward Marks serve as Director of the Simons Center. With energy, intellect, and deep relationships he has provided positive, insightful direction. He has been a part of the Simons Center since its inception, serving on the Advisory Council before stepping in as the Director in August 2012. Effective November of this year, Ambassador Marks stepped down as the Center's Director, but fortunately he will remain engaged representing the Simons Center in Washington, D.C., as a Distinguished Senior Fellow. We greatly appreciate his energetic leadership and look forward to continuing our relationship in his new position.



Simons Center Acting Director retired Maj. Gen. Raymond D. Barrett, Jr., provides welcoming remarks at the April 2013 National Security Roundtable conducted by the Command and General Staff College with support from the CGSC Foundation.

Advisory Council

The Simons Center Advisory Council was established to advise the CGSC Foundation CEO and Simons Center Director and senior leadership on matters relating to the efficacy and effectiveness of interagency processes, activities and operations at the application level (tactical and operational). Council members are selected from a broad range of disciplines based upon their interest in understanding and improving interagency cooperation. They serve as volunteers for a period of three years and normally may serve no longer than two consecutive terms.

The Simons Center Advisory Council members:



Dr. David A. Anderson is 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.



Lt. Gen. (Ret.) John E. Miller is currently President of Miller Analytics, and the Vice Chairman of the CGSC Foundation.



Ambassador (Ret.) John Campbell is the Ralph Bunche Senior Fellow for Africa Policy Studies at the Council on Foreign Relations.



James P. Pottorff is the General Counsel for the University of Kansas.



Dr. Ralph O. Doughty is Professor and Chair of Interagency and Multinational Studies at the Command and General Staff College.



Dr. Jim Stever is acting head, Department of Political Science, University of Cincinnati, and is on the editorial boards of the *International Journal of Public Administration* and the *International Journal of Organizational Theory and Behavior*.



Ambassador (Ret.) David F. Lambertson is a member of the University of Kansas advisory board for International Programs.



Dr. Ronald W. Trewyn is Vice President for Research at Kansas State University and Chairman of the Kansas State University Research Foundation, Board of Directors.

Visitors

Each year since its doors opened, the Simons Center has entertained a number of visitors interested in its operations. In 2013, visitors included current and former government officials, current and former military leaders and professors from the academic community.

- Lt. Gen. David Perkins, Commandant, U.S. Army Command and General Staff College
- Maj. Gen. (Ret.) Michael Smith, Australian National University
- Interagency Faculty from CGSC
- Ambassador Charles Ford, former U.S. Ambassador to Honduras
- Matthew Naylor, CEO, National World War I Museum
- Col. Jerome Hawkins, Director, Department of Joint, Interagency and Multinational Operations, CGSC
- Col. Henry Arnold, Director, School of Advanced Military Studies
- Mr. William Eckert, Strategic Financial Partners
- Lt. Gen. William Caldwell, III, Commander, U.S. Fifth Army
- Mr. Gus Otto, Defense Intelligence Agency
- Mr. Drew Mann, U.S. Department of State
- Ms. Beth Bochtler, Central Intelligence Agency
- Dr. Ralph Doughty, Interagency Chair, CGSC
- Mr. Michael Nelson, Defense Threat Reduction Agency
- Dr. Jerry Jorgenson, Park University
- Dr. Dean Vakas, Park University

Staff Visits

Simons Center leadership helps bring visibility to the role and function of the Simons Center by visiting a number of organizations, federal agencies, academic institutions and senior officials throughout the year. Key visits in 2013 included:

- AUSA Seminar on “The Future of Peacekeeping and Stability Operations”
- Dr. Laurie DiPadova-Stocks, Dean of Hauptmann School of Public Affairs, Park University
- Eisenhower Fellowship Foundation
- Mr. Alistair Millar, Global Coalition on Counter Terrorism
- Mr. Stuart Bowen, Special Inspector General for Iraq Reconstruction at the Stimson Center
- Ambassador Charles Ford, CGSC Visiting Professor of Foreign Policy
- Center for Naval Analysis Conference on “Building Partnership Capacity”
- Ms. Jan Schwarzenberg, Director, Integration Programs, Joint Improvised Explosives Device Defeat Organization
- Ambassador Susan Johnson, President, American Foreign Service Association
- Diplomat and Consular Officers Retired Organization
- Thomas Jefferson Program on Public Diplomacy, College of William and Mary
- Potomac Institute Conference on Hezbollah
- Ambassador (Ret.) Ronald Neumann, American Academy of Diplomacy
- United States Institute of Peace, “Mapping of Federal Government Interagency Training Programs”
- Alliance for Peace, Working Group on Conflict Resolution and Prevention
- National Security Executive Leadership Seminar at Foreign Service Institute
- Mr. Gerald Talbot, Director for National Security Professional Development Integration

Conferences



From left, Acting Assistant Secretary for Political-Military Affairs Thomas Kelly and Director of the Army Staff Lt. Gen. William J. Troy listen as retired Ambassador Ronald Neumann provides remarks as the moderator of their discussion at the POLAD Conference, May 10, 2013, in Washington, D.C.

Simons Center and American Academy of Diplomacy Sponsor POLAD Conference

On May 10, 2013, the Simons Center and the American Academy of Diplomacy sponsored a tightly focused, interactive conference on the role of the State Department Foreign Policy Advisors, or POLADs, who serve with the U.S. military. The event was hosted at the American Foreign Service Association, and attendees included both current and former military and State Department officials.

Acting Assistant Secretary for Political-Military Affairs Thomas Kelly and Director of the Army Staff Lieutenant General William J. Troy made formal presentations, while retired General David Petraeus provided comments and insights from a strategic perspective. Retired Ambassador Ronald Neumann moderated the discussions.

In his remarks, Acting Assistant Secretary of State for Political-Military Affairs Kelly discussed the POLAD program's importance and growth—a 600% increase in seven years—saying that the program is expecting 400 bids for the 40 positions available in 2014. Kelly also spoke about what contributes to a POLAD's success, citing maintaining State and DoD relationships as a key part of the POLAD's mission.

Kelly also discussed a 2012 State-DoD interagency agreement involving personnel exchanges. The agreement institutionalizes the POLAD program's growth, constituting a State agreement to maintain the program at its current level, while committing DoD to increasing the number of uniformed military personnel within the State Department.

Lt. Gen. Troy went on to describe the Army-POLAD relationship, emphasizing the import roles the POLADs play, especially in maintaining relationships outside of DoD. While uniformed personnel may be prohibited from contacting other agencies or services, POLADs are not subject to the same bureaucracy.

Retired Gen. Petraeus, accompanied by retired Ambassador Michael Gfoeller, outlined his views on POLADs and their function based on personal experience and perspective as a senior military officer.

Petraeus stressed the important liaison role the POLAD plays in facilitating relationships with the State Department, embassies, and commanders. Petraeus went on to discuss the need for the POLAD to complement the military commander and their staff, and how the POLAD's experience and expertise are essential. The POLAD must also make the most of the opportunity, augmenting the commander's staff, while using initiative in expand the commander's influence.

Speakers and attendees praised the expanded POLAD program's role in greater whole-of-government integration and contribution to State-DoD understanding and coordination. Conferees also discussed the

formalization of the State POLAD selection process and the DoD acceptance process, as well as the importance of personal “chemistry” in the POLAD-commander relationship. Related POLAD placement topics included the cultural differences between State and DoD, and the need for increased assignment-specific training for POLADs.

The conference also included a discussion of the military’s interest in integrating the POLAD program possibly even to the brigade level. While these assignments cannot be filled with State’s current resources, there has been a push to increase the number of mid-grade officers in the program. Conferees suggested that mid-level POLADs selected for brigade assignment should participate in pre-deployment preparations with military command counterparts.

Stability Operations Training and Education Workshop

The Simons Center teamed with the Department of State’s Foreign Service Institute to facilitate a two-day work group discussion as part of the 2013 Stability Operations Training and Education Workshop jointly sponsored by the U.S. Army War College’s Peacekeeping and Stability Operations Institute and the Department of Defense Office of Training Readiness and Strategy. This year’s workshop was conducted January 28-31 at George Mason University in Arlington, VA. Besides the Simons Center, major stakeholders for the workshop included United States Institute of Peace, Center for Complex Operations, Naval Postgraduate School, U.S. Agency for International Development, and the Joint Chiefs of Staff.

The work group we facilitated focused on providing insights, assessments, and recommendations to improve interagency education, training, and leader development programs in conflict response scenarios. The work group consisted of approximately 41 individuals from a wide range of organizations representing federal agencies, academia, and non-governmental humanitarian organizations such as the Red Cross and Alliance for Peace. The recommendations developed by this group were presented at the end of the workshop to the Interagency Education and Training Working Group, a team of senior representatives from federal departments and agencies along with non-governmental organizations involved in conducting conflict response operations.

Through the Simons Center’s leadership role and active participation, we were able to influence how interagency training and education for national security professionals needs to improve for operations of this nature to succeed. It also gave an opportunity to showcase the Center’s expertise, understanding, and depth of study on interagency coordination issues associated with executing very complex national security operations in difficult environments.

Other Conferences

Besides hosting the above conferences, there were several venues Ambassador (Ret.) Edward Marks, Director, participated in representing the Simons Center.

- Featured speaker at the annual meeting of the advisors to the Thomas Jefferson Program on Public Policy, The College of William and Mary.
- Served as a senior mentor as part of the Ambassador’s Perspective Program hosted by the Joint Forces Staff College.
- Observed the National Security Executive Leadership Seminar at the Foreign Service Institute.
- Coordinated a presentation by Maj. Gen. Gordon Davis, Deputy Commandant, CGSC, to members of the Diplomat and Consular Officer Retired (DACOR) Foundation.
- Participated in the Center for Naval Analysis conference on “Building Partner Capacity.”
- Attended a Stimson Center seminar on “Post-Conflict Reconstruction” led by the Special Inspector General for Iraq Reconstruction.
- Served on the working group for “Conflict Resolution and Prevention,” hosted by the Alliance for Peace.

Interagency Writing Competitions

In 2013, the Simons Center sponsored five writing competitions within the CGSC to promote the study, research, and writing on topics concerning interagency cooperation. The best interagency paper written by a student attending each of the two Command and General Staff Officers Courses (CGSOC) and each of the two School of Advanced Military Studies (SAMS) courses, as determined by the faculty, are recognized at graduation and receive a plaque, certificate, and small remuneration.

The Center also sponsors an annual CGSC Faculty Writing Competition. Many of the manuscripts received as a part of these competitions are published in one of the Center's series of publications. The Center also conducts an annual international writing competition open to the general public.

Winners in these competitions were:

- Major Lisa Livingood, CGSOC
- Mr. Kenneth J. Mortimer, CGSOC
- Major Jonathan P. Graebener, SAMS
- Major David Oakley, SAMS
- Major Jeffrey S. Han, Open Writing Competition

Publications

The Simons Center has had another productive year in the publishing world, releasing ten new publications in 2013. This year, the Simons Center published two *InterAgency Journals*, three *InterAgency Essays*, two *InterAgency Papers*, one *InterAgency Study* and two special reports that summarize the speakers' remarks at the November 2012 Greater Kansas City Cyber Security Seminar and the May 2013 POLAD Conference in Washington, D.C. In addition to these publications, Simons Center Deputy Director Maj. Gen. (Ret.) Raymond D. Barrett, Jr.'s "Dynamics of Interagency Teams" was published in the March-April edition of *Military Review*. A selection of Simons Center publications were also chosen to be included in course curriculum at the Joint Center for International Security Force Assistance, Air Command and General Staff College and the Foreign Service Institute.

In the coming year the Simons Center plans on ramping up publication of the *InterAgency Journal*, switching from bi-annually publication to quarterly publication. The Simons Center will also be increasing the number of *InterAgency Studies* it produces from one to two per year.



InterAgency Journal

- Volume 4, Issue 1, (Winter) March 2013
- Volume 4, Issue 2, (Summer) August 2013



InterAgency Paper Series

- No. 11W – Evolving a Hamstrung and Broken System
- No. 12W – Systems Theory and Military Leadership



InterAgency Essay Series

- No. 13-01W – Twenty-First Century Governance: Ten Strategies for Success
- No. 13-02W – Interagency Planning Case Study: The Postal Model and Plan
- No. 13-03W – Understanding Environmental Security and Climate Change



InterAgency Study

- No. 002 – Internal Security Forces



Special Reports

- Greater Kansas City Cyber Security Seminar
- The Foreign Policy Advisor Program

Simons Center publications continue to be well received and the evidence of the Center's impact is reflected by comments we receive from readers, many of whom are not on our distribution mailing list.

- April 2013 – The Simons Center was contacted by the U.S. Customs and Border Patrol about the special edition of the *InterAgency Journal* on Southwest Border Security.

“U.S. Border Patrol Chief Michael Fisher has shared the articles concerning Southwest Border Security within the U.S. Border Patrol Staff and with two other former mentors and trusted friends; retired Lt. Gen. Keith J. Stalder and retired Lt. Gen. James J. Lovelace. [...] I am very interested in any other opportunities that may arise to share the Border Patrol story, and on a larger scale the Customs and Border Protection story.”

– Agent Robert D. Schroeder, Assistant Chief, Headquarters, U.S. Border Patrol

- May 2013 – Joint Center for International Security Force Assistance requested permission to cite and link articles from *InterAgency Journal* No. 4-1 on their website.
- June 2013 – Air Command and Staff College asked permission to use Edward Marks's article “Rethinking the Geographic Combatant Commands” (from *InterAgency Journal* No.1-1) in their Joint Force Organization Course.
- June 2013 –

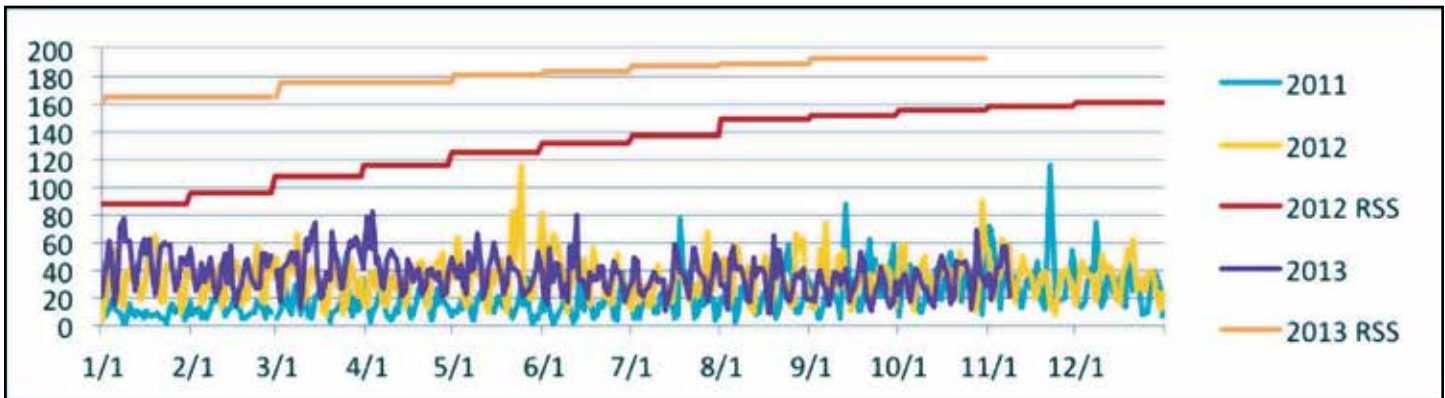
“I share information about the Simons Center to all of my colleagues here within our office at USAID, and really appreciate your research.”

– Samantha Novick, Strategic Communications and Outreach Specialist, USAID/
DCHA/Office of Civilian-Military Cooperation.

- October 2013 – The Simons Center is told that within the Institute of Defense Analysis, the *InterAgency Essay* titled “The Sound of One Hand Clapping” is receiving “rave” reviews.

The Simons Center has also been contacted by various organizations and individual researchers wishing to collaborate with Simons Center authors in the future.

Website



Comparison of visitors to www.TheSimonsCenter.org from 2011 to 2013. Email subscription (RSS) growth is shown in red and orange.

The Simons Center’s website continues to be an important part of fulfilling our mission to build a body of interagency knowledge, enhance interagency education, and develop interagency leaders. In 2013, the Center posted 60 news articles, added 10 original Simons Center publications, and maintained an annotated bibliography of over 1,300 entries. We have received numerous compliments, even from as far away as Australia, on the usefulness of our website as an entry point for interagency research and portal to other resources.

The Simons Center site received nearly 12,000 visitors from January to November, and those visitors viewed more than 23,000 pages. This continues the site’s steady growth in visitors. The number of individuals subscribed to the Simons Center’s “email alerts” has also increased 19.4% since the end of 2012.

But with this continued growth, there is still room for improvement. In an effort to better serve our audience, the Simons Center is currently looking into a possible restructuring of our website. The proposed updates would enable visitors and researchers to better access the information they want—interagency news, Simons Center publications, and other resources, such as the Simons Center’s interagency bibliography—while still providing potential authors a means to submit their manuscripts for consideration to be published. The Simons Center believes these changes will better facilitate relationships between the Center and our audience and authors.

The Simons Center has also taken another step to better serve their audience by joining Facebook. Followers of the Simons Center can expect to see updates on the Simons Center’s publications—including the *InterAgency Journal* and the *InterAgency Paper, Essay, and Study* series—as well as relevant reports and publications from U.S. government agencies, think tanks, and other experts in interagency topics. From time to time the Simons Center will also share information from the Center’s parent organization, the Command and General Staff College Foundation, Inc., including updates on the 5-Star Generals Commemorative Coin Program, which ends on December 31, 2013.

The Simons Center continues to fulfill its mission to advance scholarship at the U.S. Army Command and General Staff College, develop interagency leaders, and improve interagency operations through its website and social media presence. To find the Simons Center on Facebook go to www.facebook.com/TheSimonsCenter.



Scholars and Interns

The Simons Center was fortunate this year to benefit from the extensive research and writing of scholar Patricia Blocksome and intern Kellen Ashford.

A new initiative this year, the Simons Center Scholars Program, was created to support and receive the benefit of in-depth post-graduate academic research on interagency topics that contribute to the body of knowledge. Participants are most often, but not limited to, students in doctoral programs or conducting post-doctorate research. They serve up to two years and receive nominal support from the Simons Center for such things as travel, research expenses, conference fees, etc. In return they represent the Simons Center at multiple forums, provide insights on new developments in the field of interagency cooperation, assist with networking, and prepare a research paper that we publish as an *InterAgency Study*.

Patricia Blocksome is the Center's first Scholar. She is a doctoral student at Kansas State University participating in their Security Studies Program. Her area of concentration centers on capabilities and legitimacy of internal security forces of weak or failing states and their relationship to internal state violence. Patricia extends this research to examine how security force assistance programs provided by several U.S. government agencies affects both internal security forces capabilities and legitimacy and the level of internal state violence. While her research does not directly examine interagency cooperation, security force assistance is an inherent interagency activity that requires all participants to possess a shared understanding of the local environmental dynamics. Patricia's work will aid in that shared understanding and contributes an important piece to the interagency body of knowledge. Her research paper titled "Internal Security Forces: Their Capability, Legitimacy and Effect on Internal Violence" was published in April as *InterAgency Study*, No. 002.

Patrick Wempe was recently designated our second Simons Center Scholar. Patrick is an Army colonel attending the Naval Postgraduate School as an Army War College Fellow. His research acknowledges the Army's recognition that interagency partnering is important and necessary to successfully conduct military operations in the current global environment. But his research examines whether the Army has coherent unifying guidance or strategy for interagency partnering, organizational changes to enhance its ability to partner, and leader education/development programs to support it. We look forward to working with Patrick throughout 2014 and publishing the results of his research as part of our *InterAgency Study* series.

Kellen Ashford is a student at the University of Kansas pursuing a Master of Arts in Political Science. Kellen interned with the Simons Center during the spring semester of 2013 researching and writing about the threat of Chinese cyber espionage on the defense industry. Specifically, Kellen focused on how defense contractors respond to these threats; how those responses fit into the DHS and DoD regulatory framework for cybersecurity; and how innovative responses by defense contractors can be adopted by DHS and DoD. The Center assisted him by connecting him to specialists in the field and bibliographic material from the annotated bibliography in the resources section of our website. His excellent research is scheduled for publication as an *InterAgency Essay* during the first quarter of 2014.

The Way Ahead

This past year was one of transitions and expansion. We experienced senior leadership changes at both the Simons Center and our parent organization, the CGSC Foundation. With Bob Ulin's retirement, Doug Tystad was named as the CGSC Foundation's new CEO. Doug brings a deep understanding of the College and proven business skills. Having served as the school's director of tactics and dean of academics before transitioning from the Army to the private sector Doug is very familiar with the needs and operations of the CGSC. He also managed many programs for the local office of Northrup Grumman for ten years and was responsible for its significant growth.

Under Doug's leadership and after four years of operations, the Simons Center will move more aggressively in 2014 starting with a review and update of our strategic plan. Not only will we identify the major lines of effort for the Center, but develop a stratagem for long-term sustainable financing. In keeping with our vision to be a nationally recognized authoritative center for interagency study, we will also: continue to support the CGSC; lay the foundation to become the certifying organization for Interagency Professionals; co-host an interagency lessons and learning conference; maintain our involvement with the Stability Operations Training and Education Workshop; develop and conduct a Cybersecurity CEO Roundtable; review and expand the Simons Center website; expand our number and frequency of publications; and explore developing an interagency leader development wargame. Some details about each follows.

Continued Support to CGSC

We will continue to sponsor interagency writing competitions for students in both the Command and General Staff Officers Course and School of Advanced Military Studies, and for the faculty. We have experienced a greater awareness and interest in these competitions and expect that will continue. We will also continue our policy of emphasizing student and faculty papers in our publications. This past year we forged a closer relationship with the College's Department of Joint, Interagency and Multinational Operations, which we expect to continue. In conjunction with this department, we are looking at establishing a chair for the study of environmental dynamics of war and the interagency responses to them.

Certified Interagency Professional Program

Starting in 2013 we began researching the idea of establishing a national certification program called Certified Interagency Professional. There are national certification programs for a multitude of professions, skills, positions, services, and expertise, but none address the unique knowledge, experience, and skills required to effectively work as part of an interagency team. Through our research we have identified four components of the Certified Interagency Professional program: government experience, participation on an interagency team, interagency education, and accumulated knowledge. In 2014, we will begin developing the criteria and resources for each of these components as we move to becoming the interagency certification authority.

Interagency Lessons and Learning Conference

Many interagency operations and activities are occurring every day, but there is no forum, repository, or means to identify and share the lessons garnered from them. We will seek partners to host an Interagency Lessons and Learning Conference in the fall of 2014. Potential partners are the CGSC, Center for Complex Operations, United States Institute of Peace, and Australian Civil-Military Centre, among others.

Stability Operations Training and Education Workshop

As we have for the past two years we will co-sponsor the Stability Operations Training and Education Workshop in conjunction with the Peacekeeping and Stability Operations Institute and George Mason University in Arlington, VA. Partnering with another stakeholder, we will facilitate a two-day breakout group as part of this workshop to examine interagency training and education related to conflict response operations. The results of this breakout group will be presented to the senior Integrated Training and Education Working Group.

Cybersecurity CEO Roundtable


As part of our continuing outreach to the regional community and promotion of the academic excellence of the CGSC, we will conduct a roundtable for CEO's on the senior leader's role in ensuring their organization's electronic information and control systems are secure from cyber threats. Partners in this roundtable are the Kansas City Division of the FBI and Business Executives for National Security.

Interagency Leader Development Wargaming

In 2014 we are going to explore partnering with other organizations to develop a realistic interagency war game aimed at training and developing interagency professionals capable of working in a collaborative interagency environment to solve a complex national security problem. Similar efforts have been attempted by a limited number of federal agencies with nominal success. However, recent legislation and a growing awareness of the need for greater interagency collaborative skills and understanding indicate this effort could have a significant impact.

Simons Center Website

The Simons Center website was established in 2010 with the intent to serve as a resource of all matters involving interagency cooperation, coordination, and collaboration. It has gained a reputation since then as an interagency portal for professionals seeking information, individuals researching interagency topics, and others who want to stay informed of the latest issues.

In the coming year, we intend to completely review the design, functionality, content, and management of the website with the aim to make it the web portal of choice for all interagency practitioners and ensure it is living up to its promise. This will include expanding the bibliography and links, strategically placing links to it on other organization's websites, and creating new features and content. 

Support the Simons Center

Your contributions to the Simons Center play an important role in helping foster and develop an interagency body of knowledge. By supporting the Simons Center, you help facilitate a broader and more effective cooperation within the U.S. government at the operational and tactical levels. Your contributions fund studies, research analysis, other publications, and outreach.

The Simons Center is a program of the Command and General Staff College Foundation, Inc. The Command and General Staff College Foundation, Inc. is a 501(C)(3) 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.

To make a donation to the Simons Center, please contact its parent organization, Command and General Staff College Foundation, Inc. at 913.651.0624.

You can also donate online at www.TheSimonsCenter.org/about/donate-to-the-simons-center.

Internship Opportunities Available

As a growing organization, the Simons Center recognizes the important role that interns can play in building an interagency body of knowledge and furthering the goals of the Simons Center and the CGSC Foundation. The Simons Center welcomes internship applications from both undergraduate and graduate students from diverse academic disciplines, and internships may be tailored to match each student's academic interests.

For more information about Simons Center internships, please visit:

www.TheSimonsCenter.org/about/employment-intern-opportunities or contact the Simons Center.

Manuscript Submission

Interested in penning an article for the *InterAgency Journal*? Would you like to share your experiences in an *InterAgency Essay*? What about sharing your research in an *InterAgency Paper*?

The Simons Center encourages professional and subject matter experts from across the U.S. government and academia to submit original manuscripts to be considered for publication. The general focus of all submissions should be to stimulate professional discussion and further public understanding of the interagency aspects of national security and other relevant interagency issues encountered at the tactical and operational levels.

Additional information can be found at www.TheSimonsCenter.org/contribute-content. Potential authors may also contact the Simons Center at editor@TheSimonsCenter.org.



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