

entities, while also recognizing that such efforts are often difficult due to stovepiping.

“The most impactful interagency S&T groups are those where its individual members view the success of the group as a critical step for their own agency’s success. That level of buy-in creates significant opportunities, and should be a fundamental goal for anyone leading interagency initiatives,” said Duane Blackburn, former Assistant Director of the Office of Science and Technology Policy.

According to the report, “The majority of the S&T spectrum... would benefit from crossdomain (i.e., cross-agency) collaboration.” The report goes on to list areas of opportunity for the new administration, including: 1) strategically prioritizing interagency leadership; 2) encouraging interagency collaboration at all levels within the Executive Branch; and 3) celebrating interagency advancements.

MITRE is a not-for-profit organization that operates research and development centers sponsored by the federal government. MITRE also has an independent research program that explores new and expanded uses of technologies

- MITRE

DHS challenges outlined for next administration

A new report lays out the challenges the Department of Homeland Security (DHS) will face in the coming years. The Homeland Security & Defense Business Council report outlines the changes coming to DHS under a new administration.

“Charting the Future: A Mission Driven Homeland Security Enterprise” examines DHS and highlights the continued importance of coordination and interagency cooperation during the next administration’s term. “We wanted to understand what is really working well today that needs to be continued, what needs to be stopped that’s maybe not working so well and what should be started in the new administration,” said Phil Kangas of Grant Thornton.

The report drew on insights from online surveys, focus groups and one-on-one interviews with 100 industry and government officials. The research pointed to former Homeland Security Secretary Jeh Johnson’s Unity of Effort campaign having produced positive results, though it reported that more communication and coordination was needed. Respondents also suggested that DHS focus on: 1) governance to support coordination across immigration and border security; 2) improved policy on IT system development and management; and 3) greater emphasis on workforce development and planning, alongside better succession planning.

The report is the second in a five-year series called the 20/20 Project on the Homeland Security Enterprise. Research for the report was conducted prior to this year’s presidential election.

- Federal Times

Executive Order focuses on health security

On November 4, former President Obama signed an Executive Order promoting global health security, particularly infectious disease threats. The Executive Order builds on the progress of the Global Health Security Agenda (GHSA) that was launched in 2014, and establishes long-term policy objectives for global health.

The Executive Order also establishes a GHSA Interagency Review Council tasked with carrying out the responsibilities outlined in the order. The Council will be made up of representatives from the the Centers for Disease Control and Prevention, the U.S. Agency for International Development, and

the Departments of State, Defense, Justice, Agriculture, Health and Human Services, and Homeland Security, as well other U.S. federal agencies.

The Council will meet at least four times each year and will consider U.S. commitments to other countries regarding GHSA targets, progress made in achieving GHSA targets, and evaluating U.S. and partner countries' capabilities in addressing infectious disease threats, among other things.

According to National Security Advisor Susan E. Rice, "The Executive Order will save lives by further leveraging the full power and leadership of the United States government and is an important step toward a safer, more resilient future."

-White House

Ambassador Kennedy visits Fort Leavenworth

Ambassador (Ret.) Laura Kennedy who previously served as the Deputy Assistant Secretary of State for European and Eurasian Affairs among many other positions over a nearly 40 year diplomatic career, visited Fort Leavenworth Dec. 1-2 as the DACOR visiting professor of diplomacy for the CGSC Class of 2017.

On the evening of Dec. 1, Ambassador Kennedy was the featured speaker at a Kansas City International Relations Council event hosted in Kansas City by the IRC and the University of Saint Mary (USM) Starr Center for Peace and Justice in partnership with the Foundation and the Simons Center. At that event conducted at the law offices of Polsinelli, about 85 people attended to hear her speak on a wide range of strategic topics and challenges facing the nation. Her breadth of knowledge and insightful thoughts kept the attendees engaged through both her talk and the question and answer period. There was a contingent of 15 Leavenworth High School students in attendance as well as a number of USM students and interested members of the KC IRC.

On Dec. 2, Kennedy gave a prepared talk, held a Q&A session, visited student seminars, and attended a luncheon with SAMS faculty at the Frontier Conference Center. She reportedly impressed the SAMS students with her breadth of experience and thoughts on strategic issues, but in a note back to the Foundation, she was equally impressed.

"I cannot thank you all enough for the last week's program," Kennedy said. "It was one of those classic experiences that I remember from my days at the National War College where the teacher learns as much, if not more, than the students. I also wanted to express my admiration for the faculty and students at SAMS. This was a great opportunity for me to discuss with them experiences and views 'from the field' on the national security challenges the U.S. faces at home and abroad. What a superb group of public servants."

Ambassador Kennedy is scheduled to return to Fort Leavenworth to sit in with CGSOC elective classes April 4-6, 2017.

The CGSC Foundation administers this program in conjunction with the DACOR organization in Washington, D.C., and with generous support and involvement of the University of Saint Mary and its Starr Center for Peace and Justice in our Global Society.

- Simons Center