



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

[www.TheSimonsCenter.org](http://www.TheSimonsCenter.org)

# Progress Report 2011





# The Col. Arthur D. Simons Center

*for the Study of Interagency Cooperation*



**Bob Ulin**

Col., U.S. Army, Ret.  
*Chief Executive Officer*  
CGSC Foundation, Inc.



**Ted Strickler**

Minister-Counselor,  
U.S. Foreign Service, Ret.  
*Executive Director*



**Ray Barrett**

Maj. Gen., U.S. Army, Ret.  
*Chief Operating Officer*



**Elizabeth Hill**

*Program Assistant*

## The Simons Center Vision

The Colonel Arthur D. Simons Center will be the premier center for the investigation, study and analysis of cooperation and coordination at the operational and tactical levels of interagency 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.

While maintaining support for the Army's Command and General Staff College, the Simons Center will embrace the involvement and contributions of all participants in the interagency community, both civilian and military, seeking to contribute to the understanding and advancement of interagency knowledge.

Recognizing the importance of history and the value of lessons learned, we will also look to the future to see beyond current realities, to anticipate changing requirements and to prepare leaders for the next generation of interagency imperatives.

## The Simons Center Mission

Building on the historical legacy of academic inquiry at Fort Leavenworth, the Simons Center seeks to facilitate broader and more effective interagency cooperation within the U.S. government at the operational and tactical levels of effort. To achieve this cooperation, the Simons Center works to create a comprehensive body of interagency knowledge through study, research, analysis, publication and outreach with the goal of promoting the development of leaders skilled in coordinating interagency operations.

## Simons Center Funding

The Col. Arthur D. Simons Center for the Study of Interagency Cooperation is a program of the Command and General Staff College Foundation, Inc. The Command and General Staff College Foundation was established December 28, 2005, as a tax-exempt, non-profit private corporation. It seeks to foster a strong relationship between the military and private sector, to enrich the College's academic environment, enhance the institution's research activities, maintain contact with alumni, and encourage excellence in the faculty and student body to ensure the preparation of outstanding leaders for the Armed Forces of the United States and its allies by providing resources not available from public funds. Inquiries about contributions to the Simons Center mission or its financial status should be addressed to the CGSC Foundation, Inc. (EIN: 20-4254979)



## ***Becoming an agent of influence***

**Bob Ulin**

*Colonel, U.S. Army, Ret.*

This report notes the progress we have made in just two years with the Colonel Arthur D. Simons Center for the Study of Interagency Cooperation. At this writing, the Simons Center, a program of the CGSC Foundation, has made remarkable progress.

The Simons Center was created to support scholarship within the U.S. Army Command and General Staff College and to foster interagency cooperation. Former commandant Lt. Gen. William B. Caldwell,

IV, started an exchange program with several federal departments and agencies to stimulate discussion and education within the federal government. When Mr. Ross Perot asked how he could help the College, the Foundation presented him with a proposal to establish a center for the study of interagency cooperation. Perot provided startup funding and asked that the center be named after Colonel Arthur D. “Bull” Simons, leader of the 1970 Son Tay Raid into North Vietnam and the person who organized and led the operation to rescue two of Mr. Perot’s employees the Iranian government had taken hostage in 1979.

It is fitting that this center was named after Bull Simons, a decisive, mission-focused, no-nonsense leader. In just two years the Simons Center has become the focal point for interagency cooperation at the operational and tactical levels of effort. In this report,

Ted Strickler, the executive director of the center notes the extraordinary progress made in just two years. Noteworthy is recognition by members of Congress that the Simons Center is the “go to” organization for knowledge about interagency cooperation.

The Simons Center has become an agent of influence in support of interagency cooperation at a critical time in American history. As budgets are cut across the government, departments and

agencies must work together more efficiently and effectively to do the people’s work. As we learned in the military services, working together as a joint force enables each service to bring its unique skills, knowledge and ability to the fight in a way that magnifies results. So too, the departments and agencies of the U.S. government must “task organize” in support of domestic emergencies and overseas contingencies because working together can save money, improve collaboration and produce better results.

The CGSC Foundation’s Simons Center has become a thought leader in interagency cooperation attracting scholars from across the nation to analyze and discuss interagency cooperation issues. This progress report at the end of the Center’s second year of operations is a testament to that status.

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***In just two years the Simons Center has become the focal point for interagency cooperation at the operational and tactical levels of effort.***

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## From the Executive Director

### *Proud of our accomplishments, but looking towards the future*

#### **Ted Strickler**

Minister-Counselor,  
U.S. Foreign Service, Ret.



People frequently ask why the Col. Arthur D. Simons Center for the Study of Interagency Cooperation is located at Fort Leavenworth, Kansas, instead of Washington, D.C. Given that our mission is to study, investigate and analyze interagency issues at the operational and tactical levels of effort, not the strategic level, being headquartered outside of the nation's capital makes sense.

Washington, D.C. is all about strategy and policy. While the policymakers in government hammer out policies, they most often look to those in the field to implement them. Our nation's involvement in Iraq and Afghanistan illustrate this point. The location at Fort Leavenworth provides the Simons Center with the physical and the intellectual distance needed to remain fixed on the operational and tactical levels of interagency issues without being sidetracked by policy debates. Simply put, our mission is to improve how policy is implemented, not how it is made. Our location at Fort Leavenworth, and links with the U.S. Army's Command and General Staff College -- which stresses operations and tactics -- helps us retain our distinctive mission focus.

Orchestrating all the moving parts of government to operate in a coordinated, harmonious fashion is, indeed, a daunting undertaking. But we believe

targeted and specific programs such as those run by the Simons Center can make a difference. In 2011 we expanded several programs and initiated others to fulfill our mission to help bridge persistent gaps in the government's ability to function in a truly coordinated manner.

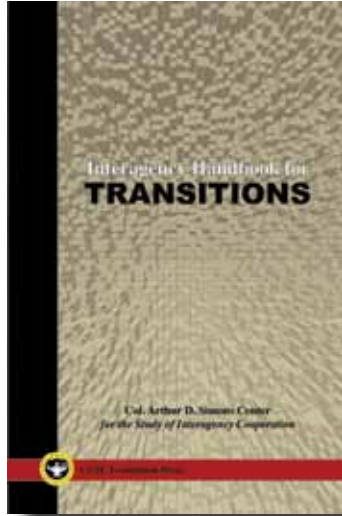
First, we recognized the need for a comprehensive understanding of all aspects of interagency coordination. To meet that basic requirement, we expanded our efforts to establish a body of interagency knowledge by publishing two issues of the *InterAgency Journal* (February and August) as well as a total of ten issues of our *InterAgency Paper* and *InterAgency Essay* series.

Complementing our efforts to publish new and creative thinking about interagency activities, Elizabeth Hill, our Program Assistant, researched and compiled a comprehensive interagency bibliography containing more than 800 entries listing interagency related articles and documents, professional commentary by subject matter experts, and academic research from both military and non-military institutions, including reports from the Government Accountability Office and the Congressional Research Service. This bibliography is a significant addition to the overall body of interagency knowledge which the Simons Center will continue to grow and expand.



Kansas Sen. Jerry Moran speaks about the Simons Center mission on the floor of the Senate, Oct. 18, 2011.

Second, we worked to help develop leaders with the right combination of skills, education and training to be able to work effectively in situations requiring interagency cooperation. One such program was the conference on Transition Issues in Iraq and Afghanistan which we cosponsored with the Army's Combined Arms Center and the U.S. Institute for Peace. This conference, held in Washington, D.C. in February, examined interagency transition issues during the change from military to civilian led operations in the two countries. The insights and guidance gained from this conference were compiled and published by the Simons Center in October as a handbook for senior military and civilian leaders.



Third, we supported congressional efforts to improve the government's ability to operate more effectively on matters requiring interagency coordination. The Simons Center endorsed legislation introduced by Senators Lieberman and Collins that seeks to improve the qualifications of career civil servants being promoted into Senior Executive Service (SES) positions. As a result of discussions with key staff members about ways to improve the bill's various provisions, several Simons Center suggestions eventually were adopted and are reflected in the bill (S. 1268). In addition, the bill highlights the CGSC Foundation's Simons Center by name as a specific example of organizations to be consulted in establishing a coordinating committee to implement and administer the bill's directives.

Fourth, in order to promote scholarship and research on interagency topics, the Simons Center sponsored several writing competitions during the year. At the Command and General Staff College's June graduation ceremony, Foundation Chairman Lt. Gen. (Ret.) Robert Arter presented Tyron Cunningham, U.S. Marshals Service with the Simons Center's first interagency writing award for CGSC students. In September, we announced an interagency writing competition open to the general public. Later that same month we named Dr. Nathan W. Toronto, School of Advanced Military Studies, Command and General Staff College as the winner of our faculty writing competition. Second

place was awarded to Dr. William J. Davis, Department of Joint Interagency and Multinational Operations at the Command and General Staff College.

Fifth, to help expand our reach and capabilities, we established a student internship program and selected Sean Webeck from Kansas State University as our first student intern. Sean served in the U.S. Army and is now pursuing a graduate degree in National Security Studies. As a student intern at the Simons Center, he is researching topics to be included in an eventual interagency textbook by interviewing academic experts and government officials. The internship program with Kansas State University was made possible with strong support from Dr. Carol Shanklin, Dean of Graduate Studies; Cheryl Polson, Associate Dean; and Professors David Stone and Jeff Pickering. Based on discussions with Dr. Jerry Jorgensen, Park University Provost, and the Deans' Council, we established a similar student internship program with Park University. We have also had preliminary discussions with University of Kansas officials and anticipate setting up similar internship programs with that academic institution as well.

Finally, we looked to the future and began planning



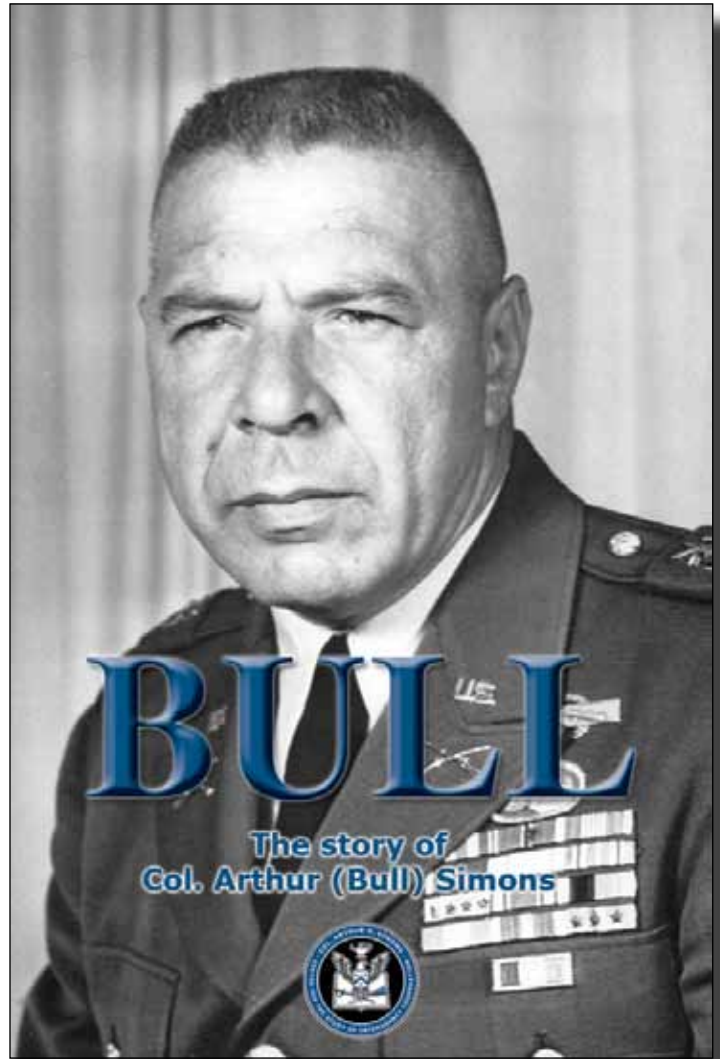
CGSC Foundation Chairman Lt. Gen. (Ret.) Robert Arter presents the Simons Center's first Interagency Writing award for students to Tyron Cunningham, U.S. Marshals Service, at the June 2010 graduation ceremony for CGSS Class 2011-01.

for the programs and projects that will help to advance our goals and objectives in 2012 and beyond. In that regard, we began initial work on a biography of Col. Arthur "Bull" Simons, our center's namesake. When published, this book will celebrate the life and legacy of a professional warrior whose fierce courage and determination in the face of overwhelming odds continues to be admired and celebrated today.

We will expand our outreach programs to include a greater number of individuals from the Air Force, Navy and Marines as well as civilian departments and agencies such as Justice, Treasury and Homeland Security. And we will continue to keep an eye on interagency developments on Capitol Hill, seeking to have our voice heard in helping to shape those developments.

Ever mindful of the financial requirements needed to sustain the Simons Center's unique mission and important contribution to improving the government's ability to operate in a truly coordinated manner, we will seek those grants and other funding sources that will help reach the Simons Center's goal of becoming the premier, nationally recognized center of interagency research and knowledge.

We have an ambitious agenda to help alleviate chronic coordination shortcomings throughout government. We are encouraged by those who enthusiastically support our efforts and pledge to work even more diligently to make well-coordinated interagency cooperation the rule, not the exception.



The Simons Center is currently working on publication of a biography of the center's namesake, Col. Arthur "Bull" Simons. This is a preliminary mock up of the book's cover.



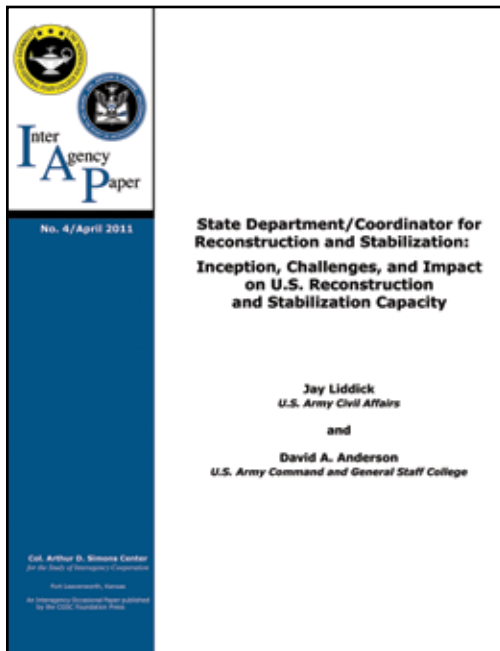
CGSC Foundation CEO Bob Ulin, left, and Simons Center Executive Director Ted Strickler, right, present a Foundation coin to Kansas Rep. Lynn Jenkins during her visit to the Simons Center.

# Publications

In the first ten months of 2011 the Simons Center published two issues of its *InterAgency Journal*, four *InterAgency Essays* and three *InterAgency Papers*. Highlights from those publications include:

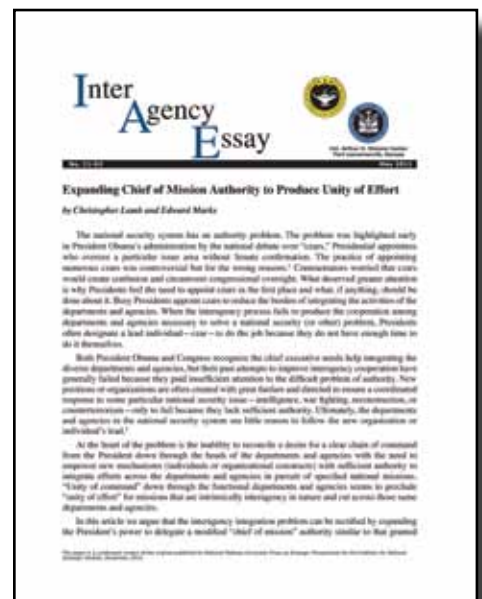
The Winter 2011 edition of the *InterAgency Journal* featured an article by General William “Kip” Ward, who was at that time the Commander of U.S. Africa Command. General Ward provided his views on the importance of institutionalizing interagency perspectives into the Command’s mission and activities.

In another *Journal* article, Ambassador (Ret.) Thomas Miller observed that it is difficult to think of any event or issue that is confined to the domain, authority, and purview of a single government agency, and offered his views on how to deal with that reality. In a separate article, Kurt Müller, who is an active member of the Civilian Response Corps in the Office of the Coordinator for Reconstruction and Stabilization, U.S. Department of State, described the importance of a balanced civil-military approach in conflict operations.



Writing in the April *InterAgency Paper*, Dr. David Anderson, Professor of Strategic Studies at the Command and General Staff College and Major Jay Liddick, Civil Affairs Officer, Fort Bragg, N.C., describe the efforts of the State Department’s Office of the Coordinator of Reconstruction and Stabilization to fulfill its mandate to integrate U.S. capability in addressing weak or failed states.

In the May edition of the *InterAgency Essay*, Christopher Lamb, National Defense University, and Ambassador (Ret.) Edward Marks argue that the “chief of mission” authority employed by ambassadors overseas should be used as a model domestically to establish an operational “unity of command” arrangement while forging an interagency “unity of effort.”



# Visitors

During the past year, the Simons Center was a popular destination for a growing number of visitors who included members of Congress, former government officials, ambassadors, generals and professors from the academic community. These visitors included:

- Brig. Gen. (Ret.) Gideon Avidor, Director, The Zvi Meitar Institute for Land Warfare Studies, Latrun, Israel
- Thomas Blake Bowman, Chief Learning Officer, CIA University
- Lt. Col. North Charles, Missouri National Guard
- Col. Cliff Crofford, Jr. Director, U.S. Army Peacekeeping and Stability Operations Institute
- Mark Cummings, Military Legislative Assistant, Senator Roy Blunt, Missouri
- Canadian Senator Roméo Dallaire, LGen, Ret.
- Col. (Ret.) Michael Denning, Director of the Office of Professional Military Graduate Education, University of Kansas
- Dale Erickson, Center for Complex Operations, National Defense University
- Douglas Feith, Senior Fellow and Director, Center for National Security Strategies, Hudson Institute, former Undersecretary of Defense for Policy
- Matt Haase, District Office Director (Kansas City, MO), Senator Roy Blunt, Missouri
- Congresswoman Lynn Jenkins (Kansas)
- Gordon Lederman, Majority Counsel, Senate Homeland Security Committee
- Ambassador Bob Loftis, Coordinator for Reconstruction and Stabilization, U.S. Department of State
- Ambassador (Ret.) Tom Miller, President and CEO, International Executive Service Corps
- Senator Jerry Moran (Kansas)
- Ambassador (Ret.) Peter Romero, Diplomatic and Consular Officers Retired (DACOR), visiting professor at CGSC
- Former Congressman Ike Skelton (Missouri)
- Dr. Dale Steinhauer, Chief, Strategic Adaptation Team, Center for Army Lessons Learned
- Paul N. Stockton, Assistant Secretary of Defense, Homeland Defense & Americas' Security Affairs
- Professor David Stone, Department of History, Kansas State University
- Lt. Gen. Guy Swan, Commander, U.S. Army North
- Wendy Walsh, Homeland Defense and Security Coordinator, Naval Postgraduate School
- Brian Wilson, Deputy Director, Department of Homeland Security Global Maritime Operational Threat Response Coordination Center
- Ambassador Steven Young, Consul General, Hong Kong



From left, CGSC Foundation CEO Bob Ulin, Sen. Jerry Moran, Simons Center Executive Director Ted Strickler, Program Assistant Elizabeth Hill and COO Ray Barrett take a group photo with Moran during his visit to the Simons Center.



# Staff Visits

**T**ed Strickler and Ray Barrett helped to publicize the role and function of the Simons Center by visiting a number of organizations, federal agencies, academic institutions, and senior officials. Key visits included:

## Visits to Individuals

- Allison Frendak, Ph.D., Co-Director, Peace Operations Policy Program, School of Public Policy, George Mason University, Fairfax, Virginia
- Ambassador (Ret.) John Herbst, Director, Center for Complex Operations, National Defense University, Washington, D.C.
- Susan Johnson, President, American Foreign Service Association, Washington, D.C.
- Jerry Jorgensen, Ph.D., Provost, Park University, Parkville, Missouri
- Fred Kaiser, Congressional Research Service
- Pat Kennedy, Under Secretary for Management, U.S. Department of State
- Ambassador (Ret.) John Lange, Senior Program Officer for Developing-Country Policy & Advocacy, Global Health Program, Bill & Melinda Gates Foundation
- Gordon Lederman, Associate Director and Chief Counsel, Senate Committee of Homeland Security and Governmental Affairs
- Jim Locher, Director, Project on National Security Reform, Washington, D.C.
- Bill Lysterly, Director, Global Partnering, Knowledge and Futures Group, Department of Health and Human Services
- Bill McGlynn, Principal Deputy Assistant Secretary, Bureau of International Narcotics and Law Enforcement, U.S. Department of State
- Ambassador (Ret.) Ronald Neumann, President, American Academy of Diplomacy
- Gen. Norty Schwartz, U.S. Air Force Chief of Staff, Pentagon, Arlington, Virginia
- Carol Shanklin, Ph.D., Dean of Graduate Studies, Kansas State University, Manhattan, Kansas
- Professor Jim Stever, Professor, Department of Political Science, University of Cincinnati, Adjunct Professor, National Agricultural BioSecurity Center, Kansas State University
- Lt. Gen. Guy Swan, Commander, U.S. Army North, San Antonio, Texas

## Visits to Organizations

- Congressional offices, Washington, D.C.
- Department of Health and Human Services, Office of Global Health Affairs
- Department of Homeland Security, Washington, D.C.
- Greater Kansas City Federal Executive Board
- U.S. Northern Command, Colorado Springs, Colorado
- Joint Task Force-North, El Paso, Texas

# Conferences

- Dealing with the critical topic of transition in Iraq and Afghanistan, the Simons Center partnered with the Army's Combined Arms Center at Fort Leavenworth and the U.S. Institute of Peace in Washington, D.C., to cosponsor a conference designed to explore the issues and challenges during the transition from military to civilian led operations in those two countries. The comments and discussions during the conference were recorded and formed the basis of a handbook to guide commanders preparing for transition operations. The Simons Center published the handbook and distributed it to key military and civilian officials dealing with those challenges.
- Executive Director Ted Strickler and Chief Operating Officer Ray Barrett participated in several other meetings and conferences dealing with a wide range of interagency issues.
- Ray Barrett attended the Association of the U.S. Army's (AUSA) Combined Arms Maneuver Symposium in Kansas City. He also participated in the "Diplomacy and Education Workshop" hosted by the American Academy of Diplomacy (AAD) and the International Center for Jefferson Studies. This workshop, held in Charlottesville, Virginia, explored the education issues needed to improve the practice of diplomacy. A central theme of the conference was the practical understanding of the full range of U.S. government operational capabilities, including military and civilian agencies.
- Ted Strickler spoke at the U.S. Department of State's 13th Annual Foreign Policy Advisor (POLAD) Conference held at Fort Leslie J. McNair, Washington, D.C. In his presentation, he explained the mission and programs of the Simons Center and solicited written contributions to the *InterAgency Journal* based on each POLAD's recent interagency related experiences.
- Ray Barrett attended a security reform workshop in Washington, D.C. hosted by the Center for Complex Operations at the National Defense University and the Center for Naval Analysis. This workshop focused on interagency education, integration of interagency capabilities and issues of conflicting authorities and budgets.
- Ted Strickler and Simons Center Advisory Council member, Ambassador (Ret.) David Lambertson participated in a series of interagency practical exercises at the Command and General Staff College. These exercises were the culmination of the National Security Policy Formulation course and simulated National Security Council (NSC) Deputies Committee (DC) meetings. Ambassador Lambertson chaired the simulated DC meeting, playing the role of the Deputy National Security Advisor. Ted Strickler represented the State Department and played the role of the Deputy Secretary of State. Separate sessions were held to discuss U.S. policy options in Libya and Mexico.
- Ray Barrett attended the Fourth International Symposium of Agroterrorism in Kansas City. Participants represented 21 foreign countries, multiple federal, state and local law enforcement agencies, a number of federal agencies, academicians, and private industry. Several case studies were presented highlighting international cooperation dealing with health monitoring and law enforcement issues.



Conferees in the U.S. Institute of Peace atrium are dwarfed by its size. The Simons Center partnered with USIP and the Combined Arms Center to cosponsor a conference focused on the challenges of transitions from military to civilian led operations.

# Advisory Council

The Simons Center Advisory Council meets regularly to provide independent, strategic advice and counsel on program and operational matters. Council members are 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 with a broad range of interagency experience and expertise which helps guide the development of programs and initiatives in support of our mission.

The Simons Center Advisory Council met on June 22, at Fort Leavenworth and discussed the Center's programs, new initiatives and updates to its website. Council members welcomed Elizabeth Hill, the Simons Center's Program Assistant and applauded the establishment of its first student internship program with Sean Webeck from Kansas State University. Noting the importance of supporting academic research and scholarship, The Council urged the Simons Center to develop a list of interagency related research topics. Such a list would encourage greater participation in the student and faculty writing competitions by helping to steer writers to topics of contemporary importance. The Advisory Council met again on Nov. 8, reviewed the Center's programs and provided advice to help other future initiatives.



Advisory Council members enjoy lunch at the home of Executive Director Ted Strickler following their business meeting at the Simons Center, June 22.

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.
- Ambassador (Ret.) John Campbell is the Ralph Bunche Senior Fellow for Africa Policy Studies at the Council on Foreign Relations.
- Dr. Ralph O. Doughty is Professor and Chair of Interagency and Multinational Studies at the Command and General Staff College.
- Ambassador (Ret.) David F. Lambertson is a member of University of Kansas advisory boards for International Programs.
- Ambassador (Ret.) Edward Marks is currently a Distinguished Senior Fellow at the George Mason University School of Public Policy's Program on Peacekeeping Policy.
- Lieutenant General (Ret.) John E. Miller is currently President of Miller Analytics, and the Vice Chairman of the CGSC Foundation.
- James P. Pottorff is the General Counsel for the University of Kansas.
- Kevin L. Stafford is the Director of Law Enforcement Services for Defense Group Incorporated.
- 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*.
- Dr. Ronald W. Trewyn is Vice President for Research at Kansas State University and President of the Kansas State University Research.

# Website

Initially, the Simons Center's website, [www.thesimonscenter.org](http://www.thesimonscenter.org), was focused on promoting our identity, mission and goals. In 2011 it matured into a robust source of information containing useful and relevant interagency news, research material and commentary. The site still helps to describe the function and activities of Simons Center, informing visitors of its varied publications and programs including the open writing competition and student internships. Now, however, it has become a much more useful tool which is helping to promote better insight and understanding of the complexities of interagency cooperation.

The website's expanded resource section currently provides links to 37 U.S. government departments and agencies, 26 Department of Defense organizations, 61

academic institutions and research centers, and 41 non-governmental, non-profit or international organizations.

In addition, the website now features an extensive bibliography of interagency material, with more than 800 entries covering books, government reports, academic research, articles, case studies and commentary. Whatever has been written about interagency coordination will eventually find its way into our ever growing online bibliography.

The number of visitors to the website continues to grow, with an increase of 60 percent from July to October. The number of page views for the same period shows similar growth of 58 percent. Both statistics represent an increasing interest in the Simons

Center and awareness of the value of the information found on our website.



# Student Internship Program

Underscoring the value it places in the student internship program, the Simons Center's first intern, Sean Webeck, is engaged in a groundbreaking project to help develop an introductory, graduate level textbook on interagency coordination.



Sean Webeck

In researching the material for the interagency bibliography posted on our website, the existence of such a textbook was notably absent. With Sean's help we intend to fill that void.

As our intern, Sean is contacting university faculty members around the country who are currently

teaching courses with an interagency component in any one of a number of different academic programs and disciplines. Taking their thoughts and observations about which topics should be included in such a textbook, Sean will then prepare a detailed outline of the book's contents which we will use to guide the actual drafting of the text by a team of authors with both government and academic credentials. Setting this book apart will be its emphasis on practical rather than theoretical information. This approach will provide an awareness and understanding of basic factors such as legal authorities, agency culture and organizational procedures needed to function effectively in any interagency environment.

The Simons Center has a number of other projects of similar magnitude and significance which are primed and ready for our next student intern.

# Writing Awards



CGSC Foundation Chairman, Lt. Gen. (Ret.) Bob Arter, presents the first student writing award to Mr. Tyron J. Cunningham, U.S. Marshals Service, for his thesis "Forensic Spoorology: Seeing and Understanding Human Behavior Through Observation, Classification, and Interpretation of Spoor Evidence."

In an effort to stimulate original thinking and scholarship on interagency topics, the Simons Center sponsors writing award competitions for students and faculty at the Command and General Staff College.

In September the Simons Center launched its first annual Interagency Writing Competition. The competition is open to both U.S. and foreign nationals and is designed to recognize papers that provide insight and fresh thinking in advancing the knowledge, understanding, and practice of interagency coordination, cooperation, and collaboration at the tactical or operational level of effort.

Entries must be focused on one of two special topics:

- The interagency role in preventing conflict when dealing with failing or failed states; or
- The validity of the "whole-of-government" approach in dealing with the full range of homeland and national security threats.

The first place award is \$2,000, second place is \$1000, and third place receives \$500.

Deadline for submissions is Friday, March 16, 2012.

## 2011 Simons Center Writing Competition

### Faculty Winners

#### First Place:

**Dr. Nathan W. Toronto**

School of Advanced Military Studies

#### Work Title:

*Active Inaction: Interagency Security Assistance to Egypt*

#### Second Place:

**Dr. William J. Davis**

Department of Joint, Interagency and Multinational Operations

#### Work Title:

*After Ten Years of Working through Conflict Together, Is Defense Still from Mars and State Still from Venus?*

### Student Winner

**Mr. Tyron J. Cunningham**

U.S. Marshals Service

#### Work Title:

*Forensic Spoorology: Seeing and Understanding Human Behavior Through Observation, Classification, and Interpretation of Spoor Evidence*

# Interagency Legislation/Congressional Relations



From left, Ray Barrett, Simons Center Chief Operating Officer; Gordon Lederman, Chief Counsel for National Security, Senate Homeland Security and Governmental Affairs Committee; Brig. Gen. Sean MacFarland, Deputy Commandant, Command and General Staff College; and Ted Strickler, Simons Center Executive Director, pause for a photo during their meeting in the Lewis and Clark Center at Fort Leavenworth in August.

On Oct. 18, United States Senator Jerry Moran (Kansas) spoke from the floor of the U.S. Senate to recognize the work being done by the Simons Center to generate solutions to challenges encountered when government agencies work together. He urged his Senate colleagues to “take a closer look at the valuable work taking place at the Simons Center.” He went on to say that “by promoting interagency cooperation, the Simons Center is helping to strengthen our national security capabilities so that our country and its citizens are better prepared for their future.”

Simons Center Executive Director Ted Strickler made several trips to Washington, D.C. to meet with congressional staff members to promote awareness of the Simons Center and to discuss interagency issues and legislation. As a result of those visits, the Simons Center was given the opportunity to analyze and comment on legislation (S.1268) proposed by Senator Lieberman, cochair of the committee on Homeland Security and Governmental Affairs. This legislation is designed to increase the efficiency and effectiveness of the U.S. government by providing for greater interagency experience among national security and homeland security professionals. Several of the Simons Center’s suggestions were incorporated in the language of the bill. Section 6 (j) specifically mentions the Simons Center by stating that:

“(3) CONSULTATION.—The Committee shall consult with relevant associations, unions, and other groups involved in collective bargaining or encouraging public service or organizational reform of the Government, or interagency activities (such as the Simons Center for the Study of Interagency Coordination of the Command and General Staff College Foundation) in formulating and implementing policies under this Act.”

The Simons Center was also instrumental in arranging the visit to Fort Leavenworth of Gordon Lederman, Chief Counsel for National Security, Senate Homeland Security and Governmental Affairs Committee. Mr. Lederman is the principal drafter of the interagency legislation described above and was interested in visiting Fort Leavenworth to see first-hand what he had heard from Ted Strickler’s earlier visits in Washington.

During Mr. Lederman’s visit to Fort Leavenworth, Col. Jeff Springman, Director, Command and General Staff School provided an in-depth briefing of the U.S. Army’s Intermediate Level Education (ILE) program. Dr. Ralph Doughty, CGSC Interagency Chair presented a detailed description of the school’s programs designed to attract interagency students and described the benefits

of having interagency students in the classroom during the entire academic year.

At a luncheon meeting Mr. Lederman met many of the interagency students and heard how they had applied or been selected for the program and their expectations of the value of their participation in terms of personal and career goals. Mr. Lederman then met with Col. Tom Graves, Director, School of Advanced Military Studies (SAMS) who also championed the value of additional interagency students in the classroom.

On the second day of his visit, Mr. Lederman met with Brig. Gen. Sean MacFarland, CGSC Deputy Commandant, who described in detail how the Command and General Staff College wants to help develop interagency expertise in the civilian agencies in conjunction with DoD's position that the best way to support interagency partners is to help them build capacity, not by providing it.

Mr. Lederman concluded his Fort Leavenworth itinerary with a visit to the Simons Center.

## The Future


As the Simons Center continues to grow and mature, it will capitalize on the success of its current programs and will look for new and additional opportunities to help build its presence and reputation in the interagency community. In this regard, we will explore the idea of establishing a nationally recognized award honoring the outstanding interagency professional of the year. Similar awards exist to recognize many other professionals such as engineers and educators. Bringing greater attention to the important role and function of interagency professionals will help to highlight the critical need for improved interagency cooperation.

We consider education to be the key to achieving improvements in interagency cooperation over the long term. To encourage the continued development of interagency education programs, curriculum and learning materials, we envision hosting an annual interagency conference which would bring both interagency educators and those involved in interagency activities together to ensure that what was being taught in the classroom matched the needs of those involved in interagency activities around the world.

While the Simons Center provides an extensive opportunity for individuals to publish accounts of the insights and lessons learned from their interagency

experiences, we find that many with the most relevant and topical experiences have little time to write about them. To overcome this obstacle, we recognize the need for an alternate approach. To that end, we are examining the feasibility of establishing an ongoing oral history program which would facilitate the capture and preservation of this essential information. Information gained in this manner would be transcribed, edited and published to benefit the entire interagency community.

Some interagency issues and problems are so complex that they require extensive study, research and analysis. We hope to address this need by establishing a cadre of interagency scholars who would be commissioned to research and examine in-depth a specific interagency topic or problem. These studies would then be published adding to the collective body of interagency knowledge.

In recognition of the Simons Center's namesake, we will write a biography honoring the life and legacy of Col. Arthur "Bull" Simons. Many recognize Col. Simons' role in leading the Son Tay Raid to free prisoners of war in Vietnam and a subsequent operation to rescue Americans imprisoned during the revolution in Iran. There is much more to his noteworthy life and our book, "BULL, the Story of Col. Arthur Simons," will tell that story. 

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***Future conflicts and threats may take many shapes... Yet we can't prepare simultaneously and fully for every possible contingency – so we need to focus on flexibility and agility, on creating a force that is prepared for the most likely threats, and can adapt quickly to the unpredictable.***

***- Michele Flournoy  
Undersecretary of Defense for Policy, June 10, 2011***

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