

# Strategic Initiatives & New Ventures Academic Affairs

November 18, 2016



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# Whole of Government Center of Excellence

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# Origins and Nature of Feasibility Study

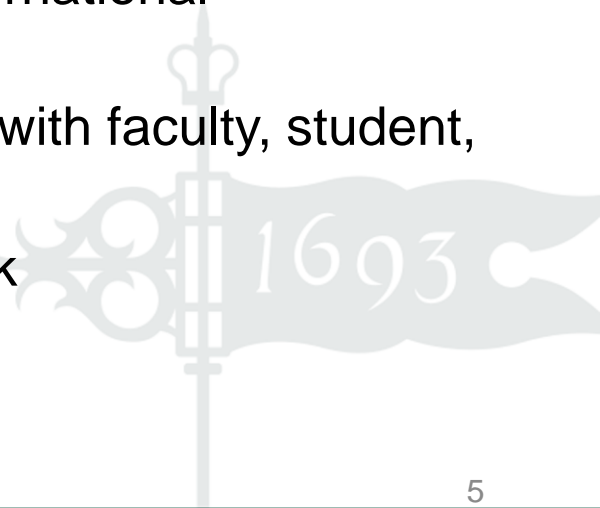
- June 2015: VA Commission on Military Installations and Defense Activities issues “Growing the Military Mission in the Commonwealth of Virginia”
- Top recommendation is creation of W&M “Whole of Government” Center of Excellence (COE) to help multiple agencies develop understanding of and common approaches to national security issues
- Partnerships with Hampton Roads and other VA military installations
- May 2016: Governor McAuliffe and Secretary Harvey of Veterans and Defense Affairs ask W&M to conduct COE study
- June – November 2016: Study conducted in three phases: military, internal, and other federal, state and local stakeholders

# External Stakeholder Feedback

- Need to expose future leaders much earlier to the practical realities of interagency collaboration in carrying out particular policy directives
- Desire for new training program for development of leadership and organizational skills that breaks down old disciplinary/professional silos
- Liberal arts education on US history, constitutional law, and the policy process to understand challenges of policy implementation
- Sweet spot is mid-career military and federal officials, as well as other graduate students from NGOs, other nations, and local and state offices
- Table top exercises, details or internships, and substantive real work experience together with first-rate classroom education

# W&M: Home for National Security Leaders

- No academic or professional “silos”
- Widely respected for creating leaders and public servants
- Superb research programs on broad national security issues
- Relationships with local, state, national, and international organizations
- Ideal size for incubation of interagency learning with faculty, student, and practitioner collaboration
- Existing MPP that supports interdisciplinary work
- Military-friendly reputation



*“Solving the challenges that face our nation and the world requires an unprecedented level of leadership, collaboration and creativity across all sectors...William & Mary is prepared to meet this need through a ‘Whole of Government Center of Excellence’ at the university.”*



Mark Warner  
United States Senator



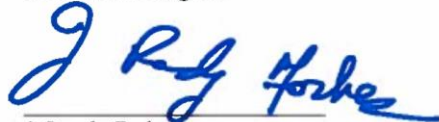
Tim Kaine  
United States Senator



Robert J. Wittman  
Member of Congress



Bobby Scott  
Member of Congress



J. Randy Forbes  
Member of Congress



Scott Rigell  
Member of Congress

# Next Steps: Stage 1

## **Fall 2016 – Fall 2017**

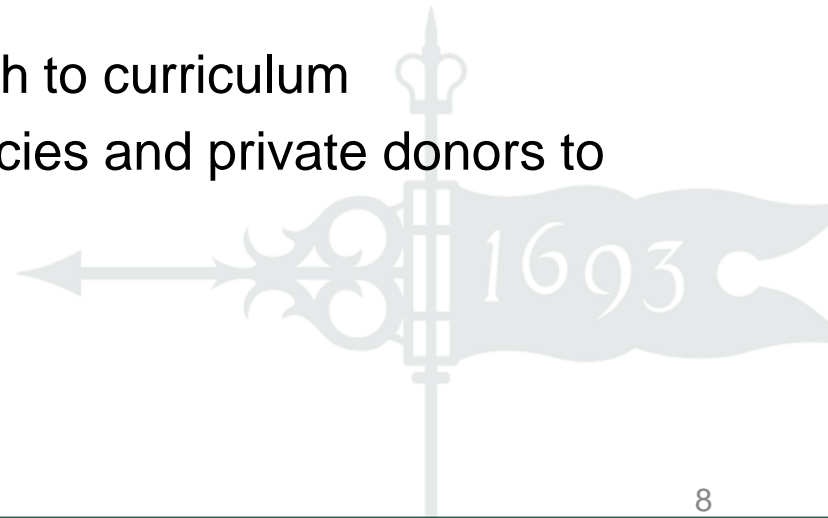
- Increase enrollment of graduate students from Hampton Roads military bases and other federal/state/local governments in existing MPP program
- Hire new faculty with expertise in international affairs
- Augment ongoing collaborations with partners for national security conferences and workshops, starting Spring 2017
- Request to state for funding



# Next Steps: Stage 2

## **Fall 2017 – Fall 2019**

- Further outreach to mid-career professionals
- Forge connections between COE and existing W&M research projects
- Apply for grant funding and tie research to curriculum
- Engage appropriate government agencies and private donors to create dedicated funding streams



# Next Steps: Stage 3

## **Fall 2019 onward**

- Hire new faculty for expanded curriculum
- Launch innovative, “hands on” practical training programs
- Additional seed funding for research projects
- Disseminate results of research

