

RELEASE IN FULL
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**From:** H <hrod17@clintonemail.com>  
**Sent:** Wednesday, September 23, 2009 10:40 AM  
**To:** 'millsd@state.gov'  
**Subject:** Re: Here is the draft agenda per our discussion

So put him on agenda before Jack to do overview of issues or some other topic.

----- Original Message -----

**From:** Mills, Cheryl D <MillsCD@state.gov>  
**To:** H  
**Sent:** Wed Sep 23 10:26:59 2009  
**Subject:** RE: Here is the draft agenda per our discussion

1. he's coming entire day now.
2. okay

-----Original Message-----

**From:** H [mailto:HDR22@clintonemail.com]  
**Sent:** Wednesday, September 23, 2009 10:09 AM  
**To:** Mills, Cheryl D  
**Subject:** Re: Here is the draft agenda per our discussion

I'm confused--will he be there in am? Can he be urged to reschedule whatever else he has and come? Also tell NSC we're having this retreat and cannot do DCs, PCs or other WH mtgs that day.

----- Original Message -----

**From:** Mills, Cheryl D <MillsCD@state.gov>  
**To:** H  
**Sent:** Wed Sep 23 10:04:32 2009  
**Subject:** RE: Here is the draft agenda per our discussion

He initially indicated he couldn't do anything until the afternoon but yesterday emailed me and said he could not do am.

I will move his presentation -- which would be NK up

-----Original Message-----

**From:** H [mailto:HDR22@clintonemail.com]  
**Sent:** Wednesday, September 23, 2009 10:02 AM  
**To:** Mills, Cheryl D  
**Subject:** Re: Here is the draft agenda per our discussion

Where is Steinberg? He needs to be upfront early.

----- Original Message -----

**From:** Mills, Cheryl D <MillsCD@state.gov>  
**To:** H  
**Cc:** Abedin, Huma <AbedinH@state.gov>; Sullivan, Jacob J <SullivanJJ@state.gov>  
**Sent:** Wed Sep 23 09:59:07 2009  
**Subject:** Here is the draft agenda per our discussion

Take a look – we are now eliminating Saturday but agenda is here:

## Senior Leadership Retreat

Department of State

Blair House

October 2, 2009

## Notional Timeline

8:00am: Continental Breakfast

8:15am: Welcome [HRC]

8:25am: Overview and Strategic Objectives for Retreat [CDM]

8:30am: Foreign Policy in the Obama Administration [HRC]

- o priorities]

- Our Accomplishments To Date

- o [HRC uses as opportunity to celebrate what has been accomplished and call out areas for recognition –show appreciation for work that has been done and set the tone of appreciation, collaboration, team approach to success]

8:50am: Funding our Needs and Ambitions – State/USAID Budgets

- Presentation by Jack Lew [10 minutes]

- o New Processes and Protocols for Implementing 2010

- o Expectations for 2011

- o Expectations for State/USAID approach

- Moderated Q and A by Lew with Greene, Smith, other appropriate support [10 minutes]

9:25am: QDDR: Restoring Diplomacy/Elevating Development

- Introduction by Jack Lew [5 minutes]

- Presentation by Anne Marie Slaughter/Alonzo Fulgrum

[10 minutes]

- Moderated Questions and Answers [20 minutes]

- o Lew to moderate discussion

- o Alonzo/AMS/Jim Michel to field questions

- o HRC field questions as approach in instances where she wants to make or emphasize a point

10:05am: Seizing the Day – Immediate and Long-term Opportunities

- Intro of topic by CDM [5 min]:

1. What are 3 opportunities that State/USAID/MCC (or any individually) have

2. How specifically would we implement each one

- Break out session – 30 minutes (4 groups of 17), with designated staff member facilitator and note-taker

10:45am Coffee Break

11:00am Traditional Threat: Security Peace in the Middle East

- Introduction by HRC [5 min: praise/validation for team]

- Presentation by George Mitchell [10 minutes]

- Moderated [Mara Rudman] Questions and Answers [15 min]

- o recognize Mitchell team to permit them to respond to questions with George

11:30am Transnational Threat: Non-Proliferation (or alternatives below)

- Introduction by HRC [5 min: praise/validation for team]
  - Presentation by Ellen Tauscher [other options: climate change, energy security, global health, others]
  - Moderated [TBD] Questions and Answers [15 minutes]
- o recognize T team to permit them to respond to questions with Ellen

**12:15: Lunch**

- Introduction by CDM [5 min]
- 21st Century State Craft – Alec Ross [10 min]
- [No Q/A or Q/A]

**1:15pm Partnering for Success – Paradigms and Pitfalls**

- Introduction by: TBD [5 min]
- Breakout into 4 Groups of 17 with facilitator and note-taker [40 min]
- Whole of State/USAID/MCC Approach
- Partnering and Leading Through the Interagency
- Regional and Functional Bureaus – Ensuring Connections
- In-Country USG Coordination – the Art of the Possible?

**2:00pm Traditional Threat: Iran is Not Ten Feet Tall**

- Introduction by HRC [5 min: praise/validation for team]
  - Presentation by Bill Burns [10 min] [other options: Af/Pak, North Korea, Iraq]
  - Moderated [by Jeff Feltman] Questions and Answers [15 minutes]
- o recognize Iran team to permit them to respond to questions with Bill

**2:30pm Transnational Threat: Health in a Global Age [alternatives b/l]**

- Introduction by HRC [5 min: praise/validation for team]
- Presentation by TBD/USAID [10 min] [other options: climate change, energy security, others]

- Moderated [TBD] Questions and Answers [15 minutes]
- o recognize team to permit them to respond to questions with presenter

3:00pm Coffee Break

3:15pm Traditional Threat: North Korea – Moving Forward or Not?

- Introduction by HRC [5 min: praise/validation for team]
- Presentation by Jim Steinberg [10 min] [other option: Iraq]
- Moderated [by Kurt Campbell/Phil Goldberg] Questions and Answers [15 minutes]
- o recognize North Korea team to permit them to respond to questions with Jim

3:45pm: Presentation of Working Group Findings

- Presentation by Group Facilitator (or Other) of Lessons and Best Practices [5 min per group]
- o Whole of State/USAID/MCC
- o Partnering and Leading Through the Interagency
- o Regional and Functional Bureaus – Ensuring Connections
- o In-Country USG Coordination – the Art of the Possible?
- Q/A Moderated by CDM [15 min]

4:20pm Working Group Presentations of the Opportunities Ahead

- Presentation by Group Facilitator (or Other) of Opportunities and Actions Needed [5 min per group]
- Q/A Moderated by CDM [15 min]

5:10pm: The Challenges on the Horizon [HRC]

- HRC expresses appreciation for work done today
- Outlines the Challenges Ahead

- Seeks Investment and Commits to Follow-Up
- Invites Participants and Partners to Whitehaven at 7:30pm

5:30pm: Retreat Concludes until Dinner

7:30pm Dinner at Whitehaven Residence

Staff and Partner/Spouses invited

Buffet Dinner – No formal remarks

#### Senior Leadership Retreat

Department of State

Whitehaven (or Department)

October 3, 2009

#### Notional Timeline

9:00am: Coffee

9:15am: General Retreat Impressions

9:30am: Specific Takeaways and Tasking

- Review list of Takeaways
- Discussing Tasking and Follow-Up

10:00am: Building Our Leadership Team Connection

- Collaboration and Communication
- Operational Flows (Paper, Clearance, Communication, etc.)
- Seen/Heard in the Building
- o 3 criticisms and ways to approach;
- o 1 praise and way to multiply

11:00am            Creating a Leadership Culture

- Listening and Responding
- Inviting Appropriate Risk-Taking and Creativity
- Embracing Broad Accountability
- Empowering Your Respective Teams

Noon                Close