



The *Global Plum Book*

**Influential Positions in the
U.S. Government on
Global Development and
Diplomacy**



CENTER FOR
U.S. GLOBAL
ENGAGEMENT

IMPACT**8**
Building a Better, Safer World

About the *Global Plum Book*

The Center for U.S. Global Engagement has compiled this "*Global Plum Book*" to identify the key appointed leadership positions that will shape the next Administration's strategy and policy on global health, global development and diplomacy.

There is a strong, bipartisan consensus that America's national security and foreign assistance apparatus is outdated to meet the global challenges facing the next Administration. In this 21st century interconnected world, the greatest threats to our security and prosperity include not only terrorism but also poverty, infectious disease, poor health care and sanitation, and lack of education and opportunity in developing countries and fragile states around the world. The global humanitarian challenges are staggering: 10 million children dying every year of preventable diseases before their fifth birthday; 77 million children out of school; more than one billion people without clean water; and over two billion people without basic sanitation. Addressing these challenges and restoring America's global leadership require a "smart power" approach that strengthens and modernizes our civilian investments in global development and diplomacy, alongside a strong defense. This rebalancing of our national security and foreign policy toolkit is essential to building a better, safer America and world.

Based on recent history, the 100 or so positions identified in this list will be those most critical in shaping and managing the global engagement agenda in the next Administration – including determining strategic priorities, specific policies, programs and funding levels. In each Administration, however, some of these positions may change or may vary in their influence, and new positions can – and in some cases, should -- be added. The *Global Plum Book* is thus intended only as a guide for policymakers, advocates, journalists and citizens interested in who will influence these decisions in January 2009 and beyond.

The Policymakers

The following are the most senior Administration positions at the Cabinet and selected sub-Cabinet levels that determine U.S. foreign policy and national security strategy, including foreign assistance in working with the President and Vice President.

Secretary of State

Secretary of Treasury

Secretary of Defense

Secretary of Commerce

Secretary of Health and Human Services

Assistant to the President for National Security Affairs/National Security Advisor

Chief of Staff to the President

U.S. Trade Representative

Director of the Office of Management and Budget

Administrator of U.S. Agency for International Development* (Director of U.S. Foreign Assistance)

Director of the Central Intelligence Agency

Chairman of the Joint Chiefs of Staff

U.S. Ambassador to the United Nations

Deputy Secretary of State

Deputy Secretary of Defense

Director of National Intelligence

* Recommended to be elevated and consolidated independent Agency.

The Managers

The following positions are the senior sub-Cabinet positions with the most significant involvement in shaping and overseeing U.S. policy and support for global health, development and diplomatic initiatives.

White House

Senior West Wing Advisors including: the Deputy Chief of Staff; Assistant to the President for Economic Policy and Director, National Economic Council, Counselor to the President; Chief of Staff and Assistant to the Vice President for National Security Affairs; White House Political, Communications, and Legislative Affairs Director. *Exact titles and influence vary by Administration.*

Department of State

Under Secretary of State for Political Affairs – Third-ranking official at the State Department and advises the Secretary of State on political affairs. Serves as the day-to-day manager of overall regional and bilateral policy issues, and oversees the regional bureaus as well as the bureaus for International Organizations and International Narcotics and Law Enforcement.

Under Secretary of State for Management – Department official responsible for implementing the President's Management Agenda (PMA) and is State's representative on the President's Management Council.

Under Secretary of State for Public Diplomacy and Public Affairs – Promotes America's image in the world and U.S. global engagement, and also leads the Department of State's engagement with the American public.

Under Secretary of State for Global Affairs – Coordinates U.S. foreign policy on a variety of global issues, including democracy, human rights, and labor; environment, oceans, health and science; population, refugees, and migration; women's issues; trafficking in persons and avian and pandemic influenza.

Under Secretary of State for Economics, Business and Agricultural Affairs – Serves as the senior economic official at the State Department; advises the Secretary of State on international economic policy; and leads the work of the Department on issues ranging from trade, agriculture, and aviation to bilateral relations with America's economic partners.

Under Secretary of State for Arms Control and International Security Affairs – Serves as Senior Adviser to the President and the Secretary of State for Arms Control, Nonproliferation, and Disarmament.

Director of Policy and Planning – Directs strategic management of global trends and frames recommendations for the Secretary of State to advance U.S. interests and American values.

Regional Assistant Secretaries of State (African Affairs, East Asia and the Pacific Affairs, European and Eurasian Affairs, Near Eastern Affairs, South and Central Asian Affairs, Western Hemisphere Affairs) – Charged with implementing American foreign policy in their region and with advising the Under Secretary for Political Affairs on matters relating to diplomatic missions within that area.

Functional Assistant Secretaries of State (Population, Refugees, and Migration; International Narcotics and Law Enforcement; Democracy, Human Rights, and Labor; Political-Military Affairs; Economic, Energy, and Business Affairs; and International Organizations) – Charged with the responsibility for formulating policies on, and for administering programs regarding, their specific function.

Chief of Staff to the Secretary of State – Senior advisor to the Secretary and person in charge of managing the staff and priorities of the Secretary of State.

Spokesperson of the Department of State – Position at the State Department charged with day-to-day public communications and press relations.

Coordinator for Reconstruction and Stabilization – Responsible for leading, coordinating and institutionalizing U.S. government civilian capacity to prevent or prepare for post-conflict situations, and to help stabilize and reconstruct societies in transition from conflict or civil strife.

National Security Council

Exact titles and configuration vary by administration.

Deputy National Security Advisor – Serves as principal deputy to the National Security Advisor.

Deputy National Security Advisor for Global Development^{†*} – The position would be responsible for White House and interagency development coordination and coherence.

Deputy National Security Advisor for International Economic Affairs – Serves as the lead advisor to the National Security Advisor on international economic affairs.

[†] *Recommended new position*

Deputy National Security Advisor for Regional Affairs – Serves as the lead advisor to the National Security Advisor on regional issues.

Deputy National Security Advisor for Counter-Terrorism/Other – Serves as the lead advisor to the National Security Advisor on counter-terrorism and related issues.

Senior Directors for Regional and Functional Areas – Serve as the lead advisors to the National Security Advisor on issues of development, health, humanitarian assistance, trade, and economics.

U.S. Agency for International Development (USAID)

Deputy Administrator of USAID – Assists in the implementation of the USAID mission and supports the Administrator on overall management of the Agency.

Counselor – Provides strategic counsel to the Administrator and overseas the concerns of the Foreign Service Corps.

Assistant Administrator for Legislative and Public Affairs of USAID – Advises the USAID Administrator on legislative matters, directs all legislative affairs for the Agency and acts as the Agency's principal liaison with the Congress as well as oversees USAID's public outreach efforts.

Regional Assistant Administrators of USAID (Africa, Asia, Middle East, Europe and Eurasia, and Latin America and the Caribbean) – Oversee USAID programs in their region.

Functional Assistant Administrators of USAID (Global Health; Economic Growth, Agriculture, and Trade; and Democracy, Conflict, and Humanitarian Assistance) – Oversee USAID programs promoting their specific function.

Chief Operating Officer – Coordinates policy, operating budget planning, and management issues for the Agency.

Other Foreign Assistance

Global AIDS Coordinator – Ambassadorial rank position that leads the implementation of the U.S. President's Emergency Plan for AIDS Relief (PEPFAR).

Chief Executive Officer of the Millennium Challenge Corporation – Leads the work of the Millennium Challenge Corporation.

Deputy Chief Executive Officer of Millennium Challenge Corporation – Supports the CEO in overall management of the MCC.

Director of Peace Corps – Leads the agency responsible for overseeing deployment of thousands of American volunteers each year in 139 host countries, supporting a wide range of development activities including health education, environmental preservation and promoting access to information technology.

Deputy Director of Peace Corps – Supports the Director in the overall management of the Peace Corps.

Office of Management and Budget

Deputy Director of Office of Management and Budget – Directly assists in the development of the Federal budget and execution of the President's programs and policies.

Office of Management and Budget Associate Director, National Security Programs – Directly assists in the development of the Federal budget and execution of the President's national security programs and policies.

Office of Management and Budget Associate Deputy Director, National Security Programs – Assists in the development of the Federal budget and execution of the President's national security programs and policies.

Office of Management and Budget, Chief, International Affairs Division – Directly assists in the development of the International Affairs Budget and execution of the President's foreign policy programs and policies.

Department of Defense

Under Secretary of Defense for Policy – The Under Secretary of Defense for Policy is the principal staff assistant and advisor to both the Secretary of Defense and the Deputy Secretary of Defense for all matters concerning national security and defense policy. Leads defense policy planning and public diplomacy initiatives, fosters relations between the Department of Defense and foreign countries, and is Department’s lead on inter-agency policy matters.

Principal Deputy Under Secretary of Defense for Policy – Provides advice and assistance to the Secretary of Defense, Deputy Secretary of Defense and the Under Secretary of Defense for Policy on national security policy and planning.

Department of the Treasury

Under Secretary of the Treasury for International Affairs – Responsible for advising the Secretary of the Treasury on international economic policy, including U.S. support for the multilateral economic institutions.

Under Secretary of the Treasury for Terrorism and Financial Intelligence – Responsible for safeguarding the financial system against national security threats.

Assistant Secretary of the Treasury for International Affairs – Supports the Under Secretary of the Treasury for International Affairs in advising the Secretary of the Treasury on international economic issues, including U.S. support for the multilateral economic institutions.

Department of Health and Human Services

Director, Office of Global Health Affairs – Represents the Department to other governments, other Federal departments and agencies, international organizations, and the private sector on international and refugee health issues.

Director, Centers for Disease Control and Prevention – Manages the CDC, the nation’s premier public health agency.

Director, National Institutes of Health – Responsible for overall leadership, policy direction, and coordination of NIH biomedical research and research training programs.

Commissioner, Food and Drug Administration – Manages the FDA, which protects public health by evaluating and assuring the safety of America’s foods, drugs, and other products. FDA is also responsible for advancing the public health by helping to speed innovations that make medicines safer and more effective.

The Influencers

The following are other senior sub-Cabinet positions that are influential in shaping U.S. foreign and trade policy and national security strategy, and are involved in determining U.S. policy and support for global health, development and diplomatic initiatives.

Related Agencies

President and CEO, Overseas Private Investment Corporation (OPIC) – Top official responsible for promoting U.S. investment in emerging markets worldwide, fostering development and the growth of free markets.

President and CEO, Trade and Development Agency – Responsible for promoting economic growth in developing and middle income countries, while simultaneously helping American businesses to export their products and services.

Deputy U.S. Trade Representatives – Support the U.S. Trade Representative in promoting U.S. international trade policy at the bilateral and multilateral levels.

Administrator for the Foreign Agriculture Service (FAS) of USDA – Manages the mission of the FAS to improve foreign market access for U.S. products, build new markets, improve the competitive position of U.S. agriculture in the global marketplace, and provide food aid and technical assistance to foreign countries.

Coordinator of the Presidential Malaria Initiative – Administers the Presidential Malaria Initiative (PMI).

Department of Commerce

Deputy Secretary of Commerce – Helps to promote U.S. exports, negotiate and enforce international trade agreements and regulate sensitive goods and technology exports.

Under Secretary for International Trade – Leads the International Trade Administration, which participates in the development of U.S. trade policy, identifies and resolves market access and compliance issues, promotes American competitiveness, administers U.S. trade laws and undertakes a range of trade promotion and trade advocacy efforts.

Central Intelligence Agency

Principal Deputy Director of National Intelligence – Serves as the principal advisor to the President, the National Security Council, and the Homeland Security Council for intelligence matters related to national security.

Deputy Director, CIA - Assists the Director of the Central Intelligence Agency (D/CIA) and is authorized to exercise the powers of the D/CIA when the Director's position is vacant or in the Director's absence or disability.

Department of Defense and Joint Chiefs

Assistant Secretary of Defense for International Security Affairs - Principal advisor to the Secretary of Defense on the formulation and coordination of international security strategy and policy, with responsibility for the Middle East, Africa, Europe and NATO.

Assistant Secretary of Defense for Asian and Pacific Security Affairs - Principal advisor to the Secretary of Defense on the formulation and coordination of international security strategy and policy for international security strategy and policy, with responsibility for East Asia, South and Southeast Asia, and Central Asia.

Assistant Secretary for Health Affairs - Serves as the staff assistant and advisor to the Secretary and Deputy Secretary of Defense and the Under Secretary of Defense for Personnel and Readiness for all Department of Defense health policies, programs, and activities; has the responsibility to effectively execute the department's healthcare mission.

Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs - Principal advisor to the Secretary of Defense on the formulation of security strategy and policy for the Western Hemisphere.

Assistant Secretary of Defense for Global Security Affairs - Principal advisor to the Secretary of Defense for global security partnerships and coalition affairs.

Director of Defense Security Cooperation Agency - Facilitates the provision of financial and technical assistance, transfer of defense material, training and services to allies, and promotes military-to-military contacts.

Combatant Commander, AFRICOM - Manages the Department of Defense regional command in Africa.

Secretary of the Army - Senior official of the Department of the Army and responsible for the effective and efficient functioning of the Army.

Secretary of the Navy - Senior official of the Department of the Navy and responsible for the effective and efficient functioning of the Navy.

Secretary of the Air Force - Senior official of the Department of the Air Force and responsible for the effective and efficient functioning of the Air Force.

The Implementers

The following are other key senior Administration staff positions that play key roles in policy implementation of U.S. support for global health, development and diplomatic initiatives.

Chief of Staff of the Millennium Challenge Corporation – Coordinates planning for the Millennium Challenge Corporation.

Chief of Staff, Office of the Global AIDS Coordinator – Coordinates planning for the Office of the Global AIDS coordinator.

Assistant Secretary of Energy for Policy and International Affairs – Primary policy advisor on international policy and responsible for the Department of Energy’s international energy activities.

Staff of Policy Planning, Department of State – Serves as a source of independent policy analysis and advice for the Secretary of State.

Coordinator for Counterterrorism, Department of State – forges partnerships with non-state actors, multilateral organizations, and foreign governments to advance counterterrorism objectives and the national security of the U.S.

Staff of Legislative Affairs: NSC, USAID, OMB, State – Manages relationships with, and issues important to, Capitol Hill.

Deputy Assistant Secretary of Treasury for Multilateral Affairs – Responsible for U.S. participation in multilateral development institutions, including the World Bank, IFC, and the regional development banks. *In previous administrations there have been other Deputy Assistant Secretaries of Treasury that play a strategic role.*

Front Office Staff of Affected Agencies (CDC, Labor, Treasury, OPIC, Peace Corps, etc.) – Provide support to agencies.

U.S. Executive Directors to the World Bank and IMF – Support U.S. policy to international financial institutions.

Director of International Affairs, Department of Education – Responsible for coordination of the Department of Education’s international presence and administers over 40 international programs with annual budgets totaling over \$120 million.



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