

EISENHOWER FELLOWSHIPS – 2009 Multi Nation Program
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Colonel Bruno Foussard
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Colonel Bruno Foussard has enjoyed a rapid rise in the French Air Force, amassing more than 2,600 flight hours and 120 war missions conducted over Bosnia and Kosovo, Iraq, and Afghanistan. As a result of his extensive operational experience, coupled with his current work overseeing planning for enhanced air force capabilities and development of new combat aircraft and weapons systems, Col. Foussard was invited to serve as the Air Force spokesperson on defense and security matters for the Commission which prepared France's recent White Paper on Defense and National Security.

Col. Foussard's fellowship focused on linking military and civilian aspects of leadership to discussions about strategic surprise. Meetings with senior executives from U.S. governmental agencies working on homeland security issues, as well as with defense-orientated think tanks and not-for-profit institutions, gave Col. Foussard a broad opportunity to better understand the shifts triggered by the events of 9/11. Discussions at the Department of Homeland Security, the National Counterterrorism Center, and the Office of the Director of National Intelligence focused on the ongoing need for effective joint operational planning and joint intelligence gathering. They further stressed that information superiority is the key determinant of strategic success, requiring integration of international, military, and domestic intelligence capabilities through policy, personnel and technological measures to ensure decisive advantage.

His meetings at the federal level were complemented by corporate sector meetings at The Boeing Company and Microsoft, where discussion centered around the potential of suitable and adaptable software solutions for warplanes and military equipment. In addition, Col. Foussard met with security experts at Harvard University's Belfer Center and George Washington University's Homeland Security Policy Institute, as well as with executives of the Aspen Institute's Homeland Security Program and Business Executives for National Security. Other highlights included several meetings with senior executives at RAND Corporation's Project Air Force in Washington, DC and Santa Monica, CA, and with Richard Sheirer of Giuliani Partners, former New York City Commissioner of Emergency Management during the 9/11 events, who recounted the full scope of events that day and following.

While originally intending to orient his program away from military organizations, Col. Foussard elected mid-program to incorporate these elements, and had several highly productive meetings at the U.S. Joint Forces Command, NORAD-U.S. Northern Command, and U.S. Strategic Command, and also attended the Joint Warfighting Conference. His most significant take-away from these meetings was that future forces will have to adapt to a very wide range of threats and adversaries, as well as diverse natures of conflict, and that these threats will require almost real-time adaptation and flexible techniques and equipment to respond.

Col. Foussard brought a great sense of adventure and humor to his fellowship, initiating a trip with a group of Fellows to Forks, WA, where the movie *Twilight* was filmed, and gaining notoriety after an evening spent belting out Abba songs at a karaoke bar in Philadelphia. Upon learning of his predilection for singing Abba songs, Gen. Colin Powell regaled attendees of EF's Annual Awards Dinner in May with his own version of Abba's *I Have A Dream*, an experience no one will soon forget.