

# **Charting a Brighter American Future: The Case for a U.S. Office of Strategic Foresight**

By Robin Champ, Kara Cunzeman, and Suzette Brooks Masters



## About FFAA

The Federal Foresight Advocacy Alliance (FFAA) is a collective endeavor of foresight and strategy professionals dedicated to enhancing the strategic posture of the United States through championing the establishment of a U.S. Office of Strategic Foresight.

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# Charting a Brighter American Future: The Case for a U.S. Office of Strategic Foresight

## Executive Summary

Geopolitical uncertainties, demographic and technological shifts, extreme environmental events, access to critical resources, and rapidly shifting paradigms make the establishment of a U.S. Office of Strategic Foresight imperative for national resilience and strategic advantage. This office would support an integrated whole-of-government approach to foreign and domestic strategy, policy formulation, and implementation in order to prepare the country to address its most significant future challenges and opportunities.

The absence of such a centralized foresight entity within the federal government poses a formidable threat to the nation's capacity to navigate emergent challenges and capitalize on opportunities. Moreover, the failure to integrate foresight<sup>1</sup> into a national strategy formulation process is a critical vulnerability, leaving the United States reacting to the near-term and status quo, instead of proactively paving a brighter future for the nation.

Without dedicated mechanisms for anticipatory governance, such as foresight-informed decision-making, the consideration of multiple future scenarios, and a focus on the longer term, the U.S. risks falling behind global peers and adversaries alike who have embraced strategic foresight as a linchpin for charting a future course amid uncertainty and accelerating change.

The benefits of establishing a U.S. Office of Strategic Foresight are profound, promising early identification of emerging threats and opportunities, improved policy and strategy formulation, heightened adaptability, and the cultivation of a long-term thinking culture.<sup>2</sup> Drawing inspiration from successful models in Canada, Finland, and the European Union, the proposed U.S. Office of Strategic Foresight would serve as an essential catalyst for anticipation, innovation, resilience, prosperity, and global competitiveness.

Now is the time to fortify the nation's capacity to navigate complexity and uncertainty, enhance decision-making, and secure a future that aligns strategy formulation and implementation to state-of-the-art approaches in strategic foresight methodologies.

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<sup>1</sup> OMB Circular No. A-11, part 6, Page 21 of Section 200.

<https://www.whitehouse.gov/wp-content/uploads/2018/06/s200.pdf>

<sup>2</sup> Kara Cunzeman and Robin Dickey. "Project North Star: Strategic Foresight for National Grand Strategy." *The Aerospace Corporation*. July 6, 2023. <https://csps.aerospace.org/papers/project-north-star-strategic-foresight-us-grand-strategy>

*“Across the government, there were failures of imagination, policy, capabilities, and management. The most important failure was one of imagination.”*

*9/11 Commission Report<sup>3</sup>*

## **1. The Goal: Creating a U.S. Office of Strategic Foresight**

Against the backdrop of a rapidly changing and tumultuous 21st century landscape, the Federal Foresight Advocacy Alliance (FFAA) champions the establishment of a dedicated U.S. Office of Strategic Foresight, potentially housed within the Office of Management and Budget (OMB) or created as a new office elsewhere within the Executive Branch. Longer term, the ambition is the establishment of a Cabinet-level Department of Strategic Foresight and/or the appointment of a National Foresight Advisor, both endowed with adequate funding, staffing, authority, and clear legal mandates.

Ideally, this culture of preparedness, anticipation, and imagination would permeate other branches of government and civil society more broadly: the United States Congress would incorporate foresight practices into its decision-making and the interagency, local and state governments, educational systems, academia, and the private sector would also see adoption of strategic foresight.

This bold vision is rooted in the urgent need for proactive 21st century governance. The proposed office would spearhead the development, deployment, and use of strategic foresight across the U.S. government, ensuring that federal officials at the highest levels are integrating alternative futures and anticipatory methods into strategy development and strategic decision-making processes. Crucially, this office, whether located within OMB or established as a standalone entity, would need to be appropriately funded to enable its pivotal role.

Positioned as a strategic vanguard, the proposed office recognizes the inherent uncertainty of the future, systematically examines alternative scenarios, and prepares for potential disruptions. This proactive stance seeks to shield the nation from being blindsided, promote thinking ahead in order to manage and to lead through change, and outpace adversaries. The office aspires to illuminate new future possibilities that will ignite imagination, innovation, and ideas that can build a better future for Americans. By transcending the immediate time horizon, it will ensure that strategy development and implementation, as well as policy making, serve both America’s current and long-view interests and aspirations.

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<sup>3</sup> [/911/report/911Report\\_Exec.pdf](#), page 14.

## ***What is Strategic Foresight?***

Strategic foresight is a disciplined approach to exploring a range of possible futures that can help decision-makers better navigate uncertainty.

In the context of a strategic planning best practice, foresight is generally characterized as insight into how and why the future might be different from the present. Foresight practices include environmental scanning, trend analysis, and scenario-based planning, and other methods to engage individuals in thinking about the long-range future. While foresight is often considered as the "act of looking forward" so as to plan for the future, it is not the same as forecasting, which seeks to make statements or assertions about future events based on quantitative and qualitative analysis and modeling.

Foresight is recognized as a best practice in crafting and implementation of national strategy by OMB Circular A-11<sup>4</sup>.

## **2. Problem Statement**

The United States can significantly improve its ability to make critical futures-ready decisions in an increasingly complex and quickly evolving environment. Without a U.S. Office of Strategic Foresight, America's capacity to proactively address emerging threats and opportunities is limited. Below are several challenges such an office could address:

- **Absence of an Integrated National Strategy.** There are currently no requirements, mechanisms, or incentives for the U.S. to develop its collective long-view aspirations and associated strategy, taking into account both foreign and domestic interests, and integrate them into a long-view plan that will deliver a better future for the American people. Moreover, currently there is no focal point within the U.S. Government that is tasked with taking the public's pulse on its visions for the future, nor with articulating a preferred vision or visions for America's future beyond the next electoral cycle.
- **Global Competitive Disadvantage.** The U.S. lags behind peers such as Canada, Finland, and the European Union in adopting strategic foresight as a linchpin for national resilience and policy leadership. The competitive disadvantage arises from the absence of a centralized, well-funded office dedicated to strategic foresight, impacting the adoption of foresight skills among government personnel and hindering coordinated foresight practice across branches, agencies, and key stakeholders. The U.S.' size, power, and geographic advantages no longer insulate it from risks arising from rapid change and emerging transnational issues.

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<sup>4</sup> <https://www.whitehouse.gov/wp-content/uploads/2018/06/a11.pdf>

- **Lack of Foresight-Informed Strategy and Decision-making.** Today, national strategy development and subsequent strategies, such as the national security strategy, national defense strategy, national cyber security strategy, etc., do not sufficiently incorporate foresight into their formulation and implementation, despite OMB Circular A-11, Part 6, citing foresight as a strategic planning best practice. The absence of dedicated mechanisms for anticipatory governance hinders the U.S. from making informed decisions based on a comprehensive understanding of multiple future scenarios. Without the link between foresight and strategy, we are putting our nation at risk of failing to identify unforeseen risks and opportunities and to proactively adjust our course based on these insights.
- **Inadequate Dedicated Foresight Leadership.** The absence of a dedicated federal office results in a fragmented and inconsistent approach to strategic foresight. While some pockets within the U.S. government practice anticipatory and strategic foresight thinking, it is not embedded at the highest policy making levels, leading to a lack of coordination, consistency, and continuity in foresight practice across government.
- **Stove-piped Information and Authorities.** The U.S. Government is not structured to handle complex, interconnected issues at speed and relies on decision structures designed to address a more linear, predictable world that no longer exists. Although pockets of strategic foresight practice exist, there is no single office that can assess benefits and risks of emerging issues and approaches for the American people across all agencies and issue areas, and benchmark them to the nation's vision of the future.
- **Short-Term Focus.** Decision-making tends to be responsive and reactive, and often impacted by election cycles and political volatility. There is inadequate focus on the long-term. By carving out resources to both solve today's problems, as well as invest in future-focused activities, we can address short-term issues while preparing for long-term uncertainty in a proactive fashion.
- **Lack of Diverse Perspectives in Decision-making.** The limited cross-disciplinary collaboration and lack of diverse perspectives hinders our ability to imagine, inspire, and innovate. Strategy fit for the 21st century requires pooling a wider set of perspectives from across the public and private sectors, and members of the public, and collaboration on new, innovative solutions that leverages that breadth and depth of expertise.
- **Reactive, Not Proactive.** The current reactive approach to strategic planning leaves the nation in a perpetual state of catch-up. Recent global events, such as natural disasters and geopolitical conflicts, underscore the urgency of shifting towards proactive strategies followed by effective implementation.

- **Insufficient Preparedness for Uncertainties.** The unpredictable nature of the contemporary world demands a higher degree of preparedness, adaptability, and resilience. The absence of a dedicated foresight office means the government and society lack a systematic mechanism for navigating uncertainties, leaving them vulnerable to unexpected developments.
- **Missed Opportunities for Innovation.** Without a centralized hub for strategic foresight, the nation risks missing opportunities for innovation and growth. A U.S. Office of Strategic Foresight would serve as a catalyst for identifying and capitalizing on emerging opportunities, ensuring the United States remains competitive on the world stage.
- **No Incentives to Drive Modernization of Decision-making.** Programs and leaders are incentivized to stick to short term outcomes and results, and status quo programming. Establishing a funded office with authority to drive change into the interagency and federal workforce will be required to modernize decision-making.
- **Inability to Adequately Prioritize Long-Term Investments.** The absence of a long-term foresight-informed strategy makes it difficult to prioritize investments, including discontinuing some of them, and align initiatives to achieve long-term national interests.

In summary, the establishment of a U.S. Office of Strategic Foresight is imperative to address current challenges and inadequacies in strategic planning and management, and effectively navigate a rapidly evolving domestic and global landscape.

### 3. The Benefits of a U.S. Office of Strategic Foresight

The establishment of a U.S. Office of Strategic Foresight offers a multitude of compelling benefits crucial to navigating the domestic and foreign policy complexities of our contemporary global landscape. Key benefits include:

- **Early Identification of Emerging Opportunities and Threats.** A dedicated U.S. Office of Strategic Foresight would act as a vigilant sentinel, systematically monitoring and analyzing emerging trends across all domains, foreign and domestic. By identifying early signals of change, potential disruptions, and innovative opportunities, the office would empower policymakers with foresight, allowing a whole-of-government approach to proactively address challenges before they escalate and capitalize on emerging opportunities ahead of competitors. This early identification is essential in a world where the pace of change is accelerating, providing a crucial advantage in strategic planning.

- **Improved Strategy and Policy Formulation.** The U.S. Office of Strategic Foresight would serve as an invaluable resource for policymakers by providing them with comprehensive insights into the changing global and domestic environment and the potential futures they could hold. The office will also be responsible for coordinating and developing an integrated national strategy, helping translate insights from foresight into key policy and investment decisions that can help best posture the nation through a more integrated and future-forward approach. By synthesizing information from diverse experts and utilizing cutting-edge analytical tools, the office would facilitate a more informed and strategic approach to policy formulation and implementation. Decision-makers would have access to a holistic understanding of potential outcomes, enabling them to craft policies that are not only effective in the short-term but also aligned with long-term national objectives.
- **Enhanced Adaptability and Resilience in the Face of Uncertainty.** In an era marked by unpredictability, the U.S. Office of Strategic Foresight would play a pivotal role in enhancing the nation's adaptability and resilience. By systematically exploring a range of future possibilities, the office would equip the government, businesses, and society with the knowledge and flexibility needed to navigate uncertainties effectively. This heightened level of preparedness would reduce vulnerabilities and increase the country's ability to respond resiliently to unforeseen challenges, ensuring a more robust and adaptive national framework.
- **Facilitation of Cross-Disciplinary Collaboration.** The office would create a neutral platform for experts from diverse fields to collaborate and pool their insights. This cross-disciplinary collaboration would lead to a more comprehensive understanding of the complex dynamics shaping the future. By leveraging expertise across a wide variety of subject matter areas such as economics, technology, geopolitics, and environmental sciences, the office would generate holistic perspectives that go beyond the limitations of individual sectors, fostering innovation and informed decision-making.
- **Cultivation of a Long-Term Thinking Culture.** Establishing a U.S. Office of Strategic Foresight would instill and promote a culture of long-term thinking within the government. By steering policies away from short-term fixes and emphasizing durable solutions, the office would contribute to the development of sustainable strategies aligned with the nation's overarching objectives. This cultural shift is essential for fostering strategic planning and management that transcends immediate challenges, ensuring the United States remains adaptable and competitive in a rapidly evolving global landscape.
- **Global Competitiveness and Innovation.** The office would position the United States as a global leader in anticipating and shaping its future. By identifying



emerging opportunities and potential weak points in national systems, the nation would be better positioned to capitalize on emerging innovative capabilities, fostering economic growth and maintaining a competitive edge on the world stage. The foresight-driven innovation would contribute to the country's global leadership in key sectors, ensuring its continued relevance and influence.

Creating a U.S. Office of Strategic Foresight will equip the United States with the tools and insights necessary to shape a better, more secure future for the nation and its citizens.

#### **4. Comparative Analysis: The U.S. Lags its Peers**

At this time of uncertainty, flux and rapid change, it's critical for the U.S. government to create a forward-looking dedicated office and capacities to mitigate risk, promote adaptability and resilience, anticipate trends and disruptions, seize opportunities, stress test current approaches and assumptions, take the longer view, and proactively align policy around shared aspirations for the nation.<sup>5</sup>

While pockets exist within the U.S. government where this type of anticipatory and strategic foresight thinking is practiced rigorously and has seen measurable success in longitudinal studies,<sup>6</sup> more typically in agencies dedicated to national security, it is neither supported nor embedded within U.S. policy making circles at the highest levels nor is it implemented in a holistic way across the entirety of the government.<sup>7</sup> The absence of a comprehensive national approach places the U.S. at a competitive disadvantage with its peers and adversaries, hindering the nation's ability to anticipate emerging challenges (particularly those that fall outside of national security agency purview) and to lead responsibly and purposefully into the future, while addressing inevitable short-term crises.

Several nations and governing entities are in the vanguard in recognizing the paramount importance of strategic foresight in governance, policy making, innovation and preparedness, and are leading in implementing its use by their governments. These include Canada, Finland, and the European Union, as well as Singapore and the United Arab Emirates. While there are a range of design options for such offices and leadership roles, these foresight pioneers typically have established dedicated offices, expanded existing roles, and institutionalized use of strategic foresight as an integral part of strategy and policy formulation across all their government agencies. Some have also ensured that these capacities exist in all branches of government, not just the executive.

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<sup>5</sup> Peter Scoblic, Strategic Foresight in U.S. Agencies. New America. December 2021.

<https://www.newamerica.org/future-security/reports/strategic-foresight-in-us-agencies/>

<sup>6</sup> Notably, a decades-long effort in foresight by the U.S. Coast Guard's Project Evergreen improved their strategy and preparedness. <https://www.uscg.mil/portals/0/Strategy/Report%20Evergreen%20I.pdf>

<sup>7</sup> Many of those practitioners are members of a network called the Federal Foresight Community of Interest ([ffcoi.org](http://ffcoi.org))

The U.S. lags these pioneers in strategic foresight skill adoption among government personnel, and in assuring coordination, consistency, and continuity in anticipatory foresight practice and strategy development across its branches and agencies and within its executive offices. This is a critical competitive disadvantage that could imperil the U.S.' policy leadership in the future.

We highlight a few of the best-in-class examples below.<sup>8</sup>

## Canada

Canada has long prioritized planning and strategy. Policy Horizons Canada (PHC) is the heart of its foresight capability, with a staff of more than 30 and a mandate<sup>9</sup> to assist the Canadian government in developing future-oriented policy and programs that will be robust and resilient in the face of disruptive change and to align those policies with achievement of shared goals for Canadian society. PHC works across different agencies within the Canadian government, engages in strategic foresight research, and trains government officials in the use of foresight skills. It also reports to the Privy/Cabinet Office, giving it a direct line to the Prime Minister. By engaging in horizon scanning, scenario planning, and other foresight methodologies, PHC has helped policymakers develop a nuanced understanding of complex and evolving issues and equipped government leaders to respond strategically to unforeseen challenges, enhancing the nation's resilience in an ever-changing global landscape.

## Finland

Finland has a very developed foresight infrastructure<sup>10</sup> across all its government branches and civil society, pairing a strong Strategic Foresight Unit in the Prime Minister's Office with dedicated capacity in Parliament, as well as strong links to innovation and futures-oriented institutions outside government. Regularly, and before elections, the executive branch is required to issue a Government Report on the Future<sup>11</sup> to Parliament that sets a long-term strategy. This report's preparation is used to focus on future national priorities and to engage agencies across the government as part of a whole-of-government effort to set a collective future course. Parliament's Committee for the Future<sup>12</sup> must approve the report and use it to shape priorities for the next term and produce its own futures reports on key issues. Each executive branch agency must produce futures reports to inform government policy.

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<sup>8</sup> School of International Futures report for the UK government, May 2021.

<https://assets.publishing.service.gov.uk/media/609aa43ae90e07357baa8324/effective-systemic-foresight-governments-case-studies.pdf>

<sup>9</sup> <https://horizons.service.canada.ca/en/about-us/index.shtml>

<sup>10</sup> <https://vnk.fi/en/foresight>

<sup>11</sup> <https://vnk.fi/en/foresight/government-report-on-the-future>

<sup>12</sup> <https://www.eduskunta.fi/EN/valiokunnat/tulevaisuusvaliokunta/Pages/default.aspx>

## The European Union

In recognition of the dramatic disruptions caused by climate change, digital technology, and geopolitics, the European Commission (EC) has launched an initiative<sup>13</sup> to embed strategic foresight into its policy development work. The EC's Vice President leads the overall effort, with the EC's Secretariat-General and Joint Research Centre in charge of implementation. The EC's Strategic Foresight Network ensures long-term policy coordination between all Directorates-General, works with international partners, and draws on EC Member States' public foresight capabilities through the European Union (EU) Foresight Network. This collaborative approach has yielded tangible benefits in terms of policy coherence, enhanced coordination, and improved responsiveness to emerging challenges. In addition, the European Strategy and Policy Analysis System (ESPAS) works across nine EU institutions and bodies, including the European Parliament and the European Commission, to think longer term about the challenges and opportunities facing Europe.

In conclusion, designing and establishing a U.S. Office of Strategic Foresight will build on the experiences of other nations and organizations, ensuring its maximal effectiveness in navigating the complexities of the future. As the United States considers the creation of such an office, drawing inspiration from these successful models can serve as a roadmap for building a more resilient, adaptive, and future-oriented governance framework. Specifically, it is important for the new office to elevate and centralize the use of foresight in policy and strategy at the highest levels, to promote the use of foresight in all its agencies and provide necessary training for government personnel, and to coordinate and convene high level agency designated representatives regularly to assure that domestic and international strategy development, implementation, and policy making benefit from the rigorous analysis of possible futures and maximal stakeholder engagement.

## 5. The New Office's Operational Structure and Functions

The U.S. Office of Strategic Foresight should be designed to efficiently fulfill its mission through a well-organized structure. At the helm is the **Director**, providing overall leadership, strategic direction, and coordination, supported by the **Deputy Director**, who oversees daily operations, communicates the value proposition, collaborates with external stakeholders, and manages specific functional areas to achieve tangible results. It is recommended that the Director have a term duration that reduces the possibility of partisan preference during administration changes and mitigates the potential for politicization of the office. For example, this leadership model could be similar to that of the Internal Revenue Service, which rotates commissioners every five years, or another appropriate time period.

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<sup>13</sup> [https://commission.europa.eu/strategy-and-policy/strategic-planning/strategic-foresight\\_en](https://commission.europa.eu/strategy-and-policy/strategic-planning/strategic-foresight_en)

Several Functional Units would form the backbone of the office, each with a distinct role. The **Horizon Scanning Unit** engages in continuous monitoring of emerging trends, technologies, and global developments. **Analysis and Research Units**, composed of experts in diverse fields, contribute their insights on economics, technology, geopolitics, and environmental sciences. The **Synthesis, Scenario Planning, and Insight Unit** is dedicated to employing best-in-class foresight methodologies to explore and develop plausible future scenarios and assess their implications. The **Integrated National Strategy Support Unit** would be composed of strategy and foresight professionals who coordinate all stakeholders in the development of an integrated national strategy, and help translate it into tangible policy and investment decisions. They work with the audit function to measure and ensure milestone objectives of the long-view strategy are met over time. The **Training and Education Unit** focuses on enhancing foresight capabilities across government agencies, while the **Insight Dissemination and Communications Unit** communicates foresight findings, insights, and recommendations to relevant stakeholders.

**Collaborative Platforms** that allow for both interagency and broader public and private sector collaboration play a crucial role in facilitating information sharing, ideation, and coordination. **Interagency Coordination** mechanisms are established to collaborate with various government agencies, and an **External Advisory Board** engages experts from academia, industry, and civil society to provide external perspectives and insights and drive collaborative ideation.

To address specific needs, **Regional or Issue-Specific Teams** may be formed, concentrating on particular regions, industries, or thematic areas. Staffing for the office is envisioned to comprise a multidisciplinary team, including futurists, strategists, economists, technologists, geopolitical analysts, environmental scientists, systems thinking experts, data scientists, and professional facilitators. Recruitment strategies prioritize individuals with a strong track record in foresight methodologies, analytical skills, and strategic thinking.

Funding is a critical component, requiring a dedicated budget for effective functioning. This budget, allocated through the federal budgeting process, covers initial setup costs and ongoing operational expenses, including personnel salaries, technology, analytical tools, training programs, collaborative initiatives, and public outreach efforts.

The **Key Functions** of the U.S. Office of Strategic Foresight are outlined to guide its activities. **Horizon Scanning** involves continuous monitoring, advanced data analytics, and engagement with external experts. **Synthesis, Scenario Planning, and Insight Development** includes extensive workshops, collaboration with subject matter experts, and analysis of potential impacts. **Integrated National Strategy Development** requires robust collaboration across all U.S. government agencies through the guided development of a foresight-informed national strategy, to include developing vision, long-view goals, and

identification of tangible policy and investment milestones to ensure continual progress towards the nations preferred futures. **Training and Education** focuses on developing programs and certification resources to enhance foresight capabilities, while **Insight Dissemination and Communications** involves publishing reports, organizing events, and collaborating with media outlets.

The overarching goal of **Collaboration and Interagency Coordination** is to foster collaboration with government agencies and external stakeholders, achieved through the establishment of interagency working groups, information-sharing platforms, and engagement with external advisory boards and international counterparts. Lastly, **Research and Analysis** involves conducting in-depth analysis, undertaking research projects, producing reports, and providing expert analysis upon request from government agencies.

Further, each federal agency shall have a **Chief Foresight Officer**, who is dual-hatted as the **Chief Strategy Officer**, as outlined in OMB Circular A-11, Part 6. These Chief Foresight Officers will form the **Interagency Foresight Coordination Group**, which will be chaired and convened by the U.S. Office of Strategic Foresight.

Through this comprehensive organizational structure and the execution of key functions, the U.S. Office of Strategic Foresight aims to contribute to proactive decision-making, enhance strategic management across the government, increase national resilience, and navigate the challenges and opportunities presented by an ever-evolving global landscape.

## 6. Recommendations

To advance the establishment of the U.S. Office of Strategic Foresight, action must be taken urgently on a number of fronts:

- An **executive order and/or legislative action** is needed to create the new office within the Executive Branch, preferably within OMB. Even if an executive order is issued, legislative support is paramount to secure the legal foundation, longevity, and proper resourcing. This should include modifications to the Government Performance and Results Act Modernization Act (GPRAMA) and OMB Circular A-11, Part 6.
- The office should be legally designated with responsibility to coordinate, develop, and assess a **whole-of-government Futures Strategy** that is foresight-informed.
- **The office must be adequately resourced.** Resources are needed both for the initial setup and ongoing operational expenses of the foresight office. Leadership

appointment comes next, urging the prompt selection of a director and deputy director who can provide strong and visionary leadership.

- **A comprehensive planning process will be required.** A dedicated planning task force, which includes a diverse set of foresight and strategy experts, should be charged with the office's design and operationalization. This task force would conduct thorough planning, requirements assessment, and draft a detailed roadmap for the establishment and operationalization of the office.
- **Engage key stakeholders**, including policymakers, government agencies, experts, and the public. This inclusive stakeholder engagement process is crucial for garnering broad support, incorporating diverse perspectives, and fostering transparency in the establishment process for the office.
- **Ensure an understanding of Strategic Foresight.** As outlined in OMB Circular A-11, *foresight is different from forecasting*. Without properly educating policy makers and the public of this critical difference, there could be misinterpretation of the office's work products and their implications.
- The U.S. Office of Strategic Foresight should **employ public-private partnerships**, and leverage best-in class talent from the private sector and academia to bolster its capabilities. Establishing rotational positions between industry and the office, as well as requiring rotation within the interagency to the office, would draw on industry best practices and new thinking on an ongoing basis to assure continuous innovation. Contractor support should be competitively re-bid on a regular basis to reduce idea stagnation and remove outdated processes.
- Finally, **a formal certification process** for both strategy professionals and foresight professionals also needs to be established. For example, the International Association for Strategy Professionals (IASP) provides certification for Strategy Planning Professionals (SPP) and Strategy Management Professionals (SMP). A separate industry-wide or government-developed foresight certification needs to be created to ensure federal government professionals have the appropriate foresight skills.

By embracing foresight methodologies, the U.S. government can proactively navigate the complexities of the future, enhance national resilience, and position the United States as a leader on the global stage. Establishing a U.S. Office of Strategic Foresight is critical to securing a better and more resilient future for the nation. The time for action is now.