

Cabinet Members Collaborate

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You Are a Member of the President's Cabinet

As a member of the President's Cabinet, you have great responsibilities as well as national name recognition. The president nominated you because of your personal qualities and areas of expertise. You are in charge of executing the laws made by Congress that apply to your department's area of supervision. You are carrying out policies of the administration. You are a proven leader who can solve problems and work within a team.

Elaine Chao, President George W. Bush's secretary of labor, 2001-2009, expressed the importance of the talent and diversity of Cabinet members during the January 10, 2013, NPR show "Former Cabinet Members On Being Part of the President's Team." She explained, "Our world is so complex, and things are moving so quickly, each one of us sees the world or sees reality in its very narrow prism despite our very best efforts. ... And if you put that — those slices of perceived reality together, you get actually a much better and informed picture as to what the real reality is."

During the same NPR program, former Secretary of State Madeleine Albright, who joined the Cabinet in President Bill Clinton's second administration, spoke of serving at the president's pleasure. "I do think it's important to have a Cabinet reflect what America is about. But what you want in a Cabinet are people that can operate as a team and serve the president by providing a lot of diverse views," stated Albright. "So it's that combination of being able to work as a team but at the same time presenting diverse views, and diverse views sometimes come from physical diversity and sometimes from just a different approach to issues."

APPLY THE IDEA

Propose a project with which your department will work with another department.

- What expertise will each department bring to the project?
- What bureaus or divisions within each department will be essential and most involved?
- Why will this collaboration be more successful than trying to accomplish your goal alone?

Sources: "Former Cabinet Members On Being Part of the President's Team," <http://www.npr.org/2013/01/10/169055048/former-cabinet-members-on-being-part-of-the-presidents-team>; Collaborating to Transform the Teaching Profession, <http://www.white-house.gov/blog/2012/05/30/state-and-district-education-leaders-collaborate-transform-teaching-profession>; Digital Textbook Playbook, <http://www.fcc.gov/encyclopedia/digital-textbook-playbook>; "A census of those without a home," <http://thewashingtonpostne.newspaperdirect.com/epaper/showlink.aspx?bookmarkid=DSZ32KCA4RB8>.

Secretaries Collaborate on Common Goals

Collaboration is a key to success whether working on the areas of oversight of your department, working with another Cabinet member where areas overlap, or facing complex issues and projects that require multiple departments and agencies to coordinate and utilize their expertise. Parties bring knowledge of aspects of the whole project. Both can contribute financial reality, feasibility reports and focus to goals.

Secretary Arne Duncan's U.S. Department of Education has partnered with more than seven national education organizations to focus on education with district, state and national leaders. The Federal Communications Commission, an independent agency, formed a collaborative with the Department of Education to develop the Digital Textbook Playbook.

Departments working with each other is demonstrated by The Department of Transportation working with the Department of Housing and Urban Development on affordable housing in transit-oriented developments. The secretaries of the Department of Housing and Urban Development and Veterans Administration have formed a strong working partnership.



BILL O'LEARY/THE WASHINGTON POST

The Cabinet secretaries of the Department of Housing and Urban Development and the Department of Veterans Affairs were on the streets of Washington, D.C., the last night of January 2013.

They and 180 warmly dressed volunteers were conducting the annual point-in-time survey of the homeless.

"I learned a long time ago I couldn't solve a problem I can't see," Shinseki told volunteers. "You've got to get the numbers and then you argue for the resources."

Donavan, 47, and Shinseki, 70, confer at least once a month.

Shaun Donavan, HUD secretary, right, interviews Willy Bowler in his shelter, as part of the nationwide HUD survey.

The United States shares two northern borders with Canada and its southern border with Mexico. These are two important countries with which we hold complex and numerous relations, treaties and agreements.

Canada is the largest export market of the U.S.; Mexico is its second largest. Mexico is the second-largest supplier of oil to the United States. Bilateral trade with Canada is “equivalent of \$1.6 billion a day in goods.” The United States is Canada’s largest foreign investor, and Canada is the fifth-largest foreign investor in the United States. Since 2000, U.S. companies have invested \$145 billion in Mexico.

The President’s Cabinet members are involved in many diverse conversations, studies, agreements and treaties with these two countries.

Two projects to focus reading and research are suggested on the following pages: U.S.-Mexico Relations and The Proposed Keystone XL pipeline extension. Overviews and resources are provided to start the exploration of these topics. Students are urged to read, consider different points of view, debate each other, write and continue their engagement with our two nearest neighbors.



THE WASHINGTON POST

An Integrated Curriculum For The Washington Post Newspaper In Education Program

PROJECT ONE:

Relations Between Mexico and the United States Are Addressed in Many Arenas

The Department of State compiles country profiles and fact sheets. A quick look at the “U.S. Relations With Mexico Fact Sheet” shows activities in:

- Clean energy initiatives
- Drug control
- Economic reform
- Environmental issues, wildlife and migratory birds
- Health and transborder infectious diseases
- Immigration, migration and homeland security
- Intellectual property rights
- Media
- National parks, forests and marine and atmospheric resources
- Tourism and travel
- Trade and NAFTA
- Transnational organized crime (Merida Initiative)
- Transportation

Agreements between the two countries include: U.S.-Mexico Binational Group on Bridges and Border Crossings; North American Commission for Environmental Cooperation; International Boundary and Water Commission, United States and Mexico; U.S. Agency for International Development programs addressing citizen security, reduction of greenhouse gas emissions and economic competitiveness; 39 bilateral agreements to govern shared use of the radio spectrum and border agreements to cover mobile broadband services.

WORKING WITH MEXICO

<http://www.dol.gov/ilab/mission.htm>
Bureau of International Labor Affairs (ILAB)

<http://www.washingtonpost.com/blogs/worldviews/wp/2013/01/20/watch-this-cartoon-that-explains-mexicos-cartel-violence/>

Drug War in Mexico

http://articles.washingtonpost.com/2012-11-29/opinions/35584554_1_energy-security-mexican-sensitivities-border-security

How U.S. can deepen ties in the Americas

<http://nie.washingtonpost.com/content/mexico-faces-challenges>

Mexico Faces Challenges

http://www.fws.gov/migratorybirds/Migratory_Bird_Program

<http://www.washingtonpost.com/blogs/wonkblog/wp/2012/11/12/study-nafta-raised-pay-here-and-abroad/>

Study: NAFTA raised pay here and abroad

http://articles.washingtonpost.com/2012-11-03/world/35504505_1_cartels-merida-initiative-mexican-border

U.S. cities become hubs for Mexican drug cartels' distribution networks

PROJECT TWO: Keystone XL Pipeline Extension

For the second project that focuses on the role of U.S. Cabinet departments and their relations with Canada, we focus on the proposed expansion of the existing Keystone XL pipeline. The proposed pipeline will connect the tar sands of Alberta, Canada, with the oil refineries of Texas. There are supporters and protestors on both sides of the border.



THE WASHINGTON POST

Read the articles and videos of both the Canadian and American press. Learn what scientists, environmentalists, politicians and businessmen, including those of TransCanada think. Consider the pipeline's impact on citizens.

The following pages provide resources to use in your quest to understand the many sides of the decision to be made by Department of State Secretary John Kerry after the State Department's assessment process is completed.

REPORT AND ADVISE

Do your research. Read, view and consider the many points of view. Come to a conclusion and send your report to Secretary John Kerry.

Moving Across Borders

http://www.thetbwg.org/index_e.htm

The Canada-United States Transportation Border Working Group

http://www.washingtonpost.com/business/economy/kerry-suggests-action-near-on-keystone-xl-pipeline/2013/02/08/d1f671f8-723a-11e2-8b8d-e0b59a1b8e2a_story.html

Keystone XL pipeline action is near, Kerry suggests

<http://www.transcanada.com/keystone.html>

Keystone XL Pipeline Project

http://www.fhwa.dot.gov/planning/border_planning/us_canada/U.S./Canada_Border_Transportation_Planning

<http://www.ctvnews.ca/canada/u-s-keystone-pipeline-decision-should-be-based-on-science-facts-oliver-1.1150865>

U.S. Keystone pipeline decision should be based on science, facts: Oliver

An Integrated Curriculum For The Washington Post Newspaper In Education Program

The Washington Post

AN INDEPENDENT NEWSPAPER

Keystone XL is coming back

PRESIDENT OBAMA rejected the Keystone XL oil pipeline this time last year, a result that Canada had every reason to be dismayed by, as did Americans whom the project would have employed. The issue is coming back, and the president has even less reason to nix the project than he did last time.

After years of federal review, there was little question last year that construction of the pipeline, which would transport heavy, oil-like bitumen from Alberta to the Gulf of Mexico coast, should proceed. Thousands of miles of pipeline already crisscross this country. An environmental analysis had concluded that the risks of adding this new stretch were low. An economic review had found that Canada would get its bitumen to the world market — if not via pipeline to the gulf, then very likely by ship to China. Supply would make it to demand, one way or another.

Environmentalists nevertheless made Keystone XL a rallying issue. Among other things, they pointed to disquiet in Nebraska about the pipeline's proposed route, objecting that it would traverse environmentally sensitive areas, such as the state's Sand Hills. Under pressure from Nebraska's government, would-be pipeline builder TransCanada began looking at altering the route. In the meantime, facing a congressionally mandated deadline, the Obama administration rejected TransCanada's application, citing the Nebraska routing question. Mr. Obama left open the possibility of approving a fresh

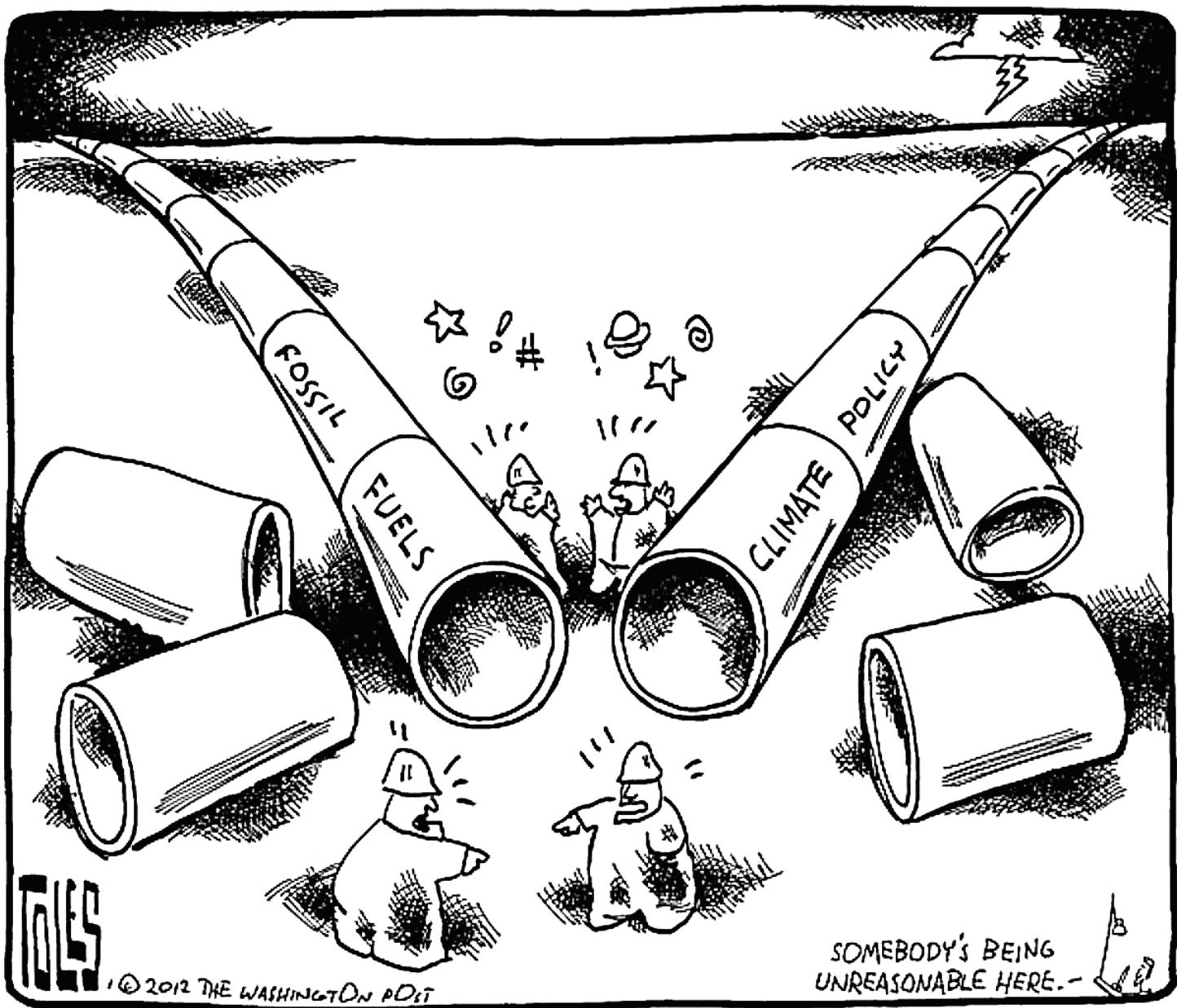
application that, conveniently, would come after the presidential election.

The election is past, TransCanada has reapplied with a new proposed route, and this week Nebraska Gov. Dave Heineman (R) signed off on the plan, following an analysis from the state's Department of Environmental Quality. The regulators found that the new route would avoid the Sand Hills and other areas of concern. Though there is always some risk of spill, they said, "impacts on aquifers from a release should be localized, and Keystone would be responsible for any cleanup." TransCanada will have to buy at least \$200 million in insurance to cover any cleanup costs.

Unfortunately, when Mr. Obama rejected the Keystone XL application last year, that also halted the federal regulatory process, and those cogs will take a while longer to start turning anew. The State Department, which has jurisdiction, has said it expects to have a decision in the first quarter of this year.

Mr. Obama should ignore the activists who have bizarrely chosen to make Keystone XL a line-in-the-sand issue, when there are dozens more of far greater environmental import. He knows that the way to cut oil use is to reduce demand for the stuff, and he has begun to put that knowledge into practice, setting tough new fuel-efficiency standards for cars and trucks. That will actually make a difference, unlike blocking a pipeline here or there.

January 23, 2013

Tom Toles

January 22, 2012

1. List and discuss four details in the Tom Toles' cartoon.
2. What does "it's in the pipeline" mean?
3. Are proponents of fossil fuel use and expanding supply sources destined to clash with those who seek attention be given to climate change? Support your response.
4. What is the view of Toles' alter ego in the lower right corner?
5. What images would you use to express two or more views about extending the Keystone XL pipeline into the United States?

On the Road With Steven Mufson and Michael S. Williamson

This Post series is covered by reporter Steve Mufson, photographer Michael S. Williamson and videojournalist Whitney Shefte. Selected articles present different perspectives concerning the expansion of the existing Keystone pipeline.



MICHAEL S. WILLIAMSON/THE WASHINGTON POST

South of Fort McMurray, Alberta, Canada, swaths of trees were removed to make way for an underground oil pipeline that carries product from the oil sands mines to processing facilities.



Fort McMurray, Canada
“Mining for oil”

June 18, 2012



South Dakota
July 16, 2012
“In South Dakota, skirting the reservations”



Steele City, Nebraska
July 15, 2012
“Behind the Salty Dog Tavern in Steele City”



North Dakota
July 18, 2012
“North Dakota boom has a price”

On the Road | *continued*

**South Dakota**

July 27, 2012

"Whose land is it? Ranchers fight back as TransCanada asserts eminent domain"

**Nebraska**

August 6, 2012

"Oil and water: Scientists, activists at odds over routing pipeline through Ogallala Aquifer"

**Spalding, Nebraska**

August 17, 2012

"Pipeline spans tricky terrain: In Nebraska and beyond, issue crosses party lines and inspires unlikely allies"

**Cushing, Oklahoma**

September 17, 2012

"Pipeline's path cuts across Indian Country and history"

**Cushing, Oklahoma**

September 18, 2012

"Keystone XL pipeline raises tribal concerns"

**Texas**

September 20, 2012

"A refiner awaits Keystone boom"

Routes of Keystone and Keystone XL Pipelines



MICHAEL S. WILLIAMSON/THE WASHINGTON POST



LARIS KARKLIS/THE WASHINGTON POST

Port Arthur, Texas

September 21, 2012

"Awaiting a new gusher:
The Texas refineries
at the end of the
Keystone XL line"