Airmen of Task Force 1041 conducting dismounted patrol near Balad Air Base, Iraq, Operation *Iraqi Freedom*, the first such missions by Air Force security forces since the Vietnam War

Transformation During War

America and its allies face a threat as great as any in the Nation's history. The danger posed by extremists, particularly terrorists armed with weapons of mass effects, spans borders and threatens the stability and economic prosperity of free states across the globe. This fourth year after the 9/11 attacks against citizens, civilians, and allies finds America still in recovery and engaged in a war on terror and a global economy slowly stabilizing.

Although individual memories may be short, the return to normalcy is not complete. We are recalibrating to find a new definition of *normal*. The world has changed: we live with color-coded alerts, anthrax scares, and not-so-friendly skies. Lest we become accustomed to this state of affairs, we must remember that the war is not over and liberty remains threatened. With enough commitment, resolve, and cooperation, those who embrace fear over freedom can again be overcome. But we will not win by guns and guts alone. Indeed, all freedom-loving nations, using their combined instruments of national power, will be required to establish and maintain a lasting peace. Unfortunately, those are a lot of moving parts to synchronize, so the challenge is vast.

On December 17, 2004, the President of the United States signed the Intelligence Reform and Terrorism Support Act. This was a major change to America's traditional security system, and it demonstrated a recogni-

1st Combat Camera (Mike Buytas)

tion and willingness to act and move beyond legacy arrangements of government into new and more effective relationships. Before signing the bill, President Bush said:

Nearly six decades ago, our nation and our allies faced a new threat—the new world of the Cold War and the dangers of a new enemy. To defend the free world from an armed empire bent on conquest, visionary leaders created new institutions such as the NATO Alliance. The NATO Alliance was begun by treaty in this very room. President Truman also implemented a sweeping reorganization of the Federal Government. He established the Department of Defense, the Central Intelligence Agency, and the National Security Council.

America, in this new century, again faces new threats. Instead of massed armies, we face stateless networks; we face killers who hide in our own cities. We must confront deadly technologies. To inflict great harm on our country, America's enemies need to be only right once. Our intelligence and law enforcement professionals in our government must be right every single time. Our government is adapting to confront and defeat these threats. We're staying on the offensive against the enemy. We'll take the fight to the terrorists abroad so we do not have to face them here at home.

The new *National Defense Strategy for the United States* describes in more detail the Department of Defense approach to modern security threats and the war on terror. The March 2005 document presents five strategic objectives: securing the United States from direct attack, securing strategic access, retaining global freedom of action, strengthening alliances and partnerships, and establishing favorable security conditions.

Are these merely organizational changes, or is this strategy transformational? Many contend that transformation of America's military is resident in a set of capabilities, an extension of former debates about the decades-old Soviet theory of military technological revolutions and American revolution in military affairs programs popular in the 1990s. But, as the Chairman of the Joint Chiefs has said, transformation is not just about technology and platforms—"transformation takes place between the ears." The cultural and intellectual factors of transformation are more important than new ships, planes, and high-tech weapons.

In past issues of *JFQ*, General Richard Myers described the transformation of America's military, and the militaries of our allies, in three parts: technological, intellectual, and cultural. Battling extremists the last several years has helped create new operational strategies shaped by innovation. This is why Joint Forces Command and forward thinkers in the services have recently moved beyond dogma and challenged old doctrinal approaches that may be less useful in today's strategic environment.

The military is adapting and succeeding, capturing lessons learned and changing the Cold War status quo. As the next Quadrennial Defense Review approaches, military and civilian defense professionals will debate transformation in a context of acquisitions, new systems, and evolving visions. Clearly, America's military is moving from a legacy, post–Cold War containment force to something new. But new technology, although necessary, is not sufficient to ensure international stability and prosperity. Recent successes in Afghanistan, Iraq, and other fronts in the war on terror have proven that the military instrument of power cannot succeed in the long term if used independently. In fact, transformation during this war on terror has demonstrated that new partners—agencies, allies, industry, nongovernmental organizations, and the private sector—must together provide a front that blends all the tools of national power to defeat modern, transnational threats. Joint operations are the baseline; integrated operations with these new partners are the future.

This *JFQ* forum poses a variety of researched opinions on transformation of the military—and transformation of security strategy. Some essays promote conventional visions and some are more controversial. With these essays, *JFQ* hopes to encourage debate and engage further dialogue—among services, agencies, nations, industry, nongovernmental organizations, and private sector partners. **JFQ**

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