

# Foreword

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Under Secretary of the Navy, 1997–2000*

The close of the 20th century has been filled with such striking new features that few can avoid the allure and burden of seriously examining and pondering their implications. These new features are often summed up in a phenomenon called *globalization*, which can be defined as the international interaction of information, financial capital, commerce, technology, and even labor at exponentially greater speeds and volume than previously thought possible.

The global environment is in the midst of fascinating technological, economic, and political changes. The proliferation of international corporations, the great impact of government policies both at home and abroad, cultural differences, and evolving security considerations demand that we understand globalization before we can determine the optimum course to steer. This new environment is already having a dramatic effect on domestic and international businesses, as well as on military operations—especially the employment of naval forces.

Certainly this was true during the 3 years that I served as Under Secretary of the Navy. Our days and many nights were filled with planning and decisions that arose in the main from the new qualities of the 21st century. First, people issues dominated the forefront as young men and women questioned the rigors of military life, especially the life of a sailor or a marine who deploys away from his or her home and family for up to 6 months at a time. Second, the operational warfighting capabilities of both the Navy and the Marine Corps underwent fundamental changes as precision, network centric, and high-density information were fused into operations, weapon systems, and platforms. Third, business issues became more important in decisionmaking as the means and methods of the new Information Age economy offered revolutionary new approaches for departmental management. For example, significant gains will come from innovations, such as the Navy-Marine Corps Intranet, enterprise resource planning projects, knowledge management tools, and e-business strategies.

Yet as important as these innovations are, globalization poses more fundamental challenges that can best be understood by asking two fundamental questions: What significance should we attach to the new forces of globalization for the national security of the United States? And, how can we respond to and shape globalization through the use of naval power?

Although our current fighting forces are capable of powerful action “Forward . . . from the Sea,” a failure to address these two new questions could put the Nation’s security at risk. The burden of supporting international stability has been far more taxing than we anticipated when the Cold War ended. Furthermore, unless we can create an environment in which the global economy thrives and all people—both at home and abroad—ascend the economic ladder, we are likely to be assaulted by more

asymmetrical violence in the short run and to face a phalanx of hostile, near-peer competitors in the long run. While the challenge of enabling global economic growth is a profound moral, political, and financial responsibility that requires fundamentally new knowledge and insights, the future security of our Nation will be increasingly dependent on our skills and performance in this new arena.

To develop a better understanding of the phenomenon of globalization and its implications, the Navy Secretariat commissioned the Institute for National Strategic Studies at the National Defense University to examine and debate the attributes and effects of globalization on national security and naval power. This 18-month study represents our contribution to an open discussion about the implications of globalization and the role of military force in the 21st century.

I hope that you will join in this endeavor by adding your insights and energy to our discussion. We owe to all who brought the United States to this position of global prominence the wise and judicious use of our military power. We are duty bound to employ our very best thinking to meet the challenges and opportunities of this new century.

Thank you to all who contributed to this project. 🌐