

Meeting Complex Challenges Through National Security Reform

A Symposium hosted by

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Related Reference Articles, Projects and Events

Project for National Security Reform (<http://www.pnsr.org/>)

The Project on National Security Reform (PNSR) is a nonprofit and nonpartisan organization working to modernize and improve the U.S. national security system to better protect the American people against 21st century dangers.

Project for National Security Reform: Preliminary Findings

(<http://pnsr.org/data/images/pnsr%20preliminary%20findings%20july%202008.pdf>)

The Preliminary Findings report identified numerous problems plaguing the current national security system. July 2008

National Security Leadership: Are We Prepared for the Complex Challenges of the 21st Century? (<http://www.professionalmilitaryeducationsymposium.com/id13.html>)

A symposium which will discuss how to prepare strategic leaders to both engage, and thoughtfully address, emerging national security challenges and other uncertainties in the years and decades to come. Co-hosted by General Richard Myers, USAF (Ret) and General Peter Pace, USMC (Ret) and organized by Dr. Mark G. Mykityshyn Chairman, USA War College Board of Visitors. October 2008

Integrating Instruments of Power and Influence: Lessons Learned and Best Practices

(http://www.rand.org/pubs/conf_proceedings/CF251/)

This report reflects a joint effort of the American Academy of Diplomacy and the RAND Corporation, growing out of a decade's worth of experience, principally gained by the United States, the North Atlantic Treaty Organization, and the European Union, in military interventions abroad and their aftermath. Under Co-chairs: Robert E. Hunter (principal author), Edward Gnehm, and George Joulwan, the project brought together senior practitioners from a wide variety of institutions and disciplines (including U.S., allied, coalition, and United Nations military leaders, U.S. and European diplomats, and representatives of private-sector and nongovernmental organizations) to determine what people who were actually involved in operations in Bosnia, Kosovo, Iraq, and Afghanistan have learned about "getting the job done." The report was developed to provide a set of national security recommendations to the incoming presidential administration and new Congress.

The Princeton Project on National Security (<http://www.princeton.edu/~ppns/>)

The Princeton Project on National Security is a multi-year, bipartisan initiative to develop a sustainable and effective national security strategy for the United States of America. Under the stewardship of honorary co-chairs George Shultz and Anthony Lake, the Princeton Project brought together leading thinkers on national security from government, academe, business, and the non-profit sector to analyze key issues and develop innovative responses to a range of national security threats.

Forging a World of Liberty Under Law: U.S. National Security in the 21st Century

(<http://www.princeton.edu/~ppns/report/FinalReport.pdf>)

This report, written by the Princeton Project on National Security, constructs a long-term strategy for dealing with critical issues facing the United States: terrorism, nuclear proliferation, instability in the Middle East and East Asia, global pandemics and energy.

G. John Ikenberry and Anne-Marie Slaughter - September 2006

Surveying the Civilian Reform Landscape

http://www.stanleyfoundation.org/publications/other/Unger_CohenPB608.pdf

This paper provides a “thirty-thousand foot view” of the various research and advocacy initiatives proposing ways of building US government civilian capacity. The purpose is to flag remaining questions about key distinctions, tensions, gaps, and opportunities presented by the various efforts inside and outside of government. It is usefully for understanding the plethora of activities surrounding national security reforms.

Craig Cohen and Noam Unger - 2008

Beyond Goldwater-Nichols Phase I Report

http://www.csis.org/index.php?option=com_csis_pubs&task=view&id=62

The Beyond Goldwater-Nichols (BG-N) project presented an integrated set of practical and actionable recommendations for organizing the U.S. defense and national security apparatus to meet 21st century challenges. The key issues that Phase 1 identified for defense reform were: Rationalizing Organizational Structures in the Department of Defense; Toward a More Effective Resource Allocation Process; Procuring Joint Capabilities; Strengthening Civilian Professionals in Defense and National Security; Improving Interagency and Coalition Operations; and Strengthening Congressional Oversight.

March 2004

Beyond Goldwater-Nichols Phase II Report

http://www.csis.org/index.php?option=com_csis_pubs&task=view&id=1849

Phase II of the Beyond Goldwater-Nichols report provides for interagency recommendations which aim to get the many disparate parts of the U.S. national security structure to work together, in both planning and execution. The study team’s challenge was to identify ways to better integrate efforts while retaining the agencies’ distinctive knowledge and approaches to issues.

July 2005

Beyond Goldwater-Nichols Phase III Report

http://www.csis.org/component/option,com_csis_pubs/task,view/id,4152/type,1/

This study examined all seven reserve components – the Army and Air National Guards, the Army Reserve, the Air Force Reserve, the Navy Reserve, the Marine Corps Reserve and the Coast Guard Reserve – and focused on the core strategic issues that will form the future building blocks of a sound, sustainable Reserve Component. A core theme of the study is that the Reserve Component is not monolithic, and there are few, if any, one-size-fits-all solutions. Many of the recommendations in the study are most relevant to the Army National Guard and the Army Reserve because the challenges inherent in transitioning to serving as part of an operational force are greatest for these two reserve components. Others are applicable at least conceptually for all seven Reserve Component organizations. The study makes more than forty findings and recommendations on a wide range of issues of strategic importance to the Reserve Component. At the same time, it recognizes that many issues remain that require serious attention over the next several years.

July 2006

Beyond Goldwater-Nichols: An Annotated Briefing

http://www.csis.org/component/option,com_csis_pubs/task,view/id,4153/

This report reviews recommendations of the Defense Science Board (DSB) Summer 2005 Study Session on Transformation Assessment, the Defense Acquisition Performance Assessment Project (known commonly as either the “DAPA Panel” or as the “Kadish Panel” after the project Chairman Ronald Kadish, USAF LtGen Retired); and the 2006 Quadrennial Defense Review (QDR) Report. This work is a foundational for more substantive analysis and recommendations on DoD Institutional Governance to follow in BG-N Phase 4.

August 2006

Invigorating Defense Spending: A Beyond Goldwater-Nichols Phase 4 Report

http://www.csis.org/component/option,com_csis_pubs/task,view/id,4380/type,0/

This report examines and makes recommendations on: major challenges to defense governance; a defense governance framework; improving strategic direction; furthering capabilities-based approaches; creating accountability; integrating strategy, execution, and assessment; advocating for the future joint force; and improving force development.

March 2008

The Department of Defense and the Nuclear Mission in the 21st Century: A Beyond Goldwater-Nichols Phase 4 Report

[\(http://www.csis.org/component/option,com_csis_pubs/task,view/id,4376/type,0/\)](http://www.csis.org/component/option,com_csis_pubs/task,view/id,4376/type,0/)

This report argues that nuclear weapons are still important to U.S. national security, and outlined a set of recommendations for how the Department of Defense should organize for nuclear missions in the twenty-first century. After first chronicling a failed effort in 2007 to develop a “balanced and integrated” package of policy initiatives on nuclear issues, the report provides a rationale for why the next administration should chose a *strategic option* as it confronts a number of nuclear challenges, ranging from the growing risk of nuclear terrorism to the proliferation risks associated with the expansion of nuclear energy to the role of nuclear weapons in a proliferating world.

March 2008

Facilitating a Dialogue among Senior-Level DoD Officials on National Security Priorities: A Beyond Goldwater-Nichols Phase 4 Report

[\(http://www.csis.org/component/option,com_csis_pubs/task,view/id,4428/type,0/\)](http://www.csis.org/component/option,com_csis_pubs/task,view/id,4428/type,0/)

This report details a one-off experimental methodology for facilitating a dialogue on national security priorities among senior-level Department of Defense officials (with some U.S. Government-wide participation) in an effort to provide front-end guidance to the 2009 Quadrennial Defense Review (QDR).

April 2008

Managing the Next Domestic Catastrophe: A Beyond Goldwater-Nichols Phase 4 Report

[\(http://www.csis.org/component/option,com_csis_pubs/task,view/id,4514/0/\)](http://www.csis.org/component/option,com_csis_pubs/task,view/id,4514/0/)

The recommendations contained within this report include concrete steps the next administration should take to ensure the country is prepared for the next domestic catastrophe.

June 2008

The 9/11 Commission Report: Final Report of the National Commission on Terrorist Attacks Upon the United States [\(http://www.gpoaccess.gov/911/pdf/fullreport.pdf\)](http://www.gpoaccess.gov/911/pdf/fullreport.pdf)

The National Commission on Terrorist Attacks Upon the United States (also known as the 9-11 Commission), an independent, bipartisan commission created by congressional legislation and the signature of President George W. Bush in late 2002, was chartered to prepare a full and complete account of the circumstances surrounding the September 11, 2001 terrorist attacks, including preparedness for and the immediate response to the attacks. The Commission was also mandated to provide recommendations designed to guard against future attacks which appear in this report.

July 2004

Building an Interagency Cadre of National Security Professionals: Proposals, Recent Experience, and Issues for Congress [\(http://assets.opencrs.com/rpts/RL34565_20080708.pdf\)](http://assets.opencrs.com/rpts/RL34565_20080708.pdf)

This report highlights key past proposals for the establishment of an interagency cadre, including their rationales; describes and assesses the emergence and operations to date of the Administration’s NSPD program; and raises a series of issues that might help inform congressional debates about a possible permanent interagency cadre requirement. The report will be updated as events warrant.

Catherine Dale, *Congressional Research Service* - July 2008

National Security and Homeland Security Presidential Directive (NSPD)

[\(http://www.nspd.gov/\)](http://www.nspd.gov/)

NSPD "initiates a formal national effort to integrate national security professional development through access to education, training and professional opportunities... This Strategy does not call for a single human resource or career development standard. Instead, this Strategy promotes an integration of national security professional development resources and opportunities among common mission areas in order to attain unity of effort through awareness, relationships, and experience, and to break down cultural barriers and obstacles to coordination across jurisdictional and organizational boundaries."