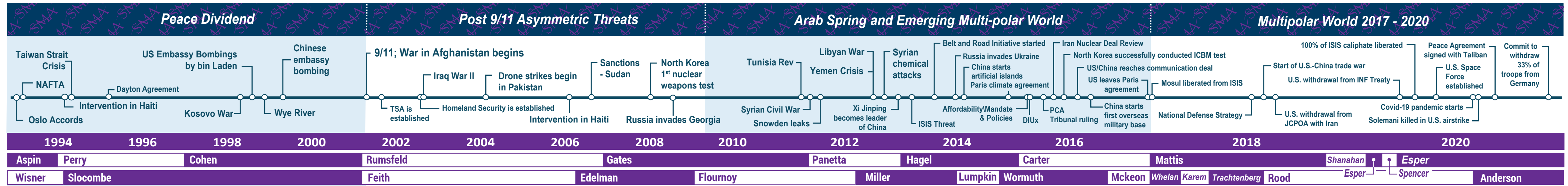


USD(P) World View – Policy, Conflicts & Capabilities



Foreign Policy Posture

Globalization	Defense of Homeland and Preemptive War	Multilateralism	U.S. First
<ul style="list-style-type: none"> “Everything from the strength of our economy, to the safety of our cities... depends on events not only within our border but half a world away.” ‘Doctrine of Enlargement’ expands community of market-democracies with willingness to intervene when practical U.S. continues role as leader of human dignity and democracy NAFTA is framed and ratified to establish a free-trade zone in NA 	<ul style="list-style-type: none"> ‘Bush doctrine’ – preemptive war, unilateral action if necessary, to meet threats where traditional deterrence may be inadequate More selective approach to working with allies, partners, and international organizations, and support for democracy as strategic and moral imperatives US withdrew from ABM Treaty, deployed National Missile Defense, and extended missile defense to NATO 	<ul style="list-style-type: none"> Reinforcement of global institutions and alliances Acted cerebral; slower to rush into conflicts; analytical U.S. should not be alone on world stage – share burden and responsibilities Less reliance on large-scale operations to a more targeted approach that “dismantles terrorist network without deploying American armies.” ‘Pacific Pivot’ to improve relations with APAC responding to China’s growing strength 	<ul style="list-style-type: none"> Trump View: America first, stop fighting “endless wars,” bearing too much burden, being taken advantage of in security and trade, rebuild military, economy, manufacturing base US less able to influence world events due to rise of Chinese, Russian influence, decline of influence of traditional allies in Europe. More unilateral action, with desire to work with others but little compromise DoD Leadership focused on reversing decline in edge vs. adversaries, increased lethality & readiness, preserving & growing new military relationships with allies, and internal efficiencies

National Security Issues

Forgot The Peace Dividend Was Peace	Global War on Terrorism (GWOT) is Priority	Constant Crises	Great Power Competition
<ul style="list-style-type: none"> U.S. completes humanitarian missions to Somalia and Haiti in order to combat famine but refuses to enter Rwanda Bosnia crisis teaches U.S. importance of coalition agreements and interoperable systems; U.S. mediates Dayton Agreement, setting itself up as a ‘moral force’ and world negotiator Thru U.S. mediation, the Oslo Accords & Wye River attempted to bring peace to Israel-Palestine conflict but ended with little resolved 	<ul style="list-style-type: none"> 9/11 directs American foreign policy towards Islamic Terrorism as the primary threat U.S. Homeland Security is established to help fight domestic threats Policy leads in rebuilding troubled U.S.– Pakistan relationship and building new U.S.-India defense ties North Korea begins nuclear weapons testing – challenges US alliance structure and deterrence in East Asia GWOT provides unifying principle but reduces focus on long-term competition 	<ul style="list-style-type: none"> Arab Spring and rise of ISIS re-directs U.S. focus to Middle East and near-failed states (Syria, Yemen, Egypt) Due to Arab Spring and its fall-out, Pacific Pivot did not amount to much North Korea continues nuclear testing & ICBM launches – more boldly provoking South Korea and Japan, and U.S. alliance structure Iran and other world powers (P5+1) reach nuclear deal agreement restricting Iran’s nuclear program Russia intervenes in Crimea, Ukraine, and Syria (their red line, not ours) 	<ul style="list-style-type: none"> Heavy focus on China and Russia, where U.S. lead has shrunk considerably, with clear strategy, budget, and key organizational and people decisions Compete in contested domains: Space, Cyber, AI, Nuclear, Arctic Desire to extract troops from long standing conflicts in Afghanistan, Syria, Iraq, elsewhere in Middle East, Africa, but challenging to accomplish

Shape & Capabilities of USD(P)

Restrained Globalization	Neo-conservatism as Coalescing Principle	Fighting Fires	NDS-driven
<ul style="list-style-type: none"> Strategy centered on globalization initiatives, informed by deep experience Strong relationship with the J-5, military leaders, but tension with State over use of military force USD(P) reviewed and recommended foreign nations to OSD and State requiring assistance and aid (i.e. Rwanda was not recommended, but Haiti was) USD(P)’s office was primarily defined by major global crises (Bosnia, Al-Qaeda, Somalia, North Korea) Strong capability to support Foreign Military Sales (FMS) 	<ul style="list-style-type: none"> Activities centered on post-9/11 homeland defense, and combat and stability operations in Afghanistan and Iraq After 9/11 Policy-Joint Staff CAPCOM (co-chaired by VCJCS and USD(P)) created to resolve issues and frame policy options for SecDef Lots of cooks: strong-willed SecDef and former USD(P) as DepSec Def complicated USD(P) position Urgent post 9/11 staffing needs challenge peacetime personnel system, led to multiple work-arounds; high op-tempo a challenge; personnel reforms and reorganization 	<ul style="list-style-type: none"> Balanced priorities between domestic needs and disengagement from overseas combat USD(P) made staff a priority, fostering greater commitment to organization to address turnover issues More inwardly focused than outward Differences in structure and internal operations across this period, reflecting differences in SecDef operating styles USD(P) staff is decreased with overall reduction in Pentagon staff Office of Net Assessment moves to USD(P) to better influence policy Priorities shifted constantly between regions & conflicts DSCA ‘regulated’ policy & became obstructive Limited influence: hard to be strategic while dealing with ‘brush fires’ 	<ul style="list-style-type: none"> Outwardly focused, though lack of seasoned professionals with managerial acumen USD(P) reorganization to align with NDS priorities and create efficiencies Steer organization, lead DoD to “live up” to the National Defense Strategy Limit inter-agency pushes in other directions to keep focus on NDS Re-establish civilian partnership with the Joint Staff—restore influence of USD(P) Focus on Cyber, Space, Hypersonic Missiles, Nuclear and Missile Defense Buttress and build alliance relationships in spite of turbulence at highest political levels Manage wind down of deployments to Middle East, Africa to counter ISIS & Afghanistan. Counter Iranian influence without new armed conflict Rapid response to implement, shape outcomes from lack of coordination and planning with POTUS