

Joint Strategy Review & The NMS 2010



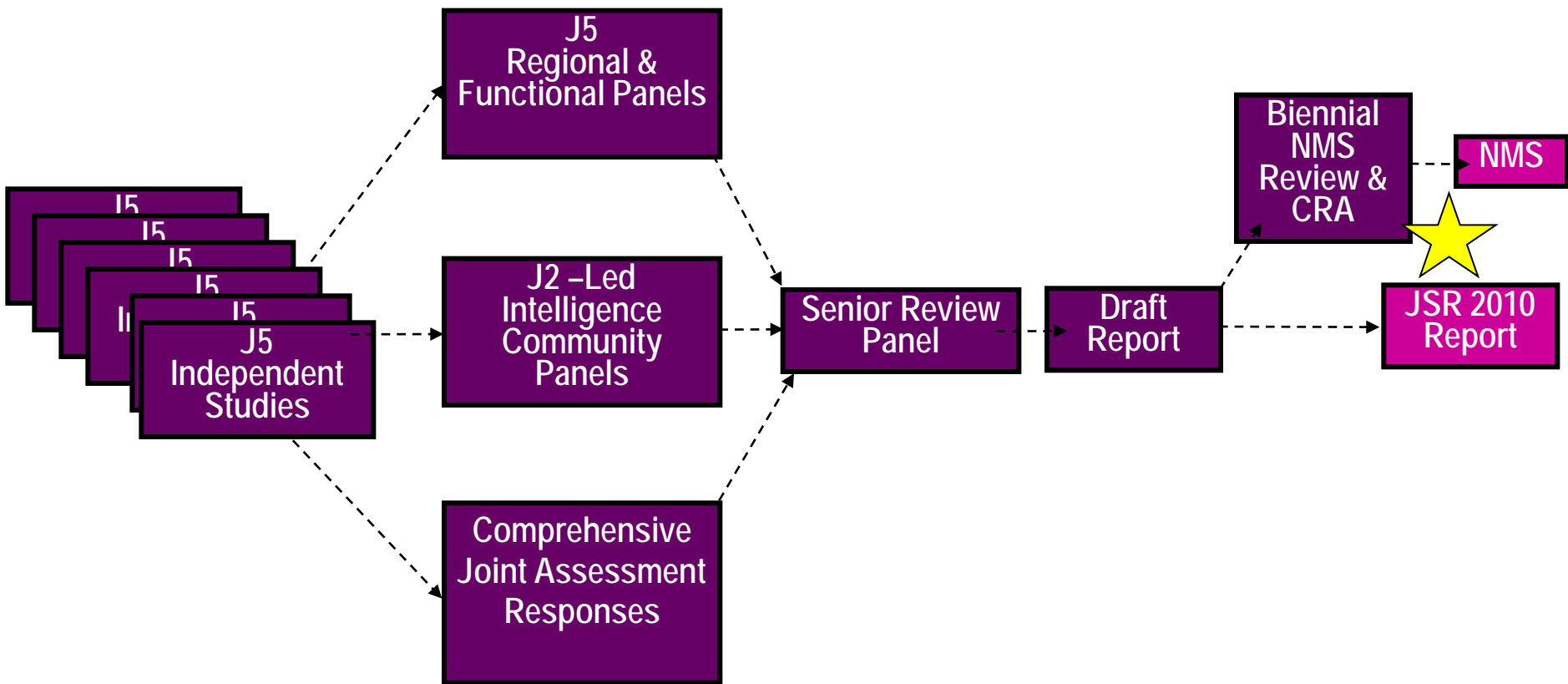
Briefing to the Precision Strike Winter Roundtable

JSR Purpose & Scope

- **Joint Strategy Review (JSR):** a J5-led process that assesses “the strategic environment, national security objectives, and strategic priorities [over] a designated . . . time frame.
- Provides a common view of the strategic environment.
- Informs **development & revision of the *NMS***.
- Informs the Chairman’s Risk Assessment.

JSR forms the basis for holistic strategy development including analysis of military missions and capabilities, with associated assessment of risk

JSR 09-10 Process



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The Environment



Vital:

- A homeland and way of life secure from existential or catastrophic attacks
- Secure and thriving national and global economic systems
- Secure, capable, confident and reliable allies

Important:

- Respect for enduring values at home and around the world
- Respect for international rules and norms
- Productive relations with existing and rising powers and other legitimate actors within the global community

Other:

- Global health crises and pandemics.
- Conditions that lead to weak and failing states
- Human suffering resulting from man-made and natural disasters

Challenges to Interests present both Threats & Opportunities

Strategic Challenges to US VNI

1. **WMD Proliferation:** The increase in the knowledge, technology and materials available to create catastrophic destruction.
2. **Flow Security in Global Commons:** Critical integrated global systems that are not owned by any one nation, but upon which all rely
3. **Regional Instability:** States or regions with poor governance and unsettled security situations that impact regular activities within a state or broad geographic area.
4. **Resource Competition:** State and non-state attempts to secure access to naturally occurring material sources of wealth. Includes food/arable land, water, energy resources and minerals.
5. **Powerful States:** Nations that operate/integrate globally, usually classified as major or major regional powers; they possess a significant combination of national power and promote ideologies counter to the US.
6. **Transnational Violent Extremists:** Individuals/organizations/networks that operate across state boundaries that use fear in pursuit of political, religious or ideological goals..
7. **Environmental Security:** Any occurrence producing widespread destruction and distress that occurs naturally; natural disasters, pandemics, or changing climate.
8. **Transnational Crime:** Organizations, individuals, or networks that operate across state boundaries in violation of established law.

Challenges to Interests come from actors, conditions, & capabilities

A Host of Diverse Actors

GLOBALIZING COMMUNITY

Elite Transnational Corporations	0.1%
Globalized Democracies	14%
Rapid Transition	5%

MODERN STATES

Emerging Modern	10%
Unconventional	5%

PREMODERN SOCIETIES

Isolated by history, culture, climate, resources	65%
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Percentages = world population

"Globalizers"

Corporations with truly global presence & integration

Mature, stable, democratic nations

Younger, modern democracies with quickly growing economies

Globalization

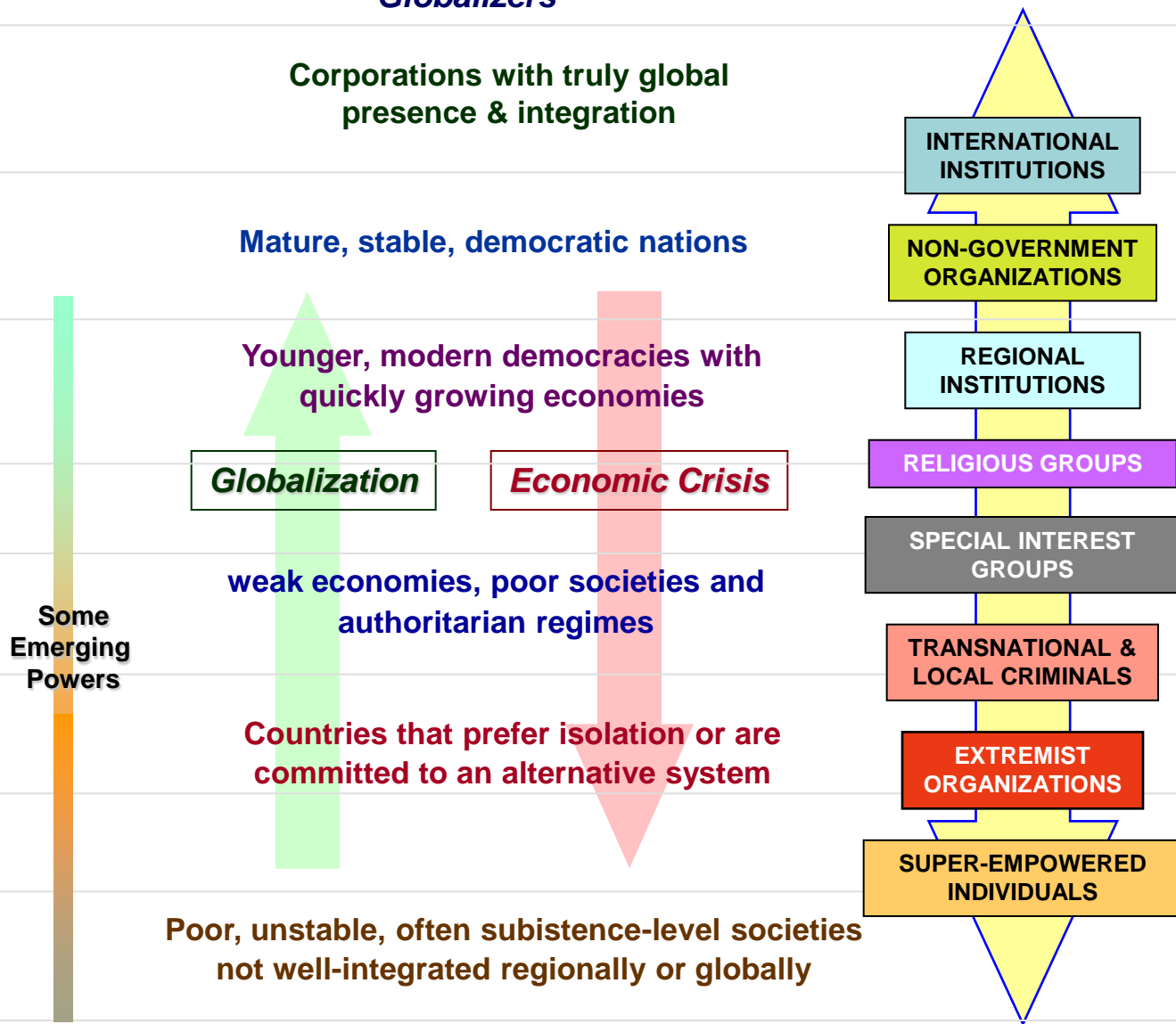
Economic Crisis

weak economies, poor societies and authoritarian regimes

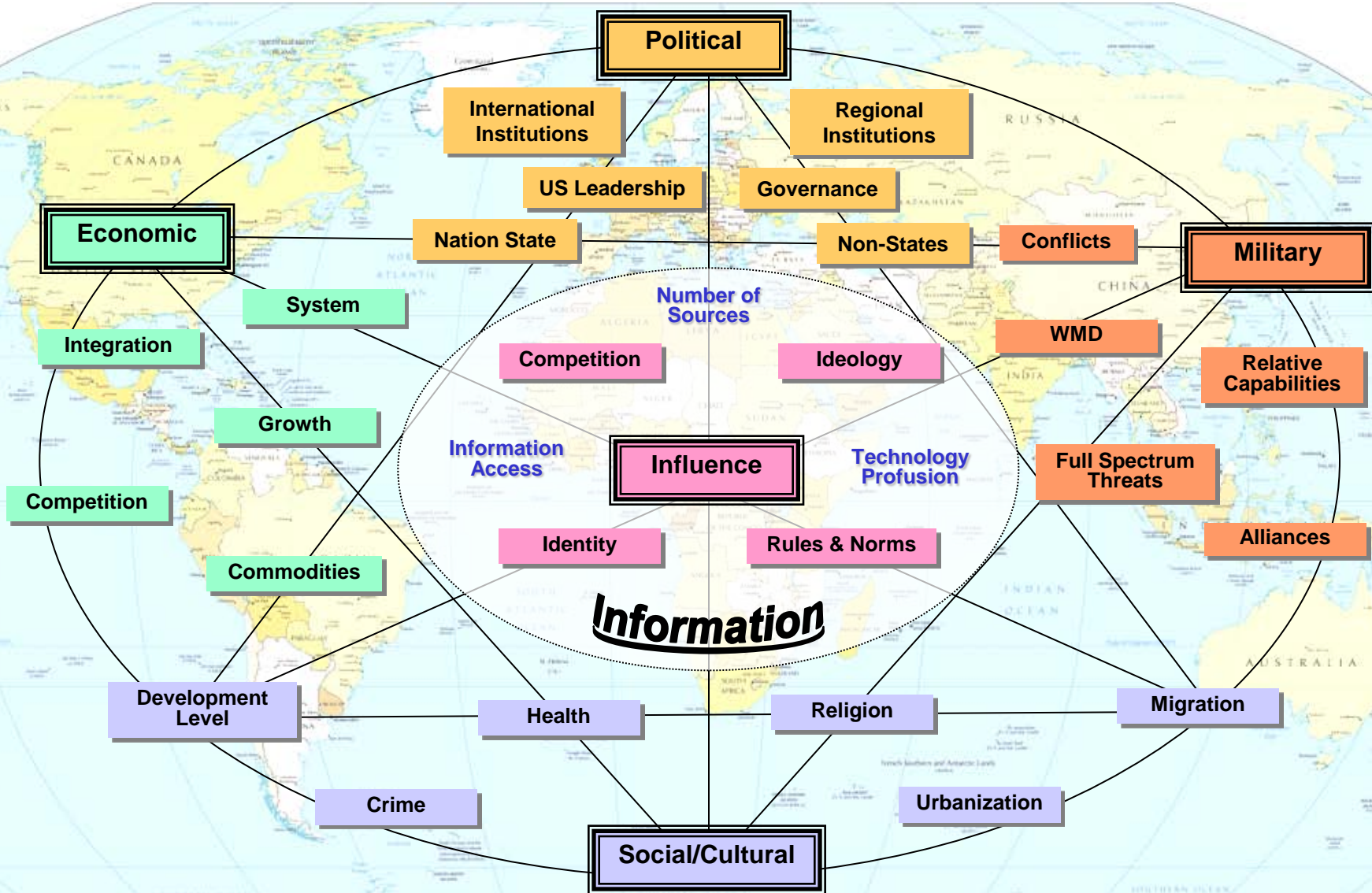
Countries that prefer isolation or are committed to an alternative system

Poor, unstable, often subsistence-level societies not well-integrated regionally or globally

"Localizers"

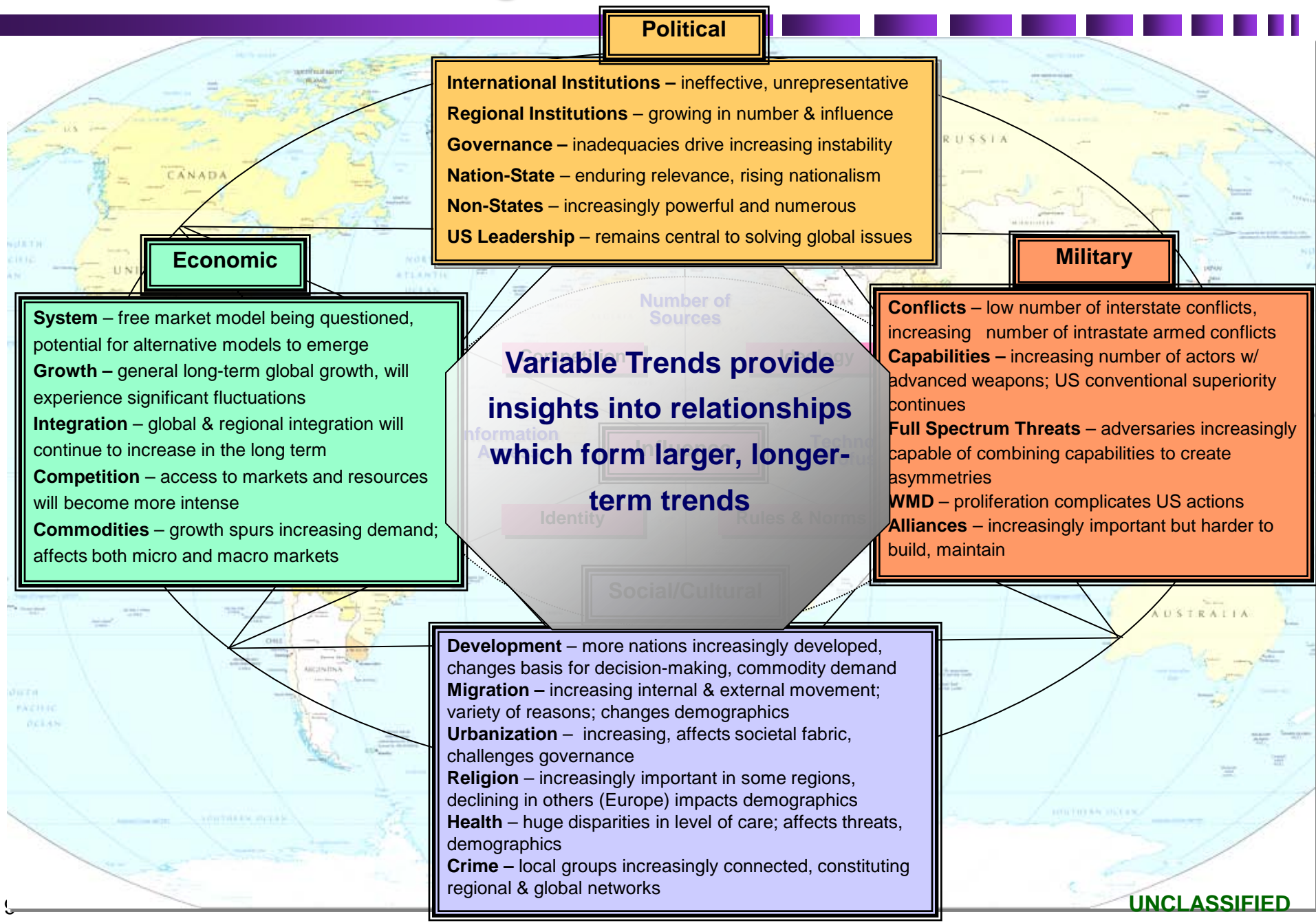


Strategic Environment: Variables



A complex, dynamic, environment where Political, Military, Economic and Social variables exert influence, enabled by the Information domain

Strategic Environment: Variable Trends



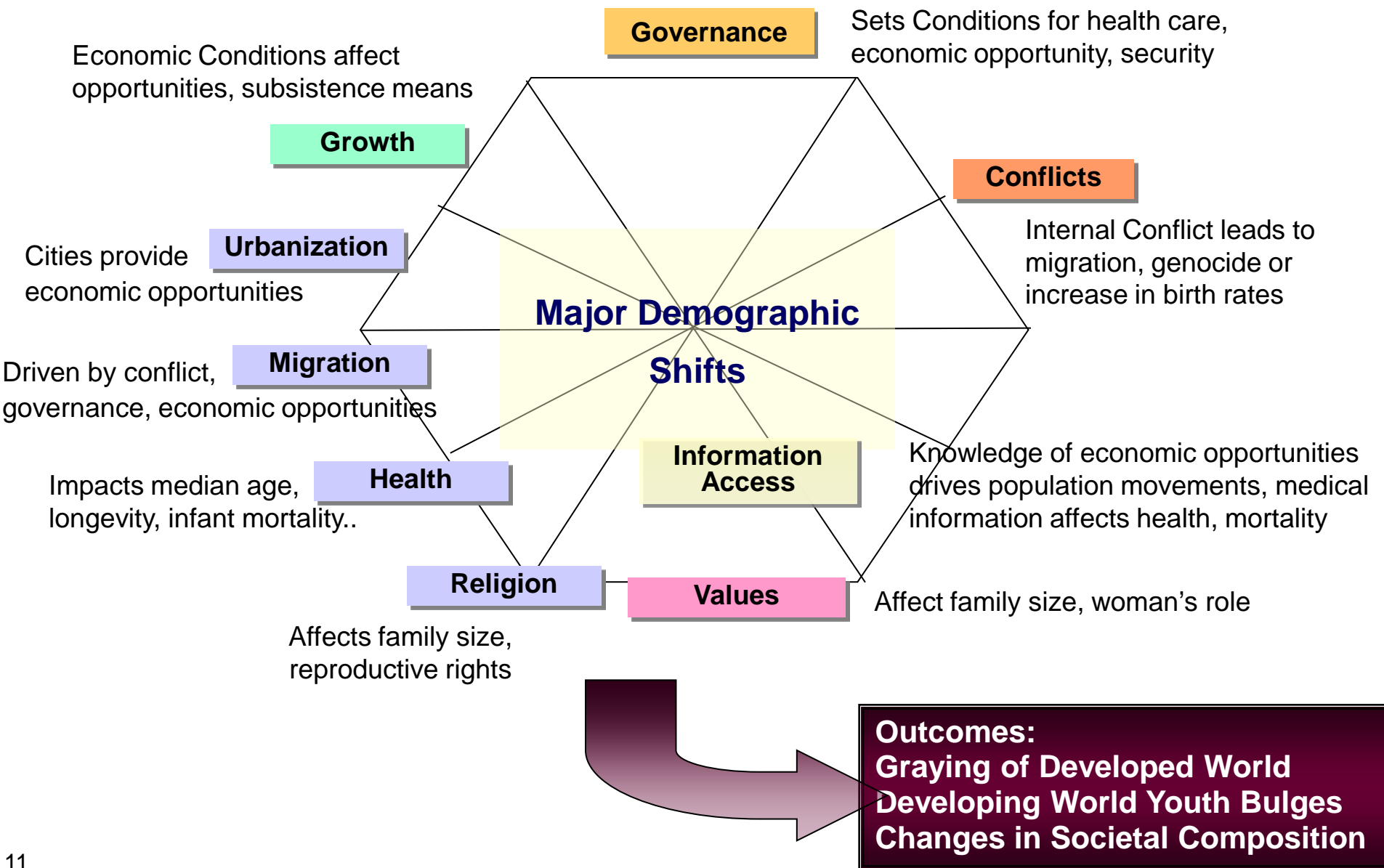
Strategic Environment: Meta-trends



Globalization
Major Demographic Shifts
Power Redistribution
Rising Resource Demand
Changing Climate

Meta-Trends simplify discussion of large, complex movements in the strategic environment

Forming a Meta-Trend: Demographic Shifts



Meta-Trends & Strategic Challenges

Meta-trends Challenges	Globalization	Demographic Changes	Power Redistribution	Rising Resource Demand	Changing Climate
WMD Proliferation	Tech Profusion complicates Non-Proliferation		WMD seen as essential to Great Power status	Increase in number of civil nuclear programs	
Powerful States	Increasingly interdependent on global system	Significant pressures – China, India, Russia, Brazil	Potential for alternative narrative, system: China	Access increasingly vital to fuel growth, pop	Sacrifice long-term impacts for shorter-term growth
Weak States Instability	Unable to tap into globalization's benefits	Unable to arrest or address changes; aging, youth bulges	Uneven income	Heavily single	Unable to address
Global Commons	Totally dependent upon assured access			maritime domain	
Transnational Violent Extremists	Easier to transmit message, influence	Underlying conditions provide raw material	TVE increasingly state-like, desire weapons, influence		
Resource Competition	Increase in competition	Growing pops increase local & global pressure		Worldwide competition for energy sources – conflict potential	Increased access to Arctic
Environment	Greater awareness, shared impacts	Vulnerable populations		Degradation continues to provide	Increase in number & intensity of ... ers, s, etc.
Transnational Crime					

Intersection of WMD, TVE, Power, Resources create a wicked problem

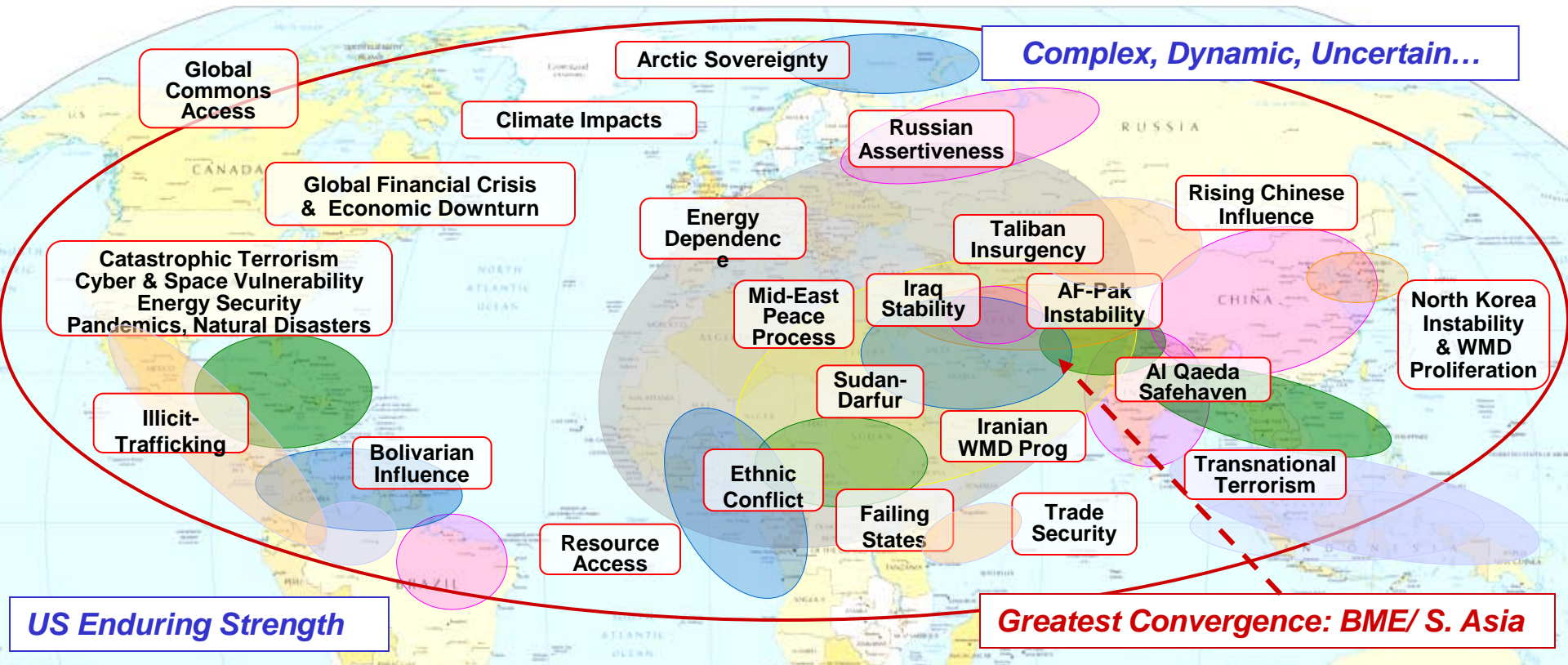
Strategic Challenges & Meta-Trends Intersect to create "wicked" problems

Example: Iran as a Wicked Problem

<u>Meta-trends</u> <u>Strategic Challenges</u>	Globalization	Demographic Changes	Power Redistribution	Rising Resource Demand	Changing Climate
WMD Proliferation	Difficult to detect & interdict proliferation material		WMD seen as essential to Great Power status	Energy demand provides rationale for dual-use civil nuke program	
Powerful States	Hegemonic aspirations	Significant internal pressures	Russia, China oppose US efforts, policies	Source of domestic instability, affects gov't decision-making	
Instability		Youth Bulges create domestic unrest	Uneven income distribution destabilizing	Heavy single commodity producer- vulnerable	
Flow Security- Global Commons	Iran can Threaten Access to SOH; major economic disruption	Internet restrictions; complicates strategic comms.		Can threaten SOH	
Transnational Crime				Growing Black Market, especially w/ sanctions	
Transnational Violent Extremists	Easier to transmit message, influence		Increases national power through proxy use	Global Commons increasingly lucrative target	
Resource Competition			Fewer options available for U.S. to influence others' decisions	Competition for energy sources governs nations' decisions	Water, arable land conflicts with neighbors
Environmental Security					

Trend & challenge intersections complicate Iranian internal & external policies – creating a wicked problem

Strategic Environment Overview



Global Meta-Trends	Global Variables				Strategic Challenges
	Political	Economic	Military	Social-Cultural	
<ul style="list-style-type: none"> • Globalization • Demographics • Power Redistribution • Rising Resource Demand • Changing Climate 	<ul style="list-style-type: none"> • International & Regional Institutions • US Leadership • Governance • Nation-State • Non-States 	<ul style="list-style-type: none"> • Global Systems • Growth • Integration & Interdependence • Commodities Demand • Competition 	<ul style="list-style-type: none"> • Complex Conflicts • Full Spectrum Threats • Relative Capabilities • Alliances • WMD 	<ul style="list-style-type: none"> • Development Level • Urbanization • Migration • Religion • Organized Crime • Health 	<ul style="list-style-type: none"> ■ WMD Proliferation ■ Resource Competition ■ Flow Security - Commons ■ Regional Instability ■ Powerful States ■ Transnational Violent Extremists ■ Transnational Crime ■ Environmental Security
<p>Influence – Identity, Values, Rules & Norms, Ideology, Competition</p> <p>Information – Technology Profusion, Information Access, Alternative Sources</p>					

The National Military Strategy



Strategic Implications

- **U.S. Interests are best served** by harnessing globalization's best aspects: integration, growth, efficiency.
- The U.S. is best able to define, shape, environment; an **opportunity to reestablish leadership**; need capable partners to share effort.
- A "**Convergence of Interests**" approach provides best opportunity, but...
- States/Cultures/Organizations at **different development levels**, with differing priorities, are potentially overwhelmed or incapable.
- **Limiting threats/maximizing opportunities** inherent in challenges requires a non-military led "Whole of Nation" (WON) approach.
- WON success requires **tailored global, regional and bi-lateral approaches** executed by agile, integrated USG, private, and international partnerships.
- Effective **integrated communications** ("Battle for the Narrative") are critical to advance and protect U.S. interests.
- More **lethal environment** ("Declining Threshold of Lethality"); more actors are much more capable; emphasis indicated on protection & resiliency.

Codified NMS Requirements

Title 10 U.S.C. 153(d):

- **Biennial Review** of NMS NLT 15 Feb of even numbered years.
- Delineation of a national military strategy **consistent with**:
 - (i) The most recent **National Security Strategy** prescribed by the President.
 - (ii) The most recent **annual report of the SECDEF** to the President & Congress.
 - (iii) The most recent **QDR** conducted by the SECDEF.
- Description of **strategic environment**, opportunities and challenges.
- Description of **regional threats** to U.S. interests.
- Description of **international threats** posed by terrorism, WMD, and asymmetric challenges.
- Identification of **National Military Objectives** and their relationship to strategic environment, regional, and international threats.
- Identification of the **strategy, underlying concepts, and component elements** to achieve mil objs.
- Assessment of **capabilities and adequacy** of U.S. forces.
- Assessment of capabilities, adequacy, and interoperability of **regional allies/other friendly nations** to support the U.S.
- Assessment of nature and magnitude of **strategic and military risk**.

Assessment

Ends

Ways

Means

Risk

Readiness Reporting: 10 USC Sec 117 requires that the readiness reporting system use three references: the NSS, defense planning guidance and “the **National Military Strategy prescribed by the Chairman.**”

Joint Requirements Oversight Council: 10 USC Sec 181 requires that the JROC “... will assist the Chairman of the Joint Chiefs of Staff in identifying and assessing the priority of joint military requirements (including existing systems and equipment) to meet **the national military strategy.**”

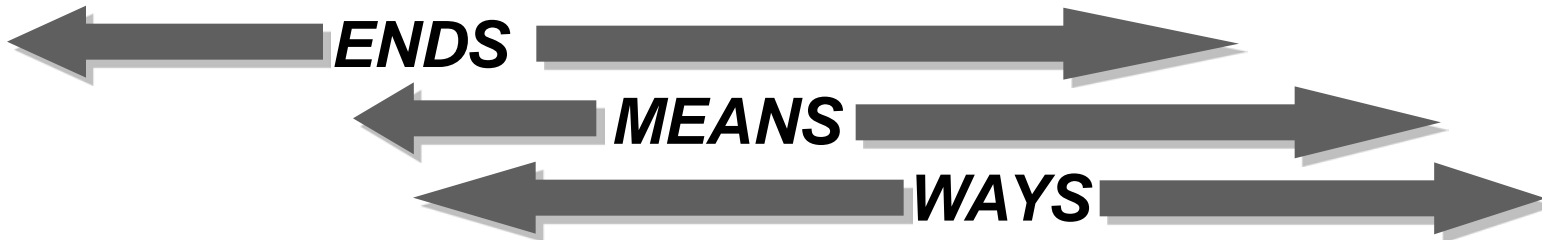
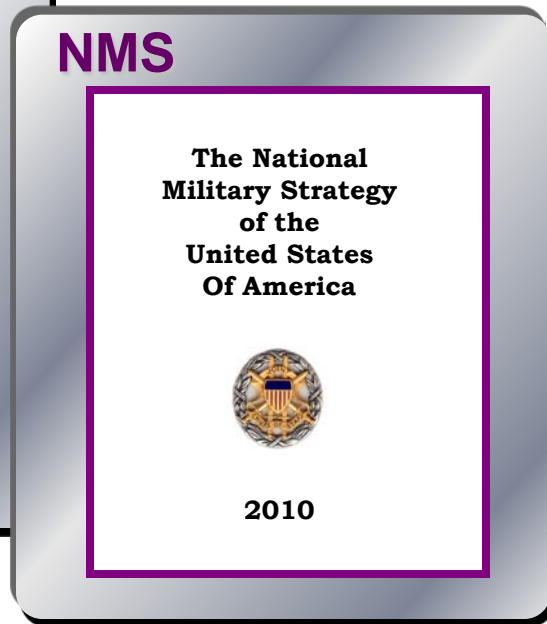
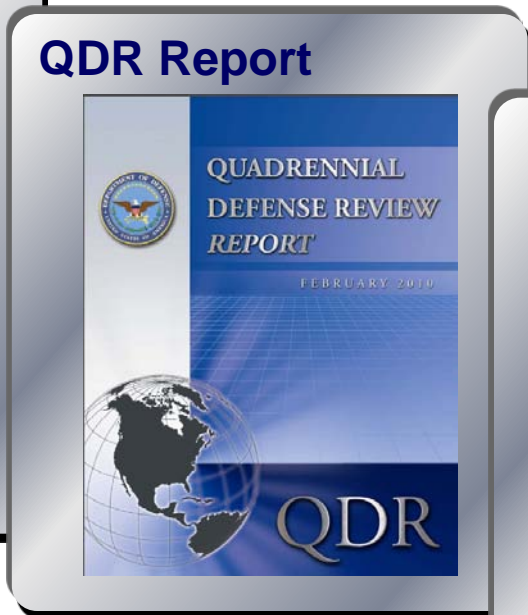
CJCSI 3100. The Joint Strategic Planning System: the NMS provides both classified & unclassified direction to the Armed Forces **in support of the National Security and Defense strategies.** Those strategies provide “the what,” and the **NMS provides the “how”** in aligning ends, ways, means, and risk to accomplish the missions called for in support of U.S. national interests and objectives.

Strategic Linkages

U.S. Government
Geo-Political/Geo-Economic

Department of Defense
Political-Military

Armed Forces
Military



Getting to an NMS

- Strategic Challenges**
- WMD Proliferation
 - Powerful States
 - Regional Instability
 - Flow Security in Commons
 - Transnational Violent Extremists
 - Resource Competition
 - Environmental Security
 - Transnational Crime

Strategic Partners

Resources

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Codified NMS Requirements

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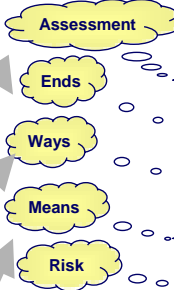
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The **purpose of the NMS is to prioritize and focus the efforts of the Armed Forces of the United States while conveying the Chairman’s advice** with regard to the security environment and the necessary military actions to protect vital U.S. interests. **Derived from the NSS and NDS**, the NMS provides military ends, ways, and means...

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Assessment

NSS Vital Interests and overall direction

NDS/QDR strategic direction and “means” choices

The National Military Strategy of the United States Of America

2010

Military Objectives

Military Ways

Military Means

Military Risk

Integrating the demands of the environment and national direction

Precision Strike Implications

- **How does the Joint Force sort through the mass of information in the strategic environment to get essential information?**
- **As adversaries present more complex threats, we must be able to isolate and target aspects of the threat to deny him synergies or asymmetries.**
- **Precision Engagement necessary across domains to increase US options.**
- **Need approaches that balance & integrate kinetic and influential capabilities.**
- **New deterrence concepts for complex situations.**

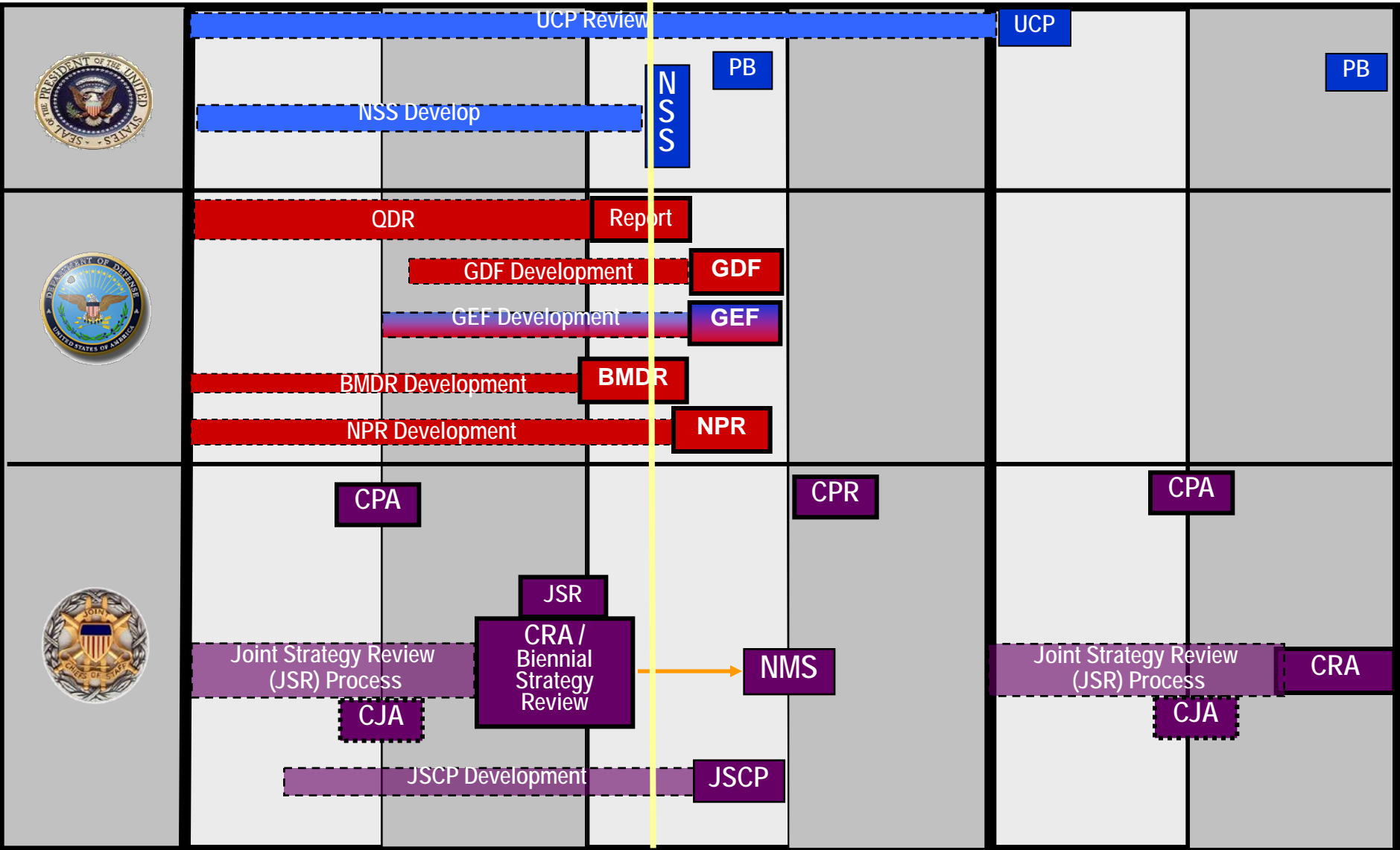
- **Strategic Environment incredibly complex**
- **Focused on what's vital and most dangerous**
- **Receiving National Strategic Direction**
- **Beginning work on the NMS...**

Questions?



Strategy Process Timeline

JUL '09 OCT '09 JAN '10 APR '10 JUL '10 OCT '11



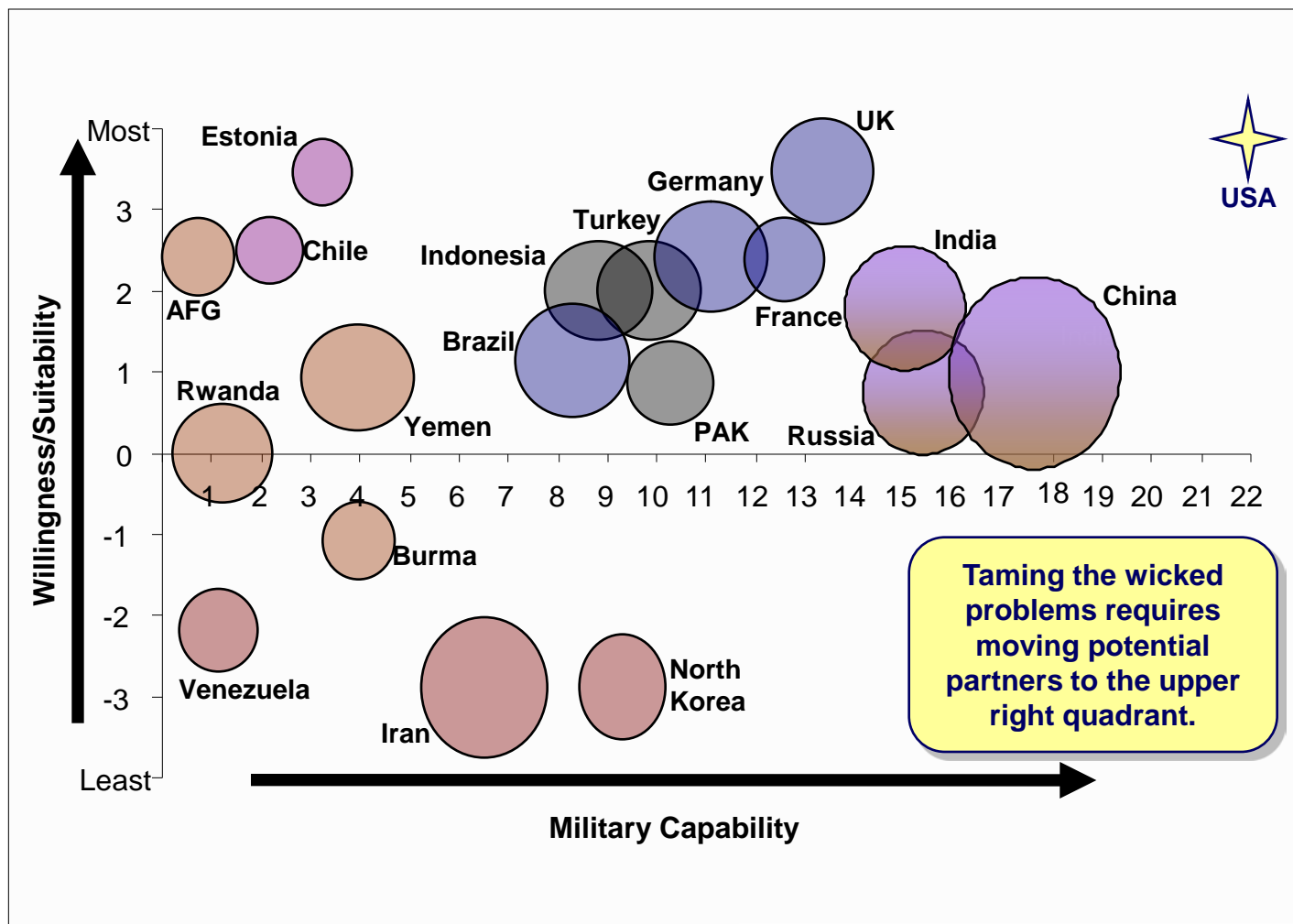
Taming the Wicked Problems: Building Partners

Willingness is the desire for countries to partner with the U.S. on common interests. This is measured by the number of formal agreements (FTAs, Defense agreements, treaties, etc) and other agreements (mil-to-mil exercises, etc)

Military Capability infers a potential ability to influence global and regional issues.

Strategic Importance is the combination of capacity and ability to affect U.S. Interests. This is measured by economic power, strategic location, natural resources, level of education, governance, etc.

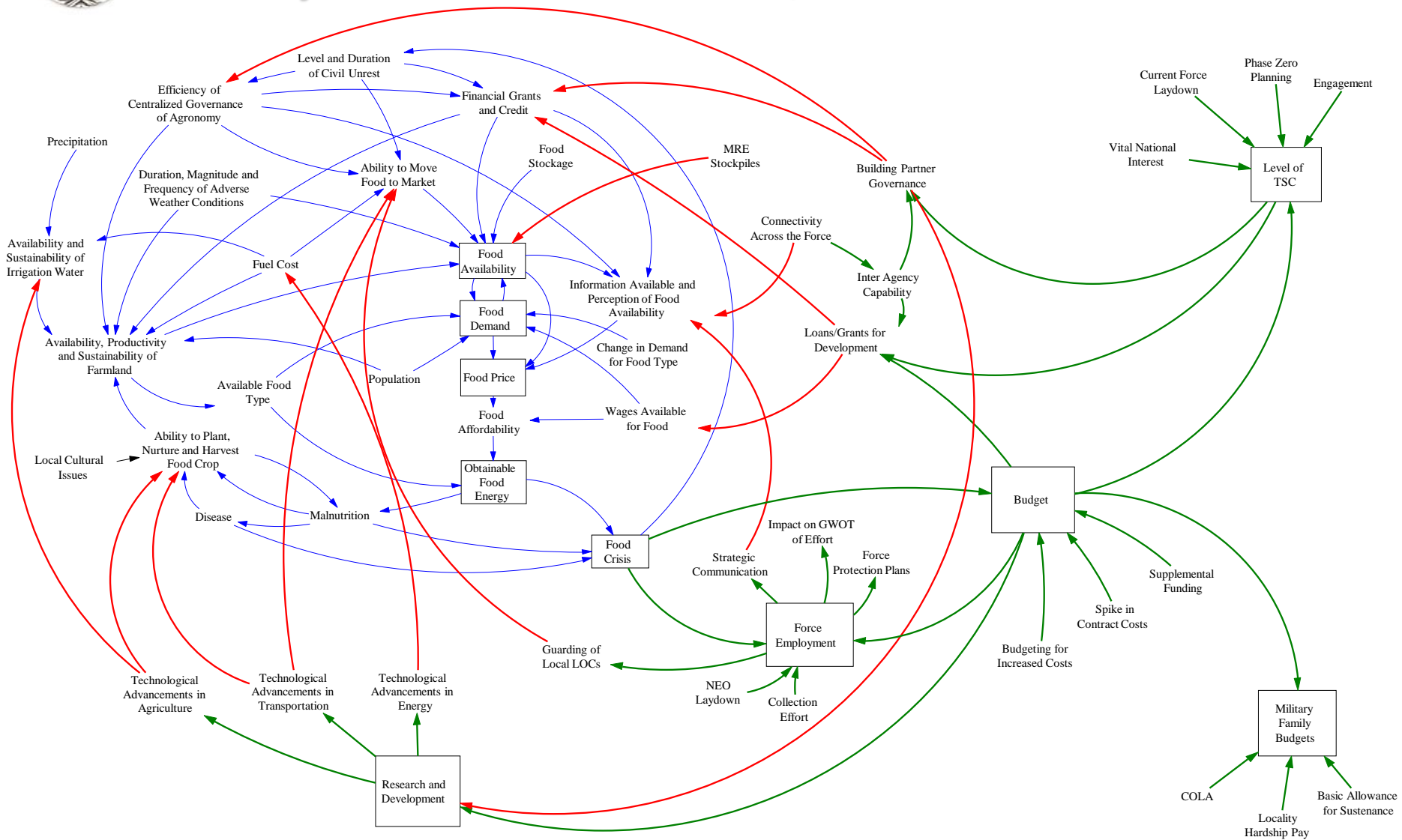
Bubble Size is Strategic importance



Complex problems, actors, and partners coalesce in the Range of Military Operations – Yet another dimension of the wicked problem.

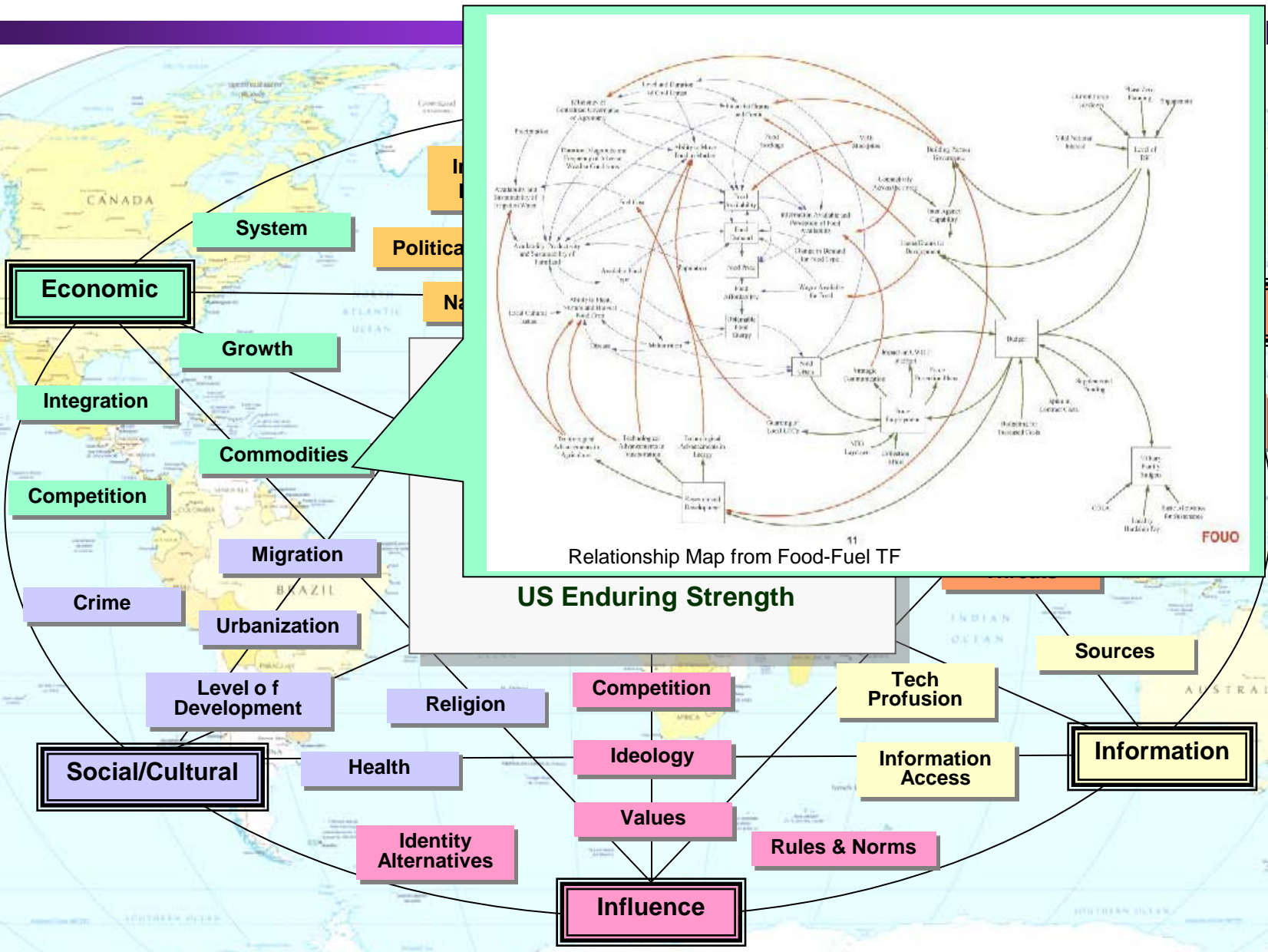
One Wicked Problem

Systemic Framework of Fiscal, Fuel and Food Factors and Actions



The Strategic Environment: Variables & Trends

WORKING DRAFT



A complex, rapidly changing, ambiguous environment comprised of a mix of interdependent variables that combine to form Meta-Trends

- The PMESII model is an approach to understanding the operational environment within which the Joint Force operates. It considers and describes the interaction of political, military, economic, social, information, and infrastructure (PMESII) systems.
- At the suggestion of two Senior Review Panels, the JSR 09 Study modified this structure to more fully consider the strategic environment, substituting influence for infrastructure.
- This made sense for several reasons:
 - It better represented the cognitive element of the environment
 - The JSR 09 study was already examining “infrastructure” in the context of global commons & flows
 - Ability to influence vice coerce, was seen as a more effective and efficient way to consider advancement of US Interests.
 - PMESII is a structure familiar to many senior leaders

