



NATIONAL SECURITY STRATEGY’S ORGANIZATIONAL GOALS AND PNSR’S RECOMMENDATIONS

TOPIC	OBAMA NATIONAL SECURITY STRATEGY	PNSR PRECEDENTS/RECOMMENDATIONS
Dates of publication	May 2010	<i>Forging a New Shield (FNS)</i> – November 2008 <i>Turning Ideas Into Action (TIIA)</i> – September 2009
Broadened scope of national security	This strategy calls for a comprehensive range of national actions, and a broad conception of what constitutes our national security. (p. 51)	The Cold War-era concept of national security has broadened as new categories of issues have pushed their way onto the national security agenda; (<i>FNS</i> ExecSum, vi)
Strategic environment	More broadly, though, we have wrestled with how to advance American interests in a world that has changed—a world in which the international architecture of the 20th century is buckling under the weight of new threats, the global economy has accelerated the competition facing our people and businesses, and the universal aspiration for freedom and dignity contends with new obstacles. (p. 1)	It is widely understood that the security environment of the early 21st century differs significantly from the one the U.S. national security system was created to manage. (<i>FNS</i> ExecSum, vi)
Long-term strategic view	...our national strategy must take a longer view. We must build a stronger foundation for American leadership and work to better shape the outcomes that are most fundamental to our people in the 21st century (p. 7).	While the ability to specifically predict the future will always elude us, foresight that enables anticipation and planning is the only means we have to increase response times in a world of rapid unpredictable change. It constitutes the critical precondition for actively shaping the global security environment in ways conducive to achieving national security goals. (<i>FNS</i> ExecSum, vii)
Foundations of national power	First and foremost, we must renew the foundation of America’s strength. In the long run, the welfare of the American people will determine America’s strength in the world, particularly at a time when our own economy is inextricably linked to the global economy. Our prosperity serves as a wellspring for our power. It pays for our military, underwrites our diplomacy and development efforts, and serves as a leading source of our influence in the world. Moreover, our trade and investment supports millions of American jobs, forges links among countries, spurs global development, and contributes to a stable and peaceful political and economic environment (p. 9).	Sound economic policy, energy security, robust physical and human infrastructures including our health and education systems, especially in the sciences and engineering, are no less important in the longer run than our weapons and our wealth. Genuine success also depends on the example the United States sets for the rest of the world through its actions at home and abroad (<i>FNS</i> , p. 497).

Balance and integrate elements of power	To succeed, we must update, balance, and integrate all of the tools of American power and work with our allies and partners to do the same . . . (p. 5).	The proposed reforms would leverage and integrate all instruments of national power . . . (<i>TIIA</i> , p. 22).
Whole-of-government Integrating national security and homeland security	Strengthening national capacity – a whole of government approach We are also improving coordinated planning and policymaking and must build our capacity in key areas where we fall short. This requires close cooperation with Congress and a deliberate and inclusive interagency process, so that we achieve integration of our efforts to implement and monitor operations, policies, and strategies. (p. 14) To initiate this effort, the White House merged the staffs of the National Security Council and Homeland Security Council (p. 14).	The United States needs holistic reform to create a new national security system that employs a whole-of-government approach and is collaborative, agile, and innovative (<i>TIIA</i> , p. 3). Replace the National Security Council and Homeland Security Council with a single National Security Council (<i>TIIA</i> , p. 206).
Whole-of-nation	And we must tap the ingenuity outside government through strategic partnerships with the private sector, nongovernmental organizations, foundations, and community-based organizations. (p. 16). Collaboration across the government – and with our partners at the state, local, and tribal levels of government, in industry, and abroad --must guide our actions. (p. 51)	[The United States] must integrate entities across the federal government, as well as its diverse state, local, and other mission partners [nongovernmental organizations and private businesses]. It must use all elements of national power (<i>TIIA</i> , p. 3).
Aligning resources	Key steps include more effectively ensuring alignment of resources with our national security strategy... (p. 14).	Linking national security priorities and budgets would allow policymakers to make improved decisions across the entire national security system and provide a capability to respond better to security challenges and opportunities that arise. (<i>TIIA</i> , p. 51).
Human capital	Key steps include...adapting the education and training of national security professionals to equip them to meet modern challenges . . . (p. 14)	Attracting and retaining well-qualified staff is imperative for ensuring that the national security system can carry out its responsibilities... Recruitment, retention, incentive, and leadership development policies, programs, and processes must ensure that the human capital system provides, on a continuing basis, the number of well-qualified personnel required to meet the full breadth of interagency tasks (<i>TIIA</i> , p. 71).