



# PROJECT ON NATIONAL SECURITY REFORM

## Newsletter

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## PNSR Hails Appointment of Guiding Coalition Members to Obama Administration

The Project on National Security Reform praised the selection by President-elect Barack Obama of PNSR Guiding Coalition members Admiral Dennis C. Blair for Director of National Intelligence, General James L. Jones as National Security Adviser and Michèle Flournoy to be Under Secretary of Defense for Policy.

“In selecting General Jim Jones as National Security Adviser and Admiral Denny Blair as Director of National Intelligence, President-elect Barack Obama has added two highly capable, experienced leaders to his national security team,” said PNSR Executive Director James R. Locher III in a press statement. “Jones and Blair have distinguished themselves in challenging leadership assignments throughout their varied national security careers. They bring the right mixture of leadership, experience, and knowledge to confront the complex threats of the 21<sup>st</sup> Century.”

Blair, a former Commander-in Chief in the Pacific, said at a news conference last week in accepting the position, “Our mission in national security is absolutely clear. Timely, accurate, relevant intelligence to those who keep this nation safe, and to you so that you [President Obama] can make informed national security policy decisions... And the intelligence services will support you with facts, interpretations, assessments in a straightforward manner, and we will tell you how we know what we know and what we don’t know.”

Locher added that the PNSR has recommended that the National Security Advisor position be changed to the National Security manager because the President needs a top assistant not only to advise, but “help produce unity of purpose and unity of effort and ensure that the national security system is decisive, agile and fast. General Jones would excel in this new role.”

Of his appointment, Jones said during a news conference introducing the national security team on Dec. 1, “National Security in the 21<sup>st</sup> century comprises a portfolio which includes all elements of our national power and influence in working in coordination and harmony towards the desired goal of keeping our nation safe, helping to make our world a better place, and providing opportunity to live in peace and security for the generations to follow.”

Locher also praised the choice of Flournoy, former president of the Center for New American Strategy and a former deputy assistant secretary of defense for strategy and threat reduction during the Clinton Administration. “She is well-grounded and highly effective in managing policy formulation and implementation.”

*“Our national security efforts are tremendously inefficient. Inadequate planning and ad-hoc organizations and processes have squandered national assets. In the midst of the current economic crisis that portends a protracted period of austerity in government, we must undertake reforms that will lead to great efficiency as well as effectiveness.”*

*-Jim Locher*

## PNSR Urges U.S. to Overhaul National Security System

In releasing its recommendations to overhaul the U.S. national security system, leadership of the Project on National Security Reform made an urgent case for reform saying better cooperation among government agencies is critical to combat the multitude of threats facing the country.

PNSR unveiled a comprehensive strategy in [\*Forging A New Shield\*](#) to create a new national security system in which agencies work together on joint assignments and policy implementation in responding to crises and managing day-to-day national security affairs. The nonprofit released its report on Dec. 3 during a news conference at the National Press Club in Washington.

PNSR delivered the report earlier to President Bush, the Obama-Biden Transition, Congress and the Department of Defense.

“It is not surprising that a 60-year-old national security system is unprepared to handle the threats or exploit the opportunities of today,” said PNSR Executive Director Jim Locher during his remarks at the news conference. “The stable Cold War threat has given way to a multitude of challenges from rogue regimes to terrorists to trans-national criminals. We must now plan and prepare for many contingencies, spreading thin our attention and our resources.”

Among PNSR’s key recommendations:

- Create an empowered Director for National Security within the Executive Office of the President.
- Institute A National Security Review at the beginning of each presidential term.
- Decentralize the management of national security issues and achieve unity of effort by creating interagency teams and interagency crisis task forces.
- Establish a President’s Security Council (PSC) to replace the National Security Council and Homeland Security Council.
- Build a capability for management of the PSC and Office of Management and Budget to develop an integrated national security budget.
- Develop an interagency personnel system, including a National Security Professional Corps.
- Create a Chief Knowledge Officer in the PSC Executive Secretariat to ensure that the national security system as whole can develop, store, retrieve and share knowledge.
- Establish Select Committees on national security in the Senate and House and strengthen the Senate Foreign Relations Committee and the House Foreign Affairs Committee.

With a new President and Congress, Locher said the opportunity exists to lay out how the national security system should be organized and operated. Since the release of the report, Locher and PNSR senior staff have held briefings with members of congress and their staffs as well as executive branch leadership.

“Building a new national security act will require a combination of presidential directives and authorizing legislation from Congress,” Locher said. Presidential directives can provide the key strategic guidance to government departments and agencies outlined by the Obama administration, he said.

“Amendments to the rules of the Senate and House would allow Congress to review the mission of national security, while creating select committees on national security would provide governance and oversight of interagency issues,” Locher said.

## Legal Affairs Drafts National Security Documents

PNSR's Legal Affairs Directorate is focusing on translating the report's recommendations into legal instruments - including statutes and presidential directives - that can be adopted by the Obama administration as well as changes to Senate and House rules that could be implemented by Congress. Legal Affairs, in consultation with Research and Analysis, as well as the Presidential and Congressional Affairs directorates, is assessing the different options for each recommendation. The staff is also assisting with outreach to Congress and the Obama-Biden Transition.

## Congressional Affairs Briefs Key Members of Congress on Recommendations

With the release of *Forging A New Shield*, PNSR's Congressional Affairs Directorate has been briefing key congressional committees on the report's recommendations. Jim Locher has spoken to the principal staff of the Senate Armed Services, Foreign Relations, Homeland Security and Government Affairs committees, as well as the Select Committee on Intelligence. On the House side, Locher has met with professional staff members of the Armed Services and Foreign Relations committees. PNSR has also briefed members of the Congressional Research Service and the incoming class of military congressional fellows.

## Research and Analysis Refines Recommendations, Publishes New Case Studies

The Research and Analysis Directorate continues to commission and review a diverse range of "major" and "mini" case studies to examine significant national security events and developments. The release of a second volume of Case Studies is planned for 2009. The group also plans to publish an *Organization and Management Theory Analysis of the U.S. National Security System* based on rigorous academic research.

PNSR is developing issue teams designed to further develop and refine project recommendations. These teams will be chartered internally. The first PNSR chartered issue team will focus on recommendations that fall under the theme of "aligning personnel incentives, leader development, personnel preparation, and organizational culture with strategic objectives."

In fall 2009, PNSR will deliver to the President and Congress an analysis of and recommendations for reforming the intelligence community.

## Public Affairs Outreach Garner Coverage in Media

The release of *Forging A New Shield* drew media coverage in a variety of publications, including articles in *The Washington Post*, CNN.com, *Congressional Quarterly*, *Inside the Pentagon*, *the National Journal* and *Foreign Policy*. Public Affairs has embarked on an op-ed campaign to keep PNSR's message in the media.

Jim Locher and other members of the Guiding Coalition continue to engage public audiences in discussion of the project's recommendations. In addition to his appearance with Ambassador Thomas Pickering at the Center for National Policy, Locher recently presented the project's ideas to the Annual Review Conference of the ABA Standing Committee on Law and National Security, the Strategic Studies Department at John Hopkins School of Advanced International Studies and the United States Institute of Peace.

## PNSR in Brief

PNSR became an independent non-profit organization on October 28, 2008. John McLaughlin and Jeffrey Smith have agreed to serve on the Board of Directors with Jim Locher. PNSR recently implemented a streamlined, horizontal structure that will enable staff to interact more effectively and fluidly. Until recently, the organizational components of the project had never been located at a single site. Joel Bagnal's company, Detica Inc., graciously offered pro-bono office space in Ballston, Virginia capable of supporting all core PNSR staff. The project leadership and staff thank Joel Bagnal and Detica for this generosity. The project's new address is 4075 Wilson Boulevard, Ballston, VA 22203. The new phone number is 703-387-7600.

## Forging A New Shield Available

Due to the high costs of producing bound copies of the 800-page *Forging A New Shield* report, PNSR will only print a limited number of books that will not be available until mid-January. Copies of the Executive Summary of *Forging A New Shield*, which includes a CD-Rom of the entire report, can be requested by email at [info@pnsr.org](mailto:info@pnsr.org). Download the report can be downloaded at [www.pnsr.org](http://www.pnsr.org).

## PNSR Receives Funding

PNSR received \$4 million in funding from Congress for the fiscal year 2009 through the Office of the Director of National Intelligence (ODNI). The money was transferred from ODNI to the Department of Defense (DoD), and PNSR signed a cooperative agreement with DoD on Dec. 9. Both ODNI and DoD will oversee execution of the agreement. PNSR continues to seek funding from other sources including private foundations. To make a contribution, please contact PNSR by email at [info@pnsr.org](mailto:info@pnsr.org).

## Upcoming PNSR Events

**Thursday, January 15:** PNSR and the Hudson Institute Present: "Progress of Biodefense for the 21<sup>st</sup> Century—A Five Year Evaluation" by Al Mauroni," an author and defense analyst with Northrop Gruman. The event will take place from 3:00 p.m.-4:30 p.m. at the Hudson Institute, Betsy and Walter Stern Conference Center, 1015 15<sup>th</sup> Street, N.W., 6<sup>th</sup> Floor, Washington, D.C. RSVP (affirmative replies only) by sending your name and current institutional affiliation to [Richard Weitz at Weitz@hudson.org](mailto:Richard.Weitz@HUDSON.ORG).

**Thursday, January 29:** PNSR Vision Working Group presents findings and recommendations on a draft proposal for an overall National Security Planning & Execution Management System. Featured speakers are PNSR Executive Director Jim Locher III, PNSR Guiding Coalition Member Leon Fuerth and PNSR Vision Working Group Chair Sheila Ronis. The event will be from 1:00 p.m.-5:00 p.m. at Bingham McCutchen Law Firm, 2020 K St., N.W. 11<sup>th</sup> Floor Conference Center, Washington, D.C. Please RSVP (affirmative replies only) by sending your name and current institutional affiliation to [media@pnsr.org](mailto:media@pnsr.org) by January 23.

**Friday, January 30:** Jim Locher, Amb. Thomas Pickering and former Deputy Director of the CIA John McLaughlin will discuss National Security Reform at a private event at the Cosmos Club in Washington. For more information on all PNSR events, please visit [www.pnsr.org](http://www.pnsr.org).

## PNSR Redesigns Newsletter

PNSR redesigned its newsletter to provide more comprehensive and timely information about the organization's progress on instituting reforms to the U.S. national security system. The new newsletter will be published once every two weeks. Stay tuned for more new features in upcoming issues including a list of recommended reading on the U.S. national security system. If you would like to post an item in the newsletter or recommend a book, please email [Judith.evans@pnsr.org](mailto:Judith.evans@pnsr.org).