

# REPORT OF THE NATIONAL DEFENSE PANEL, TRANSFORMING DEFENSE-NATIONAL SECURITY IN THE 21<sup>ST</sup> CENTURY, DECEMBER 1997

## Proponent

The proponent for this document is the National Defense Panel. The Group was established as an independent panel by the Secretary of Defense under Section 924 of the Military Force Structure Act of 1996.

## Web Site Location

This document may be accessed from the National Defense Panel homepage at <http://www.dtic.mil/ndp>.

## Definition

*Goldwater-Nichols Reorganization Act of 1986 - Legislation related to DOD reform. Its purpose was to enhance the legal authority of the Chairman, Joint Chiefs of Staff and the unified commanders. Its practical purpose was to improve U.S. warfighting capability, particularly in terms of organizational relationships and responsibilities. Implementation has been, at times, controversial in terms of the shifting of power from the Services to the Joint Staff and the CINCs, particularly as interpreted by the Joint Staff.*

## Synopsis

The document focuses on the long-term issues facing U.S. defense and national security. It identifies the changes that will be needed to ensure U.S. leadership and the security and prosperity of the American people in the 21<sup>st</sup> century. It highlights the finding that to meet the identified challenges, the U.S. must undertake a broad transformation of its military and national security structures, operational concepts and equipment, and the Department of Defense (DoD) key business processes. The report recognizes that much is being done toward these goals but the pace of this change must be accelerated. The report builds on the findings of the Quadrennial Defense Review (QDR) but looks further into the future and places much more emphasis on the transformation strategy that must be considered.

The report begins by highlighting the world in 2020 in relation to geopolitical trends, demographic and social trends, economic trends and technology trends. Operational challenges to the military including those associated with power projection, information operations, space, urban operations, weapons of mass destruction and transnational threats and challenges are discussed. Specific concerns include:

- ◆ terrorism, information operations, nuclear, biological and chemical weapons, missile proliferation and a host of transnational dangers may play a more prominent role;
- ◆ our ability to rapidly and effectively project and sustain US military power to distant regions may be challenged;
- ◆ our space system vulnerability is increasing; and
- ◆ the need to prepare ourselves to conduct operations in urban environments is increasing.



## Report Documentation Page

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The report presents the U.S. national security imperatives and mechanisms for meeting the national security challenges. A number of key focal areas are targeted ensuring:

- ◆ homeland defense,
- ◆ regional stability,
- ◆ projection of military power,
- ◆ security of space operations,
- ◆ maintenance of US information superiority, and
- ◆ countering weapons of mass destruction.

The report presents conclusions addressing the need for transformation of:

- ◆ military and national security structures (including transforming the Unified Command Plan, proposing significant changes to the functional commands to incorporate new mission capabilities and some restructuring of the geographic commands);
- ◆ operational concepts and equipment (including transforming the industrial base); and
- ◆ key DoD business practices (including transforming the DoD infrastructure).

Finally, the report presents recommendations that:

- ◆ the U.S. should focus its energies and resources on the challenges of tomorrow—even if that means accepting more risk in the near term (e.g. our structure and forces are sized to meet today’s security requirements, however, it inhibits our ability to adapt and respond to challenges in the longer term);
- ◆ we must experiment—investigate new joint operational concepts, apply advanced technologies in new ways, explore different organizational structures, and stimulate innovative thinking to develop the synergies inherent in the Services and other national assets;
- ◆ we must divest ourselves of the systems, processes, and policies that have outlived their usefulness (e.g. procurement process and infrastructure);
- ◆ we must redirect our planning and long-term thinking in a way that enables us to alter our response as threats and challenges develop and we better understand the potential of new technologies; and
- ◆ we must continue building on the Goldwater-Nichols reforms and restructure the entire national security system to provide improved coherence and flexibility in response to threats at home and abroad by incorporating economic, political, diplomatic, and military elements in an integrated system of mutual reinforcement and support.

## What Does This Mean for Military Public Health?

In order to support the emerging directions for defense, preventive medicine must:

- ◆ incorporate health promotion and preventive medicine principles and their role in international collaboration in military courses such as those taught at the AMEDD Center and School, other military service medical schools, Army, Air, Naval, and Marine Corps War Colleges, Armed Forces Staff College, NATO staff officer orientation course, and military senior NCO Academies;
- ◆ disseminate this integrated health information to commanders, policy makers and individuals who can act to influence health and prevent diseases and injuries;
- ◆ integrate preventive medicine functional areas into managed care;

- ◆ shift the focus from managing care to managing health.
- ◆ These themes are common to other planning documents on our list:
- ◆ critically rethink, redesign, or eliminate those product and service processes that are inefficient;
- ◆ USACHPPM could serve as a center of excellence for the full spectrum of health promotion and preventive medicine services in managing the health of our soldiers and beneficiaries;
- ◆ create a common culture throughout the DoD that values health and fitness. We will focus on value added products and services that will increase our ability to help shape the international HP & PM environment of tomorrow;
- ◆ assist with the development of a Joint service approach in addressing the health promotion and preventive medicine needs of commanders, especially the CINCs;
- ◆ increase and foster individual contact with our allies' health promotion and preventive medicine personnel. By providing information to our friends and allies, we will forge new individual relationships and enhance alliance relationships which will prove as useful in the future, as they have in the past;
- ◆ develop partnerships among the Military Health System (MHS), other government agencies, the World Health Organization, and the private sector to create healthier environments and workplaces;
- ◆ optimize the use of technology to obtain, evaluate, and disseminate preventive medicine information

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