

December 10, 2004

MEMORANDUM FOR SECRETARY OF DEFENSE
DEPUTY SECRETARY OF DEFENSE

FROM:

Lin Wells

SUBJECT: A Second Kind of Transformation

The 25th session of the Highlands Forum concluded on December 8. Co-sponsored by Andy Marshall and **NIL**, Highlands focuses on issues at the interface between policy and technology. Over the years I have found it among the most interesting and thought-provoking things I've done in government. Pete Geren attended much of this Highlands.

- The session focused on “Connectedness, Content, and Security,” especially the effects of globalization on security. It looked at globalizing forces and linkages, which often are culturally disruptive, and how others adapt them to their own purposes. It also reviewed how DoD can understand them better and use them to deter, dissuade, defend, or defeat. We concluded that new strategies, organizations and tools can help us operate more effectively in this environment.
- Scenarios ranged **from** optimistic extensions of present trends to pessimistic visions of disrupted globalization. Overall, a US role **as** a responsible global power promoted stability, even if resented, since no one else would pick it up. But we **also** must get better at “the second half of the game” by effectively executing counter-insurgency ops or post-conflict stabilization. When we stayed engaged, development progressed. When we withdrew, conditions worsened.
- This reinforces the importance of convincing the American public how and why the “first-half game” of sustained presence and force projection is much better than perimeter defense. Without their support for “going into the Gap” (based on Tom Barnett’s characterization of “Core” regions of stability and “Gap” regions of turmoil and threats), much goes wrong. Such convincing is best done **before** another attack at home solidifies a “fortress America” mentality.

DoD is transforming our force projection and other capabilities, but we need a second kind of transformation to improve **our** ability to shape post-conflict transitions. As the DSB pointed out, this will take an inter-agency effort. The civil side of the civil-military equation brings both capabilities and requirements to these kinds of **fight**s and we often now ignore them to **our** detriment. Stan Szemborski suggests that we leverage **our** own QDR to drive an inter-agency review to make tangible progress on these critical issues. I agree.



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