

Public Affairs Guidance

QDR/TRANSFORMATION

9/28/01 3:00 PM

Core Message:

- The QDR articulates a new strategy for America's defense.
- The world changed, and America must prepare for the new and different threats to our security at home and abroad.
- We must transform US forces, capabilities, and institutions to extend America's advantages well into the future.
- Four key goals must guide the development and deployment of U.S. forces and capabilities: assuring allies; dissuading adversaries; deterring threats; and defeating aggression should deterrence fail.
- The QDR provides a roadmap to chart a new course for the transformation of America's military in the century ahead.

The QDR articulates a new strategy for America's defense.

- It embraces uncertainty and contends with surprise.
- It extends America's influence and preserves America's security.
- It transforms the force to quickly and decisively confront the threats of the 21st century.

The world has changed, and America must prepare now for the new and different threats to our security at home and abroad.

- While it's impossible to predict where or when we will be threatened, we can anticipate *how*:
 - Terrorist attacks conducted on a massive scale against our citizens and communities;
 - Weapons and tactics to deny US access to distant bases or theaters of operation;
 - Nuclear, biological and chemical weapons and their various means of delivery, which can hold populations hostage to blackmail or intimidation and undercut the conventional strength of our forces.
- These threats are:
 - Increasing – to include commandos and weapons of mass destruction;
 - Evolving – nations are arming themselves with advanced systems and integrated capabilities clearly designed to counter current US military strengths; and
 - Accelerating -- attacks will be faster and shorter because success will depend on achieving objectives before the U.S. or its allies can react.

We must transform US forces, capabilities, and institutions to extend America's advantages well into the future.

- The QDR charts a new course for a strong defense – one in which forces are, faster, more lethal and prepared to counter the asymmetrical threats to our security.
- It reorients the military from a threat-based force to a capabilities-based force to better defend against non-traditional threats.
- It fields a force capable of defeating any adversary quickly and on our terms, and one that can adapt quickly to surprise.
- It identifies a portfolio of US military capabilities needed to help us prevail against current threats while dissuading future potential adversaries from developing dangerous new capabilities.

The development and deployment of US forces and capabilities will be founded on four key goals:

- Assuring allies and friends of US resolve and capability to fulfill its military commitments.
- Dissuading adversaries from undertaking programs or operations that threaten US interests or those of allies and friends.
- Deterring aggression and coercion by deploying forward the capabilities necessary to swiftly defeat attacks and impose severe penalties for aggression.
- Defeating any adversary if deterrence fails.

The QDR provides a roadmap for the transformation of America's military in the century ahead.

- We consulted extensively with friends and allies about how best to move beyond the Cold War and prepare together for the threats we will all face in the century ahead.
- Within the Department of Defense, we initiated an unprecedented process of study and review to determine how our armed forces might best be arranged to meet the threats of the 21st Century.
- We produced a new defense strategy and approach to determining the composition of US forces, which we tested against a variety of models and scenarios.
- The plan we present to the President and the Congress will provide the roadmap necessary to initiate a sustained process for transforming America's military to meet the challenges that lie ahead.

Likely Questions

Do you plan to keep the two nearly simultaneous wars construct?

- At the end of the Cold War, the MTW (Major Theater War) approach was an innovation that served as the basis for sizing the force.
- It provided a guidepost for shaping and resizing the force from one oriented toward global war with one superpower adversary to a smaller force based on regional contingencies.
- However, the likely dangers of this new century may be quite different from those of the last.
- The primary problem with the two-war approach is that it focuses military planners on near-term threats to the detriment of preparing us for the threats of the future.

How can you prepare for unknown threats?

- While we can't predict who will threaten us, or where or when the threat we occur, we can anticipate how we will be threatened (Terrorism, cyber-attack, advanced conventional weapons, ballistic missiles, etc.), and we know that future conflicts will no longer be restricted to their region of origin.
- This requires a defense strategy that focuses more on emerging capabilities rather than specific conflict scenarios.

Is it true that the "Terms of Reference" require the military to both continue current operations in Europe, East Asia and the Persian Gulf, and develop new capabilities in space, intelligence, missile defense and information warfare?

- The terms of reference notes that the U.S. has interests in a number of regions. However, it also takes account of recent changes in the security environment that could lead to adjustments in force structure, capabilities, overseas presence, and concepts of operation.

How can you reduce the size of the conventional force given those parameters?

- There is no assumption about what the ultimate force size should be. The terms of reference were developed by the senior civilian and military leadership in the Department of Defense to ensure that the QDR would be strategy-driven. The key point upon which the senior DoD civilian and military leadership agree is that strategy should determine force requirements, not vice versa. This was the intent of crafting the TOR: to ensure that strategic guidelines were provided up front to inform analysis.

When will the terms of reference be made public?

- The terms of reference contain intelligence and other sensitive information derived from multiple sources that must be protected. The document is classified. However, an unclassified executive summary is available.

How many QDR panels were there and is a list available of who has led each one?

- A Senior Level Review Group comprised of senior DoD civilian and military leadership lead the QDR. There were seven integrated project teams: Strategy and Force Planning; Military Organizations and Arrangements; Capabilities and Systems; Space, Information and Intelligence; Forces; Personnel and Readiness; and Infrastructure. An integration group comprised of three-star equivalents from the Office of the Secretary lead the work of the integrated project teams.

Recent or Relevant Quotes

President George W. Bush

"We are witnessing a revolution in the technology of war. Power is increasingly defined not by size but by mobility and swiftness. Advantage increasingly comes from information such as the three-dimensional images of simulated battle. Safety is gained in stealth and forces projected on the long arc of precision –guided weapons. The best way to keep the peace is to redefine war on our terms."

(Norfolk Naval Air Station, Norfolk, VA, February 13, 2001)

"Make no mistake: keeping American safe in such a world is a challenge that's well within our reach -- provided we work now, and we work together, to shape budgets, programs, strategies and force structure to meet the threats we face and those that are emerging, as well as the opportunities we're offered to contribute to peace, stability and freedom. But the changes we make in our defense posture, the innovations we introduce, take time to be made part of a great military force. We need to get about the business of making these changes now in order to remain strong, not just in this decade, but for decades to come."

(Pentagon Welcome Ceremony, January 26, 2001)

Secretary of Defense Rumsfeld

"The world is changing. Unless we change, we will find ourselves facing new and daunting threats we did not expect and which we will be unprepared to meet."

(Testimony before Senate Committee on Armed Services, June 21, 2001)

"Change is difficult. Changing the Defense Department is like turning a great aircraft carrier – it does not turn on a dime. But the greatest threat to our position today is complacency. ... Our current situation is not a permanent conditions. If we don't act now, new threats will emerge to surprise us, as they have so often in the past. The difference today is that the weapons are vastly more powerful. ... Simply hanging on and doing more of the same could be a serious mistake."

(Testimony before Senate Committee on Armed Services, June 21, 2001)