



Quadrennial Defense Review (QDR)

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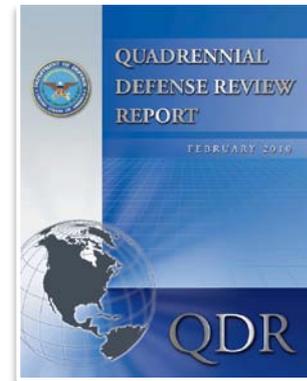
Key Strategic Reviews in 2010

- **Four major Department of Defense reviews in 2010**
 - QDR and BMDR released 1 February 2010
 - Nuclear Posture Review
 - Space and Cyberspace Reviews

- **Several other major 2010 US Government reviews**
 - Quadrennial Homeland Security Review
 - Quadrennial Diplomacy and Development Review
 - National Security Strategy
 - *Quadrennial Intelligence Community Review (released 2009)*

- **Reviews conducted collaboratively, drawing from a common vision**

QDR Highlights



- **Rebalances US military capabilities and reforms defense processes and institutions to**
 - ***Prevail*** in today's wars
 - ***Prevent and deter*** conflict
 - ***Prepare to defeat*** adversaries and succeed in a wide range of contingencies
 - ***Preserve and enhance*** the All-Volunteer Force

- **Emphasizes flexibility of the force investment in key enablers**

- **Sets the force on a path toward sustainable rotation**

- **Integrates activities with other U.S. agencies, allies and partners**

- **Initiates a cooperative, tailored approach to global defense posture**

Complex Environment

▪ Current Conflicts

- The outcome of conflicts in Iraq, Afghanistan, and against Al Qaeda, will shape the security environment for decades to come

▪ Enduring Trends

- Rise of new powers
- Growth of non-state actors
- Lowered barriers for dangerous technologies, including WMD and ballistic missiles
- Resource scarcity, climate change, disease, and demographics

▪ Challenging Operational Landscape

- Increasingly multidimensional conflicts (“hybrid” threats)
- Threats to the global commons and expansion into space & cyber
- Growing anti-access capabilities, including ballistic missile threats
- Fragile states

Sizing the Force

U.S. forces are sized to conduct the following types of operations in overlapping timeframes:

- 1. Prevail in ongoing conflicts in Afghanistan, Iraq, and in the war against Al Qaeda**
- 2. Conduct “foundational activities” to prevent and deter: attacks on the United States, emergence of new trans-national terrorist threats, and aggression by state adversaries**
 - Over the mid- to long-term, expand foundational prevent and deter activities
- 3. Be prepared for other challenges**
 - In the **near term**, be able to support civil authorities at home and defeat a regional aggressor
 - In the **mid- to long-term**, be able to conduct multiple, simultaneous operations:
 - Stabilization op + defeat highly capable regional aggressor + support civil authorities in U.S.; *or*
 - Defeat two regional aggressors + heightened alert posture in and around U.S.; *or*
 - Stabilization op + long-duration regional deterrence
COIN + support to civil authorities in U.S. +

Shaping the Force

- **Defend the United States and support civil authorities at home**
 - Improve flexibility and responsiveness of consequence management support
- **Succeed in counterinsurgency, stability, and counterterrorism operations**
 - Increase rotary wing, ISR, and other key enablers; improve counter-IED capabilities
- **Build the security capacity of partner states**
 - Institutionalize and reform security force assistance in the general purpose force
- **Deter and defeat aggression in anti-access environments**
 - Enhance the resiliency of U.S. forward posture and base infrastructure
- **Prevent proliferation and counter weapons of mass destruction**
 - Secure vulnerable nuclear materials worldwide and enhance WMD interdiction
- **Operate effectively in cyberspace**
 - Stand up Cyber Command and grow a cadre of cyber experts

Key Reform Initiatives

- **Take care of our people**

- Wounded warrior care
- Move toward sustainable deployment tempo
- Support to families

- **Strengthen relationships at home and abroad**

- Collaborate closely with allies and partners
- Pursue a cooperative and tailored global defense posture
- Strengthen U.S. civilian capacity

- **Reform how we do business**

- Reform security assistance authorities and approaches (Increase investment in 1206, CERP, Iraq Security Forces Fund, Afghan Security Forces Fund)
- Reform how we buy
- Develop enterprise-wide climate change and energy strategies

Linking Strategy to Budget

- **The Administration established its rebalance and reform agenda in the FY2010 budget process**
 - Strategy-based: 2008 NDS and Presidential reform priorities guided decisions

- **The 2010 QDR refined this agenda, creating a coherent strategic framework for focusing it:**
 - *Prevail* in today's wars in Iraq and Afghanistan, and against Al Qaeda
 - *Prevent and deter* future conflicts while defending the homeland
 - *Prepare* to prevail in a wide range of large and possibly long-duration operations in multiple theaters in overlapping timeframes
 - *Preserve and enhance* the Joint Force and position it to support national security requirements now and in the future

- **The FY2011 budget builds on FY2010 and invests in additional key areas critical to rebalancing the force and reforming our defense processes**

Considering Leadership in QDR

- **QDR was an interesting example of defense leadership in action:**
 - 1. Strong Secretary**
 - Clear vision
 - Strong reputation
 - 2. Experienced leadership**
 - All veterans of 1990s QDRs
 - Understand the bureaucracy
 - 3. Effective organization**
 - Maintained balance between *process* and *progress*
 - 4. Clear guidance**
 - Focus on those in harm's way
 - Don't let the perfect become the enemy of the good.

Effective defense planning does not occur without effective leadership.

Thank You

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