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# **The Comprehensive Approach: Results of the QDR Independent Panel**

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22nd ANNUAL SPECIAL OPERATIONS/LOW INTENSITY CONFLICT SYMPOSIUM  
Panel #4: Adapting SOF for Defense, Diplomacy, and Development Operations  
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# QDR Independent Panel Members

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**Stephen J. Hadley, Co-Chairman**

- **Richard Armitage**
- **J.D. Crouch**
- **Charles Curtis**
- **Rudy deLeon**
- **Joan Dempsey**
- **Eric Edelman**
- **Sherri Goodman**
- **David Jeremiah**
- **George Joulwan**

**William J. Perry, Co-Chairman**

- **Richard Kohn**
- **John Lehman**
- **John Keane**
- **Alice Maroni**
- **John Nagl**
- **Robert Scales**
- **James Talent**
- **Paul Van Riper**
- **Larry Welch**

# 2010 QDR Independent Panel Review

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- Need for “Comprehensive Approach”
  - National Security Strategy and the 2010 QDR use the term “whole of government”
  - 2010 QDR highlighted:
    - Military missions of future are multi-stakeholder
    - Complex operating conditions
    - Civil-military interface critical
    - US in supporting role to host nation.
- Current federal government structures – both executive and legislative in need of reform
  - Legacy structures from the 1940s
  - U.S. defense framework adopted after World War II structured to address the Soviet Union in a bipolar world
  - Different threats and operating environment today .

# President Obama's State of the Union, 2011

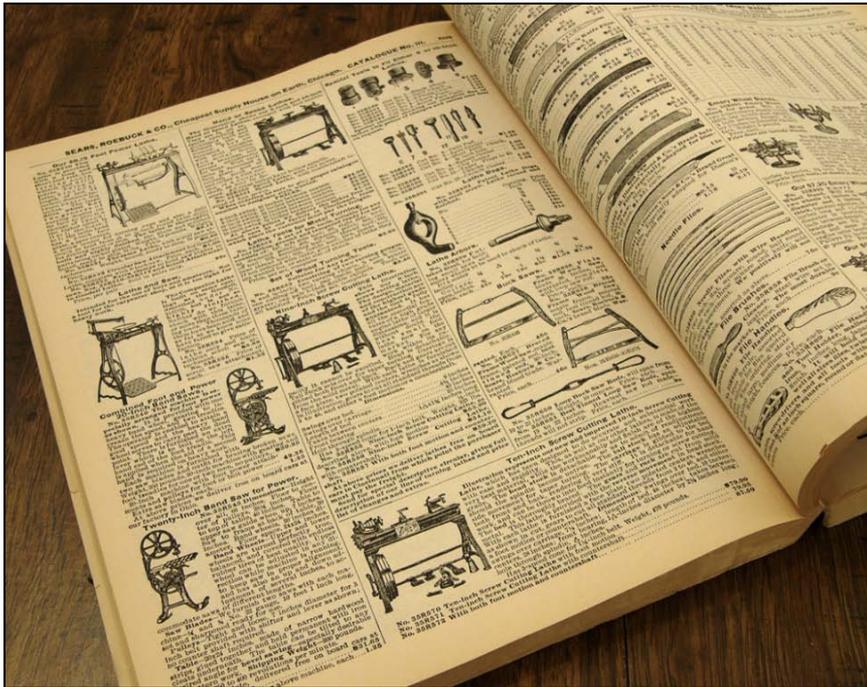
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- *“We cannot win the future with a government of the past. We live and do business in the information age, but the last major reorganization of the government happened in the age of black and white TV. . . In the coming months, my administration will develop a proposal to merge, consolidate, and reorganize the federal government in a way that best serves the goal of a more competitive America.”*

# It's like the Sears Catalog of the 50's competing with Amazon!

## Sears Roebuck - 1950



## Amazon.com - Today

**1** Customers shop on your website and add items to shopping cart.

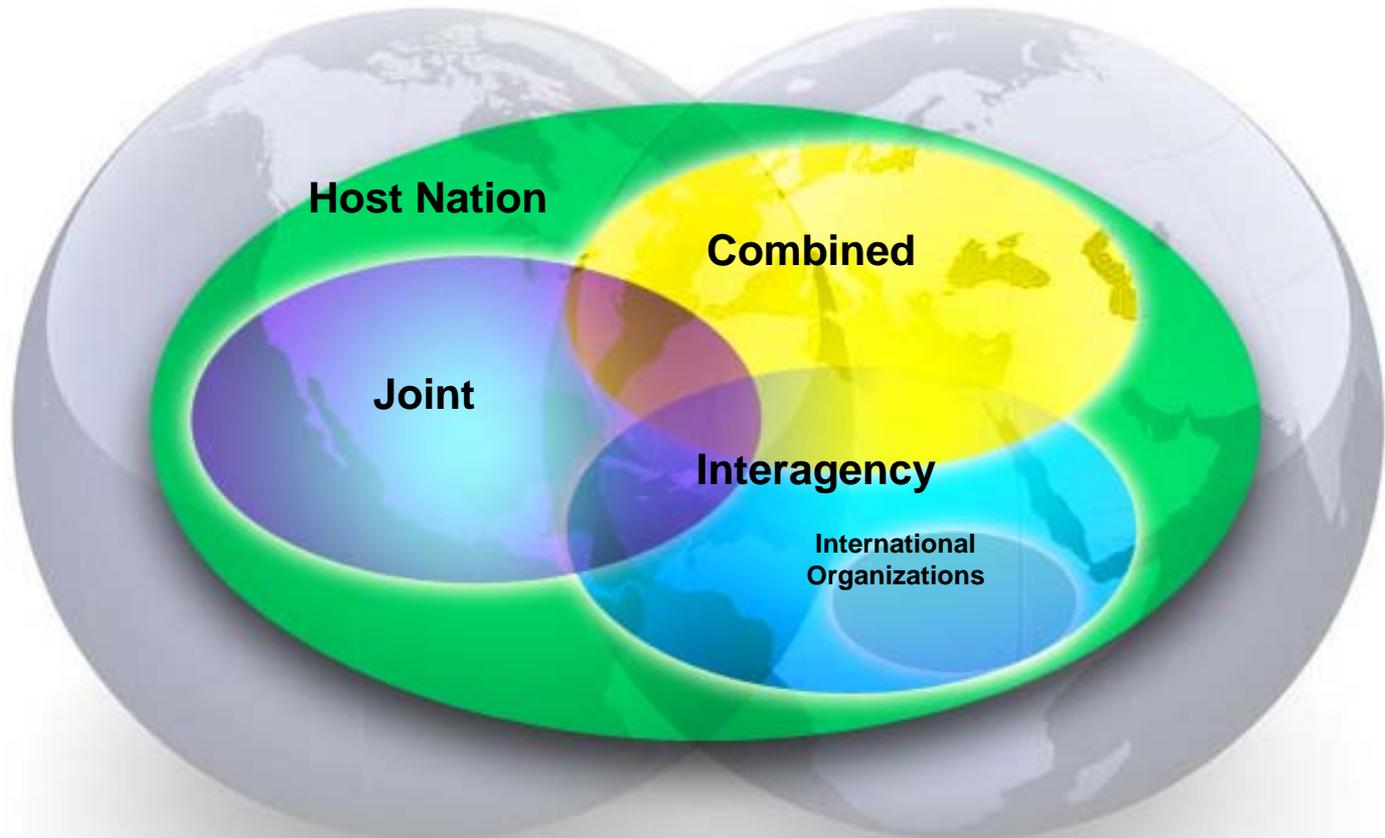
**2** Customers can view, edit, or remove the items.

**3** When your customers are ready to checkout, they choose a shipping address and click the 1-Click button to place the order.

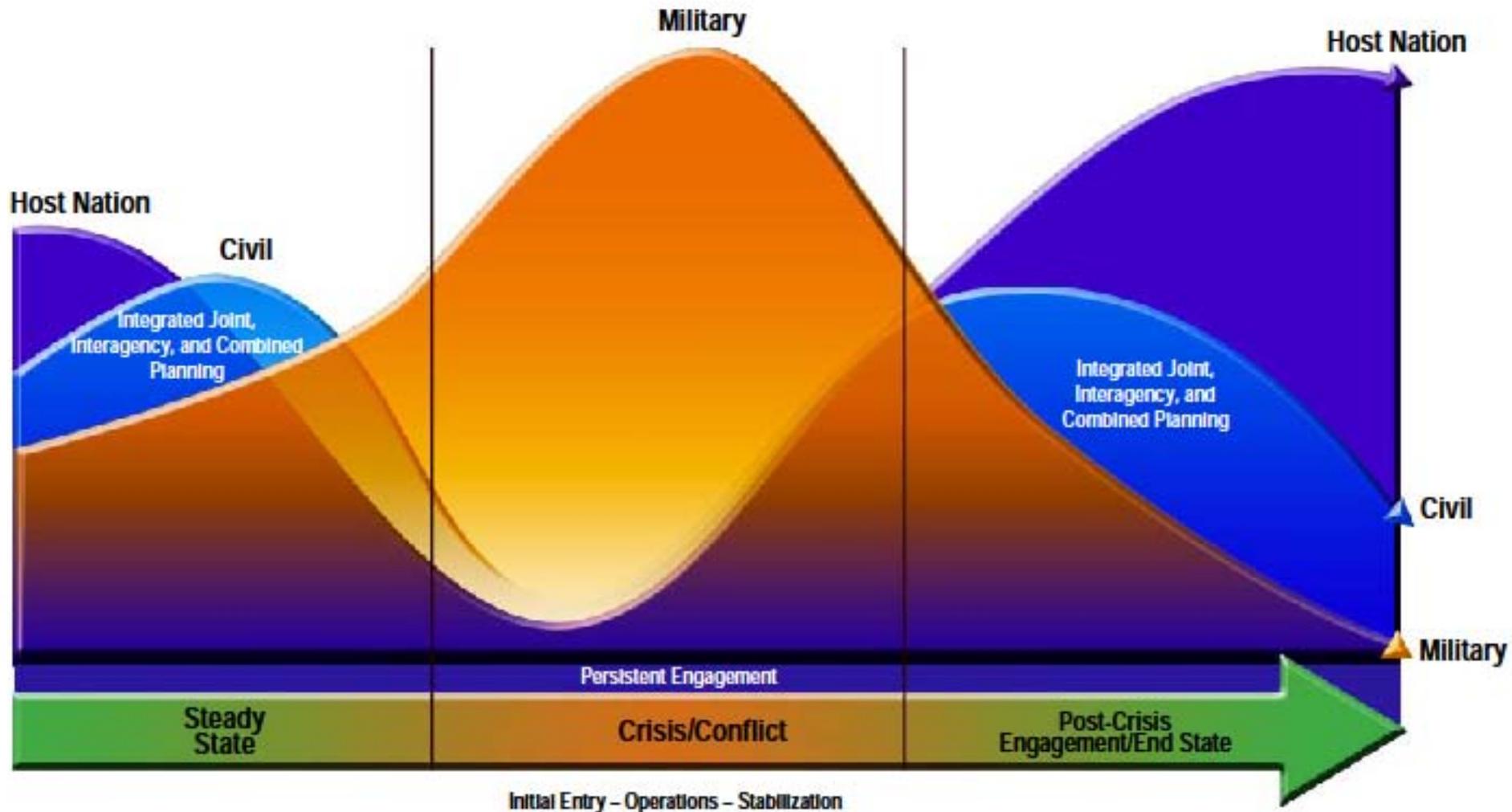
**4** Customers are returned to a URL that you specify. Amazon Payments sends confirmation e-mail to you and the customer.

# The (Notional) Operational Environment

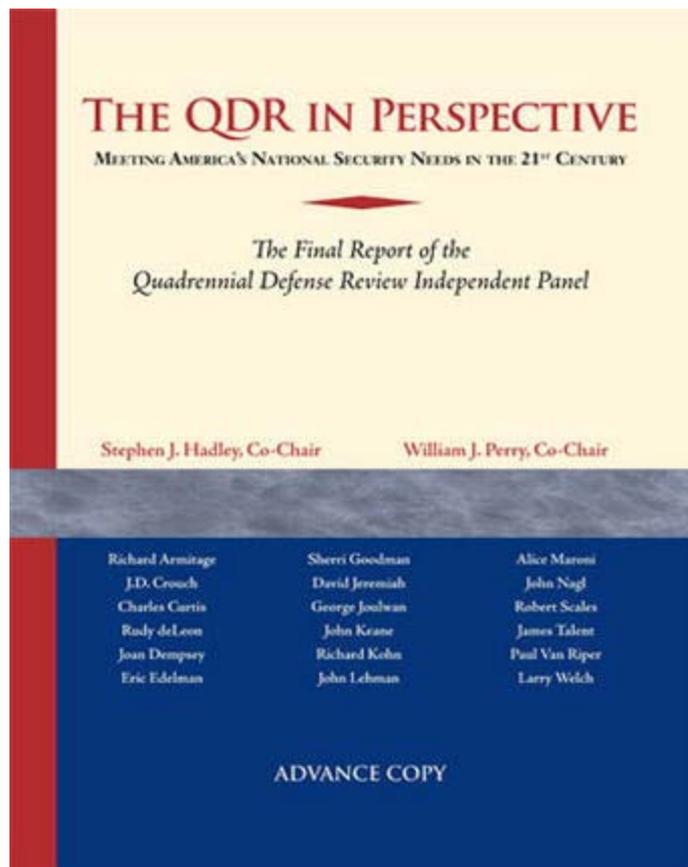
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# The Comprehensive Approach: Relative Military vs. Civil Level of Effort



# Recommendations of QDR Independent Panel



1. Reconvene Joint Committee on the Organization of Congress
  - Make recommendations to improve organization and oversight of Congress
  - Make Congress a more effective body in performing its role to “provide for the common defense.”
2. Executive Order signed by the President on Whole of Government
  - Clarify interagency roles and responsibilities for whole of government missions.
3. Establish a National Commission on Building Civil Force of the Future
  - Increase capability and capacity of civilian departments to move promptly overseas and cooperate effectively with military forces in insecure security environments.

# The Way Ahead: Adapting SOF in a “3D+” World

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- How is the “3D+” world likely to affect SOF’s approach to future missions?
- How will the new environment affect SOF’s ways of operating?
  - Withdrawal from Afghanistan and Iraq
  - Implications of the current turbulence in the Middle East
  - Budgetary constraints and limitations.
- What role will be effective for SOF to play in that environment?
  - **Broker**
  - **“Lean and mean”**
  - **The Comprehensive Approach:** Build up core competencies while leveraging opportunities found in collaboration and cooperation with other stakeholders.