
Quadrennial Defense Review 2014

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National Defense Panel assessment of the 2014 Quadrennial Defense Review : Committee on Armed Services, House of Representatives, One Hundred Thirteenth Congress, second session, hearing held December 2, 2014. Capabilities-based planning has become a central theme of defense planning. It is defined in broad terms in the 2001 Quadrennial Defense Review, but opinions differ about its details and how to implement it. This book reviews and extends ideas developed over the last decade regarding capabilities-based planning. It puts capabilities-based planning in the larger context of defense activities

generally, sketches an analytic architecture for carrying it out, and offers recommendations about how to proceed, including a suggested architecture that emphasizes mission-level work and such concepts as mission-system analysis, exploratory analysis, and hierarchical portfolio methods for integration and tradeoffs in an economical framework. Capabilities-based planning is related to the objective of transforming U.S. forces to deal effectively with the changes taking place in military affairs. The book also emphasizes that the new paradigm of capabilities-based planning is particularly apt given the objective of transforming U.S. forces to deal effectively with the changes taking place in military affairs. Every four years, the secretary of defense is required by Title 10 of the United States Code to undertake a review of U.S. defense strategy, force structure, budget plans, and associated policies in what is known as the Quadrennial Defense Review (QDR). As this

process begins for the 2014 QDR, defense planners will need to consider the prioritization of U.S. defense objectives, the security environment in which decisions about U.S. defense strategy and force structure will be made, and the military capabilities and capacities (and ways of employing them) that could meet the demands of this environment. To facilitate this process, the Center for Strategic and International Studies (CSIS), with support from the Office of the Under Secretary of Defense for Policy, hosted a one-day conference on January 25, 2013, that convened a diverse group of expert panelists and participants. This conference included an opening panel that identified lessons learned from past QDRs and from the 2012 Defense Strategic Guidance (DSG) and three subsequent panels that highlighted considerations for the 2014 QDR, including security, fiscal, and strategic considerations. The end of the Cold War ushered in an era of profound change in

the international arena and hence in the policymaking environment as well. Yet the changes that have characterized the post-Cold War era have often proceeded at different paces and have at times moved in opposing directions, placing unprecedented strain on policymakers seeking to shape a new national security and military strategy. This report describes the challenges policymakers have faced as seen through the lens of the three major force structure reviews that have taken place over the past decade: the 1990 Base Force, the 1993 Bottom-Up Review, and the 1997 Quadrennial Defense Review. The report focuses on the assumptions, decisions, and outcomes associated with these reviews as well as the planning and execution of each. It concludes that all three reviews fell short of fully apprehending the demands of the emerging threat environment, and the budgets that would be needed and afforded, resulting in a growing imbalance between strategy, forces, and resources over the decade. Accordingly, the report recommends that future defense planners adopt an assumption-based approach in which key planning assumptions are continually reassessed with a view toward recognizing--and rapidly responding to--emerging gaps and shortfalls.

Gambling with Ground Forces
Report of the Quadrennial Defense Review

Air Combat Command's Struggle to Provide Combat-ready Aircrews with Limited Resources
Addressing Transitional Threats, Homeland Defense, and

Breached Seams in the Western Hemisphere
National Defense Panel Assessment of the 2014 Quadrennial Defense Review
Ensuring a Strong U.s. Defense for the Future

"As military conflicts come to an end, it is not uncommon for societies to expect a 'peace dividend' and to engage in elite and popular conversations about how much defense spending is still needed. The issues are similar across countries and time periods: How can defense planners preserve capabilities, avoid the reversibility problem, and plan for the long term? How can they guide the development of technologies and doctrines in a climate of austerity? This manuscript draws lessons from previous historic situations and applies them to today"--Publisher's web site.

The 2014 Quadrennial Defense Review identifies 11 mission areas in which the Army plays a significant role to support U.S. policy in a rapidly changing security environment. The Army must be manned, equipped and trained to prevent conflict, shape the security environments and win wars. This document describes how the Army will apply resources to adapt materiel in the near-term, evolve programs in the

mid-term and innovate with Science and Technology for the long-term.

"The United States is currently engaged in at least two major defense institution-building missions simultaneously in the Middle East, linked to U.S. involvement in major regional contingencies in Afghanistan and Iraq. U.S. special operations forces (SOF) have been critical enablers in both the tactical- and operational-level advisory and combat missions associated with these events ... In addition to these ongoing requirements for defense institution-building, the 2015 National Security Strategy and the 2014 Quadrennial Defense Review describe two broad challenges that will continue to require the defense institution-building capabilities developed during the conflicts in Iraq and Afghanistan. First, there is the challenge posed by weak, fragile, and failing states ... The second major challenge will require a continuation of U.S. defense advisory efforts is the number of U.S. allies, partners, and friends that find themselves overmatched by the security threats they face ... this study seeks to answer two primary research questions. First, is advising foreign militaries at the high-operational/strategic and

ministerial levels an appropriate task for U.S. SOF to perform on a regular basis? Second, what additional training would be required to accomplish this task?"--Introduction. Contents: (1) Background: Command Structures and Components; Special Operations Forces in the Army, Navy, Air Force, Marine, and Joint; NATO Special Operations; (2) Current Organizational and Budgetary Issues: 2010 Quadrennial Defense Review Report SOF-Related Directives; 2010 USSOCOM Posture Statement; (3) Afghanistan-Related Issues; A Change of Command Relationship for U.S. SOF; U.S. SOF Direct Action Against Afghan Insurgents; Training Village Security Forces; (4) Issues for Congress: Are Current Command Relationships and Rules of Engagement Having a Detrimental Impact on Special Operations in Afghanistan?; Are We Making the Best Use of SOF in Afghanistan? The Quadrennial Defense Review Lessons from the Base Force, Bottom-up Review, and Quadrennial Defense Review U.s. Landpower in the South China Sea Shaping the Future Air Force

Defense Outlook 2016 The 2014 Quadrennial Defense Review Examines how U.S national security strategy and the USAF might change to better confront new challenges presented by future major regional conflicts and counterterrorism, counterinsurgency, and nation-assistance operations. This timely study examines the Defense Department's FY 2017 budget proposal for the size and shape of military forces. After 13 years of fighting two counter-insurgency wars, the United States is entering another interwar period, and its Army must now justify its value and relevance at a time when the "biggest threat to U.S. national security" appears to be a run-away budget deficit. This Strategic Research Paper first identifies those lessons learned during previous interwar periods that are useful to Army leaders of today as they contemplate transformation in the 21st century. It then compares different arguments for how the emerging Army of the 2020's should re-organize. This paper advocates for a consolidation of existing army structure, a reorganization of its capabilities, and a transformation of its role in the joint force supporting U.S. national security interests. In sum, it offers a plan for best managing the Army's

restructuring to a smaller, yet lethal, force while ensuring relevancy to the security environment of this interwar period and meeting the goals outlined in the 2014 Quadrennial Defense Review. In the end, it will advocate for a 380K army that is optimized on the "left end" of conflict while preserving "at-risk" armor capability and a strategic vision characterized by a pivot to everywhere the rest of the Joint Force is not. Arguably the most serious threats to United States (U.S.) national security, in both the current and future operating environments are terrorist or criminal non-state organizations. The 2015 National Security Strategy, 2014 Quadrennial Defense Review, and Army Operating Concept 2020-2040 clearly identifies these threats as the most complex problem that the U.S. Army will face. In 2014, Special Operations Command (SOCOM) requested further research to identify ways that Special Operations Forces (SOF) may effectively accomplish their objectives in undergoverned, threat areas. Using three regionally diverse examples, this thesis proposes that the Civil Military Engagements (CME) program, within the Civil Affairs (CA) Regiment, provides SOF an optimal solution to achieve its long-term objectives in undergoverned areas. This is

initially due to their ability to gain and maintain access into targeted regions, and capitalizing on this access by filling information gaps and identifying sources of instability. However, the greatest value is its ability to serve as a vanguard for Department of State (DoS) efforts in assisting host nation governance. ACRONYMS * ILLUSTRATIONS * TABLES * CHAPTER 1 INTRODUCTION * The Problem * Assumptions * Limitations * Delimitations * Conclusion * Definitions * CHAPTER 2 LITERATURE REVIEW * Operational Environment * Strategic Guidance * Geographic Combatant Commands * Special Operations Forces * Current Civil Affairs Education * Horn of Africa * Pakistan * Sri Lanka * Summary * CHAPTER 3 RESEARCH METHODOLOGY * CHAPTER 4 ANALYSIS * Horn of Africa * Mission and Primary Role * Vulnerability Assessments * Information Collection * DoS Synchronization * Horn of Africa Summary * Pakistan * Mission and Primary Role * Vulnerability Assessments * Information Collection * DoS Synchronization * Pakistan Summary * Sri Lanka * Mission and Primary Role * Vulnerability Assessments * Information Collection * DoS Synchronization * Sri Lanka

Summary * Summary * CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS * Conclusion * Recommendations * Civil Affairs Organization * Special Operations Forces-Department of State Synchronization * Civil Information Management * Education and Training * Summary * APPENDIX A CONSENT TO PARTICIPATE IN A RESEARCH STUDY * APPENDIX B INTERVIEW QUESTIONS FOR SOF AND DoS PERSONNEL * APPENDIX C INTERVIEW QUESTIONS FOR IMMSG AND CMAG * APPENDIX D SOF AND DoS INTERVIEW RESPONSES * APPENDIX E CMAG AND IMMSG INTERVIEW RESPONSES * BIBLIOGRAPHY Growing SOLO Process, Policy, and Perspectives : Hearing Before the Subcommittee on Oversight and Investigations of the Committee on Armed Services, House of Representatives, One Hundred Thirteenth Congress, First Session, Hearing Held February 26, 2013 The International Security Environment A Holistic Strategy? Examining How Armed Drone Strikes Interact with Other Elements of National Power - Predator and Reaper Uav Usage in Yemen and Somalia Counterterrorism Operations The 2014 Quadrennial Defense

Review (QDR) and Defense Strategy Exploring New Ways to Provide Enduring Strategic Effects for the Department of Defense The contributors to this volume seek to explore the multi-dimensional (institutional, cultural, technological, and political) environments of several Asian states to determine the amenability of those host environments for the adoption/adaptation of the Revolution in Military Affairs (RMS). Trust in military leadership is increasingly a problem of confidence and commitment, a phenomenon documented in detail within the 2014 Quadrennial Defense Review (QDR), published as a means of developing a strategic plan for military readiness. Several research studies show trust in leadership is arguably among the most important variables in relation to intent to leave an organization (Milligan, 2003). Trust continues to be a key factor in commitment within the military (Vadell, 2008). The problem in this research is the perceived

lack of trust that officers hold with their leadership. The combination of senior leaders losing confidence in captains and the growing doubts about the trustworthiness of senior military leaders creates a knowledge gap in trust, explained in this research. The knowledge gap is seen when there is a lack of credibility with senior leadership as a result of diminished levels of trust from captains. Previous research suggested that the lack of trust and commitment impact intentions to leave. The purpose of this study was to examine the relationship between trust, commitment, leader actions, and intent to leave the military. Analyzing numerical survey data from 362 captains, the ultimate goal was to examine the relationships between trust, commitment and leader actions. The rationale behind this study; having a better understanding of the concept of trust and its relationship to retention, may have implications for future leader development and overall military readiness. This study utilized Milligan's theory as the foundation, as applied to trust in military leadership. Research findings conclude with Tables 29-31 and the following points: trust is a growing factor in leadership and thought to be part of the reasoning behind officers leaving the Army; there exists a significant statistical relationship between trust and intent to leave; trust is directly related to the intent for officers' leaving the Army; there is a statistically significant relationship between commitment and intent of officers leaving the Army; leader action was a statistically insignificant predictor to intent to leave. Final implications suggest that with an increase of trust and commitment in leadership there is a decreased intention to leave the military. Armed drones, technically known as MQ-1B Predators and MQ-9 Reapers, have become a preferred tool in U.S. counterterrorism operations. The use of armed drones in counterterrorism strategy, however, has spurred worldwide debate over the morality, legality, accountability, and effectiveness of the campaigns. Despite the concerns and debates about the armed drone programs, the armed drone campaigns will likely not only continue but also expand in the future. The purpose of this thesis is to explain how the application of armed drone strikes in fragile states has interacted with other elements of national power to achieve the objectives defined in the United States' counterterrorism strategy. The research examines what the United States conducted in fragile states in terms of diplomatic, information, military-other than drone strikes-and economic instruments of national power to achieve the objectives outlined in the United States' counterterrorism strategy. Using Yemen and Somalia as case studies, this thesis shows that armed drones do interact positively with other elements of national power, but the employment of all instruments falls short of meeting the U.S. objectives for the countries. Incidentally, the failures do not result from

the use of armed drones but from a misuse in some of the other instruments of national power. I. INTRODUCTION * A. ARMED DRONES AS A WEAPON IN COUNTERTERRORISM * B. MAJOR RESEARCH QUESTION * C. SIGNIFICANCE OF THE RESEARCH QUESTION * D. LITERATURE REVIEW * 1. Counterterrorism: Definition and Approaches * 2. The Right Design for U.S. Strategy * 3. Issues Surrounding the Use of Drones * E. POTENTIAL EXPLANATIONS AND HYPOTHESES * F. RESEARCH DESIGN * G. THESIS OVERVIEW * II. THE UNITED STATES' CLAIMED HOLISTIC APPROACH TO COUNTERTERRORISM * A. DIRECTION FROM THE TOP: THE NATIONAL SECURITY STRATEGY AND NATIONAL COUNTERTERRORISM STRATEGY * 1. 2010 National Security Strategy * 2. 2015 National Security Strategy * 3. United States' Counterterrorism Strategy * B. DIPLOMATIC * 1. 2010 Quadrennial Diplomacy and Development Review

* 2. 2015 Quadrennial Diplomacy and Development Review * C. INFORMATION * 1. 2009 National Framework for Strategic Communication * D. MILITARY * 1. 2010 Quadrennial Defense Review * 2. 2014 Quadrennial Defense Review * 3. 2015 National Military Strategy * E. ECONOMIC * 1. 2011 Development Response to Violent Extremism and Insurgency. * F. CONCLUSION * III. YEMEN * A. BACKGROUND ON YEMEN, AQAP, AND THE U.S. GOALS FOR THE COUNTRY * B. MILITARY * 1. Drone Strikes * 2. Security Cooperation * 3. Analysis * C. DIPLOMATIC * 1. Analysis * D. ECONOMIC * 1. Analysis * E. INFORMATION * 1. Analysis * F. SUMMARY * IV. SOMALIA * A. INTRODUCTION * 1. U.S. Involvement, Growth of Al-Shabaab, and Involvement of Neighbors * B. MILITARY * 1. Drone Strikes * 2. Security Cooperation * 3. Analysis * C. DIPLOMATIC * 1. Analysis * D. ECONOMIC * 1. Analysis * E. INFORMATION * 1.

Analysis * F. SUMMARY * V. COMPARATIVE ANALYSIS * A. INSTRUMENT OF POWER: MILITARY * B. INSTRUMENT OF POWER: DIPLOMATIC * C. INSTRUMENT OF POWER: ECONOMIC * D. INSTRUMENT OF POWER: INFORMATION * VI. CONCLUSION * A. YEMEN * B. SOMALIA * C. INFORMATION TREND * D. ANALYSIS OF HYPOTHESES The Defense Business Board was asked to assess the major business issues that the Department of Defense will likely face during the period of time of the next Quadrennial Defense Review (QDR), 2014-2018. The Task Group was also asked to determine: how these issues will impact the Department; if there are existing, cost-effective measures to mitigate these issues; which successful private sector processes, practices, or techniques can be used to address these issues; and how the Department can best implement them. An Approach to Assessing the Effectiveness of Engineering Civic

Assistance Projects
Towards Achieving
National Security
Objectives - Humanitarian
Efforts by World Vision
The 2015 Defense Budget
and the 2014 Quadrennial
Defense Review
U.S. Military Forces in FY
2017

Do Fewer Resources
Mean Less Influence? a
Comparative Historical
Case Study of Military
Influence in a Time of
Austerity
Quadrennial Defense
Review 2014: Trends in
US Defense Policy and
Consequences for NATO.
Committee on Armed
Services, House of
Representatives, One
Hundred Thirteenth
Congress, Second
Session, Hearing Held
December 2, 2014

This is the inaugural
report in the CSIS
Defense Outlook
Series, an annual
review of what
happened in the U.S.
Department of Defense
in the past year and
what CSIS experts are
looking for in the
next.

The 2014 Quadrennial
Defense Review :
Committee on Armed
Services, House of
Representatives, One
Hundred Thirteenth
Congress, second

session, hearing held
April 3, 2014.

This report presents
findings on the
economic activity
supported by total Army
spending in each of the
435 congressional
districts for fiscal
years 2012-2014. Using
input/output models,
researchers estimated
that in FY 2014, the
Army directly spent
approximately \$121
million in the median
congressional district
(in 2012 dollars),
translating into about
4,200 jobs and
contributing to \$375
million of economic
output.

In his third Strategic
Studies Institute (SSI)
monograph addressing
turmoil in the South
China Sea region,
retired U.S. Air Force
officer Clarence J.
Bouchat counters the
misperceptions that
U.S. landpower plays
only a minor or
supporting role in what
is normally considered
a predominately
maritime- and air-
centric theater.
Conventional wisdom's
misunderstanding of how
modern and future
landpower capabilities
may influence
engagement and
operations in semi-
enclosed maritime
environments may be the
cause for landpower

being marginalized in
these environments, as
seen in the original
Air-Sea Battle concept
or the 2014 Quadrennial
Defense Review (QDR).
For that reason, I am
pleased to present this
monograph, which
explains the vital role
of landpower to engage
the forces of other
countries, deter
aggression, and fight
if necessary in pursuit
of broad U.S. national
interests in the
region. In a variety of
ways described here,
the essential direct
support of land force
capability to the air
and sea services, and
other government
organizations, is also
critical to their
success when operating
in this theater. As Mr.
Bouchat states in his
Introduction, landpower
"offers important
options which can often
be applied with lower
risk of exacerbating
direct conflict. As the
only form of military
power that covers the
full range of military
options, from
humanitarian assistance
to full conventional
combat, landpower's
flexibility and
capabilities help
manage both peace and
conflict" in the South
China Sea. To show how
landpower is necessary
in this contested

region, this monograph briefly explores the concept of landpower and its components—forces viii from the U.S. Army, U.S. Marine Corps, and U.S. Special Operations Command (USSOCOM). It then examines landpower's contributions to potential combat operations through wide area defense and maneuver to deterrence through forward presence and peacetime operations, and security engagement with the region's landpower-dominant allies, partners, and competitors. With this understanding of landpower's capabilities to support national interests in a semi-enclosed maritime environment and recommendations to improve its potential in air-sea environments, the reader will better understand that landpower's supporting and stabilizing role is especially important in a theater like the South China Sea. Challenges in the Asia-Pacific Theater for U.S. and Partner Nation Special Operations Forces - China's Access Denial Doctrine and Capabilities, U.S. and Chinese Military

Strengths and Weaknesses Analytic Architecture for Capabilities-based Planning, Mission-system Analysis, and Transformation Army Equipment Modernization Strategy What to Know, What to Expect National Defense Strategy Committee on Armed Services, House of Representatives, One Hundred Thirteenth Congress, Second Session, Hearing Held April 3, 2014 "This study analyzes the ability of Air Combat Command's (ACC) Ready Aircrew Program (RAP) to produce sufficient numbers of combat-capable aircrew in light of significant cuts to the Air Force's Operations and Maintenance (O&M) budget resulting from the 2011 Budget Control Act (BCA). The author begins by providing the reader a summary of the current defense strategy enumerated by the 2012 Defense Strategic Guidance (DSG) and the 2014 Quadrennial Defense Review (QDR). The author then explains how strategic-level

objectives translate into tactical tasks for training and execution by ACC combat squadrons. Next, the author provides the reader a detailed discussion on the purpose, structure, and effectiveness of ACC's current training model, RAP. After explaining the current problems faced by RAP, and the effects of those problems on the readiness of the combat air forces, the author presents two alternative training models, the Tiered-Readiness Program (TRP) and the Specialized-Readiness Program (SRP). The goals of the alternative readiness models are to provide combat air forces of sufficient capability and capacity to meet strategic defense objectives and do so within the current resource-limited environment. After explaining the logic, structure, and characteristics of the alternative models, the author compares funded RAP, under-funded RAP,

TRP, and SRP through a non-weighted numerical comparison technique derived from the COA Comparison step of the Joint Publication 5-0 Joint Operation Planning Process (JOPP). The results of the model analysis provide several vital insights about how ACC should change its aircrew-readiness training methods to ensure that present and future combat air forces are capable of fulfilling their operational and tactical tasks."--Abstract. By statute, the Department of Defense (DOD) is required, by Section 118, Title 10, U.S. Code, to submit to Congress a report based on its most recent Quadrennial Defense Review (QDR) process, no later than the President submits his budget request for Fiscal Year 2015. The "2014 QDR" review process took place against the backdrop of key changes in the global strategic context, recent evolutions in U.S. strategic priorities, and a tighter fiscal context. The 2014 process also drew on a series of recent reviews and guidance documents -- a 2011 DOD "comprehensive review" initially launched by Secretary of Defense Gates and continued by Secretary of Defense Panetta; the January 2012 Defense Strategic Guidance document (DSG), and the 2013 review process known as the Strategic Choices and Management Review (SCMR). In evaluating the 2014 QDR report and current defense strategy more broadly, Congress may choose to consider a number of issues: the role of the United States on the world stage; changes and trajectories in the global security environment; DOD's mission and geographic priorities; the extent and nature for U.S. global military presence; the extent and nature of U.S. international military partnerships; the strategic rationale for deterrence; the force planning construct (FPC), a shorthand statement of the number and type of missions the force is expected to be able to accomplish simultaneously, which is used to shape and size the force; the division of labor among Military Services and components in executing the strategy; and, the nature and extent of the risks that defense strategy assumes. This informative book discusses why United States Special Operations Forces (USSOF) and its partner nation Special Operations Forces (SOF) in the Asia-Pacific region should prepare for expanded roles and responsibilities in that region. China's re-emergence as a global power and its pursuit of its security interests has exposed increasing friction between it and its neighbors and the United States. U.S. policymakers have employed engagement with Beijing and the

People's Liberation Army as the preferred course to increase trust, avoid disputes, and resolve conflicts. However, the U.S. Government's "rebalance" policy to Asia and the top priority assigned to the region in the 2012 Defense Strategy Guidance and the 2014 Quadrennial Defense Review, recognize that defense planning and preparation will remain essential components of the U.S. Government's strategy for maintaining stability and bolstering deterrence in the region. Haddick explains why U.S. and partner SOF will have a larger role in this hedging component than is commonly understood. He also specifically describes the future operating environment in the Asia-Pacific region U.S. and coalition SOF will face, the expanded set of missions they should prepare for, and what training and equipping programs they should undertake in order to prepare for these increased roles and responsibilities. In addition, Haddick discusses how China's military planners have carefully taken advantage of China's continental position in the region, the revolution in guided missile and sensor technology, and favorable cost economies to fashion a military doctrine that by next decade will threaten the ability of U.S. expeditionary forces to achieve access and freedom of maneuver in the East and South China Seas. Recent responses by U.S. defense planners to these emerging Chinese military capabilities focus on the employment and increased coordination of naval and aerospace power, with little role mentioned for U.S. and partner SOF. Haddick explains why these are costly, uncompetitive, and ultimately ineffective responses to the deteriorating military balance in the Western Pacific. World events since late 2013 have led some observers to conclude that the international security environment is undergoing a shift from the familiar post-Cold War era of the last 20-25 years, also sometimes known as the unipolar moment (with the United States as the unipolar power), to a new and different strategic situation that features, among other things, renewed great power competition and challenges to elements of the U.S.-led international order that has operated since World War II. A shift in the international security environment could have significant implications for U.S. defense plans and programs. This book discusses potential implications for defense and issues for Congress that arise with a shift in the international security environment. It also examines outcomes and key challenges of NATO's Wales Summit; priorities for 21st century defense; and

discusses the 2014 Quadrennial Defense Review and defense strategy. The Information Revolution in Military Affairs in Asia Issues for Congress Ensuring a Strong U.S. Defense for the Future The National Defense Panel Review of the 2014 Quadrennial Defense Review Measuring the Immeasurable Expanding the Spectrum of SOF Advisory Capabilities "This thesis revolves around a central question: Can United States Special Operations Command act as the conduit to network special operations in support of strategies specific to transnational organized crime (TOC) and homeland defense (HD)? An examination of the 2015 National Security Strategy (NSS), the 2012 Defense Strategic Guidance (DSG), and the 2014 Quadrennial Defense Review (QDR), uncovers some distinctive goals and requirements linked to national security on U.S. frontiers. The organizations discussed within this document have missions and goals that each pursue, though that is not the focus of this thesis. What is at issue lies in the parallel and myopic lines of effort that each organization follows despite shared national-level directives. The U.S. national defense and homeland security industrial complex are in need of a serious forced evolution that mimics the threat posed by transnational and transregional threats which do not adhere to geographic borders nor are the subject to the posse comitatus bifurcation inherent to military and law enforcement collaboration. Though all of these examples, little 'strategy' is provided that adequately links ends-ways to a comprehensive scheme to either counter-TOC or HD. This thesis contends USSOCOM should be the clearing house and stand as a foundational organization for a true global approach to global threats. By using TSOCs in a "supported command" roll then USSOCOM, through direct coordination with the GCC's, could utilize the resident network already in place."--page v. One of the fundamental struggles of U.S. conflicts in the post-World War II era continues to be how to utilize the military instrument of national power as a way to influence people and populations in order to achieve national objectives. In the 2014 Quadrennial Defense Review, Chairman of the Joint Chiefs of Staff, General Dempsey specifies that conducting humanitarian assistance is one of the twelve different ways in which the U.S. military achieves national security objectives. Given this support, there is ever increasing reliance

on Humanitarian and Civic Assistance (HCA), specifically engineering civic assistance projects (ENCAPs), as a way to shape the operational environment. Given this increased utilization, assessing their effectiveness towards achieving national security objectives becomes paramount. However, an adequate method of assessment does not exist. The development of such a system will increase the value and effectiveness of ENCAPs given their expanded utilization in a fiscally austere environment that threatens to reduce or eliminate their funding. CHAPTER 1 INTRODUCTION * Background of the Study * Research Questions * Significance of the Study * Definitions * Methodology * Limitations and Delimitations * Summary * CHAPTER 2 LITERATURE REVIEW * Introduction * What are the objectives of ENCAPs? * What Objectives Have ENCAPs Been Used to Achieve in the Past? * What National Security Objectives Link to ENCAPs? * What Are the Legal and Policy Requirements of ENCAPs? * How Does the Military Assess ENCAPs? * How Does the DoD Currently Assess ENCAPs? * How Has the DoD Assessed ENCAPs in the Past? * What other methods exist for assessing ENCAPs? * Prototype Handbook for Monitoring and Evaluating DoD Humanitarian Assistance Projects * Learning through Evaluation with Accountability and Planning: World Vision's Approach to Design, Monitoring and Evaluation * Evaluation of Humanitarian Action: Pilot Guide * Summary * CHAPTER 3 RESEARCH METHODOLOGY * Introduction * Grounded Theory Methodology * Data Analysis * Data Collection * Role of the Researcher * Limitations and Delimitations * Summary * CHAPTER 4 ANALYSIS * Introduction * Objectives of ENCAPs * Historical Objectives of ENCAPs * ENCAP Objectives as Related to National Security * ENCAP Objectives Required by U.S. Law and DoD Policy * Military Assessment of ENCAPs * Current DoD Assessment Formats * Historical DoD Assessment Formats * Other Existing Methods for Assessing ENCAPs * Prototype Handbook for Monitoring and Evaluating DoD Humanitarian Assistance Projects. * Learning through Evaluation with Accountability and Planning: World Vision's Approach to Design, Monitoring and Evaluation. * Evaluation of Humanitarian Action: Pilot Guide * Core Phenomenon: Lack of Long Term Assessment of ENCAPs * Do ENCAPs Achieve National Security Objectives? * Summary * CHAPTER 5 CONCLUSIONS AND RECOMMENDATIONS * Conclusions * Strategies * Consequences * Recommendations * Proposed Model for

Assessing ENCAPs * Recommended Changes to Policy * Areas Warranting Further Research * Closing Every five years, DoD prepares a review of global defense capabilities extending to 2005 & beyond. This review focuses on the adjustment of forces to reflect the demise of the Warsaw Pact, reductions in DoD infrastructure, a service focus, & other changes. Contents: design, approach, & implementation of the Quadrennial Defense Review; the global security environment; defense strategy; alternative defense postures; forces & manpower; force readiness; transforming U.S. forces for the future; achieving a 21st century defense infrastructure; comments by the chairman of the Joint Chiefs of Staff. Glossary. Assessment by the Nat. Defense Panel. The consensus conclusion of the report is that there is a growing gap between the strategic objectives the U.S. military is expected to achieve and the resources required to do so. The effectiveness of America's other tools for global influence, such as diplomacy and economic engagement, are critically intertwined with and dependent upon the perceived strength, presence and commitment of U.S. armed forces. Yet the capabilities and capacities rightly called for in the 2014 Quadrennial Defense Review clearly exceed the budget resources made available to the Department. This gap is disturbing if not dangerous in light of the fact that global threats and challenges are rising, including a troubling pattern of territorial assertiveness and regional intimidation on China's part, the recent aggression of Russia in Ukraine, nuclear proliferation on the part of North Korea and Iran, a serious insurgency in Iraq that both reflects and fuels the broader sectarian conflicts in the region, the civil war in Syria, and civil strife in the larger Middle East and throughout Africa. The National Panel Review of the 2014 Quadrennial Defense Review Equipping the Total Force to Win in a Complex World Civil Military Engagements Program U.S. Navy Arctic Roadmap Defense Planning in a Decade of Change A Pivot to "everywhere Else" Abstract: Every four years the Pentagon publishes a report on the central developments and trends in US defense policy. The Quadrennial Defense Review (QDR) released in early March 2014 is the first to include in more detail the consequences of the defense budget cuts passed since 2011. Otherwise, the so-called US rebalance to the Asia-Pacific region and the war-weariness of the American people are

the principal factors shaping US defense policy. While not representing a watershed for transatlantic defense cooperation, the trends outlined in the QDR do contain risks and potential for conflict in the relationship with Europe.

(Autorenreferat)
"Building on the 2012 Defense Strategic Guidance, the QDR prioritizes three strategic pillars: defending the homeland; building security globally by projecting U.S. influence and deterring aggression; and remaining prepared to win decisively against any adversary should deterrence fail. Guided by this updated defense strategy, we will rebalance the military over the next decade and put it on a sustainable path to protect and advance U.S. interests and sustain U.S. global leadership." - Secretary's Letter.
1. Scientific evidence indicates

that the Earth's climate is changing, and the most rapid changes are occurring in the Arctic. Because the Arctic is primarily a maritime environment, the Navy must consider the changing Arctic in developing future policy, strategy, force structure, and investment. 2. During the Chief of Naval Operations (eNO) Executive Board on 15 May 2009, CNO directed the establishment of Task Force Climate Change (TFCC) and the development of an Arctic roadmap for the Navy. Enclosure (1) provides a holistic, chronological list of Navy action items, strategic objectives, and desired effects regarding the Arctic for Fiscal Years (FY) 2010-2014. 3. The Navy Arctic Roadmap will remain in effect until promulgation of the next Quadrennial Defense Review (QDR) report in FY-14, when the roadmap will be reviewed and revised to incorporate QDR guidance. The president's FY

2015 defense budget finances its bet on technological superiority by gambling with ground forces. By betting on technology over size, the FY 2015 budget intensifies the debate over whether to prioritize men or material as defense spending declines. Prioritizing technology over size has a strategic logic and conforms with historical practice. However, the author warns the Pentagon against focusing on high-tech modernization without simultaneously implementing policies to regenerate ground forces quickly. The ability to regenerate ground forces quickly, whether by surging reserves or increasing the active-duty force, is essential to strategic self-correction. Despite other pressing budgetary and strategic dilemmas, DOD and Congress should dedicate more attention to this issue in 2014 and beyond. Committee on Armed

Services, House of Representatives, One Hundred Thirteenth Congress, Second Session, Hearing Held April 3, 2014. Trust in Military Leadership Stable Plans, Disruptive Threats, and Strategic Inflection Points Preparing for the 2014 Quadrennial Defense Review Background and Issues for Congress Shifts and Defense Implications CSIS undertook a study in support of Office of the Secretary of Defense (OSD) Strategy and the 2014 Quadrennial Defense Review (QDR) to explore using U.S. military power in new ways to achieve high-priority strategic ends (derived from the 2012 Defense Strategic Guidance). In this report, we examine in some detail the growing threats from different actors in different regions of the world, and note the challenges they present to calculating an appropriate mix of capabilities and force structure. (16-20) To lessen risk in an environment that is becoming more

challenging over time, it is important to err on the side of having too much rather than too little. We agree with the 2014 QDR's emphasis on the centrality of East Asia as well as the continued importance of the Middle East to our security in the 21st century. At the same time, we note that current conditions require renewed attention to Europe. Indeed, the rapidly evolving nature of security threats to America and its allies - as witnessed in the recent turbulence in Ukraine and the extraordinary deterioration of Iraq during the writing of this report alone - causes us to recommend revising the force sizing construct of the 2014 QDR: "If deterrence fails at any given time, U.S. forces could defeat a regional adversary in a large-scale multi-phased campaign, and deny the objectives of - or impose unacceptable costs on - another aggressor in another region." Implementing Best Practices for Major Business Processes in the Department of Defense Options for Today's

U.S. Army How Trust in Army Leadership Impacts Mid Career Officers Intent to Leave the Military Service Or to Remain Conference Proceedings, Presentations, and Key Takeaways The Army's Local Economic Effects Committee on Armed Services, House of Representatives, One Hundred Thirteenth Congress, Second Session, Hearing Held December 2, 2014.