

Contents

Preface 13
Nicholas Burns and Joseph S. Nye, Jr.

Part 1

IDENTIFYING THE THREATS: HISTORY IN THE MAKING

The Eighth Annual Ernest May Memorial Lecture 19
The Pearl Harbor System at 75
Douglas Stuart

CHAPTER 1

Establish a White House Council of Historical Advisers Now 39
Graham Allison and Niall Ferguson

CHAPTER 2

Global Challenges 2017: What Are the Threats Ahead? 53
John Sawers

Part 2

A NEW SYSTEM FOR NEW CHALLENGES

CHAPTER 3

Speculation on Economic/Political Consequences of a British Withdrawal from the EU 65
Leah Joy Zell

CHAPTER 4

Government for a Digital Economy—In a Time of Deeply Intertwined Economic and National Security Imperatives 77
Zoë Baird

CHAPTER 5

Reshaping National Security Institutions for Emerging Technology 87
Christopher Kirchhoff

Part 3

THE MACHINERY OF THE U.S. GOVERNMENT

CHAPTER 6

Reforming the National Security Council: Three Questions for the Next President 99

Julianne Smith

CHAPTER 7

Reforming the National Security Council: Policy Prescriptions and Recommendations 107

Stephen Hadley

CHAPTER 8

Investing in Effective Organizational Dynamics at the National Security Council 125

Tom Pritzker

CHAPTER 9

Present at the “Re-Creation”: The Role of the State Department in Formulating and Implementing U.S. Global Policy 135

James B. Steinberg

CHAPTER 10

Rethinking the Architecture of U.S. National Security: Lessons from the Homeland 147

Jane Holl Lute

Part 4

MODERNIZING AMERICA’S NATIONAL SECURITY TOOLS

CHAPTER 11

What Makes the Third Offset Strategy So Important? 159

James Cartwright

CHAPTER 12

Prospects for the Third Offset Strategy 165

Dov S. Zakheim

CHAPTER 13

War by Other Means: Geoeconomics and Statecraft

America's Geoeconomic Policy Deficit 177

Robert D. Blackwill and Jennifer M. Harris

CHAPTER 14

Organizational Agility in Defense and National Security:

Elephants Learning to Dance 195

John Dowdy and Kirk Rieckhoff

Part 5

SUMMARY AND CONCLUDING THOUGHTS

CHAPTER 15

ASG 2016 Wrap Up..... 213

Peter Feaver