## 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