



21st Century Statecraft and the Return of Great Power Competition: An Interagency Framework for Non-Traditional Threats

**Lieutenant Colonel Michael Rose
U.S. Army War College Fellow
Duke University**

Advisor: Professor Simon Miles

Research Question

How can interagency organizational structure improve the U.S. government's efforts to counter non-traditional threats such as Russian subversion?

Thesis

The United States should establish an interagency organizational structure at the strategic and operational levels, that has both a defensive and offensive mandate, bridges the foreign and domestic divide in the military, intelligence, and law enforcement communities, and includes public, private, and international partnerships when appropriate.

Roadmap

- Organizing for the Threat: Major National Security Reforms
- Non-traditional Threats: Strategic Competitors and Rogue States
 - Russia as Representative Example
- Case Studies
 - Counterterrorism
 - Counter Narcotics Trafficking
 - Cold War Efforts Against Soviet Active Measures
- An Interagency Framework for Non-traditional Threats

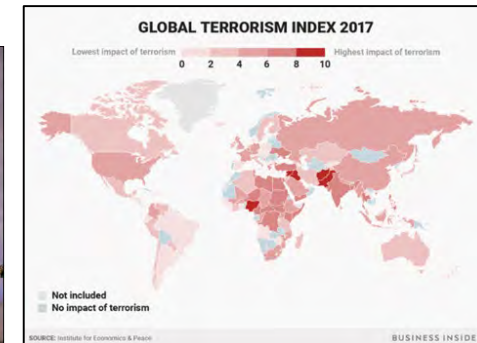
Organizing for the Threat

Major National Security Structural Reforms

- Post—World War II
 - Prevent Strategic Surprise
 - Cold War Posture

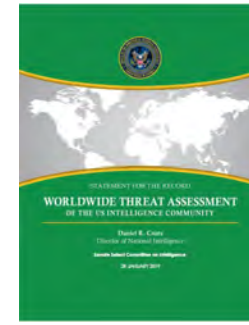
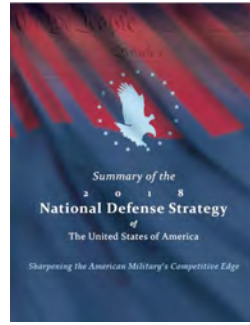


- Post—9/11
 - Counterterrorism Posture



Non-traditional Threats:

Strategic Competitors and Rogue State



- Russia, China, North Korea, Iran
- Prohibitive costs of conventional war and nuclear escalation
- The Gray Zone and Political Warfare

“Political warfare is the logical application of Clausewitz’s doctrine in time of peace.”
--George Kennan, 1948

Russia as Representative Example

- Erode confidence in transatlantic institutions and democratic systems of U.S. and European nations
- Strategies of influence to break the internal coherence of adversaries
- Similarities to U.S.S.R. active measures, but important distinctions



- Digital platforms and news media own the warfighting domain



- 2016 presidential election tampering

Case Study Commonalities

Counterterrorism, Counter Narcotics Trafficking, Cold War Counter-subversion

- Transregional or global challenges, cross administrative and coordination boundaries
- Thrive in the shadows, conceal activities and sponsors
- Function as systems, creating opportunities and vulnerabilities
- U.S. counters include kinetic and non-kinetic capabilities from across the government

Counterterrorism

- Revolutionary interagency reform
- Strategic and operational
- Bridges foreign and domestic divide
- Defensive and offensive mandate
- Public-private and international partnerships

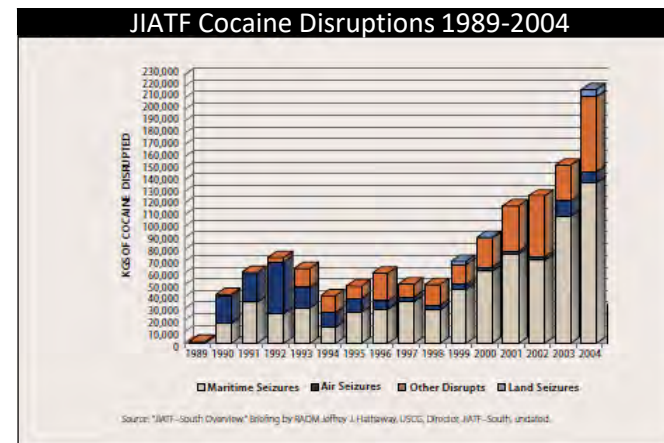
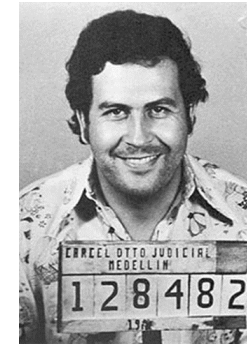


Counter Narcotics Trafficking

- Evolutionary interagency reform
- Strategic and operational
- Bridges foreign and domestic divide
- Defensive and offensive mandate
- Public-private and international partnerships



Office of National Drug Control Policy



Cold War Counter Soviet Subversion

- New organizations, new approaches
- Limited scope interagency coordination
- Interagency effort defensive



An Interagency Framework for Non-traditional Threats

- Complementary strategic- and operational-level interagency organizations
- Bridge the foreign and domestic divide
- Defensive and offensive mandate
- Include partnership with private sector and international partners

Status Quo or Time for a Change?

- The system woke up and is working
- Offensive tools carry too much risk of miscalculation or escalation
- Cold War approaches are proven



Questions?