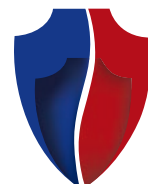




J U L Y  
2 0 0 8

## **Strategic Leadership:** *Framework for a 21st Century National Security Strategy*

By Anne-Marie Slaughter, Bruce W. Jentleson, Ivo H. Daalder  
Antony J. Blinken, Lael Brainard, Kurt M. Campbell,  
Michael A. McFaul, James C. O'Brien, Gayle E. Smith and  
James B. Steinberg



**Center for a  
New American  
Security**

## **About the Phoenix Initiative**

*The Phoenix Initiative is a collective effort to provide an intellectual and policy framework for the next administration. The group initially came together three years ago to discuss on a regular basis the state of the world, America's place in it, and the best ways for advancing America's interest and values. Our goal was to develop ideas and concepts that made sense from a policy — as opposed to a political — perspective and to make the case for them on that basis alone. That is also the basis of this first report — a manifesto meant to marshal the best practices and ideas of the progressive tradition in U.S. foreign policy and adapt them to a rapidly changing world.*

## **Acknowledgements**

Our meetings would not have been possible without the hospitality of FoxKiser — particularly Buz Waitzkin, a partner in the firm, and Wanda Dawkins, administrative professional par excellence — at whose office we met and where we devoured many pounds of the best cookies, bagels, and fruit that Washington has to offer. The Center for a New American Security (CNAS) took on the task of publishing the final report, and organized its launch in Washington. We are grateful to everyone at the Center, not least its directing staff and especially to Whitney Parker who saw this through from beginning to end.

### **Cover Image**

Global Communication

Emrah Turudu/istockphoto © 2008

## TABLE OF CONTENTS

Preface	3
Executive Summary	5
A New Security Environment	10
Security, Liberty, Prosperity	13
A Doctrine of Strategic Leadership	14
Strategic Priorities	20
Conclusion	32

J U L Y 2 0 0 8

# **Strategic Leadership:** *Framework for a 21st Century National Security Strategy*







































































## *About the Center for a New American Security*

The mission of the Center for a New American Security (CNAS) is to develop strong, pragmatic, and principled national security and defense policies that promote and protect American interests and values. Building on the expertise and experience of its staff and advisors, CNAS aims to engage policymakers, experts and the public with innovative fact-based research, ideas, and analysis to shape and elevate the national security debate. A key part of our mission is to help inform and prepare the national security leaders of today and tomorrow.

CNAS is led by co-founders Dr. Kurt M. Campbell, CEO, and Michèle A. Flournoy, President. The Center is located in Washington, DC, and was established in February 2007. CNAS is a 501c3 tax-exempt nonprofit organization. Its research is nonpartisan; CNAS does not take specific policy positions. The views expressed in this report are those of the members of the Phoenix Initiative.

© 2008 Center for a New American Security.

All rights reserved.

### **Center for a New American Security**

1301 Pennsylvania Avenue, NW  
Suite 403  
Washington, DC 20004

TEL 202.457.9400  
FAX 202.457.9401  
EMAIL [info@cnas.org](mailto:info@cnas.org)  
[www.cnas.org](http://www.cnas.org)

## *Production Notes*

**Paper recycling** is reprocessing waste paper fibers back into a usable paper product.

**Soy ink** is a helpful component in paper recycling. It helps in this process because the soy ink can be removed more easily than regular ink can be taken out of paper during the de-inking process of recycling. This allows the recycled paper to have less damage to its paper fibers and have a brighter appearance. The waste that is left from the soy ink during the de-inking process is not hazardous and it can be treated easily through the development on modern processes.





Center for a  
New American  
Security

STRONG, PRAGMATIC AND PRINCIPLED  
NATIONAL SECURITY AND DEFENSE POLICIES

1301 Pennsylvania Avenue, NW  
Suite 403  
Washington, DC 20004

TEL 202.457.9400  
FAX 202.457.9401  
EMAIL [info@cnas.org](mailto:info@cnas.org)

[www.cnas.org](http://www.cnas.org)

\$19.99  
ISBN 978-1-935087-08-3  
5 1999 >



9 781935 087083



Printed on Post-Consumer Recycled paper with Soy Inks