

**AGENCY DISCLOSURE NOTICE**

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**State of the Strategy Questionnaire**

Understanding the NDS

1. How would you characterize the central theme of the NDS?
  
  
  
  
  
  
  
  
  
  
2. How well is the NDS understood in your community (e.g., think tank, academia, industry, etc.)? What are common misconceptions?

Implementing the NDS

3. What key Department of Defense decisions and/or actions in the past year do you see as aligned or misaligned with the NDS?
  
  
  
  
  
  
  
  
  
  
4. What is the greatest obstacle that the Department faces in NDS implementation? How might the Department overcome this obstacle?

- How do you think the Department of Defense could better engage with the broader U.S. government and society to advance NDS objectives?

Assessing the NDS

- How would we know if the NDS is having the desired effects with allies and adversaries today? What about in the next five to ten years?

- What key NDS assumptions about the strategic environment remain valid today? Conversely, what new strategic challenges or opportunities have developed since the NDS publication? How would you adjust the NDS to address those challenges (if at all)?

- For each timeframe below, please rank the relative risk to U.S. interests posed by each actor on a scale of 1 to 5, with 1 = lowest risk and 5 = highest risk. Please use each ranking only once per row. For example, rank which actor poses the greatest risk today, which poses the second greatest risk today, etc. Then do the same relative actor ranking for each other timeframe.

	China	Iran	North Korea	Russia	Terrorist groups	Other: _____
Today						
5-10 years						
10-20 years						
20+ years						

9. For each actor below, please rank the relative risk to U.S. interests that the actor poses in each timeframe on a scale of 1 to 4, with 1= lowest risk and 4 = highest risk. Please use each ranking only once per row. For example, rank when China poses the highest risk, when China poses the second highest risk, when China poses the third highest risk, and when China poses the lowest risk. Then do the same timeframe ranking for each other actor.

	Today	5-10 years	10-20 years	20+ years
China				
Iran				
North Korea				
Russia				
Terrorist groups				
Other: _____				

10. What missions or force structure should the Department reduce? Why?