



Affairs of State: The Interagency and National Security

Dr. Gabriel Marcella

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The United States is the only fully equipped, globally deployed, interagency superpower. It is the indispensable anchor of international order. Nothing quite like it has ever existed. Indeed such great powers as Rome, Byzantium, China, Spain, England, and France achieved extraordinary sophistication, enormous institutional and cultural influence, and longevity, but they never achieved the full articulation of America's global reach. Today the United States deploys some 250 diplomatic missions in the form of embassies, consulates, special missions, and membership in international organizations. It possesses a unified military command system that covers all regions of the world, the homeland, and even outer space. It is the leader of an interlocking set of alliances and agreements that promotes peace; open trade; and the principles of democracy, human rights, and protection of the environment. American capital, technology, and culture influence the globe. American power and influence is pervasive and multidimensional. All instruments are deployed. Yet the challenge of strategic integration, of bringing the instruments into calculated effectiveness, remains. Presidents and their national security staffs strive to achieve coherence, with varying levels of success through the "interagency process." The interagency decision-making process is uniquely American in character, size, and complexity. The process also reflects the constant tension between the reality of global commitments and the constraints imposed by America's lofty values and its imperfect institutions, a concern shared by the founding fathers and enshrined in the system of checks and balances. Given ever expanding responsibilities, it is imperative that national security professionals master it to work effectively within it. The complex challenges to national security in the 21st century will require intelligent integration of resources and unity of effort within the government.

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