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Our legacy 1947/1989 national security system is unsuited for the dynamic and complex global security environment that has developed since the end of the Cold War. Over time, the National Security Council has evolved from the very limited advisory group initially imagined by President Truman to that of a vast network of interagency groups that were developed since 1989. These interagency groups view themselves as deeply involved in integrating policy development, crisis management, and staffing for the President. However, the National Security Staff (NSS) and the national security system are relics of the industrial age -- vertical stovepipes -- in an age that demands that the management of the national security system be conducted at the strategic level. What is required is a true national security strategy based on ends, ways, and means; the alignment of resources with integrated national security missions; and the assessment and accountability of management functions that should

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be performed by a properly resourced NSS unburdened from the urgency of the 24/7 news cycle. The President's National Security Strategy of May 2010 calls for reform in many of these areas. Section 1072 of the 2012 Defense Authorization Act calls upon the President to outline the changes and resources that are needed in both the executive branch and in Congress to implement his national security strategy. The President's response to this legislative mandate can and should be the first step in a strategic partnership for transforming our national security system, in both the executive branch and the Congress, to that of a system that can meet and anticipate the challenges and opportunities for ensuring our security and well-being.

R is the world's most popular language for developing statistical software: Archaeologists use it to track the spread of ancient civilizations, drug companies use it to discover which medications are safe and effective, and actuaries use it to assess financial risks and keep economies running smoothly. The Art of R Programming takes you on a guided tour of software development with R, from basic types and data structures to advanced topics like closures, recursion, and anonymous functions. No statistical knowledge is required, and your programming skills can range from hobbyist to pro. Along the way, you'll learn about functional and object-oriented programming, running mathematical simulations, and rearranging complex data into simpler, more useful formats. You'll also learn to:

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- Write more efficient code using parallel R and vectorization
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