

**AIR FORCE ASSOCIATION
2016 AIR, SPACE & CYBER CONFERENCE
Remarks by General David Goldfein
Chief Of Staff Of The Air Force
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GENERAL GOLDFEIN: Well, good morning. I cannot tell you how excited, humbled, and honored I am to stand here as your 21st Chief of Staff of the Air Force in the 21st century. And I got this interesting text shortly after I was nominated from a buddy of mine, Lieutenant General [Now Retired] Darryl Jones. And if you know DJ you just sort of know how his mind works. And he sent me this text and he said hey, Dave, he goes, Holly and I have been thinking a lot about this, you're the 21st Chief in the 21st century. Tell your OSI team you need to be call sign blackjack. I think it's actually sticking.

Let me thank AFA for putting on this incredible conference. And I think the title that you've chosen, "Airmen Industry Allies: a Global Security Team," could not be more perfect. And I'll talk about that throughout my session here today. But

I also want to go on record and talk to not only all the airmen here, but all the airmen that may be listening in, and tell you that I absolutely believe that this is the number one best professional development opportunity that any airmen will ever get. This is the only place where I know that brings (sic) together all of the senior leaders of the Air Force, all of the industry leaders and champions, our international partners. And so you can expect as we hand the reigns from General Van Cleef, and he shakes the stick, with Secretary Peters, you can count on me as a partner to push this as hard as I can for our airmen because we start our 70th year here in January, from 1947 to 2017. And so we also begin a countdown to the 70th. And so we need to all put our shoulder against the wheel to make sure that we continue to build this professional opportunity as one that's available to all airmen across our Air Force.

It's also exciting for me because I get to introduce to you my teammate in team blackjack who I've now known for 40 years.

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I met Dawn 40 years ago in Kaiserslautern American High School in Germany. She is my high school sweetheart. And not only has she been a Commander's spouse at all levels, she has also helped raise our two daughters, one of whom we've sent into combat, she's been a champion for military childhood education throughout.

She's been a deployed spouse. When I deployed for a number of times and also for two years as the [Combined Forces Air Component Commander], and she's had to experience what every spouse fears, which is to have the Commander and the Chaplain walk up to the front of the door in the middle of the night, and tell her her husband had been shot down behind enemy lines, and we didn't know his condition.

She's my secret weapon. Because I will tell you as I traveled the Middle East for two years, she came over for several of the trips, and I will tell you that the relationships I've built when she was with me allowed us to actually move the ball forward farther than any other relationship than I had in the

[Area of Operations].

And so, ladies and gentlemen, it's my honor to introduce to you, to our Air Force—your First Lady of the Air Force—Dawn.

It's also a great opportunity to join an incredible leadership team, and I want to start with our Secretary. Madam Secretary, you have been a champion for our airmen over your tenure, and you have stuck to your priorities. And if there's one that we all know about, that you are passionate about, it's about taking care of Airmen.

And yesterday was a historic event. And I think that everyone was here to see the last Doolittle Raider, 101 years old, Lieutenant Colonel Dick Cole, walked up this ramp and announce to our Air Force the name of our new B-21, the Raider, was a historic event.

And the fact that we kept it secret is amazing. But, Ma'am, I want to say that we don't know if this is your last AFA. We are hoping it isn't. But I didn't want to pass up the opportunity, on

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behalf of all the airmen across your 660,000 active guards, and civilian and reserve airmen, to say thank you for leading us so well.

So, I also want to recognize the Under Secretary of the Air Force, because we don't know whether this is your last AFA either, but if you know Lisa Disbrow, and over the past year when I was the Vice Chief of Staff of the Air Force, she and I were wingmen. And we called Lisa, she has a call sign she won't accept, but we sort of call her the Yoda of the Air Force.

And many of us have climbed the mountain top to go see our sensei, and learn about what's really going on in the Air Force, and I'm one of those who have been privileged to go to school (with) Lisa Disbrow, and I want to thank you for all of our airmen, for your leadership, and for me, personally, for your friendship.

And it's an opportunity for me to introduce to you one of the newest members of Team Blackjack, and that's the Number Two Air Force Officer, our Vice

Chief of Staff of the Air Force. Not only is he a great leader, not only is he a brilliant strategist, but he's actually a really fun guy to be around. And that's important when you are the Chief, and you have to have someone that you can bend your ear with, and let them sort of see what's going on, and so for General Steve Wilson, Steve, welcome to the team.

Now if you ever get a hold of my transcripts from the Air Force Academy, and I hope you don't, what you'll learn is that math is not my strong suit. But here is what I do know, as the 21st Chief of Staff of the United States Air Force, I have had 20 airpower giants that have gone before me.

Men like Spaatz, Vandenberg, LeMay, Ryan times two, many have led us through from the days of the Daylight Bombing Campaign, to the Cold War and the Berlin Airlift, to the Space Age, to night operations and precision and cyber. These paintings hang on the wall, and when I was the Vice Chief, I would always enjoy walking in and looking at these paintings, and sort of stopping at General Ryan, and then looking

across at General Ryan, and just pondering this long blue line and the opportunity that you have.

But I will share with you that when you become Chief of Staff of the Air Force it's a different walk. It's a little bit like walking in a Harry Potter movie. And I'm pretty sure all the eyes move. And as I walk down the hallway I look at General McPeak, you know, and I'm sure that there was in the eyes that were staring at me, then I would quickly look at the side, and see if the other two were looking at each, and comparing notes, going: Who is this guy? And that's a little bit about what we are here to talk about today.

I had a chance to go to the Middle East recently, and I did 10 countries in 10 days, just to reconnect with the region and also get to see our airmen and our joint team in action. And one of the stops I made was in Israel, and I met my counterpart, General Eshel, and he hosted a dinner, and at that dinner every Former Chief of Staff of the Israeli Air Force was present.

And I looked at him during dinner and I asked him, and I said, so how often do you all get together, how often do you talk? And he says, I call them every week. I said, really? He said, yeah, I call them every week, they are my advisory group, because very few people have ever walked in these shoes. Everyone has great ideas about the Air Force, but they know the battle lines, they know the challenges, they've built relationships, they know the way ahead. And I thought: that is absolutely fascinating.

And so I got home, and I was so fired up, I called each one of the Chiefs individually, and I invited them to come to this forum. And I asked them to become part of an advisory group for me. And so I'm proud to tell you that we are going to have six of our Former Chiefs here this week.

Now, three couldn't be here today but they are coming in late. General Schwartz was here earlier, General Jumper is coming later, General Welsh is arriving later tonight.

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But I'm proud to introduce three of our former airpower giants that have led us, and they are here today. And so, while they need no introduction, I would like to introduce them, and give us a chance to say thank you, because they are the giants on whose shoulders we stand today.

And let me begin by the 12th Chief of Staff of the Air Force, General Larry Welch.

The 13th Chief of Staff of the Air Force, General Mike Dugan and his wife Eunice.

And our 14th Chief of Staff of the Air Force, General Merrill McPeak.

Now Dawn and I have two daughters who are Aggies, and they married their Aggie boyfriends, and so one of the things you learn in Aggie Land, is if you do two things in a row it becomes a tradition. And so I'm hoping that this is the first of a long tradition; that next year, our 70th Anniversary, our 70th Birthday, and our countdown to the 70, that we'll be able to bring all nine back here. And gentlemen, I look forward to working with you closely as we move

our Air Force forward.

Speaking of Chiefs, let's talk about our Chief Master Sergeant of the Air Force. I'm proud to announce tonight that I'm going to begin the search for the next Chief Master Sergeant of the Air Force next week at CORONA. Chief Cody and Athena will retire in late January early February. And let me just tell you, I've watched Chief Cody in action.

I've been a fan ever since he became Chief Master Sergeant of the Air Force, but I have watched him fight for airmen at the highest levels of government. If there's ever a person that speaks truth to power, it's Chief Jim Cody. He has been a great wingman, he's been an incredible Chief Master Sergeant of the Air Force, and this being your last AFA, Chief, I just want to give us a chance, all of us here today, to say, thank you for your leadership.

GENERAL GOLDFEIN: So, I've served with many of you, and it's been my honor and privilege over the years to get to know you, but part of what I think this first speech is about is for me to get to know

you and perhaps more importantly for you to get to know me and what I'm passionate about.

We are all a product of our experiences. Over the course of my career, if you want to know what I'm passionate about, there are two things.

First of all, for me this is family business. I'm second generation Air Force. My mom and dad are here, 33 years in the Air Force, retired, Vietnam veteran. My older brother is a retired Major General. My younger brother is a retired Lieutenant Colonel. My daughter is a Captain, and my nephew is Thunderbird 3. This is family business.

I'm also passionate about the business of joint warfighting and the air component's contribution to the joint fight and the joint team.

I've had a rather unique perspective over my career, and every Chief that stands here brings strengths, brings gaps, and I think one of the things I bring to the table to this Air Force is since we have been fighting now for the last 25 years, it has been my privilege to not have missed a fight, so I've

had a chance to take a look at the various campaigns we have been through through the lens of a joint warfighter, from the beginnings of Desert Storm as a flight commander, going through the Balkan campaigns, from deploying as a CFACC, and then seeing our Air Force from the outside looking in as the director of a joint staff that has given me a bit of a perspective on the Air Force and the air component, and what we contribute to the joint team.

I want to share a few stories with you, not to take up the time with war stories, but more than anything because we are all a product of our experience, and these experiences that I'll share with you lead to the foundation of what I believe as your Chief, and will hopefully give you some perspective on where I'm going to focus over the next four years with Team Blackjack and our Secretary.

You know, you can't have a discussion about Desert Storm without first talking about Vietnam, because the reality is we came out of Vietnam and a certain number of airmen stayed with the company, and

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they rebuilt our Air Force, and they took us from the days of the F-4 into the days of the F-15 and the F-16, and they fought to bring this all volunteer force, this very professional force, into being.

It was those airmen that led that effort, not the least of which are our former Chiefs who are in the front row, and many of you who are here in the room, that allowed us to have the force that we went into for Desert Storm.

Let's talk a little bit about Desert Storm and my experience. As a young flight commander at Shaw Air Force Base, we got the call shortly after Saddam Hussein rolled south, and 48 hours later, we were rolling forward and we were launching our 17 hour sorties into the Middle East.

I got a chance as a young captain to watch an entire wing mobilize for warfare, and everybody put their shoulder against the wheel, and everybody pushed forward to make it happen.

Whether you want to talk about the services folks who got the meal ready in the DFAC or the

munitions loaders and builders who actually built up the munitions and made sure we had what we needed, because at the time we didn't know whether we were going to fight our way in into enemy territory, especially as we crossed north of Libya.

If you want to talk about the air traffic controllers who put together all the flight plans and got us off the ground in a completely [communications out] environment, so we could mask our deployment, as though 24 F-16s taking off is going to mask anything, but we thought it was masking us. To the maintainers across the line both in the back shops, they got our aircraft ready and got us airborne.

What I learned as a young captain and what I came to believe from that experience is there were literally hundreds of fingerprints on my aircraft that made that deployment happen. I came to believe that every airman matters, everyone is required to make the mission happen.

As I taxied out to launch into the great unknown, as many of us did, lining the taxiway were

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all those airmen, active, Guard, Reserve, civilian, industry partners with their logos. As we all taxied by, every one of them gave a little salute, a thumbs up, a wave. They were all there for us.

What you need to know about me first and foremost is that I truly believe every airman matters.

When we got into theater and we were facing the great unknown, it was interesting for us because we had one combat veteran in the entire squadron, it was our squadron commander, at the time, Colonel Billy Deal. It actually is true that you can mission plan in whatever time is left to you, because we mission planned one mission for seven months, and as the mission planner I remember working with General North, who I know is here, and he would take off to Riyadh, and he would take some kind of contraband with him, I'm not sure what, and he would come back with stacks of maps, and we would plan, we would plan, rehearse, we would train, and we would plan again, and we would go out and rehearse, and we would have these conferences and talk to our joint partners.

When it came time for the actual mission, none of us knew how we were going to do. We were all wondering what is this combat thing going to be all about. Are we ready? Are we trained? That pilot's prayer that every combat veteran whether it is a pilot or anybody else always prays, which is, "please, God, don't let me let my buddies down, I hope I'm ready for this," and we take off and we launched the first mission, and we get across the line and a voice, I'm not exactly sure where it came from, some voice actually came on the radio and said the Iraqi military has been informed you have crossed the border.

I remember thinking at the time, well, hell, now I'm just going to die tense. In actuality, we are in the great unknown, we are in our first combat, we look out, and here we have a commander from Vietnam, Colonel Deal, and he's calling out things to us like it's a walk in the park, and he says, hey, there's AAA, antiaircraft artillery at two o'clock. We all looked at it. He says there is a surface-to-air missile, left ten [o'clock], sure enough, we saw

surface-to-air missiles, and we saw them exploding above us, and we all stared at them.

Then we hear "Splash Mig-29," and we see an aircraft hit the ground and explode. I will tell you I remember that moment in my cockpit. You can't imagine the calm that came over my cockpit when I recognized and realized that I was in a very familiar environment. I had heard all these radio calls. I had actually seen AAA and SAMs smoke. I hadn't seen an airplane hit the ground yet, but everything else, the formation, the radio calls, the environment, the intensity, the adrenalin, I had seen it all at Nellis Air Force Base at Red Flag.

What I realized in my cockpit, okay, I can do this. We went in and we crushed the target. When I came back and talked to all my flight mates afterwards, I said what did you think? They said, "Man, just like Red Flag."

For those who built that exercise, to give young aviators the first 10 sorties so they could survive combat, gentlemen and ladies, it worked.

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I came to believe that high end training against the most difficult threat in the most difficult environment is nothing short of a moral obligation, and we had proved it in Desert Storm.

It wasn't too many years later when we had a tragedy in a place called Bosnia Herzegovina, and it culminated in a massacre of 8,000 young Muslim men outside a city called Srebrenica. NATO could not sit still. The world could not sit still. The CFACC at the time charged with building an air campaign in that environment was a guy at the time named Lieutenant General Mike Ryan. His aide was Major Dave Goldfein.

I got to work with him to actually build a campaign, and if you are the aide-de-camp, one of the things you know is you have a cell phone with a speed dial, and on the speed dial is all the network of the folks that the CFACC has to call and get to know.

One of the folks I had on that speed dial was a guy named General Rupert Smith. General Smith was the land component commander in Bosnia in charge of the UN forces while General Ryan was the air

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component commander. And over a series of meetings, some of them secret meetings that we flew into Sarajevo or Kiseljak and met, these two men formed a relationship of trust and confidence, and had some really difficult discussions, not the least of which was what will we do if we end up with hostages, and how we will as an air and land component work together to work through all the branches and sequels that may occur as we execute this campaign.

That relationship between the air component commander and the land component commander was absolutely central to the success of that campaign.

What I came to believe is in the business of joint warfare, it's trust that we rely on to be able to build and execute joint campaigns. It is trust that is built over time. It is trust that you have to invest in as a leader, and it is trust that you have to invest in and demand at all levels of your organization.

When the campaign ended, we went up to NATO for a NATO summit. General Ryan, of course, we had

the Dayton Peace Accords, and General Ryan was being congratulated by so many who came up and slapped him on the back and shook his hand and said it was a great campaign, congratulations, and I'll never forget as his aide walking around with him his response. He would look at them and he would say you know what, if it results in a better world and a better condition on the ground for the folks that live there, then it will all be worth it.

What I learned as a young major is we take our values when we go into conflict. Despite the actions of our enemies, we must remain a moral force for good on the globe, regardless of pressures that may come in terms of the nature of the campaign or what the enemy is doing, we can never back away from our values when we go into conflict. I learned that from Mike Ryan.

It wasn't that many years later when we saw ethnic cleansing again, and this time it was in Kosovo, in a neighboring country. But now, I'm a squadron commander. Now you have a different

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question. When you're a young captain, you are wondering am I ready, am I trained, am I going to let my buddies down, am I going to be able to do the mission that I've been trained to do, am I ready for this. As a squadron commander, you have a little bit different question. You start asking have I trained them enough, was I hard enough on them, did I give them the skills they need, am I ready to send them into this conflict, am I ready to lose one of them?

I remember General Deal or Colonel Deal told us one time during Desert Storm, he looked at us, he goes you know, you're like my kids, he said you're not the best I've seen, you're not the worse I've seen, but you are all I've got.

You know, you feel like that as a squadron commander. You know what? They do great.

As I led them into that first night's sortie and then back, I got them all in a group and we were debriefing, and I said okay, what do you think, how did you do, what did you think? They all looked at me and said, "sir, it was just like Red Flag." History

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may not repeat, but it sure rhymes a lot.

So, another experience I had, which was really fascinating, is we were fighting from home, because as you know from that campaign, our families were there, but it wasn't a calm environment. There were many who didn't like us there and did not want us to support the effort.

In fact, we had a car bomb go off in Aviano downtown. We had threats against us. We got briefed to tell us exactly what to do if we thought our house, our home, and our family was being targeted.

It was a fascinating experience that you would go out, fly a mission, get shot at, come home, and then have someone look at you and say the grass is getting high.

Dawn and I had this code, I said hey, honey, look, I can't tell you because it's classified when the war is going to begin, but I can tell you when it would be a good night for a potluck. The Ops Group Commander called us in and said okay, we're going tonight. So, I called Dawn and I said, hey, it could

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be a night for a potluck, and she said I got it. She called all the squadron's spouses and all the squadron spouses came in, and I at the same time got together the LPA, the Lieutenants Protection Association, and I gave them a task. I said okay, I got the mission, you need to plan the departure so we can actually fly over this spot, which is my home, because we are going to have all the spouses of the entire squadron there when we fly over. Sure enough, we did, 24 F-16s loaded for bear, full afterburner, 20 seconds apart, we all flew over our house, and all the spouses were standing in the yard, with I'm sure a little bit of liquid courage, cheering us on as we went into war.

I came to believe that our families are the best deal our nation gets. They exhibit an incredible amount of courage, sacrifice, and it's a very special kind of courage when they endure the long hours, the hardships, the separations, the deployments, that have become so much a part of today's military service.

I truly believe families are the best deal our nation is getting. How appropriate that this

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week, having just told those two stories, that our NATO Air Chiefs are meeting? It was our honor to host them at our house, at Air House.

Gentlemen, all I can tell you is that we stand with you. This is the strongest alliance on the planet. We have stood with you before as you have stood with us, and we will stand with you in the future, and thank you for being here this week.

9/11. It changed us. It changed us as a nation. It changed us as a joint team. It changed us as a service. We all know where we were that day. For me, it was an opportunity also to go down range and become the CFACC, the Air Component Commander, and to join this joint team.

I thought that when I went into the job that my primary responsibility was actually to place air over the top of the battlefield and make sure in this mature ground fight, we had it about right, and the scheduling, and we had the right asset with the right capabilities right where it was needed, and I certainly did concentrate some on that, but that's not

actually what I did every day.

What I learned is my job at the end of the day was to be the regional multi-domain, multi-component coalition friendly leader of command and control for the combatant commander.

When I looked at that CAOC, that air operations center, it struck me there was no parallel on the planet for doing the integration of joint activities and joint fires. I didn't just have a liaison element from the Army, I had 50 soldiers in a battlefield coordination detachment that were linking us to every aspect of the ground campaign. I didn't just have a liaison officer from SOF, I had an entire cell of special operators that ensured we were taken care of. Every component had a representational force. I didn't just have a coalition cell that was off to the side, my CAOC Director was a member of the coalition team.

So, I came to believe in our bloodline as airmen, bringing together the joint force and becoming the connective tissue for joint and combined arms is

who we are. Having a networked approach to warfare is absolutely natural to us.

The example I would offer to you would be a personal recovery event. If I say the word "PR," perhaps the first thing that comes to mind is an HH-60. Let's talk about what actually happens when you do a personal recovery event, that we have done over and over again, and we continue to do today down range.

So, God forbid, someone either steps on an IED, has an injury, what is the first thing to happen? Actually, the first thing that happens is we apply immediate medical care at the point of injury, and in terms of the golden hour medically, it may be the most important medical care that is ever applied, in those first few minutes.

While somebody is applying medical care to stabilize and keep the wound clean, someone jumps on a handheld radio and makes a radio call. Now, you can be in the mountains of the Hindu Kush, you're in the valley, there are mountains all around you, there is

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no way you have a line of sight, to have this little handheld radio with a battery about this big, and have somebody answer you from Qatar, miles away, how does that happen? Well, the signal is bounced off an airborne layer, it is amplified, it goes up into space, it is bounced off a couple of satellites, it comes back down here, and everybody in the command and control architecture and in the network gets the call.

Then what happens? Somebody jumps on the Net and they start researching to find out okay, who is the victim, what is the blood type, what is the injury, what do we have going on. They are communicating this back and forth, at the same time that is happening, they are spinning up the helicopters and the crew chiefs are getting the Helos ready to go, and the PJs are loading their gear and making sure they have everything they need because they may be doing surgery on that helicopter, as they have, to save a life.

But that is not all. If it's in enemy territory, we have already moved ISR over the top and

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we are cataloguing where the enemy is and where the friendlies are and where the ingress route is and where the egress route is going to be, but that's not all, we move a Sandy overhead, who is now going to orchestrate airborne mission command to pull all the elements together to make sure that happens and we do that correctly, but that's not all.

A C-17 is getting spun up right now and a critical care team is being loaded, and it is going to the first chunk of concrete where we are going to receive that helicopter, and all of that goes together in a matter of minutes.

So, when you hear me talking about the network and the networked approach to warfare of the future and combined arms in the information age, you need to think no more than that personal recovery vignette to indicate why this is so natural for us.

The other thing I came to believe as the CFACC is we have got to create the environment and have the environment where innovation and ideas can get from the lowest level to decision makers, and not

get lost in the bureaucracy.

I cannot tell you the number of tactics, techniques, and procedures we are executing in the war today that have come from the mind of a young staff sergeant in the space cell, a young Guardsman, a young Reservist, a young civilian, who had an idea.

I don't even have to go farther than just the emergency room where a young technician asked the question, what would happen if we actually kept the emergency room at body temperature, 98.7, what would happen? What we learned was that if you actually keep the emergency room and you're handling trauma at the same temperature of the body when you open the body up or it has already been open, you can actually save tissue, you can save organs. If you go to emergency rooms across the nation right now, guess what, they are all at 98.7.

So, how do we create an environment where that kind of innovation, that kind of ingenuity, can make it through the system to the decision makers.

I came to believe that innovation is in our

blood. We have been breaking barriers since 1947. As we step into our 70th year, that is our theme, breaking barriers since 1947. It is who we are, and it is what the nation expects of this Air Force.

So, based on my experiences, what I have come to believe, based on what I believe is the future of combined arms and staying true to our strategic vision, which is all laid out in the strategic master plan and the Air Force future operating concept, what you need to know about me is that I am into evolution, not revolution. I am not coming in with full guns blazing.

We will stay true to our long term vision, and there are three elements of that vision, and all of these can be found in the strategic master plan. There are three elements that I have come to believe are foundational. If we focus on them over the next four years, it will actually set us up to be able to do the work that we need to do as an air component for the joint team and for the nation.

There are three key areas I call my focus areas.

The first one is revitalizing squadrons, because I believe that it is at squadron level where we succeed or fail as an Air Force. It's where our culture resides. We are not the service that says we're airmen before we're anything else. We're the service that in the first five minutes of any conversation, you can hear airmen say well, I'm a bulldog, or I'm a t-bolt or I'm a this or I'm a that because we align ourselves, we can align with our squadrons. It's where airmen are developed. It's where airmen and families thrive. It's where training and innovation occurs. And I believe it's where we make the most difference as leaders.

And so I did this unscientific survey some years ago, and that's code for I called my dad. And I say, dad, when you were flying in the mid-60s, tell me a little bit about how long it took you to plan, brief, debrief and execute a typical mission. He said, oh, about five or six hours. I said okay, you got a copy of your yearbook or anything I can look at? And sure enough, he had one and I dusted it off and

looked at it, and sure enough I had a squadron organizational chart. And it had the squadron commander, it had the ops officer, it had flight commanders. It had the whole org chart, and I looked at it and I said well, now I've got the UMD, the unit manning document from a 1966 squadron and I put it down.

And then I took a look at technology over time and what I found was interesting that, you know, for a period of time, up until about the F-15, F-16, technology and mission growth would happen on a linear scale. And then what happened is we started getting mission growth and technology added through software updates. And it went from a linear path of mission growth that we could actually keep up with to an almost exponential path that occurred as a result of someone being able to come out to the flight line or inject some software upgrades to our weapons system and now we would be into a new mission growth.

And another thing that happened was with that mission growth came security increases. And many

of you lived through this, where we went from open planning, mission planning to SCIFs and vaults. And what happened of course is now less people can get back to actually support and help because they don't have the security clearances. And so, if you look at the trend lines, the trend lines at squadron level were sort of going in the wrong direction, because over this time of the last 15, 20 years, we've continued to have to take manpower to be able to balance over time as the budget has gone down. So if the numbers of people are coming down and the technology is driving into mission growth and increased security levels, you can see at the squadron command level is we're going to be -- maybe we have taken the brunt of that risk and go back to where I believe, which is that's where we succeed or fail in our Air Force.

So we're going to take a look at squadrons. And oh, by the way, if you take a look at the UMD and ask yourself the question, what does it look like today in terms of the total amount of time of mission

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planning required for the weapons systems that we have today and the average F-16 block 50 is 15 hours for a one-and-a-half-hour sortie—15 hours. I went out to Red Flag recently, and it was a 48-hour drill to do a two-hour sortie.

So if you see those trend lines and you ask yourself well, what does the UMD look like now for a squadron versus then based on all the change, and the answer is we actually have not changed it in over 50 years. So when we talk about revitalizing squadrons, we're actually not talking about taking manpower and money and throwing at this issue. Quite frankly, we don't have it. This is where we step back and ask ourselves the fundamental question, what does a 21st Century squadron need to look like? I think it looks different. I think there may be a civilian-military mix to it. I think we may want to leverage the great gift of General Welsh, Secretary James and Chief Cody which is that we have one Air Force with three components that are joined at the hip.

And we ought to look at that and take a look

at the squadron level and see if there's a different mix that we ought to look at. And we ought to redefine what a 21st Century squadron looks like due to the missions of the 21st Century. And so we're going to take a look at that over the course of these next four years. And here's the beauty of squadron command. If you get it right, you become a squadron commander for life. Because every week or two weeks, you get an email out of the blue, and many of you have witnessed this, and it's from somebody who writes you an email and finds you on the global and says, hey, I just want to check in. You don't remember me, but I served in your squadron way back when and you made a difference for me and I just want to check in and tell you what I'm doing and see how you're doing.

It's the great blessing of life. And when you're a squadron commander and you're sitting up there on your final day and you're looking down at your squadron and you don't remember a single mission you flew or anything you did. What you do is you look down and you see faces. And every face has a story.

And you look at that crowd, and you see that tech sergeant and you look at him and you say, that's John. I gave John an Article 15. I hope it works out for him. There's Sue. She was having some real issues with her family. And you know, the squadron commander manual doesn't say you're supposed to get involved with a family to give them the resources and the tools they need to pull that family together, but you know what, we did it, me and shirt, and they're still together, God bless them. I hope they make it.

And you walk through that entire formation and every face has an individual story and you touched their life as a squadron commander. So the way I look at this, the org chart is reversed. The chief is at the bottom, the squadron commander is at the top, the staff is there to support squadron commanders who are entrusted with the mission of our Air Force. And it's that squadron commander and senior NCO team that is going to help us succeed or fail in the future.

The second focus area is strengthening joint leaders and teams. For some number of years, we

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actually were focused on violent extremism as almost the singular focus of this nation. And I talk to you as the director of the joint staff, who prepared the Chairman to go to the Oval Office and prepared the Chairman for National Security Council meetings. And I used to track about what the percentage was between violent extremism in the Middle East and every place else on the globe. And for a number of years, it was an 80/20 split on average, 80 percent violent extremism in the Middle East, 20 percent every place else on the globe.

And then in 2014, the world changed. China got active in the South China Sea, Russia went into Eastern Europe. Iran continues to be active. North Korea continues to try to pursue a nuclear weapon. And of course, violent extremism continues to be a challenge that we face and I do not believe we will get relief from any time in the next several years. But the dialogue changed. And I give Secretary Carter a lot of credit for changing the dialogue in Washington, D.C. from violent extremism at 80 percent

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to more of a 50/50 discussion against China, Russia, Iran, North Korea and violent extremism.

And for, if you take a look at each one of those campaigns and walk yourself through what are the domains that are going to be absolutely -- going to be absolutely required for every one of the operational campaigns and even in this unclassified setting, you can look and walk yourself through them. And I would submit to you, the United States Navy and the United States Air Force have got to be joined at the hip with trust and confidence as we take on the China campaign. Certainly, there's going to be a combined arms with all components playing, but the United States Air Force and Navy have got to be joined up in air, space, and naval activity.

If you look at the Russia campaign, the United States Air Force and the United States Army have got to be joined at the hip with trust and confidence. The Navy will actually absolutely be in there, the Marines will be there, but it's going to be our two services that are going to have to be leading

that campaign together.

Now, if you look at the Iran campaign, it's going to have to be the United States Air Force and Navy, and if you look at North Korea, it's got to have us and the Army. And if you look at violent extremism, it's going to have to be the United States Air Force, the other services, primarily conventional air and unconventional ground as we continue to go after violent extremism as they migrate from a physical to a virtual caliphate.

And the one domain that's central to every one of those campaigns is the air component. And if you buy my logic, then you also understand why I believe that we have got to be a service that's ready to stand up and lead these campaigns. And so it's all about strengthening joint leaders and teams, and I'll start first with the leader piece.

And, oh by the way, I put this slide up because please don't misread me. We are -- this is not about building from zero. We, we've got incredible joint leaders. To watch General Selva and

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his interactions in the National Security Council is nothing short of outstanding. To watch General McDew manage trains, planes, automobiles and an entire industry of transportation command is phenomenal. And there's only one reason that I can think of that General Lori Robinson is the commander of Northern Command, responsible for defending the homeland, the number one mission of the United States military. And that's because she has run joint operations and understands command and control better than anybody on the planet. She's done that in the Middle East, she's done that in the Pacific and now she does it for the homeland. And this is cool. As we talk in here, General John Hyten is testifying before the Senate Armed Services Committee to be the next STRATCOM commander.

So we have got incredible joint leaders on our team. But now, let's talk about how do we strengthen joint leaders and teams for the future. So we've got to take a look at what point in our careers do we get exposed to joint planning and joint war

fighting, because the reality of our business is that we tend to stay a little bit longer in the technical career field because it takes longer for us—10 to 12 years sometimes—to get to the point where we're instructors in our various career fields and that leaves a fairly short period of time then to get exposed to the business of joint planning, joint leadership and joint warfare.

And so we're going to step back and take a look at the development of our officers and our enlisted corps, and take a look at what do we need to tweak here to ensure that we are actually looking at the business of combined arms and how do you bring together the various components and either join with or lead a joint task force to be able to optimize those components and build a campaign that's truly joint in nature. As the director of the joint staff, I ran the tank for the chairman, and what I saw in play in the tank was that each service would come into the tank and would approach a problem a little bit differently. And our culture derives in my mind, from

the domains that we are responsible for, for controlling and exploiting. For us, it's air and space and so we look at a problem and we tend to bound it from above, and we determine what it is that we need to bound this and control it, and then we look to how we can crush it from the outside in. And our soldiers will look at it from a center of mass, and how do I mass against the objective, and then once I've controlled the objective, how do I work it from the inside out. And the Navy brings its culture of command at sea and if there's one service that understands mission command and giving orders to a commander, and then having that commander execute, you don't have to go any further than the United States Navy and its submarine force. And if you take a look at the Marines and Marine Air-Ground Task Force and how they think about doing combined arms, but each of us approached the problem slightly different.

And what I've learned and come to believe is that all those voices need to be at the table in the room and in the dialogue for us to actually present to

the Commander in Chief truly joint and executable options. And so that means we strengthen the path that we go on to be able to build joint leaders who are able to have that airman's voice in the dialogue, especially at the level of campaign design. So that in campaigns of the future, they are truly joint in nature and all of those cultures are in play to get to the best possible solution.

We also have to take a look at how we present forces to a combatant commander. I'm a bit concerned that over time, over the last 15 years, we have migrated into sending too many single airmen into combat for their first time. And while we will never be the service that says if you want an airman, you get an entire squadron, because that's not what the nation needs, we have to be more flexible than that. I think the pendulum perhaps has swung a little bit too much to sending individual airmen into combat. And what happens when you send an individual airman into combat, is that single airman has go through all the process and procedures to get themselves into the

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theater, join a team there, build the lexicon of the joint community that they're joining. And we do that very well and very quickly, but I'm concerned that now I'm in combat, I have a significant experience, a combat experience and then I come home and I'm back from my team into an individual airman. And I come home, and the question I ask is who do I talk to, who do I share my experiences with, who can relate to what I've just gone through.

So under the leadership of General Carlisle, we're going to take a look at getting back into the business of deploying as teams. Now, I don't know what that team size looks like. It may be just three. But it will have an established team lead, and that team lead will be responsible for making sure that team is organized, trained, equipped. It will deploy together, it will employ together, and perhaps the most important thing is it will redeploy and it will reintegrate together. And so we're going to shift that pendulum a little bit and get back in the business of team deployments.

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And the last part of this is taking a look at us as an Air Force, as an air component given the China, Russia, Iran, North Korea, and violent extremism challenges that we face. The nation requires its Air Force to be able to step up and lead these campaigns. And so we're going to start with 9th Air Force and AFCENT and we're going to build that into a core JTF staff. And we're going to certify that commander as a JTF commander. And that commander and that core staff is going to build the lexicon and the daily battle rhythm of a JTF into its daily operations. And because the wings of 9th Air Force plug into that NAF, my hope is that the lexicon will then drive into wings. And then we will look over time at how we bring the business of joint war fighting more and more into our daily operations, so we build joint and strengthen joint leaders, we're actually strengthening joint teams at the NAF and wing level as we go forward, because the traditional JTF stands up in approximately eight weeks from a crisis.

This is an example of one and I think Burt

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Field is in the audience, that he led as the JTF commander when the tsunami hit Japan. Eight weeks, on average, between a crisis and a JTF being stood up. That is not the time for us to learn the lexicon, the business of joint war fighting and joint engagement. So now you understand why I want to bring that as a second focus area into our daily battle rhythms as an Air Force.

And then third, I share with you the experience I had at the CAOC: multi-domain, multi-component, networked, integrated command and control. I truly believe that we as an Air Force, not only get this, but we can be the connective tissue for the joint force as we go forward and move into the information age of warfare. Some would say we're already there, and I agree. But there are still so many of our processes that are in the industrial age. And for our industry partners, this is a partnership that we have to work together because it starts fundamentally changing the way we think about procurement. Because if you start with the common

mission system and then think about how the platforms and the sensors that we procure fit into that system, it gives you a new way of thinking.

The future of combined arms in my mind is the connection of three grids. First there's a sensing grid. And it operates in six domains, air, land, sea, space, cyber, and I put undersea there because you've got to think about it as a domain. And a significant portion of that sensing grid we own as the United States Air Force. And so as we pull this sensing grid together and figure out how do you take all of the elements of, of the intelligence, surveillance, reconnaissance enterprise from the entire joint team and the interagency team, how do you fuse that information in ways that allow us to be able to get decision quality information to decision makers faster than our opponents. And how do you do that in a way that's coalition friendly.

And then once you have that information and you can actually operate at a faster speed, and oh by the way, this is not about throwing more analysts at

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this. This is about thinking about a common mission system, common data, common architecture and thinking about how we can take the information and through artificial intelligence, machine to machine learning, go through the volume of information available to us and allow us to operate at a pace as a global chess master with a global force in a way that outpaces our adversaries. Because one of the things our adversaries doesn't have is alliances and partnerships. That is an asymmetric advantage for us.

And then, if you take a look at the effects grid, you have to create effects that are attributable, not attributable. Sometimes I want them to know it's me, sometimes I don't. Conventional, unconventional, manned, unmanned, penetrating, unpenetrating, old and new, how do we tie those together so that when we have, when we want to apply the military instrument of power, we're able to lift and shift and operate on the global chessboard on a global scale as a global power with a globally engaged military.

And to our industry partners, this starts with a common system that we all tap into and how do we think about that as we go forward. And it's the connection of these grids, the sensing grid, the effects grid, and what pulls it all together as a foundation is multi-domain, multi-component command and control. If you look at the CAOC today and look on the floor, actually what you would see would be individual cells. The space cell is operating on proprietary software, hardware, data rights. And then right next to it on the floor is the personal recovery cell and in fact, if you look below the floor, you would see a big gateway that we put together that actually allows the information to flow back and forth. And it's far too slow for the future of combined arms in the information age.

So what we have to think about is how do we connect that architecture in new ways as we look forward to the future. We've done this before. We've been breaking barriers since 1947. General Ryan taught me that if you were going to succeed at

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anything, you have to have three things. You have to have a single person in charge, because committees solve nothing. You have to have a plan that's written down that's, that's articulated in English that's deeper than PowerPoint, that the staff understands. And you have to have that plan placed on a calendar with key milestones and objectives.

And so the timeline we're on is I rolled out the first paper on squadrons, the next one on joint command and control and building, strengthening joint leaders and teams is coming out next. It will be out in about the next week. We're putting the plan in place. And then we've already -- I've already picked the three task force leads for each of those. And so if you throw up the next slide, here's who they are. For revitalizing squadrons, General Steve Davis, Brian Killough, Chance Saltzman, Salty. These three general officers will drive to work every morning worried about delivering on this success. And their job right now is to build the team and matrix across the major commands and the MAJCOMs and make sure that we

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organize ourselves so that we can build this plan, place it on the calendar, get started on 1 January and we're going to keep relentlessly focused on this for the next four years.

My sense is that we may not have the exact prediction right when it comes to the future of combined arms and the global challenges we face. History would suggest that maybe China, Russia, Iran, North Korea, violent extremism, we don't have that exactly right.

But I would suggest to you this. If we focus on these, we'll be ready for the next. And this is one thing I know with absolute 100 percent clarity. We have from right now until then to get ready. And it will take all of us, airmen, industry, allies, joint partners—all of us working together to present to combatant commanders, to our secretary of defense, and our Commander in Chief the air component where squadrons are revitalized as the heartbeat of our Air Force, where our Air Force consists across the board of joint leaders and teams that can step in in a

crisis and lead a joint task force if the nation calls upon us to do it. From humanitarian relief to the business of combined arms and that the connective tissue of the joint team and the future of combined arms, the multi-domain, multi-component coalition friendly command and control has moved forward because we've been the connective tissue for the joint team, because it's one of our five core missions.

We're one Air Force, we're three components, we're five core missions, and we are the finest Air Force on the planet. And I could not be prouder to lead this as your 21st chief of staff of the Air Force. Thank you.

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