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GASCC Keynote - As Delivered
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As I look around the room...I see many differences. But am reminded our differences in approaches, in experiences, in capabilities and in perspectives are a great source of strength. Something our adversaries will never have. Collectively, our single, most significant strategic asset is our opportunity to work together as allies and partners.

At the height of the campaign against ISIS, I witnessed a coalition of 78 countries bring airpower to bear to defeat a global terrorist threat. As the Chief of Staff of the United States Air Force, I've seen allies and partners come together to counter Russian aggression.

Investments in collaboration and trust work. They worked against ISIS and are working against Russia. Now, to maintain our leading edge and the current rules-based international order, one thing is clear: the U.S., and our allies and partners, must integrate like never before – because emerging threats of today will require a weight of effort from all of our nations' best.

As former U.S. President Franklin D. Roosevelt once said, and I quote, "The structure of world peace cannot be the work of one man, or one party, or one nation ... it must be a peace which rests on the cooperative effort of the whole world."

Susannah, thanks for the kind introduction, and congratulations on your recognition. Thanks to the Air and Space Power Association for hosting this event. It is an honor to share a stage with distinguished leaders, Mike and Jay, and to be here with so many international air and space leaders, and it is a privilege to serve alongside you working towards the common good.

Our relationships and cooperation give us an advantage no adversary can match. And today, I want to share my vision on how we begin with the end in mind, and how we become Integrated by Design.

Integrated by Design is the deliberate way we work together to understand the environment, define the threat, share information, and, most importantly, employ airpower. To become Integrated by Design and overcome emerging global challenges, we need to relook at our approach in three areas: people, policies, and processes.

Echoing FDR's quote, Integrated by Design is the cooperative effort of our allies and partners, and like-minded countries, to build the best, most capable force in the world. Built upon rock-solid relationships, designed to amplify our strengths, and overcome emerging threats.

Integrated by Design is not a replacement to our current security cooperation efforts, but it's the idea that we collaborate and make decisions together on interoperability, resource investment, information sharing, force development, and strategy from the very beginning. From the identification of a threat, through the co-development and co-production of hardware and software, to the operational concepts and employment.

Now, I will admit, we have a lot to learn when it comes to seamless integration. But for me, Integrated by Design means we start with allies and partners in mind versus building U.S. first, then adapting to include allies and partners.

In order to become Integrated by Design, we must focus on the three P's: people, policies, and processes.

Now, Integrated by Design starts with recognizing that our people are the cornerstone of our global force. As part of this global force, the United States Air Force must develop leaders who think about meeting challenges and emerging threats collectively. We need to begin with broader understanding and include it as a key factor in training every Airman. We need to build global fluency into every school house, as early as when our Airmen enter our Air Force, and continuously throughout their careers.

When I became the Chief of Staff, as part of *Accelerate Change or Lose*, I directed a focus on competition... building the global fluency of our Airmen beyond just adversary military capabilities. Competing with adversaries demands we broaden our perspectives, think more about cultivating relationships, and building future partnerships.

Programs like the international military education and training program, liaison officer opportunities, exchange positions, and advisor programs have increased connection and helped grow our people to be more internationally-minded. We need to continue these at every opportunity, as these types of programs build a foundation of trust that can be more impactful, not to mention, it is often less expensive to send people than it is to send airplanes.

In addition, programs like the State Partnership Program allow the deepening of personal relationships to develop over time. For instance, the power of relationships spurred a sharing of enhanced tactics and techniques between U.S. and Ukrainian pilots in advance of the Russian invasion. These are the types of payoffs we get when we invest in our people and build relationships.

Together, the U.S., allies and partners should consider how we develop day-zero interoperability – the careful building of trust and capability among allies and partners preparing for future conflict. Sharing our viewpoints, even when divergent, to challenge our thinking and then find alignment in our approach. This human network is a great source of strength and will continue to be even more important in the future.

But our people can only succeed with policies and processes that support a more integrated approach.

To be Integrated by Design, the U.S. Air Force must take more risk to work within existing policies where we haven't done so in the past. We need to do more with the current policies. We have to open doors to our allies and partners to address future military challenges. Just because something is difficult, or we have not normally done it, is not a good reason to avoid it. You know, I've had a long-time belief that there is a difference between "can't do" and "don't want to do." The former is a physics problem, the latter is a problem of will.

I want you to know, not only is the United States Air Force working to break down these barriers, so is the U.S. Department of Defense. For example, when I have my many bilats at functions like this, I hear often how we need to improve our Foreign Military Sales program. I will tell you this is something we are working on.

Additionally, the U.S. Air Force is at the beginning stages of a policy change with something we call co-funding, which pools funds from multiple partners for a common development effort. It reduces each partner's costs and allows for development of mutually-beneficial capabilities and technologies. The initial effort brought together partners from the Indo-Pacific, Europe, the Middle East and Africa for the development of an advanced electronic warfare system. But we need to do more.

There are opportunities to leverage or change existing policies to enable us to work together to align investments, capabilities, and approaches, so together, we can optimize our innovation and industrial capacities. And together, we should look deeper at our capability development and export policies to see where we can either open up or change policies to better align efforts. The U.S., allies and partners should have conversations about what we can develop that is complementary instead of in competition, to better align against future challenges.

Without updates in processes, investments and changes in people and policies would be futile.

To be Integrated by Design, the U.S. needs a more deliberate approach with our allies and partners from the beginning of our processes. I applaud how many of you default to and are postured to support a more inclusive approach. For instance, our structure should be more inclusive of allies and partners, particularly in how we manage and control information. We must stop over-classification and write for release from the earliest stages of our planning. We must relook at our processes to get to a more collaborative approach, similar to how we exercise.

Exercises build capacity, ensure readiness, and create strong bonds, and help identify best practices and lessons learned. War-gaming events like "Arctic Engagement," exercises like SWIFT RESPONSE, with the participation from 17 allied and partner nations; or Exercises like COPE NORTH, between Australia, Japan and the U.S., allow us to develop and test concepts, technology, procedures and tactics.

In fact, testing and exercising concepts like Agile Combat Employment with our allies and partners has provided feedback that is being incorporated into the U.S. Air Force's ACE concept. Efforts like these are invaluable in building day-zero interoperability against threats we may face in the future.

In addition, we are working opportunities to open doors on future capability programs being developed at our labs with our partners. I am proud to highlight our air-launched Unmanned Aerial Vehicle co-development project agreement with India, where investment and research and development efforts are aligned towards a mutual outcome before we build a platform. But the only way we can get to this type of integrated outcome is to improve our processes through more purposeful conversations

The process of capability development requires us to connect and collaborate at regular intervals to understand future military challenges. The U.S., allies and partners already have robust intel sharing, but we must address those threats in a more combined approach.

We must also consider our collective mindset and culture. Built on trust, mission command is a decentralized approach to command and control where commanders provide intent, and then trust our subordinates to plan, coordinate, and execute. Mission command takes work to develop trust and culture. It does not work with a rigid, top-down authoritarian approach. Practiced together, it would give our forces the flexibility to move boldly in difficult and complex operational environments, because we've trained and empowered them to do so.

Our next global threat may achieve parity, technologically, economically, or militarily, but the leading edge we have is each other. And, in order to maintain that leading edge, we need to take an integrated approach in how we manage our people, policies and processes.

My commitment to you, particularly as we celebrate our 75th anniversary, to my fellow Air Chiefs and leaders, it is first for me to look in the mirror and continue to build upon the relationships of our people, address the policies that hinder our collective progress, and improve processes to increase our shared understanding and collaboration. I would submit that we all need to do the same.

Doing so may be uncomfortable, may even make us feel vulnerable, but the global stability we all seek rests on the cooperative effort of the whole world.

We are stronger together when we are Integrated by Design.