

2015 Air and Space Conference

4-Star Forum

With General Mark Welsh, III, Chief Of Staff

September 16, 2015

MODERATOR: Thanks very much, and welcome to the 4-Star Forum. We've made it quite a tradition now to provide this opportunity of interaction with the senior leadership of our Air Force. Indeed, it's one of my favorite sessions each year, and we are very privileged to continue to present this to you here at our Air and Space Conference.

On stage, starting from your right, Lt. General Darryl Roberson; Lt. General Stanley Clarke, Lt. General James Jackson, Lt. General Bradley Heithold, General Carlton Everhart -- [applause] We could turn this into a contest -- General Ellen Pawlikowski, General Lois Robinson, General John Hyten, General Robin Rand, General Frank Gorenc; soon to be here, General "Hawk" Carlisle. Just in time logistics is alive and well. Chief Master Sergeant of the Air Force James Cody; and our Chief of Staff of

the Air Force, General Mark Welsh.

So they are here to participate in a dialogue with you, we've asked the Chiefs to make a few brief remarks to get things started, and then after that, he'll take your questions. Rules of engagement, write your questions on the cards provided, pass them to the Airmen in the aisles, they will be forwarded to General Welsh, and he'll direct them to the appropriate speaker. I happen to know that he takes some delight in doing that. So without further delay, General Welsh.

GENERAL WELSH: Thank you, Scott. I appreciate it. And thank you, folks, for being here. I wouldn't call it delight, a small level of satisfaction. I just have to be careful what questions I give to "Gorc". Let me just tell before we ask the first question here, that I just can't tell you every year, this is my favorite panel because I get to sit with these folks. It is an unbelievable privilege to join them here on the stage.

It's an unbelievable pleasure to work with

them every single day, and it's an unbelievable education to watch them do their jobs. They are just incredibly talented, they are incredibly good with people, they are great with each other, they are open, they are honest. I hope that those of you from industry are here, are seeing the benefit of that inside the Air Force because they are not afraid to talk to you, I know they are not.

We have to do more of this. The conversation is important whether we agree or not, the conversations are important between the Air Force and industry, between the Air Force and our coalition partners, between officers and the enlisted force and civilians, between people in organizations at every level, we've just got to be willing to talk to each other. We've got so many fantastic people, if we can get that right, everything else will play out.

Let me start with the guy who came in last. Hawk Carlisle; Hawk, if fifth generation platforms won't be able to exercise everything they can really do out in the open, where adversaries can see it,

what's going to change about exercises like Red Flag?

GENERAL CARLISLE: Thanks, Chief. It's great to be here so I'm late, I apologize, Chief. It was my Aide's fault. I told her I was going to say that, and she said she'd take one for the team. So, [Shev], thanks, wherever you are sitting out there.

So that's a great question, I would tell you we have some -- and you've talked about it a lot. I think our ability to work in the virtual live, and constructive environment, our AFRLs doing some fantastic work. There is an ATD, advanced technology demonstration, out there and it's called SLATE. It's an incremental move to get us to the next level, it's where we can do things. We can fly airplanes in an open air environment, and it's going to take a while to get to the future, we'll need industry's help.

You can fly airplanes in the open air environment, doing full-up, training without it, actually doing full-up missions and things in the airplane. You can put things into the scope on the airplane. You can tie that through the program of DTC

or the DMO, networking you can tie it to virtual, and they are in the same fight with the live players, and then you can put up a good number of adversaries, in a constructive type environment.

So, the way to do this in the future and my predecessor, Mike Hostage, again, brilliant guy, started us down this path, we are working our way there, and it will be a crawl, walk, run, Sir, as we get to it, but it will take that virtual, whether it will be a lot, we'll get numbers and there will be a lot the environment -- a lot of training environment there, combine that with the live play, and the ability to tie the live with the virtual, and then to tie the network together in the DMO, Distributed Mission Operation.

So, we are getting there, it's going to take us a little bit of work, we need industry's help to get us there, but AFRL and Major General Masiello and those folks are doing fantastic work, and we are moving down that path very rapidly, Chief.

GENERAL WELSH: Thank you, Hawk, I

appreciate it. Although we can still make fun of you for being late. Hawk really had a higher-level tasking you he was finishing to me. John Hyten. How are we going to maintain agility in space with assays that are unadoptable to changing threat once they are launched.

GENERAL HYTEN: We are going to build different capabilities. It's really not that hard to say, it's just very hard to do, because the challenges that we have it's we have a system that really loves the status quo, and the status quo is not built for the 21st Century, the status quo is built for the 20th Century. So we have to work inside the system, to come up with a different way of thinking about space, we have to come up with a different way of thinking about cyber. We have to come up with a different way about thinking about all of these pieces together, but we need to build the capabilities that can effectively operate in that regime, and we are going to do that.

We understand what those capabilities are, now we have to get through the system and build that.

We'll build those capabilities in conjunction with a number of different capabilities, because it's not just on the on-orbit systems, we have to fundamentally change our ground infrastructure, our user equipment, the other pieces, the enterprise as well, so they can be defensible against the threats we are going to face in the future. Thanks, Chief.

GENERAL WELSH: Thank you, John. Chief Cody? The Army is switching their uniform to a MultiCam uniform. When will the Air Force switch our camouflage?

CHIEF CODY: I don't think we are going to switch our uniform to be honest with you, boss, you know, you and I have discussed this, because the Army is switching to a [inaudible] that mirrors the OCPs, but they are not OCPs, they are a scorpion version of that, where the accouterments that go with that, that current OCP can be utilized with that. That the reality is, we are pretty satisfied with our ABUs, so to switch would cost us quite a bit of money, there's no real driving factor. We have a functional uniform

that does what we need it to do. We'll continue to wear the OCPs, when we are in environment, where that's the proper uniform, we do so by tapping into the Army contracts for that uniform today.

So I wouldn't tell you that we'll never switch to a pattern that might be what one of the other service is wearing, but right now it's just not a really good, cost-effective decision to make when we have a functional unit that we feel we have the gear that goes with that, and we have the ability to make sure our airmen have the right uniforms when they are in the field, where that uniform is the right one.

GENERAL WELSH: Thanks. Lori Robinson. How big a problem for you are these runways on reefs that China is constructing? Does it measurably change your warning times, your engagement zones, or trying this island chain strategy?

GENERAL ROBINSON: Thanks, Chief. They're no problem at all. No. The concern as they've put down the 10,000-foot runway, the concern is the ability now to maybe put down an Air Defense

Identification zone, and then to be able to defend it. So as we heard Dr. Carter talk this morning, you know, everybody is allowed to operate in international airspace, sail in international waters, and if they militarize those runways, it will threaten our ability to do that.

GENERAL WELSH: Okay. Thanks, Lori.

General Roberson. Darryl, you've gotten back a lot feedback on T-X requirements from industry. Are you more or less confident that the Air Force can get what it wants at the price it can afford, and why?

GENERAL ROBERSON: Thanks, Chief. Let me begin by saying what a privilege and honor it is for me to even be up here with this group. I've been on the job now for a little less than two months, and obviously T-X is one of those programs that we have had to spend some intimate time on. Less than two weeks ago we were fortunate to bring in all of the industry partners who are interested in this T-X Program, so that we can continue the dialogue, the open dialogue, that we have been trying to encourage.

To bend the cost curve, as you've heard talked about so much. So when it comes to the T-X, my initial assessment is that we are on a great path towards making sure that we are going to be able to meet the requirements for the Air Force, but do it in a way that takes advantage of the skill, the experience, the knowledge of industry, helping us to make sure we do it the best way that we can, the most effective way that we can, in the least cost and best schedule. So, I'm very confident, Chief.

GENERAL WELSH: Thanks, Darryl. Ellen Pawlikowski? We would welcome your thoughts on how best to support small businesses in an environment of fiscal constraint?

GENERAL PAWLIKOWSKI: Well, small businesses are the heart and soul of this country. It's about -- it's really what we are all about. When you look at the contributions that they have made, and I've always a real strong advocate of small business, and I think one of the key aspects of small businesses, the ability to transition that capability into our weapon

systems, or into the facilities that we have.

So we have set a focus on small business across the command and targeting and increasing, particularly a focus at the research lab, one of the things that we are doing is we are about to go directly from a SBIRs to a SBIRS Phase II, small business and innovative research instead of having to do a two-step process, where small businesses will be able to bring their technology directly into Phase II, and then that's the step closer to transferring it.

We are going to spend, I think we've dedicated about \$20 million next year to be able to do that. And that will help to get our small businesses engaged and have a higher success at that transition.

GENERAL WELSH: Okay. Thanks, Ellen. Dewey Everhart. The Secretary says the time margin on the KC-46 is about used up, what are the implications for AMC, if the KC-46 is delayed by more than a few months.

GENERAL EVERHART: Thanks, Chief. You know, that question has come up a lot since we've had these

discussions at the AFA, as I look at it as a recipient of that product, I am optimistically -- or cautiously optimistic I should say, about how that product is going to roll out. As far as what it means for capability, that airplane is going to prove itself out time and time again, but we've got to hold on to that schedule, because if you look at the risk it has that starts to impact other things such as our modernization programs.

I've got to make sure that AMC stays combat-ready, combat-ready and relevant in the future, and that's what's going to drive this. So we are watching these schedules we are watching it closely, and we are watching closely to the margin. And I think the -- I think Boeing will be able to deliver, but we've got to hold that to the contract.

GENERAL WELSH: Thanks Dewey. For Brad Heithold, and AFSOC. What's the most important new capability you expect the need in the next decade, and why?

LT. GENERAL HEITHOLD: Thanks, Chief.

Actually I'd answer that two ways. The first thing that we are pursuing right now is take the cover of weather away from the enemy in the current fight and struggle we have against violent extremism. Today the enemy tends to mass and be able to seek objections when coalition air is -- weather hampers a coalition air, particular my AC130. So the number one thing we want to do, is that away from them, and the way we take that away from them is drop below the deck, if you will, with tactical off-board sensing.

I just want to be able to take the eyesight off my aircraft and put it below the weather deck. I've spent a lot of hours on an AC130, at altitude, looking at the backside, if you will, of the weather, the deck. What I want to do is get below it by putting a small UAV out of my airplane, using my command launch to put it on the deck, and peer down, and tell me what's down there, and then shoot it and kill it.

That's the number one effort, and this to me is not that daunting of a challenge. The technology

is there, so industry I have challenged this week, bring me the solution and let's get after that one tomorrow, and take the cover of weather away from our enemy. That's number one.

Number two, in order for me to continue to fight my way to the target, fight on the target, and fight away from the target, like I'm challenged to do with my battle planes, by AC130s, I've got to put directed energy, read high energy lasers on board to defend the aircraft in the orbit, and secondly to use these things offensively to engage targets.

I believe we can make things quick-working in the middle of the night, without anybody knowing it, because you don't hear it nor see it. Those two are the technological advances I want to put on our aircraft going on into the future. Thanks, Chief.

GENERAL WELSH: Thanks, Bradley. Robin Rand, how will you build on the work that's already been done to continue revamping the nuclear enterprise, and can you restate your top priorities in doing this?

GENERAL RAND: Thanks, Chief. First, if I may, I told Darryl I'd answer all the AETC questions, if he'd answer the global strike questions. If I may, Cal, would you stand up. I'd like to introduce the new Command Chief of Air Force Global Strike, Chief Master Sergeant Calvin Williams. He will be onboard, 1 October.

So, kudos to the Chief and Secretary, and certainly "Seve" Wilson, because we are in a much different place today that we were 15, 18 months ago, and there's been a lot of positive efforts across the nuclear enterprise.

So I'm going to continue that drive. My priorities, I had a chance to go to The Hill today and meet with several Members of Congress on both sides of the House and at Senate. And I started off with just four brief priorities. Number one, the one I wasn't as fluent when I came into the job was, if nuclear command and control is a function, a critical function for our nation and our senior decision-makers, you've got to have a platform to deliver that, and that's the

nuclear command and control communication, NC3.

And the Air Force, has the lead and about 75 percent of those systems that will make up a system, and so I'll be collaboratively working with, my fellow MAJCOM commanders here, who own a lot of those different resources and systems to make sure we are able to deliver, God forbid, on our nation's worse day, so that our senior leader -- our President and the senior leaders can communicate.

That's a big priority, Chief. Number two, is we've got to continue to modernize, and I think recapitalize where we can in the ICBM, both with our Minuteman III, and believe it or not, our UH-1N helicopter, and we've got to work real hard with our bomber, the B52, the B2 and as of of 1 October, and Hawk is going to transfer the B-1s to Air Force Global Strike Command, and we need to be prepared when we get the announcement for the long range strike bomber, and make sure that we are driving that to IOC in the mid-2020s. And we can be capable of delivering what our nation needs in 2030s. So those, Chief, I think are

the four top priorities I have right now.

GENERAL WELSH: Thanks, Rob.

GENERAL RAND: One more, professional development, and particularly is very, very important, and I would tell you we've got great young men, women and Airmen, and Air Force Global Strike, and if there's problems with them, I'm going to challenge our leaders in Global Strike, we need to lead them better. That's our problem. If they have problems, it's because we've got to lead them better, so we are going to work on leading our Airmen better. Thank you.

GENERAL WELSH: That's Rob. This one was actually for the entire Panel, but I'm going to answer it so I don't have to put anybody on the spot. Attendance implies support for AFA, but bottom line, are you a member? If yes, why? If no, why not? Yes, I'm a Life Member, and it was before I came into this job. Number one, I think professional associations are important, especially if they actually connect to the profession, which I believe AFA does.

Secondly, it gives you a voice in lots of

ways, with people who are members of the organization, and with the issues that the organization supports and is involved with. And third, because I like you guys. It's a great way to keep relationships alive, it's a great way to develop contacts outside the uniformed Military, and stay in touch with people. And the other thing it does, is it give Airmen exposure to people who are different than those of us who sit up here and have been serving for a long, long time, but doing just this.

And having the ability to bring Airmen, connect Airmen to people who are now doing other things for our nation, is really, really, helpful. So, I think there's nothing -- there's nothing negative about it, everything is positive. And then you get to come to this, whenever they get together, and you get to get a magazine that kind of tells you what the Air Force is up to, which is useful for me.

Sid Clarke, do you anticipate the National Guard being deployed or employed in any capacity to secure borders again, in the near future?

LT. GENERAL CLARKE: Actually we are deployed on the borders right now, sir. In fact we are deployed in every part of the United States doing the air defense mission right now, and the reason we are sitting comfortable inside of this room right now worried about somebody attacking us, either asymmetrically or symmetrically, somebody is on alert covering us right now.

As far as the -- I won't speak to the Army National Guard. General Grass is in the front office, you can him later, if you want to, privately, but with the Air National Guard, if there's a requirement for our guardsmen to do a mission in the homeland, something that everybody understands in the Guard, regardless of whether in Air or the Army, they are required to do that state mission as well.

Some examples of that, obviously, would be things like EOD support, personnel recovery, the security that we provide, there's a variety of things that we can do, interesting factoid for you during the Baltimore Riots. Members of the Air National Guard in

Maryland were on the streets in Baltimore providing law enforcement support, and they were actually out of a cyber squadron doing that, 75 members.

This is fingers-on-keyboard kind of people, not boots-on-the-ground kind of people, in riot gear at 2:00 in the morning on the streets of Baltimore. And everybody understands that you play that dual role in the Guard. So if it's on the borders or something else, sir, we are going to do it.

GENERAL WELSH: Thank you, Sid. For JJ Jackson. JJ, in your view, is there one major thing that a young cadet or a future officer can start to work on to prepare for the future?

GENERAL JACKSON: Chief, if I can repeat the question back to you. You said one major question, a point to get to a cadet to or a new officer?

GENERAL WELSH: Yeah. Is there one major thing that you'd offer as advice to a young cadet or a future officer, that they can start working on to prepare themselves for the future?

GENERAL JACKSON: Oh, gee. Thanks for the

question. We are doing a lot of things to go ahead and make sure that both the Air Force Academy Cadets and the ROTC Cadets, are fully understanding all three components of our Air Force, and we are making great strides in that. And so as we reach into those types of pools of the enterprise that sometimes we haven't done in the past, one of the pieces of advice when I give presentations in those type of audiences, is the same thing that I was told early on as a brand new Lieutenant, and that was get out of your comfort zone early and often.

Because you are going to have leaders, you are going to have commanders, you are going to have senior NCOs that are going to understand that you are capable of doing something. So look for that opportunity, and when you feel uncomfortable it's probably the best learning experience you are going to have. Of course it's really hard when you are a college kid to be thinking about that, but some take it to heart, and I'm proud to say that some are in our Air Force Reserve right now.

GENERAL WELSH: Okay. Thanks, JJ. For General Gorenc. F22s were recently deployed to Europe, bedding down F22s there was not in the plan, but now that Russia seems to have taken a long-term aggressive posture, do you see an F22 base in Europe, or a semi-permanent detachment like bombers at Guam for the F22 or any other capability?

GENERAL GORENC: Sir, first I feel compelled to thank you for the question, because everybody else did. So, okay, the answer to that question is, it depends, but I feel comfortable now that things are happening in Europe, that obviously we are spurred on by very aggressive Russia, and a Putin, and the move to begin introducing the F22 to the European theater, that decision was made a long time ago, in our effort to try and send the message to assure allies, and to deter. I don't know well it deterred President Putin, however, it's done a lot to assure our partners.

The good news is, just in the little short time that the F22 was able to operate, we put it into Germany, we moved it forward to Poland, we moved it up

to Estonia, all in rapid order, and the infrastructure that is available to support any aircraft would be able to support, you know, our F22. And so you can bet that I will be asking for that capability. I recognize there's priorities to be accomplished, and I'm hoping that we, every once in a while come above the line. But I think, already, we proved a lot.

Incidentally, not only did we move the F22 forward, but at the same time, with less coverage, we also moved with the help of Sid's Guard Unit from Texas, MQ1s into a base called Lielvarde in Latvia, and we proved that we could introduce that capability rapidly, and put an RPA into European airspace, which, by the way, is an enormous accomplishment.

GENERAL WELSH: Thanks, Frank. For Chief Cody. What are your thoughts on the significant changes we are making to the Enlisted Evaluation System?

CHIEF CODY: Thanks, Chief.

GENERAL WELSH: You're welcome.

CHIEF CODY: So, I mean, I certainly share

my perspective on this in many, many different forms, but they are absolutely essential. They are essential for our force today, and certainly the force of the future, as we have a system that clearly has the ability to document performance before anything, and also gives the necessary mechanism to discern amongst our people as we have to make decisions about them, as they either advance in their careers, via promotion or opportunities to serve in different capacities.

But I do look at the significance as after more than 45 years, you have to kind of sometimes take a look at what you are doing, and how it's working. And if it's not working you have to reengineer it to work for the force that you have, and that you are going to have. And I think that's exactly what we are doing.

GENERAL WELSH: Okay. Thanks, Chief.

Question for AFMC Commander, General Pawlikowski.

Open Mission Systems is clearly the way forward on new platforms such as LRSB and T-X, what are your thoughts on the application of OMS on Legacy platforms?

GENERAL PAWLIKOWSKI: First of all, Chief, thank you for that question. So, whoever asked that question didn't go to my talk yesterday, so I want to know who that was. I think Open Mission Systems apply to our Legacy platforms is critical to achieving the agility that we are going to need in the future. And we actually have a very strong effort on that going on right now. Open Mission Systems for those of you who don't know was -- is a concept that allows us to essentially do plug and play, particularly for aircraft avionics is the current focus.

And it was birthed in the rapid capability office, and I just love stealing good ideas, and so we are now looking at applying that across all of ours, and the example I gave yesterday is, just this summer we took an open system, mission system's architecture and applied it on the B-2. And in eight weeks we demonstrated that we could use that open Mission Systems architecture on the B-2 with real hardware, to have the B-2 communicating using an OMS-like radio with a Gulfstream.

So I was very encouraged when I saw this, because if we can anything on the B-2 without a unique proprietary solution, then you know we are in for some good success. And so we are looking at applying this across all of our Legacy platforms eventually, as a way to improve ability to agilely change capability on our existing platforms as we develop it for one, we can apply it on another one and can very quickly adapt our capability giving us the strategic agility that we talk about needing in the future, for both the future platforms as well as our current platforms.

GENERAL WELSH: Thanks Ellen. This question, I'm going to give to Lori Robinson, but I'll make a point after I ask it before I left Lori answer it. There aren't a lot of sister service personnel here, what can we do better to educate and train with joint forces? Well, there's one pretty essential guy here, and General Frank Grass, Chief of the National Guard Bureau, and his wife Pat, and they've been here for the last couple of days, and I just want to say thank you for taking the time, Frank. [Applause]

But, Lori, since you do a lot of work in exercising in the joint coalition arena specifically, would you ask that? What can we do to better educate and train with joint forces?

GENERAL ROBINSON: I think it starts when you are a young airman, or a young captain, and you have the opportunity with other folks as you work throughout different operations. I think a lot of us would talk that, since Afghanistan and Iraq and now back in Iraq and Syria, that joint forces learn to -- about each other much earlier.

That being said, in many exercises such as Red Flag Alaska, or Cope North on Guam, that's an opportunity for us to not just joint partners but coalition partners, and you have the privilege to sit and brief, execute and debrief, and then you have the opportunity to work side-by-side for a couple of weeks. So, through those types of exercises, and then further through different partnership capabilities like Sid's State Partnership Program throughout the region, it gives us an opportunity to take and joint

and coalition forces and to build those presence.

So, Chief, I think now we get together in the joint side a little bit sooner, but I will tell you it gets reinforced over and over and over again, as we operate out in the exercises, and throughout the theater.

GENERAL WELSH: Okay. Thanks, Lori. Darryl Roberson. What does the AETC Command position being lowered to a 3-Star job mean for the importance of the AETC Mission and its chain of command?

LT. GENERAL ROBERSON: Thank you, Chief.

GENERAL WELSH: You are very, welcome.
Lieutenant General Roberson.

LT. GENERAL ROBERSON: No. It's a question actually a lot of people have been asking, and it's something that, obviously, I've been thinking about too, because one of the things that I need to make sure happens, as the new AETC Commander, is that AETC does not lose any relevance or any priorities, and it's not that hard to do, in my opinion.

The reason is because AETC, Air Education

and Training Command, is so foundational to the success of our Air Force. Air power starts here, at AETC, it's so fundamental, that everyone on this table, understands how critical it is. So, whether you got a 3-Star or 4-Star, everyone understands the importance of AETC.

The other piece of this, too, for those who are not fully aware, in my opinion, are critical pieces, there's a reason why I'm sitting up here as a 3-Star at the 4-Star Forum. So, Chief, thank you, for letting me be here, and to articulate AETC issues, but beyond that, when we do have Coronas, when we do have issues for the Air Force, the Chief has been gracious enough to allow me to still be a part of that team, and to sit at the table with everybody else that's up here.

And so, with that, I am very confident that we will be able to advocate for AETC the way that it needs to be, and that we'll have the support that's required for this foundational and fundamental command. Thank you, sir.

GENERAL WELSH: Thank you. Thanks, Darryl.

By the way, it's important to know that when we actually downgrade, if you want to use that term, the Commander of AETC from a 4 to 3-Star, it was because there was a need we felt to prioritize Global Strike Command in the position there to a 4-Star, and we had to take it from somewhere. It's a zero sum game. You can't get justification for an additional 4-Star slot in the services, especially when you already have more than the other services do.

And so, that wasn't even an option. So, it's where can you take the 4-Star from and there was not a good answer. So, we went around and around this pole. And the way we looked at the 4-Star positions, was the ones that have the greater reach outside the Air Force, even outside the nation in many cases, or where we should use our 4-Star.

AETC was run by a 3-Star for years. This is a back to the future thing. This is not a matter of capability, it's not a matter of, is the command important, the command is essential, it's important as

any other command is.

And the great news as we have a whole herd of incredible 3-Stars, who are capable of stepping into this role. Darryl is clearly one of them. These are the MAJCOM Commanders, is the way I look at it. They are all in the same mailing address listing for me. When we have a MAJCOM Commander's Meeting, here's who comes, the Chiefs are around he sits in too -- and he's not a General either, he is a little higher-ranking than that.

A question for Gork. How do you see our role in Africa evolving in the next decade, and do we have the resources to support the evidence?

GENERAL GORENC: I think that Africa as a continent has a lot of challenges that will need to be addressed, and that could eventually evolve into a national security problem for us. The NATO alliance is very concerned about their Southern Flank, and I think we are all a witness to some of the potential challenges that can come from areas that may not be as secure and as stable as possible, in the case of

migration unleashing the movement of people to try and find a better life, and that's what we are all witnessing today.

So to that effect, many of the competencies that an Air Force would bring are required, General Rodriguez is not afraid to ask for them. Of course they don't have any permanently-assigned forces, and so what we would do is ask for rotational presence through the system, and again, if it prioritizes high enough, we achieve it.

Most of those challenges are represented in our ISR and Mobility. Our competencies, we were witnessed to what air could do to handle the humanitarian disaster that happened in Ebola, and once the logistical arrangements for those NGOs that were providing health care for all of those Ebola victims, came into place, the results came fairly rapidly.

And so for now, I think we are good. I do think in the future there will be a pull in Africa, and basically there are terrorist elements that are moving to fill some of the vacuums in parts of Africa,

that are a little bit beyond humanitarian disaster and relief kind of missions. And so there will be more of a demand, particularly for the core competencies that an Air Force would provide in conjunction with the coalition of the willing.

GENERAL WELSH: Thanks Gork. For Chief Cody. How do you keep in sync with the minds of millennials? How do you keep pace with digital natives?

CHIEF CODY: You know, I think it's a really good question, and actually one that General Welsh and I have talked about and that, you know, I think it comes down to this, and there's some tangible things that we are doing in our Air Force that can kind of illustrate this. But first and foremost you have to respect them for who they are. I mean they are Airmen, just like the rest of us, they put the uniform on, they've made a commitment to serve in this profession of arms.

So you treat them with respect, you listen to them, you show them how much you value them. I

think a good illustration of this is what we've done at basic training with Airmen's Week, where we put them to this environment, where it's a capstone; we'll actually sit down have a conversation with them, about what it means to be part of our profession of arms and be an Airman.

And you don't try to make them think like you, what you try to do is bring them onto the team to understand what they are a part of, and they will take us into the future. And then you have to -- You know, when you talk about the digital age and stuff, you don't, you just don't fight it. You've got to use it. I mean, if you are going to fight it you are going to lose.

So you just have acknowledge the fact that that's a medium and a tool that can be used to effectively communicate or at least transmit information and things that are essential to our Airmen, and we just have to do it, because if you don't you are just delaying the inevitable. We will all leave, they will replace us, they will be better

than us, and we'll just be delayed and failed to leverage them in the most positive way we could.

GENERAL WELSH: Thanks, Chief. Anybody else wants to comment on that? Sid Clarke? How can students effectively promote national defense in the Air Force under campuses and communities?

LT. GENERAL CLARKE: [off mic]

GENERAL WELSH: You're welcome.

LT. GENERAL CLARKE: Chief, could you repeat the question, please?

GENERAL WELSH: Sure. How can students -- it says you have a lot of guardsmen that come out of the local communities. How can students effectively promote national defense in the Air Force on their campuses, and in their communities?

LT. GENERAL CLARKE: Well sir, I think -- there are a lot of places where, if you go in the country, the only Airman you are going to see is likely a member either of the Air Force Reserve or the Air National Guard. Particularly if you grew up in the New England area, I think we have Hanscom Air

Force Base from a regular Air Force footprint.

And I think the community outreach and things that we do as a part of the community, we try to always impress people that we have Airmen, that they do an outstanding job for both the homeland, but the larger war-fighting mission the Air Force. I always tell people, make no mistake the reason we are wearing this in the Guard, is because of the fact that we performed that war-fighting Reserve mission for the Air Force and the nation, and I think the outreach includes things like, when we do the ceremonies and we have people come back from deployments, that we let everybody know, yeah, we are members of the Air National Guard, but we are also members of the United States Air Force.

And we all wear that patch that say, United States Air Force on our uniforms, and we are proud representatives of what we do on behalf of the nation. If you take that another level, General Robinson mentioned our state partnership program, it's reaching out in a national way to nations out there, and we

have about 70 of them that are doing long-term relationships with countries that may not have a regular contact with anybody in uniform.

So we are doing that part, and we have bilateral relationships beyond the State Partnership Program, and we are doing things that are important to the nation, like training at locations in Tucson and Missouri. Training Iraqis up in Rhode Island for flying the C130Js. So we are doing a lot of, on behalf of the nation from a national perspective as well.

GENERAL WELSH: Thanks, Sid. For Robin Rand. With the recent reorganization with Global Strike Command, B-1s going in, the 4-Star Commander, et cetera. To what extent is the Air Force returning to the days of SAC, TAC and MAC?

GENERAL RAND: SAC is back. [Laughter]

GENERAL WELSH: Tell them whose desk you are sitting in.

GENERAL RAND: The Chief called me up when I was still at San Antonio, and he said, "Hey, would you

be interested in getting Curtis LeMay's desk in your new office?" And I said, absolutely. And so two weeks ago, we had to put a little linseed oil on it, and let it air out a little bit, but honest to God, Curtis LeMay's desk is now in the Global Strike Commander's office. So that's pretty cool, from 1956 when he was at Omaha.

GENERAL WELSH: Yeah. I really wished that had been my idea, but if Jason Nealy is here, it was his idea, and he found it, along with a bunch of other historians, so it's pretty cool. Lori Robinson, a kind of a different angled-question, Lori. But what is your best advice for a young woman entering the Air Force and dealing with being in the minority?

GENERAL ROBINSON: The best advice I would give is be the best Airman you can be each and every day. Do the best job that's asked of you, whether it's to be the Snack Officer or to do an amazing brief for your boss. Be the best that you can be, and ask people for advice though. Ask mentorship questions, ask: what is it that you learned over time as you

started in your career? Those are things that other people can share with you that you don't have to learn on your own.

And then that way you can share with others that as you now become older in our Air Force, you can share your experiences with other people. But it all starts out with being the very best Airman you can be and go from there.

GENERAL WELSH: Thanks, Lori. Along the same vein, Ellen, I'll as you just because you are a woman. How does the Air Force plan to foster more diverse personnel, that will be more women, people of color and other, typically, underserved demographics on a 4-Star Panel in the future.

GENERAL PAWLIKOWSKI: Well, you know, I think we are doing pretty good, when you look at the fact that there's two of us here that's a long way from back in 1974 when I walked into ROTC Detachment at Newark College of Engineering and was the only woman in the room for about four years. By the way, not just because I was in ROTC but because I was in

Engineering School.

So I think what the Air Force has done, and I can say this after -- that was what -- 37 years ago, the Air Force has done, is exactly what General Robinson has described, is that from the day I walked I walked into the Air Force, I was always viewed as what my contribution was. I can honestly say that in my entire time, I never felt that I was perceived as a woman first, and an Airman second.

And I think though that we need continue that, and to reinforce that, and if we put our Airmen in that environment, and that's what they expect to see, and that's the way we all behave, that whether it's a woman, or an African-American, or an Asian-American, or a Hispanic, then you will see more will come. Because they know that they are going to be accepted, they are going to be part of this great Air Force.

When you look at those -- the videos that we've seen over the last couple of days from the PACE, I mean, that's what they feel, that's what a young

woman feels when she comes into the Air Force. And reinforcing that every day is so important, and I think more than anything else. Now we have some other programs that I think will help to overcome some of the obstacles that have continued to remain, shall we say, when it comes to that life balance, in terms of the things that you want to do that make you the whole Airman.

The balance between your family, and between the mission, and I think those that -- the Air Force, in particular, as I've observed it particularly over the last five to six years, is taking a hard look at that. An example of the program where you are allowed to leave for a few years, I don't remember how many it is, for three years and come back. There are a lot of Airmen, by the way, not just women, but there were a lot of Airmen that are trying to make that work-life balance, and opportunities like that provide you the opportunity to be able to continue to serve and not have to make that sacrifice between the two.

But I'm an Airman, that happens to be a

woman, and from the day I walked into that ROTC detachment, that's the way I felt. In fact share that I am in ROTC -- I mean, I joined ROTC out of curiosity, I stayed because I felt like I was accepted and part of a family. And I still feel that way today. And I think that we continue to -- if we continue that spirit, as General Robinson said, and the focus is, every Airman is a contributor.

And what they do is what's most important Not whether they are a woman or they are African-American, and that's my Air Force and I'm proud to be a part of it, and any woman that talks to me, or African-American that talks to me, that's what they are going to hear. Do your job the best you can, and your Airmen that are around you will be your wingman, and you will succeed.

GENERAL WELSH: Thanks, Ellen. For John Hyten. How would the elevation of Cyber Command from a sub-unified command, to a full-combatant command, impact cyber operations or resources within Air Force Space Command?

GENERAL HYTEN: I don't think we would change anything, Chief, to be honest with you. It would change our relationship from the headquarters and there would be a different relationship between the headquarters through STRATCOM, and the headquarters through Cyber Command, but the 24th Air Force, fundamentally, wouldn't change at all, because the 24th Air Force today is a component to Cyber Command, and they wear a hat as a Cyber Command component.

So the operational function, fundamentally wouldn't change. We would have some different issues as we work headquarters to headquarters. So a little bit of the organize, train and equip site. A little bit of the MAJCOM relationship side with the headquarters, but fundamentally the operations would not change.

GENERAL WELSH: Thank you, John. I appreciate it. General Heithold, downstairs today, we have a number of AFSOC personnel manning the Air Force booth. Can you give the audience a brief recap of

activities of AFSOC around the world today?

LT. GENERAL HEITHOLD: Yes. Today we are part of a joint team that's down range, and when I say, I'm talking about the Joint Special Operations Team that has about 8,000 folks downrange, taking the heat to the enemy, if you will. And in that group of folks there's 1,500 Air Commandos. Those 1,500 Air Commandos are anywhere from our special tactics heroes out there, are Pararescuemen or Combat Control, or JTACS, combat weather folks make up a good number of those, and then a good number of the 1,500 are also my strike capability with my AC-130 Gunships are flying missions every single night, delivering violence to my customer, the enemy. They do it every night.

And that, by the way, is my product, is violence. And we do it well, we do it with a 9 millimeter pistol in your face, we do it with an M4 on our hip. We do it up close-quarter battles with the enemy and we do it from afar with AC-130s and our RPAs. I deliver mass to the objective, read the Rangers, my special forces team, I deliver mass to the

objective with my MC-130s in the middle of the night.

And when you find out we are there it's too late for you. We do that with our V-22s as well, which has turned out to be phenomenal weapon system for us. We don't have a lot of them. Chief, I might add we need a few more. We are going to have 50 of those at the end of the day, but I would argue that your Air Commandos are making a significant difference in the struggle that we are in against violent extremism, every night, shoulder to shoulder with my special operations forces and the other component in the U.S. Special Operations Command.

And I'm very, very proud of what they were able to do. What you saw downstairs, if you haven't had the opportunity when we break of them downstairs you can talk to a V-22 pilot, you can talk to an MC-130 pilot, I've got a gunship pilot, and I've got a Reaper pilot, I've got a Pararescueman, a Combat Controller and folks from my support infrastructure. They are all physical fit, and they are fired up to do the business this country has to do. Thank you.

GENERAL WELSH: Thanks, Brad. Let me ask JJ Jackson, and then Sid Clarke to comment on this one. How are we doing in total force integration? JJ, you first.

LT. GENERAL JACKSON: Chief, I think we are doing very well. We get that question pretty routinely, at least I do, in multiple forums, and what I'd like to say is that, you know, the Air Force has three components for some very, very good reasons, and whether it's because it's because of separate appropriations, that we can move around and actually keep combat and forces ready to go, and another component or part of the component had to park airplanes.

Or our parlance in a diversity conversation, where the Air Force Reserve and Air National Guard, gives the opportunity for folks to go ahead and continue to serve in a different status, maybe as a TR, or as a IMA, or as an air reserve technician, and be able to do things they want to do with their family and keep that work balance, with allies and the

military duty.

So I think Total Force integration is going fairly well, boss, but I have to tell you that it's because of the leadership we have at this table, and the team that you've built at this table that, just like OBD said, even though we are 3-Stars at the far end, and we can't hear some of the questions you are asking, the bottom line is, every one of your partners that you have here, you build a collaborative team, that's just incredible. And I want to thank you for that.

GENERAL WELSH: Thanks, JJ.

LT. GENERAL Clarke: Sir.

GENERAL WELSH: That's why we put you down there.

LT. GENERAL CLARKE: Sir, I'll follow on with JJ's comments, and I completely agree about the leadership that's at this table, and some that aren't here right now, but there are opportunities out there to take TFI to another level that we are going to continue to examine. And largely when we stepped out

of that strategic reserve role, and into the operational force, if you will, that we are today, we were allowed to do that, and capable of doing that, because Air Force senior leadership has always insisted that we do that.

So the Guard didn't create this, Reserve didn't create this, previous senior leadership and current leadership with the Air Force created the total force we had today. Not that the work is done we continue to work that, another factoid for you, currently there are three regular Air Force, 06-s commanding guard wings out there today, in the Air National Guard.

There are places where we have classic associations, where we have guardsmen flying on aircraft that the regular Air Force, more or less, has assigned to them. Conversely our active association is where we regular Air Force Airmen assigned to Air National Guard units, and Air Force Reserve units that are -- that have the equipment assigned to those units.

So it's a blend across many places where TFI is taking place, but I see it on a more personal level, when I go visit these units, and I see a 23-year-old -- a 23-year veteran, Senior Master Sergeant and with some association, and he has got two young regular Air Force Airmen, who may have two stripes or one stripe on their shoulders. And he's telling them about the landing gear, and how they had the history with this particular airplane and educating them.

Those kinds of things are happening in our Air Force today all over the place. A lot of people we show up and we are seamless when we are on the -- in the battle space, overseas, and things. We are seamless at home, largely, and all the organizations out there. Is it perfect? Of course not. We can always work on those associations, but we ought to be really proud of what the Total Force is today inside the Air Force. And, yet, in the future we are going to see more opportunity to do some other things together, and we are very receptive to that, because in the end we are all Airmen.

GENERAL WELSH: Thank you, Sid and JJ. Lori Robinson, as we pivot to the Pacific and we fight around the world, are we engaged to the right level in the Arctic? And if not, is there anything that those in industry can be doing to think about future capabilities that would be required there.

GENERAL ROBINSON: So Chief, Russ Handy -- Russ, are you out there? Can I throw a lifeline? Russ Handy and his NORAD, NORTHCOM hat spends an inordinate amount of time worrying about the militarization of the Arctic. He works very closely with Admiral Gortney and his staff on that. So I worry -- what I worry about the militarization of the Arctic, is the Russian long range aviation as it comes down south around Guam and around Japan, because as they are continuing to fortify, my words, who is in the Arctic, it gives them alternate operating locations which they can fire from.

So, not to defer, but I'm going to defer that to Russ. So, whoever asked, Russ stand up and show yourself and they'll come find you.

GENERAL WELSH: Yes. And first, Frank Gorenc, to comment on that question as well.

GENERAL GORENC: The Arctic is an interesting place, if you ever get a chance, take a look at the Arctic from the God's eye view, and you'll see the fact that there are multiple Combatant Commanders that have equities in the Arctic. And for me the north cardinal direction has come on the radar scope, particularly in the sense of the NATO Alliance. Obviously the focus of the NATO Alliance has been to the east, emerging rapidly was the south, but Russia's Sabre-Rattling in their claims in the Arctic have also concerned many of those in the Alliance.

And I would argue that we are going to have to really look at bases with respect to the ability to generate combat power, and I think more than ever persistence across multiple of our core competencies, is going to have to be addressed, because it's a big place that's going to require some persistence in order to maintain situational awareness.

GENERAL WELSH: Yeah. And growing interest

among a lot of our allies and partners; so this discussion has got to continue. For Chief Cody. Chief, the Air Force is emphasizing family values, work-life balance and keeping Airmen in the Air Force. What advice would you give to joint-spouse couples who are trying to get stationed together, and stay together as much as possible, because the process isn't always friendly to joint-spouse couples?

CHIEF CODY: So, I think the work life balance and family values applies to everybody, whether a joint-spouse couple or not. I mean, we all have to work on work-life balance. Certainly a little bit different dynamic if you are both wearing the uniform, and you'll have demands put on you both in your individual careers, but I think it does affect every one of us.

I wouldn't say that the joint spouse, I mean after over 26 years Athena and I wore the uniform together, you know, I wouldn't say that it wasn't friendly. You know, certainly in that 26 years, there were actually four years where we were not stationed

together. But out of 26 years, we felt pretty good about that, given what we knew we were committed to do, and every time we made a decision to stay in the Air Force we realize that that could be a possibility.

Then it happens with our Airmen that deploy, right, I mean so it's not just about being joint spouse, an airman will deploy and be gone for a year away from their family. So, the dynamic is just, I think for all Airmen that there will be separation and some level of sacrifice, but I wouldn't characterize the Joint Spouse Program as not friendly, to be just the opposite, we do everything we can to keep families together.

That doesn't mean we are always going to be able to do it, and that is a decision you have to make as a family. Are you going to be able to handle that separation? Are you going to have the things set in place that you can do it? But I do think we are evolving in how we think about it. So, I say that not to be abrupt and, you know, you decide to serve and get over it. We are evolving how we can make some

level of -- I wouldn't say compensation -- but can we work more with the families to say, is this a good time? Can we make some decisions where it doesn't have to be your time to go if it's not the right time for your family to take the separation, maybe?

And we are having those conversations in more deliberate ways and we are much more receptive to try to work through that. It can't be a lifelong, I can't do this type of thing, but there certainly are circumstances, I think that we are willing to accommodate and do so every single day, actually, in our Air Force.

GENERAL WELSH: Thanks, Chief. For General Hyten. John, why are we building a JICSPOC, a Joint Interagency Coalition Space Operation Center, when we already have a Joint Space Operation Center? What are giving up to stand up a second operation center, since I assume it's not free?

GENERAL HYTEN: Thank you very much for that question, Chief.

GENERAL WELSH: You are very welcome.

GENERAL HYTEN: So, the JICSPOC has been the subject of a lot of conversation in the media. It is actually a very simple construct, very simple in terms of manning, very simple in terms of money, very simple in terms of what it's going to do, but it's been misrepresented in many different ways, what the JICSPOC is. And let me define the definition, it's the Joint Interagency Combined Space Operation Center. So if you got Vandenberg you'll see a center that does two things very, very well.

Number one it does space, traffic management, or space flight safety, however you want to look at that, and it attracts everything in space, it attracts any potential collision, it provides warning, not just to the United States, not just to the Department of Defense, to our intelligence community partners, our allies, our friends, China, Russia, everybody that's in space gets warning from the Space Operation Center.

The second thing it does, the extremely important mission of providing direct space support to

theater, so the connectivity with the DIRSPACEFOR, and the CAOC in the Middle East today is out of the JSpOC, the JSpOC does that and that is a critical focus.

What it doesn't do well today, and there's obvious reasons for that, is that it doesn't prepare well for a fight that might one day extend into space. And if that fight every does, God forbid, extend into space someday, we need to be ready for it, and we really don't have a place to exercise that.

So we decided, with our partners in the intelligence community, to get together at Schriever Air Force Base in Colorado. Why Schriever Air Force Base? Because every ground station that operates in the world, in the national security space, intelligence as well as Department of Defense, has hooked to Schriever Air Force Base.

So we are going to put a small facility at Schriever Air Force Base, and we are going to get together and we are going experiment. And we are going to experiment and explore what we need to do, what we have to have, how we need to operate. We

decided we can do that with a unity of effort construct, not a unity of command construct, we are going to explore all those things.

We need a place to experiment. It is not very expensive, we are going to bring capabilities that we already own, our commercial capabilities in to do that. We are going to reach into the JSpOC Mission System at Vandenberg, virtually, because we don't have to move all the service to do that in today's day and age. And we are going to experiment. At the end of the experimentation period, we'll have a couple of deliveries.

One will be the requirements for the future, what do we need to do in the JSpOC mission system for the future? What does command and control of space really look like? And the other thing will be an integrated concept of operations with our intelligence community partners. How do we do this mission across the Board? That's something we never have had happen before. And the partnership with the intelligence community is just remarkable.

Director Betty Sapp, Director of the NRO, and I, are tied at the hip and making this happen and you've got to remember that the first letter in that is not Air Force, it's not an A it's a J, and so the real driver behind this is Admiral Haney, at Strategic Command. That's where the pieces are going to come together. So, it's really a very simple concept. It's not a new-start program, it's just a place where we can go experiment and figure out what the future needs to be. Thanks, Chief.

GENERAL WELSH: Thanks, John. For Dewey Everhart: What's the way forward for upgrading the older C-130s? And how much of the modernization program will you be able to do with the resources available?

GENERAL EVERHART: Well, Chief, that's a great question. As you know we've come on record that we want about to be able to execute our wartime requirements with the 130 fleet of about 300, C-130s. Out of that 300, 60 percent of them are H models. And so as we looked at various studies, and we looked at

doing some analytical work, working for an IDA Study, we came out and we said, hey, you know, the AMP Program to modernize those fleet, to make them relevant for the future, for us to be able to put combat power where it needs with our sister services in a joint coalition fight, we need to do a segment of AMP modernization program, AMP 1 and AMP 2.

What AMP 1 allows us to do is to modernize the fleet so we can fly in FAA-directed and European-directed to Command and Control airspace, so we can get to the fight when we are called upon to do so. It's making that fleet relevant. AMP 2 will bring those things up to speed that we need internally into the airplane, such as glass cockpits, those types of things that AMP 1 did not succeed into or did not do.

So that's what it's doing. It's helping us to bridge to the future with the fleet that we have, and it's actually helping us get things done that we need to, in airspace that we need to go into.

As far as the budget goes, the program on record said the money is already there, and it's part

of the modernization that we are doing, so the money is available, we are just cautiously, like I said, watching that money to make sure we keep that fleet viable.

GENERAL WELSH: Thanks, Dewey. Appreciate it. Hawk Carlisle. We have a serious manning/pilot shortage and really no solution. Any plan to build pilots to bring back pilots or to get rid of pilot additional duties?

GENERAL CARLISLE: That's an easy question. Thanks, Chief. Well, you know, we have an Aircrew Summit on Thursday, so that's one thing we are talking about, and the fact of the matter is we are short across some specialties and we are excess in others. So if you talk to the folks on the famous Red Line/Blue Line, requirements versus supply, they are not that far apart. We are over in some areas and under in others. One of the areas that we are short in is 11Fs in fighter pilots, we are short in a couple other areas as well.

There's a variety of things I think we need

to do, there's both an ability to train them, our FTUs and ability to absorb them into our cockpits. Part of it has to do with maintenance manpower which is one of the most limiting factors of our fighter force, certainly, and our bomber force in some cases, and definitely in our ISR Force.

So, our ability to generate sortie generation or sortie production is, it's a manpower issue with aging airplanes that's part of that equation. There's many different components to go into the shortage, and retention is one of them. Obviously everybody is aware of the impending, or if it has already started the airline hiring. There is the fact that we are on the ragged edge of how we use these folks.

If you look at the deployment schedules and the fact is, they love what they are doing but in many cases we are very close to burning folks out, which has a component in the retention part. So, under the leadership, obviously, of Secretary James and General Welsh, we are looking at all of this. We haven't

really talked about bringing folks back yet, that's not necessarily part of the dialogue. That doesn't mean it won't happen and it's not being considered.

Force Structure is part of it, and where that Force Structure is and how we take advantage of it, with absorption of pilots [inaudible]. The additional duty, boss, I think that one is a little bit of a -- I don't know if that really hits the point. The fact is that in most of the places where 11Fs are in non-flying positions, we are at 50 percent or less manning, so we are asking a lot of them.

If the question is referenced to additional duties within the flying squadrons, the pace and the demand on them, given our capacity for deployments and return, is a greater challenge than additional duties. We have addressed some of the additional duties in some ways. It's a challenge, it's one we have to talk about, we have to keep looking at, it's an absorption problem, it's a retention problem, and it's a way our force structure is manned right now, sir.

GENERAL WELSH: Okay. Thank you.

GENERAL CARLISLE: Not a great answer, but.

GENERAL WELSH: Tough answer -- Tough question. Let me go with Chief Cody here for the final panel question, and then I have one I'm going to ask everybody to answer briefly, because we'll be out of time by then. Chief Cody, what's the greatest issue affecting the Air Force and Enlisted Force today?

CHIEF CODY: So there's a lot of things affecting the enlisted force, and by extension I think it's affecting the entire Air Force, not just the enlisted men and women. There is a lot of change going on, you know, it came up in one of the questions about the enlisted evaluation system, that it creates anxiety because it's change.

There's lots of discussion, you know, with the budget constraints and what impact that will have on the force. It's a smaller Air Force that's, you know, equally engaged, if more engaged than it's ever been before, and certainly in the previous year, we were already 17,000 people more.

So, those are the issues, it's the collectiveness of it all. I don't think you can put - - you know, you pick the Airman, pick the family, they'll tell you what that major issue is. But when you look at it in its collectiveness it's huge issues that are affecting our entire Air Force that we are all trying to work through.

What I would do is I would probably end this with what you said during the presentation, boss. And that is, you know, stay focused on the job, there's things you can worry about, there's things you can worry about, but you won't change anything about them, so those are what probably you have to let go, we'll just stay focused on what you need to do every day. Understand how committed this leadership team is up at this table, to taking care of you and your families in the best way they can, as well as senior enlisted leadership in our Air Force, and that probably goes all the way down to your supervisor.

You know, everybody want to make it better, but we can't take our eye off the ball. We are

executing missions every single day; that it's critically important that we stay focused on it. We'll continue to do our best with the resources we have, but the issues are the collectiveness of everything that's going on, it's probably not just one thing for the enlisted force.

GENERAL WELSH: Thanks, Chief. Okay. For the Panel now, we really only have a couple of minutes here, so maybe five or six minutes total. So if you were to offer one thing, Darryl, starting with you; to AFA and our industry partners who are in the room that is of most benefit to you and/or your command and mission area about this particular event, the conference this week, the industry collaboration, all those things?

LT. GENERAL ROBERSON: Yes, sir. Very quickly, it's real easy to do for me, and I've seen it in spades here, and that's the open dialogue, the collaboration, the willingness to work together to solve issues and problems for our Air Force and for our country. And I can't tell you how much I

appreciate that, I look forward to working with all of you.

LT. GENERAL CLARKE: For the National Guard, and for the Reserve, we have a National Guard Reserve and equipment account. We are not really an acquisition source, but we work with acquisition professionals particularly those that work under AFMC to get to innovative solutions that would help field modernization that makes us capable of meeting Combatant Commander requirements.

So we are interested in all of the interesting ways of doing that, and I also want to focus on the Airmen themselves because we've got a different Force Structure coming up, and some of you may work with the civilian industry and how the maximize human capital for what the future looks like, and how they are focusing on that. We'd love to hear those ideas as well, because as the father of a couple of generation-wide people, watching how they operate, how they think, how they connect, how they work with each other, the things they talk about.

How they want to own the information, not just get it, they want to own it. I'd be interested in that part of it too. So, it's a little bit of hardware, a little bit of human capital that we are interested in.

LT. GENERAL JACKSON: Chief, if I could go ahead and pile on with what Sid said when he came to National Guard Reserve Equipment Authorization. Please, please help us to make sure that Congress and The Hill knows that that is what can help us do what's right for the Air Force. And of course you all are a part of that. The other part is, to take another page out of Sid's discussion is, for our citizen Airmen, and this is directed obviously at the employers and the business partners in this room, thank you very much for your support of every one of our Drilling Guardsmen and Air Force Reserve, Traditional Reserves, and of course our Air Force Reserve, for everything you do to support their continued participation and ability to defend this nation, because without your employer support, and I'm not saying it's bad, I'm

just saying that I need to have that continued support, because you've done great in the past. Help us continue to do that in the future.

LT. GENERAL ROBERSON: Well, there's a lot of things that this forum does for us, but most importantly I think, for me, is it allows me to get with my industry partners, let's face it folks, we can't do what we do without our industry partners are critical to all of our success. What it allows me to do is meet with my industry partners, present the problem to them, and sometimes I've got the solution in my mind, I think I have the solution in my mind, but when I present the problem to my industry partners, I'm always amazed at the different solutions that they offer to you.

So what this does for me, is it helps me to get those sort of creative solutions to problems we might have out there, and then what I do is connect them with my team back at the MAJCOM to say, here is an industry partner that has a very creative solution to the problem that we have, you need to connect with

them and listen to them. So, to me, this is one of the greatest things about this event. But while I've got the microphone, thanks a lot to our Air Force Association for all you do on The Hill for us, what you do to bring us together in forums like this for a few days, so hats off to all of you.

LT. GENERAL HEITHOLD: I think one of the greatest things as we pair up, particularly this venue, is Airmen development. And what I mean by Airmen development, we are able to -- our Airmen are able to talk to our partners, our industry partners, and go, what is out there for innovation, what is out there for collaboration, and how do we make ourselves better.

There are so many ideas that they glean on, and then they'll take those idea, our Airmen, and they'll continue to develop and then to bring it right back to you to make us better and relevant in the future. That's what this is all about, this is getting to know each other, getting to know what products are out there, and how are we staying

relevant as the Air Force?

GENERAL PAWLIKOWSKI: Well, this is always a really important conference for me, because it allows me to do what I affectionately call my speed dating. So I thank AFA because it gives me a chance to engage in the maximum number of my industry partners in a minimal amount of time. And because for me, as I look across this table, the mission of Air Force Materiel Command is to make sure that all of the Commanders that are sitting here, can do their job. Whether its new ideas that come from the Air Force Research Lab, or Depot Maintenance that comes out of the Air Force Sustainment Center, or Installation and Mission Support, that comes out of the Air Force Installation Mission Support Center, they can't succeed if we aren't there doing our job.

But most importantly for me, it's a ditto for what Brad said, I can't do my job without the industry. And this particular one was particularly rewarding to me because I started my drumbeat about the importance of agility to me, and just from the

first day to when I started to walk around and engage with you today, I found all sorts of new ideas you've come up with, just from listening to me from the first day, about what you could do to help me to be more agile.

So, a great day for me. Thanks for AFA for getting everybody in one place, so I could meet with everybody real quickly, and thank you for your great ideas, and I'll look forward to continuing to working with you to make the -- to continue to deliver the world's greatest Air Force.

GENERAL ROBINSON: Chief, as you know, this week we had the privilege to have the Pacific Air Chiefs here, this AFA give us an opportunity for other Airmen in the Pacific to see, our United States Air Force to see our great Airmen, and to meet industry and to see what we are thinking in the future. And that also then gives us the ability to strengthen our partnerships, over time, based on the things that they've seen. So, thanks, AFA.

GENERAL HYTEN: It is an amazing conference

and it's an amazing opportunity, but I don't feel like I get a chance to get a chance to take full advantage of it. The one recommendation I'd ask is for just a little more time, because honestly I, and I think I speak for some for my brothers and sisters up here, sometimes I feel like a dog on a leash, just bouncing from one thing to another, to another, and I never get time to just walk around with my Chief, and talk an Airman, or walk around on the exhibit floor, and just talk to industry.

Everything that's on the exhibit floor I have to focus a time in to get to, I would just like some free time, to talk to people and see what's going on. So thanks very much.

GENERAL GORENC: What I like the best is the opportunity to network with friends from industry, and friends from 41 years who have been my wingman for 41 years, it's always great to see them. I love being with these guys on the second row, and I love being with my brothers and sisters at this table, and I love the Chief's address every time. I'm just happy I never

get scheduled to talk after the Chief.

But for me, it's simple, I mean, it's our yearly forum that really celebrates the enormous accomplishments of our Air Force, and reinforces the fact that our country needs airspace in cyber. We have been doing unbelievably good things in all three of those domains, in our short 68-year history we have a lot be proud of, and I think the AFA does a fantastic job of bringing us together, bringing the civic leaders together, the Pacific Air Chiefs. Young friends, old friends who I won't name. "Hawk" Over to you.

GENERAL CARLISLE: Thanks "Gork." So, the only thing I don't like about it is they make me sit next to "Gork" and I look like a midget. If he's in the picture, you'll see the half of my forehead. I think candid conversations which everybody said, the one thing that is just an idea, and I don't know if it's executable or not, but back in the day of the ATF and we down selected the two and picked the F-22, we had a program called Core Pilot Program, and it was

the operators that did it every day. It was the subject matter experts, at the Weapons School of the 422 that went out to industry and asked tough questions that gave the great ideas.

And I don't know, with much industry as we have here on the floor, if there's a way to have tech sergeants and master sergeants subject matter experts in the areas of expertise as well as lieutenants and captains, or captains and majors, besides just us that don't execute the mission every single day, like those men and women do, is get an opportunity for them to spend time with industry and ask the tough questions, and give them some great ideas of a way to make their products and capabilities even better.

So, for AFA we are fortunate, from Langley were actually through the AFA Chapter, and at Langley we were able to, through their efforts in busing, we were able to bring some Airmen up here, fortunately to get to hear the Chief speak, which was fantastic. But that was incredibly valuable for those young men and women, and my hats off to the Langley Chapter of the

AFA to make that happen, so outstanding. Thanks.

CHIEF CODY: So, to industry I'd say thank you. And really thanks for kind of hanging in there with your Air Force and AFA. I know times has been tough, and these venues are tough, so doing that is greatly appreciate because these venues wouldn't be what they are without you. We wouldn't be able to engage with industry that we actually have to have the close relationship with.

So what I would say is, don't give up on us, right. I'm not saying times are going to get any easier, but we need you to hang in there with us because it is a partnership and a relationship. To AFA I would kind of build-up on what General Carlisle said. Thanks for the venue where you honor our Airmen. I mean this is significant for our Air Force and it's significant for those men and women that we recognize.

But also thanks for expanding the venue, and making it, you know, so there's a focus where the enlisted feel invited to come in, where we can get

them partnered up with an industry where we can get them out here with the senior leadership of our Air Force, they can interact, their views can be heard. So, again, I appreciate all the support, and that goes, you know, certainly as an addition to what AFA does every single day for Air Force in representing us. Thank you.

GENERAL WELSH: Let me just foot-stop this, you've heard it multiple times, but this is absolutely true, we cannot succeed with the defense industry. It's impossible. Thank you for allowing us to be successful till now. Thanks for participating the way you have in this conference, so that we can continue to be successful.

I don't know about everybody else as this table, but I learn here, that's what I love about it. I love walking the floor, talking to people about technology and the possibilities of it, or putting it in context for me because I don't understand it, it's fantastic. And I need our Airmen to meet you. And we have to figure out how to get more of them involved to

do that. And AFA on with everything else they do, makes that possible.

So, Chairman, thank you for that. I also get the chance to read great questions, like, Sir, who is your favorite superhero? Or, who won the LRSB Competition? Nice try sneaking that in. And then we get great comments like this one, which is: Chief Cody and your MAJCOM Commanders are all amazing leaders, and I'm so proud to serve our nation with them. Air Power! Get you some!

SPEAKER: Amen. [Applause]

SPEAKER: Well, Chief, on behalf of AFA, I thank you, I thank all the MAJCOM Commanders, I thank Chief Cody for being here. This is, in fact, a great ending to a great conference and we can't tell you how much we appreciate that.

This does indeed conclude the workshop sessions and forum for the 2015 Air and Space Conference, I want to thank all of you for joining us over the past three days. We've explored many challenges facing the Air Force and the aerospace

community, and acknowledged the great accomplishments we've made over the past decades.

We sincerely hope you have enjoyed the event and the sessions, and now as you've heard us say many times we need your feedback so please fill out your conference surveys. And the full coverage from this year's conference will be found on AFA's Daily Report. Go to www.airforcemag.com, to catch up on the latest, and you get replays of things like the Chief's performance yesterday.

If you like what you've seen here the last three days, and you are not a member, I invite you to join us. We would love to have you as part of our team. Discount rates apply until midnight tonight, and as long as the booth is open downstairs. And we hope to see you all, here, next year. Thank you very much.

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