



September 22, 2016

## Goldfein outlines three focus areas at AFA

During his first address as the Chief of Staff of the Air Force at the Air Force Association's Air, Space and Cyber Conference, General Goldfein announced his three focus areas for the next four years.



- 1) **Revitalizing squadrons** – Re-evaluate the makeup of Air Force's fundamental unit, the squadron, and determine what a 21st-century squadron needs to look like.
  - “It is at squadron level where we succeed or fail as an Air Force...It's where Airmen are developed. It's where Airmen and families thrive. It's where training and education occurs.”
  - “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.”
  - “We ought to redefine what a 21<sup>st</sup> Century squadron looks like due to the missions of the 21<sup>st</sup> Century.”
- 2) **Strengthening joint leaders and teams** – Improve how the Air Force develops joint leaders and how the Air Force teams with other services for the future.
  - “We have got to be a service that's ready to stand up and lead [joint] campaigns.”
  - “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.”
  - “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.”
- 3) **Advancing multi-domain, multi-functional command and control** – Advance multi-domain, multi-component command and control capabilities so the service is more networked and can make decisions rapidly.
  - “[The Air Force] can be the connective tissue for the joint force as we go forward and move into the information age of warfare.”
  - “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.”
  - “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.”
  - “So what we have to think about is how do we connect that architecture in new ways as we look forward to the future?”

## ► RESOURCES

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## ► THIS WEEK IN AIR FORCE HISTORY

**September 22, 2005** – From Vandenberg Air Force Base, California, a Minotaur rocket carried a 920-pound DARPA military research satellite into a year-long orbit to gather information about the Earth's environment in low orbit. The Minotaur rocket was made from decommissioned first and second stages of a Minuteman II missile.

**September 23, 1959** – The Department of Defense reorganized its space and missile programs to give the Air Force responsibility over space transportation and ultimately all space booster rockets.

**September 24, 1929** – Lt. James H. Doolittle made the first all-blind flight at Mitchel Field, Long Island, New York. Although a check pilot accompanied him, Doolittle took off in a Consolidated NY-2 airplane with a completely covered cockpit, flew a short distance and landed.

**September 25, 1918** – While on voluntary patrol, Lt. Edward V. Rickenbacker attacked seven German aircraft near Billy, France. Despite the odds, he dived on them and shot one of the Fokkers out of control and then attacked one of the Halberstadts and also shot it down. For this action, he later received the Medal of Honor.

**September 26, 2000** – An F-15 Eagle team from Edwards AFB, California, successfully used the Joint Helmet-Mounted Cueing System to fire an AIM-9X Sidewinder air-to-air missile over the Navy's China Lake range. The missile destroyed an unmanned Phantom II drone.

**September 27, 1993** – Retired Gen. James H. Doolittle, who led the first air raid on Tokyo and commanded the Eighth Air Force during World War II, died at the age of 96.

**September 28, 1912** – Cpl. Frank S. Scott became the first enlisted fatality in Signal Corps Aviation.



The OPM data breach, massive in its identity theft implications, gives rise to other crimes, and often one crime can result in two more. For example, phishing scams can morph into credit card fraud and social security abuse. Learn how to protect yourself [here](#).

To learn more about the Office of Personnel Management data breach, legitimate assistance being provided to impacted individuals, and to understand cybersecurity as it is grounded in the Air Force tradition, please go to the specially created [Air Force Cybersecurity](#) web page.



For more information on Air Force heritage, visit <http://www.airforcehistory.af.mil>

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