

Panel: The Future of the Total Force

**Lieutenant General Charles Stenner
Lieutenant General Harry Wyatt
Major General James Graves**

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General Dunn: Our next panel is focused on the future of the total force. Our participants I think are well known to this audience. The Commander of Air Force Reserve, Lieutenant General Charlie Stenner; Commander of the Air National Guard, Lieutenant General Bud Wyatt; and Assistant to the Chairman of the Joint Chiefs of Staff for Reserve Matters, Major General Jim Graves.

To start us off let me ask each of them to make a five or so minute opening statement. Sir, we'll start with you.

LtGen Stenner: Thank you very much, Mike. I do appreciate the opportunity to come up and chat about the Air Force Reserve and the total force and the future and the way ahead, one of my favorite subjects.

I'm lucky enough to wear two hats. As the Chief of the Air Force Reserve I have a job in the Pentagon, in Washington, D.C., and as the Air Force Reserve Command Commander, there is a robust headquarters at Robbins Air Force Base which I just don't get enough opportunity to go down to. But that is the operational arm of the Air Force Reserve and that, I think, is what kind of frames every conversation we have in today's age as we talk about the Reserve, and that is what is it strategically and what is it operationally, and how do we take care of both of those. I'll start with that, if you don't mind.

In my mind we have been and are a strategic reserve. That is what we are bought and paid for, that's what the nation expects of us, and we are leveraging that on a daily basis to be the operational force that we need around the world to take care of the nation's needs on a daily basis right now.

I believe we are a three component Air Force, are and will be, and that is the strength that we project as we work together on a daily basis in that operational arena.

I have my priorities and they're exactly the same as what the Air Force overarching priorities are. I have no difference in those. I do, however, think it's incumbent

on me to frame those such that the Air Force Reserve focuses on those priorities and makes those our Air Force Reserve priorities where it is logical for us to do that. So therefore my number one priority is to provide that operational force while sustaining and maintaining that strategic reserve. I'm going to do that as part of that three component Air Force that works together, trains together, and can execute together because we do it to the same standards. We do that in a very excellent and professional manner, and we do that daily. We do that in air and space and cyber. We are all in in all the mission areas. We are all in in all the mission sets and we are providing that capability to the warfighter that is necessary based on the requirements that are articulated to us.

I think that is leveraging that traditional reservist, that part-timer whether its Guardsman or Reservist, I will tell you that those folks are the backbone of what we do and they volunteer to do this. They volunteer to be part of our Air Force Reserve, and that becomes what we need to articulate as we provide that capability in a very predictable manner. That means that we've got to be able to say I need on you such and such a day at such and such a time for such and such a length of time. That predictability will sustain that volunteerism, will sustain that citizen airman in the jobs that they do because they have three parts to their lives, which becomes my second priority.

That is in fact to make sure we preserve the viability of that strategic triad, that reserve triad. That citizen airman who has a civilian job that takes care of their family, that has that military job that they serve their nation, and has that family to sustain and balance in all three of those, becomes a major effort on our part to ensure that we do not stress any one of those parts of their lives, especially that military part, because we also count on the employer for that civilian part. The employer is just as much a backbone. And for those of you in here today who employ Reservists and Guardsmen, thank you so much for what you do as they depart and leave you from their civilian jobs to do their military duty. I know that the employers are strong today and are assisting greatly in sustaining the gaps sometimes in pay or the family needs as the Reservist or Guardsman is gone.

Thirdly, as we provide this capability to the combatant commanders, that warfighting capability. The way we do it is extremely important as well. I think that everything we do today needs to be looked at through the association lens. So my third priority is to broaden those

TFI opportunities, broaden those TFI opportunities with the lens of association on every single one of the kinds of things that we're going to look at. In the air, on the ground, in space or in cyberspace, we need to leverage what's good about each of the three very different components. They each have their strengths, they each have some of their weaknesses. But when you put a very large experienced based Guard or Reserve out there with an active force that has the access, we have the synergy and a capability to reach deep and do what we need to do with surge, and also to sustain that rotational base that we do in the AEF.

The association construct gives us that fiscal efficiency as well as that flexibility and delivery of that capability to the warfighter that needs to be sustained and looked at in all of our future endeavors as well and the new mission sets, whether they be unmanned aerial systems, ISR, cyber, bomber, nuclear, you name it. We are all part of each and every one of those.

Lastly, we've got the manpower, we've got the folks, we've got the organizational structures, and I think that my final priority would be to champion the modernization and recapitalization that's required across our three component Air Force. And how we can do that as a Guard and Reserve is through what's called the NGREA dollars. The National Guard and Reserve Equipment Account. We do an unfunded requirements list and we mesh that with our regular Air Force list and we run right down those priorities when we deal with the congressional folks, and taking those kinds of dollars that they do allocate to us and putting those against the highest priority in my mind gets us those defensive systems and gets us those precision engagement pieces of equipment for the mission sets that will allow us to take the equipment that we have and get it to the war quicker. We'll modernize it quicker, we'll allocate the dollars against those that are already done, that are in place based on our lead command's requirements, and we'll put our equipment out there where our folks will be safer and more effective in the environment we find ourselves in in the AOR.

So there you have, Mike, what I think as a three component Air Force our Air Force Reserve focuses and priorities ought to be, and we're proud to be part of this nation's great Air Force. Thank you.

General Dunn: Thank you.

General Wyatt?

LtGen Wyatt: Thank you, sir. I'm Bud Wyatt from Oklahoma. I am an American airman. I'm a warrior, and I have answered my nation's call. And yes, sir. I have moved from Oklahoma to Washington for a very good reason. I have answered my nation's call. Why else would I leave Oklahoma to go to Washington, D.C.? [Laughter].

You know, I've been excited this week as I've listened to the comments of our senior Air Force leaders and I am grateful to be the 14th Director of the Air National Guard because the message that I have heard this week from our senior Air Force leaders is one that gets me excited, that makes me proud to be a member of this team that our United States Air Force has assembled.

Secretary Donley, General Schwartz, the general officers that have talked to this forum have mentioned some terms that get me excited. Terms like interagency, the high/low spectrum of warfighting capabilities where we operate just as well in the low end as we do in the high end. Not to imply that the low end is of lesser importance to the high end. But I think about the warfighting capabilities across a spectrum from one end to the other end maybe, and the vision for the Air National Guard is in concert with the vision of the United States Air Force, that we need to be able to operate in all those spectrums. I want the Air National Guard to be in all the capabilities that the United States Air Force is in. Maybe our portfolios will differ a little bit in the percentages that we are in those respective capabilities, but nevertheless, we need to be everywhere the United States Air Force is.

I've heard TFI, Part 2. I'm excited about that. General Stenner and I have made a pledge to one another that as reserve component brothers there are some things that we can do together that will help strengthen the United States Air Force as we work with our active duty brothers and sisters. That's the mission that I'm on.

There will come a day probably when because of our cultural differences we need to express those differences, but it needs to be done in a spirit of brotherhood and sisterhood, and recognizing that by doing this together we can do what's right for the country, what's right for the United States Air Force, and oh by the way, probably what's right for our respective components.

We talk about collaborative genius. I get excited about the word collaborative because if I know my Air Force leaders, and I think I do, when they say collaborative they're looking at Charlie Stenner and they're looking at me and they're inviting us to be a part of the process that

will take the United States Air Force to the next level. I'm excited about that.

Now when they mention the word genius in conjunction with collaborative, I know they're looking at Charlie and probably not at me, but I do have some geniuses that happen to be working in the Air National Guard. Let me give you an example of what I'm talking about.

I listened to General Lorenz talk about cyber warriors and the training program that he is about to put into place to train our cyber warriors. Let me suggest to you that there is cyber conflict as we speak. We have troops in contact, not talking about the ones in the sand in the desert, but I'm talking about the troops in contact that are fighting in our cyber domain today.

The strange thing about it is that those troops in contact aren't wearing military uniform. They're wearing coats and ties and they work for companies such as Microsoft and Hewlett Packard and Bell and some of the other companies. That's where the leading edge in the technology and the leading edge in the expertise in the cyber world resides. And if you think about what those individuals that are on the cutting edge earn from those companies, I will tell you that even if they were paid at the level of the Chief of Staff of the Air Force, we could not hire those people to come into uniform. But we can recruit them into the Guard and the Reserve, and in fact those cyber warriors right now reside in the Guard and the Reserve.

There's an individual that lives in Washington that earns a seven figure salary that is in the Maryland National Guard. Commutes so that he can drill and offer his expertise in this critical capability to help the United States of America. That's the type of interagency, that's the type of partnerships that we need to build with our civilian community using the Guard and the Reserve as a conduit to afford patriotic Americans who have that expertise that we could probably never train to and never pay for, leverage that experience and that capability to help the country and to help the Air Force get to where we need to be.

We talked about TFI, and a lot of people think of associations, and I do too. Certainly there are different types of associations. Active, classic, reserve associations. But we can't stop with those particular constructs. We need to think about the construct of the entire United States Air Force. Through this collaborative

process think about maybe different constructs where we can do our job better.

You may hear in the future a term embedded associates. It's being worked at the staff level, I'm not going to get into detail. I don't know all the answers, I'm not smart enough, but we've got some great, intelligent individuals working in the respective staffs of the components that will come up with, I'm confident, a better way to do business in the future than we're even thinking about now. As has previously been said, those thoughts and ideas are free. We don't have to wait on the budget for those. We can go after that right now.

So let me just tell you that as the 14th Director of the Air National Guard I'm very excited, because in the end I can tell you, Chief, that wherever the United States Air Force goes, the Air National Guard is all in. Thank you.

General Dunn: General Graves?

MajGen Graves: Good morning, I'm Jim Graves. I'm the Assistant to the Chairman of the Joint Chiefs of Staff for Reserve Matters. I believe the two gentlemen to my right have the future of the total Air Force surrounded in this symposium here with our them of cross domain integration and warfighting for the 21st Century, so my lane must be the total joint force.

But before I turn in that direction I want to follow the lead of those yesterday who asked certain people in the audience to stand up and be recognized. If I could call on all the members of the reserve components -- the Air Guard or the Air Force Reserve -- of our great United States Air Force to stand up and be recognized as twice the citizen that you are, would you please do so now.

[Applause].

Bravo. Airmen all.

General Dunn: About 40 percent.

MajGen Graves: That's right, and about the right percent. A little bit more than 40 percent of our total Air Force is in the reserve components.

I think I can say with confidence that the future of the total joint force will be informed by the history of the total Air Force. And part of my evidence for that assertion is that we are here and you are there, including the Chief of Staff of our great Air Force, General

Schwartz, and the four star leaders of our great Air Force here in the front row. Now most of you are probably waiting to hear from General Corley, but nevertheless, you are here and that speaks volumes, because this image would be unthinkable if not inconceivable in some other circles. I think it speaks to the leadership of our president of the Air Force Association, General Dunn; and also the enduring influence of his predecessor, the first president of the Air Force Association, the founding president of the Air Force Association, a great war time leader of our Air Force who ended the war as the Commander of the 8th Air Force, previously commanded 15th Air Force and 12th Air Force, the first to fight in the European theater, attached his name in perpetuity to a bold joint operation that was America's symbolic first strike back at Imperial Japan following the disaster at Pearl Harbor. Yes, we so embrace the heritage in our Air Force of this great leader there is a building named in his honor at the Academy, that we often forget that James H. "Jimmy" Doolittle was an Army Air Force Reservist. And the leadership that he began with this organization and with our Air Force endures today. Our Air Force Association was born a total force, multi-component, professional association, unlike any of the other service professional associations. And our Air Force was born a multi-component total force service, unlike any of the other services.

Now we continue to lead, but not just because we stumbled blindly down the path led by our instinct and intuition, but because bold visional leaders -- active, Guard and Reserve -- made revolutionary choices even when the flood tide of public opinion was rushing in the other direction to establish large, expensive, enduring standing forces and underfund and undercut the reserve components of the services. Leaders of our Air Force, Chiefs of Staff from McConnell to Jones, and one of General Wyatt's predecessors recently recognized in Air Force Magazine, Winston Wilson who went on to be Chief of the National Guard Bureau, and one of General Stenner's predecessor, Homer Pete Lewis, who still lives, served with General Wilson. General Stenner and I had the pleasure of shaking his hand at the beginning of this month at a meeting of the Reserve Officers Association. Made bold and visionary decisions to do three revolutionary things well before the department launched the total force initiatives under Secretaries Laird and Schlesinger.

They insisted first on a single tier of readiness for all airmen -- active, Guard, Reserve. All missions. They insisted on a single tier of modern equipment for all airmen -- active, Guard and Reserve, across the force. And they insisted on a single institutional certification

system for readiness, managed by the institution for all of its components.

Now these things that sound so familiar to us as airmen today, and we listened to as the voices of clear eyed, visionary reason, in many circles today would still be looked at as wild eyed revolutionary ranting. It's incredible. And we have to work every day as we deal with other service models that look at tiered readiness and that look at cyclical readiness, what I call cyclical starvation and gluttony in terms of resources and training. And we have to resist the push that we sometimes get that we have excess readiness or unneeded readiness in our United States Air Force. I think we have to work hard to make sure we stay in the lead.

But speaking of being in the lead, we are well in the lead, and in my two years in my job in the joint world I have seen consistently that the United States Air Force sets the standard for total force integration and total force interoperability. But we are no more guaranteed that as airmen then our nation is guaranteed that by birth right, with no further investment or effort, we are guaranteed dominance in air, space and cyber. It's going to take effort to stay ahead.

I so appreciated the Chief's comments yesterday talking about how we should be informed by ideas wherever they come from. There are some ideas out there that we can benchmark off of. I'll bring forward three.

First, our United States Army Reserve, under Lieutenant General Jack Stultz, has answered the call that I heard from this podium a number of times yesterday for more phase zero theater security cooperation efforts. Complemented the efforts of the National Guard, the Air Guard and the Army Guard with the great State Partnership Program. But not in competition with that program, but complementary to that program, answering unmet needs out there with unengaged resources.

LtGen Stultz and General Stenner and I have talked about this along with General Stultz, doing this in the Air Force. Coming to the fore and meeting some of that need in some particular areas.

There are a number of nations out there, I was familiar in my past life out in the Pacific with Australia. That because of its national self definition does not look at itself as being a partner with an American state, but nevertheless hungers for a relationship, particularly with the reserve forces of America.

Here in Florida we have SOUTHCOM that has its own examples in its area of focus. Many of those nations went to school on what America was able to do during the 45 years of the Cold War with trained, ready, relevant and affordable reserve component forces that literally bankrupted our primary adversary. They want to follow that model.

We should step up and meet that challenge.

In the area of continuum of service. It was a dozen years ago that I was appointed to the Air Force Association Reserve Council. I came to these meetings, and in our council meetings I would sometimes hear of people who would transfer from one component of the Air Force to another, and they'd talk about what a nightmare it was to have to reassemble all their personnel records; to bring forth their marriage certificate to the spouse they'd been married to for decades and reprove that; their children's birth certificates, et cetera. I thought that this was just some lunatic fringe, maybe a .2 percent out there that had fallen through the crack. Well, when I made my move from down south in Louisiana, shortly before you, General Wyatt, to come up to Washington and join the active duty Air Force, I was amazed when a young woman came to see me from 11th Wing with a stack of papers that was identical to what I'd filled out decades before when I first joined the active duty Air Force, and I had to go through the same thing.

The United States Marine Corps has a system called MCTFS -- the Marine Corps Total Force System -- that they've had in place for quite some time where at the flip of a switch they take Marines from the reserve component to the active component, and oh by the way, also as part of the continuum of service back to the reserve component, where just as we recognize the contribution made by people who come from their civilian employment to join the active force and stand beside them as Guardsmen and Reservists, engage downrange. And by the way, when I did that as a reservist I was universally recognized and respected when I returned to the courtrooms and the board rooms of my civilian pursuits. Likewise, other services are looking at people flowing out of the active force into the civilian work force where they could go for a period of time and be recognized for that.

Finally, and again benchmarking off of the Chief's great remarks yesterday, the idea of integration at every level of our force. We are the leaders in the United States Air Force of integration and interoperability at the

tactical and at the operational level. Our challenge is integration throughout the entire force. This is a difficult subject, it's a painful subject, and people often approach it as a very personal subject because whenever it comes up it's dealing with individual opportunities. But if we can step back from it and look at it as an institutional opportunity, our United States Navy under the leadership of Admiral Vern Clark and later the current Chairman, Admiral Mullen, when he was CNO, did a lot to integrate the Navy at all levels. What they did took some time. One of the things they did is they challenged naval officers in the reserve component of the Navy to be more active in Navy staff and in joint operations as we are.

In the Air Force, a lot of our value in the reserve components has traditionally and historically been that we stay in our units, we stay in our states, we stay in our cockpits. And indeed, I'll be, daddy always said remember you also serve if you serve only as a bad example, son. I'll be your bad example. [Laughter]. I went from captain to colonel in the same weapon system at the same unit flying off the same flying schedule, but I was returning value for money to my country because I served as, I was told, the longest serving A-10 weapons instructor in the Air Force, having gone to weapons school in the early '80s right behind my friend General Stenner when he went to weapons school in the class ahead of me. We stayed in the cockpit for decades.

The Navy broke that model and started to move their reservists around. The next thing they did is they assigned those reservists across the force, and that I think is our challenge. That's where we can answer the question, if we are following the legacy of those forces that are separate, that are special, that have perpetually segregated, or if we're going to be embraced as the Jimmy Doolittles of the current decade.

Thank you.

General Dunn: Thank you, General Graves.

Let me ask the first question, and it touches on all three of your remarks. It's a little philosophical, but the old image of the reserves in general, Guard and Reserves, was that it's a force that provided strategic depth. Since 9/11 we've seen a very very high OpTempo, we've seen Guard and Reserve forces employed around the world right alongside the active. And now we've seen announcements from the Air Force that we're going to these associate model blended units. Do you see the idea, the

principle of a force of strategic depth changing to one where you're actually involved 24x7 around the clock forever more?

General Stenner, I'll start with you.

LtGen Stenner: I'd be happy to take that. I believe, as I said earlier, that we are inherently a strategic reserve. The way we execute, however, leverages that by dipping into that strategic reserve which is not tiered ready and capable of executing on a daily basis at some level of operational capability.

Every level that we increase dips further into the strategic well, if you will, and becomes ever more difficult to turn in that rotational base and recapitalize and recoup where the one to five dwell, if you will, planning factor can be met. That is in fact a key principle. We have to have some kind of sustainability if we're going to maintain both an operational force by dipping into the strategic depth, and we have to have that sustainability that will go well past that two year window, if you will, where we mobilize and use it all up and stop. We can do that and we can increase that sustainable slice to whatever the requirement is as of today, but there will be a price to pay. And it's dipping deeper into that strategic well, using that strategic resource as an operational force if necessary to meet the demands, the OpsTempo, the warfighter capability that's out there. But I still believe that in today's world with this OpsTempo we can provide that sustainable slice in just about any given mission set and hold it in perpetuity as long as we are willing and able to put on the table that we're not a one to five dwell. We may be one to four, one to three, one to two. Control the expectations, be honest about what we actually have to do.

The families, the employers and the member will be much better off. But we can do this for quite some time.

General Dunn: General Wyatt:

LtGen Wyatt: The term operational reserve always kind of bothers me a little bit because it seems to be a contradictory term. It's kind of like legal ethics. I can say that because I'm a lawyer. [Laughter]. From Oklahoma.

But I like to think of the reserve component as an operational force with strategic reserve capacity. If you think about the direction that the Air Force seems to be going with associate units, I think that helps explain why the Air Force is headed that direction. Because with

associations, regardless of what type of association you have, you will have a part of that construct that is active duty or active, Guard and Reserve, or full time Air Reservists, but you can ramp up from the OpsTempo of the day. If it's a low OpsTempo you do not have to call the Guardsmen as much. You can tailor, you can scale the participation of a particular unit through volunteerism. And if you get into the high OpsTempo, if the country needs that, then you can go to full mobilization.

So I think maybe we need to think about what the Guard and the Reserve provides as not an operational reserve or no longer a strategic reserve, but if we do it in conjunction and in partnership with our active duty force we can offer a structure that preserves the identities of the reserve components and the unique capabilities and principles and characteristics of those core components, but we can work together to provide an operational force with strategic reserve capacity.

General Dunn: General Graves?

MajGen Graves: The department recently published a Department of Defense Instruction called Managing the Reserve as an Operational Force. My office participated in the development of that document, and I think we can all say with pride as airmen that the gold standard in that document of managing an operational force is the way the United States Air Force manages its reserve components and has them participate in the joint warfight globally.

I think the real challenge in looking at what is unique about the Air Force, and I'm going to contrast it with the other services, is what happens when a soldier is alerted for duty, let's say as part of a brigade combat team in a counterinsurgency operation in CENTCOM. They are, at the time they are alerted and put in training, relieved of duty from having to stand ready for general war, sharp war on the Korean Peninsula or elsewhere in the Western Pacific or anywhere in the world. No airman is relieved similarly from that responsibility. Every airman -- active, Guard and Reserve -- is required to maintain readiness to respond globally because we have the ability, we have the agility, and we have the mobility and therefore the responsibility to answer that call as part of our Air Force, whether we're active, Guard or Reserve. That is, in my opinion, the way we ought to look at managing as an operational force, is answering that call of being part of our Air Force.

General Dunn: Of all these cards up here, they're all on the same bent. This is for General Stenner and General Wyatt.

You've got old equipment, you've got not well known plans for replacing some of this equipment. The questions range from do you see either the Guard or Reserve involved in nuclear operations, to are we going to bed down the F-35 in a similar manner as we bedded down the F-22 with these associate units, to what's out there in the future. It's kind of an open ended question, but General Stenner, can you take a hack at it?

LtGen Stenner: I will. Each and every one of the weapon systems we have that requires recapitalization, requires recapitalization no matter the component that you're in. Our lead commands are out there with the modernization programs and we'll augment as best we can with supplemental dollars that might come from the Congress, that as I mentioned earlier, would be part of the NGREA Account.

When you look at the road maps of where we are headed with particular weapon systems, I think we have agreed over the last few years that where there is a current weapon system that needs to be recapitalized or will be morphed into something different, that we start down that highway with the best knowledge that we put the weapon system at the location that best suits the needs of the nation, and we use environmental impact statements and environment assessments to ensure that we can do that.

We are going to I think look at every single location, as I said earlier, through the lens of association. The problem there is to balance the active component with the reserve component, and more importantly, the full time with the part time to ensure that we can respond today but have the depth for tomorrow.

It matters not whether it's air, space or cyber. It matters not whether it's mobility or combat air forces. Each and every one of those will be looked at from my perspective anyway as to how best to package it so that capability is delivered. In some cases there may be some very unique kinds of possibilities when we partner as an ARC, where Title 10 or Title 32 needs to be accessed quickly, and they exist in the same location. Whether it be for homeland defense, homeland security, defense support to civil authorities, or whether it be for building partnership capacity or theater security cooperation through something akin to an AFSOC model. Those kinds of

partnerships as well will be leveraged in the future to the best needs for the nation.

General Dunn: General Wyatt?

LtGen Wyatt: I think the decisions on recapitalization will be made at a level much higher than you see on this stage today. But I can tell you that we as the Air National Guard want to be with the Air Force in whatever weapon systems and whatever recapitalization that we go through.

I would suggest that it's in the best interest of the country and the best interest of the United States Air Force that whatever capabilities we evolve into and whatever platforms the Air Force evolves to and recapitalizes, that in order for us to be the strongest force that we can be, we need concurrent and proportional fielding of those.

I'm not so concerned about the locations at this point in time. One of the duties that I have as the director, I'm not a commander any more. I gave that up 28 days ago when I resigned as the Adjutant General of Oklahoma. I'm now a director, and my commanders in the field are the adjutants general, the 54 in the states, territories and the District of Columbia. They bring with them opportunities for the United States Air Force to leverage, to help the United States Air Force recapitalize to the degree that it needs to be recapitalized.

My job is to attempt to make sure that we speak as one voice in support of the United States Air Force, and if we are fortunate enough to convince this country that we need recapitalization at the rate and in the systems that the United States Air Force recommends, then we can leverage the strength of the adjutants general to help accomplish that end and I think that a portion of that should be proportional and concurrent fielding of those weapon systems. I don't think there is any particular AFSC or weapon system that should be off the table. I think everything should be up for discussion.

General Dunn: Thank you.

General Graves, you work for the Chairman of the Joint Chiefs of Staff. What's his number one or two concerns about our reserve forces in the macro sense?

MajGen Graves: The Chairman's primary concern is about our wounded warriors and our fallen and their families. The Chairman is incredibly engaged in those

efforts. That is across the total force -- active, Guard and Reserve.

The Chairman is also very concerned about building partner capacity and those phase zero theater security cooperation programs that I discussed earlier.

He is also concerned about how to make forces available to the current warfight from all the services. And touching somewhat on the response to the last question, the Chairman is now aware in some of the discussions that we've had that those past leaders from our Air Force -- active, Guard and Reserve -- who got together to build the total force that the Air Force presents today also did something else. That was to assure that we would not have specialized components or specialized capabilities existing in only one component. That we would have one United States Air Force and its Guard and its Reserve components would be reflections of the full service Air Force that we provided to the nation.

Now some of the other services made deliberate decisions to go in the other direction and to put entire capabilities in single components. What they were able to demonstrate to the nation was that they were terrible predictors of the future, because those became exactly the capabilities that were needed in some other component for some other cause.

So he is concerned that the model followed by the United States Air Force continue to be followed, and I'm confident that it will, and that the other services do some looking at the same thing.

General Dunn: Thank you.

We've got time for one more question, and I'm going to focus this one on General Stenner. It's on manpower issues. It's a two part one. Any plans for the IMA program going forward? And it looks like you're going to get part of the growth in manpower. How do you intend to use that?

LtGen Stenner: I certainly don't intend to predict anything today that has anything to do with the budget and I cannot talk about numbers and I refuse to acknowledge that I know anything. [Laughter].

But I will tell you that we have two very very strong programs, the unit program and the IMA program. The unit program we are looking at very very closely for growth as required in those particular unmanned aerial systems, ISR,

we are involved in the nuclear enterprise with bombers. Where we get the resources to do that will remain to be seen. That's the unit world and we will maybe trade something, we'll maybe take some risk in other arenas or maybe there will be some additional manpower. Any and all of those will, however, be necessary to get us to that future state.

The Individual Mobilization Augmentee is an absolutely incredible resource that we have around the world right now in all the combatant commands and all the MAJCOMs. It is a program that is healthy. We've had significant input from all our major commands that we service and from their components. There have been many many requests for about 2200 additional IMAs on top of what we've got right now. So that then also requires us to balance that force based on the risk we want to take in any given area.

I see us moving into all the new mission sets. I see us doing that in both the unit and the IMA program. And if I had a crystal ball I'd give you some numbers that I hope we can meet at an end strength to be determined, but I know we're all in in the new weapon systems.

How's that, Mike?

General Dunn: Very good. Thank you.

All three of you, on behalf of the Air Force Association and our Chairman of the Board Joe Sutter, I want to thank you for a very intriguing set of presentations and discussions. Thank you much for your service to our country.

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