

*AIR, SPACE, AND CYBERSPACE POWER IN THE 21<sup>ST</sup> CENTURY*  
*38<sup>th</sup> IFPA-Fletcher Conference on National Security Strategy and Policy*

*January 20 – 21, 2010*

**DAY TWO**

**CLOSING REMARKS**

**4:15 – 4:30 PM**

**DR. ROBERT PFALTZGRAFF:** Well, ladies and gentlemen, we now come to the end of the 38<sup>th</sup> IFPA-Fletcher Conference. On behalf of the IFPA and the Fletcher School, I want to thank the United States Air Force and the Defense Threat Reduction Agency for the opportunity that we have had over the last two days for these discussions.

We will be completing and publishing a report based on the conference proceedings. In the meantime, however, we will be transcribing the tapes that we have recorded from each of these sessions. And these will be available on our Web site within the next several days. So we hope that you will make this opportunity available to yourself to take a look at the tapes. And also, to benefit further from the rich discussions that we had.

Now, it seems to me as we think about what we talked about over the last several days, there are several recurring themes that I would quickly point out to you, that seemed to unify the discussions that we've had. The first has been the continued focus on the need for vision and strategy and, of course, resulting force structure for the Air Force and, obviously, for the other services as well. And we have

talked about this within a security setting that includes a spectrum of conflict from the high end to the low end.

And we've talked about this problem of conflict from the high end to the low end, encompassing states, between states, states and non-state actors and perhaps, also, non-state actors and non-state actors themselves. We've also talked about the need, throughout the conference, to rethink deterrents, just to rethink dissuasion and deterrents, if you put dissuasion first.

And to think about these terms with a new, conceptual lens. And that this has been made even more evident to us as we brought into the picture the issues of cyber war. The need, for example, to establish attribution, the difficulty for establishing attribution when you talk about cyber war. This has been a theme that it seems to me, with regard to deterrents, has been very much a part of this discussion. And, of course, in addition to this the offense – defense dimensions extend to deterrents and the continuing discussion of active defenses, including missile defense.

A third major theme that we have had before us has been the need to achieve balance. And we had a variety of inputs into that discussion between the force need of today and the force needs of tomorrow, within an appropriate mix of forces, making it even more complex, and we talked about complexity so often, a complex security setting—which led me to think about a number of terms that have cropped up throughout this conference.

One has been agility. I've heard that mentioned so many times. Another has been flexibility. A third has been whole of government, which we heard from the beginning to the end. Complexity, as I have mentioned. Building partnerships and cooperation, all the terms that seems to me wrap up many of the discussions that we've had over the last two days.

We also have talked at various times about the need to cope with the disconnect, to put it in my language or put it mildly or maybe not so mildly, between the acquisition process as we know it and as we have seen it and the need to incorporate as rapidly as possible, the fast moving innovations, information technology and cyber war. And, of course, the need to maintain critical skills, to cope with rising costs, deal with constrained budgets and to sustain infrastructure within a very complex, again the term complex came up, security setting.

Another major theme that ran throughout this conference, it seems to me, was the need for us to operate within coalitions and alliances. This was evident from the beginning to the end as we saw, even in this panel that we concluded here. But it was nowhere more obvious than in the discussion of cyber war, given the extent to which cyber war has little respect, to put it mildly for national for national borders—and calls forth many needs for alliance and coalition cooperation.

And that we may need to think about the role of alliances in this alone. Aside from the fact that we have also talked about the need for alliance cooperation across a variety of other areas of importance to us, including Special Operations Forces and missile defense. We also have talked at various times, and especially at lunch today, about the need to build support on Capitol Hill and to provide education to members of Congress of both Houses—and work with them more effectively in the areas that are of importance to us.

And also, the need to integrate as fully as possible, the homeland security, and as we saw just in this last panel alone, the homeland defense portion of the national security picture that we are examining here. And, obviously, throughout the meeting, the need for discussions about jointness, illustrated in particular by air-sea battle, by humanitarian operations in Haiti as we have seen in the last few days.

Now, as I said, we are preparing a report, which we hope will give wider dissemination to these and to so many of the other themes and the great details that came out in this meeting. And we also plan, to the extent that we can, to break out from each of these sessions a list of issues that need further exploration. I'm sure the Air Force and others here are doing the same. But this is something that I hope will come out of this meeting as well.

So, again, I express our thanks to the Chief of Staff's Strategic Studies Group, to the Defense Threat Reduction Agency for all that they have done to make this conference possible. I also express thanks to my colleagues at the Fletcher School and to the Fletcher students who manned the registration desk outside, to IFPA and our staff, and especially to my assistant, Polly Parke, who played such an indispensable role, also, in helping to provide logistics. We know that amateurs deal in strategy and professionals in logistics. And logistics are all important in a meeting of this kind.

Again, I wish everyone the very best and I hope that this conference has been a success from your standpoint. And I now turn to General Schwartz for his benediction, hopefully, and concluding remarks on his part.

[Applause]

**GENERAL NORTON SCHWARTZ:** Folks, again, thanks for supporting this undertaking. Certainly to IFPA, to Bob and Jackie for pulling this together, for Fletcher, the reputation of your institution, for those of you who are alumni and strive to be alumni, there is a reason that Fletcher is so well respected in this town. And this is not a small part of that for sure.

One of the reasons that we did this, in fact, probably the principal reason we did this, was your Air Force, our team went through a period of rough air. And we, I think, are in much smoother air now, to be sure. But the reality was, is that we

have had a short term and somewhat, now-focused, fix-it sort of perspective, which is not healthy for an institution like ours that really is based on thinking and innovation.

And so, what we wanted to do was to begin 2010 and leave the past behind, as instructive as it has been, and now move into something, which is looking beyond tomorrow or next week—but rather to where this institution of the United States Air Force should be in service to the nation. I thank again, to both, to Bob and Jackie and Randy Manner, from DTRA and so on, for enabling us to have this opportunity, we are really grateful.

And I would only close by reminding that one thing that is still true about thinking is that it is still free. And this United States Air Force can go a long way with the kinds of thoughts and the kind of provocative interaction between all of us as teammates. You know, the four stars weren't here just because I asked them to be. They were here because they understood the strategic imperative for doing this and moving out in 2010.

And so we, collectively, this leadership team is grateful for all of your participation. And now what we will do is translate these efforts along with the summary of themes and what have you into action; into narratives, which will capture the imagination of those who grade our homework; and, most importantly, capture the imagination of those we currently lead and who, before to very long will be serving in leadership positions in senior levels in our Air Force.

So, to all of you, thank you very much. And, once again, Bob, Jackie, what a pleasure to still be on your team.

[Applause]

END OF CLOSING REMARKS