

General Roger A. Brady
General Gary L. North
Lieutenant General Donald C. Wurster

"Allies and Adversaries"

Air Warfare Symposium

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Dr. Rebecca Grant: Thank you, and welcome to a tremendous panel.

I'd first like to introduce the panelists, and then quickly introduce the topic. We have until just 4:25 this afternoon, so my panelists will speak and we'll have a few minutes for questions at the end.

First, General Roger Brady, Commander, United States Air Forces Europe. General Gary North, who this time last year was on this panel with me talking about Afghanistan, but who is now Commander, United States Air Forces Pacific. And joining us again on this panel with great thanks is General Donald Wurster, Commander, Air Force Special Operations Command.

So you know our topic today in talking about theater war is "Allies and Adversaries". I just wanted to share a quick story with you. I was speaking yesterday afternoon with a reporter up in New York who writes for Newsweek. He was thinking about writing a story on the F-35 and how it would play a role in reshaping the future of warfare. So naturally we veered off into a discussion about what conflict was really like.

This reporter said let me be the devil's advocate for a moment. Surely, he said, we know that for the next few generations we won't face any major threats. We'll have brush fire wars, but nothing much beyond that. We know what conflict will look like for the next several generations.

Well, you can imagine where our discussion went from there as we talked about how difficult it really is to know what the future looks like. But the three gentlemen that I have with me today are the ones I think who are very close to looking at what the nature of conflict really is. In their theaters, they work with a range of allies. They monitor the actions of potential adversaries. And General Wurster carries on activities that have no front lines but

have a great deal of importance, some of which I'm sure he'll talk to us about.

I think in looking at the future of air power in all its dimensions -- air, space and cyberspace -- there's nothing more important than taking a look around those theaters at the allies and adversaries and the principle concerns of these three gentlemen that we'll hear from now.

With that introduction, General Brady, please begin our panel.

General Brady: Thank you very much, and thank you to AFA for allowing us this opportunity to talk about things that are important to all of us.

So who cares about Europe anyway? What are the issues there and what's going on?

First of all, U.S. Air Forces Europe is very much like every other command in the Air Force in the sense of our commitment to what's going on in the Central Command area of operations. Our fighter units, all of our units there -- nine wings, eight fighter squadrons, and airlift squadron, two airlift squadrons and a tanker wing -- are fully engaged in global force management and down range, like every other unit in the Air Force at the same pace.

At the same time, we are the force that spends a lot of time when they are at home mentoring and working with our nation's allies, the most successful military alliance in history, the North Atlantic Treaty Organization.

How does that relate to today's fight? Well, as you may or may not know, there are 43 nations with us in Afghanistan at last count, and about 38 of those nations are from Europe. I would submit that they are there, about 50,000 of them, doing the good work that they're doing and being as good as they are because we have been with them in Europe for 67 years. So every day when we're at home, that's what we do. We fly with the Poles and the Romanians and the Bulgarians, we work with the Baltic states, in all ranges of airspace power, support and flying operations. We conduct about 750 partner events every year. So it's a relatively busy life.

I asked my staff to give me a graphic that would allow me to communicate that, and they gave me this. These are my squadrons. In red means when they're in the desert. Blue is when they're away from home someplace else in Europe training with the allies. Green is when they're in

the States training. Those few white spaces you see are when they're at home. So it's a pretty busy operation.

I have eight fighter squadrons. One of them is at home today. So a heavy operation, a good mission.

Two other things I'll mention quickly. We are actively involved day to day in a real world operation that has to do with ballistic missile defense. We are heavily involved with Admiral Stavritas, our COCOM; with our Army component General Carter Ham; and with Lobster Fitzgerald, NAVEUR. This is an important mission that we are learning a whole lot more about every day and we continue to work that.

We're also pressing the edges of what a JFAC is, have done a lot of experimentation in the last two exercises that we've had there in EUCOM, and I would look forward to any questions regarding that.

I'll pass it on to my partners here, but a great mission with great Air Force people and great allied partners and joint partners, and I look forward to the discussion.

General North: Thanks Roger. My guys didn't give me a slide. [Laughter]. Rebecca, thanks very much. Joe, thanks. And before I start, for our 12 Outstanding Airmen who represent our entire enlisted force by your presence here today, thanks for what you do. As the Chief said, and Chief Master Sergeant Roy said, we can't do this without bright, shiny young Airmen that go out and do and execute just like this slide and all the others. Also General Scaparrotti, Scap, thanks very much. It's wonderful to see you here at home. Sorry you're the last guy on today while you're back on leave, but we appreciate your leadership in the AOR.

As I thought about this afternoon's theme, "Allies and Adversaries", particularly just being in the Pacific for six months now I considered the constantly evolving nature of those labels in the Pacific region. We're not a theater that's at war, but neither is it a theater at peace. From the Pacific side of the world, the United States is neighbors with five of the world's largest armed forces -- China, Russia, North Korea, India and the Republic of Korea. Our high end competition is very good, it's getting better, and the region, while it's seen tremendous economic growth over the last decades, it's also been greatly and grossly, negatively affected by the economic downturn.

As the nations in the Pacific become more interdependent through commerce, we're seeing a huge competition for resources with rising trends in terrorism, piracy, and certainly drug and human trafficking. Many of the nations are island nations and they are perennial targets of natural disasters like typhoons, tsunamis and earthquakes. If you live within about 20 degrees of the equator there is an exponential increase in your chance of having a natural disaster.

I spoke at a forum much like this just before Haiti and said you know, every 60 days there is a natural disaster somewhere in the world, and they kind of pooh-poohed me. I said just wait. True to form, about every 60 days there is something very major around the world.

So the Airmen in the Pacific, both past and present, have worked and indeed they have fought, they ensure security and stability along with our joint and regional partners and allies. Our top priority in the Pacific, not unlike these two gentlemen on the side, is to ensure that we're properly postured to meet the demands of our nation and those nations that are our friends and allies. Whether it's low end operations or full combat, it's through the relationships that we have built over the years that allow us to overcome, particularly in the Pacific, the challenges of time and distance in a theater that spans half the globe, as you know.

Since aviation entered the Pacific theater in the early 1900s, we've got stalwart friends like the Australians and our New Zealand friends, and we continue to strengthen those relationships. And history in the Pacific certainly has shown that those that we have fought before in desperate struggles have the capacity to bury the hatchet and be great partners.

Fifty years ago the United States and Japan signed a security treaty that's outlasted ten Presidents and 22 Japanese Prime Ministers, and that longstanding relationship continues today. The Republic of Korea and the U.S. alliance remains committed to peace and prosperity in the Korean Peninsula and has lasted over 60 years.

There is tremendous transformation that's taking place. It includes modernization and restructuring, much like Air Force, and it will allow our forces to be much more flexible, interoperable, and lethal when required. The Republic of Korea government and their military are on track in the Pacific and in their nation to assume more control over their forces in 2012.

Another example, and many of you have served in Vietnam before, is the forward moving in Vietnam. Relationships are now better than they ever have been since we reestablished diplomatic ties in 1995. I will be there in a week and a half. And we are partnering with our Japanese health care professionals through an operation we call Pacific Angel. We continue to look for other opportunities to build our partnership in the region.

Turning to adversaries. Although we prefer to influence our neighbors through cooperation we are, as our Chief said, undoubtedly the most lethal Air Force in the world and part of an incredible joint and combined team. Your Pacific Air Forces are stronger today than they ever have been since we formed the Far East Air Forces in 1944.

The importance of our open exchanges with our competitors is vital to reducing misunderstandings and to avoid miscalculations, especially considering their potential. It is unfortunate that due to recent events, the Chinese have stopped military to military engagement with our U.S. forces.

Of our competitors in the Pacific, and possible adversaries, one is far from transparent with its intentions while it invests in fourth generation fighters, associated weaponry, double digit SAMs and surface to surface missile capabilities. Another has doubled its defense spending since 2001 and marketing fourth generation aircraft all over the world, and certainly double digit SAM technology. A third, as you know, has developed nuclear weapons and ballistic missiles while its population is starving.

And while the region is vast, our view is that cooperation and collaboration is the best approach to enhanced security, stability and prosperity. But as we have witnessed significant growth in their defense spending, we're dealing with the emergency of new aggressive threats. Russia and China are both willing and able, exporting weaponry all over the world, and certainly North Korea is in that venue as well.

Over the last several years we've seen and heard from the previous speakers to talk about weapons test in the Pacific that have the potential to impact our freedom of movement not only across the commons, but the freedom of action in some of our bases in the Pacific such as the North Korean missile test and the Chinese anti-satellite weapons test.

So like General Brady in USAFE, we're working with our partners to constantly improve our integrated air and missile defense and stay ahead of the emerging threats.

Our goals on the Korean Peninsula have not changed. We seek continued, complete and verifiable denuclearization on the peninsula and obviously, no more transfer of weapons.

Our people are that which we must continue to invest in, so security in the Pacific region demands this highest degree of cooperation among our allies to integrate and unify our level of effort to make our Air Force in the Pacific as strong as we possibly can be, while we stand alongside our allies, our partners, and our non-aligned friends.

So we certainly appreciate the opportunity to answer any questions you've got as we go around the world. Thanks.

LtGen Wurster: Thank you, sir. To AFA, again, thank you for the opportunity to be here and to speak. I don't normally do this. I'm looking forward to the questions. If I get a question I can't or am unwilling to answer, I'll just change the subject. [Laughter].

Your Air Commandos are a unique portion of the Air Force committed to the Air Force core values, and valued and indispensable partners in the joint missions they support under U.S. SOCOM's deployment authority and into the theaters.

The remotely piloted aircraft that we are flying now from a remote location are directly engaged in the tactical planning of the nation's most sophisticated assault forces to the degree that they know which buildings they're talking about, what the numbers are, they know what the ground force commander is thinking. It is that fusion between our RPA crews and the ground force that makes our RPA people so indispensable.

Talons and Gunships. The gunship reputation is of course terrific. They continue to daily save lives and take lives in ways that will produce strategic gains that are in the interest of the United States of America.

We are getting into the small airplane business in kind of a big way. There are a lot of things going on.

If you look at SOCOM right now, 85 percent of our deployed forces go into the CENTCOM AOR, but there are

still things to do in other portions of the world and in particular as we work the man hunting piece of a global network that intends to do our country harm, that is something that deserves close scrutiny.

If you look at the proposed Caliphate by our enemies, there is value in us being in those places, creating turbulence for them, causing them to collect intelligence, communicate, move people and money. All of those create signatures that are detectable and traceable by other means.

But in order to do that, it's an inefficient means to use a large aircraft, a C-130 or a C-17 or some other much more expensive and more highly valued platform for its capacity. So in some places we are leasing, in some places we are operating smaller aircraft that allow us to move little teams discreetly in ways that the host nation approves.

But there are people that are out there doing that every day and making a great difference.

As we deal with our joint partners we're really looking, in many cases, for where do we think the enemy is going to seek a place to nest? They're not going to do it in a sophisticated, highly ordered, rule of law society. They're going to go to ungoverned spaces, elbow their way in, use money, corruption and violence to establish themselves there, and then they're going to dare the locals to create problems. It's there that we have to help not ourselves penetrate that space, but host nation partners to regain sovereignty over their territory and do it by targeting not the enemy, but the population. The recent shift in the surge in Afghanistan is something that I am convinced General McChrystal has his eye firmly on the ball in that regard.

I'd be happy to take any questions about Haiti that you might have. I will tell you, you saw pictures of our combat controllers as they sat at a card table there and ran that airfield. They were moving an aircraft on or off that airfield every four minutes. It's a single runway, no parallel taxiway. And it was really a remarkable dance that they were doing.

Likewise the PJs we sent down there, they did a lot of collapsed structure rescue. The construction in Haiti was mostly cinder block and slab floors which pancaked in the earth quakes. But we had young pararescuemen three stories down in collapsed structures laying next to cadavers that were in many cases days old while they dug out survivors

that were yet alive. Very rewarding work. The devastation in Haiti is remarkable and it will take a long time and a very committed interagency effort to get that country back on its feet.

But in the midst of that there were little pockets of what you would expect to see from our Airmen, one of which was on the first plane we sent in there, there was a young staff sergeant, NCO, African-American fellow that was a transporter. He was "the" transporter on the first plane. He got off as they speed loaded the ramp onto the ground that had the com and stuff like that in it. That young man found a forklift some place, hotwired it, and then ran that forklift for the next 24 hours until he was ordered out of the seat as he unloaded incoming aircraft. But the kind of remarkable things that you would expect.

The people that were down there early went nine days without a shower. They weren't showering, because if you had water there were people that needed it to drink.

It was a difficult effort and I believe once the period of immediate crisis was behind us, there are much more institutional capabilities to bring to bear than AFSOC would have in our ability to scramble out the door.

As a matter of fact, that was the week between the ORE and the ORI for the 1st SOU at Hurlburt and I decided they passed and got an excellent. [Laughter]. That was a good day, to go in the hangar and say -- [Laughter].

I'll be happy to take any questions you might have on any of those topics. I'll give it back to our moderator.

Dr. Grant: Thank you very much.

We have already gotten a number of questions from the audience, and I suspect that we will see even more.

I am, as the moderator, going to take a moment to ask a particular question both for General Brady and subsequently for General North. That is, if you can talk a little bit more about the growing importance of ballistic and cruise missile defense in your theaters with a particular accent on how that affects the area air defense commander and the concept of our JFAC and CFAC and how that is evolving across service lines and also with our allies. We understand there's a lot going on in those areas, and I'd like both of you to speak about it for a moment, please.

General Brady: Thank you very much.

As I said, that's probably our most, we consider it in the EUCOM AOR our most important real world mission that directly affects Europe at the moment.

You can be coy about it, but the reality is that people are concerned about Iran and the threat that they could pose to the continent. So we are preparing ourselves to deal with that threat.

We are in regular exercises in our command posts and our Air Operations Center with our joint partners discussing those issues and developing tactics, techniques and procedures to deal with that potential threat.

Obviously we are learning a lot about that. What the Air Force brings, and I think General Renuart mentioned it this morning, what we bring is the ability to integrate command and control. We work with our Army partners and our Navy partners who are the shooters in that mission, and together we pull it all together in I think a pretty elegant way. So a lot to learn there. A lot of development within our area air defense command business. It solidifies, I think, and continues to make the point that a unified, integrated, centralized command and control of air defense and air and missile defense are essential. I think we have some great partners that we're working with. Like I said, it's a huge challenge, but it's going very well.

General North: I'd just add from my background both in Korea and the Middle East and now in the Pacific, how important it is.

The enemies in those nations that choose to use SCUD-type ballistic missiles, intermediate TBMs and long range TBMs, is both a relatively cheap instrument of either terror or conventional or biological or nuclear attack, certainly have many of these.

In Korea, depending on whether you're at Osan or Kunsan, you sit two and a half to four minutes away from what we know by doctrine would be several volleys of missiles; and certainly in the Middle East, as Roger says, Iran has literally thousands of these. China has a tremendous amount as well, some which are very long range.

So we're very concerned about this and our ability to have a robust C2 system of initial warning, and then the capability to be able to delineate where a missile is inbound such that we don't put the entire peninsula or an area into a heads-down situation for a long period of time.

We do have that technology and capability. We work very hard to share that through shared early warning in both bilateral and hoping to achieve multilateral capability with our partners in the various regions of the world. And then to be able to continue to work the kinetic piece of this so that when we know a shot, and they are getting increasingly accurate with all types of global positioning capability, to be able to target in the various phases either in the boost phase which we would like to be able to do, in the mid course phase, or in the ascent phase. So you can look at future possibilities of hit to kill in the boost, whether it's kinetic with some type of missile or whether it's a laser. The mid phases, either THAAD or SM3, and then certainly in the close in phase which is Patriot.

The whole integration of this is where the JFAC or the CFAC is integrated into the unified commander's plan and in your area defense plan. So that integration is absolutely huge between us and the United States Army and the United States Navy, and the CFAC aligns this for the unified commander and works that piece. We do this through exercising. We are good at it and we're getting much better.

Dr. Grant: Thank you. And wow, do we have some good questions!

It seems, Generals, that our audience is concerned with that idea that I framed up in the beginning, an idea that we hear in the defense dialogue, that major conflict is not as likely now as it has been in the past. So combining a couple of questions, our audience is concerned with the idea that we won't face a peer competitor in the next 20 years. I think they're curious to know, particularly General Brady and General North, how you would answer that contention, that major conflict is not something we should prepare for. One cites this thinking as similar to that which went into the cancellation of the F-22 program. Another asked specifically for General Brady, whether the Russian PAK-FA will be a game-changer in Europe. And the questions round out to this question, how will you maintain air dominance?

General Brady, will you start?

General Brady: Excellent questions.

First of all, to the individual who you had your conversation with I would pose the question, how good have we been historically at predicting the next war? Not very. So I think the assumptions that we continue to hear being made that the kinds of wars that we're going to fight for

the future are the wars like we've got now. I have little to no confidence in that.

We also know that whereas we are very aggressively trying to work with people who have in the past been our enemies, I think that the future of that is to be seen and the ball is pretty much in their court.

In terms of, you mentioned the PAK-50 or whatever they're calling that thing. I don't know a lot about it. I don't know if it's really a fifth generation aircraft. What I do know is that it's very clear that they're working on a fifth generation technology.

We have made a decision, as you know, to terminate the F-22. That's a decision that was made and we're moving on. We're bringing on the F-35 which is going to be a wonderful capability but it's not an air superiority aircraft. That's not what its strength is.

So the platform is irrelevant, the mission remains. What's important is how do we maintain air dominance? Do we do it through space? Do we do it from manned aircraft? Do we do it unmanned aircraft? And the answer to all of those is probably yes. But the key is, we must continue to do fifth generation and sixth generation research and put money against it because other people clearly are.

So does that airplane that was just rolled out, whatever it is, change the equation in Europe? I don't know. I know that four NATO partners live within lethal range of double digit SAMs and with eight squadrons you're not going to do a lot about that. So we continue to work with partners and would be partners and try to avoid a conflict and develop common areas of interest where we can, but we still have to pay attention.

General North: I'd echo that. I sat on the 7th of December at Pearl Harbor with about 32 of the survivors and I asked them, at 6:30 in the morning, that Sunday morning, were you thinking about going to war with Japan? They said no, what we were thinking about was what we were going to do that day.

How many of you have got sons or daughters that are in the military? How many of you want your sons or daughters to go into conflict with an enemy where the odds are even? I'd say none. I got asked a question once about using a particular weapon. I said I'm going to use the best and the biggest weapon that we've got in our inventory and then when I run out of that I'll get down to my knife, and when I get down to that, I'll go to my hands.

So parity is not something our nation wants to go into a fight with. We are not facing today a major peer in full conflict because we have been the strongest force in the world for many many years. There are men and women today down in an ICBM pad sitting poised, ready if tasked, to deliver unmatched force. We can generate our bomber/nuclear force within hours and days if need be. We've got folks, 4,000 Airmen on air defense alert today in Operation Noble Eagle that are defending the skies of America.

So the question that we've got to continue to do in our military, our combined force and with our partners and allies is to make sure that those people who have the capacity and the capability, their leadership wakes up and they say not today. And so our triad force is one piece of that. Our conventional force is another piece of that. And our incredible unconventional force is the piece that is today in some 60-plus countries, besides fighting combat in several areas of the world that are training partner nations so that they've got the capacity, so that in small countries, small countries and individuals choose to say not today.

In regards to air superiority, we've been blessed in our nation that our Soldiers and Marines and Airmen and Sailors on the ground, both close aboard and forward, have never had an enemy airplane drop a weapon on them since 1953. The enemies have got incredible capability. Some of it very old but very capable and very robust. So we must ensure that our technology and our fifth generation capacity, our F-22s and our F-35s; and that fourth generation capability, F-18s, F-16s, F-15s, continue to be upgraded because if we're not going to buy more, what we've got to have is the very best that our sons and daughters go out to fight with.

What we want to do is to make sure that those who take off in airplanes against our United States Air Force and particularly if they know the F-22 is airborne or in the future the F-35, they will remember that the most feared words that an enemy pilot will ever hear is "Cleared for takeoff."

This is very important to us, and this is something our nation needs to understand, that there is a cost for the freedoms that we all enjoy.

[Applause].

Dr. Grant: Thank you.

We're going to move back down the conflict spectrum with a very specific question first for General Wurster, and then hopefully a comment from either General North or General Brady.

General Wurster, this question has two parts. The first is, the QDR has directed an expansion of AFSOC's foreign internal defense mission. Do you foresee an additional squadron to help meet this demand?

And I'm going to add onto that a question about whether you see a role for a light attack reconnaissance aircraft, either in the future COIN environment or as part of our partnership capacity.

LtGen Wurster: How about them dogs? [Laughter].

The QDR in fact added, if you look at the COIN and FID effort that we are pursuing in Afghanistan and Iraq, can you imagine it without air power? Just imagine if the United States Army and the Marine Corps were over there trying to stabilize an Iraq and stabilize an Afghanistan without the air power that we have that gives them ISR overwatch, that gives them mobility by air, that gives them speed of response, that gives them on-call strike within minutes of a troops in contact scenario.

That's how most countries are forced to deal with their own internal security issues with a hostile insurgency. So it's clear that at the OSD level it is resonated that aviation for an internal defense which is Americans flying with host nation partners in either their or our aircraft, working their air power into relevance, in whatever their scenario is, whether it's just imposing sovereignty or striking areas that they would seek to do so. It's an essential aspect of it.

The 6th Special Operations Squadron that was mentioned is a group of air commandos who are screened and selected. They're more senior in grade, generally. They are seasoned air commandos in their own right. Then we train them in foreign languages, foreign equipment, foreign cultures. And Admiral Olsen's ultimate aim is that we would produce Lawrences. Are you familiar with Lawrence of Arabia? Who's going to be Lawrence of Mali? Who's going to be the Lawrence of Mauritania? Who's going to be the Lawrence of Indonesia? Where senior members of those militaries, whether they be air force or their joint commands, have great faith in this single or small group of Americans who have invested their careers in a particular region of the

world to help them satisfy national security objectives that are in the interest of the United States.

When you talk about building partnership capacity to AFSOC, that's what we think about. We don't think about getting an Australian F-16 in the ATO or using the Dutch tanker to refuel a Global Strike mission. We think about a much more detailed application of human capital and expertise, much farther down the spectrum.

So we do envision that there will be an expansion of aviation FID. We anticipate that we will make it a large squadron because the span of control for the squadron commander of the 6th SOS, despite the fact that he only has about 200 people in the squadron, is all geographic combatant commands, all theaters, and virtually every conflict or pre-conflict in which we are involved. I can't tell you where they are, but they're places you've read about in the paper certainly within the last couple of weeks.

The question about the light armed attack reconnaissance platform is an interesting one. I don't want to get in trouble here -- which I'm famous for doing at this forum -- but if you look in the Maghreb, for instance, and you're trying to eliminate al-Qaida in the Maghreb, what is the target? The target to defeat an insurgency are not the insurgents. The target to defeat the insurgency are the people around whom they live. So you're talking about tribes like the Tauregs and others like that. They know where they are.

If you ask them and they are not fearful, they'll tell you they're right over there, because everybody in the neighborhood knows where the crack house is. It's a question of you finding that in a way and bringing power to bear in a manner that eliminates the threat without compromising the population's ability to exist there, and then they all get their throats slit that night.

So as you seek to work with governments in un-governed spaces, is strike the answer? What's going to influence the population in this example, the Tauregs? How do you reach them such that they connect with their military forces of their host nation, that they establish bonds of trust with them, that they see it in their benefit to participate in an effort that may place them at risk at the hands of their enemies, and that will work out in the long term. Medical care, educational opportunities, veterinary efforts to support the flocks and the herds of the leadership. Those are things that are handled well with the mobility mission.

So when I look at LIMA and LAR as opportunities for us to participate, I see LIMA as a significantly higher potential opportunity. An armed light strike platform that crosses the Tuareg tribal chief as he wanders through the desert, he's going to look up at that airplane and say I don't see much good in that for me.

So if your objective is operating in the places that we're talking about operating, at the strata we're talking about operating at, influencing the outcomes that we seek to force, enabling us to detect, enabling us to work with host nation partners, chiefs of station, to bring power to eliminate that threat, that might just be to displace it, then I see the mobility aspects of unconventional warfare air as much more relevant.

There is a right time and place for an American who's worked up with a host nation partner in an aircraft that he does or may own, that the two of them are out on a mission and they line up on a target and begin a dive and the American says to the other fellow, when you feel like being a hero for your country, push that little red button right there. So there is a place for that. But we've got to do the unconventional warfare aspects of this in a manner that is compatible with and acknowledges the sovereignty of the countries in which we're operating. You've probably seen some press reports about General Salih in Yemen. He's got to remain the President of Yemen if he is going to be able to produce outcomes. We've all seen the sensitivity of American activity in Pakistan. Those are very real constraints on what we can do. And wouldn't we think that when Osama bin Laden comes to a bad end that it's from an F-16 that has a Pakistani fin flash on it flown by a Pakistani pilot? That's obviously the best outcome.

So as I look at aviation FID and the means by which we approach it, those are the types of things that we think of.

Dr. Grant: We have some wonderful questions. A lot of people in the audience would like you to talk very specifically about your war plans and your ability to retaliate against this or that. Several others, naturally, are interested in how you see the economic crisis affecting the ability of allies to arm and prepare. But we have so many questions, so I'm going to take my prerogative to pick simply one so that we can end more or less on time. General North, this will be for you and you'll have about 45 seconds. [Laughter].

Tell us, what was your number one lesson learned from your time at CENTAF that you're using to prepare for the possible battlespace in the Pacific?

General North: With that, I would just ask all of our enlisted Airmen to stand up because my number one lesson is this is done by great young men and women -- [Applause]. I could extend that to obviously our joint partners represented by General Scaparrotti and our international partners that are here too.

The biggest lesson senior leaders continue to learn every day is when you give our young men and women a job to do and you give them very clear guidance on how to do it and then you get out of the way, they'll get it done for you and it will be better than you could ever imagine. That is the greatest strength of our U.S. military.

Dr. Grant: Thank you. A perfect end to the panel. Generals, thank you very much.

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