

Space Leadership: A “Billy Mitchell Moment” in History

Col (Ret) Doug Loverro

Former Deputy Asst Sec of Defense for Space Policy

Overview

- The 2007 Wake Up Call?
- Organizational Identity, Jealous Advocacy, Doctrine, and Culture
- Lessons from the History of the Development of an Independent Air Force
- Evaluating the Arguments
- What comes next?

The 2007 Wake Up Call?

“Ensuring that air and space power continues to make its unique contributions to the nation's Joint Team will take the Air Force through a transition of enormous importance. We are now transitioning from an air force into an air and space force on an evolutionary path to a space and air force. The threats to Americans and American forces from the use of space by adversaries are rising while our dependence on space assets is also increasing. The medium of space is one which cannot be ceded to our nation's adversaries. The Air Force must plan to prevail in the use of space.”

CSAF Ron Fogleman, 1995

The 2007 Wake Up Call?

- Fogleman's Vision
- Rumsfeld Commission
- 2007 Chinese ASAT Demonstration
- Bush Presidential Tasking
- Continued ASAT Tests
- Obama Presidential Tasking

Defending the Domain

- Organizational Identity and Jealous Advocacy
- Development of Doctrine
- Culture and People

Defending the Domain

“To leave aviation essentially under the dominance and direction of another department is to absolutely strangle its development, because it will be looked on by them merely as an auxiliary and not as a principal thing.”

Gen William “Billy” Mitchell, 1919

Lessons from the History of the Development of an Independent Air Force

- 1903—First Heavier than Air Flight
- 1907—Aeronautical Division (Capt Paul Beck)
- 1914—Aviation Section
- 1918—Aviation Service (World War 1)
- 1926—Army Air Corps (Aviation Advocates)
- 1941—Army Air Forces (World War II)
- 1947—A Fledgling USAF (Strategic Bombing)
- 1972—Modern Day Air Force (Air Superiority)

Lessons from the History of the Development of an Independent Air Force

- 1960—First Military Reconnaissance Satellite
- 1967—Space and Missile Systems Organization
- 1982—Air Force Space Command
- 1992—Desert Storm (First Space War)
- 2001—Rumsfeld Commission
- 2002—US Space Command Disbanded
- 2002—OEF and OIF
- 2018—?

Evaluating the Arguments

- The question of standing up a new armed service for space is not “if,” but “when,”
- The standup of a combatant command (US Space Command) to focus on warfare in space is appropriate.
- From an employment perspective effects from air and space have been integrated and are indivisible.
- Standing up a separate space bureaucracy amplifies the problem by driving more money to a headquarters function, not space operations. Congress has constrained space capabilities, not the Air Force, by underfunding the service.
- Currently there are no space *arms* which are fundamental to setting up an *armed* service. ...allow the Air Force to mature space warfare theory and concepts of operation for war in, from, and through space—these are prerequisites for establishing a new *Armed Service*.

What comes next?

Each new crisis, has found our armed services far from effectively, efficiently, or economically organized. With each crisis, modernization and coordination have been hammered out under war pressure at great waste of resources.

Gen Hap Arnold, 1945