

Historical Background:

2025 Organization Key Players

Study Chair - Lt Gen Jay W. Kelley

The Study Chair reported to the Chief of Staff of the Air Force through the Commander of the Air Education and Training Command and served as the principal liaison to the Executive Committee. The Chair provided broad policy and guidance on the conduct of the study; appointed the Study Director, Research Director, Support Director, and Advisors; and approved all study findings. Upon completion of the study and approval of its findings by the Chief of Staff of the Air Force, the Study Chair deployed its findings as approved by the Chief of Staff of the Air Force.

Executive Committee

The Executive Committee was a consultative body appointed by the Chief of Staff of the Air Force and directed by the Air Force Deputy Chief of Staff for Plans and Operations. Membership included the vice commanders of the eight Air Force Major Commands. The Executive Committee periodically reviewed study progress and findings, provided suggestions for additional areas of research or inquiry, and advised the Study Chair.

Executive Committee Chair:

Air Force Deputy Chief of Staff for Plans and Operations (AF/XO), Lt Gen John P. Jumper

Members:

Special Assistant to the CSAF for Long Range Planning, Maj Gen John A. Gordon
Air Combat Command (ACC) Vice Commander, Lt Gen Brett M. Dula
Air Education and Training Command (AETC) Vice Commander, Lt Gen John C. Griffith
Air Force Materiel Command (AFMC) Vice Commander, Maj Gen Lawrence P. Farrell Jr.
Air Force Special Operations Command (AFSOC) Vice Commander, Brig Gen Howard J. Ingersoll
Air Force Space Command (AFSPC) Vice Commander, Lt Gen Patrick P. Caruana
Air Mobility Command (AMC) Vice Commander, Lt Gen Charles T. Robertson Jr.
Pacific Air Forces (PACAF) Vice Commander, Lt Gen Eugene D. Santarelli
United States Air Forces Europe (USAFE) Vice Commander, Lt Gen Everett H. Pratt Jr.
Air Force Reserves (AFRES) Commander, Maj Gen Robert A. McIntosh
Air National Guard (ANG) Director, Maj Gen Donald W. Shepperd

Advisors

Advisors were experienced and highly qualified pro bono commentators who reviewed interim and final study findings and provided comments and guidance relative to the technical validity and feasibility of ideas generated to the Study Chair, the Research Director, and study

participants. Advisors were appointed by the Study Chair and served from August 1995 to June 1996.

Dr. Anthony K. Hyder (Chairman)
Dr. Richard H. Kohn
Dr. Gene McCall
Vice Admiral William Ramsey, USN, Ret
Mr. Burt Rutan
Mr. Dag M. Syrrist
General Michael P.C. Carns, USAF, Ret
Mrs. Natalie Crawford
Major General Joe H. Engle, USAF, Ret

The Honorable Emory Folmar
Mr. Frederick D. Gregory
Dr. Judith A. Gentleman
Dr. Daniel Hastings
Adm Bobby Inman, USN, Ret
Gen Robert W. RisCassi, USMC, Ret
Gen Bernard A. Schriever, USAF, Ret
Dr. Alf Andreassen
Dr. Norman R. Augustine

Scientific Advisory Board Members

The United States Air Force Scientific Advisory Board (SAB) is an advisory body to the Secretary of the Air Force and the Chief of Staff of the Air Force, the SAB provides a link between the Air Force and the nation's civilian scientific and engineering community. Board members, with approval of the Scientific Advisory Board president and upon the invitation of the Study Chair, served as Advisors to the Study Chair.

Study Director - Col Richard Szafranski

The Study Director interpreted and ensured compliance with the study chair's broad policy and guidance on the conduct of the study; supervised the Research and Support Directors; and oversaw the execution of the study. The Study Director was responsible for developing the study plan and flow, directing the internal and external participants, serving as the primary liaison with the Air Education and Training Command and the Headquarters Air Staff, and providing the final report to the study chair for approval. The Study Director was subordinate to the study chair and worked with the Research and Support Directors to harmonize study activities.

Research Director - Col Joseph A. Engelbrecht Jr.

The Research Director planned and supervised the research process including the determination of major research and writing milestones, the scheduling of expert speakers, the identification and use of assessors, the review and technical refinement of research papers, the employment of technical data and technical advisory personnel, and liaison with outside agencies supporting the research project. The Research Director was subordinate to the study chair and supervised the activities of the Air Force Institute of Technology (AFIT) Technology Team Chief, internal and external working level assessors, and Air War College and Air Command and Staff College Coordinators. The Research Director worked in close cooperation with the Study and Support Directors to harmonize study activities.

Support Director - Col Michael D. Kozak

The Support Director planned and supervised the project support operations including development, execution, and operation of administration; information management programs, systems, and services; financial management and procurement activities; internal and external project related protocol activities; and development and distribution of the final report and monographs. In addition, the Support Director served as direct liaison with internal Air University agencies (i.e., the College of Aerospace Doctrine, Research, and Education/Intelligence Division, the Historical Research Agency, Air University Television, and Air University Public Affairs) supporting the research project. The Support Director was subordinate to the Study Chair and supervised the activities of a Deputy Support Director, the Administrative Staff, the Resource Manager, Protocol, the Communications and Computer Staff, and the Product Development Team. The Support Director worked in close cooperation with the Study and Research Directors to harmonize study activities.

AFIT Technology Team Chief - Col Gerald Hasen

The Air Force Institute of Technology (AFIT) Technology Team Chief supervised the activities of the technical team including the solicitation of technical and scientific data and abstracts, abstracting technical and scientific data into usable form, the creation of an electronic filing and data transmission system, liaison with Air Force Materiel Command Headquarters and laboratories, and cooperation with aerospace industry participants. The AFIT Technology Team Chief identified candidate external assessors, reviewed research products to ensure scientific and technical integrity, and produced the operational analysis model and analysis for the final product. The AFIT Technology Team Chief was subordinate to the Research Director and, like the Research Director, worked in close cooperation with the Support Director to harmonize study activities. The AFIT Technology Team Chief was geographically located at Wright-Patterson AFB OH.



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