Mission

Develop America’s Airmen Today...for Tomorrow

Develop Warfighters for the Joint and Combined team through Doctrine, Education and Wargaming.
Mission & Vision Linkage

*Develop America’s Airmen Today...for Tomorrow*

**USAF Mission**: fly, fight and win...in air, space and cyberspace.

**AETC Mission**: Recruit, train and educate Airmen to deliver airpower for America.

**AU Mission**: Develop leaders, enrich minds, advance airpower, build relationships, and inspire service.

**LeMay Center Mission**: Develop Warfighters for the Joint and Combined team through Doctrine, Education, and Wargaming.

**LeMay Center Vision**: One Team...Preeminent Warfighter Development
Up Next

- Doctrine Development
- Education
- Wargaming
- Intelligence
- AF Lessons Learned
- Strategy and Concepts
- NCR Outreach and Liaison
Doctrine is ...

Develop America’s Airmen Today...for Tomorrow

- How you organize and employ
- The agreed upon, operationally relevant body of best practices, principles and terminology
- Supported by:
  - History
  - Debate and analysis
  - Exercises, wargames, contingencies
- Authoritative, but not directive
- USAF is the only branch that develops service, joint & allied doctrine in one office
• **Concepts:**
  • New visions, tactics, or processes
  • *Not* proven best practices or accepted terminology

• **Policy:**
  • Directive guidance, governs the use of force (AFIs, ROE)
  • May affect application of doctrine
    • CC’s should advise policy makers on the potential impacts of deviating from doctrine

• **Strategy:**
  • Defines operations to accomplish policy objectives
  • Doctrine provides a knowledge base for making strategy decisions
  • Success or failure of strategy may affect policy and doctrine

• **Doctrine:**
  • Authoritative, *not* directive
  • Agreed upon, operationally relevant best practices
  • The foundation of:
    • Successful policy, strategy and concept integration
    • A common language/lexicon with Joint & Allied communities
“I realize that doctrine is, by design, authoritative but not directive, but if we haven’t read it, it is neither.”

-- Gen John P. Jumper
Doctrine Development

Develop America’s Airmen Today...for Tomorrow

- **Joint Doctrine**: 82 publications
- **Multi-Service TTPs**: 33 publications
- **Air Force Doctrine**: 4 volumes/29 annexes
- **Multinational Doctrine**: 100+ publications
- **Air Force TTPs**: 101 publications
Service/Joint/Multi-Service

• Develops and coordinates all AF basic and operational doctrine
• Develops the AF doctrinal position for joint doctrine publications
• LeMay Center lead for CSAF Doctrine Summit
• Serves as AF lead agent on 5 joint pubs
  • JP 3-03 Joint Interdiction
  • JP 3-30 C2 of Joint Air Operations
  • JP 3-52 Joint Airspace Control
  • JP 3-59 Meteorological and Oceanographic Operations
  • JP 3-60 Joint Targeting
Multinational Responsibilities

Develop America’s Airmen Today...for Tomorrow

- NATO Custodian for:
  - AJP-3.3.5, Allied Joint Doctrine for Airspace Control
  - ATP-3.3.7, Guidance for Training of UAS Operators
  - NATO UAS Tactical Pocket Guide
- Presents US doctrinal positions as the US Head of Delegation for:
  - NATO Air Operations Working Group
  - NATO Joint Capability Group for UAS Operations
  - Air & Space Interoperability Council’s Force Application Working Group
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Joint Courses:

Joint Flag Officer Warfighting Course (JFOWC)
- Leading / planning / executing theater-level warfare
- 5-day course, 2 classes per year, 2-star (or select) officers & civilian equivalent

Joint / Combined Force Air Component Commanders Course (J/CFACC)
- Leading / planning / executing airpower at the theater level
- 9-day course, 1 JFACC and 1 CFACC per year, 1- and 2-star officers

Senior Joint Information Operations Applications Course (SJIOAC)
- Presents concepts & principles of IO
- 4.5-day course, 2 classes per year, 1- and 2-star officers & civilian equivalents

AF Courses:

Cyberspace Operations Executive Course (COEC)
- Prepare senior leaders to interpret the intricacies of strategic decision-making of national cyber policy
- 1.5-day course, one 1- & 2-star/year, one 3- & 4-star/year & civilian equivalents

Senior Leader Airpower Doctrine Seminar (SLADS)
- Update AF JPME attendees on changes in doctrine & current doctrine issues
- 1-day course or online, 10-12 times per year, AF GOs & civilian equivalents
Contingency Wartime Planning Course (CWPC)
- Fundamentals of deliberate & crisis action planning
- Duration – 9 days / 10 times per year
- E-5 through O-5 and civilian equivalent (Joint / Coalition)

Joint Air Operations Planning Course (JAOPC)
- How to develop, plan, & execute the air component’s portion of a joint campaign plan
- Duration – 9 days / 10 times per year
- O-3 through O-6 and civilian equivalent (Joint / Coalition)

IO Fundamentals Application Course (IOFAC)*
- Application of the principles of information operations to enhance warfighting capabilities
- Duration – 4 days / 3 times per year
- E-4 through O-5 and GS-7 through GS-13 (Joint / Coalition)

*Under Revision
Steady State Campaign Support Planning Course (S2CSPC)

- Fundamentals of steady state operations and activities in support of combatant command campaign plans
- Duration – 4 weeks / 10 times per year
- E-7 through O-5 and civilian equivalent (Joint / Coalition)

Mobile Education Teams

Lecture Support
Joint Task Force Staff Basic Course (JTF-SBC)*
- Fundamentals of Joint Operations and Joint planning processes
- Duration – 10 days / 4 times per year
- E-5 through O-6 and civilian equivalent (Joint)

Operational Doctrine Support
- Direct CCDR exercise support through Component HQs
- Duration – 7-14 days / 6 times per year

* Awaiting HAF Sponsorship
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Wargaming

Educational
• Global Challenge, Grand Strategy Series (AWC), Joint Land Air & Sea Strategic Exercise (Jt SDE), Joint Series Wargames (ACSC), Theater Air Visualization (SOS, OTS), Alliance Wargames (UK, Netherlands)

Operational Wargames
• Future Capabilities Game (CSAF), Individualized wargames for operational commanders & labs (PACAF, AFGSC, 18 AF, AFRL)

World Class Facility & Technical Capability
• Approved AF Data Center, NIPR Certification and Accreditation, Organic Software Development, 27 connected game rooms, SVTC, AOC simulation room, conference room with capability for 8 independent projections

Our Future
• Distributed wargaming on both NIPR and SIPR
• Partnering with operational commanders to develop choices
• Additional modeling/simulation capability
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Intelligence Footprint

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LeMay

ISR Doctrine
AF Doctrine
Joint Publications
Army Field Manual

ISR Wargaming
JLASS, Global Challenge,
Title X Games, Course Scenarios

ISR Education
AFSEWPS, IOFAC
JAOPC

Vigilance Horizons*
ISR Operations mini-elective
ISR for the Warfighter (DL)
CIA/DIA/Other

Lessons Learned
Study Integration

AWC Electives
Cyber Horizons*
ACSC Research Electives
Cyber Horizons*
ISR Ops Perspectives
Homeland Security
ISR Guest Lectures

RCS Briefs
SOC: ISR CIBs
Research Advisors

Warfighter Engagement Brief
IC Agency Chairs Team
AFIT Support
Cyber Horizons*
ISR Ops Perspectives
Maxwell Intelligence Society
AFGSC Wargame
Mentor to 14Ns/81Ts & OTS Cadets

SSO
SCI Personnel Security
SCI Systems Security
SCI Physical Security
JWICS/VTC
NOSC Support

* Combined AWC/ACSC Elective
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AFLL Direction

Annual GOSG:
- CV Bundle, 2-Letters/MAJCOM CVs/ AF Component Commanders
- AFLL Stafs Operational/Strategic Issues Gathered From Attendees,
- AFLL Trend Analysis Informs Voting on Recommended Collection Deck
- GOSG Selects Final Topics for Study/Collection
- Final Topic/Collection List Endorsed by CSAF

Support Major Operational Exercises and Title X Wargames
- Pacific Sentry, Blue Flag
- Global Engagement, Schriever

Support Real World Events:
- OOD
- OIR
- HADR
Exercises/Wargames

- Joint Exercises:
  - Collections for AC/JR 17, PS 16/17, KR 16/17 and UFG 16/17
  - Support US Army Warfighter Exercises (Provide Joint Airpower Perspective)

- A Role in Title X and Component Wargaming:
  - Support to CSAF Title X Wargames: Unified Engagement and Futures
  - Work US Army and US Navy Title X Games in Next FY Cycle
  - Collection and Analytical Support to Components (AMC and AFGSC this year)

- Better Vertical and Horizontal Integration of USAF Lessons Learned Enterprise in Support of:
  - Air Force warfighters
  - Air Force senior leadership
  - Functionals, planners, programmers
  - Joint, OSD, interagency, coalition, et al.
<table>
<thead>
<tr>
<th>Report</th>
<th>Potential Partners</th>
<th>Projected Outcomes</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lessons From Intersection of ISR and Cyberspace Operations</td>
<td>AF/A2, AF/A3, AFSPACE, ACC</td>
<td>Identify seams, overlaps, and synergies from current structures with primary focus on ops, readiness, &amp; personnel career tracks</td>
<td>O7/O8 Review</td>
</tr>
<tr>
<td>OIR</td>
<td>AFCENT, ACC</td>
<td>Identify lessons from current operations</td>
<td>4 Reports Complete</td>
</tr>
<tr>
<td>Nuclear Force Improvement Program</td>
<td>AF/A10, AFGSC, all other MAJCOMs</td>
<td>Determine Applicability of FIP to other AF MAJCOMs</td>
<td>Complete</td>
</tr>
<tr>
<td>Interaction of AOCs and DCGS</td>
<td>AF/A2, AF/A3, MAJCOMs, Components</td>
<td>Validate reach back/reach forward and matrixed support processes that may apply to other organizations</td>
<td>O7/O8 Review</td>
</tr>
<tr>
<td>Distributed Mission Training</td>
<td>AF/A3, USAF Warfare Center, MAJCOMs</td>
<td>Identify lessons concerning value added/trade-offs of Live/Virtual/Constructive (LVC) training regarding improvement of combat capabilities</td>
<td>Complete</td>
</tr>
<tr>
<td>C2 of RPAs (Joint Airspace/Tasking)</td>
<td>AF/A2, AF/A3, ACC, USA, USN, USAF Components</td>
<td>Best utilization of joint capabilities, airspace control and tasking of assets to support CCDR</td>
<td>O7/O8 Review</td>
</tr>
<tr>
<td>Command Relationships in Non-Traditional and Dynamic Missions</td>
<td>AMC, AFRC, ANG</td>
<td>Supporting Relationships, Mission Type Orders and Memo of Agreement/Understanding</td>
<td>O7/O8 Review</td>
</tr>
<tr>
<td>Balancing Aircrew Management and AF Force Structure</td>
<td>AF/A3, AF/A5/8</td>
<td>What aircrew management lessons can we apply to the total force</td>
<td>O7/O8 Review</td>
</tr>
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</table>
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- Intelligence
- AF Lessons Learned
- **Strategy and Concepts**
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Strategy and Concepts

Develop America’s Airmen Today...for Tomorrow

- Airpower Advocates
  - Integrate new ideas to inform strategic decisions
  - Originate/Develop/Support conceptual ideas with HAF

- Future Technologies
  - Collaborate with DOD and civilian partners on emerging technologies
  - Provide researched evidence to align technology to strategic gap

- Joint Concepts
  - Assist Joint Staff in coordinating conceptual ideas within Air University
  - Align joint ideas with AF doctrine, Lessons Learned, and Wargaming

- Collaborative Engagement
  - Develop and moderate forum for DOD and civilian thinkers
  - Ensure diverse strategic rigor from all facets entwined in evidence

- Strategic and Operational Conceptual Working Groups
  - Work daily on short term issues affecting AU/CC and LeMay/CC
  - Draw from across AU to develop teams to support project development
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- Connecting “High Voltage Wires” of Pentagon/NCR & AU
- Nascent work with AF Fellows—Legislative, White House, Think Tanks, Universities, Strategic Staff Positions
- While getting unique education, Fellows will also serve as a developing sensor grid for CSAF/VCSAF and AU
• Joint organization: “meeting immediate needs of warfighter”
• Chartered by 4 services – steered by Joint Actions Steering Committee
• LeMay Center is the Air Force voting member
• Input from field + speed = Joint solution with instant combat impact
• Authors & maintains 33 Multi-Service manuals / instructions
• Conducts field research to stay relevant, outreach to inform units
Air Force - Army tie-in

• Located at Fort Leavenworth & 3 operating locations
• Plans, prepares, & presents Air Force instruction to Army personnel in Branch PME Courses (AVN, MVR, Fires, ADA)
• Provides Air Force support to TRADOC experiments & wargames
• Supports Army doctrine development
• LeMay SMEs for AF/Joint Air-Ground Doctrine issues
“At the very heart of warfare lies doctrine”

https://wwwmil.maxwell.af.mil/au/lemay (Mil)