

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

January 20 – 21, 2010

DAY ONE

SESSION 4

5:00 TO 6:30 P.M.

MG Randy E. Manner, USA

MAJOR GENERAL RANDY MANNER: Will all the folks that are outside in the lobby come on down. We have plenty of seats. It's a tough situation here being the last panel of the day. Okay. Good afternoon. My name is Randy Manner. I'm the Deputy Director of the Defense Threat Reduction Agency at Fort Belvoir. And, together with the Air Force, we help to bring this-- and IFPA, of course, we help to bring this symposium together.

First of all, I'd like to thank, very much, General Schwartz for his leadership. He had to step out to take a phone call. But, I'd like to thank him, very much, for his leadership of this great Air Force. And, I say "Great Air Force" because my wife and I have entrusted the life of our son, Captain Gene Manner, an HC-130 pilot, as you heard this morning, who just got back from his second deployment to Djibouti, to the world class training equipment and leadership that's presently out at Davis-Monthan Air Force Base.

My interest and support of you and the other leaders in this room to protect our nation while taking care of our airmen cannot be more personal to me. I want to sincerely thank all of you for your leadership of our great young men and women around the world. I'd also like to thank Dr. Pfaltzgraff and Dr. Schultz and Dr. Davis. I need to

acknowledge that I am a product of the Fletcher program, having been back there a long time ago, back in '94 and '95.

And, I have to tell a brief story about that. First of all, I'm an infantryman. And, I'm also a ranger. And so, I'm very-- I have this big-- I won't call it "ego," but self confidence that I can do anything. Well, I got to the Fletcher School, and they had all these courses and seminars and presentations and all these kind of things. And I was going, "You got to be kidding me. What is all this about?"

And, of course, you know, Dr. Pfaltzgraff, who I worked closely with at that time, one day, as we were ending-- we were getting toward the end of the academic year. And, he-- "I don't know about this Randy Manner guy. I better come in-- have him come on in. And, we'll have a little heart-to-heart conversation to make sure he can-- that he really gets this program."

Now remember, as I mentioned, I am a ranger. And, for all of you Air Force folks that are not familiar with that, we have the ranger tab over here. And, the "N" in "ranger," as you all may know, stands for "knowledge." [laughter] So, we are smart guys. So, I'm a little bit-- You know, I'm walking in there to see the professor.

And, it was interesting because Dr. Carter actually summarized this entire-- His final words to me. He says, "Randy, I know you've been struggling here with all the courses in diplomacy and everything else. But, I really want you to remember exactly what Will Rogers said. Your job is to learn how to-- Diplomacy is learning how to say, "Nice doggy" while finding that big rock. And, of course, the light bulb went on for me. I got it, and I graduated. And, here I am today. Okay. So, that's a "who" situation right there.

Okay, the airmen, the soldiers, the sailors, the Marines and the civilians of DITRA, which is a combat support agency, are very proud of the work that we do to support the Air Force on many fronts, whether it is on the obvious, which has to do with the nuclear mission, to something that's not quite as obvious, in terms of working with you to

develop the MOP, the Massive Ordnance Penetrator, a 30,000 pound bomb to go over hard and deeply buried targets. Now, being a light infantryman, it's one big thing, I'll tell you that, having seen it.

Before I introduce the distinguished members of this panel, I am also faced with moderating the last panel, late in the day and, most importantly, the only panel between you and beer. Okay. Hopefully woke some people up back there. Now, to make it a little more interesting, I am tasking each one of you to answer four questions during this panel. No wait-- Did I say "task"? Well, yes I did. Oops. That's my time down in the Army G-3 Ops, where that's all we ever seemed to do.

Now, I have to comment for the flag officers here in the front row. When I said "task," about 75 pens went to the upright position back there in the back, where the XOs got that code word, "task," and they're ready to start copying. I can see it. And, that includes my own XO back there who, by the way, is a fine outstanding member, Major Mike Tate, who is an Air Force officer and is so very, very happy to be here, back in familiar surroundings.

The four questions I want you to answer, as a result of this panel, and also, quite frankly, for these two days: Number 1. What have you learned today and tomorrow that you should share with others: staff or colleagues? What have you learned today that you should share with others? Number 2. What actions do you need to take now versus later?

I was the acting director of DITRA with the change of administrations for a period of about six months. And, the one thing that kept me up at night was, since I had the baton to assist with the nuclear mission, at least at the defense level, was to not be facing a congressional committee the morning after some type of problem, and said, "Okay, General Manners, so exactly what did you do or fail to do that contributed to this disaster?" And, that was what kept me up at night.

So, those were the questions that I asked constantly, “What should I be doing now, that I don’t want to be answering the question before a congressional committee later, about what should I have done to help protect our nation and our armed forces?”

The third question is a slightly different angle, which is, what am I doing now that I should change or stop doing? And, you know what? That is actually more difficult. Everyone can come up with a laundry list of everything they’d like to do that they’re not doing, particularly in the area of research and development.

However, we all know the deal. What’s the bill payer? So, that means you’ve got to do the hard, hard look as senior officers of our military and say, “It doesn’t make any sense, anymore, to do x or y or z,” or “We need only half or two-thirds,” or “We need to do this differently.” That is really the harder thing to do. And, as senior officers, we are the ones that have to do that for our services and for the joint war fight.

The last question, because-- guess what? This is the last panel of the day-- I need you guys to be writing down your questions that you can ask on topics that are near and dear to your heart, so that you can pick up just a few more nuggets of wisdom or perspective from these very, very smart people here to my right. Because, see, they’re not rangers. So, they don’t have that end for knowledge thing going on.

Okay. Now, what I’d like to do is to briefly introduce the members of the panel that’s focusing on the way ahead. First presenter will be Michael Bayer. He is the Chairman of the Defense Business Board and President and CEO of Dumbarton Strategies. Next to him, Dr. Werner Dahm, Chief Scientist of the U.S. Air Force. To his right is Neil Sheehan, author and journalist and winner of the National Book Award and also the Pulitzer Prize. Next to his right, Dr. Kamal Jabbour, Senior Scientist for Information Assurance, Information Directorate, Air Force Research Lab. And finally, Jon Jones, President Space and Airborne Systems and Vice-President of Raytheon.

So, without further adieu, Mr. Bayer.

