

**Department of the Air Force Scientific Advisory Board
FY 2025 Study**

**Implementing Re-Optimization for GPC;
S&T and Capability Development**
Draft Terms of Reference

Background

Implementing Re-Optimization for Great Power Competition; S&T and Capability Development (IRG) is a follow-on study to the FY 2024 Study, Winning Strategic Competition (WSC). WSC addressed organizational and process challenges to Department of the Air Force (DAF) delivery and fielding of affordable, sustainable weapon systems that are effective against a fast-paced, technically sophisticated competitor. Recommendations from the WSC study are well aligned with the 24 key decisions of Great Power Competition (GPC) that were announced by the Secretary of the Air Force, Frank Kendall, and senior Air Force and Space Force leadership at the Air & Space Forces Association Warfare Symposium on February 11, 2024. The IRG study is focused on implementation of the GPC decisions, with emphasis on technology development and transition to operational systems. As with WSC, the IRG study will not assess specific system solutions or their operational applicability, but will more generally address the organizational and process enablers and inhibitors.

Critical to the success of GPC is strong collaboration (extreme teaming) across all the stakeholder communities, specifically including operators, technologists, and acquisition experts, informed by threat assessments and multi-attribute modeling. This, in turn, requires bridging organizational seams that inhibit teaming while recruiting, training, and promoting a technically sophisticated workforce appropriate for this environment. The technical workforce extends beyond the DAF laboratories, to include the broader Defense Industrial Base and external laboratories.

Charter

The study will:

- Review “Develop Capabilities” decisions as part of “Re-optimizing for Great Power Competition” including rationale, newly formed organizations and roles
- Identify seams in current and future capability development and S&T organizations and their relationships to each other, including considerations for;
 - Organizational and governance obstacles to developing technologies internally, to assimilating external technologies, and to rapidly transitioning them
 - Issues with human capital requirements and recruitment, training, and promotion processes to develop technologically sophisticated workforce
 - Relationships with Defense Industrial Base, FFRDC, UARC and other partner organizations
 - Provide recommendations to improve DAF ability to support national-level military capability competition with foreign air and space forces

Study Products

Briefing to SAF/OS in April 2025. Published report in September 2025.