

Dear Reader,

Thank you for your interest in this issue of *Air & Space Power Journal (ASPJ)*. Our Winter edition features articles on airpower theory, organizational culture, improved resource management, and a forum entitled *Looking Back*. In our lead article, “The Underdog’s Model: A Theory of Asymmetric Airpower,” Arash Heydarian Pashakhanlou presents an airpower theory model that explains six factors necessary for a smaller air force to prevail against a larger adversary.

In “Department of Defense Laboratories: Recalibrating the Culture,” Edie Williams carries forward a theme from our Fall 2021 issue, that of a needed reexamination of the current roles and responsibilities of Department of Defense scientists and engineers. She engages the three levels of organizational culture conceptualized by Edgar Schein to argue the DOD Labs need to embrace high-risk, high-reward innovation, moving away from the more structurally measured approaches to innovation adopted over the past two decades.

Our forum on resource management features two articles. Joshua Reese, Jonathan Ritschel, Brent Langhals, and Ryan Engle discuss a novel approach to leveraging military costs in the wargame component of the Joint planning process in “Integrating Cost as a Decision Variable in Wargames.” In “Cost-of-Delay: A Framework for Air Force Software Factories,” James Goljan, Jonathan Ritschel, Scott Drylie, and Edward White present findings from research applying a modified cost-of-delay process to a public sector Air Force entity.

The reviews in the second section of our Winter issue were solicited from faculty across Air University with the express purpose of looking back at the last two decades of the journal. *Looking Back* analyzes three particularly worthwhile articles for their relevance today.

The issue returns to airpower theory as Daniel Connelly and Tony Hughes review Michael Pixley’s 2005 article “False Gospel for Airpower Strategy? A Fresh Look at Giulio Douhet’s *Command of the Air*.” They find Pixley’s call to reexamine Douhet not only relevant but critical. As we approach the second birthday of the US Space Force, Galen Ojala details the prescient insights of Mark Harter’s 2006 article, “Ten Propositions Regarding Space Power: The Dawn of a Space Force.” Jonathan Mahan highlights a theme raised by Pashakhanlou and by Connelly and Hughes and determines Raymond Hain’s 1999 *ASPJ Chronicles* article, “The Use and Abuse of Technology: In Insurgent Warfare” speaks truth to today’s predilection for technological innovation at the expense of the human, social, and cognitive domains.

This commemoration of *ASPJ* helps honor the intellectual rigor the journal and its authors have upheld over the past two decades and serves to announce some exciting changes ahead. In the spring, *ASPJ* will move to a digital-only PDF format and will adopt a slightly different name, explicitly reflecting the journal's traditional focus on operations: *Air & Space Operations Review*.

Tighter budgets and changing media preferences among our readership loom large. The Air Force, like the rest of the US military, must reallocate perpetually limited resources to where they are best utilized. Air University Press, facing an almost 50 percent budget cut and in recognition of the media preferences of the Airman, Guardian, and friends readership of today, determined moving *ASPJ* to a digital-only publication was the best way to address both challenges.

Name changes for the journal have precedence: *ASPJ* is the fifth name of what began as the “professional journal of the Air Force” in 1947, *Air University Quarterly Review*. In 1963, the journal moved to a bimonthly publication schedule and “Quarterly” was dropped from the name. In 1987, facing what the editor at the time described as “a devastating budget cut,” the journal was moved to the Center for Aerospace Doctrine, Research, and Education (CADRE), now the LeMay Center. Under CADRE, *Air University Review* was renamed a third time to *Airpower Journal*.

Twelve years later in 1999, General Mike Ryan, in introducing the renamed *Aerospace Power Journal*, noted the new moniker represented “our vertical vector into the wild blue and our thrust for cutting-edge technologies and robust systems.” He declared the journal would “advance important discussions about strategy, operational art, national defense, and how the Air Force can continue the outstanding team effort that makes [it] the world’s finest aerospace force.” Then, just over two years after Ryan heralded in his letter that it was “here to stay!” General John Jumper announced the newly renamed *Air & Space Power Journal* in mid-2002. “Aerospace” wrote Jumper, “fails to give the proper respect to the culture and to the physical differences that abide between the environment of air and the environment of space.”

These changes come as part of a broader transformation that includes *Strategic Studies Quarterly* (*SSQ*). In early spring 2022, the journals currently named *ASPJ* and *SSQ* will be housed under a single digital platform called *Æther*, and *SSQ* will take the platform name as its own. *Æther: A Journal of Strategy and Airpower* will continue its print distribution for the foreseeable future, and current subscribers to *ASPJ*'s print journal may request to be added to the *Æther* distribution list. The journals will continue to complement each other—one operational, one strategic—and both will move forward in the tradition of the Air Force flagship journal effort.

*From the Editor*

Change is, at times, uncomfortable, but it is a part of daily life. We take the directive of General Charles Q. Brown Jr. very seriously—“accelerate change or lose!” As we implement the new platform, we want to express our deep appreciation for you, our reader. The editor at the time of the most significant change in the history of this journal, when *Air University Review* was formally dissolved in 1987, lamented that “perhaps tragically, far too many officers never bothered to read their professional journal.” The journal staff is highly cognizant of the fact that today’s Airmen, Guardians, and other readers have myriad options when it comes to professional reading. We are grateful for you and others who find value in the family of professional journals of the Air Force published by Air University Press—*ASPJ*, *SSQ*, the *Journal of the Americas*, and the *Journal of Indo-Pacific Affairs*—as well as the books and papers series published by the Press. We will continue to provide readers with scholarly, insightful work, and we will continue to provide authors with opportunities to be published in rigorous, scholarly publications that have the academic freedom to critically engage Air Force, US military, and national security strategy, policies, plans, and operations.

*~The Editor*

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