

Dear Reader,

A quick Google search for books on the subject of change yields myriad tomes across many fields and areas of professional, personal, and academic interest. Clearly, we are interested in the topic, even if it seems we often feel more comfortable avoiding change itself.

From the minutiae around us every day, to the broader social, environmental, and professional orbits we inhabit, to the very fact that we exist on a planet hurtling rather rapidly through space—at about 67,000 miles per hour in fact—it is clear that any sense of stasis is an illusion. My vocational title is the same today as it was yesterday, but the work I did yesterday is substantively different than the work I am doing today. Our routes of daily life—the streets, roads, sidewalks, and trails we travel—may not vary, but these paths we traverse differ materially from one day to the next, even if only at the molecular level. We know now that even the universal laws of physics are not necessarily immutable.

Some researchers on the notion of self have even proposed that due to the significant growth and aging of our bodies over our lifetimes, our current physical self is an entirely different individual than the younger versions of ourselves. Truly, far from being something out of the ordinary, change is a constant. As many have said before, the question is not how do we avoid change, but how can we manage it in order to improve our lives, our work, and our society?

Our summer issue of *Air & Space Operations Review* takes up this popular theme of change. Our first forum, *The Changing Battlespace*, leads with an article by Kaitlyn Benton and Timothy Leslie. Their study on increased density altitude projections out to 2099, based on rising temperatures worldwide, finds that the US military will face notable degradation in current strategic lift capabilities. In the second article in the forum, Cole Mooty, Robert Bettinger, and Mark Reith propose adapting the current notion of exclusion zones used for single-domain control to a comprehensive approach—domain exclusion zones—to counter adversaries in all domains.

The third article in the forum considers another aspect of conflict in the newest war-fighting domain—space. Jennifer Cannon analyzes historical attacks against terrestrial dual-use targets, revealing geopolitical, operational, and international law themes that can be applied to planning for and responding to attacks against dual-use satellites in current and future conflicts. Alexander Farrow and Victor Lopez conclude the forum, narrowing the focus to the squadron level. They argue squadron commanders must encourage data innovation and artificial intelligence ideation in their units by carefully constructing a data strategy, managing infrastructure, cultivating technical talent, redesigning the organization, and fostering a culture of innovation.

Our second forum, *Organizational Change*, features an article by Daniel Watson, Christopher Paige, and Douglas Robb, who explain how recent congressionally directed changes that centralize authority, direction, and control of military treatment facilities create a dual authority structure at these facilities. This inefficient construct creates conflict between capacity and capability, resulting in tension and risk to operational missions.

From the Editor

The forum concludes with an article by Joshua Bringhurst and Emma Palombi on toxic senior military pilots and the threats these individuals can pose to missions and ultimately to people's lives. They propose changes to training to help identify and respond to these rogue aviators to improve operations and safety.

Thank you for taking the time to read our summer issue. As you venture forward into the second half of this year, we hope the change you experience in 2023 edifies and empowers you!

~The Editor

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