



**DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)**

20 Dec 2018

There is no need to suppose that human beings differ much from one another; but it is true that the ones who come out on top are the ones who have been trained in the hardest school.

- King Archidamus, Sparta, 5th c.B.C.

Members of SAASS Class XXIX,

Congratulations on your selection to the School of Advanced Air and Space Studies, America's premier school for military strategists. Getting here was not easy. You were carefully chosen from a large number of highly qualified applicants and represent the best of your respective services and career fields. Whatever your background and skills, SAASS will be both demanding and rewarding. I appreciate that each of you stepped up and volunteered for SAASS. This demonstrates the courage and commitment to take the hard road to personal, professional, and intellectual growth.

SAASS educates strategists for the Air Force and nation. We offer a rigorous and unique educational program aimed at developing military professionals who can think critically and lead effectively within the air, space, and cyberspace domains. The SAASS experience is transformative, affecting not just what our students know but also how they think, communicate, analyze information, and solve problems. As a graduate, you will be well prepared to help our nation address complex, evolving security challenges and employ military power in innovative ways to achieve political ends. And because of this, you will be in high demand to serve in top tier strategy-related positions across the joint force.

Your class will in-process as a group at 0830L, Monday, 8 July 2019. For those of you who arrive prior to 8 July, please sign in with our administrative section and provide us with your contact information. The fast pace of SAASS will allow little opportunity for personal leave, so take advantage of any down time you have prior to class start. If you have questions or need assistance, please call Sheila McKitt at DSN 493-5155 or commercial (334) 953-5155.

My faculty and I are looking forward to seeing you in July. Welcome to SAASS!

Sincerely,

A handwritten signature in black ink, reading "Shawn T. Cochran".

SHAWN T. COCHRAN, Col, USAF
Commandant and Dean
School of Advanced Air and Space Studies