

**CSO NOTICE TO GUARDIANS (C-NOTE #30)**

**DATED: 12 JULY 2024**

**SUBJECT: INTEGRATED BY DESIGN**

**FROM: CSO**

**TO: ALL PERSONNEL**

**UNCLASS**

Spacepower is a team sport—that’s the logic underlying *Partnering to Win*. Despite the Space Force’s status as the preeminent military space power, the simple fact is that we can’t succeed without allies and partners. Operations in space are too complex, too risky, and too variable for us to go it alone.

Partnerships are integral to the daily battle rhythms of the Space Force. For example, we depend on the Air Force for vital infrastructure and mission support functions. We depend on commercial partners for technical acumen and a robust industrial base. We depend on international allies to bolster our combat power and domain awareness through Coalition operations. Not long ago, I traveled to Australia to speak on this very topic, and I’d like to share a few thoughts from the experience with you.

While visiting the Australian War Memorial (an extremely moving experience that I highly recommend), I had the opportunity to reflect on the 1918 Battle of Hamel. Led by Lieutenant General Sir John Monash, the brilliant commander of the Australian Corps, an allied force of Australian, American, and British troops overran German positions outside the French town. By pooling resources across disparate units, Sir Monash capitalized on individual strengths and mitigated weaknesses within his combined force to win a decisive battle in only 90 minutes. This is *Partnering to Win* in action.

If we are to secure our Nation’s interests in, from, and to space, then the Space Force must make partnerships the foundation of everything we do. Unity of effort is the starting point for our work rather than its outcome. Integrated Mission Deltas (IMDs) are a good example of this. They unify all the elements of readiness within a single organization, enforcing collaboration between the operations and sustainment of a weapon system because they are *Integrated by Design*.

In the same way, our people, policies, and processes must be *Integrated by Design* with those of our allies and partners. This is why the Combined Space Operations Initiative is so critical, synchronizing military operations to deter aggression, enforce responsible behaviors in space, and—if necessary—defeat our adversaries. This is why we are pushing so hard on security classification reform, ensuring we can share the right information with the right people when it matters most. Still, we can go further.

For this reason, I am thrilled to announce that Air Marshal Paul Godfrey of the U.K. Royal Air Force is joining the Space Staff as Assistant CSO for Future Concepts and Partnerships. While the Battle of Hamel was the first time a non-U.S. officer commanded the American Expeditionary Force, I don’t believe a foreign officer has ever been assigned to a Service staff at this level before now. This is a significant step forward in promoting closer cooperation with an important ally, and it exemplifies the kind of partnership we need to internalize as a Service. AM Godfrey’s arrival is unprecedented, and it pushes the boundaries of what it means to be *Integrated by Design*.

The Space Force will succeed or fail based on the strength of our partnerships. In Sir Monash’s own words, “Success is not measured by how high you climb, but by how many people you bring with you.” What gaps do you see in our force? More importantly, who do we need to bring with us to close those gaps? If we invest in each other, there is no limit to how high we can climb.

Semper Supra!