



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAY 19 2011

MEMORANDUM FOR AWC AND ACSC STUDENTS

FROM: HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

SUBJECT: Invitation to Participate in the Blue Horizons Program for Academic Year 2012

Congratulations on your selection to in-residence developmental education. This is a tremendous opportunity for you to devote yourself fully to critical and independent thought, and to prepare for higher levels of responsibility.

Each year, the Blue Horizons program is tasked to address a difficult, long-term question regarding strategy and technology by assembling some of the best minds in the Air Force to consider future warfighting in air, space, and cyberspace. In academic year 2010, we completed a four-year research cycle that identified future technologies, provided investment advice to the Quadrennial Defense Review and Program Objective Memorandum processes, and examined necessary changes for the Air Force to prepare for 2030.

In 2011, Blue Horizons reset the four-year cycle, examining rapid changes in science to identify technologies that will pose the greatest threat as well as offer the most promise to our interests in 2035. For 2012, I have asked Blue Horizons to leverage last year's technology study and investigate how the Air Force should posture itself with strategically and operationally relevant capabilities to strike globally, on demand and in any domain, in 2035. This assessment will directly inform the congressionally-mandated *Future Capabilities Game* and guide the Air Force's program submission.

Your efforts can help us sharpen our understanding of the future and what the Air Force must do to meet the challenges of tomorrow. I encourage you to give serious consideration to participating in this year's Blue Horizons program.


NORTON A. SCHWARTZ
General, USAF
Chief of Staff