



DEPARTMENT OF THE AIR FORCE

OFFICE OF THE CHIEF OF STAFF

UNITED STATES AIR FORCE

WASHINGTON DC 20330

JUN 11 2012

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 2013

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

Each year, the Blue Horizons program assembles some of the best minds in the Air Force to consider how air, space, and cyberspace can be leveraged to address difficult, long-term strategic and technological challenges. In Academic Year (AY) 2010, we completed a four-year research cycle that identified future technologies and potential investment strategies, and which, in turn, informed the development of the Quadrennial Defense Review and that year's program objective memorandum. In AY 2011, we reset the four-year cycle, and embarked on an examination of rapid changes in science to identify technologies that could both pose significant threats and offer important promise to our interests in 2035. For AY 2012, I tasked Blue Horizons to leverage the 2011 technology study, and investigate how the Air Force might posture itself with strategically and operationally relevant capabilities to be able to strike globally, on demand, and in any domain, in 2035.

For AY 2013, I have asked Blue Horizons to conduct an in-depth examination of two alternate futures as discussed in the Air Force Strategic Environmental Assessment. The intent of the examination is to (1) identify unique requirements or capabilities that are required to deal with these potential futures, (2) explore technologies and concepts of operations that could improve Air Force readiness to respond, and (3) assess the degree of risk that we incur if these challenges are not met. This study will inform and guide the Air Force's program submission.

I encourage you to give serious consideration to participating in this year's Blue Horizons program. Your efforts can genuinely help us to sharpen our understanding of the future and refine our strategy to address the tomorrow's challenges.


NORTON A. SCHWARTZ
General, USAF
Chief of Staff