



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

APR 4 2014

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 2015

Congratulations on your selection to attend professional military education (PME) at Maxwell Air Force Base. Air University has long served as the incubator for our strong tradition of innovation and the application of technology to transform military operations. As Airmen have done for decades, I challenge you to use this opportunity to wrestle with the difficult strategic and operational issues we will face to prepare for the future.

To help drive transformation in the Air Force, the Center for Strategy and Technology recruits students to participate in the Blue Horizons program. Blue Horizons participants tackle the difficult, long-term strategic and technological challenges, and their work has had a direct effect on determining Air Force positions for the Quadrennial Defense Review and Defense Strategic Guidance, as well as offering critical inputs into the Air Force Strategic Environment Assessment, Future Capabilities Games, and other operational concepts.

For the 2015 academic year, I've asked Blue Horizons to examine "How should the Air Force project power in highly contested environments by 2040?" The intents of the study are to: (1) explore concepts of operations to project power into such environments; (2) identify required scientific and technological investments given ongoing developments in threat systems, directed energy, and hypersonics; and, (3) recommend potential changes in Air Force capabilities to support this approach. Your proposals should challenge current ideas and doctrine and propose affordable solutions.

I encourage you to consider participating in this year's Blue Horizons program as one of your PME electives. Your efforts can have a direct and enduring impact on how we transform to overcome future challenges and continue to remain the world's greatest Air Force, powered by Airmen and fueled by innovation.


MARK A. WELSH III
General, USAF
Chief of Staff