



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

MAR 23 2013

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 2014

Congratulations on your selection for PME at Maxwell AFB! This investment in your professional development is clear recognition of your hard work, service to the nation, and potential for future success.

Innovative Airmen transform technology developments into military capabilities, and ensure we remain the most powerful Air Force in the world. But, innovation does not just happen. It is the product of careful thought, planning, and more often than not the evaluation of multiple courses of action. To stimulate this kind of thinking, and address some of our most difficult, long-term, strategic, and technological challenges, the Air Force Chief of Staff has for the past five years sent a research question to the Center for Strategy and Technology (CSAT) at Maxwell AFB. In response, CSAT assembles a Blue Horizons team from its population of in-residence PME students. Previous questions focused on deterrence, global strike, and anti-access/area-denial technologies; and they have influenced key studies like the Air Force Strategic Environment Assessment, future capabilities wargames, the Quadrennial Defense Review, and the Program Objective Memorandum.

For the 2014 academic year, I've asked CSAT to look into "What combinations of technologies and integrating concepts will enable the USAF to project and maintain sensor and weapon effects at range over time in 2040?" The Blue Horizons team should assume the Air Force retains current missions amid a greater and more diverse set of threats, account for accelerating technological change and continued fiscal constraints over the next decade, and assess pertinent supportability issues. Answers should challenge current ideas and search for elegant, but affordable, solution sets that include an assessment of the costs and benefits of both modular and enterprise solutions.

Please consider participating in this year's Blue Horizons program by choosing it as one of your electives. Your efforts will help us remain the *World's Greatest Air Force—Powered by Airmen, Fueled by Innovation!*

A handwritten signature in black ink, reading "Mark A. Welsh III", is positioned above the typed name.

MARK A. WELSH III
General, USAF
Chief of Staff