



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

JUL 1 2015

MEMORANDUM FOR AWC AND ACSC STUDENTS

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

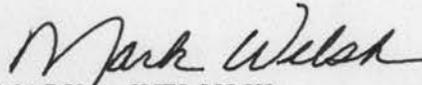
SUBJECT: Selection as a Blue Horizons Fellow for Academic Year 2016

Congratulations on your selection to be a Blue Horizons fellow while you attend professional military education at Maxwell Air Force Base. Air University has a strong tradition as an incubator for innovation and the application of technology to transform military operations. Given the urgency for transformative thinking across the Department of Defense, I directed that Blue Horizons expand into a full-time fellowship program beginning with Academic Year 2016.

As a Blue Horizons fellow, you will focus exclusively on the long term strategic challenges our nation faces, emphasizing how air, space and cyber power can serve to provide strategic and operational advantages in the future security environment. As Airmen have done for decades, I challenge you to use this opportunity to wrestle with the difficult strategic and operational issues we expect to face in the future.

For Academic Year 2016, I've tasked Blue Horizons to explore what competitive strategy and associated capabilities, capacities, technology investments, and integrating concepts the Air Force should pursue to prevail across the five most likely key components of the highly contested environments in 2040: electromagnetic spectrum access (including cyber and EW), counter base and counter tanker operations, counter sensor and counter decision, counter platform (including space), and counter weapon. The program content, interaction with Air Force Enterprise Capability Collaboration Teams, and your own diligent research should influence your findings and recommendations. At the end of the program, you will deliver a report to my office detailing your findings and recommendations. This report should offer affordable solutions that challenge current ideas and doctrine; I am looking for innovative approaches to succeed in a challenging fiscal environment.

Today, more than ever, our nation needs Airmen to think differently. Your efforts should directly impact how we transform the Air Force, helping us overcome future challenges and remain the world's greatest Air Force, powered by Airmen and fueled by innovation.


MARK A. WELSH III
General, USAF
Chief of Staff