



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON DC

MEMORANDUM FOR AWC AND ACSC STUDENTS

FROM: HQ USAF/A8
1070 Air Force Pentagon
Washington, DC 20330-1070

Subject: Invitation to Participate in the Blue Horizons Program for Academic Year 2011

1. Congratulations on your selection to in-residence developmental education! You can be justifiably proud of the impact you have already made on our Air Force; I'd like to offer you another important challenge worthy of your effort. Each year the Deputy Chief of Staff, Strategic Plans and Programs (AF/A8) tasks the Blue Horizons program to tackle a tough, long-term question regarding strategy and technology that is on Air Force senior leaders' minds. In sponsoring this program, our goal is to assemble the best minds the Air Force has to think about future warfighting in air, space and cyber--away from the budget fires of the Pentagon.
2. Blue Horizons is unapologetically "blue-suit" in its focus, but is that way to maximize our joint capability. A couple of examples: because targets are becoming increasingly networked and mobile, the 2008 study underscored how similar platform and weapon capabilities are required for the low end and the high end of conflict in the future. This finding suggested there are no silver bullets for R&D dollars, trumping arguments to the contrary. The 2009 study then demonstrated the 2nd and 3rd order consequences of introducing very advanced technology into a new generation of weapon systems that, to today's mind, may seem like science fiction, but to scientists seem like readily achievable options. When briefed to the Chief of Staff and translated into investment advice, Blue Horizons results have affected our Air Force's program.
3. For academic year 2011, I have asked the Blue Horizons program to begin a four-year cycle to re-examine the rapid changes in science and technology and identify the greatest threats to, and greatest opportunities for, the Air Force in 2030. Results will directly inform the congressionally mandated Title X Future Capabilities Game and guide AF POM deliberations. General Schwartz and I can use your help to clearly understand the capabilities that will exist in 2030 and what the Air Force must do now to be ready for that challenging time. If you give the Blue Horizons program a good look, I think you will be intrigued by what you find.

CHRISTOPHER D. MILLER
Lieutenant General, USAF
DCS, Strategic Plans and Programs