



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

MAY 3 2016

MEMORANDUM FOR AWC AND ACSC STUDENTS

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

SUBJECT: Blue Horizons Study Topic for Academic Year 2017

Congratulations on your selection to participate in the Blue Horizons program. Blue Horizon participants tackle difficult, long-term strategic and technological challenges, and their work has helped drive transformation in the Air Force.

For Academic Year 2017, I have asked Blue Horizons to examine the topic "Competing in Time." The Air Force Future Operating Concept identifies tempo as a driving factor in future operations, and includes speed as a key facet in operational agility. The variable of time may be an understudied source of strategic advantage. In a future where Airmen must integrate new technologies and operating concepts to out-think our adversaries, how can the Air Force exploit the dimension of time to prevail in 2040? Your study should challenge current ideas and doctrine and propose affordable solutions of how competing in time can offer the Air Force strategic advantage.

Thank you for participating in this year's Blue Horizons program. Your efforts can have a direct and enduring impact on how the Air Force transforms to overcome future challenges and remains the world's greatest Air Force.

A handwritten signature in black ink that reads "Mark Welsh".

MARK A. WELSH III
General, USAF
Chief of Staff