



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

JUN 08 2021

MEMORANDUM FOR AWC AND ACSC STUDENTS

FROM: HQ/USAF/A2/6
1700 Air Force Pentagon
Washington D.C. 20301-1700

SUBJECT: ISR Research Task Force (RTF) Guidance for Academic Year 2022

1. As part of the ISR RTF, you will have the opportunity to explore new ideas addressing some of the most important, long-term operational and strategic challenges facing our nation. We are engaged in strategic competition in the information environment and Information Warfare is an imperative we ignore at our peril. Our adversaries continue to adapt to overcome US military superiority and our competitive advantage is no longer guaranteed. Your innovative ideas will not only help shape the future of Information Warfare within the Air Force, but also have strategic and operational effects on the joint force—across the competition continuum.
2. To compete effectively in the information environment, we must understand our constraints—strategic culture, organizational seams, investment trades to name a few—in the context of the Air Force's Globally Integrated ISR core mission. ISR cannot operate alone in the information environment: cyberspace operations, electromagnetic spectrum operations, information operations, and weather are all foundational capabilities of Information Warfare. The synchronization of all of these, and perhaps other capabilities, is critical to General Brown's *Accelerate Change or Lose* and *Action Order* guidance and delivering Information Warfare effects in competition, crisis and conflict. Our focus must be on developing an integrated team, armed with the right data and technology, who is capable of driving effective Joint All-Domain Operations.
3. Information Warfare will be a deciding factor in competition, crisis and conflict. I challenge the ISR RTF to focus your efforts on challenging assumptions in how we develop capabilities, manage talent, build partnerships and formulate policy in the information space. Your studies should fully explore current strategies, policy and doctrine with an eye toward bold solutions that will shatter conventional thinking and contribute directly to Information Warfare.
4. I look forward to the RTF's new approaches and research recommendations for the Air Force to champion and integrate with strategic planning, policy, and force development processes.

A handwritten signature in cursive script, reading "Mary F. O'Brien".

MARY F. O'BRIEN, Lt Gen, USAF
Deputy Chief of Staff for Intelligence,
Surveillance, Reconnaissance, and
Cyber Effects Operations

Cc: MAJCOM/A2s