Department of Defense S&T Priorities

22 June 2011

The Honorable Zachary J. Lemnios

Assistant Secretary of Defense for Research and Engineering

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Secretary Gates' Priorities

1. Take ca[illegible]ur people
2. Rebalancing the military
3. Reforming what and how we buy
4. Supporting our troops in the field

SECDEF Efficiency Initiative
9 August 2010

Secretary of Defense, HASC Budget Rollout Brief, February 2010

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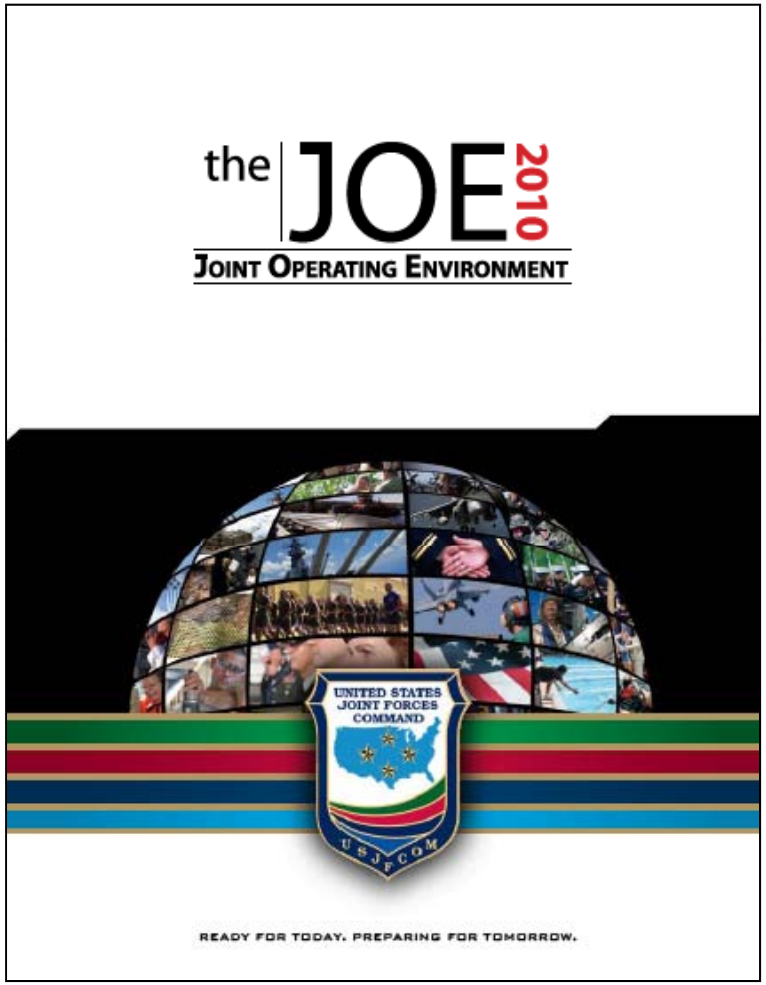
Global Challenges and Trends



- **Shifting Global Demographics**
- **Globalization shifts**
- **Energy**
- **Climate change & natural disasters**
- **Cyber as a new domain**
- **Challenges to existing state structures**
- **WMD proliferation**

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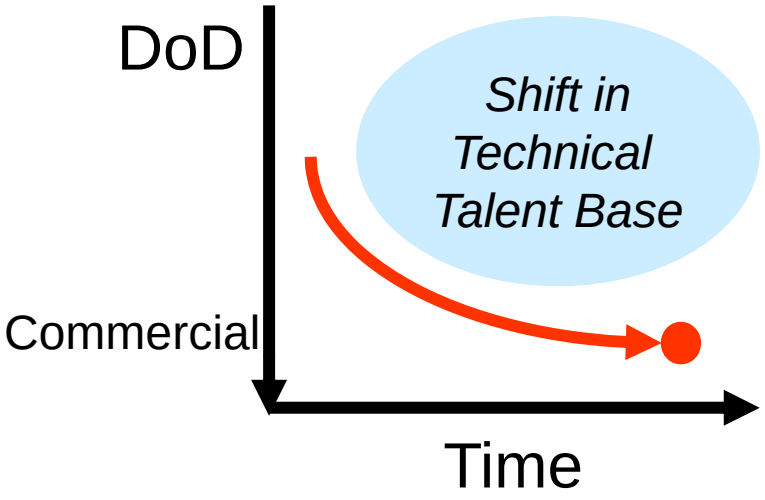
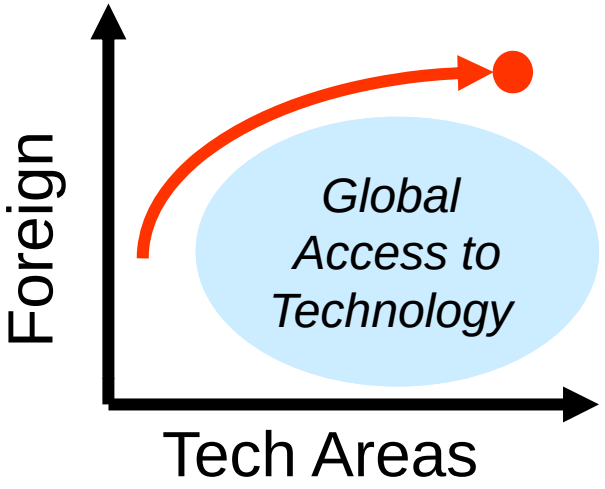
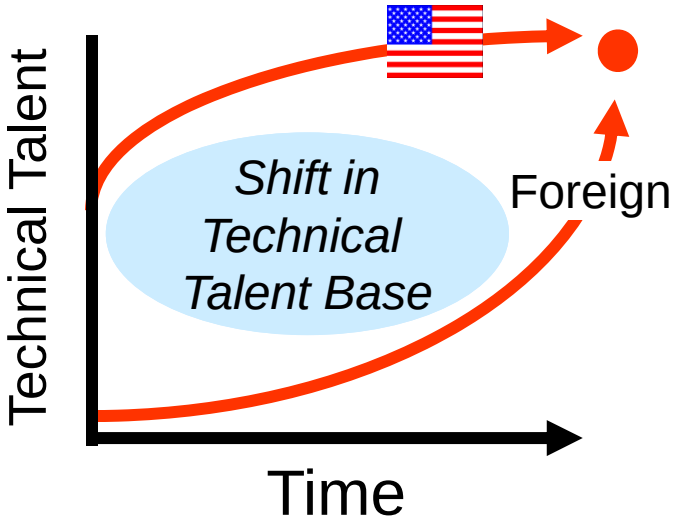
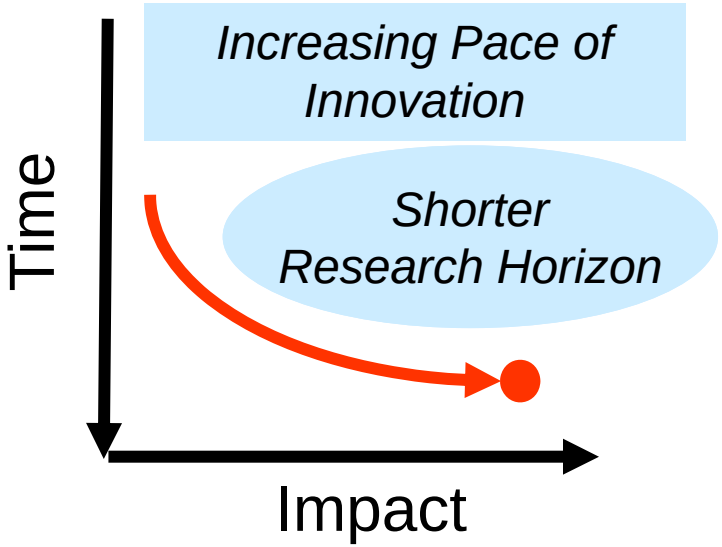
Key Challenges to our Technical Base









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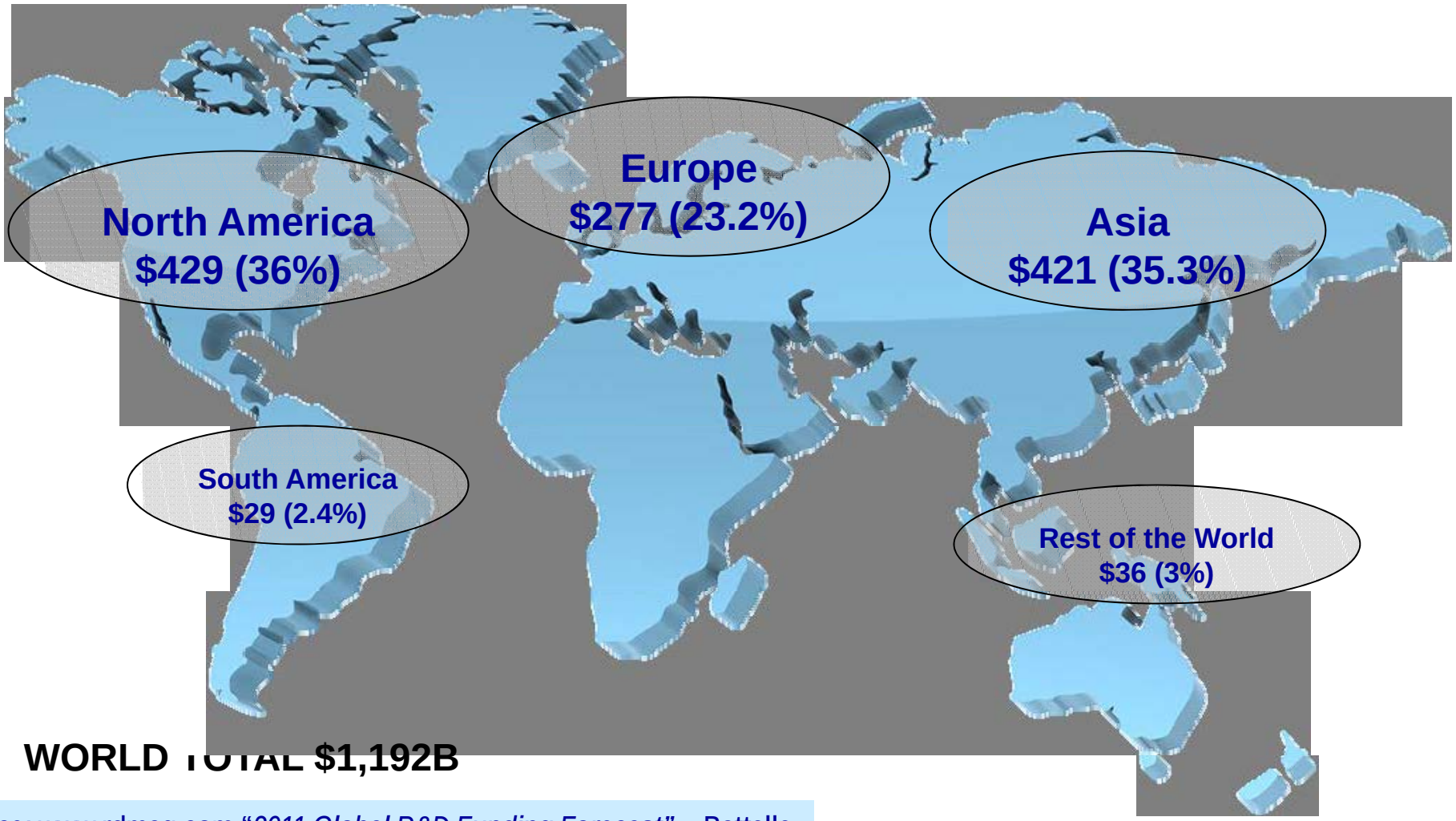
Globalization of R&D



WORLD TOTAL $1,192B

Source: www.rdmag.com "*2011 Global R&D Funding Forecast*" - Battelle

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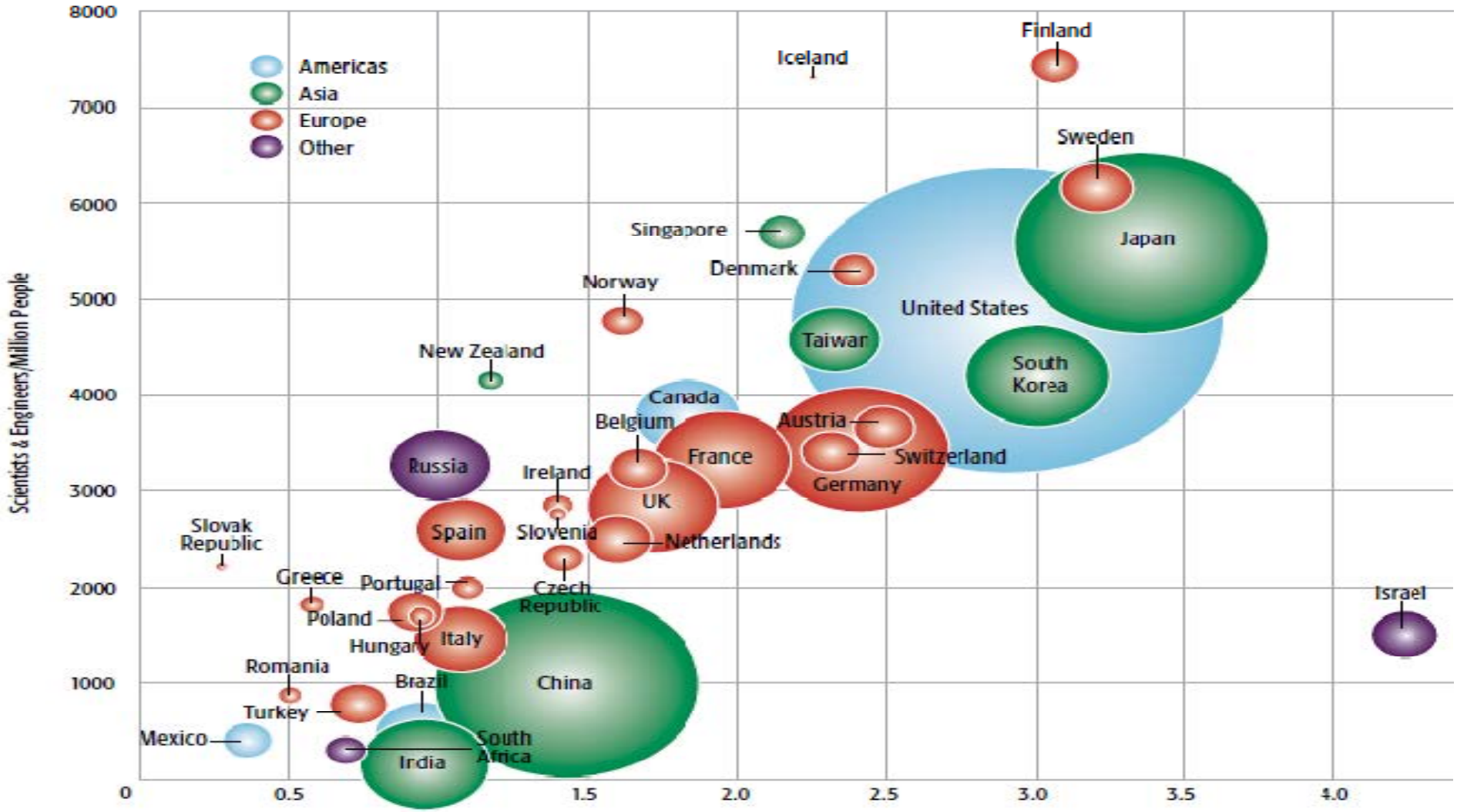
World R&D Trends: A Global Shift



Source: Battelle, *R&D Magazine* OECD, IMF, CIA

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Five Strategic Thrusts

Supporting Current Operations

Mandating Affordability Requirements

Improving Efficiency in Acquisition

Better Buying Power

Strengthening the Industrial Base

Strengthening the Acquisition Workforce

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Better Buying Power

Target Affordability and Control Cost Growth

- Mandate affordability as a requirement
  - At Milestone A set affordability target as a Key Performance Parameter

Improve Tradecraft in Services Acquisition

- Create a senior manager for acquisition of services in each component, following the Air Force's example
- Adopt uniform taxonomy for different types of services

- **Target Affordability and Control Cost Growth**
- **Incentivize Productivity & Innovation in Industry**
- **Promote Real Competition**
- **Improve Tradecraft in Service Acquisition**
- **Reduce Non-Productive Processes and Bureaucracy**

  - Require open system architectures and set rules for acquisition of technical data rights
- Increase dynamic small business role in defense marketplace competition

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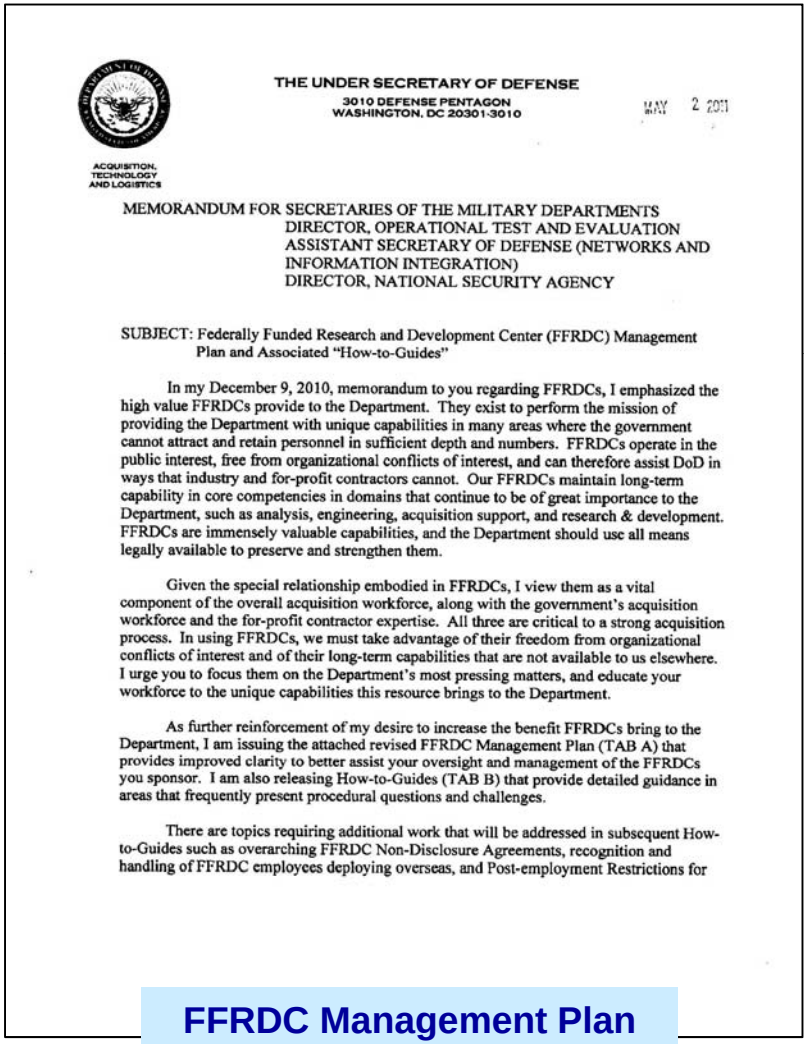
Strengthen the Defense Industrial Base



THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

MAY 2 2011

ACQUISITION, TECHNOLOGY AND LOGISTICS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANT SECRETARY OF DEFENSE (NETWORKS AND INFORMATION INTEGRATION)
DIRECTOR, NATIONAL SECURITY AGENCY

SUBJECT: Federally Funded Research and Development Center (FFRDC) Management Plan and Associated "How-to-Guides"

In my December 9, 2010, memorandum to you regarding FFRDCs, I emphasized the high value FFRDCs provide to the Department. They exist to perform the mission of providing the Department with unique capabilities in many areas where the government cannot attract and retain personnel in sufficient depth and numbers. FFRDCs operate in the public interest, free from organizational conflicts of interest, and can therefore assist DoD in ways that industry and for-profit contractors cannot. Our FFRDCs maintain long-term capability in core competencies in domains that continue to be of great importance to the Department, such as analysis, engineering, acquisition support, and research & development. FFRDCs are immensely valuable capabilities, and the Department should use all means legally available to preserve and strengthen them.

Given the special relationship embodied in FFRDCs, I view them as a vital component of the overall acquisition workforce, along with the government's acquisition workforce and the for-profit contractor expertise. All three are critical to a strong acquisition process. In using FFRDCs, we must take advantage of their freedom from organizational conflicts of interest and of their long-term capabilities that are not available to us elsewhere. I urge you to focus them on the Department's most pressing matters, and educate your workforce to the unique capabilities this resource brings to the Department.

As further reinforcement of my desire to increase the benefit FFRDCs bring to the Department, I am issuing the attached revised FFRDC Management Plan (TAB A) that provides improved clarity to better assist your oversight and management of the FFRDCs you sponsor. I am also releasing How-to-Guides (TAB B) that provide detailed guidance in areas that frequently present procedural questions and challenges.

There are topics requiring additional work that will be addressed in subsequent How-to-Guides such as overarching FFRDC Non-Disclosure Agreements, recognition and handling of FFRDC employees deploying overseas, and Post-employment Restrictions for

FFRDC Management Plan Signed 2 May 2011

What we've done:

- Published a new management plan for FFRDCs
- Communicated our perspectives on the base publicly
- Conducted analysis of specific issues

What we are doing:

- Conducting Sector by Sector and Tier by Tier industry analysis (S2T2)
- Being vigilant for specific issues in the base
- Evaluating specific issues brought to our attention by industry and/or Congress

What needs to still be done:

- Develop a holistic mapping of the industrial landscape based on the S2T2 analysis

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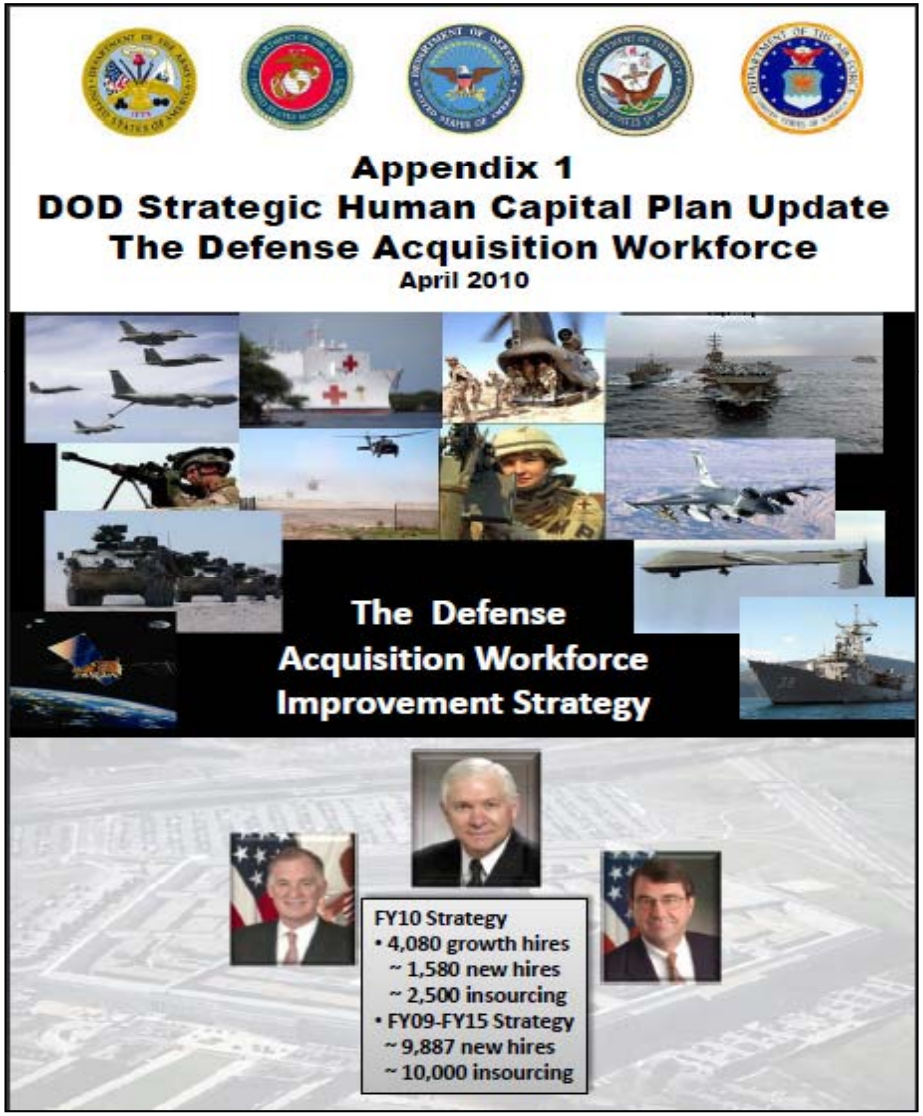
Strengthen the Acquisition Workforce



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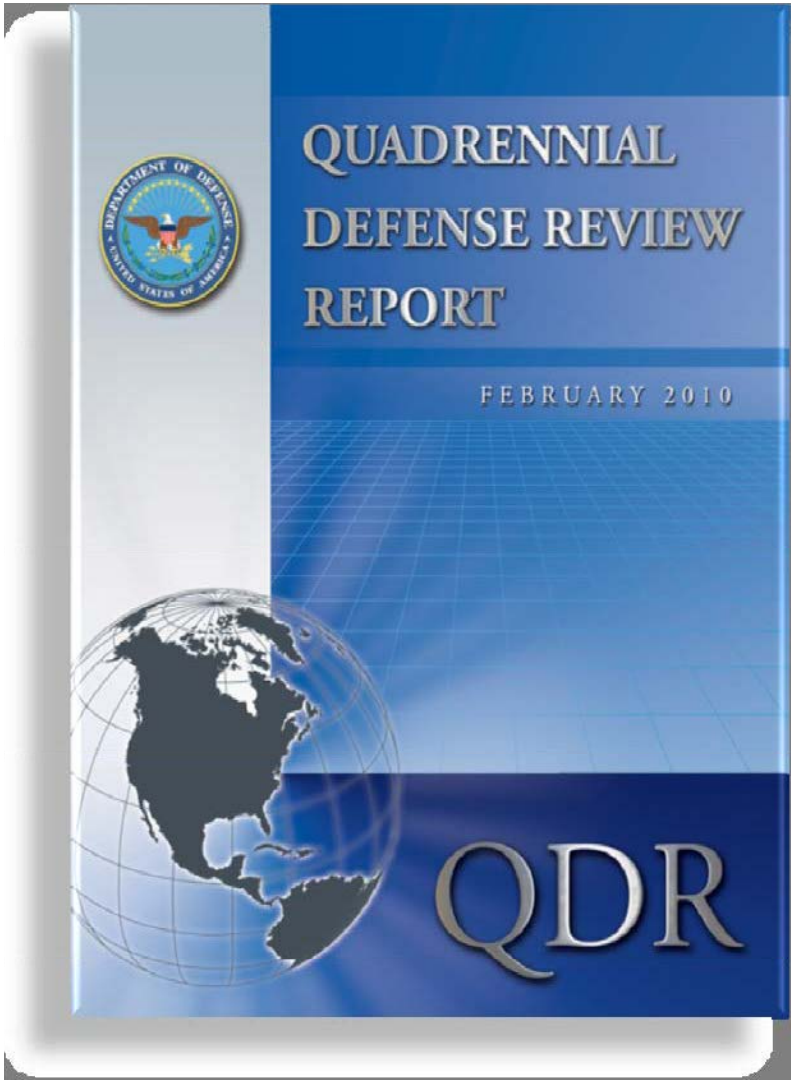
Quadrennial Defense Review Missions Require New Capabilities



1. **Defend the United States and Support Civil Authorities at Home**
2. **Succeed in Counterinsurgency, Stability, and Counterterrorist Operations**
3. **Build the Security Capacity of Partner States**
4. **Deter and Defeat Aggression in Anti-Access Environments**
5. **Prevent Proliferation and Counter Weapons of Mass Destruction**
6. **Operate Effectively in Cyberspace**

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Capability Priorities
for FY13-17

Complex Threats

- Electronic Warfare / Electronic Protection
- Cyber Science and Technology
- Counter Weapons of Mass Destruction

Force Multipliers

- Data-to-Decisions
- Autonomy
- Engineered Resilient Systems
- Human Systems

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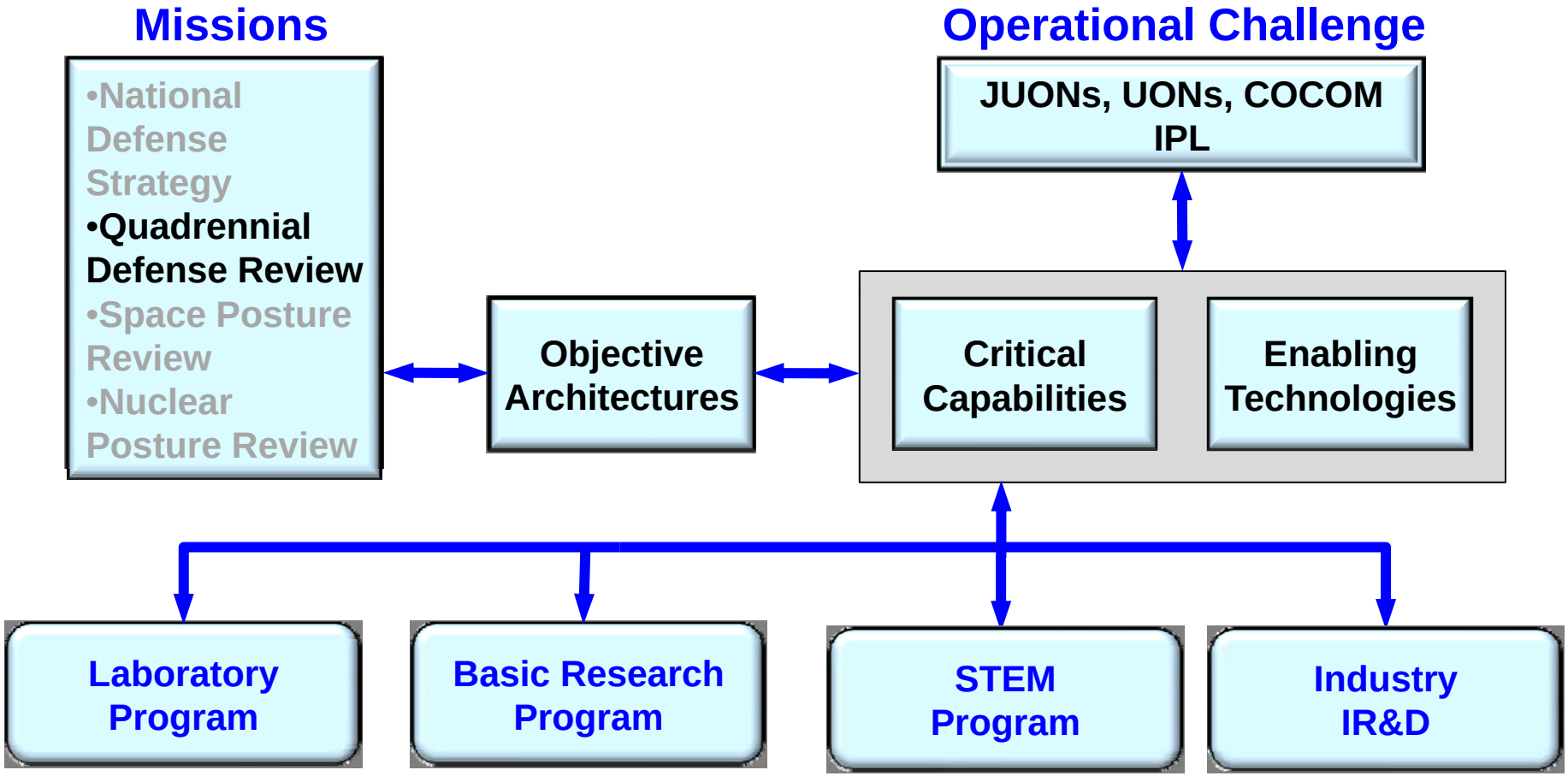
Integrated S&T Enterprise



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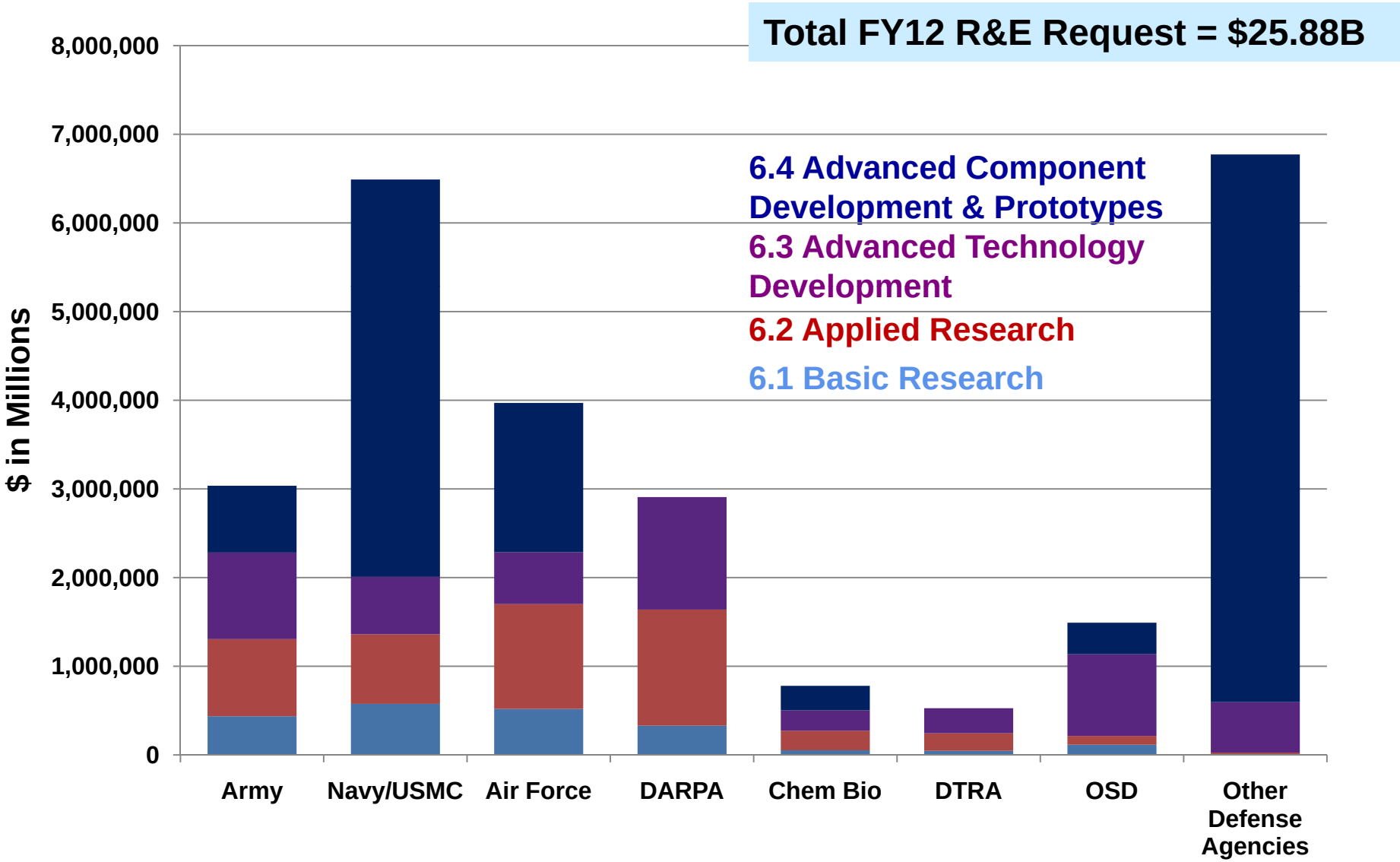
FY12 DoD R&E Budget Request



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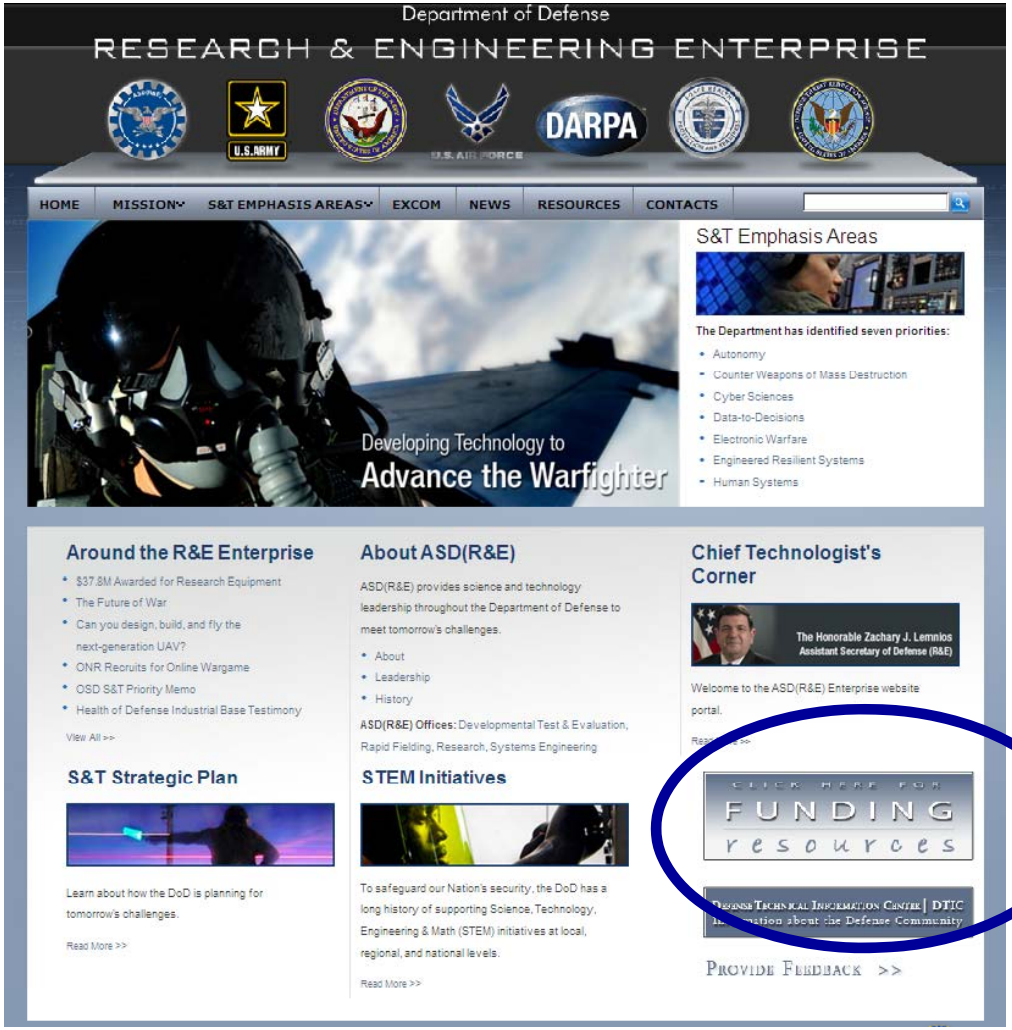
Business Opportunities



http://www.acq.osd.mil/ddre/index.html

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