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JUN 0 2 2016

MEMORANDUM FOR CHAIRMAN, DEFENSE BUSINESS BOARD

SUBJECT: Terms of Reference - Future Issues Facing the Department

The upcoming administration change presents unique opportunities and challenges to the Department. Ensuring successful transference of responsibility during the period between the current administration and the future one requires a focused effort to provide critical, non-partisan background, guiding principles, and actionable plans to the incoming administration's team. To that end, I direct the Defense Business Board ("the Board") to develop, from a private sector business perspective, a series of topic papers germane to the Department's current and incoming senior executives and leaders focusing on effectively managing a large-scale enterprise through transition. These opinions and recommendations should offer advice on the unique challenges and opportunities of a management position within an enterprise as vast and diverse as the DoD.

The compilation of these papers will be presented to the full Board for thorough discussion and deliberation at a properly noticed and open meeting, in accordance with the Federal Advisory Committee Act, in July 2016, with subsequent presentation to the Secretary of Defense and the Deputy Secretary of Defense, and others as appropriate. The Office of the Deputy Chief Management Officer will serve as the Department's liaison for this project.

In conducting its work, the Board has my full support in all requests for data or information that may be relevant to this effort. As such, DoD offices are asked to cooperate and promptly facilitate requests by the Board staff regarding access to personnel and information as necessary, as directed by paragraphs 5.1.8. and 5.3.4.of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program."

If it is determined that the use of a subcommittee(s) would be appropriate in support of this task, a separate Terms of Reference will be issued establishing the subcommittee and describing its purpose(s) and limitations.

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