THE VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF
WASHINGTON, D.C. 20318-9999

12 December 2011

MEMORANDUM FOR CHAIRMAN, DEFENSE BUSINESS BOARD

SUBJECT: "Leveraging Public-Private Collaboration to Augment the Department of Defense's Mission" – Study Terms of Reference

In his 2010 National Security Strategy, President Obama describes Public-Private Collaborations (PPCs) as critical to the United States' security at home and abroad. PPCs offer potential opportunities to increase the Department's mission effectiveness by leveraging capabilities, knowledge, processes, and infrastructure. Additionally, given today's constrained budget environment, PPCs also provide opportunities for efficiency and cost reductions.

As the Department's independent advisory board for best business practices, I request you conduct a study to provide recommendations on how the Department would more fully exploit the benefits of PPCs. Your study should address the following:

- Identify the existing authorities to develop PPCs
- Evaluate DoD's existing PPCs and identify their merits and risks
- Identify where and how the Military Services, Combatant Commands, and Defense Agencies are using PPCs to augment their capabilities and provide suggestions on how these processes or models might be applied across DoD
- Evaluate requirements, and as appropriate, propose options for organizational oversight and management with the objective of a focused and efficient process for executing PPCs
- Outline criteria to help prioritize PPC initiatives

My staff is available to provide technical assistance to this effort. Please submit your recommendations by July 2012.

As a subcommittee of the Board, and pursuant to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate federal regulations, this Task Group shall not work independently of the Board's charter and shall report its recommendations to the full Board's public deliberation. The Task Group does not have the authority to make decisions on behalf of the Board, nor can it report directly to any federal officer who is not also a Board member. The Task Group will avoid discussing "particular matters" according to Section 208 of Title 18, U.S. Code.

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