



SECRETARY OF THE ARMY  
WASHINGTON

05 SEP 2024

MEMORANDUM FOR

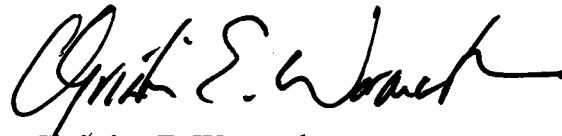
Assistant Secretary of the Army (Acquisition, Logistics, and Technology), 103 Army Pentagon,  
Washington, D.C. 20310-0103  
Chairman, Army Science Board, 2530 Crystal Drive, Suite 7098, Arlington, Virginia 22202

SUBJECT: Terms of Reference for Army Science Board Study "Data-Centric Command and Control"

1. I request the Army Science Board conduct a study entitled "Data-Centric Command and Control (C2)." The purpose of the study will be to assess the Army's implementation of a dynamic data-centric C2 framework in multi-domain operations. Specifically, the study will focus on the proper alignment of science and technology acquisition needed to support C2 systems.
2. The Army's organizational changes—formation-based architectures, human machine integration, and distributed and disaggregated command posts—will require changes in the volume, type, storage, processing, and transport of data to enable decision making. While the Army is in the process of defining the characteristics of its future data-centric C2 capabilities, industry has already developed successful capabilities. A review of industry's best practices and key technologies will inform the development of Army data-centric C2 capabilities. In conducting the review, the study team's tasks shall include, but not be limited to, the following:
  - a. Investigate the state-of-the-art capabilities in data-centric C2—across government, industry, and academia—to identify technologies, procedures, etc. and assess the adaptability or extensibility of these capabilities to meet Army requirements.
  - b. Provide findings and recommendations that could inform Army investments in data-centric C2 capabilities.
3. The Commanding General, U.S. Army Futures Command will sponsor this effort and assist the study team by providing a government representative, grade O-5 (or civilian equivalent), to act as an Alternate Designated Federal Officer for the study, and by providing access to classified information and other resources as needed to conduct the study.

**SUBJECT: Terms of Reference for Army Science Board Study “Data-Centric Command and Control”**

4. A briefing with initial findings and recommendations will be provided to the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) and the Secretary of the Army by 15 December 2024. The study will operate in accordance with the Federal Advisory Committee Act and Department of Defense (DoD) Directive 5105.04 (DoD Federal Advisory Committee Management Program). It is not anticipated that this study will need to go into any particular matters within the meaning of Title 18, United States Code, section 208, nor will it cause any member of the study team to be placed in the position of acting as a procurement official that may constitute a conflict of interest.



Christine E. Wormuth

CF:  
Chief of Staff of the Army  
Under Secretary of the Army  
Vice Chief of Staff of the Army  
Director of the Army Staff  
Deputy Chief of Staff, G-2  
Deputy Chief of Staff, G-3/5/7  
Commander, U.S. Army Futures Command