



SECRETARY OF THE ARMY  
WASHINGTON

29 APR 2024

MEMORANDUM FOR

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

SUBJECT: Terms of Reference for Army Science Board Study "Transformation of Intelligence Processing, Exploitation, and Dissemination (PED)"

1. I request the Army Science Board (ASB) conduct a study titled "Transformation of Intelligence Processing, Exploitation, and Dissemination (PED)." The purpose of the study is to analyze Army PED requirements and resources, identify gaps between the two, and determine how best to mitigate shortfalls and any assessed risk.
2. The U.S. military is currently engaged in long-term, strategic competition with potential peer/near-peer threats. Supporting these efforts, Army intelligence must determine how best to identify, prioritize, and satisfy competing requirements from combatant commands (CCMDs); Army service component commands (ASCCs); Headquarters, Department of the Army; and units in garrison. The latter two represent new and unprecedented demand on the Army's intelligence infrastructure from Title 10 entities. In addition, traditional requirements from ASCCs and CCMDs are increasing during competition, as U.S. forces broaden their abilities of having access, presence, and influence overseas while maintaining security at home.
3. I assess there is a gap in the USINDOPACOM theater's ability to conduct mission-relevant tasks and want to understand the mismatch between the Army's available resources and mission requirements to inform decisions regarding acceptable risk. To that end, the study team's tasks shall include, but not be limited to, the following:
  - a. Determine PED and analytic requirements for the Army at the theater level for USINDOPACOM, to include supported (Joint) organizations, multi-domain task forces focusing on ASCCs, corps as a Joint task force, and other theater organizations requiring actionable intelligence. The study team must assess whether the current doctrinal definition of PED is adequate at the theater level.
  - b. Identify what requirement-specific resources are needed, such as those that can be filled using a federated approach, those that may be met using a centralized location, forward locations, etc.

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c. Evaluate technologies and associated methods to augment and enable PED and the analytic engine with the intent to mitigate any shortfalls and enhance capacity. The analysis should capture shortfalls, recommend materiel and non-materiel solutions to address the shortfalls, and provide a roadmap to transform PED and the analytic engine to meet the anticipated requirements for the Army of 2040 and beyond.

4. The Deputy Chief of Staff (DCS), G-2 will sponsor this effort and assist the study team in accessing classified information and other resources. The DCS, G-2 will facilitate the appointment of a study manager (O-4/5 or Civilian equivalent) from the Army intelligence community to assist the ASB study team with daily operations.

5. Provide interim observations by 30 June 2024 to me and the Chief of Staff of the Army. Provide a complete report with findings and recommendations by 31 July 2025. The study will operate in accordance with the Federal Advisory Committee Act and Department of Defense (DoD) Instruction 5105.04 (DoD Federal Advisory Committee Management Program). It is not anticipated that this study will need to go into any particular matters regarding the meaning of the United States Code, 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

Deputy Chief of Staff, G-2

Deputy Chief of Staff, G-3/5/7

Commander

U.S. Army Training and Doctrine Command

U.S. Army Futures Command

U.S. Army Pacific

U.S. Army Intelligence and Security Command

U.S. Army Intelligence Center of Excellence