



DSB Newsletter



January 2005

Dr. William Schneider, Jr., Chairman

Mr. Vince Vitto, Vice Chairman

Mr. Brian Hughes, Executive Director

Chairman's Corner

The 2005 Summer Study topics are:

Reducing Vulnerabilities to Weapons of Mass Destruction

Mr. Larry Lynn and Mr. Bob Nesbit – co-chairs

Transformation: A Progress Assessment

Gen Larry Welch, USAF (retired), and Dr. Robert Hermann – co-chairs

Interest in these topics is high within the Department. I solicit the support of each member to assist in addressing these important issues. The study chairs have already held initial organizing meetings and sub-panels are being formed. If any members have not already committed themselves to one of these studies, I encourage them to do so at the earliest opportunity. Contact the study chairs to see how you can become involved.

In addition to the Summer Studies there are several new studies starting up. Your support in getting these efforts going will be appreciated.

Dr. William Schneider, Jr.

DSB MEETING DATES FOR 2005

- 2-3 February 2005 – Winter Quarterly
- 5-6 May 2005 – Spring Quarterly
- 1-12 August 2005 – Summer Study, Irvine CA
- 19-20 October 2005 – Fall Quarterly

DSB Secretariat Staff

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[DSB WEBSITE: www.acq.osd.mil/dsb](http://www.acq.osd.mil/dsb)

Membership

The Board continues to actively solicit suggestions for highly qualified scientific and technical candidate members, with special emphasis on women and minority candidates. Prior Task Force participation offers an individual, OSD, and the Board an opportunity to determine a person's interest and suitability to Board activities and is a desirable prerequisite to membership on the Board.

Staff Changes

CDR Dave Waugh is departing the DSB in the next several weeks as he retires from active duty and transitions to civilian life. We appreciate his dedicated service and wish him Fair Winds and following seas.

Task Force Status

- **Operation Iraqi Freedom Lessons Learned** (Chair: Gen James McCarthy, USAF (Ret)) This study, co-sponsored by USD(AT&L), VCJS and CENTCOM, is examining current activities of Operation Iraqi Freedom to determine both near- and long-term technical and operational considerations that could be used to improve this operation and future campaigns initiated in the War Against Terrorism. **The Operation Iraqi Freedom main report has been completed. Four Phase IV supporting reports are completed and being readied for printing.** (LTC Dolgoff)
- **Integrated Fire Support in the Battlespace** (Co-Chairs: Mr. Vince Vitto and Mr. Bob Nesbit) This study is co-sponsored by Acting USD(AT&L); Commander, Joint Forces Command; Director, Defense Advanced Research Projects Agency; and the Director, Defense Systems. The task force is chartered to assess: the adequacy of current and proposed munitions; Intelligence Surveillance and Reconnaissance (ISR) techniques and mechanisms; the adequacy of battlefield command and control and integration techniques; the current impediments to a fully integrated Air, Land and Sea fire support; and the need for predictive engagement tools and derived intelligence products. **The Final Report has been released.** (CDR Waugh)
- **Quarantining Guidance for the Severe Acute Respiratory Syndrome (SARS)**
- **Epidemic** (Chairman: Dr. Joshua Lederberg) This study, co-sponsored by Acting USD(AT&L) and the Assistant Secretary of Defense (Health Affairs), is chartered to assess quarantining guidance for the Severe Acute Respiratory Syndrome (SARS) epidemic, to include existing doctrine and process by which quarantine policy is generated; methods, technologies and legal doctrine to allow safe transport of personnel through quarantined areas; identification and tracking of exposed individuals; and features of SARS guidance which may be applicable to future infectious disease outbreaks. **The Interim Report has been released.** (CDR Waugh)
- **Patriot System Performance** (Co-Chairs: Gen Mike Williams, USMC (Ret) and Mr. Bill Delaney) This study, co-sponsored by Acting USD(AT&L) and the Director, Defense Systems, is chartered to assess the recent performance of the Patriot System in OPERATION IRAQI FREEDOM from deployment through use across the threat spectrum, to include logistical, doctrine, training, personnel management, operational and material performance. The Task Force should also understand the causes of all fratricide incidents during OPERATION IRAQI FREEDOM. **The Final Report is pending approval for release.** (CDR Waugh)
- **Corrosion Control** (Co-Chairs: Mr. Larry Lynn and RADM Steve Heilman, USN (Ret.)) This study is co-sponsored by Acting USD(AT&L) and the Deputy Under Secretary of Defense for Logistics and Material Readiness. The Task Force is chartered to assess on going corrosion control efforts across the DoD to include research, current and future technology, personnel training, maintenance processes, design and manufacturing, and unique environments. From these findings the Task Force is to determine which areas, if adequate resources were applied, would provide the most significant advances in combat readiness. **The Final Report has been released.** (Lt Col Robertson)
- **Critical Homeland Infrastructure Protection** (Co-chaired by Dr. Mim John and Dr. Ron Kerber) This study is co-sponsored by Acting USD(AT&L) and the Assistant Secretary of Defense for Homeland Defense.

The Task Force is chartered to assess best practices for protecting US homeland installations and recommending various approaches to enhancing security and protection of these facilities. The Task Force is to assess shortfalls, identify promising technology and/or processes, recommend methods to reduce manpower requirements, identify issues associated with military and private responsibilities for critical facility protection. **The final report is in draft.** (Lt Col Robertson)

- **2004 Summer Study: Transition To and From Hostilities** (Co-Chairs: Dr. Craig Fields, and Mr. Phil Odeen) The study, sponsored by the Secretary of Defense, is tasked to address the transition to and from hostilities, and will be comprised of seven Panels. **The Volume I Report and one panel report has been released. A combined report from the Historical Perspective and Post-Conflict Activities Panel has completed Security Review.** (LTC Dolgoff)
- **Identification Technologies of the Future** (Chair: Dr. Delores Etter; Vice-Chair: Mr. Jeffery Harris) This study is co-sponsored by Acting USD(AT&L) and the Director, Defense Research and Engineering. The Task Force is chartered to assess current technologies and operational concepts to identify and track individuals and material. The investigation should encompass defense, intelligence, and commercial systems including promising technologies in the labs which are not yet deployed. **The final report is in draft.** (CDR Waugh)
- **Nuclear Weapon Effects Test, Evaluation and Simulation** (Chair: Dr. Mim John; Vice Chair: Dr. Jay Davis) This study is co-sponsored by Acting USD(AT&L), Director, Operational Test and Evaluation and Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs). The Task Force is chartered to develop a comprehensive understanding of DoD needs and specific requirements for Nuclear Weapon Effects test, evaluation and simulation. **The final report is in draft.** (CDR Waugh)
- **Future Strategic Strike Skills** (Chair: Mr. Walter Morrow) This study is co-sponsored by Acting USD(AT&L) and Assistant to the Secretary of Defense (Nuclear and Chemical

and Biological Defense Programs). The Task Force is chartered to assess current skills available, identify new skills and recommend a strategy for achieving and maintaining the future strategic strike skill set. **This Task Force is in progress.** (CDR Waugh)

- **Identifying and Sustaining US Department of Defense/UK Ministry of Defence Defense Critical Technologies** (US Co-Chairs: Admiral William Studeman and Dr. Anita Jones; UK Chair: Dr. Julia King) This study is a joint US Defense Science Board and UK Defence Scientific Advisory Council effort. The Study is chartered to develop a methodology to identify unique defense technologies as well as commercially developed technologies needing augmentation to fulfill defense niche areas and apply this methodology to develop a list of defense critical technologies. **This study is in progress.** (CDR Waugh)
- **Mobility** (Chair: GEN William Tuttle, USA (Ret)) This study is co-sponsored by Acting USD(AT&L), and Director, Defense Systems. The Task Force is chartered to develop a comprehensive understanding of how the strengths and weaknesses of current military transport relate to the general structure of future mobility. **The final report is in draft.** (LTC Dolgoff)
- **Missile Defense Phase IV (Information Policy)** (Co-Chairs: Gen Larry Welch, USAF (Ret) and Dr. William Graham) This study, co-sponsored by Acting USD(AT&L) and the Missile Defense Agency, will assess the state of intelligence understanding of the capabilities, motivations, and attitudes of potential adversaries, and the impact of specific types of missile defense information on adversary capability to develop and have confidence in countermeasures. **The final report is in draft.** (Lt Col Robertson)
- **Future of the Global Positioning System (GPS)** (Co-Chairs: Dr. James Schlesinger and Dr. Robert Hermann) This study, co-sponsored by Acting USD(AT&L) and the Assistant Secretary of Defense (Networks and Information Integration), will assess the range of issues dealing with Galileo or other future radio navigation satellite systems. This will include capabilities and services within GPS to ensure its viability in commercial markets, the impact on frequency spectrum use, access and denial issues, and possible alternatives. The

Task Force should also assess areas the DoD should seek partnering relationships outside the DoD. **The final report is in draft.** (Lt Col Robertson)

- **Munitions System Reliability** (Chair: MGEN Ken Israel, USAF (Ret.)) This study is co-sponsored by Acting USD(AT&L) and the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict. The Task Force will assess the failure rates of U.S. munitions, review ongoing efforts to reduce unexploded ordnance resulting from munitions failures, and identify measures to reduce the threat failed munitions pose to friendly forces and noncombatants. **This Task Force is in progress.** (CDR Waugh)
- **High Performance Microchip Supply** (Chair: Dr. Bill Howard) This study is co-sponsored by Acting USD(AT&L), the Director, Defense Research and Engineering, the Deputy Under Secretary of Defense (Industrial Policy), and the Assistant Secretary of Defense (Networks and Information Integration). The Task Force will assess the ability of the DoD to obtain radiation hardened and limited quantities of special purpose microchips in a secure and timely manner to meet emerging needs. The Task Force will address alternatives to achieving a trusted supply such as the creation of trusted foundries, testing, alternative manufacturing techniques, and future technologies. **The Final Report has completed Security Review.** (LTC Dolgoff)
- **Employment of the National Ignition Facility** (Chair: Gen Larry Welch, USAF (Ret.)) This study is co-sponsored by Acting USD(AT&L), the Assistant to the Secretary of Defense (Nuclear and Chemical and Biological Defense Programs) and the Administrator, National Nuclear Security Administration. The Task Force is to review the activation and early use plan for the National Ignition Facility (NIF) and address whether the programs are executable and balanced. The Task Force is also to assess if stakeholders are integrated into the plan and if the plan supports the goals of stockpile stewardship. **The Volume I final report has been released. Volume II is pending approval for release.** (Lt Col Robertson)
- **Red Lessons Learned** (Chair: Mr. Rich Haver) This study is co-sponsored by Acting USD(AT&L), the Under Secretary of Defense

(Intelligence), and the Director, Defense Research and Engineering. The Task Force will assess what information our adversaries learn from U.S. military engagements, and particularly, what might they have learned from OIF and OEF. The Task Force is to identify what channels adversaries learn of our capabilities, and if there is evidence an adversary is adjusting to U.S. capabilities. In addition to the operational phase, the Task Force is to assess the preparation and stabilization phase as well. **This Task Force is in progress.** (CDR Waugh)

- **Manufacturing Technology Program** (Chair: Dr. Jacques Gansler) This study is co-sponsored by Acting USD(AT&L), and the Deputy Under Secretary of Defense (Advanced Systems & Concepts). The Task Force is to review the DoD Manufacturing Technology Program. The Task Force is to specifically address the program's investment strategy, program balance, programmatic and funding linkage, the ability of the program to mature and transition from laboratory to production, and the acquisition impact. **This Task Force is in progress.** (LTC Dolgoff)
- **Force Protection in Urban and Unconventional Environments** (Co-Chairs: Dr. Ted Gold and GEN Bill Hartzog, USA (Ret.)) This study is co-sponsored by the Chairman of the Joint Chiefs of Staff, the Acting USD(AT&L) and the Director, Defense Research and Engineering. The Task Force is to review and evaluate force protection capabilities in urban and unconventional environments and provide recommendations to effect change to the future Joint Force. The Task Force is to consider various issues to include relevant experiences of other countries and capabilities of civilian agencies. The Task Force is to review current efforts to negate the effects of improvised explosive devices, review the ongoing Joint Urban Operations initiatives, and evaluate efforts in Intelligence, Surveillance & Reconnaissance. **This Task Force is in progress.** (LTC Dolgoff)
- **Test and Training Sub-scale and Full-scale Aerial Targets** (Co-Chairs: Mr. Bill Delaney and Gen Mike Williams, USMC retired)) This study is co-sponsored by the Acting USD(AT&L), the Director, Defense Systems, and the Director, Operational Test and Evaluation. The Task Force is to assess

the future needs for sub-scale and full-scale aerial targets for developmental and operational testing. The Task Force is also examining to what extent alternatives including modeling and simulation can supplement live testing. **This Task Force is in progress.** (CDR Waugh)

- **Management Oversight in Acquisition Organizations** (Co-Chairs: Dr. Mim John and Dr. Ron Kerber) This study is co-sponsored by the Acting USD(AT&L) and the Director, Defense Procurement and Acquisition Policy. The Task Force is to examine the structure within the Department for exercising acquisition authority and making acquisition decisions, and recommend options for improving checks and balances to protect the integrity of procurement decisions. The Task Force is to assess whether all major acquisition organizations within the Department have adequate management and oversight processes, and what changes might be necessary to implement such processes where needed. **This Task Force is in progress.** (LTC Dolgoff)
- **Roles and Authorities of the Director of Defense Research and Engineering** (Chair: Mr. Don Latham) This study is sponsored by the Acting USD(AT&L). The Task Force is to examine the past and current roles and authorities of the Director of Defense Research and Engineering (DDR&E), and determine appropriate future roles and authorities for the DDR&E. The Task Force is to examine the DDR&E in relation to other senior science and technology and acquisition officials of the Military Departments and the Defense Agencies. **This Task Force is in progress.** (CDR Waugh)
- **2005 Summer Study on Reducing Vulnerabilities to Weapons of Mass Destruction (WMD)** (Co-Chairs: Mr. Larry Lynn and Mr. Bob Nesbit) This Summer Study is co-sponsored by the Acting USD(AT&L) and the Assistant to the Secretary of Defense (Nuclear, Chemical and Biological Defense Programs). The Summer Study is to develop a national enterprise architecture to reduce the US vulnerability to WMD. The Summer Study is to assess which WMD modalities are the US most vulnerable to, and the functional “requirements” of envisioned WMD defense capability. The

Task Force is to develop an overall architecture, examine current and planned US investments in WMD defense, and recommend a prioritized investment strategy. **This Task Force is in progress.** (LTC Dolgoff)

- **2005 Summer Study on Transformation: A Progress Assessment** (Co-Chairs: Gen Larry Welch, USAF (retired), and Dr. Robert Hermann) This Summer Study is co-sponsored by the Acting USD(AT&L), the Under Secretary of Defense (Policy), the Under Secretary of Defense (Personnel and Readiness), the Director, Force Transformation, and the Director, Defense Research and Engineering. The Summer Study is to assess the Department’s continuing transformation process. The assessment is to describe the current status of transformation efforts, identify appropriate transformation objectives, and recommend ways and means to meet emerging and persistent challenges. **This Task Force is in progress.** (Lt Col Robertson)

[DSB Reports published since Oct 2004:](#)

- **Summer Study 2005: Transition to and from Hostilities (December 2004)**
- **Employment of the National Ignition Facility, Volume I (October 2004)**
- **Corrosion Control (October 2004)**
- **Integrated Fire Support in the Battlespace (October 2004)**
- **Quarantining Guidance for the Severe Acute Respiratory Syndrome (SARS) Epidemic – Interim Report (December 2004)**

Army Science Board (ASB)

Dr. James Tegnalia – Chairman
Dr. Lawrence Delaney – Vice Chairman
LTC Scott Haraburda – Exec. Secretary
MAJ(P) Richard Shaw – Executive Officer
Mr. Wayne Joyner - Executive Assistant

December Plenary Meeting

The Army Science Board held its December Plenary Meeting on December 6 and 7 in Crystal City. Briefings topics included IEDs, the Future Force and Technologies for Urban Operations. Also briefed were early stage plans for ASB 2005 Studies as mapped out by study Chairs.

ASB Members at the December Plenary Meeting enjoyed a special treat on 6 December, an arrival ceremony for one of their own, Dr. Francis J. Harvey. Dr. Harvey served on the ASB from 1999 to 2001 and is now Secretary of the Army.

FY2005 Summer Studies

Although the Terms of Reference for 2005 Summer Studies are still in draft, the topics for the two have been determined. First is **“Enhancing the Resource Posture of the Future Army”** to be chaired by LTG Max Noah (USA, Ret.), Mr. John W. McDonald, and Mr. Richard Ladd. The other Summer Study is titled **“Force Modularity and Technology”** and will be chaired by Dr. Robert Douglas, Dr. Valerie Gawron, and LTG Randall Rigby (USA, Ret.).

FY2005 Task Force Studies

Task Force Topics have also been selected while Terms of Reference remain in draft. These include: **“Information Operations”** chaired by LTG Paul Funk (USA, Ret.); **“IED Defense”** chaired by Dr. Lawrence Delaney; and **“Support to Intelligence Activities”** co-chaired by Mr. Gary Glaser and Dr. Michael Wartell. As many as three additional Task Force Studies are under consideration and may be added.

The ASB will conduct a February Plenary meeting serving both Summer Studies and the Task Forces, to take place on 24 and 25 February at the Institute for Defense Analyses in Alexandria, Virginia. Senior Army leaders and subject matter experts will address the group on topics related to the new set of studies.

Plenary meetings are also planned for April and June. The ASB Summer Study Report Writing Session is planned for July 11-22 at the Beckman

Center in Irvine, California. The outbriefs of 2005 ASB Studies to senior Army leadership will take place on Friday 22 July.

Executive Secretary

The Army Science Board welcomes LTC Scott S. Haraburda, PhD, PE as its new Executive Secretary. His previous assignment was as the Battalion Commander of the 472nd Chemical Battalion in Chicago.

ASB Executive Officer MAJ Rick Shaw was included in the December 2004 promotion list to Lieutenant Colonel. Congratulations, Rick!

For more information on the ASB visit:

<https://webportal.saalt.army.mil/SARD-ASB>

Naval Research Advisory Committee (NRAC)

Mr. John M. “Jack” Bachkosky – Chair
CAPT Dennis L. Ryan, III, USN (Ret.) - Program Director

Three studies from last year are in the process of being approved for public release. Those studies were:

Science and Technology in FORCENet; Technology Acquisition Reform; and Electromagnetic Gun Technology Assessment.

The NRAC Venture Capital Panel continues to gather information on the optimum ways in which the Navy can effectively incorporate information and process from the venture capital world.

The annual NRAC Summer Study was held the last week of July and the first week of August at the Naval Postgraduate School in Monterey, California. Briefs on two topics were prepared this year. Those topics were:

Sea Basing; and Modular Science and Technology for Modular Mission Packages.

Both of the briefs were presented to Mr. John J. Young, Jr, the Assistant Secretary of the Navy (Research, Development and Acquisition) on August 5, 2004. Final reports based upon the briefs are in preparation.

A third panel studying:

Science and Technology for Naval Warfare, 2015-2020, has begun its work. The panel has met twice and is expected to continue meeting through the winter.

For more information on NRAC activities visit <http://nrac.onr.navy.mil>.

Air Force Scientific Advisory Board (SAB)

Dr. Daniel E. Hastings - Chair
Ms. Heidi Shyu - Vice Chair
Lt Gen John D.W. Corley - Military Director
Col Charles D. Bowker - Executive Director

FY05 Study Kickoff. The Air Force Scientific Advisory Board held its annual Study Kickoff 11-13 January 2005 in Rosslyn, VA. Study teams were organized and heard briefings to begin data gathering activities. Study Chairs charted the direction of their respective studies and outlined potential briefings they would like to receive and various site visits they would like to make over the next few months. Four studies were initiated: Air Force Operations in Urban Environments, Domain Integration, Automatic Target Recognition, and Systems of Systems Engineering. The studies are scheduled to conclude by July 2005.

FY04 Quality Review. The 2004 Scientific Advisory Board Quality Review of Air Force Research Laboratory (AFRL) Science and Technology programs was briefed to the AFRL Commander, Brig Gen Perry Lamy, on 13 December 2004 and to the Commander, Air Force Materiel Command (AFMC), Gen Gregory Martin, on 14 December 04. The briefings were given at Wright-Patterson Air Force Base, OH. Briefings to the Secretary of the Air Force and Chief of Staff of the Air Force are still pending

Air Force Institute of Technology Center for Systems Engineering Audit. The Air Force Scientific Advisory Board completed an audit of the AFIT Center for Systems Engineering (CSE) academic programs in systems engineering. These included the traditional Masters of Science program in systems engineering, the Intermediate Developmental Education (IDE) program, and

the systems engineering certificate program. The results were briefed by the Study Chair, Professor Richard Murray, to the Secretary of the Air Force on 7 December 2004. The Commander of the Air Force Materiel Command and the Commandant of AFIT were briefed on 6 January 2005. The Deputy Assistant Secretary of the Air Force (Science, Technology, and Engineering) was briefed on 11 January 2005. The study report is undergoing final review and is scheduled for release in February 2005.

Advisory Groups: The Air Force Test and Evaluation Center Advisory Group, chaired by Mr. Phil Soucy, is scheduled to meet 16-17 February 2005 at Kirtland Air Force Base, NM.

Publishing Status. The following 2004 studies are in security review:

- *Networking to Enable Coalition Operations, Volume 2*
- *Operationalizing Space Launch*
- *Human Systems Integration*

Defense Business Board (DBB)

Chairman: William (Gus) Pagonis
Vice Chairman: Michael Bayer
Executive Director: Thomas Modly

In 2004, the DBB finalized recommendations for a Civilian Leadership Orientation Program, a Financial Audit Strategy, and Cycle Time reductions for aviation repair parts. The DBB will be finalizing the recommendations of the Management Agenda Task Group in February 2005.

In 2005, the DBB will hold quarterly meetings on February 10th, May 19th and November 17th. Proposed topics for 2005 include:

- Human Resources Task Group reviews of the recruiting and hiring processes at DoD, and recommendations for an organizational and professional development strategy for the Comptroller organization.
- General Management Task Group to review the strategy to manage and implement BMMP.
- Healthcare Management Task Group to recommend alternative models for financing and delivering healthcare services to military retirees.
- Business Process Transformation Task Group to review and make recommendations on the Services' business process transformation roadmaps.

The DIA Advisory Board

Dr. Michael Wartell – Chairman

Ms. Victoria Prescott – Program Manager & Executive Secretary

The DIA Advisory Board continues to support the full range of the DIA mission. The first plenary meeting of Fiscal Year 2005 was held on 2-3 November at the Defense Intelligence Analysis Center. As a result of discussions at the

meeting, the Board sponsored a roundtable on foreign language acquisition strategies with four experts from academia and DIA leadership. The session proved to be enlightening for all that participated. In addition, there are three panels currently underway – the Soldier as Sensor panel is looking at how information from the soldier is received and used by DIA; the National Signatures Program panel is reviewing all aspects of the national signatures data base; and the Communications panel is examining DIA's internal communications strategies. The next plenary meeting will be 16-17 February.

Defense Science Board Active Task Forces

Green – Army Mil Assist

Light Blue – Air Force Mil Assist

Dark Blue – Navy Mil Assist

ID	Task Force	TOR Date	Finish	Sep '04	Oct '04	Nov '04	Dec '04	Jan '05	Feb '05	Mar '05	Apr '05	May '05	
1	IRAQI FREEDOM LESSONS LEARNED	12/14/01	2/15/05	[Green Bar]					Supporting Reports Complete				
2													
3	ENABLING JOINT FORCE CAPABILITIES, PHASE II	2/3/03	9/17/04	[Green Bar]			Final Report Released						
4													
5	INTEGRATED FIRE SUPPORT	6/3/02	10/28/04	[Dark Blue Bar]			Final Report Released						
6													
7	QUARANTINING GUIDANCE FOR SARS	6/11/02	12/02/04	[Dark Blue Bar]			Interim Report Released						
8													
9	PATRIOT SYSTEM PERFORMANCE	6/3/02	2/04/05	[Dark Blue Bar]					Pending Final Approval				
10													
11	CORROSION CONTROL	11/4/03	10/28/04	[Light Blue Bar]			Final Report Released						
12													
13	CRITICAL HOMELAND INFRASTRUCTURE PROTECTION	1/20/04	3/25/05	[Light Blue Bar]					Report in Draft				
14													
15	2003 SS: DoD ROLES & MISSIONS IN HOMELAND DEFENSE	1/3/03	9/23/04	[Green Bar]			Vol II Report Released						
16													
17	2004 SS: TRANSITIONING TO AND FROM HOSTILITIES	1/23/04	3/25/04	[Green Bar]					Main Report Released				
18													
19	STRATEGIC COMMUNICATION	1/23/04	9/30/04	[Light Blue Bar]			Final Report Released						
20													
21	IDENTIFICATION TECHNOLOGIES OF THE FUTURE	10/21/03	3/15/04	[Dark Blue Bar]					Report in Draft				
22													
23	HIGH PERFORMANCE MICROCHIP SUPPLY	12/18/03	2/28/05	[Green Bar]					Completed Security Review				
24													
25	NUCLEAR WEAPON EFFECTS TEST, EVAL & SIM	1/21/04	3/15/04	[Dark Blue Bar]					Report in Draft				
26													
27	FUTURE STRATEGIC STRIKE SKILLS	2/24/04	3/15/05	[Dark Blue Bar]					In Progress				
28													
29	IDENTIFYING & SUSTAINING US DOD / UK MOD CRIT TECH	4/21/04	5/27/05	[Dark Blue Bar]					In Progress				
30													
31	MOBILITY	2/20/04	3/15/05	[Green Bar]					Report in Draft				
32													
33	FUTURE OF THE GLOBAL POSITIONING SYSTEM	4/9/04	3/25/05	[Light Blue Bar]					Report in Draft				
34													
35	MISSILE DEFENSE PHASE IV (INFORMATION POLICY)	4/13/04	2/28/05	[Light Blue Bar]					Report in Draft				
36													
37	MUNITIONS SYSTEM RELIABILITY	4/30/04	4/29/05	[Dark Blue Bar]					In Progress				
38													
39	EMPLOYMENT OF THE NATIONAL IGNITION FACILITY	6/14/04	2/8/05	[Light Blue Bar]					Vol I Report Released				
40													
41	RED LESSONS LEARNED	8/30/04	6/30/05	[Dark Blue Bar]					In Progress				
42													
43	MANUFACTURING TECHNOLOGY	9/17/04	6/30/05	[Green Bar]					In Progress				
44													
45	FORCE PROTECTION IN URBAN & UNCONV ENVIRONMENTS	9/21/04	7/15/05	[Green Bar]					In Progress				
46													
47	SUB-SCALE AND FULL-SCALE AERIAL TARGETS	10/22/04	9/30/05			[Dark Blue Bar]			In Progress				
48													
49	MANAGEMENT OVERSIGHT IN ACQUISITION	11/12/04	2/15/05			[Green Bar]			In Progress				
50													
51	ROLES AND AUTHORITIES OF DDR&E	12/20/04	7/29/05				[Dark Blue Bar]			In Progress			
52													
53	2005 SS: REDUCING VULNERABILITIES TO WMD	1/10/05	11/15/05					[Green Bar]		In Progress			
54													
55	2005 SS: TRANSFORMATION: A PROGRESS ASSESSMENT	1/13/05	11/15/05					[Light Blue Bar]		In Progress			