



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY  
ACQUISITION LOGISTICS AND TECHNOLOGY  
103 ARMY PENTAGON  
WASHINGTON DC 20310-0103



December 28, 2000

Mr. Michael Bayer  
Chairman, Army Science Board  
2511 Jefferson Davis Highway, Suite 11500  
Arlington, Virginia 22202

Dear Mr. Bayer:

I request that the Army Science Board (ASB) conduct a study on "Objective Force Soldier/Soldier Teams" in line with recent ASB studies that support Army transformation toward the Objective Force. The study should address, but is not limited to, the Terms of Reference (TOR) Described below. Appointed ASB members to this study are to consider the TOR as guide lines and may expand the study to issues considered important to the study. Modifications to the TOR must be addressed with the Chairman of the ASB.

**Background:**

a. Deployment of forces to Southwest Asia, Bosnia, Kosovo and Somalia demonstrated the growing need for a strategically deployable, medium-weight force that is mobile and as survivable and lethal as current Heavy Forces. Future adversaries are expected to use urban and complex terrain, state-of-the-art commercial technology, human shields and asymmetric means to mitigate U.S. military strengths. The medium weight Objective Force must be capable of deploying and fighting in situations where it is outnumbered and facing a technologically laden threat. Moreover, soldiers will more likely fight dismounted from their platforms in the streets and alleyways of urban complexes. Strict rules of engagement will dictate that targets are clearly identified and that collateral damage is minimized. Soldiers of the Army's Objective Force, enabled by a network-centric suite of manned and unmanned ground and air platforms, robust C4ISR and non-lethal means, must be able to fight, survive and win in those environments.

b. I envisage that this study will provide practical insights into current and future science and technology opportunities that will assist Army Leadership prioritize research, development and acquisition in order to yield dramatic improvements in Objective Force Soldier lethality, survivability, supportability and situational awareness. The study will examine those technologies that will enable the mounted and dismounted Soldier to fight within a network-centric, system-of-systems across the full spectrum of operations. Military operations in urban and complex terrain will be addressed as part of the study

TOR: The study should be guided by, but not limited to the following TOR.

(1) Characterize the level and nature of lethality, survivability, logistical and information systems for command, control, communications and computer improvements that must be achieved to yield a more effective Objective Force Soldier across the operational spectrum. Evaluate connectivity/interface between Future Combat System variants and the Objective Force Soldier.

(2) Map the technology from present to future that would obtain the improvements as described above.

(3) Include in the technology roadmap an assessment of current and projected Research Development and Acquisition efforts. Highlight those areas where modest investments now may yield significant capabilities in soldier effectiveness, weight reduction, power efficiency and affordability of soldier systems.

(4) Recommend alternative science and technology strategies that can provide the level of improvements outlined above. Stratify the level of cost, technical and schedule risk associated with each alternative. Address emerging technologies from academia, industry and other government agencies.

Study Sponsorship: Co-Sponsors for this study will be Vice Chief of Staff, Army; Assistant Secretary of the Army, Acquisition, Logistics and Technology; Deputy Chief of Staff for Operations and Plans; Deputy Chief of Staff for Programs; Deputy Chief of Staff for Logistics; Deputy Chief of Staff for Intelligence; Director, Information Systems for Command, Control, Communications and Computers; Commander, United States Army Training and Doctrine Command; and United States Army Materiel Command.

Study Duration: The study shall be completed by July 31, 2001.

Sincerely,



Paul J. Hoyer

Assistant Secretary of the Army  
(Acquisition, Logistics and Technology)