



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

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### MEMORANDUM FOR CHAIRMAN, DEFENSE SCIENCE BOARD

SUBJECT: Terms of Reference – Defense Science Board Task Force on Cyber Supply Chain

The defense industrial base consists of a set of cleared contractors and known performers. Capabilities developed, produced, and sustained by the defense industrial base are derived from known and, more importantly, unknown lower tier vendors and sub-suppliers that form a global supply chain supplying providing the necessary components and subcomponents. Globalization of technology introduces multiple opportunities to insert defects and malware into components in locations outside of US Government control which can eventually find their way into a defense system or to allow disruption of critical components at disadvantageous times.

The purpose of this study is to review the DoD supply chain risk management activities, including case reviews of specific acquisition program application and the resulting outcomes. The task force will assess whether current practices are able to effectively mitigate malicious supply chain risk, and whether opportunities exist to modify or strengthen practices to increase the effectiveness of current practices. Questions the task force will address include: Are the practices resulting in actionable risk mitigations that programs have implemented to reduce system vulnerabilities? Would there be benefit to a narrowed focus on a specific supply chain risk (i.e. microelectronics)? Can DoD practices be augmented with private sector actions? What can the industrial base do to improve supply chain management practices, and what commercial sector tools and practices might be brought to bear? Finally, since this is a cross-cutting threat that affects more than DoD, are there interagency activities that DoD could better leverage to reduce its risk?

I will sponsor the study. The Honorable Page Hooper and Dr. John Manfredelli will serve as Co-chairmen of the study. Ms. Melinda Reed, OUSD(AT&L), will serve as Executive Secretary. Lt Col Michael Harvey, USAF, will serve as the DSB Secretariat Representative.

The study will operate in accordance with the provisions of P.L. 92-463, the “Federal Advisory Committee Act” and DoD Directive 5105.04, the 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 to be placed in the position of action as a procurement official.

A handwritten signature in black ink, appearing to read "Frank Kendall", written in a cursive style.

Frank Kendall