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DEPUTY SECRETARY OF DEFENSE

1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SECRET
2004 SEP 10 10 05

INFO MEMO

September 10, 2004 2:25 PM

FOR: SECRETARY OF DEFENSE

FROM: Paul Wolfowitz *PW* SEP 27 2004

SUBJECT: CIO for DoD

- You asked me to pull together a small group to address issues raised by Ken Krieg in his Aug. 13, 2004 memo to you regarding the roles and authority of CIOs.
- Such a group is being assembled and will meet on Oct. 1st in your conference room. The agenda and attendee list are attached. We are working with your schedule and hope you will be able to attend the last session.
- As Ken noted, the Department has a CIO. John Stenbit occupied that position when he was here, and Lin Wells is acting in that capacity now.
- The question remains, how do we move the Department to use this person/role effectively? Ken pointed out, "In leading private sector companies, the CIO is one of the key business leaders. The position is the strategic leader on information inside the enterprise and has significant authority in partnership with the senior sector leaders (equivalents of service secretaries, service chiefs, etc.)".
- Independently, Art Cebrowski has proposed a change to the charter for the ASD(NII)/CIO to enhance his role; a revised charter along these lines is being staffed.
- In addition, various net-centric transformational initiatives are coming to fruition. Information-based approaches are proving their operational worth in Iraq, Afghanistan, and elsewhere.

COORDINATION: Ken Krieg *JK*

Attachments: As stated

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OSD 19370-04

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Agenda

Department of Defense Meeting with Industry Chief Information Officers October 1, 2004 The Pentagon, Room 3E921

- 0800 – 0820** **Arrival**
- 0820 – 0830** **Welcome & Introductions**
- *Mr. Pete Geren, Special Assistant
Office of the Secretary of Defense*
 - *Mr. John Kasich
Managing Director, Lehman Brothers
Former Chairman, U.S. House of Representatives Budget Committee*
- 0830 – 0845** **Meeting Goals and Expectations**
- *Mr. Ken Krieg
Director, Program Analysis & Evaluation
Office of the Secretary of Defense*
 - *Mr. Mark Kvamme
Partner
Sequoia Capital*
- 0845 – 0930** **DoD Briefing - VADM (Ret) ~~At~~ Cebrowski**
- *DoD CIO Perspective ~~Lin~~ Wells, Acting DoD CIO/ASD(NII)*
 - *Why IT is Crucial to the Warfighter and DoD Key Challenges
Mr. John Garstka
Assistant Director for Concept and Operations for Force Transformation
Office of the Secretary of Defense*
 - *Netcentric Operations Experience – Global War on Terrorism
Senior Military – BG Cone preferred*
- 0930 – 0945** **Break**



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0945 – 1145

Moderated Discussion: Role of CIO in a Netcentric Enterprise

Mr. Ken Krieg

Industry CIO Organization Structure, Challenges, and Perspectives

- 1000 – 1010 *Mr. Robert B. Carter, Executive Vice President,
Chief Information Officer, Federal Express*
- 1010 – 1020 *Mr. Brad Boston, Senior vice President and
Chief Information Officer, Cisco Systems*
- 1020 – 1030 *Ms. Carol Kline, Chief Information Officer,
America Online*
- 1030 – 1040 *Mr. Robert DeRodes, Executive Vice President and
Chief Information Officer, Home Depot, Inc.*
- 1040 – 1050 *TBD
Chief Information Officer – Johnson & Johnson*
- 1050–1100 *Large Transition Company Representative
(i.e. Automotive, GE, or CitiGroup, etc.)*

1145 – 1200

Break

1200 – 1300

Working Lunch

- *Round Table Discussions and Recommended Actions*

1300 – 1315

Break

1315 – 1400

Discussion with Department of Defense Leadership-Ken Krieg

- *Secretary of Defense*
- *Deputy Secretary of Defense*
- *Service Secretaries*
- *Chairman of the Joint Chiefs of Staff*
- *DoD CIOs/Private Sector CIOs*



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Department of Defense Meeting with Industry Chief Information Officers

Updated as of: September 10, 2004

Attendee List (Defense)

	Name	Title/Organization
1.	Boutelle LTG, Steven	Chief Information Officer, Department of Army
2.	Cebrowski VADM (Ret), Art	Director, Office of Force Transformation, Office of the Secretary of Defense
3.	Geren, Pete	Special Assistant, Office of the Secretary of Defense
4.	Gilligan, John	Chief Information Officer, Department of the Air Force
5.	Guthrie, Priscilla	Deputy, Chief Information Officer, Department of Defense
6.	Krieg, Ken	Director, Program Analysis & Evaluation, Office of the Secretary of Defense
7.	Lentz, Robert	Director, Information Assurance, Department of Defense, Chief Information Office
8.	Myers, Margaret	Principal Director, Chief Information Officer, Department of Defense
9.	Shea LtGen, Robert	J-6, Joint Chiefs of Staff
10.	Wells II, Linton	Acting, Chief Information Officer, Department of Defense
11.	Wennergren, Dave	Chief Information Officer, Department of the Navy

Attendee List (Industry)

	Name	Title/Organization
12.	Banahan, Tom	Managing Director, Lehman Brothers
13.	Boston, Brad	Senior Vice President and Chief Information Officer, Cisco Systems
14.	Carter, Robert	Executive Vice President, Chief Information Officer, Federal Express
15.	DeRodes, Robert	Executive Vice President and Chief Information Officer, Home Depot
16.	Kline, Carol	Chief Information Officer, America Online
17.	James, Wilber	Partner, Rockport Capital
18.	Kasich, John	Managing Director, Lehman Brothers
19.	Kvamme, Mark	Partner, Sequoia Capital
20.	Schlein, Ted	General Partner, Kleiner Perkins Caufield & Byers
21.	TBD	Chief Information Officer, Johnson & Johnson
22.	TBD	Chief Information Officer, Large Transition Company



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Other Attendees

	Name	Title/Organization
23.	Bollinger, Terry	Contractor, Defense Venture Catalyst Initiative Support
24.	Cocca, Vivian	Information Assurance Transformation Leader, Assistant Secretary of Defense, Networks and Information Integration
25.	Dingman, Michael	Contractor, Defense Venture Catalyst Initiative Support
26.	Garstka, John	Assistant Director for Concept and Operations for Force Transformation Office of the Secretary of Defense
27.	Goldman, Harriet	Contractor, Defense Venture Catalyst Initiative Support
28.	Holland, Charles	Deputy Under Secretary of Defense for Science & Technology
29.	King, Steve	Associate Director for Information Assurance and Defense Venture Catalyst Initiative
30.	McVaney, Ed	Defense Business Board*
31.	Sega, Ronald	Director of Defense Research and Engineering, Secretary of Defense, Under Secretary for Acquisition Technology & Logistics
32.	van Tilborg, Andre	Director, Information Systems, Deputy Under Secretary of Defense, Science & Technology

**Request from Office of the Secretary of Defense (Comptroller)*

Wrap up with Additional Senior Invitees

Secretary of Defense
Deputy Secretary of Defense
Service Secretaries
Chairman of the Joint Chiefs of Staff



BACKGROUND





ASSISTANT SECRETARY OF DEFENSE
6000 DEFENSE PENTAGON
WASHINGTON, DC 20301-6000

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NETWORKS AND
INFORMATION
INTEGRATION
(ACTUS)

Sept 10, 2004

Dep Sec Def,

This responds to your request of
Aug 30 for a memo you could send
to Sec Def about CIO issues. We're
making good progress, and I think
the meeting on Oct 1 will be valuable

Jim



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Revised

9/10
BACK
1855
9/10

OFFICE OF THE DEPUTY SECRETARY OF DEFENSE

The Military Assistant

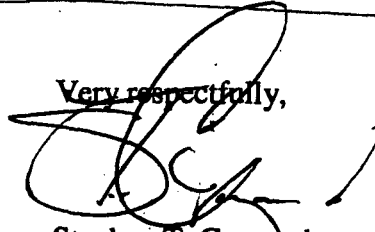
30 August 2004 - 1030 Hours

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9/21

SUBJECT: CIO

Sir,
The DSD has asked that you please prepare a response that DSD can send to SecDef.
Also, please coordinate the response with Mr. Ken Krieg. Please see attached document.

Very respectfully,



Stephen T. Ganyard
Colonel, USMC
Military Assistant to the
Deputy Secretary of Defense

Suspense: 8 September 2004



UNCLASSIFIED

ALL 8/13/04

August 13, 2004

Memorandum for: **Secretary of Defense
Deputy Secretary of Defense**

From: **Ken Krieg** *JK*

Cc: **Pete Geren**

Subject: **Snowflake Response on CIO**

Several months ago you asked me to think about whether we should have a CIO in the Department. The easy answer is yes.

By responsibility and title you have one in the Assistant Secretary for Network and Information Integration - who is dual-hatted as CIO. Lin Wells serves in that capacity on an acting basis until either Fran Harvey or an alternate is confirmed by the Senate.

The harder answer is that there is still a wide gap in the standard view of the role of the CIO between that in the private sector and the government. In leading private sector companies, the CIO is one of the key business leaders. The position is the strategic leader on information inside the enterprise and has significant authority in partnership with the senior sector leaders (equivalents of service secretaries, service chiefs etc.) to create a joint, enterprise approach to information. In DoD's case, converting to an approach like this will require significant changes in the roles and behaviors of Services, Agencies, and OSD alike.

Interestingly, Pete Geren informed me that the Kasich Group has identified this as a significant issue of interest. Pete is arranging a seminar on October 1 in the Pentagon with John Kasich and a number of leading private sector CIOs to think about the question of how DoD might adapt the role given the breadth and complexity of our enterprise.

It might be useful to get a number of the senior leaders of the Department in this seminar. If you are interested, I will work with Pete to keep you informed.



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APPROVED - PW
JUL 1 2004

OFFICE OF THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

ACTION MEMO

TRANSFORMATION
OFFICE

June 24, 2004, 10:30 AM

Butler

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: A. K. Cebrowski, Director, Office of Force Transformation

AKC
6/24

SUBJECT: Transformation and ASD(NII)/DoD CIO Charter

Since the stand-up of **ASD(NII)/DoD CIO** a little over a year ago, the organization's charter **has** been in **staffing**. The Department **is** missing a significant transformational opportunity if the charter **goes** forward in its present form. I suggest the Department leverage the NII charter development to adopt an enterprise-wide approach to information **management, in** lieu of the fragmented, piecemeal processes we now have.

The key issue is if we are to have a CIO, how do **we** do it right.

Defense Transformation hinges on the successful development of a net-centric capable force and the recognition that information and communications technology (ICT) **and** information **activities** are our great source of **power**, yet we **seem** to be poorly organized for it. **This** is a governance issue which requires us to craft new organizational relationships to exploit **this** new source of power **effectively**. Specifically, the broad relationship between **owners** of the processes that **ICT** supports **and the** DoD CIO must be crafted for success using demonstrated effective commercial business models.

Unlike successful firms, DoD lacks an enterprise-wide approach to the management of its **ICT** resources. Services' authorities, fragmented ICT oversight by **various** acquisition executives and bureaucratic legacies **all** impede the development of an integrated approach to information management. **This was** one of the concerns and recommendations I presented in my Strategic Transformation Appraisal to the **SLRG**. During my briefings to the individual Service Secretaries **and** Service Chiefs it continually surfaced **as an** issue of frustration.

To serve you and the Secretary best, the DoD CIO should perform four roles, as is done in successful **firms**, with authorities appropriate to each:

- Principal staff assistant and advisor on ^(IT) ~~IEF~~ and information management, networks, and related areas
- Enterprise-level strategist from the **ICT** perspective
- ICT architect for the DoD enterprise
- DoD-wide **ICT** executive



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Implementing these roles will involve technical, organizational, cultural and operational change. There is no good time for this fight, but there is a significant chance for success under you and the Secretary. I'm prepared to work with Lin Wells and others. I have discussed this with Fran Harvey.

I'm asking your concurrence to begin this approach, since there will be significant resistance from some quarters.

Pursue the approach FW Non Concur _____ Other _____
JUL 2004





COORDINATION: NONE

Prepared by: A. K. Cebrowski, Director, Force Transformation, 614-7674

file

response

1400
8/24

August 25, 2004

OFFICE OF THE
SECRETARY OF DEFENSE

2004 DEC -2 PM 2:05

TO: Paul Wolfowitz
FROM: Donald Rumsfeld DR
SUBJECT: CIO for DoD

Please put together a small group to address this question that Ken Krieg discusses in the attached memo, and get back to me with a report by October 1.

Thanks.

Attach.
8/13/04 Krieg memo to SecDef/DepSecDef re: memo #042704-6

DHR:dh
082504-20 (to computer).doc

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Please respond by 10/1/04

DR 9/28

Sir,
Response attached.
v/R,
Lt Col Lengyel

020000

25 Aug 04



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