



COMPTROLLER

UNDER SECRETARY OF DEFENSE
1100 DEFENSE PENTAGON
WASHINGTON, DC 20301-1100



MAY 21 1997

MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

INFO COPY: SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF

SUBJECT: Management Reform Memorandum #3 -- Streamlining Management of OSD-sponsored Higher Education Organizations and Programs

The Secretary of Defense has directed that we undertake a revolution in business practices in conjunction with the Quadrennial Defense Review. He has noted the large number of education and professional development programs under the cognizance of elements of the Office of the Secretary of Defense (OSD) and the Defense Agencies and Field Activities.

The Secretary would have us examine alternatives for streamlining the management of education and career development programs and organizations that are sponsored by elements of the OSD and the Defense Agencies and Field Activities. I am requesting that each of you identify those educational and professional development programs and organizations under your cognizance by June 1. I would welcome your suggestions for streamlining the management of your programs and organizations, along with your recommendations for OSD-wide management reform in this area.

The Assistant Secretary of Defense for Force Management Policy (ASD(FMP)) will summarize the results of your reports and develop alternatives in conjunction with representatives from your office. Please identify the most senior action officer you wish to assign to support this coordination effort and provide that person's name to my office and the ASD(FMP). I anticipate presenting alternatives to the Secretary by the end of July.