



THE SECRETARY OF DEFENSE  
WASHINGTON THE DISTRICT OF COLUMBIA

6 OCT 1994

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

SUBJECT: SECRETARY OF DEFENSE FELLOWS

The current military-technical revolution, as in the case of some earlier periods of major change in military affairs, is part of a broader revolution with political, economic, and social dimensions. It is being shaped by profound changes in technology, perhaps most notably in the area of information technology and its applications underwriting new operational concepts. These innovations are affecting large organizations outside the military sphere, especially in the business world. Successful enterprises -- information-based corporations, in particular -- are exploiting the revolution in information technologies, reshaping their organizational structures and methods of operation to remain competitive in a dramatically changed global business environment.

Together with you, I am responsible for providing and shaping the Department's future military leaders. To fulfill that commitment, we need to build a cadre of officers who understand not only the profession of arms, but also the organizational and operational opportunities made possible by the revolutionary changes in information and related technologies. They also need an appreciation of how this revolution is influencing American society and business in ways that will ineluctably influence the culture and operation of the Department.

I am therefore establishing a Secretary of Defense Fellows program for officers in the grade of O-5 or O-6 who have demonstrated flag officer potential. Starting every Fall, two officers from each Service will spend a year in corporations which have earned a reputation for insightful long-range planning, organizational innovation and adaptation.

I want to make clear that the intent of this program is neither to duplicate existing fellowship programs within the DoD nor to produce better technologists or acquisition specialists. Rather, we are interested in officers who have distinguished themselves in a variety of operational command and staff positions and who are clearly candidates for these kinds of positions at higher grades.

John Deutch's Revolution in Military Affairs Steering Group is preparing a DoD Directive to get this program underway starting in the Fall of 1995. Each of you is represented on the steering group, and I encourage your participation in drafting the Directive.

*William J. Perry*

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