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## DEFENSE POLICY NEWSLETTER

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## VIEW FROM THE HILL

### HASC Holds Second Future of Defense Task Force Hearing on “Supercharging the Innovation Base”

The House Armed Services Committee (HASC) held its second Future of Defense Task Force [hearing](#), “Supercharging the Innovation Base,” on February 5 following its first hearing in October. As previously reported by [Lewis-Burke](#), the bipartisan Future of Defense Task Force is currently assessing the Department of Defense’s assets and the state of the national security innovation base to address long-term emerging threats, especially regarding competition with China and Russia.

Task Force Co-chair Rep. Seth Moulton (D-MA) opened the hearing by stating that the Department must grow human capital, foster partnerships with the private sector, and bolster ties with academia to enhance the United States’ technological and economic competitive edge. Co-chair Rep. Jim Banks (R-IN) echoed Rep. Moulton’s comments and noted that the Department must break down existing barriers to better work with industry. The hearing’s three witnesses all have government backgrounds and current industry ties:

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Co-Founder of Arceo.ai), and Chris Brose, (former Senate Armed Services Staff Director, Chief Strategy Officer of Anduril Industries).

In line with the Members' opening statements, the witnesses advocated for the Department to work closer—and more nimbly—with private industry, as well as increase funding for the Defense Advanced Research Projects Agency (DARPA) and Defense Innovation Unit (DIU) to scale research programs and innovation. Witnesses also suggested improving STEM education and increasing the nation's talent pool to ensure the next generation of innovators, with Shah specifically highlighting the growing need for a STEM corps to familiarize technology experts with the federal government. Additionally, multiple witnesses noted that the newly created Space Force offers a “clean slate” opportunity for the government to better align with private industry and academia, and incentivize innovation.

### **HASC Members React to DOD's FY 2021 Request in First Budget Hearing**

Members of the House Armed Services Committee (HASC) had mixed reactions to the Department of Defense's fiscal year (FY) 2021 budget request, as displayed during Secretary of Defense Mark Esper's and Chairman of the Joint Chiefs of Staff Mark Milley's testimonies in front of the Committee during a February 27 [hearing](#). HASC Chairman Adam Smith (D-WA) expressed support for Secretary Esper's defense-wide review, noting that DOD should be prioritizing and making tough choices, even if the Committee does not agree with every detail; a number of Members would later criticize Esper on a number of areas where they felt DOD should either be investing more or not reducing funding, such as DOD's shipbuilding programs. However, Chairman Smith expressed concern that DOD does not have a coherent strategy that aligns with the resources the military currently has and told Esper that he should not be asking the Department to take on tasks and ambitious goals that it cannot realistically accomplish. He also strongly objected to DOD's reprogramming of funding to pay for the border wall and noted that the Administration's actions undermine the Department's credibility, as it provided Congress with a list of \$20 billion in priorities that were not funded in the budget request. A number of Democrats on the Committee warned Esper that DOD would be “entering a brawl” with the Committee if the Administration continues to redirect funding without Congress' approval.

Ranking Member Mac Thornberry (R-TX) echoed Smith's concern that DOD should respect Congress' judgement call on how money should be spent, noting that many of the military's past successes could be attributed to Congress' judgements on where funding should be invested. He pointedly asked Esper if the Department thought reauthorizing the *National Defense Authorization Act (NDAA)* mattered or if the Office of Management and Budget (OMB) would direct money as it saw fit. However, other Republicans like Rep. Mike Turner (R-OH) stated that DOD was right to reprogram this funding as Congress had failed to provide adequate funding to secure the border. Though HASC leadership was generally supportive of the need to prioritize DOD's investments, it is expected that Members of Congress, whose constituents are impacted by proposed cuts, will raise

## NATIONAL SECURITY NEWS

### President Trump Releases FY 2021 Budget Request; Prioritizes Near-Term Military Capabilities

President Trump released his fourth budget proposal to Congress on February 10, officially kicking off the congressional appropriations process. The fiscal year (FY) 2021 budget request reflects the Trump Administration's priority of growing military spending, while proposing cuts to many other agencies including those that fund research. The budget request would fund the research, development, test, and evaluation (RDT&E) accounts at approximately \$106 billion, an increase of almost \$1.8 billion or 1.7 percent above the FY 2020 enacted level. However, despite the Department of Defense's (DOD) claim that the FY 2021 request was the largest request for research and development funding at DOD, the FY 2021 request proposes approximately \$2 billion (12.6 percent) in cuts across the science and technology (S&T) accounts compared to the FY 2020 enacted level. The S&T accounts include basic research (6.1), applied research (6.2), and advanced technology development (6.3). As previously discussed, Secretary of Defense Mark Esper has called for Department-wide reviews in order to achieve "relentless and ruthless" prioritization of resources, given that the Department will not see a large increase in topline funding in FY 2021 due to the two-year budget deal set by Congress.

Within these accounts, the request would place an emphasis on readiness and modernization by focusing spending on [2018 National Defense Strategy \(NDS\)](#) priorities—including nuclear modernization, space, cyber, missile defense, hypersonics, artificial intelligence (AI), 5G, and prototyping. The budget request would also prioritize RDT&E funding towards advanced technology development and procurement rather than early-stage research, trading foundational science and technology efforts that bolster long term U.S. technological superiority for near-term capabilities to compete against great powers such as China and Russia. More information can be found in Lewis-Burke's full analysis of the President's FY 2021 budget [here](#).

### DOD Faces Continued Turmoil with Additional Leadership Changes

The Department of Defense (DOD) saw yet another month of high-level departures and personnel changes, creating uncertainty as DOD is undertaking significant reorganizations and modernization efforts to prepare for competition with adversaries such as Russia and China. Changes this month include:

- In one of the most significant departures this year, Under Secretary of Defense for Policy John Rood submitted his letter of resignation effective February 28, 2020. In his resignation letter, Rood stated that his understanding from Secretary of Defense Mark Esper was that President Trump asked for his resignation. However, specific reasons for Rood's exit from the Administration remains unclear, as it comes after several officials stated Rood's role in creating "a toxic work environment" and noted

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million in military assistance to Congress last May. This funding was subsequently withheld by the Trump administration and led to President Trump's impeachment by the House. Other reports have speculated that Rood's firing may have been part of the backlash following the impeachment trial. James Anderson has been appointed to take over the post in an acting capacity until a permanent replacement is nominated and confirmed. The full article can be found [here](#).

- The Air Force Research Laboratory (AFRL) will undergo its second [change in command](#) in the past month. Brigadier General Heather Pringle will be installed as the commander of AFRL at Wright-Patterson Air Force Base in Ohio following Major General William Cooley's [dismissal](#) in January 2020 for allegations of misconduct and "a loss of confidence" in his leadership capabilities. Prior to Brig. Gen. Pringle's appointment, Brig. Gen. Evan Dertien was installed as the commander of AFRL and has served in that capacity since [January 23](#). He will continue his leadership responsibilities until Brig. Gen. Pringle takes command at a future, unspecified date. Brig. Gen. Heather Pringle most recently served as the Director of Strategic Plans, Deputy Chief of Staff for Plans and Programs, Headquarters U.S. Air Force, at the Pentagon in Arlington, Virginia.
- William Jordan Gillis was formally nominated on February 25 to be the next Assistant Secretary of Defense for Sustainment. Gillis [previously](#) served in an equivalent role in the Army as the Acting Assistant Secretary of the Army for Installations, Energy and Environment since January 2019. Upon confirmation, Gillis will replace Robert McMahon, who departed in November 2019, and will oversee issues and policies pertaining to logistics as well as facilities and infrastructure at DOD installations.
- The Administration also intends to [nominate](#) Kathryn Wheelbarger as Deputy Undersecretary of Defense for Intelligence and Security.
- Kenneth Braithwaite, the incumbent U.S. Ambassador to Norway, [was nominated](#) by President Trump to be Secretary of the Navy. Ambassador Braithwaite has previously served in the Navy and retired as a Rear Admiral in 2011 following an illustrious career as a public service officer and naval aviator.
- Rep. John Ratcliffe (R-TX) has been [nominated](#) to become the Director of National Intelligence. Rep. Ratcliffe had previously been considered for the role but withdrew his nomination over public scrutiny over his experience.

### **U.S. Officials Warn of Threats to U.S. Universities and Economy at CSIS China Initiative Conference**

Senior Administration officials continued to raise alarms regarding China's covert efforts against industry and academia at the Center for Strategic and International Studies (CSIS) China Initiative Conference on February 6. This event sought to create a forum for high-level officials from the government, academia, and private industry to discuss the nature of threats from Chinese espionage and U.S. efforts to combat these threats. Throughout the event, both high-level speakers and panelists noted on multiple occasions the threat that China poses specifically to academia and research—including espionage, intellectual property (IP) theft, and intimidation from the Chinese government. Notable speakers included U.S. Attorney General William Barr, Federal Bureau of Investigation (FBI)



and academia.

In his keynote address, Barr expressed concern over China's determination to be the world leader in 5G technology and emphasized that U.S. national security is at risk if the internet becomes dependent on Chinese 5G infrastructure and technology. Wray called for the need for greater transparency on college campuses, though he acknowledged significant progress in collaboration between the FBI and academic community, citing regional meetings held by some of the 5G FBI field offices and the summit for academia held by the FBI in October 2019 to discuss how the academic community can work with the FBI to address issues on campus. Wray also emphasized the U.S.' commitment to international collaboration and the value-add of international students, but noted that universities must take steps to protect students from intimidation from foreign governments. Evanina further emphasized China's threat to U.S. IP and trade, and that China has taken advantage of the U.S. openness of its economy and universities. The full webcast event featuring additional speakers can be found [here](#).

### **DOD Adopts Defense Innovation Board's Recommendations for AI Principles**

The Department of Defense (DOD) [announced](#) that it would adopt five principles for the ethical use of AI across the Department, as [recommended](#) by the Defense Innovation Board (DIB). In a February press release, DOD stated its commitment to ensure that its use of AI systems will be:

- “Responsible. DoD personnel will exercise appropriate levels of judgment and care, while remaining responsible for the development, deployment, and use of AI capabilities.
- Equitable. The Department will take deliberate steps to minimize unintended bias in AI capabilities.
- Traceable. The Department's AI capabilities will be developed and deployed such that relevant personnel possess an appropriate understanding of the technology, development processes, and operational methods applicable to AI capabilities, including with transparent and auditable methodologies, data sources, and design procedure and documentation.
- Reliable. The Department's AI capabilities will have explicit, well-defined uses, and the safety, security, and effectiveness of such capabilities will be subject to testing and assurance within those defined uses across their entire life-cycles.
- Governable. The Department will design and engineer AI capabilities to fulfill their intended functions while possessing the ability to detect and avoid unintended consequences, and the ability to disengage or deactivate deployed systems that demonstrate unintended behavior.”

DIB, an independent advisory committee tasked with considering how to improve the internal operations and culture of the DOD, recommended that DOD adopt these principles in addition to a number of specific recommendations, such as expanding research pertaining to the novel security aspects and issues of AI technologies and establishing a Multidisciplinary University Research Initiative (MURI) to better understand

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## FUNDING AND ENGAGEMENT OPPORTUNITIES

### DOD Releases FOA for BioIndustrial Manufacturing Innovation Institute

The Department of Defense (DOD) released a funding opportunity announcement (FOA) for its BioIndustrial Manufacturing Innovation Institute (MII), formerly known as the SynBio MII. As [previously reported](#) by Lewis-Burke, the BioIndustrial MII will serve as a public-private partnership and will scale up critical, non-medical bio-manufacturing processes and related biotechnologies. DOD will provide more information on the solicitation at the BioIndustrial MII's Proposers Day in Arlington, VA on March 5. Registration for the Proposers Day can be found [here](#).

DOD anticipates one award totaling \$87.5 million in funding from DOD distributed across six fiscal years (FY), with an initial \$3 million in funding for FY 2020 and additional funding in the following fiscal years, which can be found in the full solicitation. There is an expected minimum 1:1 cost share, setting the total MII funding goal to \$175 million. The solicitation encourages the new BioIndustrial MII to collaborate with other MIIs, especially other biomanufacturing MIIs. Concept papers are due by **April 27, 2020 no later than 3:00 PM ET**. Proposers must be invited to submit full proposals and will be notified if selected by early June 2020. The full solicitation, which includes the goals of the MII, can be found [here](#) or at <https://beta.sam.gov> under solicitation number "FA8650-20-S-5028."

### Department of Defense Releases FY 2021 Multidisciplinary University Research Initiative (MURI) BAA

The Department of Defense (DOD) released its broad agency announcement (BAA) for the fiscal year (FY) 2021 Multidisciplinary University Research Initiative (MURI), as part of the larger University Research Initiative (URI) aimed at institutions of higher education. The MURI program remains one of the signature DOD research programs for the university community and stands as the benchmark for building a defense-oriented research capability on campus. The BAA lists 27 topics of interest to the three Service Branches and the Office of the Secretary of Defense, which can be found in Lewis-Burke's analysis [here](#).

DOD expects \$190 million for the program with individual awards being \$1.25 - \$1.5 million. White papers are due on **June 1, 2020 at 11:59 PM ET** and full proposals are due on **September 14, 2020 at 11:59 PM ET**. The full FY 2021 MURI solicitation issued by each Military Service is available at [www.grants.gov](http://www.grants.gov) by searching "N00014-20-S-F003" (Navy), "W911NF-20-S-0009" (Army), and "FOA-AFRL-AFOSR2020-0002" (Air Force).

### Department of Defense Releases FY 2021 Defense University Research Instrumentation Program (DURIP) BAA

The Department of Defense (DOD) released its broad agency announcement (BAA) for

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(URI), provides acquisition funding for equipment and instrumentation used to support defense-related research activities. DURIP funding supports the purchase of major, state-of-the-art equipment (from \$50,000 to \$1.5 million, with an average award of approximately \$300,000) that augments current research institutions' capabilities or develops new capabilities to perform cutting edge defense research and associated graduate student research training in disciplines of importance to DOD.

DOD anticipates awarding approximately \$48 million under the FY 2021 DURIP competition, with individual awards ranging from \$50,000 - \$1.5 million. Of interest to Defense Established Program to Stimulate Competitive Research (DEPSCoR)-eligible [states](#), DURIP will be supplemented by additional funding from DEPSCoR. The competition is open to accredited U.S. institutions of higher education with degree-granting programs in science, mathematics, or engineering. Full proposals should be submitted no later than **May 15, 2020 at 11:59 PM EDT**. The full FY 2021 DURIP solicitation issued by each military Service is available at [www.grants.gov](http://www.grants.gov) by searching "FOA-AFRL-AFOSR-2020-0001" (Air Force), "W911NF-20-S-0006" (Army), and "N00014-20-S-F004" (Navy). More information is included in Lewis-Burke's full analysis of the FY 2021 DURIP award [here](#).

#### **DARPA BTO Announces June 3-4 Biotech Summit**

The Defense Advanced Research Projects Agency (DARPA) Biological Technologies Office (BTO) announced its DARPA Biotech Summit on **June 3-4, 2020** in Chicago, Illinois. The event will include members of the biotechnology research community, including academia, industry, government, and private investment. Registration for the DARPA Biotech Summit will be available at a later date through [beta.sam.gov](http://beta.sam.gov), and BTO's current research areas of focus can be found [here](#).

#### **DARPA DSO Announces June 24-25 Discover DSO Day**

The Defense Advanced Research Projects Agency (DARPA) Defense Sciences Offices (DSO) released a Request for Information (RFI) for a potential opportunity to meet with DSO program managers to discuss mutual research interests. The meetings will be held in conjunction with the Discover DSO Day on **June 24-25, 2020** in Dulles, Virginia. To be considered for a meeting, executive summaries must describe "innovative approaches and technologies that enable revolutionary advances" in science and engineering and be submitted by **Friday, March 13 at 4:00 PM ET**. For more information, the full RFI can be found at <https://beta.sam.gov/> under solicitation number "DARPA-SN-20-36."

#### **DARPA DSO Announces Habitus Program BAA**

The Defense Advanced Research Projects Agency (DARPA) Defense Sciences Offices (DSO) released a broad agency announcement (BAA) for its Habitus [program](#) following its February 10 Proposers Day. As previously reported by Lewis-Burke, the Habitus program seeks to develop adaptable and generalized methods to obtain knowledge from local systems to support the military's operational decision making. While the military relies on subject matter experts to develop cognitive models for a region or system, DARPA seeks



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through <https://baa.darpa.mil> by **April 23, 2020 no later than 4:00 PM ET**. The full solicitation can be found at <https://beta.sam.gov/> under solicitation number "HR001120S0035."

### **DARPA DSO Announces Proposers Day for High Enthalpy Aperture Technology (HEAT) Program**

The Defense Advanced Research Projects Agency (DARPA) Defense Sciences Office (DSO) announced a Proposers Day for the High Enthalpy Aperture Technology (HEAT) program, in advance of a pending broad agency announcement (BAA). The Heat program seeks to develop radio frequency (RF) and infrared (IR) transparent materials, including aeroshell materials, for hypersonic flight conditions. Advance registration for the Proposers Day, which is scheduled for **March 13, 2020**, is required and closes on **March 6, 2020 at 5:00 PM ET** or when capacity is reached, whichever comes first. The Proposers Day will include both classified and unclassified portions. The full announcement can be found at [www.beta.sam.gov](http://www.beta.sam.gov) under notice ID "DARPA-SN-20-30." More information, including registration, is available [here](#).

### **DARPA DSO Announces Proposers Day for Rational Integrated Design of Energetics (RIDE) Program**

The Defense Advanced Research Projects Agency (DARPA) Defense Sciences Office (DSO) announced a Proposers Day for the Rational Integrated Design of Energetics (RIDE) program, in advance of a pending broad agency announcement (BAA). The RIDE program aims to "speed, parallelize and systematize energetics research," and is especially focused on developing capabilities for explosive and propellant formulations. Advance registration for the Proposers Day, which is scheduled for **March 10, 2020**, is required and closes on **March 6, 2020 at 4:00 PM ET** or when capacity is reached, whichever comes first. The full announcement can be found at [www.beta.sam.gov](http://www.beta.sam.gov) under notice ID "DARPA-SN-20-41." More information, including registration, is available [here](#).

### **DARPA DSO Announces Proposers Day for Invisible Headlights Program**

The Defense Advanced Research Projects Agency (DARPA) Defense Sciences Office (DSO) announced a Proposers Day for the Invisible Headlights program, in advance of a pending broad agency announcement (BAA) expected to be released March 2020. The Invisible Headlights program aims to discover how to "transform the ambient thermal light present in all environments into a totally passive 3D sensor" to support autonomous navigation. Advance registration for the Proposers Day, which is scheduled for **March 16, 2020**, is required, and all in-person attendees must register and submit a DARPA [Form 60](#) by **March 11, 2020 at 5:00 PM ET** or when capacity is reached, whichever comes first. The full announcement can be found at [www.beta.sam.gov](http://www.beta.sam.gov) under notice ID "DARPA-SN-20-40." More information, including registration, is available [here](#).

### **DARPA DSO Releases Disruption Opportunity for Quest for Undiscovered Energy Storage and Thrust (QUEST) Program**

The Defense Advanced Research Projects Agency (DARPA) Defense Sciences Office

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develop theories that “describe new energy and momentum harvesting mechanisms, to include exploiting vacuum energy concepts” that support the QUEST program mission to develop testable theories that incorporate “conventional gravitational, electromagnetic and quantum frameworks.” Technical areas of interest include understanding, accessing, and engineering the Quantum Vacuum.

Full proposals are due through <https://baa.darpa.mil> by **March 13, 2020 at 4:00 PM ET**. DARPA anticipates that \$1 million will be available under the DO. The full solicitation can be found at <https://beta.sam.gov> under notice ID “DARPA-PA-19-02-03.”

### **DARPA I2O Releases BAA on Open Programmable Secure 5G (OPS-5G)**

The Defense Advanced Research Project Agency (DARPA) Information Innovation Office (I2O) released a broad agency announcement (BAA) on Open Programmable Secure 5G (OPS-5G) to solicit innovative open source software and systems research proposals that will enable and support secure 5G mobile networks. To bear the massive amount of software, data, and physical infrastructure that 5G demands, DARPA's OPS-5G Program will address these risks by leading development in innovative design that will ensure open source, reliable, and secure 5G networks. With 5G as a prime research and development focus in “Industries of the Future,” the objective of the OPS-5G Program is to apply such proposed research to revolutionize scientific advances in devices and systems alike. The number of awards has not been determined and will depend on quality of proposals. Full proposals for this four-year program must be submitted by **March 17, 2020 at 12:00 PM EST**. The full solicitation can be found at <https://beta.sam.gov> under notice ID “HR001120S0026.”

### **DARPA MTO Releases BAA for Wideband Secure and Protected Emitter and Receiver (WiSPER) Program**

The Defense Advanced Research Projects Agency (DARPA) Microsystems Technology Office (MTO) released a broad agency announcement (BAA) for advanced Radio Frequency (RF) transmitter and receiver technologies. The Wideband Secure and Protected Emitter and Receiver (WiSPER) program specifically seeks to address the vulnerabilities of secure tactical radios against modern signal intelligence (SIGINT) receivers to enhance security over tactical wireless radio. Proposals should aim to provide solutions “that are implemented in a tactical radio size, weight, and power suitable for portable or ground installations.”

DARPA anticipates funding multiple awards with \$50 million in total funding for the four-year, three phase program. Abstracts, though not required, are strongly encouraged and must be submitted by **March 17, 2020 at 1:00 PM ET**. Final proposals are due through <https://baa.darpa.mil> by **April 28, 2020 at 1:00 PM ET**. The full solicitation can be found at <https://beta.sam.gov> under notice ID “HR001120S0030.”

### **DARPA MTO Releases BAA on Wideband Adaptive RF Protection (WARP)**

The Defense Advanced Research Projects Agency (DARPA) Microsystems Technology

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WARP Program's objective is to develop "wideband, adaptive filters and analog signal cancellers that selectively attenuate or cancel external and self-interference to protect wideband digital radios from saturation, ultimately enabling the use of software-defined radios in congested and dynamic spectral environments." MTO seeks proposals that provide innovative, new approaches to wideband reconfigurable filtering and signal cancellation.

DARPA anticipates funding multiple awards with \$40 million in total funding for this program. Proposals must be submitted electronically through [www.grants.gov](http://www.grants.gov) no later than **April 23, 2020 at 1:00 PM ET**. The full BAA can be found here, or at <https://beta.sam.gov/> under ID "HR001120S0027."

### **CDMRP Releases FY 2020 Solicitations**

The Congressionally Directed Medical Research Program (CDMRP) [published](#) funding opportunity announcements for fiscal year (FY) 2020 in the following research programs:

- Amyotrophic Lateral Sclerosis
- Breast Cancer

In addition, the CDMRP has [released](#) pre-announcements for a number of FY 2020 programs including:

- Gulf War Illness
- Epilepsy
- Multiple Sclerosis
- Lung Cancer
- Peer Reviewed Cancer Research Program
- Peer Reviewed Orthopaedic Research Program
- Spinal Cord Injury
- Tick-Borne Disease
- Orthotics and Prosthetics Outcomes
- Peer Reviewed Medical Research Program (PRMRP)
- Bone Marrow Failure
- Autism
- Military Burn
- Neurofibromatosis
- Ovarian Cancer
- Tuberous Sclerosis

Interested applicants may subscribe [here](#) for real-time updates, including forthcoming solicitations.

### **2020 Military Health System Research Symposium (MHSRS) Announces Calls for Abstracts**

The Department of Defense (DOD) announced a call for abstracts, including a young investigator competition, for its annual Military Health System Research Symposium

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symposium offers a unique opportunity for academia to engage with program managers and DOD personnel, and socialize military biomedical and health-related research topics. The 2020 MHSRS features breakout sessions on infectious disease, expeditionary medicine, psychological health and resilience, occupational and environmental exposure, traumatic brain injury, human performance optimization, among many others. Abstract presentations at the symposium are often attended by officials from the Department of Health and Human Services in addition to DOD officials. Submissions will be accepted until **March 25, 2020**. Details on the submission process, topic areas and descriptions, and additional information on the 2020 MHSRS can be found [here](#).

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## WHAT WE'RE READING

### **DOD Looks to Inspire Young People to Pursue Engineering**

*The Department of Defense's (DOD) News Blog* reports on a "National Engineers Week" recently held at the Pentagon. During the event, Undersecretary of Defense for Research and Engineering (USD(R&E)) Michael Griffin spoke about the importance of galvanizing younger generations to pursue engineering careers. Griffin explained how creativity, innovation, and inspiration are similarly applied and found in engineering. Griffin highlighted engineering as an exciting and innovative field where physical law and mathematics complement human ingenuity and creativity to spur new creations and propel U.S. research and development. Read more [here](#).

### **Planners Aim to Build Slim, Agile Space Force**

*Air Force Magazine* reports on the U.S. Space Force's outlined plans for its organizational structure with a design and objective to "minimize cost and bureaucracy." The Space Force currently relies on U.S. Air Force structures and resources, but Space Force-assigned personnel will begin to transfer from the Air Force this year. However, the article notes other potential challenges ahead, such as changing the enlistment processes, which requires Congressional authorization, and ensuring pay and benefits. DOD acknowledges the significance of assembling a modernized and streamlined structure for the Space Force because it will set the tone for space-related operations, development, and future endeavors. In building this structure, the Space Force aspires to ensure it has the core materials and talents needed for capabilities such as intelligence collection, communications, navigation, and missile warning, all of which will be critical to the U.S. maintaining its advantage in great power competition. Read more [here](#).

### **Army Secretary Questions DHA's Readiness to Handle Reforms**

*The U.S. Naval Institute News* recently reported that Secretary of the Army Ryan McCarthy is concerned about the Defense Health Agency's (DHA) readiness to continue its military medical reform effort. DHA is currently in the process of consolidating medical treatment, research, and management (affecting nearly 400 military treatment facilities) to all be under DHA by the end of fiscal year (FY) 2022. In a December 19 memo, Secretary

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