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The Honorable USD (R&E) Emil Michael
Office of the Under Secretary of Defense, Research and Engineering (USD(R&E))
1010 Defense Pentagon
Washington, DC 20301-1010

Subj: Rand Report on Use of Digital Engineering Artifacts to Track Schedule Performance

Dear Hon. USD (R&E) Emil Michael:

This letter and the cited, revised white paper provide include observations and recommendations in a Rand Corp. report, *On the Use of Digital Engineering (DE) Artifacts for Integrating Processes in Acquisition Programs, Observations from the Sentinel Program and Recommendations for Future Programs* printed December 31, 2024. The report examines an ongoing application of DE artifacts on the LGM-35A Sentinel weapon system.

The white paper, *Integrating the Embedded Software Path, Model-Based Systems Engineering (MBSE), MOSA, and Digital Engineering with Program Management*, September 12, 2025, includes the following excerpt:

Use DE artifacts to consolidate activities. The resulting vision included the development of a shared DE environment (DEE) based on MBSE. The objective of the DEE is to support digital analysis, standardize data and provide Authoritative Statements of Truth (ASoT), track task progress, enable efficiencies, identify risks, and enhance critical communications among key process stakeholders.

So, Rand is consistent with DoD policy that progress be based on ASOTs from the DE ecosystem. The draft *SAE/EIA-748E, Earned Value Management System*, which was disapproved, has no content which supports the objective of the DEE. It should remain disapproved.

Yours truly,



Paul Solomon

CC:

Hon. Adam Smith, HASC	Hon. USD Michael Duffey
Hon. Mike Rogers, HASC	Hon. David Norquist NDIA
Hon. Roger Wicker, SASC	Hon. Troy Meink, Sec. of the Air Force
Hon. Dan Driscoll, Sec. of the Army	Russell Vought, Director, OMB
Hon. SON John Phelan	Dep. Sec. Defense Hon. Stephen Feinberg
Hon. Gen. B. Chance Saltzman, U.S. Space Force	
Hon. Pete Hegseth, Sec. Def	
Jon Sindreu, WSJ	Anthony Capaccio, Bloomberg News
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