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

Subj: Digital Engineering Integration and Governance Across the Department of War

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

This letter augments my letter dated October 6, 2026, Subj: Use Advana for Capability Portfolio Management and Product Life Cycle Management (PLM). The previous letter included recommendations to:

1. Revise DoDI 5000.97 Digital Engineering (DE)
 - a. Direct that the use of DE with the digital methods of model-based systems engineering (MBSE), (PLM), and computer aided design(CAD)) be institutionalized in a common manner with standardized tools.
 - b. Delete "to the maximum extent possible."
2. Establish Advana or select a commercial tool with similar capabilities as a common tool to integrate disparate vendor's PLM data-management platforms and to minimize digital acquisition costs.

These recommendations are consistent with those made to Chairman Rogers in the letter, Subj: Markups for NDAA for FY 2027, dated February 5, 2026, especially those regarding DE, digital twins and digital threads.

His committee's FY2027 NDAA report (H. Rept. 119-698) subsequently included an Item of Special Interest, "DE Integration and Governance Across the Department of Defense." HASC directed the Under Secretary of Defense for Acquisition and Sustainment to brief HASC by 1 March 2027 on the Department's plan to institutionalize DE across all current and future weapon system and platform programs. The report shall include the following information:

- (1) an assessment of the Department's progress implementing DoDI 5000.97 throughout the design, acquisition, sustainment, and modernization lifecycle;
- (2) an outline of DE and PLM best practices for naval shipbuilding, aviation, unmanned aerial vehicles, and undersea warfare programs;
- (3) a recommendation for the designation of an executive agent or office responsible for Department-wide DE strategy, implementation, and oversight; and
- (4) an assessment of currently available commercial DE ecosystems and PLM capabilities that could serve as department-wide solutions, including their ability to meet the Department's requirements for governance structures, data standards, cybersecurity, access controls, and interoperability with existing service- and program-level digital environments.

As part of the Department's plan to institutionalize DE across all current and future weapon system and platform programs, please revise DoDI 5000.97 and implement the other revisions to DoW policy and guides in Table 3 of the white paper, "Integrating the Embedded Software Path, MBSE, MOSA, and DE with Program Management." Include your progress in the brief required by H. Rept. 119-698. I also recommend that DoW report its progress in future HASC and SASC hearings on weapon system and platform programs.

Yours truly,



Paul J. Solomon

CC:

Hon. Adam Smith, HASC
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Hon. SecAF Meink
Hon. Russell Vought, Director, OMB
Hon. Acting SECNAV Cao
Hon. Gen. Saltzman, U.S. Space Force
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