

**Defense Innovation Board Fall Meeting Minutes**  
Pentagon, Washington, DC  
October 17, 2022

The Defense Innovation Board (DIB) is a federal advisory committee in the Department of Defense (DoD) operating pursuant to the Federal Advisory Committee Act of 1972, the Government in Sunshine Act of 1976, and other related federal regulations.

The DIB held its first fiscal year 2023 (FY23) quarterly board meeting, which was partially closed, on October 17, 2022, in the Pentagon.

**DIB Members (voting) (8)**

Michael Bloomberg, Chair  
Dr. Gilda Barabino  
Susan Gordon  
Reid Hoffman  
Admiral (Ret) Michael Mullen  
Dr. William Roper Jr.  
Ryan Swann  
William “Mac” Thornberry

**DIB Members Not Present (0)**

**DIB Staff Support (non-voting) (8)**

Colleen Laughlin, Executive Director & Designated Federal Officer  
Committee Staff: Craig Hughes, Melodie Ha, Jordan Hawkins, Alexiaa Jordan, Michael McWilliams, Elliot Silverberg, Zack Crahen

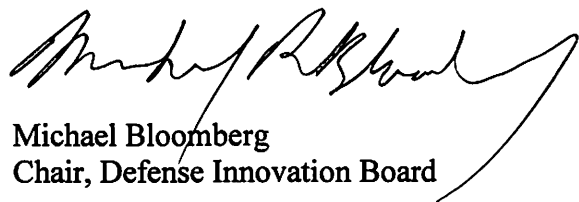
Closed Board Meeting:

At 12:00pm, Ms. Colleen Laughlin called the closed sessions of the board meeting to order. Summary of closed meeting sessions are as follow: Assistant Secretary of Defense for Strategy, Planning, and Capabilities, Dr. Mara Karlin, provided a brief on the National Defense Strategy. Under Secretary of Defense for Research and Engineering (R&E), Ms. Heidi Shyu, provided a brief on DoD’s critical technology priorities, DoD’s innovation ecosystem and pain points, and Department approaches for addressing critical capability gaps across the Services, to include Rapid Defense Experimentation Reserve (RDER) and R&E stakeholder engagement with the commercial sector. DoD Chief Information Officer (CIO), Mr. John Sherman, provided a brief on the CIO’s key priorities and challenges, digital modernization and investments, and talent management. Secretary of Defense Lloyd Austin provided an update on Department priorities, thanked members for volunteering their service and expertise, and expressed his intent to leverage ideas and insights from the DIB to advise DoD leaders on what is working, what needs adjustment, and what private sector approaches can help the Department, with an initial focus on how DoD can better work with the private sector and the Department’s upcoming National Defense Science & Technology Strategy.

Open Board Meeting:

At 4:05 pm, Ms. Colleen Laughlin commenced the open session of the board meeting, welcomed the DIB members, and introduced the DIB Chair, Mr. Michael R. Bloomberg. Mr. Bloomberg provided Chair Opening Remarks, expressing gratitude to Secretary Austin and the Department for asking him and his fellow board members to serve at this critical time. The DIB Chair remarked that adaptability and innovation are central to DoD and national security as the world becomes more complex and interconnected. Mr. Bloomberg underscored the DIB's mission of drawing on the strengths of the private sector to catalyze innovation in DoD. The DIB Chair expressed that innovation is about science, technology, people, and a culture that supports new ideas and learning from mistakes. The DIB Chair emphasized the DIB's impact and accomplishments to date, highlighted the strengths of the current board, and then invited the board members to introduce themselves. DIB members provided an introduction and brief comments on their background as well as the experience they will bring to the board. The DIB Chair expressed on behalf of the board members that they look forward to fulfilling their mission and continued feedback from the public. Mr. Bloomberg thanked Secretary of Defense Lloyd Austin for the opportunity to serve and for spending time with the board earlier in the day. Ms. Laughlin then invited the board to provide comments on themes and issues discussed with DoD leaders over the course of the day. Board members emphasized key issues and themes related to: the private sector needing a better understanding of DoD as a customer in order to drive private investment capital and engagement from small companies; the need for alignment of incentives between the military and the commercial sector; close evaluation of dual-use technologies to better determine where military applications exist; driving innovation through sharing information while simultaneously protecting it; anticipating warfighter needs and determining where to be a fast adopter vs. an investor; and the broadened scope of science and technology, which now encompasses areas like cybersecurity, misinformation, and the biosphere. Ms. Laughlin transitioned the discussion to the Public Comment period, after which the DIB Chair provided closing remarks. Ms. Laughlin thanked the DIB members and the virtual participants, and adjourned the DIB's October 17, 2022 open public meeting at 4:32pm.

I hereby certify, to the best of my knowledge, the foregoing minutes are accurate and complete.



Michael Bloomberg  
Chair, Defense Innovation Board