

**Defense Innovation Board
Winter Board Meeting Minutes
Pentagon, Washington, DC
January 26, 2024**

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 the Sunshine Act of 1976, and other related federal regulations.

The DIB held its second fiscal year 2024 (FY24) quarterly board meeting on Friday, January 26th at the Pentagon. The public portion of the meeting was livestreamed and recorded by the Defense Media Agency. The livestream was viewed by 988 participants. The recording has been posted on the DIB website at innovation.defense.gov.

DIB Members Attending (9):

1. Mr. Michael Bloomberg, Chair
2. Dr. Gilda Barabino
3. Ms. Susan Gordon
4. Mr. Reid Hoffman
5. Ms. Mary Meeker
6. ADM (Ret) Michael Mullen, US Navy
7. Dr. William Roper Jr.
8. Mr. Ryan Swann
9. Mr. William “Mac” Thornberry

Guest Speakers (17):

1. Ms. Laura Farhall, Minister Counsellor Defence Acquisition and Technology, British Defence Staff, Ministry of Defence
2. Capt Ronald Grimley, Airpower Strategist, Futures and Concepts Division (Skunk Works), Air Force Futures, Headquarters Air Force
3. Dr. Susan Haines, Counsellor, Defence Research and Technology, UK Embassy
4. Brig. Gen. (Ret.) Frank L. Kelley, Vice President, Defense Acquisition University (DAU)
5. Dr. Mark Livingston, Assistant Director, Personnel Security, Defense Counterintelligence and Security Agency
6. COL Andrew Lunoff, Program Manager, US Army, Program Executive Office Missiles and Space
7. Ms. Barbara McQuiston, Board Chair NATO DIANA
8. Dr. Vernon Myers, Deputy Executive Director (CCOR-CD), U.S. Army Contracting Command-Orlando
9. LTC Amy Natalini, Deputy Director, Strategic Assessments Team, Air Force Futures (A57), Department of the Air Force
10. LTC Mark Newdigate, U.S. Special Operations Command
11. Mr. Peter Newell, CEO, BMNT
12. Hon. Radha Plumb, DUSD Acquisition & Sustainment
13. Mr. Jeffrey Singleton, U.S. Representative to the NATO DIANA Board of Directors

14. Dr. Darren Sutton, Minister-Counsellor Defence Science and Technology, Embassy of Australia
15. Mr. William Trainer, International Program Manager, US Army, Program Executive Office Missiles and Space
16. LTC Amanda Wilson, U.S. Special Operations Command
17. Ms. Rachael Young, First Secretary Defence Strategic and Industry Policy, Embassy of Australia

DIB Staff Team (14):

Dr. Marina Theodotou, Executive Director & Designated Federal Officer (DFO)

Staff: Carrie Shideler, Jongsun Kim, Wayne Sanders, Jason

Lapadula, ADFO's; Khalia Alexander; Zackariah Crahen; Logan Hatfield; Melanie Heinlein; Christina Hilf; Abigail Linman; Dr. Juan Merizalde; Jacob Sharpe; Elliot Silverberg

Open Board Meeting:

The Defense Innovation Board convened for its winter public meeting on January 26th, 2024, at 10:00 am ET. Michael Bloomberg, the DIB Chair, took the floor at 10:05 am, extending appreciation for the attendees at the Winter 2024 meeting. He emphasized the United States' military power, and the board's mission to bridge the gap between the private sector and military, and provide independent recommendations and innovative resources to the Secretary of Defense for strengthening military preparedness, agility, and culture. Lastly, he highlighted that the military and private sectors often share the same human relations concerns: worrying about their career path, desiring respect, and being acknowledged and rewarded.

Dr. Marina Theodotou, DIB Executive Director, initiated the session with an introduction, providing an overview of the public meeting schedule. She outlined the board's mission and operating authority, and advised attendees of no significant changes to the agenda. Expressing gratitude for the 77 comments on the website, she thanked the Department of Defense (DoD), officially commenced the public session, and returned the floor to the DIB Chair to kick off the presentation of studies and the Board's vote.

The Hon. Sue Gordon presented the Study on Lowering Barriers to Innovation at 10:10 am. She expressed her gratitude to the Board staff, and experts and professionals who were pivotal to identifying internal barriers to innovation and developing tangible recommendations, with recognizable and impactful outcomes, that could be immediately implemented. Hon. Gordon highlighted three innovation "must haves" for mission advantage: 1) new technologies in capability areas; 2) considering different approaches; and 3) procedures and policies for getting things into use. She explained that the focus of this study oriented itself upon the last "must have", getting things into use via actionable, immediately implementable, recommendations. The DIB examined seven domains of barriers to innovation: leadership support; secure facility reform as a Department-wide asset and clearance reciprocity; continuous software authorities to operate; contracting based on mission capability need end-user focused procurement, and that which mitigated IP and data sharing restrictions; adapting industry practices in acquisitions; enterprise

licensing restructuring; and expanding dual-use technology procurement through such ways as eliminating the commercial viability as a prerequisite for non-traditional vendors. Mr. Bloomberg then introduced guest speakers Dr. Mark Livingston, Assistant Director, Personnel Security, Defense Counterintelligence and Security Agency, who joined online, and Brig. Gen. (Ret.) Frank L. Kelley, Vice President, Defense Acquisition University (DAU). Dr. Livingston explained the roles and responsibilities of DCSA to the DoD: personnel clearance, facilities clearance, counterintelligence, and security training. He went to discuss the reciprocity of CAC utilization to expedite onboarding and reassignment, the investigative model of 1947 and redefining what works, and embracing artificial intelligence (AI), AI-driven Medication Therapy Management (MTM), and Machine Learning (ML). He concluded that DCSA, and other DoD agencies, need to lean forward on future technology in order to retain adversary over adversaries. Brig. Gen. (Ret.) Kelley then took the floor, and opened with highlighting the importance of and connection to culture and innovation. He later referenced the 8-Step Process for Leading Change Kotter Model developed by Dr. John Kotter, detailing that addressing change starts with urgency and finishes with action. He added with regards to readiness, innovation cannot be expected when its most needed without having created the culture to do so beforehand. He concluded that in order to drive change and create a culture of innovation, it is critical to bridge divides between services, academia, and industry. At 10:30 am, Mr. Bloomberg called the Board to vote, with the exception of Mr. Charles Phillips who was absent, and each member replied with “yea.” The DIB Chair voted “yea” last and concluded the study.

At 10:35 am, Mr. Bloomberg passed the floor to Mr. Ryan Swann, who presented the Study on Building a DoD Data Economy, in an effort to better understand data centricity across the Department. Mr. Swann noted some key blockers within the DoD data economy: data innovation is largely occurring in silos, industry has accelerated and vastly outpaced the Department, and the Chief Digital and Artificial Intelligence Officer (CDAO) is essential to lead the Department’s data economy but faces challenges. Mr. Bloomberg then passed the floor to guest speaker Dr. Craig Martell, the CDAO, who joined virtually. Dr. Martell discussed reaching an end state by outlining a data and AI hierarchy of needs, founded on quality data that is discoverable and accessible. DIB member Hon. Dr. Will Roper recommended not to lose sight of the “economy” in the data economy by focusing on the maturity model. Hon. Dr. Roper further underscored the need for a new standard value model that is distilled into contractual language, so that industry may benefit from the data economy. DIB member ADM (Ret.) Michael Mullen, who joined virtually, also asked Dr. Martell how the services support the combatant commands to drive data collection and decision-making. Mr. Bloomberg then turned to DIB member Mr. Reid Hoffman, also joining virtually, who added that continuing to consult with industry is critical to keeping pace with innovation on AI. DIB member Dr. Gilda Barabino asked for recommendations on how to ensure preparedness for responsible utilizing of AI.

At 10:55 am, Mr. Bloomberg called the Board to vote, with the exception of Mr. Charles Phillips who was absent, and each member replied with “yea.” The Chair voted “yea” last and concluded

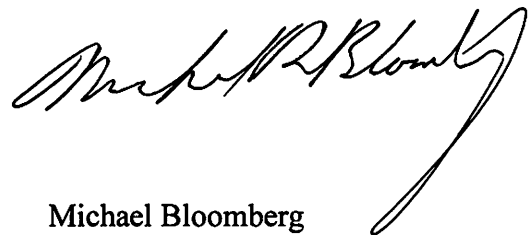
the study. Dr. Marina Theodotou, DIB Designated Federal Officer, shifted to public comments received via the DIB website, provided a preview of proposed future studies, and adjourned the open session at 11:30 am, thanking the Chair, Members, Staff and Speakers for their attendance and participation.

Closed Board Meeting:

At 2:00 pm, Dr. Marina Theodotou called the closed sessions of the board meeting to order. Summary of the closed meeting sessions are as follow: Chair introduced new DIB study topics - “Optimizing How We Innovate with our Allies and Partners” and “Align Incentives to Drive Faster Tech Adoption,” and their significance to DoD Mission. The DIB invited (8) guest speakers to brief during the “Optimizing How We Innovate with our Allies and Partners” Study kick-off to include Ms. Barbara McQuiston, Mr. Jeffrey Singleton, Dr. Darren Sutton, Ms. Rachael Young, Ms. Laura Farhall, Dr. Susan Haines, Mr. William Trainer, and COL Andrew Lunoff, and (7) guest speakers to brief during the “Align Incentives to Drive Faster Tech Adoption” Study kick-off to include Hon. Radha Plumb, Mr. Peter Newell, Dr. Vernon Myers, Lt Col Amy Natalini, Capt Ronald Grimley, LTC Mark Newdigate, and LTC Amanda Wilson.

At 4:15 pm, classified discussions of the (2) new DIB studies concluded. Dr. Marina Theodotou transitioned to next steps and anticipated timeline for future studies, after which the DIB Chair provided closing remarks. Dr. Theodotou thanked the DIB members and adjourned the closed meeting session at 4:30.

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



Michael Bloomberg
Chair, Defense Innovation Board