



RESEARCH
AND ENGINEERING

DEPUTY UNDER SECRETARY OF DEFENSE

3030 DEFENSE PENTAGON
WASHINGTON, DC 20301-3030

December 20, 2023

MEMORANDUM FOR CHAIR, DEFENSE INNOVATION BOARD

SUBJECT: Terms of Reference – Optimizing How We Innovate with Our Allies and Partners

The United States' global network of alliances and partnerships is one of its greatest strengths. Our NATO allies, major non-NATO allies, and other strategic partners are key components of global stability. These relationships, however, face growing challenges to shared security and prosperity. Revisionist states are threatening decades of global stability, munitions stockpiles are depleting in the wake of corroded defense industrial capability, and adversaries threaten to surpass us in key technological fields.

To combat these threats, it is essential that we optimize the ways in which we innovate with allies and partners. Engaging with our allies and partners enhances the industrial, technological, military, and cultural might of the United States, and we must leverage those capabilities to remain at the forefront of innovation. This means that the United States needs to continue to foster a culture of collaboration and trust among our allies and partners, share best practices and resources, and invest in cutting-edge research and development.

The Department of Defense (“DoD” or “the Department”) recognizes the importance of working with our allies and partners to achieve our shared goals and objectives. Therefore, I hereby task the Defense Innovation Board (“the Board”) to conduct a study on optimizing the way we innovate with our allies and partners. This study will examine current challenges facing the way we innovate with allies and partners including tackling supply chain issues, understanding allies and partners’ technological innovation comparative advantages, examining threats to sustainable and enduring interoperable partnerships, and exploring opportunities to further deepen collaboration and partnership within the security innovation ecosystem. The study will produce recommendations that outline how the Department of Defense can leverage its resources to build upon the strengths of our allies and partners, address technological gaps, and optimize innovation strategy.

The Board shall thoroughly consider and deliberate on its independent finding and recommendations at a properly noticed and open meeting unless it must be closed in accordance with one or more of the exemptions found in subsection 552b(c) of title 5, U.S. Code. The Board shall submit its findings and recommendations within 120 days of this memorandum.

In support of this Terms of Reference (ToR) and the work conducted in response to it, the Board has my full support to meet with Department leaders. The Board staff, on behalf of the Board, may request the Office of the Secretary of Defense and DoD Component Heads to timely furnish any requested information, assistance, or access to personnel to the Board. All requests

shall be consistent with applicable laws; applicable security classifications; DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," dated August 6, 2007; and this ToR. As special government employee members of a DoD federal advisory committee, the Board will not be given any access to DoD networks, to include DoD email systems.

Once material is provided to the Board, it becomes a permanent part of the Board's records. All data/information provided is subject to public inspection unless the originating Component office properly marks the data/information with the appropriate classification and Freedom of Information Act exemption categories before the data/information is released to the Board. The Board has physical storage capability and electronic storage and communications capability on both the unclassified and classified networks to support receipt of material up to the Secret level.

The Board will operate in conformity with and pursuant to the Board's charter; chapter 10 of title 5, U.S. Code; subsection 552b(c) of title 5, U.S. Code; and other applicable Federal statutes and regulations. Individual Board members do not have the authority to make decisions or provide recommendations on behalf of the Board nor report directly to any Federal representative. The members of the Board are subject to certain Federal ethics laws, including section 208 of title 18, U.S. Code, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 C.F.R., Part 2635.

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David A. Honey, PhD.

cc:
DoD Advisory Committee Management Officer