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Defense Innovation Board
Spring Public Meeting

Moderated by Michael Bloomberg
Wednesday, April 17, 2024
12:30 p.m.

Remote Meeting
Microsoft Teams

Reported by: Allison Diercks
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<p style="text-align: right;">Page 2</p> <p>1 APPEARANCES</p> <p>2 List of Attendees:</p> <p>3 Michael Bloomberg, DIB Board Chair</p> <p>4 Charles Phillips, DIB Board member</p> <p>5 Dr. Will Roper, DIB Board member</p> <p>6 Dr. Gilda Barabino, DIB Board member</p> <p>7 Admiral Michael Mullen (U.S. Navy, Ret.), DIB Board</p> <p>8 member</p> <p>9 Reid Hoffman, DIB Board member</p> <p>10 Mac Thornberry, DIB Board member</p> <p>11 Dr. Marina Theodotou, DIB Board Executive Director and</p> <p>12 Designated Federal Officer</p> <p>13 Sander Oude Hengel, Chair of the Defense Memorandum of</p> <p>14 Understanding (MoU) Attaches Group (DMAG)</p> <p>15 Chief Master Sergeant Ronald Lerch, Senior Enlisted</p> <p>16 Leader Space Systems Command</p> <p>17 Colonel Kristin Saling, Chief Talent Officer, U.S.</p> <p>18 Army</p> <p>19 General Paul Nakasone (U.S. Army, Ret.), former</p> <p>20 Commander, U.S. Cyber Command</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p style="text-align: right;">Page 4</p> <p>1 PROCEEDINGS</p> <p>2 DR. THEODOTOU: Welcome, everyone. And</p> <p>3 thank you for joining us today for this Defense</p> <p>4 Innovation Board public meeting. My name is Doctor</p> <p>5 Marina Theodotou, and I'm the Executive Director and</p> <p>6 the Designated Federal Officer for the Defense</p> <p>7 Innovation Board.</p> <p>8 Today's meeting is being live-streamed</p> <p>9 and recorded to allow members of the public to attend</p> <p>10 the meeting virtually now, or watch later.</p> <p>11 Meetings like these require a lot</p> <p>12 of work behind the scenes, so I'd like to thank the</p> <p>13 Defense Media Agency for providing their expert</p> <p>14 support today, and everyone that was involved,</p> <p>15 including the Defense Innovation Board staff team, to</p> <p>16 make this happen.</p> <p>17 The Board will now convene in its</p> <p>18 public session, and I'd like to share with you a few</p> <p>19 procedural remarks.</p> <p>20 The Board is a discretionary,</p> <p>21 independent advisory Board operated under the Federal</p> <p>22 Advisory Committee Act and Government Sunshine Act.</p> <p>23 Today's meeting was announced in the Federal Register</p> <p>24 notice and posted on April 3, 2024.</p> <p>25 There have been no significant changes</p>
<p style="text-align: right;">Page 3</p> <p>1 CONTENTS</p> <p>2 PAGE</p> <p>3 Mr. Sander Oude Hengel 10</p> <p>4 CMSgt Ron Lerch 21</p> <p>5 COL Kristi Saling 32</p> <p>6 GEN Paul Nakasone 42</p> <p>7</p> <p>8</p> <p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p style="text-align: right;">Page 5</p> <p>1 to the meeting's agenda as posted in the Federal</p> <p>2 Register notice. The public was invited to submit</p> <p>3 written comment for the Board members to consider. We</p> <p>4 received a handful of comments in advance of today's</p> <p>5 meeting, and we will reference those towards the end</p> <p>6 of the meeting.</p> <p>7 As a reminder, these are comments for</p> <p>8 the Board's consideration, rather than a</p> <p>9 question-and-answer session or exercise. These</p> <p>10 comments are also posted on the DIB website,</p> <p>11 https://innovation.defense.gov.</p> <p>12 So with that, I'd like to welcome the</p> <p>13 Board and turn it over to our Defense Innovation Board</p> <p>14 chair, Mr. Michael Bloomberg. Mike, over to you.</p> <p>15 MR. BLOOMBERG: Marina, thank you. And</p> <p>16 good afternoon to everyone. And to the members of the</p> <p>17 public watching online, thank you for joining us.</p> <p>18 We are joined by a few members of the</p> <p>19 Board.</p> <p>20 Admiral Mike Mullen, former Chairman of</p> <p>21 the Joint Chiefs of Staff, President of MGM</p> <p>22 Consulting, and a Bloomberg Philanthropies Board</p> <p>23 member.</p> <p>24 Charles Philips, managing partner and</p> <p>25 co-founder of Recognize, and a member of the Board of</p>

<p style="text-align: right;">Page 6</p> <p>1 Bloomberg, Inc. 2 Mac Thornberry, former Texas 3 Congressman, Chairman of the House Armed Service 4 Committee back then, and a great American who has been 5 phenomenally helpful here, and his service is greatly 6 appreciated. 7 Gilda Barabino. She is President of 8 Olin College of Engineering, and always has some great 9 insights for us. 10 And Will Roper, CEO and founder of 11 Istari. 12 I speak for all the members when I say 13 that we're honored to help do our part through the 14 Defense Innovation Board. Our job is to conduct 15 independent research and interviews, and then provide 16 recommendations for change to the Department's senior 17 leaders. 18 The United States, you should know, has 19 the strongest, best-prepared military in the world. 20 And as events over the weekend underscored, the urgent 21 work to keep it that way cannot stop, and has to move 22 even faster. And we think that the public meeting 23 will continue conversations that we started last 24 month, and that would be useful to you. 25 So as we mentioned then, our focus is</p>	<p style="text-align: right;">Page 8</p> <p>1 have partners who have breakthrough technologies that 2 we want to leverage. 3 So instead of us just helping other 4 countries, this is a mutual benefit as we discover 5 technologies and a lot of our allies that we weren't 6 aware of. And we want to figure out a way to kind of 7 scale that and make it more systematic. 8 There are barriers we need to overcome 9 to do that. We have regulations that were put in 10 place in a time when we didn't collaborate as much, 11 like the International Traffic in Arms Regulations, 12 ITARS. So there are things that have to be modified 13 and changed so we can speed up collaborations. 14 But generally people do want to do 15 that. We also have something called the Buy American 16 Act, so some of the equipment that we purchase 17 requires certain specific components to be made in 18 America. Even though they're deployed in far away 19 places, we can't sustain them that way. So we need to 20 take a step back and look at that as well. 21 So as part of this process, we've been 22 interviewing lots of different agencies: the Defense 23 Security Cooperation Agency, just last week, Defense 24 Threat Reduction Agency, US Special Operations 25 Command, and so on. Literally dozens and dozens of</p>
<p style="text-align: right;">Page 7</p> <p>1 on the two current studies that Secretary Austin and 2 Undersecretary Shyu directed us to take. And our job 3 is to conduct independent research and interviews, and 4 then provide recommendations for change to the 5 Department's senior leaders. 6 First, we'll resume our look at how the 7 U.S. can work in closer partner ship with our global 8 allies, with the help of two special guests. 9 But before we hear from them, I'll ask 10 Board member, Charles Phillips to say a few words 11 about where we stand. He's coordinating the study. 12 So, Charles, we'll start with you. The floor is 13 yours. 14 MR. PHILLIPS: Thank you, Mike. This 15 project is about leveraging our relationships with 16 other countries to make us collectively stronger. We 17 want to extend our industrial base through partners. 18 We have limited scale on what we built 19 over the last couple of decades, but one way to 20 address that is to have partners in different 21 countries with similar systems become part of our 22 defense industrial base. 23 I think the quality of U.S. weaponry is 24 now clear, and more people want to cooperate with us, 25 given the events of the last year or so. But we also</p>	<p style="text-align: right;">Page 9</p> <p>1 agencies, because they all have different 2 relationships with different countries on specific 3 projects. 4 And so we're looking for best 5 practices, what's common among them, what has worked, 6 which countries are the best allies, where is the 7 innovation, and how did it surface. And so we'll be 8 documenting all of that. 9 We're also taking advantage of some 10 conferences that are designed to bring out some of 11 this information, like the Conference of National 12 Armaments Directors that took place earlier this year. 13 That was led by the U.S. Undersecretary of Defense for 14 Acquisition and Sustainment. And we've also been 15 talking to the NATO Support and Procurement Agency. 16 So with that, I'll stop there. But 17 that's kind of the tone and the tenor of the research 18 so far. 19 MR. BLOOMBERG: Thank you. Let us turn 20 to our guest speakers. In a few minutes, we'll hear 21 from Chief Master Sergeant Ron Lerch. He is the 22 senior enlisted leader of the Intelligence Directorate 23 at Space Systems Command in Los Angeles, which gives 24 him one of the longest titles of anybody I have ever 25 introduced.</p>

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1 But, Sergeant, thank you. Ron oversees
 2 the Space Forces Acquisition Intelligence Programs,
 3 and he is focused on instilling a culture of
 4 innovation.
 5 So we look forward to hearing from him.
 6 But first let us welcome a friend from the Netherlands
 7 who has extensive experience working in his country's
 8 defense ministry. Throughout his career, he has
 9 worked closely with international partners and allies.
 10 And that includes his current role at
 11 the Dutch Embassy in Washington D.C., and as Chair of
 12 the Defense MoU Attaches Group, which is an
 13 association of 25 foreign ministries.
 14 Sander, thanks for being here, and
 15 we're looking forward to hearing your perspective.
 16 Would you please say a few words?
 17 MR. OUDE HENGEL: Good afternoon, Mr.
 18 Bloomberg. Good afternoon, audience. And it's a
 19 great honor to be invited to speak with the Defense
 20 Innovation Board, as Chair of the Defense MoU Attaches
 21 Group. And as I understand, you would like me now to
 22 hold my brief, sir. Exactly.
 23 Well, I can assure you, sir, and also
 24 the Board and the audience, that your future report
 25 "Optimizing Innovation with Allies and Partners" will

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1 be read with great interest by the 27 nations
 2 represented in our group.
 3 As we believe, allies and partners do
 4 remain the most important strategic asset to the
 5 United States. But please allow me to first introduce
 6 the Defense MoU Attaches Group briefly to your Board
 7 and the audience online.
 8 The DMAG represents 27 of the 28
 9 nations with a Reciprocal Defense Procurement MoU. So
 10 our purpose is to promote standardization,
 11 interchangeability, and interoperability of defense
 12 equipment between the U.S. and the qualifying country.
 13 So the principal mechanism used in the
 14 RDPMoUs is a mutual commitment between both nations
 15 not to discriminate against the supplier of the other
 16 country. -- virtual connectivity interruption --
 17 related to research, development, and/or production of
 18 defense equipment.
 19 And you see the so-called 28 qualifying
 20 countries with an RDPMoU are exempt from the Buy
 21 American Act, which was just mentioned by the previous
 22 speaker, and the domestic content threshold to be
 23 considered domestic end products in the Defense
 24 Federal Acquisition rules supplements.
 25 So these are RDPMoUs provide incentives

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1 to provide crucial components and material shortfalls
 2 that decrease near-term risk and mitigate supply chain
 3 vulnerabilities, and severely can have impact on both
 4 deterrents and warfighting.
 5 In other words, security is enhanced by
 6 leveraging our collective resources and capabilities
 7 through these RDPMoUs. And some countries, like the
 8 Netherlands and Norway, have an RDPMoU since 1978.
 9 Other nations joined later.
 10 Over the last ten years, the three
 11 Baltic states signed their RDPMoUs. Japan signed
 12 their RDPMoUs in 2021. And the Republic of South
 13 Korea [sic] actually is negotiating an RDP as we
 14 speak. And countries in the Global South, like Brazil
 15 and India, are on the brink of starting conversations
 16 with the U.S. on future agreements.
 17 So as you can see, sir, and the Board,
 18 RDPMoUs are not a relic of the past, but are extremely
 19 relevant in a time when production is deterrence, as
 20 is often quoted.
 21 The U.S. and its allies have made great
 22 progress in innovation collaboration with the recent
 23 examples of NATO DIANA and the trilateral partnership
 24 of AUKUS as pathways for further inspiration and
 25 collaboration.

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1 But how can we innovate better to
 2 provide the warfighter the capability that it needs
 3 for the fight of today and the fight of tomorrow. In
 4 other words, what are the barriers to U.S. and partner
 5 innovation, and how can they be lowered? And please
 6 allow me to share three issues with you.
 7 I would argue that the first barrier is
 8 U.S. export control system. This system was developed
 9 in the 70s. At the time, the U.S. was responsible for
 10 the vast majority of global research and development
 11 spending worldwide. However, ever since, other
 12 countries, including U.S. allies and partners have
 13 recognized the importance of R&D to the industrial
 14 innovation and competitiveness.
 15 The vast increases in the investments
 16 by all governments and industries since the 70s has
 17 eroded the U.S. technological dominance. And at the
 18 same time, the commercial marketplace is leading in
 19 innovation in many areas of relevance to our national
 20 security.
 21 So I would argue that the U.S. exports
 22 control and technological security and foreign
 23 disclosure processes undermine the ability to
 24 collaborate effectively with allies and partners at
 25 the speed and at the scale needed today.

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1 The barriers to technology sharing from
 2 the U.S. export control mean that the United States
 3 runs the risk of losing access to allied and partner
 4 innovation and production capability. The recent
 5 National Defense Industrial Strategy does acknowledge
 6 the challenges posed by U.S. export control regimes,
 7 such as the International Traffic in Arms Regulations
 8 and the Export Administration Regulations.
 9 However, its acknowledgement is not
 10 enough to neutralize the impact on cooperation with
 11 allies and partners. And therefore, I would argue
 12 that there needs to be more than just a call for
 13 action.
 14 The U.S. should expedite the
 15 modification of the regulatory framework to make it
 16 easier to share technology and information with
 17 selected U.S. allies and partners. For example, based
 18 on the great work that has already been done regarding
 19 AUKUS Pillar II. And the executive and legislative
 20 branch should prioritize specific areas of cooperation
 21 it seeks to prioritize with partners.
 22 And the second barrier is Buy American,
 23 and more specific a lack of knowledge and awareness
 24 regarding the full exempt for the 28 qualifying
 25 countries with an RDPMoU. The full exemption of the

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1 Buy American Act has been recognized in the NDIA of
 2 last year, fiscal year 2024. And an important
 3 clarification has also been made in the Defense
 4 Federal Acquisition rules supplement earlier this
 5 year.
 6 Nevertheless, there was a lack of
 7 knowledge about the reciprocal value of these RDPMoUs.
 8 A no-risk compliant culture, for example within the
 9 acquisition community, too often dictates the
 10 classification NOFORN. This cuts out access to
 11 innovative and sometimes allied and partner capability
 12 for the U.S. warfighter that is required, given the
 13 current threat environment and also global
 14 competition.
 15 So by reducing NOFORN restrictions, the
 16 U.S. can foster better information sharing and joint
 17 developments. And the NDIS, the National Defense
 18 Industrial Strategy, references U.S. allied and
 19 partnerships and delivers such a firm call to action,
 20 and I quote "leveraging existing bilateral,
 21 multilateral relationships such as NATO, AUKUS, and
 22 the NTIB, the National Technological and Industrial
 23 Base." But the NDIS does not mention RDPMoUs.
 24 I would argue that the DoD should
 25 enhance the knowledge of RDPMoUs within the

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1 acquisition community at all levels, through training
 2 for example, based on the recent texts in the DFARS
 3 admitment, and incorporate allied and partners within
 4 the RDPMoU in the beginning of development and
 5 production phases.
 6 And this will bring me to my last and
 7 final point. Partnerships of the U.S. National
 8 Technological and Industrial Base and AUKUS
 9 partnerships have created vehicles for cooperation
 10 between the U.S. and some of its closest historical
 11 allies. However, these partnerships only tap into a
 12 small group of countries, excluding the advanced
 13 capabilities, platforms, and expertise in other RDP
 14 countries in Europe and the Indo-Pacific.
 15 Bringing new partners into the U.S.
 16 orbit via an AUKUS Pillar II Plus framework, or
 17 extending the NTIB to other close allies with
 18 cutting-edge expertise and capabilities, would open up
 19 new acquisition pathways. It could facilitate the
 20 enhanced cooperation developments, experimentation,
 21 and the industrial cooperation needed for the United
 22 States to outpace competitors in today's threat
 23 environments.
 24 And expanding the existing framework,
 25 such as the NTIB, AUKUS, and DIANA, or using them as a

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1 template to reform and evolve other bilateral moves or
 2 lateral frameworks will provide the U.S. the necessary
 3 technological advancements.
 4 And in addition, it provides new
 5 perspectives, attitudes, and concepts for
 6 technological innovation and industrial production in
 7 order to prevail on the future battlefields.
 8 And that will conclude my brief, and
 9 I'm happy to take your questions.
 10 MR. BLOOMBERG: Are there any questions
 11 from the Board? Let me ask you a question, then.
 12 From the perspective of our allies, what are the
 13 biggest challenges to working with the Defense
 14 Department?
 15 MR. OUDE HENGEL: I think one of the
 16 most difficult part, I think, is the lack of -- is my
 17 second point. I think is mainly within the
 18 acquisition community. I think it's the lack of
 19 knowledge about the importance and the relevance and
 20 the reciprocal relevance, I think, of the RDPMoUs.
 21 So having within the acquisition by
 22 default too often, I think, NOFORN classification, and
 23 having enough, I think -- enough access to the market.
 24 I think that would be one of the most important
 25 issues. Even though we, I think, as allies and

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1 partners work closely and very fruitfully, I think,
 2 with the United States.
 3 But to be able to work on production as
 4 deterrence, and as Dr. LePlante has said, to work on,
 5 I think, co-development, co-production, and
 6 co-statements. I think that is a crucial point that I
 7 would like to share with you, sir, and the Board.
 8 MR. BLOOMBERG: And what can private
 9 sector companies do to help government and work
 10 together with them? They're very different cultures,
 11 the private sector from the government sector.
 12 And they would approach problems, I
 13 would think, from different perspectives. But they
 14 have to work together, and how do they do that?
 15 MR. OUDE HENGEL: I think it would be
 16 very important to, in a very early-on stage, I think
 17 government-to-government, understand what the
 18 requirements are and what the U.S. needs, and the
 19 platform's needs in terms of, for example, the supply
 20 chain vulnerabilities.
 21 And make sure that the governments get
 22 the industries and the markets outside of the U.S. on
 23 board as soon as possible to make sure that we address
 24 those -- I think, address those vulnerabilities.
 25 And I think among allied and partners'

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1 industries, I think there is a clear realization,
 2 after the invasion of Ukraine by Russia, that things
 3 need to be done, and things need to be stepped up.
 4 MR. BLOOMBERG: Thank you very much.
 5 If there's no other questions --
 6 ADM. MULLEN: Hey, Michael. Michael --
 7 MR. BLOOMBERG: I'm sorry, Mike. Go
 8 ahead.
 9 ADM. MULLEN: Mike, yeah. I just, I
 10 really appreciate -- I really appreciate the
 11 presentation. Just quickly. I mean, one of the
 12 challenges in my experience working with allies and
 13 partners, NATO in particular, is one of scale.
 14 And do you have any insights in terms
 15 of how you view where we are now, particularly with
 16 respect to Russia's invasion of Ukraine and the demand
 17 on capabilities, certainly inside NATO, on how we
 18 might scale capabilities better.
 19 Usually we're the one -- the U.S. is
 20 the one that ends up scaling, and I find partners,
 21 allies and partners, particularly in the European
 22 theater, certainly can participate, but the scale
 23 issue seems to always come up and, if anything, is
 24 sustained over time. Any thoughts on that?
 25 MR. OUDE HENGEL: Yes, sir. I think

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1 there is a clear incentive from the end of government
 2 and also from industry to scale up and to provide the
 3 Ukraine but also the warfighter, and I think the
 4 respective country, with capabilities that they need.
 5 And I think it requires good discussion
 6 government-to-government, but also I think with U.S.
 7 primes to work on co-production also overseas where we
 8 could produce outside of the United States. I don't
 9 think only Europe, but I think also in the Indo-
 10 Pacific. I think that's where we should be looking
 11 at.
 12 ADM. MULLEN: Thank you.
 13 MR. BLOOMBERG: Anybody else?
 14 DR. ROPER: One question from me, Mike.
 15 Is there any of the 27 nations that are
 16 under the MoUs that have a classification system that
 17 the U.S. ought to look at, meaning having systems be
 18 classified for release to partners by default, as
 19 opposed to being classified as NOFORN and then going
 20 through a release process secondarily?
 21 MR. OUDE HENGEL: That I would have to
 22 go back to the specific countries. Unfortunately, I
 23 couldn't speak for the specific countries. But, for
 24 example, the two countries that are working together
 25 with the United States in the AUKUS framework, they

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1 are part of this group, and they also have an RDPMoU.
 2 But that is, I think, something that I
 3 would have to go back to the individual countries to
 4 give you a right answer on that one.
 5 DR. ROPER: I appreciate that. We've
 6 talked about the classifying things similarly to the
 7 intelligence community, where you have things that are
 8 releasable to partners by default as a model to
 9 follow. But if any of the nations have cracked the
 10 code on this for acquisition, it'd be good to talk
 11 with them.
 12 MR. OUDE HENGEL: I will take that as
 13 an action, sir.
 14 MR. BLOOMBERG: Okay. Anybody else?
 15 If not, Sander, did you want to introduce Ron, or do
 16 you want me to? I'll go ahead.
 17 MR. OUDE HENGEL: Go ahead, sir.
 18 MR. BLOOMBERG: Ron Lerch is the, as we
 19 said before, Chief Master Sergeant. He is the Senior
 20 Enlisted Leader of the Intelligence Directorate of the
 21 Space Systems Command in Los Angeles. And we're going
 22 to hear from him now.
 23 Ron, the floor is yours.
 24 CHIEF LERCH: Good afternoon, sir,
 25 Board. Thanks for the opportunity to speak today.

<p style="text-align: right;">Page 22</p> <p>1 Over the next few minutes, I'm just going to briefly 2 discuss a couple challenges: 1) information sharing, 3 and 2) the need for government standards. 4 And as I briefly go over these items, I 5 think that will sort of pull the thread on a couple of 6 questions that I just heard here in the past few 7 minutes. 8 So the first challenge I'm going to 9 discuss today is information sharing. Just as an 10 example, recently in December of last year, Space 11 Systems Command International Affairs Office hosted 12 the Commander of German Space Command, General Traut. 13 We, as the Intelligence Directorate, 14 were tasked to provide a briefing at the "secret, 15 releasable to Germany" level. And what I can tell you 16 now is that researching "secret, releasable to German" 17 is essentially unproductive. Finding intelligence 18 reporting, especially that's space-domain-related, and 19 is releasable to Germany is few and far between. 20 So much so that over 90 percent of the 21 briefing that we provided was actually gathered from 22 publicly-available information. And this is a similar 23 limitation that we, as a Command, are facing when 24 engaging with any of the 28 nations who've reached out 25 to Space Systems Command. As they view the U.S. as</p>	<p style="text-align: right;">Page 24</p> <p>1 compounded when they try to engage with any of our 2 allies. Ideally, they would like to know who they 3 should be engaging with, and more importantly, who 4 they should not be engaging with. 5 To navigate these challenges, we should 6 consider an action of formulating or advocating for a 7 space allies and partner engagement strategy that also 8 details intelligence community efforts to support 9 information sharing. 10 A strategy like this could preemptively 11 address the classification issues and create demand 12 signal to the intelligence community, the IC, for 13 products that aren't releasable to essentially space 14 allies of choice. 15 Such strategy would not only benefit 16 industry, but it also could enhance ongoing joint 17 efforts such as the International JROC, or the Joint 18 Requirements Oversight Council. 19 Moving on to the second issue, sort of 20 the big rock, is the need for government standards. 21 This is a challenge that's routinely communicated to 22 us. This is rooted in the fact that we have the 23 industrial base that's ready and willing to innovate 24 in areas such as spacecraft refueling, but the lack of 25 standards from the government is creating a void that</p>
<p style="text-align: right;">Page 23</p> <p>1 their partner of choice. 2 And this challenge exists beyond just 3 the intelligence community products. Even though 4 there are efforts to make them more releasable, as 5 sort of referenced earlier, internally within DoD, the 6 security classification guides for space programs 7 almost automatically enter the classified, NOFORN 8 level as the more detailed specifics of those programs 9 become discussed, or at least mentioned, in those 10 documents. 11 Overclassification is a significant 12 challenge on its own. I know on the industry side, 13 when we've reached out and talked to our partners, 14 what we've heard from them is that the smaller, 15 non-IPOs out there also have an increasingly more 16 difficult time to get cleared to these programs and 17 the larger primes, because of the pre-established 18 relationships and existing large programs of record. 19 While they've got less capital to 20 access, you know, these smaller companies do believe 21 they can innovate faster due to the absence of the 22 shareholder dilemma that's evident with some of the 23 larger primes. They can move out quicker on some of 24 the decision-making that they need to do. 25 And this issue is unfortunately further</p>	<p style="text-align: right;">Page 25</p> <p>1 could potentially be exposed by our competitors, 2 leaving the U.S. to essentially play catch-up. 3 One of the companies I recently had 4 talked with -- we were discussing how they had 5 developed a concept for refueling a satellite, but the 6 lack of government standard free from intellectual 7 property was a significant barrier for them. 8 Their concern was, if they commit, the 9 possibility exists the government will later create a 10 difference standard. And if they wait, a separate 11 commercial standard could emerge that was later then 12 backed by the government, thereby walking it in as 13 intellectual property, removing balanced and fair 14 competition. 15 Our allies are affected by this 16 challenge as well. A common theme they've 17 communicated when they've engaged with Space Systems 18 Command is that the lack of U.S. standards stymies 19 their ability to build their own national systems that 20 are meant to be allied by design. And thus they have 21 no clear road ahead for interoperability. 22 And also, as referenced earlier in 23 terms of sort of the specific impact that this can 24 have on our allies, one of the things that's been 25 noted is that they are opting to go for more specific</p>

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1 systems that are focused on just their area of
 2 operations, as opposed to going all in on sort of
 3 helping develop these proliferated low Earth orbit
 4 networks and systems.
 5 Certainly the lack of government
 6 standards is viewed as a contributor to the valley of
 7 death in the U.S., but this is also something that's
 8 been communicated as an issue with our allies as well.
 9 And so as for actions for this,
 10 especially on niche areas such as I mentioned earlier
 11 for spacecraft refueling, where the government could
 12 essentially be the only customer, the government
 13 really needs to consider developing fully
 14 intellectual-property-free standards and release them
 15 as soon as possible.
 16 Having these in place will be able to
 17 help innovate us domestically, and in turn it's going
 18 to enhance our allies' ability to do so as well.
 19 So to summarize, big rocks that I
 20 wanted to address today were just the information
 21 sharing piece and the need for government standards.
 22 This is essentially what stood out as the top
 23 challenges as we've talked and engaged with, not just
 24 our partners in industry, but with our allies out here
 25 in LA.

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1 So advocacy in dealing with these is
 2 undoubtedly going to put us on track to remain the
 3 premier space power for the foreseeable future. And
 4 pending any questions, thanks for your time. And
 5 again, I'm happy to address any questions from you or
 6 the Board.
 7 MR. BLOOMBERG: Ron, thank you. Any
 8 questions from anybody? Ron, the issue that you
 9 brought -- oh yes, Gilda?
 10 DR. BARABINO: About the government
 11 standards, like from your point of view, what is the
 12 appetite for that, or the outlook -- positive or
 13 negative for really getting to the point where we
 14 realize having better government standards?
 15 CHIEF LERCH: Yeah, so one that is
 16 very, very near and dear to our heart is just the fact
 17 that without government standards, you know, I've been
 18 to several conferences across the U.S. where we hear
 19 our leadership, CEOs, you name it, from the different
 20 industry partners out there.
 21 And the common theme that they
 22 communicate is they are ready to get after the most
 23 difficult challenges that we have, especially in the
 24 space domain. But the problem is, and I sort of
 25 alluded to this earlier with the shareholder dilemma,

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1 it is very difficult for them to commit to something
 2 that could be that costly, especially if a different
 3 standard arises down the road.
 4 And then essentially it becomes out of
 5 their own IRAD or just their own funding that they
 6 basically just have to cut their losses because a
 7 completely different standard shows up.
 8 And so they're hesitant to move forward
 9 in actually achieving some true innovation in some
 10 critical areas that we need this innovation in. And
 11 the allies are seeing this. And they're just sort of
 12 -- it's, you know, a domino effect. And they're just
 13 seeing this discussion happen. They're seeing sort of
 14 this log jam, and they're very, very hesitant to sort
 15 of weight in.
 16 Because in their minds, they want to
 17 see the U.S. figure this out domestically first before
 18 we start letting the international partners know sort
 19 of how to abide by it.
 20 DR. BARABINO: Thanks.
 21 MR. BLOOMBERG: Thank you. One of the
 22 issues you mentioned before was the private sector and
 23 the public sector working together where they have
 24 different standards, and particularly on security.
 25 And you have it in a different dimension as well,

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1 across 35-odd allies around the world.
 2 And so there's no easy answers to any
 3 of this stuff. If you want to be perfectly secure,
 4 you don't tell anybody anything. And that's not a
 5 good solution, so.
 6 But thank you for your service, Ron.
 7 And thank you, Sander.
 8 We'll go to the next topic, the second
 9 study. The study focuses on different timelines and
 10 incentives of innovators both inside and outside the
 11 Defense Department.
 12 We think with a better understanding of
 13 these incentives, our goal is to help the Pentagon
 14 speed up its adoption of promising new technologies.
 15 And Rear Admiral Mike Mullen is coordinating the
 16 study, so I'll turn it over to him now.
 17 Admiral. Mike, you might be muted.
 18 Can you hear us?
 19 ADM. MULLEN: Yeah, I was muted.
 20 Sorry.
 21 MR. BLOOMBERG: That's okay.
 22 ADM. MULLEN: This study -- this is an
 23 incentive study -- is really foundational to, what we
 24 believe, driving faster tech adoption and aligning
 25 with the Secretary's priorities of modernizing the

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1 Department, to assess the discrepancies between
 2 existing incentive structures of the Department of
 3 Defense, and those that are prevalent in industry.
 4 So we're looking internally and
 5 externally at incentives. And baseline assumption
 6 here is that many incentives are misaligned.
 7 We're also trying to extract and refine
 8 key elements and practices from industry that could
 9 enhance DoD's incentive framework. We're also looking
 10 at a way to formulate a comprehensive plan as a result
 11 of this study to effectively communicate and implement
 12 a realigned incentive structure.
 13 And finally, to look at quantifiable
 14 metrics, come up with quantifiable metrics, to monitor
 15 and evaluate the success of aligning incentives among
 16 the various stakeholders. And there are lots of them.
 17 Where we are currently in this study is
 18 synthesizing information from academia, industry, and
 19 the Department of Defense to develop a comprehensive
 20 viewpoint and distill relevant, actionable
 21 recommendations.
 22 The study has facilitated four study
 23 group engagements. We've actually reviewed 43
 24 different reports conducted over 15 key stakeholder
 25 engagements with more than 30 stakeholders from

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1 various sectors, including the DoD, venture
 2 capitalists, small businesses, academia, and the
 3 acquisition community, among others.
 4 Participants in this study include
 5 Program Executive Officers, Requirement Officers, and
 6 members of innovation hubs and cells, encompassing
 7 both uniformed personnel and civilian employees, all
 8 at various levels.
 9 And when do we expect to publish the
 10 results? The next steps are, really for the remainder
 11 of this month, we'll persist in our engagements and
 12 gather further information. And from mid-May to early
 13 June, really intensify the analysis associated with
 14 what we have collected. And then starting in June,
 15 we'll be basically writing the report, which will be
 16 published on July 17th.
 17 So, again, we're just looking at what
 18 the incentives are across the department and in
 19 industry, where they're aligned, where they're
 20 misaligned, everything that's associated with that,
 21 and making recommendations to the Secretary that
 22 hopefully he can implement to move tech adoption
 23 through the system much more quickly.
 24 And with that, Mike, I'll turn it back
 25 over to you.

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1 MR. BLOOMBERG: Mike, thank you. Any
 2 questions for the Admiral? If not, let me introduce
 3 two more experts.
 4 They are the former commander of the
 5 U.S. Cyber Command, retired Army General Paul
 6 Nakasone, who will speak in a moment; but first let us
 7 bring in Colonel Kristin Saling. For the past seven
 8 years, she has been using data and analytics to help
 9 the Army improve its decision-making in human
 10 resources.
 11 So, Colonel, thank you for joining us,
 12 and please go ahead.
 13 COL. SALING: All right. Thank you
 14 very much, sir. And thank you to these key members of
 15 the Defense Innovation Board for an opportunity to
 16 talk about incentivizing innovation and new technology
 17 adoption across the Department of Defense.
 18 The angle I'm going to take, not
 19 surprisingly given my background, is people. Looking
 20 at our talent management and the type of talent
 21 development we need to be able to do in order to get
 22 people who are capable of utilizing, implementing, and
 23 adopting the new technologies that we're talking
 24 about. And integrating them into our defense business
 25 processes. (I've got to not just focus on Army.)

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1 Looking at our different initiatives,
 2 the primary challenge we have within our talent
 3 incentive structure is the alignment or the
 4 misalignment with contemporary career expectations and
 5 the evolving skill sets required in modern defense.
 6 This isn't uniform across the services.
 7 I will acknowledge there are some areas we're better
 8 at this than others. But we do have some pervasive
 9 problems.
 10 Despite the authorities that we were
 11 given in the 2019 NDAA, our approach to talent
 12 management is still heavily reliant on rank- and
 13 tenure-based rewards. And we have a single-entry
 14 point system.
 15 We're looking at different ways of
 16 bringing in alternate types of talents, moving more
 17 permeability across our components, bringing across
 18 our reservists and our Guard members who have
 19 expertise in these areas in direct commissioning.
 20 But those have largely just been
 21 piloted and limited capacity. But we're not anywhere
 22 close to mimicking the fast-paced, skills-driven job
 23 market that we have out in the commercial sector.
 24 We are creating tools to make for more
 25 flexibility within our services for assignments and

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1 developmental opportunities, but largely this is seen
 2 as a detractor for our primary incentive which is
 3 promotion and advancement.
 4 We are promoting people who go out and
 5 get diverse skills, who have other non-traditional
 6 opportunities in spite of these opportunities rather
 7 than because of them. And this results in difficulty
 8 attracting and retaining top talent in these areas,
 9 particularly when we're looking at critical technology
 10 areas such as cyber security, data science, artificial
 11 intelligence, and as we're talking about here, in
 12 innovation.
 13 We don't adequately recognize or
 14 cultivate non-traditional career paths and skills
 15 which are becoming more and more essential as warfare
 16 and defense technologies evolve. We're seeing this
 17 every day. We need to be able to leverage and reward
 18 unique contributions of our technologists,
 19 particularly looking again at our civilian experts and
 20 our reservists, whose expertise can be absolutely
 21 pivotal in these times.
 22 We come up against the traditional
 23 approach: rank, grade, and tenure. We don't
 24 necessarily know how to integrate folks coming in from
 25 outside of our system. And instead, we tend to look

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1 and lean toward seniority, the folks who have been
 2 there longer, who understand the business processes,
 3 without figuring out a way to merge these two.
 4 To address these challenges, we're
 5 looking at a number of different things that we would
 6 need to support to implement. The first is looking at
 7 additional skills-based pay systems. We've been
 8 talking in Army compensation for a long time about
 9 figuring out more ways to uncouple grade and skill,
 10 and move into a model that better emphasizes skills
 11 and contributions.
 12 We don't have the freedom to align pay
 13 with market standards for specific skill sets, but we
 14 have to be able to prioritize aligning incentives to
 15 those we can in these very high-demand areas.
 16 We're also examining the impact of non-
 17 monetary incentives, such as choosing different
 18 methods of development, other additional skills,
 19 training with industry, post of choice, other types of
 20 things that we can offer without looking at the
 21 premium for dollars, which can strain us heavily.
 22 In looking at flexible career pathways,
 23 as an entity, we need to be able to create multiple
 24 career tracks that allow for lateral movement between
 25 disciplines and recognize and reward cross-functional

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1 skills and expertise.
 2 This lets us not just, you know, reward
 3 the capability of our individuals but lets us increase
 4 readiness by not having to stick strictly along cohort
 5 and career boundaries and lets us track and
 6 incentivize talent with increased variety and
 7 diversity of experience, finding better fit for new,
 8 emerging requirements as they show up.
 9 We want to enhance our professional
 10 development opportunities, investing in continuous
 11 learning and upskilling programs, especially in
 12 emerging technologies and credentialing.
 13 We're running into the same problem
 14 that the private sector is running into. The demand
 15 signal for some of these key technologists is greater
 16 than anybody can keep up with, so we have to find
 17 creative ways of cultivating these type of talents and
 18 skill sets within our own formations.
 19 We want to introduce project-based to
 20 performance-based bonuses for roles that contribute to
 21 critical projects, particularly in innovation and
 22 technology developments, introducing these type of
 23 bonuses that reflect the impact and success of these
 24 initiatives, which is something we haven't previously
 25 done.

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1 The last piece, we want to be able to
 2 continually modernize people and the way we think
 3 about people. We have dabbled around this, at least
 4 some on the Army side, and I've seen it in the other
 5 services, with the Army Talent Management Task Force,
 6 the Army People First Task Force, the Army Recruiting
 7 Task Force, and our Recruiting Enterprise
 8 Transformation initiative, and I could go on.
 9 We have a lot of these temporary
 10 entities that we have brought in to modernize people
 11 without fully instantiating the same type of
 12 capability modernization that we use in the materiel
 13 space.
 14 What I am proposing, at least on the
 15 Army side, and I'm hoping that we get adopted across
 16 the other services, is that we establish centers of
 17 excellence for people in talent that look at
 18 modernizing the capability of our individuals the same
 19 way that we modernize our systems. We're definitely
 20 going to need this coming up.
 21 We've seen the proliferation of
 22 generative AI and other capabilities, and the
 23 emergence of skills like prompt engineering. So we've
 24 started thinking about what would we need to have in
 25 order to assess, develop, and even just identify the

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1 attributes that make someone a good partner with a
 2 machine partner. How do we optimize our capabilities
 3 and our attributes for human-machine teaming of
 4 various types, looking just, you know, looking at
 5 generative AI all the way to autonomous vehicles?
 6 So looking at this, by offering
 7 competitive skills-based compensation, flexible career
 8 pathways, moving away from seniority and cohort-based
 9 management, deemphasizing the traditional career path,
 10 and figuring out ways to emphasize those different
 11 career paths that we very much need people to take in
 12 order to develop their skills, we're more likely to be
 13 attractive as a hiring entity to people with this type
 14 of intellectual curiosity and creativity, and with the
 15 cutting-edge skills that we need.
 16 We're also enabling ourselves as an
 17 entity to get greater readiness because we can move
 18 more flexibly between career paths and address putting
 19 talent into critical capabilities as those
 20 requirements emerge. We want to be able to move
 21 outside a one-size-fits-all definition of best talent
 22 and identify the right talent as that emerged.
 23 So with that, I'll wrap that up. I
 24 want to thank you very much for your time to talk
 25 about this, and I greatly appreciate the Board's

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1 support to Defense talent management and innovation.
 2 MR. BLOOMBERG: Anybody have any
 3 questions for the Colonel? If not, thank you,
 4 Colonel. And now we have the --
 5 DR. ROPER: Is it okay? Can I ask one
 6 quest -- I have one question for the Colonel, if
 7 that's okay.
 8 COL. SALING: Yes, sir.
 9 DR. ROPER: Colonel, how are thinking
 10 about roles for the Guard and the Reserve for
 11 accessing the high-skill talent that you need? Any
 12 thoughts about creating the ability to have people in
 13 temporary positions so that you're not competing with
 14 the private sector but can cooperate with it, or maybe
 15 even the civilian equivalent of the Guard and Reserve?
 16 Any thoughts on that in your talent plan?
 17 COL. SALING: We done a number of
 18 different experiments in that space, looking all the
 19 way to some of the work that's been done on the
 20 GigEagle kind of freelance-type market for Reservists
 21 to come in and do job-based work versus time-based
 22 work.
 23 We also have the 75th Innovation
 24 Command in the Army which is primarily the
 25 technologists, where we are looking at them not to

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1 pursue their traditional kind of Army roles that they
 2 have in the Reserve, but to use their day job skills.
 3 I leverage heavily the Silicon Valley
 4 detachment of the Innovation Command. Most of the
 5 folks who make up that particular organization are
 6 fairly junior officers and NCOs, but in their day jobs
 7 they're doing AI integration into customer experience
 8 for Autodesk, Airbnb, for a number of different
 9 commercial entities. And they can bring that
 10 expertise over into the Army with also the business
 11 practice expertise that we need.
 12 So what I think we need to do as far as
 13 this goes -- this is obviously my opinion and not
 14 necessarily the opinion at large -- is really think
 15 about how we want to leverage our reservists.
 16 We have people with these tremendous
 17 skills, and we try to integrate them into, you know,
 18 what we think they should be doing using just two data
 19 points, grade and branch, rather than looking at the
 20 whole person's skill set and figuring out ways to use
 21 temporary job assignments, use temporary hires, use
 22 gig and freelance-type economy practices to bring them
 23 in to work on critical projects where we need their
 24 entire skill set.
 25 ADM. MULLEN: Hey, Mike, I've got one

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1 quick one. Thanks for the presentation, and I'm also
 2 delighted -- and this is not a question, but an
 3 observation -- I'm just delighted to not hear the
 4 phrase "human capital" anymore, which I always thought
 5 was pretty inhuman, and focusing on talent management,
 6 because that's really what it is. Although I still do
 7 hear it on occasion.
 8 I want to pick on one specific area you
 9 talked about, project bonuses. Do you have any read
 10 on how well that's received in the Army in particular,
 11 in the HR world? Is how do you shape bonuses for --
 12 you know, I'm very familiar with bonuses -- how do you
 13 shape bonuses for something like this, which has never
 14 been on anybody's plate? Is there any receptivity
 15 with respect to that at Army HR or somewhere else?
 16 COL. SALING: So there's a lot of
 17 receptiveness to the idea, but when we start talking
 18 about it in practice, you realize that the -- our
 19 forces have interesting set notions of what "fair" is.
 20 And they have a lot of distrust for a new definition
 21 of what "fair" is.
 22 A lot of what we do is based on --
 23 well, if we do this for one group of people, we have
 24 to do it for all people under a certain definition.
 25 And until we can really define those standards in a

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1 way that can be clearly communicated, and people
 2 understand and trust them as fair, we're going to have
 3 difficulty.
 4 So we're talking about this a lot, but
 5 when we start getting into the implementation side of
 6 things, there's a lot of cultural pushback.
 7 ADM. MULLEN: Thank you.
 8 MR. BLOOMBERG: Anything else? If not,
 9 then let me introduce our other speaker, General Paul
 10 Nakasone.
 11 And, General, the floor is yours.
 12 GEN. NAKASONE: Mayor, Admiral Mullen,
 13 Doctor Roper, it's good to see all of you again. I
 14 would just share with you that life after military
 15 service is good, and I'm certainly enjoying myself.
 16 And I appreciate the opportunity today to say just a
 17 few words.
 18 I thought Kristin really had a good job
 19 in terms of, as Kristin was talking about, the bolts
 20 of, you know, trying to get compensation. Let me
 21 attack it from a different perspective and a light.
 22 And this is from both my roles as the Commander of the
 23 U.S. Cyber Command and the Director of the National
 24 Security Agency.
 25 First of all, the supply lacks in terms

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1 of what we need. We need a much bigger supply in
 2 terms of the talent that needs to work so many of our
 3 projects. The other piece that I would say about the
 4 supply is the fact that the supply is out there.
 5 In fact, it's really interesting to see
 6 on my role as the Director of the National Security
 7 Agency, we were able to bring in every summer well
 8 over 500 different scholars from different
 9 organizations and different schools to be part of a
 10 Director's summer program.
 11 As I think about what the department
 12 needs, however, it's really a set and a skill set that
 13 is much different that what we've recruited before.
 14 And so one of the things that has led me to really
 15 consider is, how do we attract the Gen Z-ers of the
 16 world? And one of the ways that they are looking to
 17 contribute is to contribute to high-profile programs.
 18 It's interesting that one of the things
 19 that most people told me is that they wanted to be a
 20 part of the Director's summer program. And so, as I
 21 thought about it, why don't we have a Secretary's
 22 summer program? Or a Chief of Naval Operations summer
 23 program? Or a Chief of Staff of the Army summer
 24 program?
 25 The big piece of this is not only

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1 generating the supply, but also being able to fill the
 2 demand that's out there. Let me give you a statistic.
 3 Of the 500 people that normally took place in the
 4 Director's summer program at the National Security
 5 Agency, we hired 70 percent of them. 70 percent.
 6 That's 350 new hires every single year.
 7 And what the exit surveys told us was
 8 the fact that they were interested in learning about
 9 our mission. They were interested in learning about
 10 where we work. They were interested in learning about
 11 being part of something that was larger than
 12 themselves.
 13 And part of that was also being able to
 14 expose them to what our agency did. As I think about
 15 what our department needs to do across hypersonics and
 16 big data and cloud computing and networked analysis,
 17 why don't we have some program such as this department
 18 wide that will allow us to have a greater supply and
 19 then be able to fill our demand?
 20 One of the challenges I had as
 21 Commander of U.S. Cyber Command is, as one of 11
 22 different combatant commands, we had to have the
 23 infrastructure upon which we would actually go out and
 24 recruit these people. We would have to have the
 25 infrastructure upon which they would apply. We'd have

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1 to have the infrastructure in which we interviewed all
 2 these people. As opposed to a central pool perhaps,
 3 you know, maybe even a Chairman's summer program or a
 4 Chairman's internship.
 5 Being able to, you know, apply both the
 6 infrastructure that exists at the Department and the
 7 stature of the nation's top military leader to those
 8 that might come and work our hardest problems.
 9 This is our moment in terms of being
 10 able to look at this differently. And I think that
 11 one of the things that I saw is that Congress was
 12 very, very anxious to give us the monies that we
 13 needed. In fact, they gave us a number of different
 14 hiring and bonus monies that we needed at Cyber
 15 Command. What we didn't have, again, was the supply
 16 and the ability to fill our demand.
 17 Let me break there for your questions
 18 or comments.
 19 MR. BLOOMBERG: Any questions from
 20 anybody?
 21 ADM. MULLEN: Hey, Paul, Mike Mullen.
 22 GEN. NAKASONE: Yeah, Mike?
 23 ADM. MULLEN: Is this college kids,
 24 high school kids mainly in the summer program? And
 25 how long was it?

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1 GEN. NAKASONE: So the summer program
 2 lasted ten weeks. It was designed for college
 3 students. And with the idea of, you know, we take
 4 them in by application in October, we would clear them
 5 to a TS clearance by the time the spring time rolled
 6 around, and then they would start with us the
 7 following summer.
 8 Now, a couple thoughts about that. One
 9 is, normally when you're 19 or 20 years old, it's much
 10 easier to clear someone. Well, maybe not sometimes.
 11 But for the most part, it was easier for us to clear
 12 them. But once they had their clearance, you know,
 13 that was an incentive for them, obviously, to think
 14 not only about working for us or the intelligence
 15 community, but also DoD writ large.
 16 But it allowed us to really attract a
 17 really promising group of folks.
 18 ADM. MULLEN: Yeah, that's just
 19 terrific. Terrific.
 20 MR. BLOOMBERG: Anybody else?
 21 DR. ROPER: Good to see you again.
 22 Maybe working for you was part of the reason you got
 23 such good retention when you moved from interning to
 24 being hired. You certainly were a breath of fresh air
 25 in the positions you served in.

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1 When you stepped away from that program
 2 and looked at your broader attempt to hire the talent
 3 that you need through USAJobs and other outlets, did
 4 you find those wholly inadequate, and did you see any
 5 ways to make those more relevant so that you don't
 6 have to work around the hiring system? You can work
 7 through it? Over.
 8 GEN. NAKASONE: So, Will, first of all,
 9 it's great to see you again, and great to see you not
 10 in the tank.
 11 What I would share with you is the fact
 12 that we got away from USAJobs because it was just not
 13 very conducive for us to be able to do this rapidly.
 14 Secondly was the fact that we had to
 15 relook our hiring program. So, you know, when you're
 16 going out to Carnegie Mellon, sending someone that's
 17 come from Carnegie Mellon within the past five years
 18 that's working with your command, your agency, that's
 19 normally not something that is second nature to us in
 20 the Department. And it should be. And so we have to
 21 do those type of activities.
 22 Here's the other thing, and I would
 23 offer that one of my great challenges is that people
 24 don't want to stay for three decades, whether or not
 25 it's in the Department, or whether or not it's in the

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1 intelligence community. And so we should make it as
 2 easy as possible after they've been away for
 3 three/five years to come back. And we are the
 4 greatest enemies of that because our processes are so
 5 bureaucratic, particularly on the security side.
 6 MR. BLOOMBERG: Gilda?
 7 DR. BARABINO: Yeah, I don't have a
 8 question but a really quick comment and endorsement
 9 for that approach of having a high-profile program
 10 with the ability to work on a very serious problem as
 11 a way of attracting and retaining. My experience in
 12 engineering, in engineering education and research in
 13 particular, is that that is a winning strategy.
 14 So I just wanted to echo and endorse
 15 that strategy.
 16 GEN. NAKASONE: You know, Gilda, if I
 17 might just follow up and comment on that. You know,
 18 one of the things that I've thought about is, as we're
 19 trying to look at big data, why don't we have a big
 20 data focus for the Department; right? And we say,
 21 hey, they are going to work the cutting-edge issues
 22 for the Department on big data. That is going to
 23 allow us a leap ahead in terms of what we have to do
 24 to secure our nation.
 25 And go across the nation and say, hey,

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1 we need the top 20 scholars that want to come and work
 2 at the department for a period of 10 weeks or 12
 3 weeks, or whatever it is. Give them a very, very
 4 high-profile sponsor, and be able to look at that
 5 differently in terms of this is what we need you to
 6 do.
 7 DR. BARABINO: Absolutely the right way
 8 to go.
 9 DR. ROPER: The clearance working is
 10 always been a big issue. That's wonderful the program
 11 that you ran, starting working the clearances.
 12 And aside from getting people in and
 13 getting them cleared, there's also the tyranny of once
 14 someone leaves, to your point, they don't want to be
 15 there for 30 years. The clock starts ticking on their
 16 clearance, and if they don't do something for a
 17 cleared defense contractor within two years, then
 18 their clearance expires.
 19 So I think the hurdle of clearances is
 20 part of the thing that makes it too big of a hurdle to
 21 get talent, unless they come through a special program
 22 that's high-profile that works those details for them.
 23 MR. BLOOMBERG: I was just thinking if
 24 my clearance expired. I worked for the same company
 25 for 43 years with the exception of 12 years in city


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1 hall. Do I still have my clearance? Marina, check
 2 just to make sure. I'm sure it's fine.
 3 DR. THEODOTOU: Yes, sir.
 4 MR. BLOOMBERG: Thank you, General.
 5 And thank you all to our guests for taking the time
 6 today.
 7 Marina, before we close, are there any
 8 public comments that have come in, or any other
 9 updates?
 10 DR. THEODOTOU: Thank you. Thank you,
 11 Mike. Yeah. So we received -- as always, we are
 12 listening. The Defense Innovation Board is listening.
 13 And we welcome comments throughout the year on our
 14 website, innovation.defense.gov.
 15 We did receive a couple of comments
 16 about general national security readiness on port
 17 protection and software engineering. We've shared
 18 those with the Board. And with that, no additional
 19 updates.
 20 Mr. Chair, I'll turn it over back to
 21 you.
 22 MR. BLOOMBERG: Well, if that's the
 23 case, we have our work cut out for us before our next
 24 public meeting. That meeting will be on Wednesday,
 25 July 17th. Put it on your calendar. Wednesday, July


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1 17th, and we're looking forward to it.
 2 And everybody who participated, thank
 3 you so much for your time, and all the work that you
 4 do, and the Board members who couldn't be with us
 5 today, who've done yeoman's work. See you all then,
 6 and all the best.
 7 DR. THEODOTOU: Thank you, everyone.
 8 And this Board meeting is now adjourned. Thank you.
 9 (Whereupon, the meeting concluded at
 10 1:25 p.m.)
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1 CERTIFICATE
 2 I, ALLISON DIERCKS, the officer before whom
 3 the foregoing proceedings were taken, do hereby
 4 certify that any witness(es) in the foregoing
 5 proceedings, prior to testifying, were duly sworn;
 6 that the proceedings were recorded by me and
 7 thereafter reduced to typewriting by a qualified
 8 transcriptionist; that said digital audio recording of
 9 said proceedings are a true and accurate record to the
 10 best of my knowledge, skills, and ability; that I am
 11 neither counsel for, related to, nor employed by any
 12 of the parties to the action in which this was taken;
 13 and, further, that I am not a relative or employee of
 14 any counsel or attorney employed by the parties
 15 hereto, nor financially or otherwise interested in the
 16 outcome of this action.
 17 
 ALLISON DIERCKS
 18 Notary Public in and for the
 19 Commonwealth of Virginia
 20
 21
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 23
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 25

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1 CERTIFICATE OF TRANSCRIBER
 2 I, KAREN NOLL, do hereby certify that this
 3 transcript was prepared from the digital audio
 4 recording of the foregoing proceeding, that said
 5 transcript is a true and accurate record of the
 6 proceedings to the best of my knowledge, skills, and
 7 ability; that I am neither counsel for, related to,
 8 nor employed by any of the parties to the action in
 9 which this was taken; and, further, that I am not a
 10 relative or employee of any counsel or attorney
 11 employed by the parties hereto, nor financially or
 12 otherwise interested in the outcome of this action.
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1	4	accessing 39:11	adjourned 51:8
1 22:2	42 3:6	accurate 52:9	adm 19:6,9
10 3:3 49:2	43 30:23 49:25	53:5	20:12 29:19,22
11 44:21	5	achieving 28:9	40:25 42:7
12 49:2,25	500 43:8 44:3	acknowledge	45:21,23 46:18
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15 30:24	6461952 1:18	acknowledge...	14:8
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