



RESEARCH
AND ENGINEERING

DEPUTY UNDER SECRETARY OF DEFENSE

3030 DEFENSE PENTAGON
WASHINGTON, DC 20301-3030

October 10, 2023

MEMORANDUM FOR THE DEFENSE INNOVATION BOARD

SUBJECT: Terms of Reference – Building a DoD Data Economy

In the 21st century data-driven world, it is imperative that the Department of Defense (“DoD” or “the Department”) utilizes data as a strategic asset to harness the power of disruptive technologies and out-innovate competitors and adversaries. Accordingly, the DoD’s 2020 Data Strategy and 2021 Data Decrees issued by the Deputy Secretary of Defense call on the Department to become a data-centric organization to create decision advantage from the board room to the battlefield. Data that is available, assured, and accessible drives game-changing advantages in decision-making and outcomes for Department leaders and warfighters alike.

Today, the Department’s ability to guarantee access to data at speed and scale is more foundational and important than ever for this decisive decade of geostrategic competition. The 2022 National Defense Strategy (NDS) emphasizes that “Joint Force operations increasingly rely on data-driven technologies and ... institutional reforms that integrate our data, software, and artificial intelligence efforts.” Likewise, the 2023 National Defense Science and Technology Strategy (NDSTS) affirms the Department must elevate “information sharing and knowledge management ... [as] the norm, in alignment with the Department’s *Digital Modernization Strategy*, *Digital Engineering Strategy*, *Data Strategy*, and *Cyber Security Strategy* ... [and] with allies and partners” to optimize adoption of disruptive technologies. The Department’s data strategy and decrees and associated strategies on digital transformation, software modernization, cyber security, cloud adoption, and artificial intelligence seek to put in place a data economy that will enable efforts such as Combined Joint All-Domain Command and Control (CJADC2) and the Deputy-directed Task Force Lima and Replicator initiatives. Implementing these critical efforts will require defining and scaling a modern, standards-based data enterprise architecture across the Department.

Therefore, I hereby task the Defense Innovation Board (“the Board”) to deliver a study providing outcomes-driven advice and recommendations on the Department’s data economy. Specifically, the Board will:

- Evaluate the current state of the DoD data economy, to include gaps and opportunities.
- Provide industry best practices for building a data economy, to include best-in-class principles, concepts, frameworks, metrics, and governance.
- Develop recommendations for an assured, available, and accessible DoD data economy for 2025 and beyond.
- Address related matters the Board determines relevant to this task.

The Board shall thoroughly consider and deliberate on its independent assessment and recommendations at a properly noticed and public meeting unless it must be closed pursuant to

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 the Board. All requests shall be consistent with applicable laws; applicable security classifications; DoD Instructions 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, regulations, and policy. 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.

Thank you in advance for your cooperation and support of this critical undertaking.

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David A. Honey, PhD

cc:
Senior Pentagon Leadership
Directors of Defense Agencies
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