

Membership Balance Plan
Defense Innovation Board

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, in accordance with chapter 10 of title 5, U.S.C. (commonly known as the “Federal Advisory Committee Act” or “FACA”) and 41 C.F.R. § 102-3.50(d), established the Defense Innovation Board (DIB) as a discretionary advisory committee.

2. Mission/Function: The DIB shall provide to the Secretary of Defense and the Deputy Secretary of Defense (“the DoD Appointing Authority”), through the Under Secretary of Defense for Research and Engineering (USD(R&E)), as the DIB’s Sponsor, independent advice and recommendations on critical matters relating to innovation and to address challenges and accelerate innovation adoption into the culture, technologies, organizational structures, processes, and functions of the Department of Defense (DoD). The DIB offers the DoD Appointing Authority and the USD(R&E) strategic insights on the implications of emerging technologies landscapes, the adoption of commercial sector innovation best practices, and the impact of disruptive and emerging technologies and their relevance for DoD. This advice includes recommendations on how to leverage the U.S. innovation ecosystem and ways the Department can align structures, processes, incentives, and human capital practices to accelerate and scale innovation adoption; catalyze an innovation and experimentation mindset and provide DoD leaders strategic and tactical advantage options needed to compete and overmatch in the technology and innovation-driven environments that define modern competition and conflict, as well as any other matters of special interest as determined by the DoD Appointing Authority or the USD(R&E). The DIB shall examine and advise on DoD innovation pathways and pipelines; emerging and disruptive technologies; commercial sector best practices in innovation strategy, management, processes, architectures, organizational behavior and design, human capital, decision-making, and scaling; and ways to leverage the U.S. innovation ecosystem in support of national security.

3. Points of View: The DIB shall be composed of no more than 20 members who must meet one or more of the following categories or disciplines:
 - (a) Those individuals with a demonstrated track record driving and adopting innovations in the public or private sector;
 - (b) Entrepreneurs and/or those with demonstrated performance starting and transitioning successful start-ups or developing new technology applications;
 - (c) Investment capital providers or managers with expertise in early-stage markets, industry trends, and/or a demonstrated track record in commercialization;
 - (d) Thought leaders, experts, and/or those with a track record of novel approaches to organizational management, leadership, culture, and talent in technology and innovation;
 - (e) National security and technology policy experts (civilian and former military) who focus on the impact and implications of emerging and disruptive technology; and,
 - (f) Notable philosophers, ethicists, philanthropists, and civil society leaders who possess insight and have published works on the implications of new and emergent technology.

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In evaluating candidates for the DIB, the DoD considers the education, life experience, and professional credentials of individuals as they relate to the subject matters anticipated to be tasked to the DIB. The DoD has found that viewing the complex issues facing the DoD through a multidisciplinary advisory committee provides the DoD and, more importantly, the American public with a broader understanding of the issues on which subsequent policy decisions are based. Membership shall be fairly balanced in terms of points of view represented and functions to be performed in order to provide a variety of background, experience, and thought in support of the DIB's mission. The DIB's membership is not static, and the DoD Appointing Authority may change the membership based upon work assigned to the DIB by the DoD Appointing Authority or the USD(R&E), as the DIB's sponsor.

Each member is appointed to exercise his or her own judgment on behalf of the DoD, without representing any particular point of view, and to discuss and deliberate in a manner that is free from conflict of interest. In selecting members, the DoD seeks to capitalize on talented, innovative private and public sector leaders to provide a more diverse and inclusive DIB membership.

DIB members who are not full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. DIB members who are full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be designated pursuant to 41 C.F.R. § 102-3.130(a) to serve as regular government employee (RGE) members. The DoD, unless otherwise provided for by statute or Presidential directive, does not use representative members on DoD-established or supported advisory committees.

4. Other Balance Factors: DoD will consider a wide pool of talented and innovated leaders, including leaders of small and minority-owned business, former government officials, and/or individuals from academia, think-tanks, capital and investment communities, research institutions, as well as consulting firms or large corporations to benefit from the insights and perspectives of those who are the engine of American innovation.
5. Candidate Identification Process: The DIB Designated Federal Officer (DFO) requests via email, through a memo, or verbally input on candidates from various DoD stakeholders engaged in or implementing innovation, including senior DoD career and politically appointed officials and current DIB members, to recommend potential individuals as candidates. Once potential candidates are identified, the DIB's DFO will review the credentials of each individual to narrow the list for consideration by the USD(R&E). In consultation with the Special Assistant to the Secretary of Defense for White House Liaison, and other senior Defense leaders at his or her discretion, the USD(R&E) reviews the list of potential candidates and strives to achieve a balance between the professional credentials of the individuals and the near-term subjects to be reviewed by the DIB to achieve a membership that is diverse and inclusive, both in terms of the points of view to be represented and the functions to be performed by the DIB.

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Before formal nomination to the DoD Appointing Authority, the list of potential nominees is reviewed by the Office of General Counsel of the Department of Defense, and the Advisory Committee Management Officer for the Department of Defense (DoD ACMO) to ensure compliance with Federal and DoD governance requirements, including compliance with the DIB's charter and membership balance plan. Following this review, the Performance Improvement Officer and Director of Administration and Management forwards the DoD Appointment Approval Instrument, which is prepared by the DoD ACMO, to the DoD Appointing Authority for appointment consideration. Following approval by the DoD Appointing Authority, the candidates must complete appointment paperwork and training, to include any financial disclosure or other ethics requirements stipulated by the Office of Government Ethics (OGE) for advisory committee members.

Authority to invite or appoint individuals to serve on the DIB rests solely with the DoD Appointing Authority. All DIB appointments are for a term of service of one-to-four years, with annual renewals, in accordance with DoD policy and procedures. No member, unless approved by the DoD Appointing Authority, may serve more than two consecutive terms of service on the DIB, including its subcommittees. Membership vacancies for the DIB will be filled in the same manner as described above.

6. Subcommittee Balance: The DoD, when necessary and consistent with the DIB's mission and DoD policies and procedures, may establish subcommittees, task groups, or working groups ("subcommittees") to support the DIB.

Individuals considered for appointment to any DIB subcommittee may come from the DIB itself or from new nominees, as recommended by USD(R&E) and based upon the subject matters under consideration. Pursuant to DoD policies and procedures, the USD(R&E) shall follow the procedures described in Section 5 to identify and nominate new members for appointment to the DIB's subcommittees.

Subcommittee members shall be appointed for a term of service of one-to-four years, with annual renewals; however, no member shall serve more than two consecutive terms of service on the subcommittee unless previously approved by the DoD Appointing Authority. Subcommittee members who are not full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members. Subcommittee members who are full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be designated pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members.

Each subcommittee member is appointed to exercise their own best judgment on behalf of the DoD, without representing any particular point of view, and to discuss and deliberate in a manner free from conflicts of interest

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The Secretary of Defense has established three permanent DIB subcommittees. While the number of individuals appointed to each subcommittee may vary, no individual subcommittee shall have more than 15 members, unless otherwise provided in writing by the DoD Appointing Authority.

- 1) Emerging Science & Technology Subcommittee – Provides advice and recommendations, for the DIB's consideration, on the strategic, organizational, and technological issues related to the emerging technologies and innovation landscape. This will include trends across the development, commercialization, and diffusion of emerging technologies; the promotion and protection of technologies and innovation; the value and implications of emerging technologies; assessments of the industries and sectors driving commercial innovation; and the value proposition and use-cases for emerging technologies that can address the Department's challenges and opportunities. It will provide, for the DIB's consideration, strategic advice on cutting-edge and disruptive technological trends and make recommendations on the adoption and application of emerging technologies across multiple domains and missions, and the best practices for how Department leaders can organize, train, and equip the Total Force.
- 2) Innovation Ecosystem & Pathways Subcommittee – Provides advice and recommendations, for the DIB's consideration, on ways to leverage and strengthen the Department of Defense (DoD) innovation ecosystem and bolster our scientific and technological base to expand enduring advantage for the Joint Force. This will include recommendations on DoD structures, processes, and partners to enable and encourage a more iterative and risk-tolerant culture that spurs innovation and can deliver capabilities at speed and scale. Examines, on behalf of the DIB, the defense innovation ecosystem -and ways DoD can operate with, and leverage, the broader U.S. innovation base and international innovation ecosystem, and best practices on innovation strategy, doctrine, and pathways to accelerate development, adoption, and transition of ideas, technologies, and capabilities from the commercial sector across DoD. It will offer commercial sector best practices related to innovation ecosystems and how to optimize alignment across government, industry, and academia -and pathways, incentives, and best practices in management, process, and design, to promote a more agile and integrated technology and innovation ecosystem and innovation base to support national security objectives and underpin U.S. leadership in technology and innovation.
- 3) Innovation Workforce Subcommittee – Provides recommendations for the DIB's consideration on fostering a culture of innovation within the Department's workforce is essential to positioning the Department of Defense (DoD) to better protect the nation and its allies, stay ahead of future threats, and leverage innovative technologies. Provides recommendations and best practices, for the DIB's consideration, on the innovation workforce, to include recruitment and retention; skills and composition, to include diversity, equity and inclusion; technical and digital literacy and training methods, as well as career paths, education, and ways to incentivize and reward innovation in the Department. It, on behalf of the DIB, shall leverage novel philosophies and commercial sector insights on a wide range of workforce issues and trends to ensure the Department

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can manage and leverage the skills, talent, and diversity required for its innovation workforce.

7. Other: As nominees are considered for appointment to the DIB, the DoD adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Advisory Committees, Boards, and Commissions (79 FR 47482; August 13, 2014); the rules and regulations issued by the OGE; the Director of the Office of Science and Technology Policy memorandum of December 17, 2010, concerning scientific integrity; and section 7 of the Presidential Memorandum, "Restoring Trust in Government Through Scientific Integrity and Evidence-Based Policymaking," dated January 27, 2021.
8. Date Prepared: April 15, 2024