

Membership Balance Plan
Defense Innovation Board

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, in accordance with the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d), established the Defense Innovation Board (“the Board”), as a discretionary advisory committee.
2. Mission/Function: The Board shall provide the Secretary of Defense and the Deputy Secretary of Defense independent advice and recommendations on innovative means to address future challenges in terms of integrated change to organizational structure and process, business and functional concepts, and technology applications.
3. Points of View: The Board shall be composed of no more than 20 members. The members must possess some or all of the following:
 - (a) a proven track record of sound judgment in leading or governing large, complex private sector corporations or organizations;
 - (b) demonstrated performance in identifying and adopting new technology innovations into the operations of large organizations in either the public or private sector; and
 - (c) demonstrated performance in developing new technology concepts.

In addition, the Chairs of the Defense Business Board, the Defense Policy Board, and the Defense Science Board will serve as non-voting, ex-officio members of the Board, who may not participate in the deliberations or voting of the Board and will not count toward the Board’s total membership.

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

The Board’s membership will be fairly balanced in terms of points of view represented and the functions to be performed by the Board. The Board’s membership balance is not static and the Secretary of Defense or the Deputy Secretary of Defense may change the membership based upon work assigned to the Board by the Secretary of Defense or the Deputy Secretary of Defense.

All members of the Board are appointed to provide advice on the basis of their best judgment on behalf of the Government without representing any particular point of view and in a manner that is free from conflict of interest.

4. Other Balance Factors: N/A
5. Candidate Identification Process: The DoD, in selecting potential candidates for the Board, reviews the educational and professional credentials of individuals with extensive professional experience in the points of view described above. Potential candidates are identified by the Secretary of Defense and Deputy Secretary of Defense, the current Board members, the

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professional staff of the Office of the Deputy Chief Management Officer (DCMO), and the Board's Designated Federal Officer, and, in some instances, based upon discussions with other professionals within the DoD in consultation with Office of General Counsel of the Department of Defense (OGC DoD) and the Office of the Special Assistant to the Secretary of Defense for White House Liaison.

Prior to the formal nomination to the Secretary of Defense, the list of candidates undergoes a review by the OGC DoD and the Office of the Advisory Committee Management Officer (ACMO) to ensure compliance with Federal and DoD governance requirements, including compliance with the Board's charter and membership balance plan. Following this review, the Secretary of Defense or the Deputy Secretary of Defense provides authorization to proceed with the nominations. Pursuant to DoD policy, only the Secretary or the Deputy Secretary of Defense can invite or authorize the appointment of individuals to serve on DoD established or supported advisory committees and subcommittees unless otherwise provided for by statute or Presidential directive.

Following Secretary of Defense or the Deputy Secretary of Defense authorization, the candidates are required to complete the necessary appointment paperwork, to include meeting any ethics requirements stipulated by the Office of Government Ethics for advisory committee members. The DCMO is authorized to administratively certify the appointment of the Board members that were previously authorized by the Secretary of Defense or the Deputy Secretary of Defense. Consistent with Deputy Secretary of Defense policy and the authority delegated to the ACMO by the Assistant DCMO, the ACMO is authorized to administratively certify the annual renewal of appointment of Board members previously appointed in accordance with DoD policies and procedures. Consistent with authority delegated to DoD sponsors, the DCMO will appoint the Board's Chair from among the membership previously approved in accordance with DoD policies and procedures and, in doing so, shall determine the term of service for the Board Chair, which shall not exceed the member's approved term of service. All Board appointments are for a one-to-four-year term of service, with annual renewals. No member, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense, may serve more than two consecutive terms of service on the Board, to include its subcommittees, or serve on more than two DoD federal advisory committees at one time.

Membership vacancies for the Board and any subcommittees will be filled in the same manner as described in the previous three paragraphs.

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

Individuals considered for appointment to any subcommittee of the Board may come from the Board itself or from new nominees, as recommended by the DCMO and based upon the subject matters under consideration. Pursuant to Secretary of Defense policy, the DCMO is authorized to administratively certify the appointment of subcommittee members if the Secretary of Defense or the Deputy Secretary of Defense has previously authorized the individual's appointment to the Board or another DoD advisory committee. If this previous authorization has not occurred, then

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the individual's subcommittee appointment must first be authorized by the Secretary of Defense or the Deputy Secretary of Defense and subsequently administratively certified by the DCMO.

Consistent with the authority delegated to DoD Sponsors, the DCMO will appoint the Chair of any appropriately approved subcommittee from among the subcommittee membership previously approved according to DoD policies and procedures and, in doing so, shall determine the term of service for the subcommittee chair, which shall not exceed the member's approved term of service.

Subcommittee members, with the authorization of the Secretary of Defense, will be appointed for a term of service of one-to-four years, subject to annual renewals; however, no member shall serve more than two consecutive terms of service on the subcommittee. Subcommittee members, if not full-time or permanent part-time Federal officers or employees, 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 officers or employees will serve as RGE members pursuant to 41 C.F.R. § 102-3.130(a).

7. Other: As nominees are considered for appointment to the Board, 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) and the rules and regulations issued by the Office of Government Ethics.

8. Date Prepared: