

## 2025 Current Fiscal Year Report: Defense Innovation Board

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### 1. Department or Agency

Department of Defense

### 2. Fiscal Year

2025

### 3. Committee or Subcommittee

Defense Innovation Board

### 3b. GSA Committee No.

2566

### 4. Is this New During Fiscal Year?

No

### 5. Current Charter

04/15/2024

### 6. Expected Renewal Date

04/15/2026

### 7. Expected Term Date

### 8a. Was Terminated During Fiscal Year?

No

### 8b. Specific Termination Authority

### 8c. Actual Term Date

### 9. Agency Recommendation for Next Fiscal Year

Continue

### 10a. Legislation Req to Terminate?

Not Applicable

### 10b. Legislation Pending?

Not Applicable

### 11. Establishment Authority

Agency Authority

### 12. Specific Establishment Authority

Secretary of Defense Determination

### 13. Effective Date

03/02/2016

### 14. Committee Type

Continuing

### 14c. Presidential?

No

### 15. Description of Committee

Board

### 16a. Total Number of Reports

No Reports for this Fiscal Year

### 17a.

Open

0

17b. Closed

0

17c. Partially Closed

0

Other Activities

0

17d. Total

0

### Meetings and Dates

No Meetings

Current FY  
Next FY

### 18a(1). Personnel Pmts to Non-Federal Members

\$0.00 \$0.00

|   |                |        |
|---|----------------|--------|
| <b>18a(2). Personnel Pmts to Federal Members</b>                      | \$0.00         | \$0.00 |
| <b>18a(3). Personnel Pmts to Federal Staff</b>                        | \$500,000.00   | \$0.00 |
| <b>18a(4). Personnel Pmts to Non-Member Consultants</b>               | \$0.00         | \$0.00 |
| <b>18b(1). Travel and Per Diem to Non-Federal Members</b>             | \$1,087.75     | \$0.00 |
| <b>18b(2). Travel and Per Diem to Federal Members</b>                 | \$1,593.65     | \$0.00 |
| <b>18b(3). Travel and Per Diem to Federal Staff</b>                   | \$0.00         | \$0.00 |
| <b>18b(4). Travel and Per Diem to Non-member Consultants</b>          | \$0.00         | \$0.00 |
| <b>18c. Other(rents,user charges, graphics, printing, mail, etc.)</b> | \$2,372,682.06 | \$0.00 |
| <b>18d. Total</b>   | \$2,875,363.46 | \$0.00 |
| <b>19. Federal Staff Support Years (FTE)</b>                          | 2.00           | 0.00   |

**20a. How does the Committee accomplish its purpose?**

The Defense Innovation Board (DIB) provides the Secretary of Defense and the Deputy Secretary of Defense, through the Undersecretary of Defense for Research and Engineering, 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.

**20b. How does the Committee balance its membership?**

Per its charter, DIB members 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; (c) demonstrated performance in developing new technology concepts; and (d) a proven track record as a distinguished academic or researcher at an accredited college or institute of higher education.

**20c. How frequent and relevant are the Committee Meetings?**

Estimated Number of Meetings per Year - 4.  
Quarterly public meetings are held for the purpose of discussing ongoing research efforts conducted, and/or finalizing and voting on new recommendations presented by the full DIB membership.

**20d. Why can't the advice or information this committee provides be obtained elsewhere?**

The Secretary of Defense established the Defense Innovation Board (originally called the Defense Innovation Advisory Board) to provide independent advice to the DoD on the best and latest practices in innovation that the department can emulate. In the judgment of the DoD this independent advice could not be provided by any other DoD advisory committee.

**20e. Why is it necessary to close and/or partially closed committee meetings?**

All DIB meetings are noticed and open to the public unless the DoD determines that items on the planned agenda meet the closed meeting provisions of 5 U.S.C. § 552b(c). Pursuant to DoD policy closed meetings can only be authorized by the DoD Sponsor, the Under Secretary of Defense for Research and Engineering, and only after

consultation with the Office of the DoD GC.

## **21. Remarks**

On November 24, 2021, the DIB was authorized to resume operations upon abrogation of the Zero Based Review. On June 22, 2022, the DIB's chair was appointed, followed by nine additional Members who were approved for appointment as special government employee's (SGE) for a two-year term of service, with annual renewal, to the Defense Innovation Board (DIB) on October 5, 2022. These appointment actions, recommended by the Under Secretary of Defense for Research and Engineering (USD(R&E)), as the DIB's Sponsor, pertained to two short-term subcommittees established by the USD(R&E) on December 15, 2022, concluding their work on July 18, 2023. These two subcommittees were in addition to the three permanent DIB subcommittees that SecDef established in August 2022. In October 2023, USD(R&E) determined that the DIB would not need to operate in subcommittees due to its small size of 10 Members. In FY24, the DIB hosted five public meetings as follows: November 14; January 26 (two studies voted on and published for recommendations and implementation); March 5; April 17; and July 17 (two studies voted on and published for recommendations and implementation). On May 29, 2024, eight appointed DIB Members were approved for a [final] two-year term of service, from October 17, 2024 thru October 16, 2026; a ninth Member was affirmed for a final annual renewal, from in March 15, 2024 thru March 14, 2025. The [tenth] DIB Chair/Leadership appointment was approved for a [final] two-year term of service, from June 22, 2024 thru June 21, 2026. In the FY23 ACR submission, Susan Gordon and Charles Phillips

were reported with an incorrect Appointment Start Date. Please note, appointment start dates for both Sue Gordon and Charles Phillips is October 17, 2022.

## Designated Federal Officer

### Carrie Shideler Designated Federal Officer

| Committee Members  | Start      | End        | Occupation  | Member Designation                       |
|--------------------|------------|------------|---|--|
| Barabino, Gilda    | 10/17/2022 | 04/25/2025 | President of Olin College of Engineering                            | Special Government Employee (SGE) Member |
| Bloomberg, Michael | 06/22/2022 | 01/14/2025 | Former Mayor of New York City, Co-Founder and CEO of Bloomberg L.P. | Special Government Employee (SGE) Member |
| Gordon, Susan      | 10/17/2022 | 01/25/2025 | Director at CACI International                                      | Special Government Employee (SGE) Member |
| Hoffman, Reid      | 10/17/2022 | 12/01/2024 | Entrepreneur  | Special Government Employee (SGE) Member |
| Meeker, Mary       | 03/15/2023 | 03/14/2025 | General Partner, BOND   | Special Government Employee (SGE) Member |
| Mullen, Michael    | 10/17/2022 | 01/17/2025 | President of MGM Consulting LLC                                     | Special Government Employee (SGE) Member |
| Phillips, Charles  | 10/17/2022 | 04/25/2025 | Managing Partner, Co-founder RECOGNIZE                              | Special Government Employee (SGE) Member |
| Roper, William     | 10/17/2022 | 04/25/2025 | Consultant  | Special Government Employee (SGE) Member |

|                     |            |            |  |  |
|---------------------|------------|------------|--|--|
| Swann, Ryan         | 10/17/2022 | 04/25/2025 | Chief Data Analytics Officer, Vanguard | Special Government Employee (SGE) Member |
| Thornberry, William | 10/17/2022 | 01/13/2025 | Consultant                             | Special Government Employee (SGE) Member |

**Number of Committee Members Listed: 10**

**Narrative Description**

The DIB 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.

**What are the most significant program outcomes associated with this committee?**

|   |                                     |
|---|-------------------------------------|
|   | Checked if Applies                  |
| Improvements to health or safety                  | <input checked="" type="checkbox"/> |
| Trust in government                               | <input checked="" type="checkbox"/> |
| Major policy changes                              | <input checked="" type="checkbox"/> |
| Advance in scientific research                    | <input checked="" type="checkbox"/> |
| Effective grant making                            | <input type="checkbox"/>            |
| Improved service delivery                         | <input checked="" type="checkbox"/> |
| Increased customer satisfaction                   | <input checked="" type="checkbox"/> |
| Implementation of laws or regulatory requirements | <input checked="" type="checkbox"/> |
| Other   | <input type="checkbox"/>            |

**Outcome Comments**

Not Applicable

**What are the cost savings associated with this committee?**

|      |                          |
|------|--------------------------|
|      | Checked if Applies       |
| None | <input type="checkbox"/> |

|                            |                                     |
|----------------------------|-------------------------------------|
| Unable to Determine        | <input checked="" type="checkbox"/> |
| Under \$100,000            | <input type="checkbox"/>            |
| \$100,000 - \$500,000      | <input type="checkbox"/>            |
| \$500,001 - \$1,000,000    | <input type="checkbox"/>            |
| \$1,000,001 - \$5,000,000  | <input type="checkbox"/>            |
| \$5,000,001 - \$10,000,000 | <input type="checkbox"/>            |
| Over \$10,000,000          | <input type="checkbox"/>            |
| Cost Savings Other         | <input type="checkbox"/>            |

### **Cost Savings Comments**

DIB members serve in an unpaid capacity, and provide value in services which cannot be quantified. In addition, cost savings are not the ultimate goal of DoD FACA committees, as advice and recommendations can also allow the government to consider more effectively and efficiently direct resources and investments, thereby yielding better return and/or stewardship of tax-payer dollars.

### **What is the approximate Number of recommendations produced by this committee for the life of the committee?**

241

### **Number of Recommendations Comments**

Since the DIB's establishment in 2016 to present, the Board has provided the Department 241 recommendations. Given the nature of the broad reaching and often complex recommendations, it is important to differentiate between the number of recommendations published and the number of recommendations reported for adoption (in this report "implemented") during a fiscal year. Recommendation adoption does not always take place in the same fiscal year of the recommendation publication, especially if study recommendations are published towards the end of the fiscal year. In April 2024, the DIB implemented a new, rigorous, and transparent process of tracking recommendation adoption rates for 73 recommendations (9 from FY23 and 64 from FY24). In July 2024, the DIB tabulated the results of this data call with a 41% adoption rate. The remaining FY24 recommendations were published on 7/17/24 and tasked for reporting on 8/7/24 with a deadline of 11/8/24. FY16 to FY23 - Total recs published and reported for adoption from FY16 to FY23: 110 - % of recs adopted: 45% - Number of recs adopted: 50 FY24 - Total recommendations published in FY24: 131 - Reported for adoption: 73 - % of recs reported & adopted: 41% - Number of recs adopted: 30 Cumulative recs published and reported from FY16 to FY24: 183 Cumulative recs adopted: 80 Cumulative percentage of recommendations adopted 44%  $(80/183) \times 100 = 43.7\%$  rounded up to 44%

**What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?**

44%

**% of Recommendations Fully Implemented Comments**

45% of the DIB's recommendations have been fully implemented. \*DIB's Zero Trust Report \*DIB's Joint Pathology Center Report \*DIB's AI Principles Report \*People and Culture \*Section 230 \*Terraforming the Valley of Death \*An Innovation Strategy for the Decisive Decade \*Lowering Barriers to Innovation \*Building a DoD Data Economy

**What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?**

56%

**% of Recommendations Partially Implemented Comments**

More than half of the DIB's recommendations are in the process of implementation and adoption. These include some of the DIB's early, broad recommendations, embedding computer science as a core competency within DoD, embracing a culture of experimentation, expanding the use of available acquisition waivers and exemptions, increasing investment in new approaches to innovation, improving DoD access to code, and establishing software development teams at each major command. Though these recommendations have not yet been fully implemented, the Department continues to take tangible actions in line with these recommendations in a way that has produced measurable progress. Other recommendations that have seen progress, but that are pending full implementation include some recommendations around 5G, the DIB's Zero Trust Report, some workforce related recommendations, and several recommendations originally contained in the DIB's SWAP report, which are currently partially implemented as pilot programs but are expected to see full implementation with the completion of said pilots. On April 1, 2024, The Deputy Secretary of Defense tasked the DIB to detail the status of implementation and adoption of the DIB's study recommendations published in the (4) DIB Reports Between July 2023 and January 2024 (Tranche 1 & Tranche 2). A data call to Department stakeholders for Tranche 1 & 2 has been completed. Overall, within ten months, 30 of the 73 DIB recommendations (41%) across four studies have been adopted or will be adopted by 10 of 13 DoD tasked stakeholders within this calendar year. Four of the 10 stakeholders who responded (Chief Data and Artificial Intelligence Officer, Defense counterintelligence and Security Agency, Defense Innovation Unit, and Office of Strategic Capital) have been most active in implementing their assigned DIB recommendations around policies, processes, authorities, and training, all of which aim to accelerate and scale innovation in the Department. Additionally, four stakeholders opted



not to adopt 19 of the 73 recommendations (26%), citing additional policy change requirements or lack of authority. This reporting process will continue on a rolling calendar basis, approximately every six months, with additional studies added as they are approved and submitted.

**Does the agency provide the committee with feedback regarding actions taken to implement recommendations or advice offered?**

Yes ☒ No ☐ Not Applicable ☐

**Agency Feedback Comments**

The Executive Director provides implementation updates to the DIB at their quarterly meeting to inform them of the Department of Defense activity occurring in response to their recommendations.

**What other actions has the agency taken as a result of the committee's advice or recommendation?**

Checked if Applies

|                                   |                                     |
|-----------------------------------|-------------------------------------|
| Reorganized Priorities            | <input checked="" type="checkbox"/> |
| Reallocated resources             | <input checked="" type="checkbox"/> |
| Issued new regulation             | <input checked="" type="checkbox"/> |
| Proposed legislation              | <input type="checkbox"/>            |
| Approved grants or other payments | <input type="checkbox"/>            |
| Other                             | <input type="checkbox"/>            |

**Action Comments**

Not Applicable

**Is the Committee engaged in the review of applications for grants?**

No

**Grant Review Comments**

Not Applicable

**How is access provided to the information for the Committee's documentation?**

Checked if Applies

|                           |                                     |
|---------------------------|-------------------------------------|
| Contact DFO               | <input checked="" type="checkbox"/> |
| Online Agency Web Site    | <input checked="" type="checkbox"/> |
| Online Committee Web Site | <input checked="" type="checkbox"/> |

Online GSA FACA Web Site



Publications



Other



**Access Comments**

Not Applicable