

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

18a(2). Personnel Pmts to Federal Members	\$0.00	\$0.00
18a(3). Personnel Pmts to Federal Staff	\$500,000.00	\$0.00
18a(4). Personnel Pmts to Non-Member Consultants	\$0.00	\$0.00
18b(1). Travel and Per Diem to Non-Federal Members	\$1,087.75	\$0.00
18b(2). Travel and Per Diem to Federal Members	\$1,593.65	\$0.00
18b(3). Travel and Per Diem to Federal Staff	\$0.00	\$0.00
18b(4). Travel and Per Diem to Non-member Consultants	\$0.00	\$0.00
18c. Administrative Costs (FRNs, contractor support, In-person/hybrid/virtual meetings)	\$0.00	\$0.00
18d. Other (all other funds not captured by any other cost category)	\$2,372,682.06	\$0.00
18e. Total Costs	\$2,875,363.46	\$0.00
19. Federal Staff Support Years (FTE)	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



Online Agency Web Site



Online Committee Web Site



Online GSA FACA Web Site



Publications



Other



Access Comments

Not Applicable