



DEFENSE BUSINESS BOARD MEETING MINUTES MAY 7-8, 2024

The Defense Business Board (DBB) is a Federal Advisory Committee within the Department of Defense (DoD), operating pursuant to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate federal regulations. The DBB meets quarterly and at times out of cycle when required. The DBB held its third session for fiscal year 2024 on May 7 and May 8, 2024, at the Pentagon, Washington, D.C. The meeting was closed to the public due to the classification of material presented and/or discussed.

DBB Members Present (16)

Hon. Deborah Lee James (Chair)

Mr. Craig Albright

Dr. Alex Alonzo

Mr. Joseph B. Anderson, Jr.

Mr. David Beitel

Ms. Sally Donnelly

Ms. Cheryl Eliano

Dr. Christopher Gopal

Ms. Linnie Haynesworth (Vice Chair)

Ms. Erin Hill, Esq.

Ms. Suzanne Leopoldi-Nichols

Ms. Jennifer McClure

Mr. Robert Wolf

Dr. David Van Slyke

Hon. David Walker

GEN Joseph Votel, USA (Ret.)

DBB Members Not Present (3)

Mr. Safroadu (Saf) Yeboah-Amankwah

Mr. Oscar Munoz

Gen Larry Spencer, USAF (Ret.)

DBB Staff (non-voting) – attended 1 or more session(s) (8)

Ms. Cara Allison Marshall, Designated Federal Officer (DFO)

CAPT Chad Graham, U.S. Navy Military Representative to the DBB

Lt Col Kyle Harrington, U.S. Air Force Military Representative to the DBB

MAJ Michael McDonald, U.S. Army Military Representative to the DBB

Ms. Leah Glaccum, Operations Manager

Ms. Janice Mclaury, Research/Writer/Editor (Contractor)

Ms. Patricia Edwards, Operations Analyst (Contractor)

Ms. Maryellen Salter, Management Analyst (Contractor)

Consultants to the Board Present (9)

Mr. Anand Bahl, Consultant to the Board

COL Greg Bowman, USA (Ret.), J.D., Consultant to the Board

Mr. Matthew Daniel, Consultant to the Board

Ms. Marachel Knight, Consultant to the Board

Ms. Sarah Mineiro, Consultant to the Board

Hon. Eric Rosenbach, Consultant to the Board

Brig Gen Bernard (Bernie) Skoch, USAF (Ret.), Consultant to the Board

Mr. Stan Soloway, Consultant to the Board

Ms. Pat Zarodkiewicz, Consultant to the Board



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BEGIN CLOSED SESSION

At 9:00 AM on May 7, Ms. Cara Allison Marshall began the closed meeting and turned the floor over to the Board Chair, Hon. Deborah Lee James, to welcome members and provide opening remarks.

From 9:10-10:00 AM, Mr. Jay Dryer, the Director of the Strategic Capabilities Office conducted an overview of his responsibilities and the role his organization plays in the DoD enterprise. The discussion focused on leveraging emerging technology for operational strategic effects, with an emphasis on adaptability and leveraging people. Strategies discussed included ensuring technology addresses specific problems, utilizing cross-functional teams, and studying problem hierarchies to prioritize impactful solutions, all aimed at informing broader adoption within the Department.

From 10:00 – 10:30 AM, Hon. Lloyd Austin, Secretary of Defense, provided an overview of the Department's response and approach to on-going conflicts around the globe. Specifically, the Secretary shared his thoughts from a recent trip to the Indo-Pacific, where he conducted a quadrilateral meeting with the Philippines, Japan, and Australia. He also described how the latest budget supplemental will be used to enable Ukraine to defend itself in the future.

Between 1:30 and 4:00 PM, the Board Members attended classified informational sessions and demonstrations at the Naval Research Lab Headquarters, hosted by Navy Captain Jesse Black, the commanding officer. The visit included an overview of the lab's facilities and highlighted its unique capabilities, funding, and bespoke human resources capabilities. DBB members then enjoyed a classified tour that showcased some of its most advanced projects.

Upon their return to the Pentagon, from 5:25 to 7:00 PM, the Board met with Lt General Robert Skinner, Director of the Defense Information Systems Agency. Lt General Skinner spoke with the Board Members about the progress his team has made since delivery of their recommendation on improving the IT user experience across DoD. He also talked with them about the key infrastructure, cybersecurity, and technical workforce initiatives his team is working on to ensure information dominance for the warfighter.

On Day 2 of the meeting, from 8:40 – 9:45 AM, Dr. Erin Simpson, the Director of the Joint Production Acceleration Cell (JPAC), met with the Board. Dr. Simpson provided an overview of the mission of her organization and how the global security and defense industrial base challenges within the decade necessitated its launch in 2023. Dr. Simpson went on to describe the JPAC's three lines of effort aimed at scaling production, building surge capacity, and engaging with allies and partners. These efforts emphasize designing for productivity and scale, rather than exquisite weapon systems that are difficult to manufacture and usually yield low quantities.

From 9:45 – 10:45 AM, Major General "JP" McGee, U.S. Army, Joint Staff Director of Strategy, Plans, and Policy, met with the Board. General McGee described his role and perspectives as he attempts to "look at everything, everywhere, all at once" to provide cogent advice to the Chairman of the Joint Chiefs of Staff and the Secretary of Defense. He then proceeded to engage DBB members with an in-depth global threat update.

In the Board's final session, from 11:00 to 11:45 AM, Deputy Secretary Kathleen Hicks joined the meeting along with Mr. Doug Beck, Director of the Defense Innovation Unit, to discuss making the DoD an attractive business partner for non-traditional companies. Mr. Beck, highlighted DIU's progress growing the industrial base, citing awards of over \$100 billion across 200 deals with DoD startups. The Director emphasized the need for



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competition and values alignment and underscored Defense Department reliance on the technology sector to addressing 21st-century challenges. To do so, Mr. Beck provided details on his “DIU 3.0” initiative aimed on focusing the organization on scaling for strategic impact through catalyzing the defensive innovation community of interest, clarifying demand signals, and advising the Secretary and Deputy Secretary of Defense.

ADJOURN CLOSED SESSION

At 11:45 AM, Ms. Cara Allison Marshall adjourned the Board’s closed session and quarterly board meeting.

By my signature, certified to be accurate and complete.

A handwritten signature in black ink that reads "Deborah Lee James".

Deborah Lee James
Chair
Defense Business Board