



DEFENSE BUSINESS BOARD MEETING MINUTES

AUGUST 1-2, 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 (11)

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

Ms. Suzanne Leopoldi-Nichols
Ms. Jennifer McClure
Dr. David Van Slyke
Hon. David Walker

DBB Members Not Present (9)

Mr. Chris Gopal
Ms. Linnie Haynesworth
Ms. Erin Hill
Mr. Oscar Munoz
Mr. Stan Soloway
Gen Larry Spencer, USAF (Ret.)
Gen. Joseph Votel, USA (Ret.)
Mr. Robert Wolf
Mr. Safroadu (Saf) Yeboah-Amankwah

Consultants to the Board Present (8)

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
Mr. Joshua Malcolm, Consultant to the Board
Hon. Eric Rosenbach, Consultant to the Board
Brig Gen Bernard (Bernie) Skoch, USAF (Ret.), Consultant to the Board
Ms. Pat Zarodkiewicz, Consultant to the Board



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DBB Staff (non-voting) – *attended 1 or more sessions (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)



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BEGIN CLOSED SESSION

At 8:45 AM on August 1, 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 9:00 to 10:00 AM, Mr. Paul Cromwell, Deputy Division Chief and Mr. Chris Diehl, Senior Intelligence Officer from the Supply Chain Risk Management – Threat Analysis Center (SCRM-TAC) provided an overview of SCRM-TAC's mission. SCRM-TAC plays a crucial role in identifying and mitigating supply chain risks, which is essential for ensuring the security and resilience of critical systems. By analyzing threat vectors and vulnerabilities, SCRM-TAC helps protect against potential disruptions and compromises.

From 10:00 to 11:00 AM, General Charles Q. “CQ” Brown, Jr., Chairman of the Joint Chiefs of Staff, conducted a brief on strategic initiatives to enhance advanced technology. As Chairman of the Joint Chiefs, he prioritizes understanding the implications of AI on national security, promoting continuous learning, and balancing the rapid pace of technological advancements with warfighting capabilities and policy development.

Between 11:00 and 11:30 AM, Secretary of Defense Hon. Lloyd Austin, III highlighted some recent international successes, including celebrating NATO's anniversary, holding the U.S.-Japan Security Consultative Committee (2+2) alongside Secretary of State Antony Blinken, conducting a trilateral meeting with his counterparts from the Republic of Korea and Japan, and strengthening partnerships with countries like the Philippines. Additionally, the Secretary has been focused on developments in the Middle East, Ukraine, and coproducing munitions with coalition partners.

At 11:30 AM, Ms. Cara Allison Marshall paused the closed session and the members had lunch and a break.

At 3:00 PM, Ms. Cara Allison Marshall resumed the closed session.

The Board conducted a visit to the Department of State from 3:00 to 4:30 PM. The DBB held a classified discussion with Deputy Secretary of State for Management and Resources, Dr. Richard R. Verma. Secretary Verma provided his insights on managing the State Department during a dynamic time in international relations. As the first former Ambassador to hold the post of Deputy Secretary of State for Management and Resources, Secretary Verma highlighted the value of management expertise in supporting diplomatic missions.

Upon return to the Pentagon, the DBB hosted Deputy Secretary of Defense Dr. Kathleen Hicks in the Navy Executive Mess for dinner from 5:00 to 7:30 PM. The Deputy Secretary conducted a classified briefing on preparing the Department of Defense for an orderly transition between administrations. She highlighted the significant attention by senior leadership and the strict processes in place to ensure that a new administration is fully prepared to assume control of the Department, while adhering to the principle that there is only one Secretary in charge at a time.

At 7:00 PM, Ms. Cara Allison Marshall adjourned the closed session.

END CLOSED SESSION

BEGIN CLOSED SESSION

On August 2nd at 9:00 AM, Ms. Cara Allison Marshall began the closed session before Hon. Deborah James again welcomed members with opening remarks.



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From 9:15 AM to 9:45 AM, Greg Bowman led a classified briefing to the Deputy Secretary of Defense on “Reoccurring Themes” of recommendations from the nine completed reports during this Board’s tenure.

END CLOSED SESSION

At 9:45 AM, Ms. Cara Allison Marshall concluded the closed session, and began an open session.

BEGIN OPEN SESSION

At 9:50 AM, Hon. Deborah James welcomed members of the public to the session.

From 9:55 to 10:45 AM, Hon. Ashish Vazirani, Performing the Duties of Under Secretary of Defense for Personnel and Readiness, and Mr. Brynt Parmeter, the DoD’s first Chief Talent Management Officer (CTMO), conducted an overview of the CTMO’s recent developments. Mr. Parmeter’s priorities include innovation and elevating and integrating the work of the CTMO. Mr. Parmeter conducted an overview of Talent Management Action Plan, pilots, and challenges, as well as providing an overview of recent successes.

From 10:55 to 11:30, Mr. Matthew Daniel and Hon. Dave Walker, Co-Chairs of the *Communicating in Large Organizations* study, provided an overview of progress on the study, initial findings, and recommendations. The Board then had a brief discussion with recommendations for further inquiry. It was noted that the Board will hold a virtual, open, ad-hoc session in September to review and vote on the study.

At 11:30 AM, Ms. Cara Allison Marshall adjourned the open session and began a closed session.

From 11:35 to 12:30 PM, the DBB hosted Under Secretary of the Army, Hon. Gabe Camarillo, who led a classified discussion on the Army’s Software Modernization Reform Initiatives. Hon. Camarillo highlighted the importance of rapid software innovation and institutional process changes from capabilities to talent management.

ADJOURN CLOSED SESSION

At 12:30 PM, 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 cursive script that reads "Deborah Lee James".

Deborah Lee James
Chair
Defense Business Board