

**Meeting Minutes**  
May 12, 2022  
9:00 a.m. to 4:00 p.m.

The Defense Business Board (DBB) is a Federal Advisory Committee of 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 as needed, and held its third session for fiscal year 2022 on May 12, 2022 in the Joint Staff Conference Center. The meeting was open to the public. Due to COVID-19 restrictions, registered public participants joined via a dedicated conference telephone line.

**DBB Members (voting) (17 present, including 2 by telephone)**

Hon. Deborah Lee James (Chair)	Mr. Joseph Anderson
Mr. David Beitel	Ms. Sally Donnelly
Ms. Cheryl Eliano	Dr. Christopher Gopal
Ms. Linnie Haynesworth	Ms. Erin Hill
Ms. Jennifer McClure	Ms. Oscar Munoz
Gen Larry Spencer, USAF (Ret)	Dr. David Van Slyke
GEN Joseph Votel, USA (Ret.)	Hon. David Walker (via telephone)
GEN Johnnie Wilson, USA (Ret).	Mr. Safroadu Yeboah-Amankwah
	Ms. Mellody Hobson (via telephone)

**DBB Members Not Present**

None

**DBB Staff (non-voting)**

Ms. Jennifer Hill, Executive Director & Designated Federal Officer (DFO)  
CAPT Daryl Wilson, U.S. Navy Military Representative to the DBB  
Col Chuck Brewer, U.S. Marine Corps Military Representative to the DBB  
Lt Col Kyle Harrington, U.S. Air Force Military Representative to the DBB  
MAJ Jamaal Kirkland, U.S. Army Military Representative to the DBB  
Ms. Leah Glaccum, Research Analyst  
Ms. Cheyenne Rodriguez-Green, Staff Assistant

**Public Attendees**

The DBB received numerous requests from the public to participate in the open meeting. A listing of the public attendees is provided in the attached addendum.

**ADMINISTRATIVE WORK**

Ms. Jennifer Hill provided administrative opening remarks. At 9:05 a.m., Honorable Deborah Lee James, DBB Chair, welcomed the Board members, guests, and attendees. Hon. James

continued with opening comments, announcing the recent approval of new Terms of Reference (ToR) for a future study. She also briefed that Mr. Saf Yeboah-Amankwah and Mr. David Beitel would serve as co-chairs. Hon. James then transitioned to discussion regarding the onboarding of new DBB Board members and the need to reshuffle current subcommittee membership to ensure the right fit of member expertise against future study topics. At 9:15 a.m., Hon. James welcomed and introduced the new Military Representatives (MilReps), CAPT Daryl Wilson, Lt Col Kyle Harrington, and MAJ Jamaal Kirkland, and bid farewell to the departing MilRep Col Chuck Brewer.

## **OPEN CLOSED SESSION**

Ms. Jennifer Hill opened the Board's Closed Session at 9:25 a.m. By 9:30 a.m., the Deputy Secretary of Defense, Honorable Kathleen Hicks, joined the meeting and led a discussion on the strategic objectives behind the FY23 Budget Request and linked them to the Department's National Defense Strategy (NDS). At 9:38 a.m., Hon. Hicks transitioned to a discussion on the Ukraine-Russia conflict and the future challenge posed by China.

At 9:45 a.m., Hon. Hicks articulated her and the SECDEF's interest in improving organizational culture and recruiting talented civilians into the Department. General Larry Spencer (Talent Subcommittee Chair) provided comments on the "Upskill/Reskill" study that would be presented later that day to the full Board for approval. At 9:50 a.m., Hon. Hicks asked the Board for recommendations for future studies.

At 10:10 a.m., Secretary of Defense Lloyd Austin joined the meeting and praised the Board for the hard work it did to find gaps and make improvements. Secretary Austin discussed the FY23 budget and newly published NDS; connected budget requests to strategy; and listened to Board insights and observations. At 10:26 a.m., Secretary Austin and Hon. Hicks departed and the Board took a short break.

At 10:35 a.m., the Board transitioned to a classified brief on the state of DoD IT, presented by Honorable John Sherman, DoD Chief Information Officer. At 11:30 a.m. the Board conducted a working lunch and received a classified brief on the Office of Net Assessment's "Current Assessment of Global Competition and Strategic Challenges for DoD." presented Mr. James Baker. At 12:45 p.m. Ms. Jennifer Hill adjourned the Closed Session and the Board Chair informed the members of a short break before the public session.

## **ADJOURN CLOSED SESSION**

## **OPEN PUBLIC SESSION**

At 1:06 p.m., Ms. Hill called the public meeting to order and provided opening administrative remarks. At 1:10 p.m., Hon. James welcomed the Board members, guests, and public attendees. At 1:13 p.m., Ms. Linnie Haynesworth (Business Transformation Advisory Subcommittee Chair) began her Subcommittee's presentation titled, "Assessment of Executive Analytics in the Department of Defense." At 2:03 p.m. Ms. Haynesworth concluded the presentation. Honorable

David Walker added that the DoD should align metrics to strategy to capture progress and measure the outcome critical to national security.

At 2:10 p.m., Hon. James asked for questions from the Board members to begin deliberations and asked Ms. Haynesworth what metrics the private sector uses to capture status. Ms. James also inquired about an estimated budget to implement artificial intelligence/machine learning (AI/ML) to the analytics process. Mr. Saf Yeboah-Amankwah offered that the addition of AI/ML tools should be “self-funding” in terms of the offsets they would spur in saved time and increased efficiency. He also recommended recruiting data engineers and functional domain experts (the subject matter experts) from the private sector. At 2:13 p.m., Ms. James asked about any legal restrictions that would be a hurdle to implementing the Board’s recommendations. Ms. Haynesworth replied that the Board didn't encounter any legal restrictions but recommended reanalyzing. At 2:15 p.m., Hon. James invited public questions or comments. Ms. Angela Rey asked if the Board looked at the security clearance process as an impediment to on-boarding more employees to support the DoD’s on-going analytics efforts. The Board accepted the question to the record.

At 2:17 p.m., Hon. James requested a vote on approving the Executive Analytics Study; Generals Larry Spencer and Johnnie Wilson led the motion to approve the study (remaining members agreed). At 2:18 p.m., the Board took a short break.

At approximately 2:45 p.m., the Board reconvened and Gen. Spencer began the presentation on “Reskilling/Up-skilling Career DoD Civilians in New and Emerging Technologies.” Gen. Spencer briefed the task overview and introduced the Subcommittee members. Next, Gen. Spencer, Dr. Christopher Gopal, and Ms. Jennifer McClure briefed the observations and recommendations. The brief concluded at approximately 3:20 p.m. and the Board moved into discussions, questions, and deliberation thereafter.

At 3:25 p.m., Hon. James asked who interprets the regulation and policies (i.e. Title V)? Gen. Spencer recommended a Highly Qualified Expert or Czar from the private sector that can coordinate with OPM. He recommends establishing the position and identifying the right person to fill the job. Hon. James asks what would be the estimated budget to implement the upskilling/reskilling program? Gen. Spencer’s subcommittee did not produce a budget estimate as part of their work but recommended a review of the large disparity between military and civilian training spending. He also recommended that budget allocation for civilian training be fenced specifically for those efforts and not used as an offset for other priorities if not used to ensure that training occurs

At 3:32 p.m., Hon. James asks the Board to vote to approve the study. General Joseph Votel and Dr. Christopher Gopal led the motion to approve the study (remaining members agree).

## **CLOSE PUBLIC SESSION**

At 3:41 p.m. Mrs. Jennifer Hill adjourned the public session. At 3:42 p.m., Hon. James presented the red tape awards to General Larry Spencer, Mrs. Linnie Haynesworth, and Mr. Joe Anderson in appreciation for their leadership on the studies completed in FY22.

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

**Defense Business Board Quarterly Meeting**  
**May 11 - 12 2022**  
**Attendees Sign-In Sheet**  
**ALL INFORMATION ON THIS SHEET IS**  
**PART OF THE PUBLIC RECORD**

Name	Organization
Raymond 'Kojo' Cohen	MSLSC, FAC-PM, FAC-COR SAF/AAH; Deputy Chief, Analysis & Studies Division
Maria Uchino	SRC Inc. - <a href="https://www.srcinc.com/">https://www.srcinc.com/</a> CF, APMP, Ass't Vice President, Strategy; Corporate Strategy Office
Patricia Zarodkiewicz	Administrative Assistant to the Secretary of the Air Force, Headquarters U.S. Air Force
Angela C Rey	Private citizen
John Cherbini	Senior Strategic Advisory for Grant Thornton's Public Sector Advisory Practice working primarily with the practice leadership partners
Chuck Risio	SA   CTC   OUSD (P&R)   FSOH
Emma Vitale	Defense Innovation Board
Col Rich Sudder	Reserve Forces Policy Board
Alexiaa Jordan	Defense Innovation Board
Michael McWilliams	Defense Innovation Board
Khalia Alexander-Cobbs	Defense Innovation Board
Melodie Ha	Defense Innovation Board