



DEFENSE BUSINESS BOARD MEETING MINUTES

AUGUST 2-3, 2023

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 fifth and final session for fiscal year 2023 on August 2 and 3, 2023, at the Pentagon in Virginia, and at the White House in Washington, D.C. The meeting was closed with no public sessions.

DBB Members Present (15)

Hon. Deborah Lee James (Chair)
Mr. Craig Albright
Dr. Alex Alonso
Mr. Joseph B. Anderson, Jr.
Mr. David Beitel
Ms. Cheryl Eliano
Dr. Christopher Gopal
Ms. Erin Hill

Ms. Suzanne Leopoldi-Nichols
Ms. Jennifer McClure
Gen Larry Spencer, USAF (Ret.)
Dr. David Van Slyke
GEN Joseph Votel, USA (Ret.)
Hon. David Walker
Mr. Robert Wolf

DBB Members Not Present (6)

Ms. Sally Donnelly
Ms. Linnie Haynesworth (Vice Chair)
Ms. Mellody Hobson
Mr. Oscar Munoz
GEN Johnnie Wilson, USA (Ret.)

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

Ms. Jennifer Hill, Executive Director & 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
Lt Col Raquel Salim, Space Force Military Representative to the DBB
MAJ Michael McDonald, U.S. Army Military Representative to the DBB
Dr. Sherri R. Malace, Senior Advisor
Ms. Leah Glaccum, Operations Manager
Ms. Kayla Cross, Management Analyst
Ms. Gwyneth Murphy, Management Analyst
Ms. Janice Mclaury, Research/Writer/Editor (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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Public Attendees

This meeting was a closed session with no public attendees.

OPEN CLOSED SESSION

At 8:15 AM on August 2, Ms. Jennifer Hill opened the closed meeting and turned the floor over to the Board Chair, Hon. Deborah Lee James, to welcome members and provide opening remarks.

From 8:30-9:30 AM, Lt Gen Philip Garrant, Deputy Chief of Space Operations, Strategy, Plans, Programs, and Requirements, provided a classified discussion on *Space Force Modernization and Joint Force Integration*. Lt Gen Garrant listed strategic alignment as well as testing and training as important priorities for the Space Force. In achieving these goals, he outlined the plan to leverage the complete ends, ways, and means as an enabler to an efficient, effective, and adaptable Space Force. The General also provided his assessment of the current threat, an overview of new initiatives to reduce the seams between operators and acquirers, measures to gauge Guardian readiness, and ways the service is harnessing innovation through commercial partners. He also emphasized the importance of families and asked for ideas from the Board on new ways to garner support from local communities. DBB members inquired about civilian talent challenges, military-civilian force mix, workforce diversity, and future skill needs.

From 9:30-10:30 AM, Hon. Kathleen Hicks, Deputy Secretary of Defense, conducted a classified discussion on *Assessing Innovation Through the NDAA*. During her remarks, the Deputy Secretary emphasized the importance of building partnerships with authorizers and appropriators, built on trust, throughout the budget process to ensure stewardship of resources while leveraging innovation for national defense. The business of the Department is complex and increasingly so are the systems it develops and procures. Agile software development and modern technologies require intense communication across all stakeholder groups to elicit fiscal support. DoD leaders at all levels must be prepared to trace budget to warfighter outcomes. The Deputy Secretary also described efforts underway to foster a culture of innovation across the enterprise and asked the Board to weigh in as well. The Board offered their thoughts on how to spur innovation within the DoD workforce and ways to foster end-to-end communication based on their experiences working in large organizations.

From 10:45-11:15 AM, Hon. Lloyd Austin, Secretary of Defense, provided a classified discussion on *DoD Current Affairs*. The Secretary shared his perspective on the current state of readiness to meet the pacing threat as well as other acute threats around the world. He also detailed efforts to improve relationships with current allies and initiatives underway to foster new partnerships. Secretary Austin answered questions from the Board on a variety of topics and thanked the members on their efforts to date to improve the business operations of the Department.

From 11:15 AM -12:15 PM, Mr. Joe Larson, Deputy Director Chief Digital and Artificial Intelligence Office for Algorithmic Warfare led a classified discussion on *Artificial Intelligence and Machine Learning Scaffolding*. Advancing the integration of artificial intelligence across its functions is a top priority with significant importance to the Department. During his presentation, Mr. Larson provided several demonstrations detailing how the CDAO is advancing use of AI technologies to support combatant commanders. He also illustrated use cases where AI could assist and expedite business processes within the Department. During the question-and-answer segment, the Board and Mr. Larson discussed the considerations and limitations of further adoption of AI tools across the broad spectrum of DoD mission and support areas, workforce requirements, and ethics.



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From 1:05-2:05 PM, Lt Gen Dagvin R.M. Anderson (USAF), Director for Joint Force Development, provided a classified *Update on the Globally Integrated Wargame and Recommendations*. General Anderson provided an overview on the lessons learned from the most recent exercise conducted during the spring and how outcomes are driving revisions to strategic theory and professional education. The Board provided suggestions on additional ways to harness the capabilities of commercial industry in future wargame sessions.

From 3:05-4:05 PM, ADM Michael Gilday, Chief of Naval Operations, led a classified discussion on *Joint Force Capabilities Integration*. The discussion centered on the Navy's strategy for modernizing its force structure to meet the objectives of the National Defense Strategy. The Admiral focused specifically on the new approach the service is developing to streamline the programming, planning, budgeting, and execution process to translate force design to capabilities more effectively. Board members asked questions about recruiting, industrial base consolidation, and emerging technologies.

From 4:05- 5:05 PM, GEN Daniel R. Hokanson, Chief of the National Guard Bureau, provided a classified discussion on the *State of the National Guard*. The General provided an overview of the Guard organizational structure, mission, and the unique attributes associated with its responsibilities at both the state and federal levels. General Hokanson described the evolution of the Guard since the end of the Cold War and the capabilities it provides in support of national defense. He also discussed some of the workforce challenges the organization is facing and his vision for the future.

From 5:55-7:30 PM, Hon. John Sherman, Department of Defense Chief Information Officer, provided a classified update on DoD's actions from the *DBB Improving IT User Experience Study*, as well as current CIO initiatives.

ADJOURN CLOSED SESSION

At 7:30 PM, Ms. Jennifer Hill adjourned the Board's closed session for the day.

OPEN CLOSED SESSION

At 10:30 AM, Ms. Hill opened the day's closed session and handed the floor over to Hon. Deborah James for the Chair's morning welcome.

From 10:40-11:00 AM, a classified discussion on the *U.S. Economic Outlook* and *Recent NATO Summit* was conducted by Mr. Jeff Zients, White House Chief of Staff, and Mr. Jake Sullivan, National Security Advisor. Mr. Zients also provided his perspective on the state of the FY24 budget and the importance of coming to an agreement to continue the work across the broad defense ecosystem. Mr. Sullivan weighed in on recent geopolitical events around the world and the implications for future defense planning, technological advancement, and investment.

ADJOURN CLOSED SESSION

At 11:10 AM, Hon. James provided closing remarks to the Board, and Ms. Hill adjourned the closed session.

By my signature, certified to be accurate and complete.

A handwritten signature in black ink, reading "Deborah Lee James". The signature is written in a cursive, flowing style.

Deborah Lee James
Chair
Defense Business Board