



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

FEB 12 2012

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Department of Defense (DoD) Chief Information Officer (CIO) Executive Board Charter

The attached DoD CIO Executive Board Charter is revised to establish the Board's mission as the single senior governance forum to advise the DoD CIO on the full range of the Department's Information Management (IM), Information Technology (IT), Cybersecurity (CS), Information Assurance (IA), and Information Resources Management (IRM) matters. The Deputy Secretary of Defense Memorandum, "DoD CIO Executive Board Charter," dated April 13, 2005, is hereby cancelled.

My intent is to re-focus and strengthen the DoD CIO Executive Board as an action-oriented forum to address enterprise-wide matters and solutions. I also want to underscore the Board's role in providing active leadership, guidance and input into the Department's IM, IT, CS, IA, and IRM visions, goals, strategies, priorities, policies and plans, as well as its responsibilities for managing Department-wide implementation, progress and compliance. The Board's governance functions are integral to the strategic and operational effectiveness of all IM, IT, CS, IA and IRM systems of the warfighting, business and intelligence communities, and essential to the Department's integration of mission and mission support perspectives in these areas. Given this, it is imperative that Board members actively participate in carrying out the functions in the charter supporting the role of the DoD CIO.

This revised charter is effective immediately. The DoD CIO is directed to re-promulgate the charter as a DoD Instruction at the earliest opportunity, which upon issuance will cancel the attached charter. Questions regarding operation of the Board may be directed to Ms. Joyce France at (571) 372-4652, Joyce.France@osd.mil.

A handwritten signature in black ink, appearing to read "Carl S. Carter".

Attachment:
As stated



DISTRIBUTION:
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ASSISTANT DIRECTOR OF NATIONAL INTELLIGENCE AND
CHIEF INFORMATION OFFICER

Charter
Department of Defense (DoD)
Chief Information Officer (CIO) Executive Board

References

- (a) DoD Instruction 5105.18, “DoD Intergovernmental and Intragovernmental Committee Management Program,” July 10, 2009
- (b) DoD Directive 5144.1, “Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD(NII))/DoD CIO,” May 5, 2005
- (c) DoD Directive 8000.01, “Management of the Department of Defense Information Enterprise,” February 10, 2009
- (d) Section 2223 of title 10 U.S.C., “Information Technology: Additional Responsibilities of Chief Information Officers”
- (e) Section 2224 of title 10 U.S.C., “Defense Information Assurance Program”
- (f) Sections 11101 and 11316, and Chapter 113 of title 40 U.S.C., “Clinger-Cohen Act”
- (g) Title 44 U.S.C. 3501 et seq., “Paperwork Reduction Act”
- (h) Office of Management and Budget Circular A-130, “Management of Federal Information Resources,” November 28, 2000

A. Purpose and Scope

Consistent with References (a), (b) and (c), the DoD CIO Executive Board (hereinafter referred to as the “Board”) is the Department’s single senior governance forum that advises and informs the DoD CIO on the full range of statutory and regulatory matters pertaining to References (c) through (h). The goal of the Board is to provide unified direction and leadership to effectively and efficiently manage and operate the Department of Defense Information Enterprise (DoD IE).

The DoD IE is defined as the DoD information resources, assets, and processes required to achieve an information advantage and share information across DoD and with mission partners. It includes: (a) the information itself and the Department’s management over the information life cycle; (b) the processes, including risk management, associated with managing information to accomplish the DoD mission and functions; (c) activities related to designing, building, populating, acquiring, managing, operating, protecting, and defending the information enterprise; and (d) related information resources such as personnel, funds, equipment, and IT, including national security systems (NSS)¹ (Reference c). It encompasses information resources management (IRM)² matters, command and control (C2), communications, radio frequency spectrum, information systems, information assurance (IA), defensive cyber security, and positioning, navigation, and timing (PNT).

¹ Nothing in this Charter shall alter the USD(I) statutory responsibilities for NSS, or the Intelligence responsibilities, functions, and relationships specified in DoD Directive 5143.01, “Under Secretary of Defense for Intelligence.”

² The term IRM has the meaning given in Reference h.

The Board actively participates in the governance processes that serve the DoD CIO community, including the establishment of enterprise-wide priorities, development, promulgation and implementation of guidance, and oversight and enforcement of compliance. It decides on matters brought before it, and subject to the DoD CIO's final approval, guides and facilitates the implementation of these decisions throughout the Department. Where execution authority exists with the DoD CIO, the Board is empowered as an executive-level body to make final recommendations to the Chair. In instances where statutory responsibility exists outside of the Principal membership of the Board or elsewhere in the Department, the Board will function as an executive-level advisory body, providing recommendations to the responsible individuals and/or organizations.

While consensus will be sought in decisions and/or recommendations pursued by the Board, consensus is not required. At the discretion of the DoD CIO, unresolved issues may be raised to the Deputy Secretary of Defense or through a relevant governance forum such as the Deputy's Management Action Group (DMAG) or Defense Business Systems Management Committee (DBSMC) for further consideration.

B. Policy. It is DoD policy that:

- 1) The Board shall develop recommendations on plans, policies and governance approaches, and initiate Board review of issues, programs, initiatives and systems, including NSS, it considers essential for enterprise-wide solutions and operational effectiveness.
- 2) The Board's recommendations on the management and oversight of the DoD Components' activities shall be conducted in a transparent, collaborative manner to promote:
 - a. Unity of effort and establishment of enterprise-wide priorities;
 - b. Effective support to Combatant Command operations;
 - c. Integration of mission and mission support perspectives;
 - d. Effective and efficient development, coordination, implementation and enforcement of related DoD policies and programs;
 - e. Resolution of issues related to competing resources for similar enterprise initiatives; and,
 - f. Timely sharing of information and decisions on matters of mutual interest.

- 3) The Board shall track performance measures to include organizational representation at each Board session; issue resolution at the Board's level without further escalation; timeliness and effectiveness of actions and decisions; and agenda topics and the alignment of these topics and actions with the DoD IE priorities and the priorities of the warfighting, business, and intelligence communities.

C. Board Functions. In support of the DoD CIO, the Board shall perform the following functions:

- 1) Governance. Recommend mechanisms to facilitate organizationally-tiered compliance reviews for IT investments to ensure they comply with all enterprise plans, architectures, IT standards and related policy requirements.

Interject input, as deemed necessary, into the DoD key decision support systems for capability identification; planning, programming, budget, and execution; and acquisition to help drive enterprise-wide IT investments.

Recommend and promote results-based performance measures and best practices that strengthen and optimize achievement of DoD missions, and improve DoD mission performance. Monitor and measure performance against the DoD CIO's vision, goals, strategies, priorities and implementation plans.

- 2) Management Oversight. Recommend, review and advise the DoD CIO on DoD IE and cross-mission area governance, policy, processes, procedures and standards. Participate in and coordinate on operational assessments of policies, architectures and standards, and address enterprise-wide issues that impact effectiveness and efficiency.
- 3) Planning. Make recommendations to the DoD IE planning processes to include advising on and participating in the development of the DoD IE vision, goals, priorities, as well as strategic, capital and implementation plans; and on material for overarching DoD planning documents in support of the Defense business and war fighting communities.
- 4) Policies. Recommend DoD IE policy (e.g., IRM including IT; information sharing; cyber security; workforce; identity protection and management; records management; information collection and reporting; command and control; radio frequency spectrum; and PNT) requirements, engage in the development of such policies, and establish mechanisms for enforcing compliance to provide assurance that DoD CIO policies are effectively implemented.
- 5) Architecture. Ensure the collaborative development of architectures. Review and recommend approval or disapproval of DoD IE architecture frameworks, designs, principles and infrastructures, and recommend guidance to ensure processes are in

place to enforce their appropriate integration, standardized use, management and control.

- 6) Information Assurance/Cyber Security. Sponsor collaborative efforts to provide coordinated and consistent enterprise-wide cyber security and IA policy implementation.
- 7) Acquisition. Work with the DoD acquisition community to ensure that: (a) DoD CIO guidance is reflected in the processes governed by the Defense Acquisition System, (b) information resource acquisitions are in compliance with IRM, IT and IA related policy, architecture, and standards, and (c) the acquisition community is informed of significant issues affecting IT acquisitions.
- 8) Workforce. Recommend and support initiatives and tools for recruiting, retaining, and training the DoD IT/IA/Cyber Security workforce.
- 9) Innovative and Emerging Technologies. Promote the identification and maximum use of innovative technologies and processes, and pursue DoD IE management opportunities. Leverage these opportunities through investments, and policy alignment and enforcement.
- 10) Other Business. At the option of the Chair with advice of the Board, address any areas and issues not specified above.

D. DoD CIO Executive Board Composition

- 1) Executive Board Chair. Department of Defense, Chief Information Officer (DoD CIO).
- 2) Executive Board Members
 - a. Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L));
 - b. Under Secretary of Defense for Policy (USD(P));
 - c. Under Secretary of Defense (Comptroller) (USD(C));
 - d. Under Secretary of Defense for Personnel and Readiness (USD(P&R));
 - e. Under Secretary of Defense for Intelligence (USD(I));
 - f. Department of Defense Deputy Chief Management Officer (DoD DCMO);
 - g. Commander, U.S. Cyber Command (USCYBERCOM);
 - h. Director for Cost Assessment and Program Evaluation (Director, CAPE);

- i. Chief Information Officer, Department of the Army (Army CIO);
 - j. Chief Information Officer, Department of the Navy (DON CIO);
 - k. Chief Information Officer, Department of the Air Force (Air Force CIO);
 - l. Joint Community Warfighter Chief Information Officer (J8);
 - m. Chief Information Officer, U.S. Strategic Command (USSTRATCOM);
 - n. Assistant Director of National Intelligence (ADNI) and Intelligence Community (IC) Chief Information Officer;
 - o. DON Deputy Chief Information Officer (Navy) (DON DCIO (USN));
 - p. Chief Information Officer, Joint Staff; and
 - q. DON Deputy Chief Information Officer (Marine Corps) (DON DCIO (USMC)).
- 3) Advisors. The following advisors shall attend all meetings, provide advice and assistance in their areas of responsibility and expertise, and perform studies and analyses as requested by the Chair:
- a. Director, National Security Agency (NSA).
 - b. Director, Defense Information Systems Agency (DISA).
 - c. Office of the Secretary of Defense Chief Information Officer (OSD CIO).
- 4) Other Attendees. At the option of the Chair, other individuals, such as NSA CIO, NSA IA Director, and Defense Agency CIOs may be invited to attend, observe or contribute to meetings and activities.
- 5) Executive Secretary. The Principal Deputy CIO shall serve as the Executive Secretary for the Board.

E. Chair’s Responsibilities

- 1) Call and chair Board meetings.
- 2) Approve agendas.
- 3) Present and represent positions of the Board.
- 4) Drive the completion of DoD IE initiatives, and push for the resolution of related issues.

- 5) Steer the Board to support and enforce decisions and recommendations made by the Secretary and Deputy Secretary of Defense or reached by the Chair and the Board in accordance with DoD CIO policy.
- 6) Spearhead the alignment of warfighting, business and intelligence information resources requirements across the Department and lead the governance of the DoD IT portfolio in collaboration with the leaders of the warfighting, business and intelligence mission areas.
- 7) Report to the DMAG, in coordination with the warfighting, business (e.g., DBSMC), and intelligence mission leads and the Cyber Integration Group (CIG), on a regular and recurring basis regarding the strategic direction of the DoD IE and progress on key enterprise-wide efforts (e.g., implementation of enterprise-wide services).
- 8) Assign actions and tasks, and convene and assign teams or working groups to perform specific tasks or develop specific products.
- 9) Establish and manage the DoD CIO governance structure of subordinate governance entities that provide information and recommendations to the Board.
- 10) Obtain Board recommendations, input and support on areas before the Federal CIO Council (established under Title 44 U.S.C. 36, January 2, 2006.)
- 11) Call special senior-level, topic-specific group meetings, as required.
- 12) Review DoD Components' DoD IE investments to ensure compliance with DoD IE policies, strategies, goals and objectives.
- 13) Approve minutes.

F. Members' Responsibilities

- 1) Work to ensure that DoD Components' policies are supportive of the DoD operational environment, executable and achievable under realistic resource constraints, capable of minimizing and mitigating risk to the DoD IE, and enforceable across the DoD Enterprise.
- 2) Support the Chair in ensuring that related governance forums in DoD align to the Board.
- 3) Identify and nominate Board meeting agenda items and issues. Sponsor items and issues for meetings, including preparation of position papers and read-ahead materials, and presentation of briefings.

- 4) Attend all Board meetings and designate a Flag/General Officer, Senior Executive Service member, or a Presidentially Appointed, Senate-confirmed (PAS) official as an alternate representative.
- 5) Consolidate all respective Component-level input, present a single unified stance of the Component's positions, vote on the Component's behalf with regard to Board topics, engage in exploration of issues, provide feedback, and convey and support the positions and decisions of the Board to respective organizations.
- 6) Assist the Chair in developing a methodology to monitor execution, measure output, promote accountability, receive feedback, and analyze the results of all Board decisions and recommendations. Report on measures of effectiveness or progress as requested by the Chair.
- 7) Ensure Component-level investment decisions and programs support the DoD IE policies, strategies, goals and objectives.
- 8) Present to the Chair, final recommendations on issues before the Board.
- 9) Accomplish actions resulting from Board meetings as directed by the Chair.
- 10) Ensure respective organizations are represented on appropriate Board-subordinate governance entities.
- 11) Support the work of the Board by bringing their mission and functional area expertise to bear on addressing Board matters.
- 12) Review minutes.

G. Additional Responsibilities. In addition to the responsibilities delineated in Section F above:

- 1) The Joint Community Warfighter CIO (J8), on behalf of the Chairman, Joint Chiefs of Staff, shall advise and assist the Board with regard to military communications-electronics matters and all other military matters within the jurisdiction of the Board, including those associated with national security systems, and provide leadership in recommending ways and means with which the Board can best support the information and IT requirements of the warfighter and operational environment.
- 2) The Deputy Chief Management Officer (DCMO) shall advise and assist the Board on DoD business operation matters, and provide leadership in recommending ways and means with which the Board can best support the DCMO in ensuring optimal alignment in support of the DoD warfighting mission.

- 3) The Commander, USCYBERCOM, shall advise and assist the Board in matters concerning implementation of USCYBERCOM plans and responsibilities, and provide leadership in recommending ways and means with which the Board can best support the enterprise-wide integration of cybersecurity operations in the defense of DoD information networks and infrastructures and with other domain capabilities across the full range of military operations.

H. Executive Secretary's Responsibilities

- 1) Support processes and functions of the Board and provide advice and counsel to the Chair on Board matters.
- 2) Propose and structure issues and ensure proper representation on issues before the Board. Assemble, prepare, and distribute material on matters under consideration by the Board in a timely manner.
- 3) Facilitate communications of Board matters to Board members and other officials, announce and support meetings at the Chair's direction, and prepare and distribute timely summaries of Board meetings.
- 4) Monitor and track actions assigned by the Chair, ensuring their timely and satisfactory completion.
- 5) Act as a liaison to Board members, advisors, and external forums and groups. Support and coordinate the activities of the Board's subordinate governance entities.

I. Related Entities. The Board will:

- 1) Coordinate with the Intelligence Community (IC) CIO Executive Board through established processes on matters of mutual interests.
- 2) Maintain alliances and coordinate, as required, with key governance entities such as the DBSMC, Defense Acquisition Board (DAB), Joint Requirements Oversight Council (JROC), 3-Star Programmers, and the Cyber Integration Group (CIG).