



## The Tortoise and The Hare: Government Collaboration with Technology Innovators Breakout Session

### Overview

Technology is more readily available than ever before, which means the United States no longer has the distinct technological advantages over adversary nations as it once did. As technology continues to develop and evolve, the ability to use it effectively has become more important than simple access; in this space, whoever understands and utilizes advanced technology faster wins the race.

### Summary

Speakers engaged in an in-depth discussion regarding acquisition agility, including whether the U.S. government has instituted it and why it matters. The panelists agreed that the United States must be able to deliver at mission speed through process, policy, and people. They also discussed the nature of digital connectedness, time to market, price, and the move from data scarcity to data overload. Ultimately, given that U.S. adversaries are moving quickly, the U.S. government must be able to acquire critical technologies even faster.

Government, industry and the military have faced obstacles along the way, including protracted budget processes, bureaucratic cultural challenges, and limited flexibility to improve acquisition mechanisms. In order to be successful, the U.S. government should promote collaboration between the Defense Department and the Intelligence Community so as to create a single harmonious system, with overlapping missions that should be navigated together.

### Panelists

- **Kevin Meiners**, Deputy Director of National Intelligence for Enterprise Capacity, Office of the Director of National Intelligence
- **Will Roper**, Assistant Secretary of the Air Force for Acquisition, Technology and Logistics, U.S. Air Force
- **Corin Stone**, Deputy Director of National Intelligence for Strategy & Engagement, Office of the Director of National Intelligence
- **Lewis Shepherd**, Senior Director, VMware Research (moderator)

## Key Takeaways:

- Law and policy aren't the problem—the issue is that it is hard to take a risk in the technology space.
- ODNI's main focuses in the field of technology are process, policy, and people.
- While speedy development and implementation of AI technologies is critical for national security, unduly rushing implementation of technology can cause complications and lead to failure.
- The budget process is not built for agility and innovation—one major challenge is how to navigate a process that, by design, is meant to ensure accountability rather than speed or creativity.



## Recommendations

- Industry and government must work together to find a way to encourage third party development.
- The U.S. military needs an acquisition model that enables it to collaborate more effectively with industry.
- To promote cross-fertilization of ideas and to expose personnel to new skills and different ways of doing business, government and industry should institute a mechanism for exchanging talent.
- The United States has fallen behind in design, production, and open architecture and should increase investment in these areas.

## ABOUT INSA

The Intelligence and National Security Alliance (INSA) is the leading nonpartisan, nonprofit trade association for driving public-private partnerships to advance intelligence and national security priorities. A 501(c)(6) membership organization, INSA strives to identify, develop, and promote collaborative approaches to national security challenges. INSA has more than 160 organizations in its membership and enjoys extensive participation from leaders and senior executives in the public, private, and academic sectors. Learn more at [www.INSAonline.org](http://www.INSAonline.org).