

2025 Current Fiscal Year Report: Board of Visitors, National Defense University

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1. Department or Agency

Department of Defense

2. Fiscal Year

2025

3. Committee or Subcommittee

Board of Visitors, National Defense University

3b. GSA

Committee No.

241

4. Is this New During Fiscal Year?

No

5. Current Charter

08/30/2024 08/30/2026

6. Expected Renewal Date

7. Expected Term Date

8a. Was Terminated During Fiscal Year?

No

8b. Specific Termination Authority

8c. Actual Term Date

9. Agency Recommendation for Next Fiscal Year

Continue

10a. Legislation Req to Terminate?

Not Applicable

10b. Legislation Pending?

Not Applicable

11. Establishment Authority

Agency Authority

12. Specific Establishment Authority

Department of Defense Decision Document

13. Effective Date

11/10/1976

14. Committee Type

Continuing

14c. Presidential?

No

15. Description of Committee

Non Scientific Program Advisory Board

16a. Total Number of Reports

No Reports for this Fiscal Year

17a. Open

0

17b. Closed

0

17c. Partially Closed

0

Other Activities

0

17d. Total

0

Meetings and Dates

No Meetings

	Current FY	Next FY
18a(1). Personnel Pmts to Non-Federal Members	\$0.00	\$0.00
18a(2). Personnel Pmts to Federal Members	\$0.00	\$0.00
18a(3). Personnel Pmts to Federal Staff	\$0.00	\$0.00
18a(4). Personnel Pmts to Non-Member Consultants	\$0.00	\$0.00
18b(1). Travel and Per Diem to Non-Federal Members	\$0.00	\$0.00
18b(2). Travel and Per Diem to Federal Members	\$0.00	\$0.00
18b(3). Travel and Per Diem to Federal Staff	\$0.00	\$0.00
18b(4). Travel and Per Diem to Non-member Consultants	\$0.00	\$0.00
18c. Administrative Costs (FRNs, contractor support, In-person/hybrid/virtual meetings)	\$0.00	\$0.00
18d. Other (all other funds not captured by any other cost category)	\$0.00	\$0.00
18e. Total Costs	\$0.00	\$0.00
19. Federal Staff Support Years (FTE)	0.00	0.00

20a. How does the Committee accomplish its purpose?

The Board of Visitors (BOV), National Defense University (NDU) is comprised of members who have distinguished backgrounds in the fields of defense, management, leadership, academia, national military strategy, joint planning at all levels of war, joint doctrine, joint command and control, or joint requirements and development.

The Board meets twice a year and at the conclusion of each meeting, the Chair prepares a memo of observations and recommendations to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff (CJCS), addressing pressing areas of concern from which NDU may require DOD and/or CJCS assistance.

20b. How does the Committee balance its membership?

The Board shall be composed of no more than 12 members who have distinguished backgrounds in the fields of defense, management, leadership, academia, national military strategy, joint planning at all levels of war, joint doctrine, joint command and control, or joint requirements and development. These members will come from varied backgrounds including prior government or military service, multinational corporations, academia, or other nongovernment organizations and innovative private and public sector leaders. The DoD, in evaluating candidates for the BoV NDU, considers the candidate's educational and professional experience concerning the subject matter anticipated to be tasked to the BoV NDU. The DoD has found that viewing the complex issues facing the DoD through a multidisciplinary advisory committee provides the DoD and, more importantly, the American public with a broader understanding of the issues on which subsequent policy decisions are based. Membership shall be fairly balanced to provide a variety of background, experience, and thought in support of the BoV NDU's mission. The BoV NDU's membership balance is not static, and the DoD Appointing Authority may change the membership based upon work assigned to the BoV NDU by the DoD Appointing Authority or the CJCS, as the BoV NDU sponsor. Each member, based upon his or

her individual experience, exercises his or her own best judgment concerning matters before the BoV NDU, does not represent any particular point of view, and discusses and deliberates in a manner that is free from conflicts of interest.

20c. How frequent and relevant are the Committee Meetings?

The Board normally meets twice each calendar year or at the request of the BoV NDU's DFO, in consultation with the BoV NDU's Chair, the CJCS, and/or the President of the NDU. All meetings are highly relevant to what the University is doing both strategically and operationally, and positively impacts how the University does business. Its observations and guidance strengthen and sustain the overall mission, integrity and commitment of the University in achieving its stride for excellence, and makes significant contributions in evaluating and measuring the quality of education offered at this institution.

20d. Why can't the advice or information this committee provides be obtained elsewhere?

The Secretary of Defense has determined that no other DoD advisory committee can provide the independent advice provided by the Board on University matters such as accreditation compliance, as defined by the Middle States Commission on Higher Education, organizational management, strategic planning, resource management, and other matters of interest to the NDU in fulfilling its mission. The BoV NDU also provides an assessment of NDU leadership for consideration by the CJCS, fulfilling essential Middle States Commission on Higher Education accreditation compliance.

20e. Why is it necessary to close and/or

partially closed committee meetings?

Meetings are not closed to the public unless the DoD determines that items on the planned agenda meet the closed meeting provisions of 5 U.S.C. § 552b(c). Pursuant to DoD policy closed meetings can only be authorized by the DoD Sponsor, the Chairman of the Joint Chiefs of Staff, and only after consultation with the Chairman's Legal Advisor.

21. Remarks

The Board of Visitors, National Defense University met three times during FY 2024. This year's costs were significantly above the projected costs in last's year annual report because in addition to our 2 planned meetings, our Fall 2024 meeting was scheduled earlier than usual on Sept 25, 2024, and thus was executed in FY 2024. Additionally, we onboarded new personnel for 2 key positions, including a new DFO designate, which resulted in some overlap & increased manhours. The signed September 2024 meeting minutes and the NDU BoV Recommendations to Chairman of the Joint Chiefs of Staff letter won't be available in time for the FY24 ACR submission.

Designated Federal Officer

Joycelyn Stevens ADFO

Committee Members	Start	End	Occupation	Member Designation
Breckenridge, Jody	05/24/2022	04/25/2025	Vice Admiral, U.S. Coast Guard Retired	Special Government Employee (SGE) Member
Hooper, Charles	05/24/2022	04/25/2025	Senior Counselor, The Cohen Group; Lieutenant General, U.S. Army Retired	Special Government Employee (SGE) Member

Howard, Christopher	05/24/2022	04/25/2025	Executive Vice President and Chief Operating Officer of the Arizona State University Public Enterprise; Lieutenant Colonel, U.S. Air Force Reserve Retired	Special Government Employee (SGE) Member
Logan, Suzanne	02/21/2022	04/25/2025	Leadership and Organizational Consultant and Coach; Retired Former Senior Executive Service member	Special Government Employee (SGE) Member
Marcos, Nora	05/24/2022	04/25/2025	Manager, Service Delivery Cisco Systems Inc.; Colonel U.S. Army Retired	Special Government Employee (SGE) Member
Myrick, Bismarck	05/24/2022	05/23/2026	Ambassador-in-Residence and Lecturer, Old Dominion University	Special Government Employee (SGE) Member
Patil, Dhanurjay	05/09/2022	04/25/2025	GreatPoint Ventures; Former U.S. Chief Data Scientist	Special Government Employee (SGE) Member
Roemer, Timothy	05/24/2022	04/25/2025	Executive Director and Strategic Counselor, APCO Worldwide; Former Member of the U.S. Congress	Special Government Employee (SGE) Member
Schwartz, Norton	05/24/2022	04/25/2025	President, Institute for Defense Analyses; General U.S. Air Force Retired	Special Government Employee (SGE) Member
Wada, Debra	05/24/2022	04/25/2025	CEO, Senshi Ame Advisors LLC; Executive Director, Uniformed Services Family Health Plan Alliance; Former Assistant Secretary of Manpower and Reserves Affairs for the U.S. Army	Special Government Employee (SGE) Member

Number of Committee Members Listed: 10

Narrative Description

The Board provides independent advice and recommendations on the overall management and governance of the National Defense University in achieving its mission to educate joint Warfighters and other national security leaders in critical thinking and the creative

application of military power to inform national strategy and globally integrated operations, under conditions of disruptive change, in order to prevail in war, peace, and competition. The Board advises the Secretary of Defense and the Deputy Secretary of Defense, through the Chairman of the Joint Chiefs of Staff and the President of the National Defense University, on accreditation compliance, organizational management, strategic planning, resource management, and other matters of interest to the National Defense University in support of its mission. The BoV NDU also provides an assessment of NDU leadership for consideration by the CJCS, fulfilling essential Middle States Commission on Higher Education accreditation compliance.

What are the most significant program outcomes associated with this committee?

Checked if
Applies

Improvements to health or safety	<input type="checkbox"/>
Trust in government	<input checked="" type="checkbox"/>
Major policy changes	<input checked="" type="checkbox"/>
Advance in scientific research	<input checked="" type="checkbox"/>
Effective grant making	<input type="checkbox"/>
Improved service delivery	<input type="checkbox"/>
Increased customer satisfaction	<input checked="" type="checkbox"/>
Implementation of laws or regulatory requirements	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>

Outcome Comments

Assists in the process of accreditation and reaffirmation as required under the Middle States Commission on Higher Education (MSCHE) standards for accreditation; approves award of Honorary Degrees; supports legislative initiatives; supports fiscal initiatives; and advocates on behalf of the university with key constituents.

What are the cost savings associated with this committee?

Checked if Applies

None	<input type="checkbox"/>
Unable to Determine	<input checked="" type="checkbox"/>

Under \$100,000	<input type="checkbox"/>
\$100,000 - \$500,000	<input type="checkbox"/>
\$500,001 - \$1,000,000	<input type="checkbox"/>
\$1,000,001 - \$5,000,000	<input type="checkbox"/>
\$5,000,001 - \$10,000,000	<input type="checkbox"/>
Over \$10,000,000	<input type="checkbox"/>
Cost Savings Other	<input type="checkbox"/>

Cost Savings Comments

While unable to determine the actual cost savings, the advice provided by the Board to the Department of Defense, through the Chairman of the Joint Chiefs of Staff have led to NDU institutional improvements. The support of the Board provides necessary external governance to the University that is expected of an accredited institution of higher education. In this regard, the independent advice is immeasurable.

What is the approximate Number of recommendations produced by this committee for the life of the committee?

103

Number of Recommendations Comments

At the conclusion of each Board meeting: the BOV Chair directs a letter to the Chairman of the Joint Chiefs of Staff addressing salient meeting concerns and recommendations. Typically the board renders 2–3 recommendations at the conclusion of each biannual meeting to the CJCS for consideration and action as deemed appropriate. Please note, the recommendations from the Sept 25, 2024 were not available at the time this report was submitted and are therefore not included in the total recommendations for FY 2024. We will include them in the next fiscal year report for FY2025. In FY 2024, 4 recommendations were made.

What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?

65%

% of Recommendations Fully Implemented Comments

The NDU President and the Chairman of the Joint Chiefs of Staff have been very responsive and supportive of the Board's recommendations.

What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?

30%

% of Recommendations Partially Implemented Comments

Some recommendations are not actionable and provided to the Chairman and NDU President for consideration purposes only. All recommendations are highly regarded and are usually addressed in the CJCS response to the Board.

Does the agency provide the committee with feedback regarding actions taken to implement recommendations or advice offered?

Yes ☒ No ☐ Not Applicable ☐

Agency Feedback Comments

The Chairman of the Joint Chiefs of Staff will provide a written response to the letter sent to him by the Board if he deems a response is necessary. Additionally, the NDU-President gives a state of the University Address at the beginning of each Board meeting; this provides feedback to the BOV members on everything the Board may have previously addressed to the CJCS and university leadership. Any written feedback to the Board's recommendations is provided to board members.

What other actions has the agency taken as a result of the committee's advice or recommendation?

Checked if Applies

Reorganized Priorities	<input checked="" type="checkbox"/>
Reallocated resources	<input checked="" type="checkbox"/>
Issued new regulation	<input type="checkbox"/>
Proposed legislation	<input type="checkbox"/>
Approved grants or other payments	<input type="checkbox"/>
Other	<input type="checkbox"/>

Action Comments

The NDU Board of Visitors does not give advice on regulations or legislation and NDU does not provide any grant funding.

Is the Committee engaged in the review of applications for grants?

No

Grant Review Comments

NA

How is access provided to the information for the Committee's documentation?

Checked if Applies

Contact DFO	<input checked="" type="checkbox"/>
Online Agency Web Site	<input checked="" type="checkbox"/>
Online Committee Web Site	<input checked="" type="checkbox"/>
Online GSA FACA Web Site	<input checked="" type="checkbox"/>
Publications	<input type="checkbox"/>
Other	<input type="checkbox"/>

Access Comments

Agenda, meeting minutes, handouts and presentation slides are uploaded on the NDU BOV web page for public viewing. These documents are also maintained in hard copy and archived.