

## 2025 Current Fiscal Year Report: Defense Business Board

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<b>1. Department or Agency</b>		<b>2. Fiscal Year</b>	
Department of Defense		2025	
<b>3. Committee or Subcommittee</b>		<b>3b. GSA Committee No.</b>	
Defense Business Board		10725	
<b>4. Is this New During Fiscal Year?</b>	<b>5. Current Charter</b>	<b>6. Expected Renewal Date</b>	<b>7. Expected Term Date</b>
No	07/01/2024	07/01/2026	
<b>8a. Was Terminated During FiscalYear?</b>	<b>8b. Specific Termination Authority</b>		<b>8c. Actual Term Date</b>
No			
<b>9. Agency Recommendation for Next FiscalYear</b>	<b>10a. Legislation Req to Terminate?</b>	<b>10b. Legislation Pending?</b>	
Continue	Not Applicable	Not Applicable	
<b>11. Establishment Authority</b> Agency Authority			
<b>12. Specific Establishment Authority</b>	<b>13. Effective Date</b>	<b>14. Committee Type</b>	<b>14c. Presidential?</b>
Secretary of Defense Determination	01/02/2002	Continuing	No
<b>15. Description of Committee</b> Non Scientific Program Advisory Board			
<b>16a. Total Number of Reports</b>	No Reports for this FiscalYear		
<b>17a. Open</b>	<b>17b. Closed</b>	<b>17c. Partially Closed</b>	<b>Other Activities</b>
0	0	0	0
<b>17d. Total</b>			
0			
<b>Meetings and Dates</b>			
No Meetings			
		<b>Current FY</b>	<b>Next FY</b>
<b>18a(1). Personnel Pmts to Non-Federal Members</b>		\$0.00	\$0.00

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

**20a. How does the Committee accomplish its purpose?**

The DBB shall provide independent advice and actionable recommendations to address critical matters and challenges to accelerate adoption of effective and efficient business processes and functions, organizational management constructs, and business and organizational cultural changes within the Department of Defense (DoD) in response to specific taskings from the Secretary of Defense or the Deputy Secretary of Defense. In response to the taskings, the DBB shall examine and advise on DoD executive management, innovative business processes, and governance

from private, public, and academic sector perspectives. The DBB is specifically established to provide independent, strategic-level, private sector and academic advice and counsel on enterprise-wide business management approaches and best practices for business operations and achieving National Defense goals. This advice will include topics such as executive management, corporate governance, business process improvement and innovation, global business services/shared services, audit and finance, supply chain & logistics, human resources/talent management, data/analytics management and use, real property management, energy and climate, technology, and organizational design and optimization.

**20b. How does the Committee balance its membership?**

The DBB is composed of no more than 21 members. In selecting potential candidates for the DBB, the DOD reviews the educations and professional credentials of individuals and bases its selection on this review and the subject matters expected to be handled by the DBB. Each member, based on his or her individual and professional experiences, provides his or her best judgement on matters before the DBB, and does so without representing any particular point of view and in a manner that is free from conflict of interest. Membership is not static and the Secretary of Defense or Deputy Secretary of Defense may change the membership based upon work assigned to the DBB by the Secretary of Defense and the Deputy Secretary of Defense.

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

The Board will meet at the call of the Board's

Designated Federal Officer, in consultation with the Board's Chair. The estimated number of meetings of the Board is at least four per year. Meetings are not closed to the public unless the DoD determines the 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, Deputy Secretary of Defense, and only after consultation with the Washington Headquarters Services Office of General Council office.

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

The Board provides the Secretary of Defense with outside private sector perspectives and lessons learned on business management, culture, principles, and practices not otherwise available to the Secretary from within the Department. The Board's diverse, executive-level, global business skills and experience ensure its findings and advice are applicable and appropriate to the challenges faced by the Secretary. These private sector best business practices are highly applicable to large, complex enterprises such as the DoD, and have helped the Department achieve greater efficiency and effectiveness.

**20e. Why is it necessary to close and/or partially closed committee meetings?**

Meetings are not closed to the public unless the DoD determines the 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, Dr. Kathleen Hicks, Deputy Secretary of Defense and only after consultation with the DoD Office of General Counsel, Washington Headquarters Services and Pentagon Force Protection Agency.

## 21. Remarks

The Zero-Based Review Board concurs with the Board Sponsor that the DBB provides high value to the DoD and should resume. The DBB directly supports the Secretary's top priorities to defend the nation by providing independent advice and recommendations on critical matters concerning the Department. Report shows 12 total Subcommittee Chairs (4 per subcommittee) during FY24 as a result of a mid-year change in subcommittee leadership. At any given time, each subcommittee had 2 co-chairs.

## Designated Federal Officer

Cara L. Allison Marshall Designated Federal Officer, Defense Business Board

Committee Members	Start	End	Occupation	Member Designation
Albright, Craig	08/05/2022	04/25/2025	CFO Americas	Special
			Operations & Global	Government
Alonso, Alexander	08/05/2022	04/25/2025	Cash Center of Excellence, Xerox Corporation	Employee (SGE)
			Chief Knowledge Officer-Society for Human Resource Management (SHRM)	Member
Anderson, Joseph	11/03/2021	02/21/2025	Chairman & CEO, TAG Holdings, LLC	Special
				Government
Beitel, David	11/03/2021	04/25/2025	CTO Zillow Group	Employee (SGE)
				Member
Donnelly, Sally	11/03/2021	01/20/2025	Founding Partner, Pallas Advisors	Special
				Government
Eliano, Cheryl	11/03/2021	04/25/2025	National Vice President District 10, American Federation of Government Employees	Employee (SGE)
				Member

Gopal, Christopher	11/03/2021	04/25/2025	Executive, Consultant, Author and Educator, Global Supply Chain & Operations	Special Government Employee (SGE) Member
Haynesworth, Linnie	11/03/2021	04/25/2025	Former Vice President Northrop Grumman & Independent Board Director	Special Government Employee (SGE) Member
Hill, Erin	11/03/2021	04/25/2025	Chief Administrative Officer, BNY Mellon	Special Government Employee (SGE) Member
James, Deborah	09/14/2021	01/20/2025	Board of Directors - Textron, Inc. and Unisys Cop.	Special Government Employee (SGE) Member
Knight, Marachel	08/20/2024	04/25/2025	Independent Director and Fortune 20 senior technology and operations executive	Special Government Employee (SGE) Member
Leopoldi-Nichols, Suzanne	08/05/2022	04/25/2025	Former Chief Global Business Services Officer, WPP, Plc.	Special Government Employee (SGE) Member
McClure, Jennifer	11/03/2021	04/25/2025	Founder & Chief Executive Officer, Unbridled Talent	Special Government Employee (SGE) Member
Munoz, Oscar	11/03/2021	01/20/2025	Retired Chairman, President & CEO, United Airlines	Special Government Employee (SGE) Member
Spencer, Larry	11/10/2021	02/21/2025	President, Armed Forces Benefit Association	Special Government Employee (SGE) Member
Van Slyke, David	11/03/2021	04/25/2025	Dean and Louis A. Bantle Chair in Business-Government Policy, The Maxwell School of Citizenship and Public Affairs, Syracuse University	Special Government Employee (SGE) Member

Votel, Joseph	11/12/2021	01/20/2025	President & CEO, Business Executives for National Security	Special Government Employee (SGE) Member
Walker, David	11/03/2021	04/25/2025	Former U.S. Comptroller General	Special Government Employee (SGE) Member
Wolf, Robert	11/07/2022	04/25/2025	Founder 32 Advisors LLC	Special Government Employee (SGE) Member
Yeboah-Amankwah, Safoadua	01/18/2022	01/20/2025	Chief Strategy Officer, Intel Corporation	Special Government Employee (SGE) Member
Malcolm, Joshua [DBB Business Operations Advisory Subcommittee]	07/24/2024	04/25/2025	Chief Executive Officer of Lumbee Holdings, Inc.	Special Government Employee (SGE) Member
Mineiro, Sarah [DBB Business Operations Advisory Subcommittee]	04/26/2023	11/04/2024	Founder and CEO of Tanagra Enterprises	Special Government Employee (SGE) Member
Skoch, Bernard [DBB Business Operations Advisory Subcommittee]	08/05/2022	04/25/2025	Executive Lead, AFA Strategic Events, Air Force Association	Special Government Employee (SGE) Member
Zarodkiewicz, Patricia [DBB Business Operations Advisory Subcommittee]	05/08/2023	12/31/2024	President, Pat Z Consulting LLC, Senior Civilian Advisor to Secretary of the Air Force & Senior Security Official	Special Government Employee (SGE) Member
Bahl, Anand [DBB Business Transformation Advisory Subcommittee]	05/08/2023	04/25/2025	Chief Information Officer, CVP - Micron Technology	Special Government Employee (SGE) Member
Bowman, Gregory [DBB Business Transformation Advisory Subcommittee]	05/08/2023	04/25/2025	Chief Innovation Officer & VP of Corporate Development, Siemens Government Technologies	Special Government Employee (SGE) Member

Rosenbach, Eric [DBB Business Transformation Advisory Subcommittee]	05/08/2023	04/25/2025	Co-Director, Belfer Center for Science & Int'l Affairs, Harvard Kennedy School	Special Government Employee (SGE) Member
Soloway, Stan [DBB Business Transformation Advisory Subcommittee]	05/08/2023	04/25/2025	President & CEO, Celero Strategies, LLC	Special Government Employee (SGE) Member
Daniel, Matthew [DBB Talent Management, Culture, & Diversity Advisory Subcommittee]	08/05/2022	04/25/2025	Principal, Employer Solutions - Guild Education	Special Government Employee (SGE) Member

## Number of Committee Members Listed: 29

### Narrative Description

The Defense Business Board published three studies in fiscal year 2024. A summary of study outputs (recommendations) is described below.

- FY24-01 – A Review of Space Acquisition. This study resulted in a set of recommendations for DoD leadership consideration to include providing more authority to the Space Service Acquisition Executive (SAE), increase funding flexibility to the SAE, and further investigate ways to reduce the barriers that inhibit access to commercial innovation.
- FY24-02 – Improving Business Culture: Provide recommendations to improve the business operations of the Department by improving the workforce culture. Specifically, to examine best Department and industry practices, identify key performance metrics, and provide recommendation to alleviate any statutory, regulatory, or organizational impediments.
- FY24-03 – Creating a Digital Ecosystem: Evaluate and provide recommendations on creating a digital ecosystem with industry partners. Specifically, evaluate industry and the Department's digitalization efforts, identify benefits and challenges to implementation, and provide metrics to measure success of adoption.

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

Checked if  
Applies

Improvements to health or safety



Trust in government	<input checked="" type="checkbox"/>
Major policy changes	<input checked="" type="checkbox"/>
Advance in scientific research	<input type="checkbox"/>
Effective grant making	<input type="checkbox"/>
Improved service delivery	<input checked="" 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

Business Processes Improvement Improved Governance

### 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

The DBB is committed to develop recommendations that will assist the DoD realize significant cost savings through efficiencies realized. Specific cost savings are not calculated in DBB reports; however, its recommendations are based on private-industry best practices employed by leading edge companies which have realized cost savings and other efficiencies through instituting similar improvements.

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

1,058

### Number of Recommendations Comments

51 recommendations in FY2024. NOTE: Data is currently unavailable to characterize the

status of recommendations from the FY24 studies. The percentages below include details from study recommendations from FY20-FY23.

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

22%

**% of Recommendations Fully Implemented Comments**

Some of the recommendations require Congressional action to fully implement. The DBB fully implemented recommendations percentage is a reflection of the implementation status of DBB recommendations implemented since the DBB was reconstituted after the 2020 Zero Based Review conducted by the Secretary of Defense. Previous implementation numbers has become difficult to track after 20 years. The DBB has instituted a new bi-annual process to follow up on implementation status of recommendations with affected organizations.

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

67%

**% of Recommendations Partially Implemented Comments**

The difference between the % of recs complete (22%) and partially complete (67%), is ~11%. The 11% represents recommendations rejected at the onset. Partially implemented recommendations includes the full spectrum of work progress, from the initial planning stages to activities in work and near complete.

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

Yes ☒ No ☐ Not Applicable ☐

**Agency Feedback Comments**

Oversight of implementation of DBB recommendations is continuous. Many recommendations, if adopted, may not be measured for implementation within the same fiscal year as presented to the DoD, as the implementation of such requires more than a year's time to effect. Agency feedback is available by request. Send email request to the Defense Business Board at: [osd.pentagon.odam.mbx.defense-business-board@mail.mil](mailto:osd.pentagon.odam.mbx.defense-business-board@mail.mil)

**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 checked="" type="checkbox"/>
Proposed legislation	<input checked="" type="checkbox"/>
Approved grants or other payments	<input type="checkbox"/>
Other	<input checked="" type="checkbox"/>

**Action Comments**

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**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 checked="" type="checkbox"/>
Other	<input type="checkbox"/>

**Access Comments**

N/A