

2025 Current Fiscal Year Report: Education for Seapower Advisory Board

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1. Department or Agency

Department of Defense

2. Fiscal Year

2025

3. Committee or Subcommittee

Education for Seapower Advisory
Board

3b. GSA Committee No.

73529

4. Is this New During Fiscal Year? 5. Current Charter 6. Expected Renewal Date 7. Expected Term Date

No 06/24/2024 06/24/2026

8a. Was Terminated During Fiscal Year? 8b. Specific Termination Authority 8c. Actual Term Date

No

9. Agency Recommendation for Next Fiscal Year 10a. Legislation Req to Terminate? 10b. Legislation Pending?

Continue Not Applicable Not Applicable

11. Establishment Authority Agency Authority

12. Specific Establishment Authority 13. Effective Date 14. Committee Type 14c. Presidential?

Secretary of Defense 03/31/2010 Continuing No

15. Description of Committee Non Scientific Program Advisory Board

16a. Total Number of Reports

No Reports for
this Fiscal Year

17a. Open 17b. Closed 17c. Partially Closed 17d. Total

Meetings and Dates

No Meetings

Current Next
FY 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. Other(rents,user charges, graphics, printing, mail, etc.)	\$0.00	\$0.00
18d. Total	\$0.00	\$0.00
19. Federal Staff Support Years (FTE)	0.00	0.00

20a. How does the Committee accomplish its purpose?

The Education for Seapower Advisory Board (E4SAB) evaluates the effectiveness of the Naval War College (NWC), the Naval Postgraduate School (NPS), and the United States Naval Community College (USNCC) in fulfilling their missions and meeting accreditation requirements.

The E4SAB provides advice and recommendations to the Secretary of Defense, through the Secretary of the Navy (SECNAV), on issues related to the NPS, NWC, and USNCC, including but not limited to organizational management, curricula and instructional methods, facilities, accreditation matters, and other aspects of program administration. The SECNAV consults with the E4SAB on all matters concerning

governance standards established by each respective accreditation agency.

20b. How does the Committee balance its membership?

The E4SAB shall be composed of no more than 15 members, who are eminent authorities in the fields of academia, business, national defense and security, the defense industry, and research and analysis. At least 8 of E4SAB members shall be eminent authorities in the field of academia. The Deputy Chief of Naval Operations for Warfighting Development and the Commanding General, U.S. Marine Corps Training and Education Command, serve as ex-officio members of the E4SAB, having voting rights and counting toward the E4SAB's total membership.

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

The E4SAB will meet at the call of the E4SAB's Designated Federal Officer, in consultation with the Board's Chair and the Secretary of the Navy. The estimated number of meetings of the Board is at least twice per year.

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

The E4SAB and its subcommittees are required by the Naval Postgraduate School, the Naval War College, and the U.S. Naval Community College institutional academic accreditation agencies. In accordance with accreditation standards, the institutions must maintain an active advisory board that offers independent advice to the the Secretary of the Navy on naval education programs. The diverse backgrounds, expertise, and experiences of E4SAB members provide the Secretary of the Navy with valuable insights, perspectives, and

expertise that cannot be obtained within to the Department of the Navy.

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

Meetings are not closed to the public unless the Department of Defense (DoD) determines that agenda items qualify for closed-session status under the provisions of 5 U.S.C. § 552b(c).

Pursuant to DoD policy, closed meetings may only be authorized by the DoD Sponsor, who is the Secretary of the Navy or designee, following consultation with the appropriate General Counsel.

21. Remarks

In FY24, four individuals approved by the SECDEF to serve on the E4SAB and/or its subcommittees resigned due to personal reasons. Dr. Scott Ralls, a member of the NCC Subcommittee, resigned on October 2, 2023. The Honorable Robert Work, Chair of the NWC Subcommittee, resigned on January 9, 2024. VADM Kevin Scott (Ret.), a member of the NWC Subcommittee, resigned on July 29, 2024. RADM Danelle Barrett (Ret.), resigned from the NWC subcommittee on August 21, 2024.

Designated Federal Officer

Kendy Vierling Designated Federal Officer

Committee Members	Start	End	Occupation	Member Designation
Braun, John	04/12/2023	04/25/2025	President and Chairman of the Board, Dynamis, Inc.	Special Government Employee (SGE) Member
Carpenter, Wendi	04/12/2023	04/25/2025	Independent Consultant	Special Government Employee (SGE) Member

Carter, Walter "Ted"	04/12/2023	04/25/2025	President, The Ohio State	Special Government Employee (SGE) Member
Dwyer, Daniel	02/09/2024	02/08/2028	Deputy Chief of Naval Operations for Plans, Strategy, and Warfighting Development (N3/N5/N7)	Ex Officio Member
Eisgruber, Christopher	04/12/2023	04/25/2025	President, Princeton University	Special Government Employee (SGE) Member
Hagerott, Mark	04/12/2023	04/25/2025	Chancellor, North Dakota University System	Special Government Employee (SGE) Member
Holland, Elisabeth	04/12/2023	04/25/2025	Professor, University of the South Pacific	Special Government Employee (SGE) Member
Lawrence, Wendy	04/12/2023	04/25/2025	National Aeronautics and Space Administration	Special Government Employee (SGE) Member
Medeiros, Evan	04/12/2023	04/25/2025	Professor, Georgetown University	Special Government Employee (SGE) Member
Nieves, Lisette	04/12/2023	04/25/2025	President, The Fund for the City of New York	Special Government Employee (SGE) Member
O'Keefe, Sean	04/12/2023	04/25/2025	Maxwell School of Citizenship and Public Affairs Faculty at Syracuse University	Special Government Employee (SGE) Member
Watson, Benjamin	08/14/2024	08/13/2028	Commanding General, U.S. Marine Corps Training & Education Command	Ex Officio Member

Green, Ronald [Naval Community College Subcommittee]	04/12/2023	04/25/2025	Common Services Architecture Senior Manager, South West	Special Government Employee (SGE) Member
Gueverra, Jonathan [Naval Community College Subcommittee]	04/12/2023	04/25/2025	President, The College of the Florida Keys	Special Government Employee (SGE) Member
Marti, Eduardo [Naval Community College Subcommittee]	04/12/2023	04/25/2025	President, Emeritus Queensborough Community College	Special Government Employee (SGE) Member
Rondeau, Ann [Naval Community College Subcommittee]	02/07/2023	04/25/2025	President, Naval Postgraduate School	Regular Government Employee (RGE) Member
Soares, Louis [Naval Community College Subcommittee]	04/12/2023	04/25/2025	Chief Learning and Innovation Officer, American Council on Education	Special Government Employee (SGE) Member
Cerf, Vinton [Naval Postgraduate School Subcommittee]	04/12/2023	04/25/2025	Vice President and Chief Internet Evangelist, Google	Special Government Employee (SGE) Member
Myerson, Roger [Naval Postgraduate School Subcommittee]	06/14/2023	04/25/2025	Distinguished Service Professor, University of Chicago	Special Government Employee (SGE) Member
Tracey, Patricia [Naval Postgraduate School Subcommittee]	04/12/2023	04/25/2025	Vice President of Homeland Security and Defense, HP Enterprise Services	Special Government Employee (SGE) Member
Treichler, John [Naval Postgraduate School Subcommittee]	04/12/2023	04/25/2025	Chief Technical Officer, Raytheon Technologies, Inc.	Special Government Employee (SGE) Member
Gumataotao, Peter [Naval War College Subcommittee]	04/12/2023	04/25/2025	Director, Daniel K. Inouye Asia-Pacific Center for Security Studies	Special Government Employee (SGE) Member

Lerner, Jennifer [Naval War College Subcommittee]	04/12/2023	04/25/2025	Professor, Public Policy, Management, and Decision Science, Harvard University	Special Government Employee (SGE) Member
McCarthy, Joseph [Naval War College Subcommittee]	04/12/2023	04/25/2025	Retired	Special Government Employee (SGE) Member
Thomas, Carla [Naval War College Subcommittee]	06/14/2023	04/25/2025	President, The Realize Leadership Group	Special Government Employee (SGE) Member
Williams, Melvin [Naval War College Subcommittee]	04/12/2023	04/25/2025	Associate Dean of Engineering, Catholic University of America	Special Government Employee (SGE) Member

Number of Committee Members Listed: 26

Narrative Description

Recommendations by the E4SAB ensure the Naval Postgraduate School remains in compliance with Western Association of Schools and Colleges Senior College and University Commission accreditation standards and policies, the Naval War College remains in compliance with New England Commission of Higher Education accreditation standards and policies, and the U.S. Naval Community College is in compliance with Middle States Commission on Higher Education standards and policies requirements.

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

	Checked if Applies
Improvements to health or safety	<input checked="" 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 checked="" type="checkbox"/>
Increased customer satisfaction	<input checked="" type="checkbox"/>
Implementation of laws or regulatory requirements	<input checked="" type="checkbox"/>
Other	<input type="checkbox"/>

Outcome Comments

An external board is mandated by the regional academic accreditation agencies for the NPS, NWC, and USNCC.

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

Cost savings is not the primary objective for the E4SAB; improved education for the Department of the Navy, and Department of Defense through the Department of the Navy's education institutions. Cost savings is difficult to identify and quantify in costs, however, more efficient and effective operations and education programs may realize cost avoidance or savings.

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

49

Number of Recommendations Comments

In FY24, the E4SAB provided twelve recommendations, which were presented and voted on during the public meeting held on April 4, 2024 and August 28, 2024. The current total number of recommendations is an estimate, and the aggregate number may be higher, as the E4SAB has been active since its inception in March 2010.

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

61%

% of Recommendations Fully Implemented Comments

1. The E4SAB received the full Navy Inspector General Report and met with the Secretary of Navy in person to discuss findings. 2. The Secretary of Navy appointed VADM (Ret) Ronald Route as President of the NPS. 3. ASN M&RA Memorandum of 15 April 2014 addressed the 2012 NAVINSGEN Report. 4. Senior Navy Leadership have taken appropriate steps to emphasize the importance of the NPS to the Navy and to the Nation in the wake of the 2012 Inspector General report. 5. NPS developed a formal exit interview program for departing faculty members tracking that reason(s) for departing. 6. Implemented a tenure process at the NWC. 7. Navy issued full closure on the IG Report of 2012. 8. Secretary of Navy concurred that NPS faculty develop papers proposing the work that they would do and he will assist. 9. NPS President provided the ability to accept gifts from its Foundation up to \$250,000. 10. Secretary of the Navy formed an eleven member NPS President Search Committee to include several members of the E4SAB to identify a candidate for his consideration and a new NPS President was appointed. 11. The hiring freeze has been lifted and NPS is now able to add faculty to the staff. 12. Many of the authorities have been restored to NPS leadership and the climate at the school improved. 13. The Department of Navy established the Office of the Chief Learning Officer in 2019. 14. The Secretary of the Navy provided the Board with the Education for Seapower Study report. 15. The E4SAB was provided with the Dept of the Navy General Counsel's Memorandum offering legal interpretation of the appropriate relationship between the NPS and the NPS Foundation. 16. The Navy defined and granted the NPS and the NWC "Flagship Institution" status. 17. The NPS defined and accepted the Work Acceptance Process. 18. The faculty council group was implemented at the NWC. 19. The Navy developed the plan of objectives and milestones for the NPS Sailing Directions. 20. The E4SAB Chair recommended that the E4SAB review the DON Naval Education Strategy in order to provide SECNAV with potential recommendations for the strategy implementation. 21. Recommend NPS provide the E4SAB with data on student and graduates receiving cyber related education. 22. Recommend the USNCC provide the E4SAB with an end of fiscal year status update. 23. Recommend inviting students from each naval education institution during the next E4SAB meeting to provide members greater insight regarding the students' experiences and perspectives. 24. Recommend an E4SAB summary chart detailing the current status of each 2018 Education for Seapower Study recommendation. 25. Recommend DON explore ways that the board could better obtain additional Naval Education Enterprise stakeholder's input to

inform their recommendations to the Secretary of the Navy regarding strategic initiatives to improve naval education. 26. E4SAB members recommended that the next E4SAB meeting include two agenda items for discussion: (1) talent management, and its impact on naval education; and (2) climate-informed decision-making within naval education curricula. 27. The E4SAB members recommend that the board receives an overview brief on talent management to better understand its scope and challenges, and the impacts on the continuum of learning. 28. E4SAB members recommended receiving information regarding any constraints or concerns regarding the DON collaborating with external education institutions to increase opportunities for DON personnel seeking graduate education in critical fields such as cybersecurity and AI. 29. Recommended that the next E4SAB meeting agenda items three items for discussion: (1) Explore the potential utilization of the IPA program for faculty and staff at NUS institutions; (2) Discuss potential recommendations regarding partnership programs between the DON and external education institutions to increase opportunities for graduate education in domains such as cybersecurity and AI; (3) Discuss NUS institutions' initiatives and opportunities for further collaboration to enhance climate related education. 30. The E4SAB voted unanimously to recommend that the DON establish a Naval Strategic Studies Group as a pilot in FY25, while developing the program structure for a FY26 launch.

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

25%

% of Recommendations Partially Implemented Comments

1. Change to policy to allow enlisted Service Members with access to postgraduate, resident education at NPS in the cyber warfare program. 2. Navy leadership filled E4SAB and subcommittee membership vacancies. 3. NAV OJAG and NAVINSGEN worked with NWC to provide a timeline for completion, strengthen the submissions, and forward the packages for the educational institutions' time and attendance and copyright issues packages for legislative approval. 4. The Department of the Navy renewed emphasis on timely vetting of new board members and reapprovals of sitting members. 5. The NWC summarized the space shortages on campus and provided papers on the impacts to students. 6. Navy reviewed the NPS President's Sailing Directions memo for full implementation. The majority of recommendations were approved—some recommendations are pre-decisional or integrated into other Navy initiatives. 7. The Monterey Cybersecurity Institute initiative was reviewed and considered by Navy. 8. Navy leadership reviewed the Center for Civil Military Relations (CCMR) and NPS relationship. 9. NPS formed partnerships with other academic institutions and industry. 10. The Navy considered allowing the NPS to be aligned with academic and industrial enterprises. 11.

The Navy worked with proper legal authorities to enable the NPS Foundation to help support the Monterey Cybersecurity Institute. 12. Recommend the Office of the DoD Chief Talent Management Officer will provide information regarding the DoD's utilization of the Intergovernmental Personnel Act (IPA) program to inform future board recommendations regarding DON talent management and opportunities for faculty collaboration across the NUS institutions.

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 E4SAB recommendations is continuous. Many recommendations if adopted, may not be measured for implementation within the same fiscal year as presented to the DoD. The Secretary of the Navy and Undersecretary of Navy are invited to each meeting to brief the Board on new issues and to provide feedback on prior Board recommendations. Agency feedback is also provided by memorandum to the Board.

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

Action Comments

The E4SAB ensures the NPS, the NWC, and the NCC are able to maintain their regional academic accreditations.

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

No

Grant Review Comments

N/A

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

N/A