

UNCLASSIFIED

OFFICIAL MINUTES

**DEPARTMENT OF DEFENSE  
OFFICE OF THE UNDER SECRETARY OF DEFENSE FOR POLICY  
CLOSED MEETING REPORT of the  
DEFENSE POLICY BOARD  
Under Section 10 (d) of the Federal Advisory Committee Act**

The Defense Policy Board (DPB) met in a closed meeting on June 26th and 27th, 2024, at the Pentagon, Arlington, Virginia to evaluate the Department of Defense's (DoD's) preparedness, posture, and ability to execute a full or total mobilization in a protracted conflict. The DPB received briefings from senior DoD leaders and examined the Department's mobilization policies and plans. After thorough deliberations, the DPB then provided its independent recommendations to DoD regarding changes to DoD authorities, policies, structures, and oversight mechanisms, as well as options for prioritizing and sequencing competing demands for active and reserve components, equipment, assets, industrial capacity, and resources, to better execute a large-scale mobilization. The meeting was closed to the public pursuant to the provision of Section 552(b)(c)(1), Title 5, United States Code. The determination was based on the consideration that the discussion involved classified information.

*DPB Members in Attendance*

1. HON Janine A. Davidson, PhD., Chair
2. Mr. Herman Bulls
3. Dr. Victor Cha
4. AMB Eric S. Edelman, PhD
5. HON Michèle Flournoy
6. Mr. Richard Fontaine
7. GEN John "Jack" Keane (Ret.)
8. Dr. Michael O'Hanlon
9. HON BJ Penn
10. Dr. Rajiv Shah
11. Dr. Kori N. Schake
12. Mr. H. Patrick Swygert, J.D.
13. Dr. Caitlin Talmadge

*Speakers and Presenters*

1. HON Lloyd Austin
2. Ms. Amanda Dory
3. Ms. Madeline Mortelmans
4. Ms. Rebecca Zimmerman
5. HON Shawn Skelly
6. HON William LaPlante, PhD
7. GEN Daniel Hokanson
8. Lt Gen Dagvin Anderson
9. VADM Eugene H. Black III
10. LTG Patrick Matlock
11. ADM Samuel Paparo



Dr. Janine A. Davidson  
Chair



Mr. James Benkowski  
Designated Federal Officer

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