



# Work-in-Progress

## NASA Advisory Council Organizational Assessment

### ABOUT THE NATIONAL ACADEMY

The National Academy of Public Administration is a non-profit, independent organization of top public management and organizational leaders who tackle the nation's most critical and complex public management challenges. With a network of more than 850 distinguished Fellows and an experienced professional staff, the National Academy is uniquely qualified and trusted across government to provide objective advice and practical solutions based on systematic research and expert analysis. Established in 1967 and chartered by Congress in 1984, the National Academy continues to make a positive impact by helping federal, state and local governments respond effectively to current circumstances and changing conditions. Learn more about the National Academy and its work at [www.NAPAwash.org](http://www.NAPAwash.org)

### BACKGROUND & PROJECT DESCRIPTION

The NASA Advisory Council (NAC) was established in 1977 to provide consensus advice and recommendations to the NASA Administrator. The NAC's members are chosen by NASA and serve at the pleasure of the NASA Administrator. They meet several times a year for fact finding and deliberative sessions and is comprised of standing committees focusing on specific program areas. The NAC's committees and subcommittees are also supported by Executive Secretaries and staff assigned from the NASA program area relevant to each respective group and management and legal compliance oversight for all of NASA advisory committees is provided by the NASA Advisory Committee Management Officer.

The NASA Authorization Act of 2017 directs the National Academy of Public Administration (the Academy) to conduct a review "to assess the effectiveness of the NASA Advisory Council and to make recommendations to Congress" on any changes to:

- Functions of the Council;
- Appointment of members to the Council;
- Qualifications for members of the Council;
- Duration of terms of office for members of the Council;
- Frequency of meetings of the Council;
- Structure of leadership and Committees of the Council; and
- Levels of professional staffing for the Council.

In conducting this review, the Academy will consider (1) the impacts of broadening the Council's role to include providing consultation and advice to Congress under section 20113(g) of title 51, United States Code and (2) past activities of the Council and the activities of other analogous Federal advisory bodies.

This study will be conducted over the course of approximately seven months. The final report to Congress and NASA will (1) present key findings from the research conducted, (2) assess the effectiveness of the NAC, and (3) provide recommendations for any needed changes in such areas as the NAC's structure and function, membership, meeting frequency, and staffing. This review will be led by a Panel of five Academy Fellows with support from a highly qualified professional study team.

## PANEL

**Robert Tobias (Chair)\***, Distinguished Practitioner in Residence, Department of Public Administration and Policy, American University; Director, Key Executive Leadership Program, American University; Director, Institute for the Study of Public Policy Implementation, American University. Former Member, IRS Oversight Board. Former positions with National Treasury Employees Union: National President; Executive Vice President; General Counsel. Former Member, Commercial Activities Panel.

**David Berteau\***, President and Chief Executive Officer, Professional Services Council. Former Assistant Secretary of Defense for Logistics & Materiel Readiness, U.S. Department of Defense; Vice President and Director, National Security Program on Industry and Resources, Center for Strategic and International Studies; Director, Clark & Weinstock; Director, National Security Studies, Maxwell School of Citizenship and Public Affairs, Syracuse University; Senior Vice President and Operations Manager, Science Applications International Corporation. Former positions with the U.S. Department of Defense: Principal Deputy Assistant Secretary, Production and Logistics; Deputy Assistant Secretary, Force Management and Personnel; Executive Secretary, President's Blue Ribbon Commission on Defense Management (Packard Commission); Special Assistant to the Deputy Secretary of Defense; Special Assistant to the Defense Comptroller; Presidential Management Intern, Office of the Secretary of Defense.

**Shantanu Agrawal\***, President and CEO, National Quality Forum. Former Deputy Administrator and Center Director, Centers for Medicare & Medicaid Services; Managing Director, Clinical Analytics and Efficiency, ChenMedical, LLC; Former Positions with Center for Program Integrity (CPI), Centers for Medicare & Medicaid Services: Director, Data Sharing and Partnership, Chief Medical Officer; Former Positions with McKinsey & Company, Inc.: Engagement Manager, Senior Associate, Associate.

**Janet Weiss\***, Mary C. Bromage Collegiate Professor of Business and Professor of Public Policy, Gerald R. Ford School of Public Policy, University of Michigan. Former Visiting Scholar, Trachtenberg School of Public Policy and Public Affairs, George Washington University; Visiting Professor, McCourt School of Public Policy, Georgetown University; Former positions with University of Michigan: Vice Provost for Academic Affairs; Dean, Rackham Graduate School. Former Fellow, Center for Advanced Study in the Behavioral Sciences, Stanford, CA; Former positions with School of Organization and Management and Institution for Social and Policy Studies, Yale University: Assistant Professor; Associate Professor.

**Philip Rubin\***, Senior Advisor to the President, Haskins Laboratories. Former Principal Assistant Director for Science, Office of Science and Technology Policy, Executive Office of the President of the United States; Senior Scientist, Haskins Laboratories; Assistant Director for Social, Behavioral and Economic Science, OSTP, Executive Office of the President of the United States; Professor Adjunct, Yale University School of Medicine, Department of Surgery, Otolaryngology; Director, Division of Behavioral and Cognitive Sciences, National Science Foundation (NSF). Former positions at Haskins Laboratories: CEO; Vice President; COO.

**\*Academy Fellow**

## PROJECT STAFF

**Joseph Mitchell, Ph.D.**, *Director of Project Development*  
**Brenna Isman**, *Project Director*  
**Jonathan Tucker**, *Senior Research Analyst*

**Chloe Yang**, *Research Analyst*  
**Elijah Evans**, *Research Associate*