



**Board of Visitors
National Defense University
Washington, DC 20319-5066**

REPLY TO
ATTENTION OF:

BOV-NDU

7 June 2022

General Mark A. Milley, USA
Chairman, Joint Chiefs of Staff
Room 2E872, The Pentagon
Washington, DC 20301-5000

Dear General Milley, *Chairman*

I am pleased to report on our recent Board of Visitors (BOV) National Defense University (NDU) meeting held on 24-25 May 2022. The meeting was the first of our newly reconstituted Board. It is a privilege for the Board to support you and the University. This was a productive meeting which allowed the BOV to engage on several relevant topics to advance the creative education of military officers and others in order to achieve strategic success in warfare and peace. We received updates on initiatives now underway regarding facilities, morale and accreditation. Each has an appropriate focus and sense of urgency from NDU leadership and staff.

We offer the following recommendations where your influence on the Department stakeholders, including the Joint Staff, would be very helpful:

- The Army and Navy transfer sufficient facility resourcing and directive authority to NDU, to facilitate the strategic sustainment and restoration required for the DoD flagship JPME institution, and prevent further infrastructure deterioration at Ft McNair and the Norfolk campus. Without an appropriate investment in infrastructure (both physical and IT) accreditation is at risk.
- Similarly, NDU needs your continued support to protect future year funding, which is necessary to meet the challenges of a rapidly changing national security environment.
- Improving the diversity of the NDU workforce must also remain a continuing priority

Reaffirmation of accreditation has the appropriate emphasis at this time. We identified areas to review and more closely examine following reaffirmation in 2023:

- NDU should pursue a standard, data-driven means to assess student contribution to mission following graduation with emphasis on skills attained during the NDU experience
- NDU should pursue a standard, data-driven means to better identify the education and skill-related student competencies prioritized by gaining commands and agencies.

- NDU should prepare an "NDU Next" presentation for the BOV that captures curricula and organizational adaptation required in an increasingly complex geo-strategic environment

The next BOV meeting is scheduled for 27-28 October 2022. We would be pleased, if your schedule permits, if you could join us briefly either day.

Sincerely,


General Norton Schwartz, US Air Force (Retired) - Board Chair

The Board of Visitors, National Defense University

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