



CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999

8 February 2013

General Lloyd Newton, USAF (Ret)
Chairman, National Defense
University Board of Visitors
6128 Audubon Manor Blvd
Lithia, FL 33547-5031

Dear General Newton:

Thank you for your 15 January letter and support to the mission of the National Defense University (NDU). In your capacity as Chair, please convey my gratitude to the entire Board for its efforts and support of NDU.

I agree that NDU does not mirror a civilian university. It is a military organization as well as an academic institution. We are addressing this natural tension through a more focused mission statement and by setting goals and objectives in line with that mission. I believe that having a Provost to oversee the academic functioning of the University, with clearly outlined roles and responsibilities, will help create a governance structure to ensure decision-making is efficient and made at the right level.

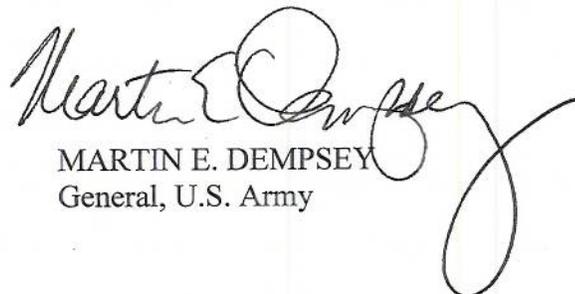
While NDU continues to transition to the One University model, Lieutenant General Flynn and I will ensure NDU reviews and revises its organizational structures and processes to ensure focus on its mission. Accordingly, the University will have the same clear lines of academic authority through a Provost (currently the Vice President for Academic Affairs) that one might see in any university. The Provost at NDU will work closely with the Resources Director to ensure that budget decisions are in line with mission and academic priorities based on a solid strategic plan. I am also pleased that NDU is establishing a robust planning process that will serve to guide decisions.

As always, we will strive to seek out the most qualified one-star general/flag officers available to become the commandants of the three Joint Professional Military Education colleges within the University. We will carefully vet these men and women to ensure they are officers competitive for promotion and fully suited to serve as the leaders of our academic institutions.

We look forward to the report of your spring meeting.

Sincerely,

HOPE THIS FINDS
YOU WELL!


MARTIN E. DEMPSEY
General, U.S. Army