



REPLY TO
ATTENTION OF:

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

NDU-BOV

AUG 02 2017

General Joseph F. Dunford, Jr.
Chairman, Joint Chiefs of Staff
Room 2E872, The Pentagon
Washington, DC 20301-5000

Dear General Dunford,

I am pleased to inform you of our recent National Defense University (NDU) Board of Visitors (BOV) meeting held on 11-12 July 2017. The meeting was extremely productive and provided the board with much relevant information on the NDU's success and challenges. Again, Vice Admiral Scott was able to participate in several of the sessions, adding greater clarity to the mission of NDU in developing our senior National Security leaders as an element of Joint Force readiness and development.

The July 2017 meeting reviewed NDU's Joint accreditations, the University's initiatives and progress in executing long term investments, Cyber Curriculum, Information and Academic Technology plans, and a review of the Command Climate. The University also presented their proposal to develop the next Strategic Plan that will look forward to 2023. This is something the board will be thoroughly involved with, to ensure the University continues to meet its mission in joint education and the Middle States Accreditation requirements. Accordingly, we are extremely pleased to report that General Padilla's extraordinary leadership continues to be steady force and a primary factor in the overall success of this institution.

We offer you the following recommendations and observations:

1. The NDU President, Major General Padilla, has masterfully brought together a governance structure for the University led by the Provost, Dr. John Yaeger, representing all of the academic programs, and the Chief Operating Officer, Mr. Rob Kane, who has focused the business enterprise on properly resourcing the academic programs. Again, General Padilla's leadership has truly brought the University to a level that the Board sees as being worthy of the title, "The Chairman's University."
2. As was mentioned in our last letter to you, NDU's existing information cyber technology systems and architecture do not allow students and faculty an ability to maximize or even experience the level of technology found in peer and civilian institutions. We are concerned that, if not resourced appropriately, the students who attend NDU in the coming years will be disadvantaged by the lack of appropriate technology and support for the academic enterprise. Adequate funding of education technology would certainly create an environment where all curriculum, including cyber, could be enhanced to meet future joint warfighter requirements. Although it appears both the J7 and the J8 have voiced their intent to support the investment in information and academic technology through the POM process, we believe this effort would

benefit from your continued interest as well. Without the resources required, NDU will be at risk for meeting mission and accreditation requirements, and will certainly see a greater cost to recover this capability if left unfunded.

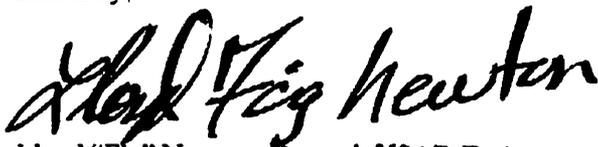
3. Lack of funding is not the only impediment to upgrading and transforming National Defense University's Information Technology. Cyber security policies and DoD enterprise level security engineering support that recognize the unique requirements of an educational institution must be considered. Existing cyber security policy and security engineering requirements are directed for the standard DoD network; this renders many essential educational tools (i.e., for research or assessments) of NDU non-compliant for use. Without appropriate policies, and appropriate authorized security solutions for these tools, quality of education will suffer.

4. We are fully aware of your support for NDU in the wake of the recent Management Headquarters reductions initiated by the ODCMO. Although it appears that NDU may have the cuts restored, it is imperative that the baseline numbers in the ODCMO database reflect the fact that NDU is not a management Headquarters, and that only a very small percentage of the civilian employees would even be considered to fill positions similar to those found in a management headquarters.

5. Your University continues to produce the joint leaders required for the complex global security environment. The recent announcement of the nomination for the next NDU-P as a three star billet is most encouraging. Thank you for your support in this effort. We believe this will truly represent the importance of the University's mission and your vision for this institution among our partners in the Department of Defense, the Federal Government, and most importantly, among our international partners and stakeholders.

Once again, we appreciate your considered support. The next face-to-face BOV meeting is being planned for the early Nov 2017 timeframe. We would be pleased if your schedule permits you to join us for key sessions during the fall meeting.

Sincerely,

A handwritten signature in black ink that reads "Lloyd Fig Newton". The signature is written in a cursive, slightly slanted style.

Lloyd "Fig" Newton, General, USAF (Ret)
Chairman