



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

REPLY TO
ATTENTION OF:

NDU-BOV

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 21-22 February 2018. This was an extremely productive meeting which allowed the board to engage with the university on several salient topics.

The meeting covered NDU's Middle States accreditation timeline, the University's efforts to meet cybersecurity authority to operate (ATO) requirements and their information technology modernization strategy. The majority of the meeting explored the University's path and the initial direction of their development of the AY 2018-19 to AY 2023-24 Strategic Plan. We finished with a discussion on an initiative from the Eisenhower School that we believe could help meet a developing strategic imperative. Overall, we are pleased to report that the University, under the presidency of Vice Admiral Roegge, has a pro-active approach to achieving your goals.

We offer you the following recommendations and observations:

1. The NDU President, Vice Admiral Roegge, has quickly capitalized on the stability that Major General Padilla brought to the University and is moving forward with full confidence. Admiral Roegge fully appreciates the importance of engagement and outreach with an acute understanding of the need to renew and expand the University's relationships with its many strategic stake holders. Our assessment is, elevating this position to a three star billet, was absolutely the appropriate action, and the University has the right three star in position to achieve your vision.
2. An area we addressed as a concern in the last letter concerning Management Headquarters Activity (MHA) reductions appears to be mostly resolved. The reductions levied against NDU have been restored and it appears there is a solid plan to execute the final element, correcting the characterization of NDU's manpower in the ODCMO database. We understand that will be completed in the FY20-24 POM process. In addition to the MHA, the Joint Staff's support for NDU's POM submission for Information Technology Sustainment funding was encouraging. Although the funding was for the first year, FY19, we believe that funding across the FYDP will be essential in this next POM to allow NDU to realize the longer term modernization required in the IT enterprise including increasing the capabilities for NIPR, SIPR and academic technologies. The board appreciates your continued interest in this process and we see this as essential to helping NDU create a stable and resilient foundation.

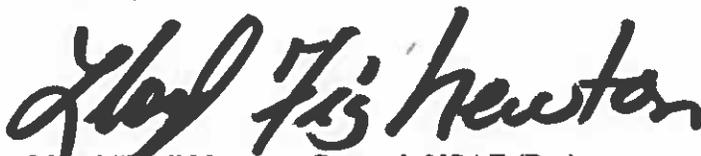
3. It is important that NDU fully acknowledged the concerns over the stagnation of Professional Military Education as described in the National Defense Strategy. We believe work being done on the University's Strategic Plan reflects the urgency with which this should be addressed. Of particular note, the Eisenhower School presented an overview of their planning and ongoing activities to revitalize their curriculum. But more importantly for NDU and the Eisenhower School, this is not only about the curriculum, they are developing an initiative that could see their school at the forefront of the National Security Mobilization discussions. The Commandant, Brigadier General Jansen's concept to execute a conference involving strategic stakeholders from across defense and industry is addressing a necessary element of our National Defense Strategy. We believe your endorsement and support to further this beyond a single event would be of great benefit to not only NDU, but to the entirety of the mobilization enterprise.

4. As already mentioned the University's Strategic Plan is headed in the right direction and the board was extremely appreciative of the opportunity to engage with NDU early on in the process. NDU's proposed direction and lines of effort appear to be capturing the intent of the recent National Defense Strategy as it relates to the University producing future national security senior leaders. Their efforts are not only in the area of moving PME in the right direction, but also in terms of talent management and institutionalizing civilian workforce expertise. The University's leadership is identifying specific objectives and tasks in all of these areas. The team at NDU provided an insightful description of their current environment as well as an estimate of the environment they will likely face in 2023 regarding students, the workforce and the foundational underpinnings of how the delivery of education will be supported. They are embracing an operational design approach to building this strategic plan for execution in the upcoming academic year.

Sir, it has been a tremendous privilege to serve as your Chair for the Board of Visitors. Regrettably, I must resign from the Board due to competing personal demands. I will leave behind some incredible talent and I offer my strong support and recommendation for Admiral, retired, Pat Walsh to take the position of Chair for the Board of Visitors.

Once again, we appreciate your continued support. The next face-to-face BOV meeting is being planned for the late spring timeframe. The Board would be pleased if your schedule permits you to join them for key sessions during the spring 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