



**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 6-7 December 2018. The meeting was productive and provided the board with much relevant information on the NDU's success and challenges.

The December 2018 meeting reviewed Globally Integrated Operations (GIO), NDU's strategy and plans for the future, University's progress in executing long term investments, success and challenges for information and academic technology, and a review of the Command Climate. The Strategic Plan is something the board will thoroughly engage with to ensure the University continues to meet its mission in Joint Professional Military Education and the Middle States Accreditation requirements. Accordingly, we are extremely pleased to report that Vice Admiral Roegge's extraordinary leadership provides high-level engagement with our partners and allies as well as innovative direction and guidance for the future of this institution. Since our last meeting NDU has experienced significant organizational change including the arrival of Ambassador Arnold Chacon as the University's Senior Vice President, Brigadier General Kyle Robinson, US Air Force, Commandant of the Eisenhower School, Major General Lew Irwin, US Army Reserve, Commandant of the Joint Forces Staff College, and new Deans in three Colleges.

We offer you the following recommendations and observations:

1. VADM Roegge has brought together a bold strategy to ensure NDU educates joint warfighters in strategic thinking and the creative application of military power to meet the mission of the Chairman. We strongly support the concept of curriculum transformation to address Globally Integrated Operations in the "hyper turbulent" world of the future as described in the National Security, National Defense and National Military Strategies. We encourage NDU leadership as it incorporates corresponding shifts in priorities, strategies, and resources in transforming its programs to provide an educational foundation for Joint leaders while addressing the strategic questions: What is NDU to teach, how does NDU teach, and how is NDU organized to support this mission? We see great opportunities for new and effective educational delivery models and partnerships, especially with the private sector and stress the opportunity for developing initiatives outside of the "comfort zone" of traditional PME curricula.
2. Information and Educational Technology continue to be primary concerns of the Board of Visitors. In this respect, your continued engagement may be required to ensure optimal

outcomes and priority for funding approved by OSD for FY19 & FY20 and a clear focus on the need for out years requiring funding decision from the Joint Staff. NDU must be at the cutting edge of technology to prepare students to see possibilities and potential. The Board is very gratified by the substantial and successful effort undertaken by the CIO to become the DoD's first academic institution to achieve a full "Authority to Operate" providing for continuous monitoring and an enhanced security posture while creating a secure base platform for academic applications. The Board strongly supports the vision for the Joint military student of seamless educational IT at the level we expect of the warfighter of the future: an environment of wargaming, experiential learning and educational management technology to challenge and prepare warfighters and leaders of the future.

3. The Board is deeply concerned about the conditions of the University's facilities. Inadequate and deferred routine maintenance has resulted in unrepairable systems and degraded facilities that affect life, health, and safety issues. Serious infrastructure issues are present such as leaking roofs and envelopes of major buildings, broken mechanical systems, and in some cases extensive mold, unrepairable automation systems (no replacement parts) and boilers inoperative. Funding at the current level of service has a shortfall of \$4.5M/yr cannot provide for adequate sustaining maintenance, furniture, and replacement of worn carpet and needed painting. We encourage ongoing engagement with Navy for South Campus and Army for North Campus to improve funding profile of NDU facilities, we remain concerned about the sustainability of existing NDU facilities.

4. We commend VADM Roegge for his focus and commitment to a climate that fosters respect among students, faculty, staff, and administration from a range of different backgrounds, ideas, and perspectives. It is clear that by engaging with a broad cross section of faculty and staff NDU is becoming responsive to workforce environments. Climate surveys indicate that there is continued affirmation of excellent academics, commitment to mission, and recognition of commitment to continuous improvement. We support and encourage NDU's continued focus on improvement in several areas identified by staff: IT (systems, support, infrastructure), communication and transparency, collaboration between colleges/components and professional development.

We appreciate your considered support. The next face-to-face BOV meeting is being planned for the spring 2019 to be held at the Norfolk campus. We look forward to the future growth and mission critical success of educating joint warfighters in strategic thinking and the creative application of military power to lead and inform national strategy and globally integrated operations in order to conduct and win war.

Sincerely,



Patrick Walsh, Admiral USN (ret.)
Chairman (acting)