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CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, DC 20318-9999

10 September 2022

Gen Norton A. Schwartz, USAF (Ret.)
Board Chair, NDU Board of Visitors
300 5th Avenue, SW
Fort Lesley J. McNair
Washington, DC 20319-3066

10 SEPT 2022

Dear General Schwartz:

Thank you for your 7 June 2022 letter informing me of the results and recommendations of the recent National Defense University (NDU) Board of Visitors (BOV) meeting. I extend my warmest congratulations to you and your fellow board members on your appointment to the NDU BOV and thank you for serving in this critical role.

I am pleased to hear your assessment that NDU leadership has a proper focus and sense of urgency for their initiatives on facilities, morale, and accreditation. I also appreciate your identification of the challenges posed by physical and information technology infrastructure deterioration at NDU, particularly unfunded facilities sustainment, repair, and modernization requirements at both of NDU's main campuses. My staff and I will work with the Department, Services, and NDU to identify and implement durable solutions that provide sufficient facility resourcing and directive authority for its use to NDU. I look forward to your continued reporting on infrastructure concerns as there is more to be done to support an enduring sustainment and modernization plan.

I am also encouraged to hear NDU has the appropriate emphasis on its reaffirmation of accreditation that validates the rigor required, by law, of joint professional military education (PME). I look forward to your continued input in this area as NDU approaches its accreditation reaffirmation in March 2023. I also agree with your recommendation that improving the diversity of the NDU workforce must remain a continuing priority.

Finally, as we work to reimagine and retool PME across the Department, your thoughts on "NDU Next" will be particularly valuable in helping me and the Services achieve the goals of the *Joint Chiefs of Staff Vision and Guidance for Talent Management and Professional Military Education*. In closing, I appreciate the superb effort of the BOV and look forward to engaging with you and the other board members, possibly at your next board meeting in October 2022.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark A. Milley", is positioned above the typed name.

MARK A. MILLEY
General, U.S. Army

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