



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

REPLY TO
ATTENTION OF:

BOV-NDU

13 June 2023

General Mark A. Milley, USA
Chairman, Joint Chiefs of Staff
Room 2E872, The Pentagon
Washington, DC 20301-5000

Dear General Milley, *Chairman*

The Board of Visitors (BOV) National Defense University (NDU) is grateful for your decades of dedicated service and particularly for your support of NDU. You will be missed.

I am pleased to report on our recent meeting held on 24 May 2023 at the Joint Forces Staff College. We offer the following recommendation for which your influence on other Department stakeholders, including the Joint Staff, would be most helpful.

- NDU has received excellent support from the Joint Staff and OSD for increases in the budget top-line to modernize facilities and information technology infrastructure, but more remains to be done. For decades, the Army and Navy have not invested sufficiently in sustainment, maintenance, operations, or capital investment for National Defense University infrastructure. Repairs to the currently closed Eisenhower Hall at Ft McNair should be complete in early 2025. To prevent similar building failure to Roosevelt Hall, historic home to the National War College, NDU seeks to proactively address its infrastructure deficiencies. Without significant investment for restoration, currently estimated at \$43 million by a 35% design study, Roosevelt Hall's systems and building envelope will fail, jeopardizing the National War College and NDU's mission, as well as a continuity of operations plan for a high-level government user.
- Civilian pay is a strategic concern because NDU requires greater civilian pay budget authority in FY24 and beyond to meet mission requirements. We seek your support to increase the NDU O&M budget \$10M annually to reflect actual average work year costs in the FY25-29 POM. NDU currently has 391 authorized direct pay civilian positions but is only able to hire 332 staff and faculty, at the current budget authority. Currently, the NDU budget is based upon a programmed civilian average work year cost of \$139K, whereas the actual average work year cost is \$161K.
 - Enabling the NDU-President to participate in Defense Management Action Group where NDU-related equities are addressed is an unconventional but promising proposal for your consideration.
 - NDU needs appropriately positioned seniors in the Army and Navy as designated champions for NDU in Service facility investment processes.
- The Middle States Commission on Higher Education Evaluation Team visited NDU in mid-March 2023. The team reported to the Commission that NDU appears to meet all Standards. The Commission will make a final decision on NDU's accreditation

reaffirmation at its 22 June 2023 meeting. The Board discussed all the team's recommendations with NDU leadership. In preparation for the visit, NDU developed a Self-Study, which, among other recommendations, proposed re-establishing a Center for Professional Ethics. The Board unanimously endorses this initiative.

- Limited SCIF space continues to be a concern. As reported in our last letter, there is a challenge satisfying existing course content and advancing wargaming and simulation coursework. There should also be space to satisfy predictable crisis use-cases by senior personnel in the National Security Enterprise.
- As mentioned in our last communication, a legislative initiative to enable Department of State retirees to serve at NDU without experiencing an annuitant financial penalty would greatly benefit NDU students. We suggest engaging a counterpart in OPM to obtain an institutional advocate for this change.
- The Board is concerned with succession planning since three of the University's five colleges are in leadership transition this summer. The BoV will monitor succession planning for future key personnel transitions and provide appropriate recommendations.
- NDU will host the NATO Conference of Commandants in the US for the very first time in May 2024. Your successor's participation in this gathering of NATO educational leaders would reinforce the stature of this unique event.
- The Board would appreciate an introduction to your successor, when feasible.

In closing, the BoV salutes and honors your and Hollyanne's service and we wish you both a rewarding and meaningful Chapter Two.

Sincerely,



General Norton Schwartz, US Air Force (Retired) - Board Chair

The Board of Visitors, National Defense University

General Norton Schwartz, US Air Force (Retired) - Board Chair

Ambassador Bismarck Myrick - Board Vice Chair

Vice Admiral Jody A. Breckenridge, U.S. Coast Guard (Ret.)

Lieutenant General Charles Hooper, US Army (Retired)

Dr. Christopher B. Howard, Lieutenant Colonel, U.S. Air Force Reserve (Ret.)

Dr. Suzanne Logan

Colonel Nora Marcos, US Army (Retired)

Dr. Dhanurjay "DJ" Patil

The Honorable Tim Roemer (Ambassador)

The Honorable Debra Wada

CC:

Lieutenant General Michael Plehn, USAF, President National Defense University

Lieutenant General Dagvin Anderson, USAF, Director Joint Force Development, J7