



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

REPLY TO
ATTENTION OF:

BOV-NDU

7 November 2022

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 positive response (10 Sep 22) to our suggestions regarding support of NDU facilities. With your encouragement, NDU will pursue “flagship agreements” with the Army and Navy to stabilize and then establish an enduring FSRM program. NDU is committed to working closely with the Joint Staff to achieve this objective.

I am pleased to report on our recent meeting held on 27 October 2022 at the Fort McNair Campus. We offer the following recommendation for which your influence on other Department stakeholders, including the Joint Staff, would be most helpful:

- The BOV believes State Department and other government agency retirees should be able to join PME institutions without offsetting their retirement annuity pay. This is a remarkable inequity that limits access to experienced and needed instructional and leadership talent from the interagency.
- NDU, and possibly all PME, should elevate attention to strategic misinformation as a key aspect in information operations. Additionally, the broader deception discipline, once a DoD strong suit, requires increased emphasis as well.
- A glaring deficiency at Ft McNair is the limited availability of SCIF space necessary for satisfying existing course content, advancing wargaming and simulation coursework, and satisfying predictable crisis use cases by senior personnel in the National Security Enterprise.
- The NDU President remains appropriately focused on hiring to fill NDU’s depleted personnel ranks, but NDU’s budget is not resourced to its annual average personnel work-year cost, and we strongly recommend that it be resourced at that level.

We identified areas to review and more closely examine at future meetings:

- In addition to sustainment and modernization of physical facilities, the BOV encouraged NDU leadership to pursue an understanding with the Services and Joint Staff that information infrastructure is also an enduring need at both the Fort McNair and Norfolk campuses, independent of the must-accomplish maintenance and renovation in Eisenhower and Roosevelt Halls.
- NDU should incorporate an industry component, student population and outreach into its curricula.

- We engaged in a meaningful conversation regarding the necessity for ethics education in every course offering, including the compelling requirement that US active-duty officers and other appropriate federal employees maintain an apolitical posture and effective civil relationships.
- Finally, while NDU has a formal program to ensure the physical health of students, we will assess our offerings to ensure the mental health of our students is adequately addressed.

Again, thank you so much for your support in identifying and implementing durable solutions that provide sufficient facility resourcing and directive authority for its use to NDU.

Sincerely,



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

The Board of Visitors, National Defense University

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