CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, DC 20318-9999

22 February 2023

Gen Norton A. Schwartz, USAF (Ret.)
Board Chair, National Defense University
   Board of Visitors
National Defense University
300 5th Avenue, SW
Fort Lesley J. McNair
Washington, DC 20319-5066

Dear General Schwartz:

     Thank you for your letter regarding the 27 October 2022 meeting of the National Defense University (NDU) Board of Visitors (BOV). Your observations and recommendations on facilities, hiring, budgeting, curriculum, and the well-being of NDU personnel will help us ensure NDU remains vibrant and viable well into the future.

     I am pleased to hear NDU will work with the Army and Navy to develop "flagship" agreements to support the facilities requirements of the university. My staff will also work with NDU to understand its Sensitive Compartmented Information Facility (SCIF) requirements and ensure adequate SCIF space is available to achieve NDU's required outcomes. Scoping the exact requirement for outcomes-based military education will ensure we define and prioritize infrastructure appropriately in the budget process.

     I support the NDU President's efforts to fill vacant personnel billets and meet the university's personnel needs. I agree the university would benefit if Department of State and other non-Department of Defense government agency retirees could join the NDU faculty without offsetting their retirement annuity pay. I will ask my legislative affairs staff to work with NDU to highlight this statutory issue to Congress and explore legislative support to overcome this restriction.

     The areas you outlined to review and examine more closely at future meetings are appropriate. In particular, I applaud your efforts to evaluate information operations, ethics education, and the physical and mental health of our students, faculty, and staff. I look forward to reading the report from your spring meeting. Please accept my gratitude for the BOV's commitment and support of NDU.

                             Sincerely,

                             MARK A. MILLEY
                             General, U.S. Army