



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

REPLY TO  
ATTENTION OF:  
**NDU-BOV**

BOV-NDU

3 May 2024

General Charles Q. Brown, Jr., USAF  
Chairman, Joint Chiefs of Staff  
Room 2E872, The Pentagon  
Washington, DC 20301-5000

Dear General Brown, *Chairman*

We would like to share with you our observations and recommendations from the NDU Board of Visitors (BOV) meeting held on 18 April at the Fort McNair Campus. The meeting was productive and engaging with much relevant information on NDU's status and challenges. Updates and discussions included NDU's reaffirmation of accreditation, financial status, facility planning and status of renovations. We offer the following:

- We held an administrative session to discuss Board continuity. Every current board member was appointed at the same time, with the same terms of service. Therefore, we are planning our turnover to ensure you have continuity on the Board.
- Stability is particularly important ensuring NDU continues to maintain accreditation of its master's degrees by the Middle States Commission on Higher Education (the civilian accreditation agency for NDU). NDU had been placed in a warning status and has responded in what we assess to be a compelling fashion to the deficiencies identified during last year's evaluation cycle. A recent reevaluation team visited NDU and the team's assessment was positive. The Commission will issue a decision to remove or retain the warning in late June 2024. NDU remains fully accredited during this process.
- NDU has enjoyed much improved financial support in 2024 for its mission and we appreciate the Joint Staff's role in securing those resources. There are three items, though, that deserve your attention:
  - Civilian Pay: The funding appropriated per university employee (i.e., the average Full-Time Equivalent cost) is insufficient, which results in competition for already stretched operations and maintenance accounts used for academic programs, facilities, information technology, and other critical support requirements, as NDU strives to achieve its authorized staffing level.
  - To complete critical IT and AV upgrades, \$13.5 million is urgently required in order to fund the following: Secure, update and modernize

SCIFs (\$3.4M), update and modernize three auditoriums (\$4.1M), upgrade classroom technology to modern educational and cyber standards (\$3.7M), and complete necessary work for the full implementation of the NDU Connect Student Information System (\$2.3M). This \$13.5 million will likely require re-programming from Operations & Maintenance into procurement funds by the start of 4QTR to ensure current FY execution.

- Roosevelt Hall: The Roosevelt Hall restoration and modernization design is 65% complete and will be finalized by January. The current estimate for the building is \$65 million but stands to increase as requirements for modern information technology, audio-visual systems, and furniture, fixtures & equipment are included with the final report. This project is number 25 of 87 on the Army MILCON facility investment priority list, very likely below the Service's cut-line for funding. Funding for Roosevelt Hall is a major priority for NDU's future, this may require your personal support and involvement and, perhaps, Congressional assistance.

The Board's charter is to provide you with independent advice to ensure NDU achieves its mission. To help us better support you, we recommend an opportunity to meet to discuss your vision for the University and the role of the Board. If desirable, NDU staff will work with your office to arrange it.

The Board appreciates your attention, visits, and continued support to the University.

Sincerely,



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

The Board of Visitors, National Defense University

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CC:

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