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THE JOINT STAFF

WASHINGTON, DC

16 December 2024

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 ^{Nb217} Schwartz:

Thank you for the opportunity to speak at the last National Defense University (NDU) Board of Visitors (BOV) meeting on 25 September 2024. NDU is the foundational institution for the development of the Joint warfighters who make up the backbone of the Joint Force. I truly appreciate the Board's stewardship during NDU's reaffirmation of accreditation process and continue to count on the BOV's advice to help NDU accomplish its critical mission.

I continue to share your concern regarding the facilities at NDU and agree that the completion of the Eisenhower modernization effort and planned renovation of Roosevelt Hall are both crucial to the execution of NDU's mission. Please reach out to my staff with recommendations on how I can advocate for NDU on this topic.

I am interested in NDU's efforts to develop public-private partnerships, especially in the defense industrial base. Please keep me informed of ongoing efforts to develop these partnerships. Additionally, I support the Board's recommendation to conduct a manpower study. Please forward the results of the study to my staff once completed.

Thank you for bringing the joint payback assignment disparity between NDU and equivalent Service schools to my attention. I understand that the law obligates only NDU graduates to fill mandatory follow-on joint assignments. The Joint Staff is currently studying options for me to consider on this topic.

As always, thank you for your continued leadership of the BOV and the members' dedicated support to NDU. The University and the Joint Force are better for your efforts.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Q. Brown, Jr.", is positioned above the typed name.

CHARLES Q. BROWN, JR.
General, U.S. Air Force

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