



REPLY TO
ATTENTION OF:
NDU-BOV

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

BOV-NDU

15 October 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 are grateful to you for your compelling presentation to the NDU student body, the members of the NDU Board of Visitors (BOV), and the NDU leadership team on 25 September at the Fort McNair campus. Your emphasis on warfighting skills, advancing joint force modernization and development, and the importance of trust and relationships particularly resonated. As did your remarks about the defense industrial base, civil-military relations, and the potential for fostering public-private partnerships. Your thoughts will guide us in assessing the academic curriculum and University strategy going forward.

We would like to share our observations and recommendations from the remainder of our BOV meeting held on 25 September. The meeting provided an excellent overview of NDU's status and challenges, including reaffirmation of accreditation, facility planning and renovations, and recent Congressional reports assessing NDU's mission accomplishment. We offer the following:

- NDU's accreditation has been reaffirmed by the Middle States Commission on Higher Education; NDU is no longer on warning status. This positive outcome reflects the substantial effort and improvements made by the University over the last year and a half. The Board will continue to actively monitor NDU's fulfillment of these vital educational standards going forward.
- The absence of a reliable and consistent funding stream for crucial building maintenance for Roosevelt and Eisenhower Halls is at a mission-limiting condition and directly threatening the National Defense University's ability to house and teach its student population. We conveyed this to you on your visit. Avoiding simultaneous vacancies of both Eisenhower and Roosevelt Hall is a genuine strategic imperative. Therefore, we respectfully request your assistance in

requesting the Army and perhaps Congress for \$150 million for this critical investment.

- Consistent with Secretary of Defense’s 10 USC 2612 authorities (see attached), NDU will more deeply examine public-private partnership as a means to underwrite the Strategic Wargaming and Simulation Center initiative at McNair. In the interim, NDU will appeal for design funding.
- NDU sincerely appreciates the Joint Staff’s role in securing needed resources for critical requirements. Progress in hiring and associated civilian pay remains a key desired outcome for both campuses. At the Board’s recommendation, NDU will pursue a manpower study to reaffirm the accuracy of its hiring targets.
- Finally, we would like to invite your attention to a disconnect between the “joint payback assignment” provisions for attendance at NDU colleges and equivalent Service schools which also award joint credit. At present, only NDU graduates have a mandatory joint follow-on assignment. In some cases, this has affected the fill-rate of NDU student seats and the quality of the student population at NDU schools.

Again, Chairman, your extended presence at Fort McNair on 25 September was both notable and effective. The Board truly values your attention 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:

Lieutenant General Michael Plehn, USAF, President National Defense University
Lieutenant General Dagvin R.M. Anderson, USAF, Director Joint Force Development, J7