



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

Office of the President

Board of Visitors,

I am honored to have been selected to serve as the 16<sup>th</sup> President of the National Defense University (NDU), and I look forward to working with you to continue to improve the Chairman's University. In advance of the next Board of Visitors (BoV) meeting, I am writing to introduce myself beyond what's in my biography and to provide you with a few quick updates.

My wife Julie and I both have roots in the Midwest: I was born and raised in Minneapolis, and Julie grew up in Michigan. We met at the University of Minnesota and this year celebrated our 33rd anniversary. Our two sons completed high school and college in northern Virginia and still live and work in the DC area. All our assignments that haven't been operational have been in DC, so this is now where we all consider home and Julie and I are excited and delighted to be back.

At the Change of Presidency ceremony the Chairman acknowledged the great work of the BoV and expressed his gratitude for all you do. More importantly, his actions also show he values your perspective and your advice. In your July letter to General Dunford, the board identified several areas of concern, and I would like to provide an update on each.

The Chairman has reiterated his guidance that NDU not be subjected to Management Headquarters manpower reductions; I have confirmed that understanding with the Director of the Joint Staff, the Director of Joint Staff J8, and the Joint Staff Comptroller. That should result in \$12.4M restored to our Fiscal Year 18-23 budget. I recognize that issues such as these are seldom ever "done", so we are continuing to monitor this closely.

Another area of concern was the lack of investment in the academic and information technology (IT) supporting NDU programs. We submitted an IT Infrastructure Recapitalization issue paper which identified the need for nearly \$54M over the next five years. Issue papers convey a requirement for funding as well as a plan to spend in order to obtain funding through the Program Objective Memorandum (POM) process. Our paper was endorsed as the Chairman's #1 priority issue paper for the Joint Staff, and the Deputy Secretary of Defense has approved it for consideration. Again, this is not a done deal, but is moving in a very positive direction. Also, until our issue paper receives POM support there are near-term IT challenges and also opportunities for investment for which we have resources, but there remains potential for discovering problems for which the solutions would have to compete for resources.

The last area I would like to address is the Board's recommendation to review the cyber security policies that would allow NDU to leverage academic technology that is currently non-compliant with Defense Information Security Agency regulations. To address your concern we developed a new position, Academic Technology Officer, and subsequently hired an individual

who is well versed in academic technology and understands DoD regulations. We are also exploring the benefits of civilianizing the Deputy Chief Information Operations position from a military billet to bring more appropriate skills and gain further continuity in our IT endeavors. Finally, we will continue our ongoing dialogue with our counterparts on the Joint Staff to ensure our students, staff, and faculty have appropriate and compliant technology.

Looking to the future, NDU has begun the work to update our Strategic Plan. The BoV was briefed in July on the University's revised mission and vision which the Chairman has approved. During executive offsite and university sub-committee meetings, we have developed University Values and lines of effort (LOE) to support that mission and vision and are now developing objectives, tasks, metrics and measures of effectiveness to support our LOEs. We intend to use an iterative process to develop our plan at the working level with regular updates to leadership and to have the strategic plan completed by the Spring of 2018. We will provide an update at the next BoV meeting.

Again, Julie and I are very excited and thankful for this opportunity to lead our nation's preeminent Joint Professional Military Education institution. I look forward to the challenges and the opportunities to advance the Chairman's vision for NDU and I thank you in advance for your support and advice.

Very respectfully,



F. J. ROEGGE  
Vice Admiral, USN  
16<sup>th</sup> President