



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

Dear NDU Board of Visitors,

A new academic year is underway at the National Defense University! At our convocation on August 7<sup>th</sup> we welcomed 687 students in our full time resident Master's Degree programs: 57% U.S. Military, 26% U.S. government civilians from federal agencies, 17% International Fellows from 64 countries, and also three Private Sector Fellows from industry partners at the Eisenhower School.

I am writing to report that Admiral Pat Walsh has been nominated to serve as the new Chairman of the NDU Board of Visitors (BoV), and Ambassador Bismarck Myrick has been nominated to serve as the co-Chair; both are now awaiting confirmation. Dr. Brian Shaw, our Deputy Provost, is the new Designated Federal Officer for the NDU Board of Visitors. I also want to update you on two issues of interest to the Board in preparation for our next Board meeting scheduled for December 6<sup>th</sup> and 7<sup>th</sup>: the University recently achieved milestones in its cybersecurity posture and in promoting excellence in learning.

We have had robust discussions during the past several Board meetings regarding our need to improve our Information Technology. Our most significant effort for the past year has been to renew NDU's Authority to Operate (ATO) on DoD information networks. NDU was the first professional military education institution to seek an ATO under DOD's new process, the Risk Management Framework, and also the first to apply ".mil" standards to ".edu" capabilities. The positive result of this significant effort was approval by the Joint Staff of a three-year ATO.

The Board has also been very supportive of our efforts to improve Joint Staff funding of our IT requirements. Over the last several months, NDU has dedicated significant effort to develop an FY20 issue paper detailing the resources needed to bring the University's IT program into compliance with security, accreditation, and mission requirements. This issue paper highlighted that robust investment in IT capabilities and infrastructure is essential for providing high quality Professional Military Education (PME) and to ensure the realistic preparation of our leaders to fight in a joint environment. Just as in 2017, our NDU IT issue paper was developed in partnership with the Joint Staff and was ranked as the Chairman's #1 issue submitted to OSD. The issue paper made it through the first level of OSD review and is now being adjudicated in a draft RMD. We look forward to a full review of our IT progress and our next steps at the next board meeting.

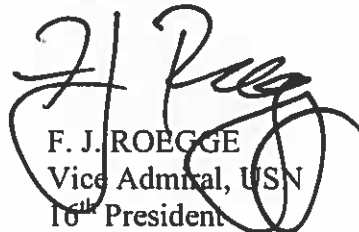
The BoV was very influential in the decision to create a learning and writing center. I am pleased to report that on August 1<sup>st</sup>, the NDU Center for Excellence in Leading and Learning launched its full suite of services. The Center is designed to present enhanced, aggregated, whole-of-university support to faculty, staff, and students. In so doing, it fulfills DoD and JCS directives, PAJE and Middle States accreditation expectations, and NDU's own internal strategic planning needs while leveraging industry best practices required to become a cutting edge institution of higher learning. The collaborative synergy generated by co-locating Research

Librarians, IT Technicians, Instructional Technologists and Designers, Writing Specialists, and Master Faculty Mentors under one roof results in a whole that is greater than the sum of its parts.

Central in our last BoV meeting was the status of our developing strategic plan. After considering your feedback, the NDU leadership team has constructed an encompassing strategy to take NDU into the next decade, preparing for some of the significant changes we anticipate in both our students and our operating environment. Our approach is also informed by my meeting last month with SECDEF and CJCS on PME, and I look forward to briefing you on our strategy and on this discussion with SECDEF and CJCS during our next board meeting.

There have been several significant leadership transitions both here at NDU and with our key partners on the Joint Staff. At our next meeting, I look forward to introducing you to Lieutenant General Daniel O'Donohue, USMC, the new Director of the Joint Staff J7; Ambassador Arnold Chacon, our new Senior Vice President; Major General Lew Irwin, USAR, the new Commandant of the Joint Forces Staff College in Norfolk; and Brigadier General Kyle Robinson, USAF, the new Commandant of the Eisenhower School. Also, Dr. William J. Parker III has been selected to serve as the next President and CEO of the National Defense University Foundation, replacing Mr. Larry Rzepka whom I thank for his leadership and support to NDU during his tenure with the Foundation.

Very respectfully,



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