



DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066

Admiral Patrick Walsh, Ph.D., U.S. Navy (Ret.)
Chairman
National Defense University Board of Visitors

Admiral Walsh,

Thank you for your continued support of the programs and mission of the National Defense University (NDU). I am writing to postpone the Board of Visitors (BOV) currently scheduled October 29-31 meeting of the Board. One of the primary purposes of our next meeting will be to provide updates on the Board's recommendations following our meeting in August. However, there is a new and broader review of NDU's mission and its execution underway which warrants the postponement.

Secretary of Defense (SECDEF) Esper has directed a Defense Wide Review based upon his similar effort as Secretary of the Army. The purpose is to conduct a comprehensive review of all defense-wide functions and activities, including the Joint Staff and NDU. VADM Roegge is focused on ensuring that NDU's important contributions to the NDS are well-understood through this review process. We are also ramping up our engagement with our stakeholders - those who benefit from our programs - should they be provided an opportunity to comment on the value of our programs.

The recommendations and observations in the BOV letter of August 22nd will inform our consideration of options to address the integration challenges that were the subject of the August meeting, understanding that those internal efforts have the potential to be superseded by direction from OSD.

I will propose a new date for a BOV meeting once we synchronize both internal and external efforts, to make effective use of the Board's time to seek your advice and recommendations.

Very respectfully,

Brian R. Shaw, PhD
Designated Federal Officer
NDU Board of Visitors

CC: Board Members
NDU President