



DEPARTMENT OF DEFENSE  
NATIONAL DEFENSE UNIVERSITY  
WASHINGTON DC 20319-5066

December 4, 2020

Dear Board of Visitors,

Thank you for your continued support of the National Defense University (NDU). As we approach the mid-point of Academic Year 2021, I am writing to provide you with several products as read-aheads and update you on several items of interest to the Board in preparation for our next virtual meeting scheduled for December 11th.

The NDU leadership team and I look forward to providing you an update on the State of the University, including steps we are taking to ensure command continuity during leadership changes. You will meet and also be briefed by our new Provost, Dr. Alan Drimmer. You will also meet MajGen Bill Seely, USMC who took over as Commandant of the Joint Forces Staff College; BG Joy Curriera, USA the new Commandant of the Eisenhower School; Ambassador John Hoover, Acting Chancellor of CISA; our new Facilities and Engineering Director, Mr. Tom Griffin; and our newly hired Chief Operating Officer, Ms. Kathryn Kolbe, who will report on board following next week's BOV meeting. Finally, Lt Gen Michael Plehn, USAF has been nominated to be my relief, and I've agreed to remain on board until February in hopes that he is Senate-confirmed by then.

The attached read-ahead material supports our meeting agenda to describe changes in our operating environment and progress on our initiatives since our last meeting; this will be augmented by additional materials available at our meeting. COVID mitigation remains a primary focus, and through virtual delivery of academics and large-scale teleworking we have thus far mitigated the risk of community transmission - avoiding widespread outbreaks on our campuses while continuing to successfully deliver on our academic mission.

One of the most significant of changes is that our NDU Transformation recommendations briefed to you in May lack the congressional support to be enacted, and the FY21 NDAA Conference Report prohibits any changes pending completion of reports by SecDef; we'll discuss that landscape and also the hard choices to operate within our reduced budget. Dr. Drimmer will share his observations since becoming Provost and will discuss our progress in maturing and implementing the NDU Strategy. General Kane will discuss how we are resourcing and supporting the academic mission across each of his functional areas, and we'll spend some time addressing the BOV's interest in personnel issues communicated in your letter of 29 May 20. Dr. Yaeger now leads our efforts in support of the Provost to prepare for NDU's reaffirmation of academic accreditation; the accreditation self-study is in effect the launching point for a new strategic plan, and Dr. Yaeger will lead a discussion of this process and describe the opportunities for the BOV to contribute. As always, I will appreciate your candid observations and feedback on these efforts.

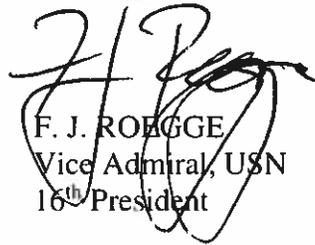
The final read-ahead is an "NDU Journey" document that traces significant milestones from the last decade. I don't intend to spend any meeting time to discuss this document; it is intended to provide background and context for our discussions and also serve as an anchor point of corporate knowledge as we are in the midst of significant leadership turnover. I also share this

summary as a testament to NDU's progress in academic and institutional improvement under the leadership of Dr. Yaeger and General Kane. It can be challenging to appreciate this progress day-to-day without the context of how far we've come, so I hope this document can serve to remind us all of the many significant achievements over these years that have made NDU a better, more effective and more efficient institution.

Altogether, I appreciate that this accumulates to more read-ahead material than we typically provide, but given the compressed one-day agenda, I trust you'll find it helpful to have these products prior to the meeting.

I look forward to seeing you virtually next week!

Very respectfully,



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

Attachments:

- Agenda for December 11, 2020 BOV meeting
- Certified Minutes of May 11, 2020 BOV meeting
- BOV letter to CJCS - May 29, 2020
- CJCS response to BOV (July 13, 2020)
- Overview of Provost's brief
- Overview of COO's brief
- Middle States Accreditation paper
- Middle States Self-Study brief
- NDU Journey 2012-2020 paper