



**DEPARTMENT OF DEFENSE
NATIONAL DEFENSE UNIVERSITY
WASHINGTON DC 20319-5066**

March 15, 2022

Class of 2023,


It's a pleasure to welcome you to National Defense University's Class of 2023. You will find the year ahead to be professionally and personally rewarding. During your time here, you will be interacting with colleagues from across the U.S. interagency as well as with our many International Fellows as we embrace a mixture of people, cultures, and ideas. Our world-class faculty and staff are committed to providing you an inclusive learning environment that is intellectually challenging and academically rigorous -- this is a unique opportunity for you to study, reflect, and hone your abilities as a strategic thinker and leader across many disciplines.

As an in-residence institution, we have smartly and safely combined in-person instruction and engagement with the very successful virtual learning environment we have adopted over the last two academic years. We seek to merge the best of in-person and virtual academic delivery into a flexible hybrid model that can rapidly adapt to changing health protection conditions as warranted, while continuing to provide you with the same superb quality of education for which the "University of the Chairman of the Joint Chiefs of Staff" is renowned.

Finally, I encourage you to visit our webpage often, as we are constantly updating and adding key information to help you make a smooth transition to your new assignment.

We look forward to your arrival and we are excited about accompanying you on your educational journey during the upcoming academic year.

Sincerely Yours,


MICHAEL T. PLEHN, Lt Gen, USAF
President, National Defense University