

# NATIONAL DEFENSE UNIVERSITY

## *Change of Presidency*



**VICE ADMIRAL FREDERICK J. ROEGGE**

**UNITED STATES NAVY**

**AND**

**LIEUTENANT GENERAL MICHAEL T. PLEHN**

**UNITED STATES AIR FORCE**

**FEBRUARY 3, 2021**

**FORT LESLEY J. MCNAIR**

**WASHINGTON, D.C.**

# NATIONAL DEFENSE UNIVERSITY

## PAST PRESIDENTS

Vice Admiral Marmaduke G. Bayne, USN (Ret)

Lieutenant General Robert G. Gard, Jr., USA (Ret)

Lieutenant General John S. Pustay, USAF (Ret)

Lieutenant General Richard D. Lawrence, USA (Ret)

Lieutenant General Bradley C. Hosmer, USAF (Ret)

Vice Admiral John A. Baldwin, USN (Ret)

Lieutenant General Paul G. Cerjan, USA (Ret)

Lieutenant General Ervin J. Rokke, USAF (Ret)

Lieutenant General Richard A. Chilcoat, USA (Ret)

Vice Admiral Paul G. Gaffney II, USN (Ret)

Lieutenant General Michael M. Dunn, USAF (Ret)

Lieutenant General Frances C. Wilson, USMC (Ret)

Vice Admiral Ann E. Rondeau, USN (Ret)

Major General Gregg F. Martin, USA (Ret)

Major General Frederick M. Padilla, USMC (Ret)

# WELCOME TO THE NATIONAL DEFENSE UNIVERSITY



FORT LESLEY J. McNAIR  
WASHINGTON, D.C.

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# THE HISTORY OF THE NATIONAL DEFENSE UNIVERSITY



## INTRODUCTION

The National Defense University (NDU) provides a hedge against uncertainty by developing leaders prepared to handle the nation's most difficult national security challenges in an increasingly difficult environment. History has shown that the best way to safeguard the nation's interests is by educating and developing leaders who are prepared to think critically, strategically, and creatively to produce holistic, innovative solutions.

By investing in the development of our national security leaders today, "the Chairman's University" creates strategic advantage by honing leaders who think strategically, understand all elements of national power, can create strategic solutions, and can build coalitions, while integrating the diverse perspectives of our interagency and international partners. NDU's primary purpose since its founding in 1976 has been providing this leader education and professional development.

## NDU'S UNIQUE STRATEGIC VALUE

As the premier institution for strategic leader development, NDU leverages a uniquely valuable combination of academic and research programs focused on national and international security, a diverse student body and faculty, partnerships across the security enterprise, and an advantageous location.

The university brings together a deliberately diverse body of students, faculty, and staff that capitalizes on NDU's holistic approach. Unlike civilian graduate programs, NDU's student body is more professionally mature and intentionally diverse to ensure a wide range of operational perspectives in every seminar. NDU also leverages a uniquely qualified faculty, whose members combine academic credentials with decades of operational experience in national security programs and policy making.

NDU has developed deep partnerships across the interagency and international landscape, including all government agencies operating in the national and international security space, leading think tanks, and academic consortiums.

The university also benefits from campus locations in the seat of government (Fort McNair campus) and co-location with multiple operational commands (Norfolk campus) that empower key relationships. The combination of professional focus and location enable engagement with national and international strategic leaders from across the security enterprise. As a result, NDU delivers rigorous Joint Professional Military Education (JPME) and other tailored education and leader development programs for the future strategic leaders of the nation's military, the interagency, and international partners.

## THE UNIVERSITY'S ROOTS

Before World War II, American scholarship in the profession of arms matured in each of the military services more or less independently. Requirements for advanced education for leaders of the nation's military and naval forces were met as they arose through postgraduate colleges set up by and for the respective services.

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The 20th century imposed a growing need for closer ties between force and diplomacy, between America's military services and the industries that arm them, and particularly among our military centers of higher learning and research. This led to the creation of the Army Industrial College in 1924 and, after World War II, the formation of joint colleges of higher learning. These new joint colleges included the Armed Forces Staff College, the National War College, and the Army Industrial College, which later became the Industrial College of the Armed Forces.

NDU was established in 1976 to consolidate intellectual resources and provide joint higher education for the nation's defense community. The Industrial College of the Armed Forces (now the Dwight D. Eisenhower School for National Security and Resource Strategy) and the National War College were the original two constituent colleges of the new institution. The Armed Forces Staff College (now the Joint Forces Staff College) was added to the university in 1981. A year later, the Department of Defense Computer Institute (now the College of Information and Cyberspace) joined. The university's newest school is the College of International Security Affairs, which was created in 2002 as the School for National Security Executive Education.

## **A HOLISTIC APPROACH**

NDU's education, research, and outreach programs are integrated and mutually supportive, creating an exceptionally rich learning environment. This approach combines the unique strengths of the university's five colleges, research institute, international student program, library and nascent learning center, gaming and simulation center, and deep relationships with organizations throughout Washington and the Norfolk area to produce a whole that is greater than the sum of its parts. Students also benefit from the diversity of their peers, who represent all the military services, along with many federal agencies, private sector companies, and partner nations.

NDU students' experience in the classroom is first-rate and is enriched both by the experienced faculty and by the university's research program. Leading the research program is the Institute for National Strategic Studies (INSS), which was established early in the life of NDU to provide policy research and applied strategic learning, and now provides timely, objective analysis to senior decision makers, while supporting NDU's educational programs. INSS focuses research on key issues ranging from complex operations to weapons of mass destruction. INSS serves as the university's research arm, think tank, and is one of the most recognized venues in the National Capital Region for scholarly expertise on national security issues. The embedded NDU Press supports education, research, and outreach as the university's cross-component, professional military and academic publishing house.

NDU conducts external engagement via the International Fellows program, a multitude of international visits yearly by senior officials from nations important to U.S. national security, and via scholarly publications and presentations. Through its International Student Management Office, NDU hosts more than 125 International Fellows from 65 countries each year, who study in the university's colleges and develop a deeper understanding of American government and society. The university also engages peer institutions and senior officials from a wide variety of countries, as well as U.S. universities, to increase understanding and cooperation. In addition, NDU's subject matter experts are frequently called on to provide briefings and insight for senior officials throughout the executive and legislative branches.

NDU creates strategic advantage by developing joint warfighters and other national security leaders and forging relationships through whole-of-nations and whole-of-government educational programs, research and engagement.

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**GENERAL MARK A. MILLEY**  
**UNITED STATES ARMY**  
**20<sup>TH</sup> CHAIRMAN OF THE JOINT CHIEFS OF STAFF**

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**G**eneral Mark A. Milley is the 20<sup>th</sup> Chairman of the Joint Chiefs of Staff, the nation's highest-ranking military officer, and the principal military advisor to the President, Secretary of Defense, and National Security Council.

Prior to becoming Chairman on October 1, 2019, General Milley served as the 39<sup>th</sup> Chief of Staff of the U.S. Army.

A native of Massachusetts, General Milley graduated from Princeton University in 1980, where he received his commission from Army ROTC.

General Milley has had multiple command and staff positions in eight divisions and Special Forces throughout the last 39 years to include command of the 1st Battalion, 506th Infantry, 2nd Infantry Division; the 2nd Brigade, 10th Mountain Division; Deputy Commanding General, 101st Airborne Division (Air Assault); Commanding General, 10th Mountain Division; Commanding General, III Corps; and Commanding General, U.S. Army Forces Command.

While serving as the Commanding General, III Corps, General Milley deployed as the Commanding General, International Security Assistance Force Joint Command and Deputy Commanding General, U.S. Forces Afghanistan. General Milley's joint assignments also include the Joint Staff operations directorate and as a Military Assistant to the Secretary of Defense.

General Milley's operational deployments include the Multi-National Force and Observers, Sinai, Egypt; Operation Just Cause, Panama; Operation Uphold Democracy, Haiti; Operation Joint Endeavor, Bosnia-Herzegovina; Operation Iraqi Freedom, Iraq; and three tours during Operation Enduring Freedom, Afghanistan. He also deployed to Somalia and Colombia.

In addition to his bachelor's degree in political science from Princeton University, General Milley has a master's degree in international relations from Columbia University and one from the U.S. Naval War College in national security and strategic studies. He is also a graduate of the MIT Seminar XXI National Security Studies Program.

General Milley and his wife, Hollyanne, have been married for more than 34 years and have two children.

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CHANGE OF PRESI

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ARRIVAL AND HONORS FOR  
THE OFFICIAL PARTY

NATIONAL ANTHEM

INVOCATION

REAR ADMIRAL MARK TIDD, CHC, USN (RET.)

WELCOME AND INTRODUCTION OF THE  
PRESIDING OFFICIAL

VICE ADMIRAL FREDERICK J. ROEGGE, USN

REMARKS BY

GENERAL MARK A. MILLEY, USA

20<sup>TH</sup> CHAIRMAN OF THE JOINT CHIEFS OF STAFF

DENY CEREMONY

*of Events*

**AWARD PRESENTATION**

**REMARKS BY**

VICE ADMIRAL FREDERICK J. ROEGGE, USN  
16<sup>TH</sup> PRESIDENT, NATIONAL DEFENSE UNIVERSITY

**CHANGE OF PRESIDENCY**

**REMARKS BY**

LIEUTENANT GENERAL MICHAEL T. PLEHN, USAF  
17<sup>TH</sup> PRESIDENT, NATIONAL DEFENSE UNIVERSITY

**RETIREMENT OF**

**VICE ADMIRAL FREDERICK J. ROEGGE, USN**

**BENEDICTION**

REAR ADMIRAL MARK TIDD, CHC, USN (RET.)

**PIPING ASHORE OF THE ROEGGE FAMILY**



**VICE ADMIRAL FREDERICK J. ROEGGE**  
**UNITED STATES NAVY**  
**16<sup>TH</sup> PRESIDENT, NATIONAL DEFENSE UNIVERSITY**

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Vice Admiral Fritz Roegge is an honors graduate of the University of Minnesota with a Bachelor of Science in Mechanical Engineering and was commissioned through the Reserve Officers' Training Corps program. He earned a Master of Science in Engineering Management from the Catholic University of America and a Master of Arts with highest distinction in National Security and Strategic Studies from the Naval War College. He was a fellow of the Massachusetts Institute of Technology Seminar XXI program and of the Harvard University Kennedy School National Security Executive Program.

His sea tours include USS Whale (SSN 638), USS Florida (SSBN 728) (Blue), USS Key West (SSN 722) and command of USS Connecticut (SSN 22). His major command tour was as commodore of Submarine Squadron 22 with additional duty as commanding officer, Naval Support Activity La Maddalena, Italy.

Ashore, he has served on the staffs of both the Atlantic and the Pacific Submarine Force commanders, on the staff of the director of Naval Nuclear Propulsion, on the Navy staff in the Assessments Division (N81) and the Military Personnel Plans and Policy Division (N13), in the Secretary of the Navy's Office of Legislative Affairs at the U. S. House of Representatives, as the head of the Submarine and Nuclear Power Distribution Division (PERS 42) at the Navy Personnel Command, and as an assistant deputy director on the Joint Staff in both the Strategy and Policy (J5) and the Regional Operations (J33) Directorates.

Roegge completed his first flag officer assignment as the deputy commander, Joint Functional Component Command for Global Strike at U.S. Strategic Command. He then served concurrently as commander, Submarine Group 8; commander submarines, Allied Naval Forces South; deputy commander, U.S. 6th Fleet; and director of operations and intelligence (N3), U.S. Naval Forces Europe-Africa. As a Rear Admiral (Upper Half) he served as director, Military Personnel Plans and Policy Division (N13) with a concurrent period as director, Total Force Manpower Division (N12) on the Navy Staff and then as Commander, Submarine Force, U.S. Pacific Fleet.

VADM Roegge assumed duties as the 16<sup>th</sup> President of the National Defense University on 25 September 2017.

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LIEUTENANT GENERAL MICHAEL T. PLEHN  
UNITED STATES AIR FORCE  
17<sup>TH</sup> PRESIDENT, NATIONAL DEFENSE UNIVERSITY

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**L**ieutenant General Mike Plehn serves as the Military Deputy Commander of U.S. Southern Command in Doral, Florida. After graduating from Miami Southridge High School in 1983, he attended the U.S. Air Force Academy Preparatory School in Colorado Springs, Colorado. He graduated from the U.S. Air Force Academy with military distinction in 1988 and a degree in aeronautical engineering. He is a graduate of the School of Advanced Airpower Studies and the Chief of Staff of the Air Force Fellows program. Prior to his current assignment, he was the Deputy Commander for Air Force Special Operations Command at Hurlburt Field, Florida.

General Plehn has served on the Air Staff and in multiple joint assignments where his duties have included Chief of the Joint Interagency Coordination Group at HQ U.S. European Command; Chief of Directed Studies at the Joint Improvised Explosive Device Defeat Organization; Deputy Director of the Special Plans Working Group at HQ U.S. Central Command; Principal Director of Middle East Policy for the Office of the Under Secretary of Defense and Chief of Staff at HQ U.S. Southern Command.

General Plehn is a master navigator with 2,200 flight hours, including more than 350 combat hours, primarily as an Electronic Warfare Officer on the AC-130 gunship. He has flight time in the AC-130H, AC-130U, U-28A, MQ-1B, MQ-9, and F-16D aircrafts. He has flown missions supporting operations over Bosnia, Somalia, Haiti, and Afghanistan and has commanded special operations units at the squadron, group, and wing levels.

His decorations include the Defense Superior Service Medal with two oak leaf clusters, the Legion of Merit, the Bronze Star Medal, the Defense Meritorious Service Medal with oak leaf cluster, the Meritorious Service Medal with three oak leaf clusters, Air Medal with two oak leaf clusters, Aerial Achievement Medal with four oak leaf clusters, Air Force Commendation Medal, Air Force Achievement Medal with oak leaf cluster, the Gallant Unit Citation and the Joint Meritorious Unit Award with Silver oak leaf cluster.

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# *Congratulations*

LIEUTENANT GENERAL PLEHN



FAIR WINDS AND FOLLOWING SEAS,  
VICE ADMIRAL ROEGGE

Thank you to the NDU Foundation  
for your continued support to the  
National Defense University





FORT LESLEY J. McNAIR  
WASHINGTON, D.C.

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