

Celebrating Graduates of the U.S. Army War College





- 3 Commandant's Update
- 5 IF Hall of Fame Inductees
- 6 Dean's Message
- 8 Fellows Update
- 10 CSL Update
- II Books By Grads & Faculty
- 14 Reunions: '78, '80, '95
- 18 News and Events
- 20 New Life Members
- 22 Donor Honor Roll
- 30 Tribute Donations
- 32 Taps
- 33 Mailbag





57th AND 58th IF HALL OF FAME INDUCTEES



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Mission of the Army War College Foundation ENRICH the College's academic environment, ENHANCE research and outreach, FOSTERfraternity among alumni, ENCOURAGE . . excellence in faculty and students, **ENSURE**......preparation of outstanding leaders for the U.S. military, other government agencies, and our international allies.









It is a great privilege to share news with you from our Foundation and the U.S. Army War College. We know that our Foundation is uniquely positioned to serve you and the College in ways that no other organization can, and we do not take that for granted.

When our Board of Trustees held its Annual Meeting in Carlisle just after Labor Day, we received very helpful updates from the Commandant and the Provost. Those updates enabled us to press ahead planning our extraordinary support for College programs. We are very proud that we have been able to provide \$1M in program support for each of the last two years. You can see from our Donor Honor Roll in this edition that we have accomplished this because of your generous support for our mission. We thank you for enabling our Foundation to help fill gaps in small and large College programs alike, making educational programs more effective than they would be otherwise.



Our Board of Trustees with USAWC Commandant, CSM, and Provost

With pleasure, we welcomed three new Trustees to our Board in September: Mr. Steve Linehan, NSS '11, from Annapolis, Maryland; Mr. Bill Summers, from Cleveland, Ohio, and Mr. Hans Christensen, New York City. Sadly, we had to bid farewell to three Trustees who completed their terms in September: Mr. Chuck Donabedian, NSS '08, Investment Committee Chairman from Cincinnati, Ohio; Ms. Judi Victor, NSS '09, Development Committee Member from Phoenix, Arizona; and Mr. Amir Lear, NSS '97, Investment Committee Member from New York City. Each contributed tremendously to our mission and we are truly appreciative of their service.









Donabedian

Victor

A special thanks also to COL (Ret) Len Fullenkamp, RES '90 & FAC '90-14, for leading a Foundation staff ride to Normandy October 12-16, 2015.

Fullenkamp (left) with Mr. Jim Ewart, NSS '08, at the American Cemetery, Normandy.

As always, thanks to the College Public Affairs Office and the Photo Lab for their continued support through many courtesy photos and features.

In conjunction with our Spring 2016 Board meeting in New Orleans, we will host a USAWC Alumni Dinner at the WWII Museum on March 16, 2016. If you live or work in New Orleans or surrounding areas and want to be sure you are invited, please email us at: alumni@usawc.org. We hope to see you there!



November 1, 2015

Greetings, U.S. Army War College alumni and friends!

The 100th resident class of the US Army War College is well into its ten month program and the full team is doing quite well here at Carlisle Barracks. I am very proud to report that over the past several months the faculty, staff and students of all USAWC Schools, Centers and Institutes have continued to make great strides in our collective vision to develop strategic leaders and ideas invaluable to the Army, Joint Force, and Nation. From June to July, we graduated 749 strategic leaders from our Resident and Distance Education Programs and returned them to their respective Joint and Multinational Forces to continue forward progress in support of their leaders' strategic objectives.

In late September, we passed with flying colors the reaccreditation of our joint professional military education credentials. The completion of our six-year Process for Accreditation of Joint Education (PAJE) truly reflects the quality of our resident and distance programs and helps secure our lineage as the gold standard for strategic educators of the future force.

The summer brought more than just changes in the faces of the students, but in the leadership team here at Carlisle Barracks as well. In June, we bid farewell to the first USAWC Command Sergeant Major, CSM Malcolm D. Parrish and welcomed CSM Christopher Martinez. CSM Parrish's leadership in developing the Army's Executive Leader Course for our nominative Command Sergeants Major and his input to our existing leader development programs has left an indelible mark on the USAWC and the Army. CSM Christopher Martinez comes to us from Cadet Command and brings a fresh set of experiences to further shape this capstone course of the NCO 2020 professional development system, as well as being an advocate for our soldiers and their families. Additionally, we welcomed a new Garrison Command Team to Carlisle Barracks. LTC Greg Ank and CSM Nelson Maldonado Jr. have established themselves as integral members of the community and are carrying the torch lit by LTC Kim Peeples and CSM Rosado.



CSM Malcolm D. Parrish relinquishes the sword to symbolize his transition.



CSM Christopher Martinez



Mr. Davis Tindoll Jr., RES '97, Director, Atlantic Region, IMCOM, officiated the change of command for LTC Greg Ank from LTC Kim Peeples, RES '16.



In October, we said farewell to Dr. Tom and Vera Williams as Tom moves to NASA in Houston to be the lead psychologist for the Mars program. They have been an integral part of the USAWC

MG and Mrs. Rapp bid farewell to Dr. & Mrs. Tom Williams, DDE '02. L-R: MG Rapp, Vera Williams, Debbie Rapp, and Dr. Williams.

family for over 13 years and have worked wonders in Senior Leader Development and Resiliency, formerly the Army Physical Fitness and Research Institute. They were instrumental in setting the standard for developing leader self-awareness and resiliency and preparing leaders to meet the complex and ambiguous demands of strategic leadership within the human dimension of war. Their presence will be greatly missed and we wish them the best in their transition.

Our resident diplomat, Ambassador Dan Shields, coming to us from 3¹/₂ years as the U.S. Ambassador to Brunei, is making a huge impact by helping connect USAWC to the State Department's Foreign Service Institute and by bringing his talents and insights to a myriad of wargames, conferences, and exercises. Ambassador Shields is a "roll-up-yoursleeves" kind of leader and is a superb addition to the Army War College.



Ambassador Shields

continued on page 4

continued from page 3



Summer is now over and the Carlisle Barracks foliage is transitioning to the beautiful shades of autumn representative of central Pennsylvania. Like the scenery, things continue to change around USAWC, as well.

The 2016 Academic Year began in August with 381 resident students, including 79 international officers from 73 different countries. It is a privilege to have the first officers representing Belize, Gabon, and Papua New Guinea in the Class of 2016. We have gotten off to a great start! The students have completed courses in the Introduction to Strategic Studies, Strategic Leadership, the Theory of War, and their staff ride to Gettysburg. Introduction to Strategic Studies is a new course and was developed to familiarize students with the major themes of the entire core curriculum within the context of an actual case study, while providing them exposure to the entire teaching faculty in each seminar. We developed this course to help establish the foundational concepts for analyzing conflict from several perspectives such as leadership, policymaking, theater campaign planning and the employment of instruments of power, and to provide overall context to the students for the year.

Leaders and ideas both matter. It is clear that we alone cannot determine our value proposition and, thus, we have reached out to the Chief of Staff of the Army and asked him to "in-source" some of the Army's needed thinking. The Chief provided us with five big topics and funding to focus our intellectual efforts and ideas. The five Integrated Research Projects (IRP) allow the USAWC to meet the intellectual needs of the Army while enriching the educational experience for students. Over the next nine months, faculty-student teams will conduct research, develop policy options, test those options through wargames, write reports, and present the finished products to strategic leaders for evaluation. These topics are the building of general officers, impact of hybrid war on the Army's future, future of the Total Army, and the role of Landpower in deterring Russia in Eastern Europe and China in the Western Pacific. It is a sign of trust in our faculty and students that the Chief asked us to take on these important topics for him.

The strength of the War College is the collective and synergistic intellectual energy of all our schools, centers, and institutes. In the past several months, our Center for Strategic Leadership completed their Basic Strategic Art Program course, the Strategic Leaders' Seminar (for Senior Colonels and Warrant Officers), and multiple wargames in support of the Army Staff and the Mission Command Center of Excellence. The Strategic Studies Institute is moving full speed on CSA-directed research and their publications are making a difference. The Peacekeeping and Stability Operations Institute, the Army's lead agent for Joint Peacekeeping and Stability Operations, is now also the Army's new proponent for Foreign Humanitarian Assistance. COL Dan Pinnell and his team continue to provide detailed research, honest assessments, and candid feedback to our Army and Joint Force leaders. The U.S. Army Heritage and Education Center's COL Pete Crean took the reins from COL Rick Harney who recently retired after 37 years of distinguished service. USAHEC recently unveiled a re-designed website, http://www.carlisle.army.mil/ ahec/index.cfm, bringing the most requested information to the forefront and streamlined accessibility. The site also converts to a "mobile site" when accessed from a smartphone or tablet.

We uphold the Army's responsibility to provide high quality services and conserve our precious resources. The Garrison team's recent completion of multiple projects to support the sustainment and modernization of the U.S. Army War College and Carlisle Barracks exemplifies our stewardship. Our Garrison team just submitted our detailed requirements and foundational plan for an \$89 mil replacement for the aging Root Hall that is worthy of our highly talented students and faculty. Additionally, the Garrison team completed an installation-wide re-cabling project to upgrade and modernize the post's high voltage electrical capability. The project, coupled with the installation of modern power stations throughout post, ensures we are capitalizing on energy savings and utilizing energy responsibly.

We remain steadfast in our belief that we are the gold standard for strategic leader education and development as well as the vanguard of the Army's strategic renaissance; but we are much more than a school! The schools, centers, institutes and garrison are our community and family-- all in this "best little hometown in the Army!" All are integral to the education and development of strategic leaders and the advancement of knowledge in the global application of Landpower.

STRENGTH AND WISDOM!

ARMY STRONG! 1

MG William E. Rapp



INTERNATIONAL FELLOWS HALL OF FAME

Since our Spring 2015 magazine, two International Fellows have been welcomed into the USAWC International Fellows Hall of Fame. Each enjoyed reunions with seminar-mates, sponsors, faculty members, and other friends and colleagues. Each expressed appreciation for the role of the college in helping frame and tackle strategic issues at the international level, and for the productive partnerships that have endured. There are now 58 members of the USAWC IF Hall of Fame.



LT GENERAL NICOLAE CIUCA, IF ROMANIA, CLASS OF 2006, INDUCTED ON SEPTEMBER 23, 2015



Lt Gen Ciuca speaks to the Class of 2016 from the podium in Bliss Hall about what his USAWC experience continues to mean for him and his family.



Lt Gen and Mrs. Ciuca in the USAWC IF Hall of Fame following the Bliss Hall ceremony.



MG Perry Smith, DDE '98, Adjutant General of Alabama, attended the ceremony to congratulate Lt Gen Ciuca. Alabama is a state partner of Romania.

MAJOR GENERAL JERONIM BAZO, IF ALBANIA, CLASS OF 2006, INDUCTED ON SEPTEMBER 28, 2015



MG Wm. E. Rapp, Commandant, escorts **Maj Gen Bazo** from Bliss Hall through the Hall of Flags following the official induction ceremony.



Maj Gen and Mrs. Bazo are joined by their children in Wil Washcoe Auditorium, the site of the IF Hall of Fame.



Lt Gen Ciuca was joined by fellow USAWC Romanian IF grads COL Iulian "J.J." Berdila, RES '14 (left), and BG Vasile Roman, RES '08 (right).



Maj Gen Bazo is congratulated by BG(P) Steven Ferrari, DDE '07, from the New Jersey Army National Guard. New Jersey is Albania's partner state in the U.S.

SCHOOL OF STRATEGIC LANDPOWER – DEAN'S MESSAGE

Great news! As the Commandant briefly mentioned, the School of Strategic Landpower (SSL) achieved Joint Staff re-accreditation of both the resident education program (REP) and the distance education program (DEP). This was a stellar team effort—years in the making. A team of experts from the Joint Staff and other professional military education (PME) programs provided a thorough evaluation of our senior level college programs through the Process for Accreditation of Joint Education (PAJE). Both programs received "green" ratings in all areas and will be accredited through September 2021. The assessment adds to a heritage of excellence. The faculty and staff in SSL at present stood on the shoulders of our predecessors who contributed to phenomenal teaching teams, a magnificent curriculum, and masterful professional military education delivery techniques. I offer my deep gratitude to all who contributed to the success of this recent accreditation visit and my sincere appreciation to all upon whose splendid work we could build.

The extent of our programs' successes are best measured through the graduates we contribute to society's national security needs. Since the last magazine, five USAWC cohorts have graced the doorway of Root Hall.

The DEP Class of 2017 began its two-year journey with a voluntary two-day orientation weekend (held here at Carlisle in the spring), which attracted over three quarters of the class and has been a valuable innovation. Attending the orientation has helped distance students gain their footing more quickly, reduced student concerns, and has contributed to lower attrition rates.

We wrapped up the AY15 REP with the National Security Seminar (NSS). NSS brought together approximately 160 civilians from across the U.S. and all walks of life with our student body in a forum that promotes free and candid dialogue on issues of strategic importance to the Nation's security and welfare. Each day included a keynote speaker addressing an element of national power, after which the "new members" of the class joined the resident students for intense small group dialogue. Distinguished speakers for the week included GEN Charles Jacoby, who addressed the topic of "Integrating the Instruments of National Power;" the Honorable James Steinberg, former Deputy Secretary of State, who addressed "Diplomacy;" VADM (Ret) John "Mike" McConnell, USN, who addressed "The Power of Information;" and Amb. Ron Kirk, former

U.S Trade Representative, who addressed "Economic Power." At the end of NSS week on June 5, 2015, we celebrated the graduation of 387 resident students. The Chief of Staff of the Army, **GEN Ray Odierno, RES '95,** was the graduation speaker and assisted in awarding students' diplomas.

The DEP Class of 2016 completed its two-week First Resident Course (FRC) in June. Successful completion of Strategic Leadership,

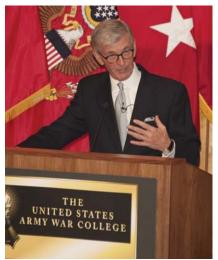


GEN Raymond Odierno

National Security Policy and Strategy, War and Military Strategy and Regional Issues and Interests set the stage for students to take advantage of a dense array of events such as national security staff rides to Antietam and Washington, DC, as well as a line up of powerful speakers to include GEN (Ret) Carter Ham, Dr. Richard Betts, Dr. Richard Neu, and Gen (Ret) Michael Hayden, USAF.

In July, the DEP Class of 2015 returned to Carlisle for its Second Resident Course (SRC). After a year of Contemporary Issues, DoD

Organization and Processes, Theater Strategy and Campaigning and a diverse set of electives, students wrapped up their experience with the Commandant's National Security Program (CNSP). CNSP highlights included presentations by LTG Jeffrey Talley, DDE '03, Lt Gen Mark Ramsey, Honorable Heidi Shyu, a staff ride to Gettysburg, and the keynote address by Secretary of the Army John McHugh. TRADOC Commander, GEN David Perkins, spoke at graduation and assisted in presenting diplomas to 364 graduates.



Secretary of the Army John McHugh gave a keynote address in July 2015.

Teaching is the most important component of our mission and across the board, SSL faculty excelled in teaching, scholarship and service. Awards recognizing "Excellence in Teaching" were bestowed on resident faculty members **COL Fred Gellert, RES '08** (DCLM), **Dr. Paul Jussel, RES '00** (DMSPO) **COL Brian Maddox, RES '11** (DNSS), and **COL Tarn Warren, RES '10** (DMSPO). **Mr. Don Boose, DCS '86, COL Chuck Grindle, RES '11,** and **Dr. Kevin Weddle, RES '99,** received "Excellence in Teaching" awards in the distance program.



COL Fred Gellert



COL(Ret) Steve Kidder



COL Brian Maddox



Dr. Kevin Weddle, Dr. Chuck Grindle, Mr. Don Boose

Scholarship and service are critical complements to our education and development mission.



On May 27, 2015, Academic Chairs were awarded to: **Col Doug Douds, USMC, RES '10**, Pershing Chair; **Dr. Paul Jussel, RES '00**, Taylor Chair; **Ms. Kim Dozier,** Bradley Chair; **COL Chris Bado,** CJCS Chair; and **Dr. Adrian Wolfberg,** DIA Chair. Not present was **Dr. Rob Citino,** Harold K. Johnson Chair.



Excellence in Service awards were presented to: Dr. Jim Embrey, RES '02, PKSOI; Dr. John Bonin, RES '95, CSL; COL (Ret) Harry Tomlin, RES '98, DMSPO; Dr. Frank Jones, DNSS; Mr. Rob Hoss, CSL, COL Chuck Grindle, RES '11, DDE; and Dr. Craig Nation, DNSS. Not in photo: Dr. Bill Pierce, RES '98, DMSPO.



Excellence in Scholarship (Madigan Awards) were presented on May 27, 2015, for articles and monographs: Front L-R: Dr. John Deni, Col (Ret) Mike Marra, USAF, RES '04, Dr. Jim Gordon, RES '96, Dr. Tami Biddle, COL (Ret) Bob Coon, RES '92, Dr. Tony Echevarria, DDE '02, MAJ Jason Warren, and Dr. Chris Keller. Back L-R: COL (Ret) Harry Tomlin, RES '98, COL Doug Mastriano, RES '10, COL (Ret) Chuck Allen, RES '01, Dr. Conrad Crane, DCS '95, Dr. Larry Goodson, Dr. Andy Terrill, Dr. Paul Kan, Dr. Frank Jones, and Dr. Steve Gerras, RES '02. Not in photo: Dr. Bill Pierce, RES '98, COL (Ret) Trey Braun, RES '03, COL (Ret) Kevin Weddle, RES '99, and Dr. Mike Neiberg.



Distinguished Fellows L-R: Prof Len Fullenkamp, RES '90; Prof Bill Lord, RES '91; Prof Bob Coon, RES '92; Dr. Dick Winslow, Dr. Richard Sommers: Dr. Kent Butts, DCS '92; and Prof Doug Campbell, RES '87.

We launched the REP Class of 2016 with a new course, "Introduction to Strategic Studies" that focused on the 1990-91 Persian Gulf War as a case study for introducing the major themes of the entire core curriculum. From initial indications, the case served our intent admirably in a manner that got the new class off to a strong start. With leadership from Dr. Christopher Hamner (visiting professor from George Mason University) and COL (Ret) Brett Weigle, RES'07, we're also piloting a different approach to the Strategy Research Project (SRP) for the Class of 2016. Part of the adjustment to the SRP was to explicitly identify ten dates on the academic calendar allocated to the students' SRP research. During the first four dates, two of the eight hours are dedicated to faculty-led sessions on effective research and writing. The faculty leading the sessions are volunteer preceptors with great talent for research and writing. The SRP is due by April 1, 2016 (no fooling!).

Among other highlights:

- SSL faculty were instrumental in the design and execution of a U.S. Cyber Command (USCYBERCOM) course to strengthen strategic analysis.

- SSL faculty provided support to professional military education programs in Turkey, Zambia, Afghanistan, Estonia, Tanzania, Saudi Arabia, and Latvia.

- SSL faculty participated in engagement with the Society for Military History, U.S. Army Pacific (USARPAC), CIA historical office, International Studies Association, U.S. Army Europe (USAREUR), the Chinese People's Liberation Army (PLA), and the United Nations.

What a variety of superlative activity!

Thank you all for adding the excellence that delivers extraordinary value to society's security requirements.



Dr. Richard Lacquement, RES '09, Dean, School of Strategic Landpower



U.S. ARMY WAR COLLEGE FELLOWS UPDATE

The USAWC-administered Fellows Programs, comprised of CSA Senior (post-MEL 1) and USAWC Fellows (MEL 1), are off to a fast start for Academic Year 2016, with 100 Fellows assigned in 62 locations and in 72 separate programs around the country and overseas.

The USAWC Fellows' charter is two-fold in terms of Army expectations. The main thrust is for the Fellow to take advantage of a learning environment that is separate and distinct from that which is traditionally offered by the war colleges, and also parlay knowledge gained for the betterment of the Army. The secondary thrust is for the Fellow to represent the Army, either formally or informally, at the institutions and areas to which he or she is assigned. The Fellowships offer the Fellows the opportunity to satisfy the Army's goal of developing appropriately-educated ambassadors for the Army, who will be steeled to hold positions of broad scope and great responsibility, work in highly complex, ambiguous environments, and deal with problems which have no clear-cut solutions.

The CSA Senior Army Fellows are more senior, and are sent by the Army as seasoned ambassadors to centers of thought and influence. Once there, they assist those who would deliberate on the larger security challenges faced by the nation, and also report back their findings to the senior Army leadership.

The Fellows are now at their hosting institutions, learning and writing, engaging with the general public, and representing the USAWC and the Army on a daily basis.





THE UNITED STATES ARMY WAR COLLEGE

AY16 USAWC Fellows and CSA Senior Fellows

AY16 New Starts in Green

USAWC Fellows based in Boston aboard the HMS Scott. L-R: LTC Shawn Cody and LTC Shawn Schuldt.



 Harvard Weatherhead Center Harvard University

Council on Foreign Relations

National Capital Region

Center for a New American Security

Center for Strategic and Int'l Studies

Washington Institute for Near East Policy

Institute for Defense Analysis

Central Intelligence Agency

George Washington University

Dept. of Veterans Affairs

Georgetown University

Institute of World Politics

National Security Agency

SecDef Corporate Fellows

U.S. Institute of Peace

Near East South Asia Center

Office, Dir, National Intelligence

Amazon, Intel, and Shell Oil

• MIT

Atlantic Council
Brookings Institution

Dept. of Labor

Stimson Center

Dept. of Justice

Dept. of HHS

Tufts University
 Yale University

We congratulate **Timothy D. Walsh (pictured here with family)** on his promotion to COL on August 1 while attending the 2015 Fellowship Program at Harvard's Kennedy School.

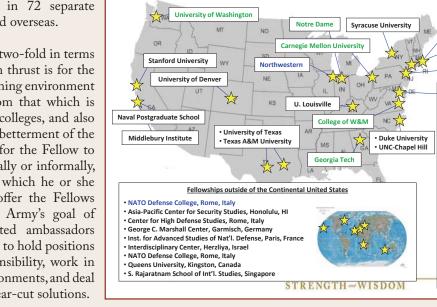
University of North Carolina at Chapel Hill and Duke University Fellows with Derek Chollet attended a discussion organized by Sanford School for Public Policy. L-R: LTC Brian T. Hughes, COL Michael D. Higginbotham, LTC (P) Jasper Jeffers III, Derek Chollet, LTC Anthony B. Poole (ARNG), COL Aaron Cook, COL Geoffrey T. Stewart, LTC (P) Lawrence G. Ferguson, and another attendee.



Father Nabil Haddad with Chaplain met (LTC) Karen Meeker at the Institute of World Politics on July 22, 2015. L-R: (LTC) Chaplain Meeker, Father Karen Nabil Haddad, Professor Tania Mastrapa, and another member of the staff.



USAWC Fellows participated in the AY15-16 MIT Supply Chain Management Program in Killian Court in front of MIT's Great Dome. L-R: LTC Howard Keebler, LTC Brad Eungard, and LTC Milton Griffith.





USAWC Fellow LTC Thomas M. Russell-Tutty met Kentucky Senator Mitch McConnell at the University of Louisville.





All five USAWC Fellows at the University of Texas met with President Gregory Fenves.

USAWC Fellows at the University of Texas doing "Hookem Horns" with the University President Gregory Fenves. L-R: LTC Kristine L. Henry, LTC Timothy Domke, COL Scott P. Nolan, President Fenves, LTC David L. Krugh, and LTC Hope C. Rampy.





Harvard Fellows L-R: LTC Shawn C. Cody, Prof Philip M. Evans, FAC, Fellows Coordinator, LTC Eric S. Strong, LTC Shawn C. Schuldt, LTC Scott K. Thomson, LTC Teresa M. Feliciano, CH (LTC) Addison Burgess, Ms. Jean Woodward, Asst. Director, National Security Program, John F. Kennedy School of Government, LTC Richard D. Ferguson, COL Stephen G. Ruth, MG Rapp, and COL Timothy D. Walsh.

MG Wm E. Rapp, Commandant, RES '04, traveled to the Boston area October 4-6, 2015 to visit with USAWC Fellows. He gave presentations and held discussions on Civil-Military Relations and Best Military Advice at two venues, the Harvard Weatherhead Center at the Harvard Faculty Club, for interested faculty and students, and at Tufts Fletcher School of Law and Diplomacy for invited faculty and students. He also visited with the USAWC Fellows at each of the locations where they are learning this year: Harvard; MIT; and Tufts; and conducted office calls with their hosting faculty and senior administrators, plus at Harvard Business School and Harvard Belfer Center. These photos are from the Boston visit.



MIT Fellows L-R: **Prof Evans, LTC Geoffrey W. Wright, LTC Royal M. Minor, MG Rapp, LTC Stephen E. Schemenauer,** and **COL Mark A. Geraldi.**

CENTER FOR STRATEGIC LEADERSHIP (CSL) UPDATE

This update finds the Center in the midst of planning and some transitions -personnel turnover, team adjustments, and some organizational transitions. One of our transitions involved rethinking names. For one, we have gone back to our original name, the Center for Strategic Leadership. We have also settled on new department names: Department of Strategic Leader Development (DSLD) and Department of Strategic Examination (DSE). The DSLD will continue to focus on the educational mission of the Center, supporting the College daily, while the DSE serves as the wargaming, analysis, concepts, doctrine, and exercise/simulation support team. We are also exploring and defining our role as the "Strategic Leadership Laboratory of the U.S. Army."



Our Strategic Leader Education Division (SLED) successfully conducted all three of its leader development courses in the last eight months. Ten Army senior colonels and brigadier generals attended the challenging Senior Leader Seminar -Phase II course last Spring, focused on the development of their strategic-mindedness and communications skills. In June, the team conducted the two-week Executive Leader Course (ELC), for the Sergeant Major of the Army. The course is designed to prepare nominative Sergeants Major for duty as Senior Enlisted Advisors at one and two star Army commands. This ELC educated 29 senior Sergeants Major from all Army components. In August, SLED conducted a week-long Senior Leader Seminar for 57 active and reserve component Army Colonels, 29 Army and Interagency senior civilians, 8 strategic-level Command Sergeants Major, and 5 Chief Warrant Officers 5, educating them on their duties as advisors and executive officers for strategic leaders. All three courses are highly rated by attendees and have benefited from numerous national-level speakers.

The Strategist Education Division (SED) reached a milestone in August with the graduation of its 30th **Basic Strategic Art Program** (BSAP) class. To date, the program has graduated 389 officers and civilians, with graduates working at echelons from division headquarters to the National Security Council.



BSAP will also see a major transition this November with the retirement of **Dr. Mike Matheny**. Dr. Matheny has been the lead civilian faculty member since the program's initial class in 2003 and he will be missed.



Dr. Mike Matheny

The SED also conducted a 28-day **Strategic Broadening Program** (SBP) to expand the participants' understanding of the military's role in national security and the application of all elements of power in securing national interests. The SBP provides graduates with the tools and perspectives to bridge the gap between their tactical/operational backgrounds and their future challenges at the strategic level of war and policy.

The Joint Education Division (JED) also conducted a Combined/Joint Force Land Component Commanders Course this summer to prepare senior officers to lead land-centric operations/campaigns. Typically, 16 attendees represent general and flag officers from all services, the senior executive service, the senior foreign service, and allies. The course has graduated over 470 officers, with only 205 of them from the U.S. Army. The International Strategic Crisis Negotiation Exercise is underway again this year. Reaching over a dozen academic graduate institutions annually, with growing military applications, this exercise is highly praised by participants because it hones team building, negotiation, and other skills in a realistic, tough environment. Finally, the Joint Land, Air, and Sea Strategic Exercise

is back for another year, tying USAWC resident students to the other Senior Service Colleges in a realistic strategic wargame.





Over the last six months, DSE hosted or participated in 11 **Wargames** and similar venues, ranging from support to resident course students, combatant commands, and the

Tennessee Army National Guard. The DSE also leads three key Working Groups and Communities of Action for the USAWC. These teams bring together key communities of interest, including Futures, Homeland Defense and Security, and Cyber, from across the force to examine and explore strategic issues. The Futures team is tying in with the Army Concepts Integration Center (ARCIC) for Unified Quest (the U.S. Army's Deep Futures Wargame) and has a great elective; the Homeland team continues their great work with an exciting approach building toward a national summit; and the Cyber team is looking forward to another workshop and other possibilities. The Concepts and Doctrine team contributed to the College's Program for the Accreditation of Joint Education (PAJE). They also plan another conference this year, building on the value added of last year's Draw Down Conference.

The Operations and Support Division (OSD) and Department of Technical Integration (DTI) are embarking on a partnered approach for event and facility support. The OSD is new, but building on great ideas and past approaches. The DTI team continues to impress – customer and team satisfaction in their work is high, as always. The OSD and DTI also planned, coordinated, and executed **support for 12 major external agencies**, providing tailored conference services.

As always, it is an honor for us to share our great news with you, while making the point that these few highlights simply represent the larger body of great work being done by very talented and professional people in this Center.

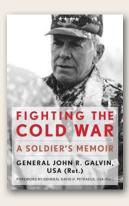
> COL Matthew Q. Dawson, Director, CSL

BOOKS BY GRADS AND FACULTY



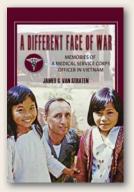
12 Texas Aggie War Heroes: From World War I to Vietnam by COL (Ret) James R. Woodall, RES '72. Following on his successful Texas Aggie Medals of Honor, Woodall returns with a new book that focuses on the military service of Texas A&M graduates from WWI to Vietnam. Of the tens of thousands of Aggies who served in the nation's military, Woodall selected 12 who stand out as singular examples of bravery and heroism. He tells each story in a concise,

engaging manner. Some subjects, such as Earl Rudder and James Hollingsworth, will be familiar to readers, but he introduces us to less familiar but no less notable men as well, from A. D. Bruce's march from the trenches of France and the crossing of the Rhine in WWI to Bob Acklen's three tours in Vietnam.



Fighting the Cold War: A Soldier's Memoir by the late GEN (Ret) John R. Galvin, RES '73. When he retired after 44 years of distinguished service in 1992, the Washington Post hailed GEN Galvin as a man "without peer among living generals." In his memoir, the celebrated soldier, scholar, and statesman recounts his active participation in 60+ years of international history-from the onset of WWII through the fall of the Berlin Wall and the post-Cold War era. He had the rare opportunity to lead two different unified

commands: U.S. Southern Command from 1985-1987 and U.S. European Command from 1987-1992. He recounts behind-thescenes anecdotes about his interactions with world leaders and recalls complex negotiations with foreign heads of state. As NATO Supreme Allied Commander in Europe during the tumultuous five years that ended the Cold War, he helped shape a new era. A brilliant strategist and consummate diplomat, he was also a gifted historian and writer who taught and mentored generations of students.



A Different Face of War: Memories of a Medical Service Corps Officer in Vietnam by COL (Ret) James G. Van Straten, RES '74. The author served in I Corps in 1966-67. He was assigned to MACV Advisory Team #1 as the senior medical advisor to the ARVN in the First Corps Tactical Zone at a time when there were no U.S. Army combat units in the entire corps area. I Corps was then known, among the Americans, as "Marine Country." The author traveled extensively throughout the upper five provinces of South Vietnam,

interacting primarily with ARVN officers and non-commissioned officers but also with Vietnamese civilians representing the full spectrum of Vietnamese society. His duties also required frequent interaction with the U.S. Navy, Marine Corps and Air Force. Serving then as a major, he developed great admiration for General Lew Walt and his U.S. Marines, as well as for the physicians, nurses, administrators, and technicians who staffed the U.S. Naval Support Activity Hospital at Da Nang.

 RES – Resident

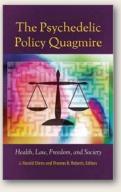
 DCS – Department of Corresponding Studies

 DDE – Department of Distance Education (DCS renamed as of 1 Jun 98)

 SRCOC – Senior Reserve Component Officers Course

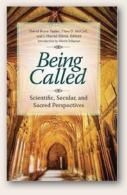
CLASS CODES

USAWCF – U.S. Army War College Fellow FAC – Faculty NSS – National Security Seminar SIS – Strategy Implementation Seminar ourse CNSP – Commandant's National Security Program DSC – Defense Strategy Course SLS – Senior Leader Seminar RCNSIS – Reserve Component National Security Issues Seminar



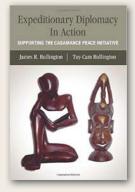
The Psychedelic Policy Quagmire: Health, Law, Freedom, and Society edited by Dr. (COL, Ret) J. Harold Ellens, DCS '77, and Thomas B. Roberts. This book begins with a question, "To formulate socially responsible and scientifically accurate policy on the medical and non-medical uses of psychedelic substances, what do we need to know?" That the question included medical policy was obvious, but the psychedelic continent stretches far beyond medicine. The Reverend Dr. Huston Smith writes about the religious and spiritual aspects. In the intellectual domain,

Professor Thomas Roberts lists over 50 scholarly publications that were informed by psychedelics. Winkelman extends the intellectual realm to indigenous medicine, Fadiman to transpersonal psychology, Stokkink to philosophy, Yaden et all to biology, Nemu to politics, and so forth.



Being Called: Scientific, Secular, and Sacred Perspectives edited by COL (Ret) J. Harold Ellens, DCS'77, David Bryce Yaden, and Theo D. McCall. This unique book is an essential resource for interdisciplinary research and scholarship on the phenomenon of feeling called to a life path or vocation at the interface of science and religion. It offers religious, spiritual, scientific, and secular avenues of understanding experiences of calling. It creates an opening for a new dialogue between psychology and spirituality. It provides readers with sound, practical advice on how to find one's

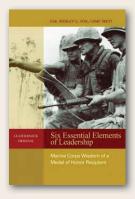
own calling or ideal direction in life in the modern world. Additionally, it includes contributions by well-known scholars and scientists such as Dr. Martin Seligman, who discovered learned helplessness and founded positive psychology; Dr. Andrew Newberg, who pioneered the neuroscience of spiritual experiences; and Dr. Ralph Hood, a renowned expert on mystical experiences.



Expeditionary Diplomacy in Action: Supporting the Casamance Peace Initiative by Amb. James R. Bullington, RES '79, and Tuy-Cam Bullington. "Expeditionary diplomacy" is a term for the State Department's effort to improve U.S. capacity to respond effectively to international conflicts that involve American interests. The author, a retired career diplomat, was recalled to active duty for expeditionary diplomacy to assist the Government of Senegal in an initiative to end a 30-year secessionist conflict in the southern part of the country,

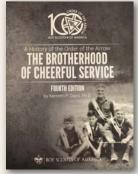
known as the Casamance. This is a first-hand, insider account of the efforts of the diplomat and his wife to help end this deadly and debilitating conflict. It is not about international relations theory or history, but contemporary nuts-and-bolts diplomatic practice and the day-to-day life of a senior American diplomatic couple in West Africa. It suggests expeditionary diplomacy as a conflict response model that falls between the extremes of trying to act everywhere as a global policeman, and of ignoring small conflicts and letting them fester until they directly threaten important American interests and require much more costly and difficult interventions.

BOOKS BY GRADS AND FACULTY (continued)



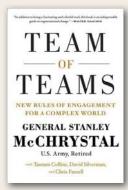
Six Essential Elements of Leadership: Marine Corps Wisdom of a Medal of Honor Recipient by Col (Ret) Wesley L. Fox, USMC, RES '84. Medal of Honor recipient Fox examines what he considers the six essential elements of leadership. Whether you're planning to guide your son's Scout troop into the wilderness, or you are commanding Soldiers, Sailors, Airmen, or Marines up against a determined and resourceful enemy, this book on leadership hits upon the important leadership skills necessary for success.

Fox rose from the ranks to serve his country in two major wars of the mid-20th century. Cutting his combat teeth in Korea, he went on to command a rifle company in Vietnam and receive our country's highest award for valor. At the end of his luminous career, he commanded the Officer Candidates School at Marine Corps Base Quantico, and retired from active duty in 1993. His vast leadership learning curve includes lessons from his first squad leader to various well-known leaders of the Marine Corps.



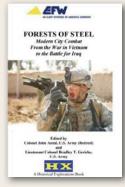
Brotherhood of Cheerful Service: A History of the Order of the Arrow by COL (Ret) Kenneth P. Davis, DCS '93. This is the 100th anniversary edition of the history of the Order of the Arrow released at its Centennial National Conference held at Michigan State University in August 2015. The Order of the Arrow is most commonly known as the National Honor Society of the Boy Scouts of America (BSA). It is the society created to

honor scouts who best exemplify the Scout Oath and Law. The society was created by E. Urner Goodman, with the assistance of Carroll A. Edson, in 1915 as a means of reinforcing the Scout Oath and the Scout Law. The goal was to establish these as lifelong guidelines, and to encourage continued participation in Scouting and camping.



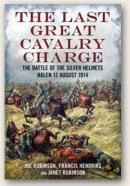
Team of Teams: New Rules of Engagement for a Complex World by GEN (Ret) Stanley McChrystal USAWCF '97, with three others. What if you could combine the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization? When McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing, even with a huge advantage in numbers, equipment, and training. Al Qaeda in Iraq was a decentralized network that could

move quickly, strike ruthlessly, then seemingly vanish into the local population. In any field, small teams have many advantages—responding quickly, communicating freely, and making decisions without layers of bureaucracy. But organizations taking on *really* big challenges need management practices that can scale to thousands. McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and other organizations. The authors show how the "team of teams" strategy has the potential to transform organizations large and small.



Forests of Steel: Modern City Combat from the War in Vietnam to the Battle for Iraq edited by COL (Ret) John Antal, RES '98, and LTC Bradley T. Gericke. This book tells the story of urban warfare from the Vietnam War to today and offers valuable insights to the conduct of war. Thirteen accomplished Soldiers and historians, ranking from major to general, transport you to the front lines of battle in the city fights of the past 40 years. This is a book that every professional warfighter, politician, and concerned citizen should read because tomorrow's conflicts,

when an even greater percentage of the world's population will live in urban areas, will be waged in cities. Urban combat in a deadly forest of steel will decide the fate of millions.



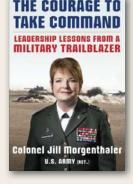
The Last Great Cavalry Charge by COL (Ret) Joseph P. Robinson, RES '98, Col (Ret) Janet A. Robinson, USAF, RES '01, and Francis Hendriks. The Battle of the Silver Helmets at Halen on August 12, 1914 had been orchestrated on the previous successes of the cavalry of Frederick the Great. It was staged so that the German Fourth Cavalry Division would charge into glory with sabres rattling. Instead, 24 German officers, 468 men, and 843 horses were lost during no less than eight separate charges conducted on that day. The entire right wing of

the Imperial German Army included only nine cavalry brigades in the well-known Schlieffen Plan, and two of those brigades were decimated in this one battle. The battle has not been previously explored in detail in the English language, as it took place before the British Expeditionary Force landed in the channel ports and well before any American involvement. Furthermore, British historians have generally focused on Germany's efforts to enter Belgium through the forts at Liège, which are east of Halen. An understanding of the battle explains why large-scale cavalry charges would never again be attempted on the Western Front.



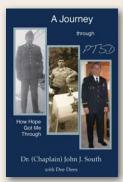
Tarnished: Toxic Leadership in the U.S. Military by Dr. (COL, Ret) George E. Reed, RES '99. Bad or toxic leadership, abusive supervision, and petty tyranny in organizations are perennial issues, but to date, there has been little effort to examine the scope and nature of bad leadership in the military. Since leadership is central to the identity of the U.S. military, Reed defines the problems and suggests solutions appropriate to the military's unique structure and situation. The services

regularly publish doctrinal works and professional journal articles focusing on leadership, but in most of those, leadership is presented as a universally positive notion, a solution to problems, and something to be developed through an extensive and costly system of professional military education. Reed, however, focuses on individual experiences of toxic leadership at the organizational level, arguing that because it has such a detrimental impact on the military organizational culture, additional remediation measures are needed. He also demonstrates how system dynamics and military culture themselves contribute to the problem. Most significant, the book provides cogent advice and insights to those suffering from toxic leaders, educators developing tomorrow's military leaders, and military administrators working to repair the current system.



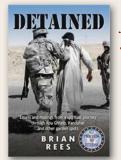
The Courage to Take Command: Leadership Lessons from a Military Trailblazer by COL (Ret) Jill E. Morgenthaler, DDE '00. As one of the first female ROTC cadets in the mid-1970s, first female military intelligence commander in the DMZ in South Korea and Germany (West Berlin), first female battalion commander in the 88th Division, and first female brigade commander in the 84th Division, the author provides leadership lessons from her 30 years of combined active and Army Reserve service. In combat zones that included Iraq,

conducting military intelligence operations, psychological operations, humanitarian operations, and civil affairs, the military taught her that leadership requires a fine balance of reason and emotion, distance and familiarity, and hard and soft power. She shares how to lead to success at all levels of any organization.



A Journey through PTSD: How Hope Got me Through by CH (COL, Ret) Dr. John J. South, Ph.D, RES '01. The author, a former soldier, police officer, and current chaplain, shares his experiences of being injured in Vietnam, being on the scene at Columbine, and spending months helping during the 9/11 recovery efforts. He has seen more than his share of death and destruction in his lifetime, and has dealt with the devastating after-effects: living with PTSD and depression. This book, part memoir and part self-help, offers

hope and help for others suffering with these issues, and it also offers suggestions on how to deal with loved ones who are living with or showing symptoms of depression or PTSD.



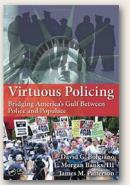
Detained: Emails and musings from a spiritual journey through Abu Ghraib, Kandahar and other garden spots by COL (Ret) Brian M. Rees, M.D., DDE'07. Over his five deployments to the Middle East since 9/11, Rees documented his daily life in emails to his friends and family. In this memoir, you hear what it is like to be a doctor to Taliban and al-Qaeda insurgents, to serve at Saddam Hussein's trial, and to work with a mostly Muslim population in an occupied country. He gives us a first-hand

look at our wars, and at some of the ethical dilemmas faced by a physician on the battlefield. While attending USAWC, he integrated evidencebased discoveries from Eastern spiritual traditions that have promise in treating and preventing posttraumatic stress, as well as interventions to help modify behavior on the battlefield. He explores his own faith and reflects on topics as diverse as how the Army molds soldiers, how the VA treats veterans, what went wrong at Abu Ghraib and in our invasion of Iraq, the dynamics fueling the Transcendental Meditation organization, and the influences of fundamentalism in both Islam and Christianity.



It's Your Career: OWN IT! by Alice Muellerweiss, RES '08. People can no longer assume a lifetime career in a single organization, nor can they depend on the organization to provide a comprehensive suite of career development activities or tools. The economy, new technology, scarcity of good jobs, and increasing number of people in the workforce are challenges to which people must pay particular attention. Muellerweiss presents a call to action for

people to own their career planning and aggressively act on their plan. She frames the book with leadership stories spanning more than 30 years of public service, from Army Private to Senior Executive. Through her personal experiences, first-hand observations, and research, she shares key difference makers, models, and tips on how to champion self, increase innovation, and create change to achieve individual success. She reveals a framework which helps people make choices to develop and follow a path to achieve career aspirations, inspiring readers to courageously commit to accomplishing their personal goals, and confidently take action.



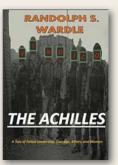
Virtuous Policing: Bridging America's Gulf Between Police and Populace by Lt Col (Ret) David G. Bolgiano, ANG, RES'09, L. Morgan Banks III, and James M. Patterson. This book provides an assessment and commentary of governmental coercive uses of force, whether by civilian law enforcement officers in the U.S. or by military service members overseas. It examines the ethical, legal, psychological and tactical realities of such encounters using specific case studies, and then offers realistic and practical solutions and recommendations on

how law enforcement and military leaders can better train and lead their subordinates to either avoid such encounters or lessen their impact on good and peaceable governance.



Wisconsin's Flying Trees in World War II: A Victory for American Forest Products and Allied Aviation by Sara Witter Connor, NSS '15. Wisconsin's trees heard "Timber" during WWII, as the forest products industry of the Badger State played a key role in the Allied aerial campaign. It was Wisconsin that provided the material for the De Havilland Mosquito, known as the "Timber Terror," while the CG-4A battle-ready gliders, cloaked in stealthy silence, carried the 82nd and 101st Airborne into fierce fighting throughout

Europe and the Pacific. The author follows a forgotten thread of the American war effort, celebrating the factory workers, lumberjacks, pilots, and innovative thinkers of the U.S. Forest Products Laboratory who helped win a world war with paper, wood and glue.



The Achilles: A Tale of Failed Leadership, Courage, Killers, and Women by COL Randolph S. Wardle, RES '16. This is a novel about the horrors and deception of war, and one man's courage in the face of overwhelming odds. When River Rochman joins the U.S. Army, his plan is simply to survive four years of military service to pay off his college loans, then go home to marry his girlfriend, Daisy. Instead, he's sent into Afghanistan and Pakistan in December

2004 to recover the "Achilles," a communications system that locates U.S. Special Forces and CIA agents conducting operations. He must cross the border disguised as a local worker with no weapons and only his street-smarts to help him survive. Once in Pakistan, he reluctantly rescues a Pakistani woman and her child from an abusive husband, and a strong bond forms between the three as Rochman continues his search for the Achilles. The mission is plagued by betrayal, pain, and sacrifice.

MINI-REUNION OF 2009 INTERNATIONAL FELLOWS (IFs)



L-R: **BG Torgeir** (Tor) and **Hanne Gratrud** (Norway); **BG Sal Sanchez** (Spain); Rita Sirel (Estonia); Özlen Altun (Turkey); **BG Indrek Sirel** (Estonia); Margot and **BG Wolfgang Richter** (Germany); **BG Pietro Tornabene** (Italy); **Col (Ret) Fatih Altun** (Turkey); Alessandra Tornabene (Italy); Fitore Cahani (Albania); Mercedes Sanchez (Spain); and **Col Nazmi Cahani** (Albania).

Dear IFs and U.S. friends, here we are in late May 2015 in Thessaloniki, Greece, our first reunion of the IFs of the Class of AY 09. I cannot overstate the great joy we all had by meeting again after six years. We had the chance to enjoy the beauty of Greece, to catch up after so much time, and to confirm that the spirits are still high and that the friendship remains strong.

On Friday evening, we met at the Sanchez' place to share some paella. Then on Saturday, we took a mini-bus to Philippi, the first city in Europe visited by St. Paul, and Kavala, in front of the island of Thasos, a place closely linked to the story of the Peloponnesian War. We enjoyed an excellent Greek lunch and Ouzo by the sea in a typical Greek taverna. Following an ancestral Turkish tradition, the ladies read the future in the dregs of the coffee. The oracle said the IFs will meet again soon! In Germany, we believe!

On Sunday, the group split. Some of us stayed in Thessaloniki, recovering from the exciting Saturday that ended aboard a pirate ship in the Bay of Thessaloniki, or doing some sightseeing downtown. Others drove to Vergina to visit the royal tomb of King Philippo II, the father of Alexander the Great.

Wolfgang (and, of course, Margot) proved to be the same great President he was in Carlisle and immediately started thinking on future plans to institutionalize this event. He mentioned the possibility of meeting in Koblenz, Germany for the 10th anniversary of our arrival in Carlisle (2018). Before that date comes, it would be great if we were able to keep the flame burning and organize other meetings... Any volunteer? Putting this together is not difficult, and the wonderful moments that such an occasion brings are worth the effort.

And to all of you who were not here, you were missed. Fortunately, Nazmi and Fitore made sure we toasted each and every one of you with the Aquavit Tor smuggled from Norway. We all made vows for reuniting again next year and to see many more of us! Do not miss the next reunion. And please: if somebody is thinking on taking the next step.... do not hesitate and do it!

We all agreed that this gathering was a tribute to the U.S. efforts to enhance mutual confidence and stability across the world by having International Fellows at USAWC.

Many regards to all, Sal and Mer

RESIDENT CLASSES OF 1978 AND 1980 REUNION

We held a combined 37-year and 35-year reunion for the Resident Classes of 1978 and 1980 on May 5-7, 2015. The groups enjoyed reconnecting with one another, comparing notes with current USAWC leaders, visiting the Army Heritage and Education Center (AHEC), and touring new quarters.



COL Rick Harney welcomed the returning grads to AHEC, many visiting it for the first time.



Wil Waschoe Auditorium was "reunion central" and "home base" for the returning grads and their spouses.



One of the renovated Young Hall "apartments" visited by the reunion attendees. *Can you believe how wide that eating area is*?



Entry way into one of the new student family duplexes that replaced "Smurf Village."



1995 CLASS REUNION

The combined 20-year reunion for the 1995 Resident and Corresponding Studies Classes and Fellows was held October 15-17, 2015. As we did for the 1994 Class last year, we scheduled this reunion to start the day following the AUSA Annual Meeting in Washington, DC so grads could take advantage of both. It was a 2¹/₂ day event filled with visits to Root Hall, new family quarters, LeTort View Community Center (the former Officers Club), Army Heritage and Education Center (AHEC), a Gettysburg Staff Ride, golf, seminar dinners across Carlisle and Boiling Springs, and so much more. The group was joined at the main reunion dinner by **COL (Ret) John Connolly, RES '84,** their Deputy Commandant, **COL (Ret) Terry**

Wallace, RES '83, Corresponding Studies Department Chairman when the Class of 1995 began, LTG (Ret) Dave Huntoon, 1995 Fellow and former USAWC Commandant, and nine other faculty members. A special thanks goes to COL (Ret) Stew Crane for his tireless efforts over the years, and especially this last year, to locate and communicate with his classmates so that the reunion could be

a success! Thanks also to Brig (Ret) Frederic and Marie-Claire Drion and Col (Ret) Peter and Sheila Williams for traveling from France and the U.K. respectively to represent the IFs. Please enjoy a sampling of photos from this great reunion.







(F9)Gary & Holly Swartz, (F10)Karen Hendrickson, (F11)Sheila Williams (UK), (F12)Dorothy Clark, (F13)Carrington Wingard, (F14)Jacqueline Smith, (F15)Ellen Russ, (F16)Marie-Claire Drion (France), (F17)Nancy Gebhard, and (F18)Andrea Ramsey.

Dennis Webb, (M11)Peter Williams (UK), (M12)Barry Wingard, (M13)Sue Jones, (M14)Mary Della Jacono, (M15)Jay Smith, (M16)Dan Fleming, (M17)Merle Russ, (M18)Sheila Dietz, (M19)Frederic Middle Rows: (M1)Tom Jones, (M2)Pat Crane, (M3)Caryl Murdoch, (M4)Dave Zalis, (M5)Jay Tisserand, (M6)Dan & Jane Struble, (M7)Nick Straffon, (M8)Bruce Brant, (M9)Leif Hendrickson, (M10) Drion (France), (M20)Norm Gebhard, and (M21)Dennis Dietz (DCS)

Barry Quinn (DCS), (B21)Dave Huntoon (USAWCF), (B22)Mark Grim (DCS), (B23)Ken Herbst (USAWCF), (B24)George Bowman, (B25)Phil Jones, (B26)Jim Combs, (B27)John Della Jacono, (B28)Jim (B29)Marcy Fleming, (B30)Bob Cardamone, (B31)Keith Miller (DCS), (B32)Chris Miller, (B33)Ed Filiberti, (B34)Will Ramsey (DCS), and (B35)Curtis Retzloff (DCS). Back Rows: (B1)Rick Read (DCS), (B2)Jim O'Rourke (DCS), (B3)Tom Marcello (DCS), (B4)Willa O'Rourke, (B5)Stew Crane, (B6)Ed Murdoch, (B7)Larry Doton, (B8)Steve Kidder, (B9)Kevin Cogan, (B10) Tom Hardy, (B11)Beth Sterne, (B12)Angela Logan, (B13)Steve Sterne, (B14)Pat Logan, (B15)Greg Gibbons, (B16)Steve Flohr, (B17)Carolyn Gibbons, (B18)John Bonin, (B19)Margaret Huntoon, (B20)

NEWS AND EVENTS

Dr. (COL, Ret) Richard A. Lacquement, Jr., RES '09, Dean, led a group of USAWC faculty to meet with former Secretary of Defense Chuck Hagel at the Yale Club in NYC on June 24, 2015, when the Foreign Policy Association presented Mr. Hagel with the Foreign Policy Association Medal. Key to the USAWC attendance was Dr. Sarwar Kashmeri, NSS '05, a Fellow with the Foreign Policy Association.



L-R: COL P. Michael Phillips, RES '09, DNSS; Lacquement; Dr. Larry P. Goodson, DNSS; Hon. Chuck Hagel; Col (Ret) Michael A. Marra, USAF, RES '04, DMSPO; Dr. (COL, Ret) George J. Woods III, RES '02, DCLM; and COL Joseph P. Sullivan III, DDE '13, DNSS.



MG Muhammadu Buhari, IF Nigeria, RES '80, visited with his Washington, DC classmates on July 21, 2015 at the Blair House on his official visit to the U.S. after becoming President of Nigeria. L-R: Ms. Cynthia Hiser (Julia Gordon's sister), COL (Ret) Charles L. 'Larry' Gordon, Julia Gordon, BG (Ret) Jack Pellicci, President Buhari, GEN (Ret) Ronald H. Griffith, LTG (Ret) Jerome H. 'Jerry' Granrud, Carol Somerville, and COL (Ret) Paul F. Somerville.



L-R: COL (Ret) Len Fullenkamp, RES '90 & FAC '90-'14, led a Foundation staff ride to Normandy in October: L-R: Fullenkamp, MG (Ret) Cliff Gibbs, DCS '80 & former AWCF Trustee, COL (Ret) Bob Hervey, RES '85 & former AWCF Trustee, Mr. Chuck Donabedian, NSS '08 & former AWCF Trustee, Ms. Veronique de Longevialle, COL (Ret) Bernie Kosowski, DCS '85 & former AWCF Trustee, Mr. Jim Ewart, NSS '08, MG (Ret) Mari K. Eder, DDE '01 & AWCF Trustee, Mr. Martin Devine, Audia Group, Col Doug Douds, RES '10 & FAC, Mr. Peter Larrass, Audia Group, Mr. Richard Jackson, NSS '14, and Vivian and Bennett Levin, former AWCF Trustee.



Dr. Michael S. Neiberg, DNSS, has been appointed this fall as the first USAWC Chair of War Studies. Mike was selected from a deep pool of highly talented applicants. This position is made possible through the support of the Army War College Foundation.



MG Li Tiantain, Director General of the Peacekeeping Affairs Office, PLA, visited with MG William E. Rapp, RES '04 and 50th Commandant, on October 22, 2015. In this photo, he is presenting MG Rapp Sun Tzu's "The Art of War" on silk. MG Tiantain and MG Xu Nanfeng, Senior PLA officer in the U.S. and Defense Attaché from the PRC to the U.S., were here for a USAWC engagement discussing Army to Army relations, Strategic Education, Peacekeeping, and an upcoming engagement with the PLA's Academy of Military Science in Beijing, China.



Mr. Bob Woodward spoke at USAWC on October 22, 2015 and visited with the staff of the USAWC Library. Yes, he's behind the Circulation Desk which still has the "Please Disturb" sign on it!

RESIDENT CLASS OF 2015 GRADUATION FOUNDATION WRITING AWARDS



L-R: COL Kris N. Perkins, LtCol Sharon K. E. Kibiloski, USAF, COL Jeffery E. Phillips, Col Kenneth Pedersen, IF Denmark, COL Warren L. Wells, COL Brandon D. Newton, COL Edward P. Chamberlayne, USAWCF, Col Amarsaikhan Serdari, IF Mongolia, LTC William E. Boswell, and Brig M. Waseem Ashraf Raja, IF Pakistan. Missing from photo: Mr. Stewart C. Eales and COL Mark D. Baxter, Class President.

DISTANCE CLASS OF 2015 GRADUATION FOUNDATION WRITING AWARDS

L-R: Col Markus T. Kreitmayr, IF Germany, Mr. Scott T. Redeker, COL Garrick M. Harmon, COL George Elias Katsos, COL Matthew D. Morton, and Colonel Jack A. Otteson, Class President.



DIGITAL RESOURCES FOR ALUMNI

Did you know that USAWC alumni have access to digital resources not available to the public, with more planned for the near future? The USAWC Knowledge Management Network (KMN) provides access to alumni using Common Access Card (CAC) or username/ password credentials. Graduates from Academic Year 2002 and later have existing access and can use their primary email address on file with the College as username. Other graduates can request an account via options provided on the landing page. In addition to new account requests, users can utilize options for forgotten password, etc. The KMN offers modules to alumni to include Personnel Directory Search and Subject Matter Expertise lookup. Alumni can also update their own personal information via the Personal Data Manager and Post Graduation Career Assignments modules. Additional modules and functionality may be added for alumni use in the future. The KMN is available at: <u>https://www.carlisle.army.mil/kmn/</u>

Additionally, the USAWC plans to soon offer alumni access to current curriculum and course content via its online Learning Management System platform, Blackboard. This initiative is in progress, so stay tuned for updates.

EASY ONLINE CHRISTMAS SHOPPING!





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COL Sean N. Fisher LTC Ronald Paul Fitch, Jr LTC Eric Christopher Flesch	RES '16 RES '16 RES '16 RES '16 RES '16 NCS '10 NCS '10 NCS '10 NCS '10 NCS '10 NCS '10 NCS '16 DDE '16 DDE '16 DDE '16 DDE '16 DDE '15 RES '15
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COL Sean N. Fisher LTC Ronald Paul Fitch, Jr LTC Eric Christopher Flesch	RES '16 RES '16 RES '16 RES '16 RES '16 NSS '10 RES '16 DDE '16 DDE '16 DDE '16 DDE '16 DDE '16 DDE '16 DDE '16 DDE '16 DDE '15 RES '15 RES '15 DCS '80

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COL Michael B. Lalor	
COL (Ret) Gary D. LangfordRES '04	
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LTC Kip Orry Lassner DDE '16	
COL (Ret) Billy R. Lawson	
COL Michael T. Lee DDE '14	
Mrs. Sarah Blanding Leonard RES '16	
LTC Shawn Edward Leonard	
COL Joseph M. LestortiDDE '16	
Mr. Jesse Sol Levinson DDE '16	
LTC Charles W. Lewis RES '16	
LTC Angel M. Liberg DDE '16	
LTC Andrew Nathan Liffring RES '16	
LTC Howard Robert Lloyd, Jr DDE '16	
LtCol Charles M. Long, Jr RES '16	
COL Richard Walter Long DDE '16	
COL James Donald Lord DDE '16	
Lt Col Teresa G. Love DDE '16	
COL Bonnie S. Lowe	
LTC Shannon M. Lynch	
CH(COL) Charles E. Lynde DDE '15	
COL (Ret) Fred E. Lyssy DCS '86	
COL Andrew Walter Mack	
COL Michael C. Maguire	
LTG (Ret) Glynn C. Mallory, Jr	
LTC Justin L. Mann	
COL Rodney C. Manor DDE '15	
LTC Kelsey Anne Marchalk DDE '16	
Ms. Judith F. MarksNSS '15	
COL Joseph Anthony Marsiglia DDE '16	
COL Sharon Ann Martin	
LTC Earl Guy Matthews	
LTC David T. May DDE '16	
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COL (Ret) Ward B. Nickisch	RES '91
Lt Col Justin Herbert Niederer	
LTC Colin Patrick Nikkila	RES'16
LTC Sean C. Nikkila	
COL Thomas Arthur Niles	DDE '16
LTC Hallah E. Nilsen	
COL Scott Philip Nolan	
COL Dale Eugene Oldham	
COL Jeff A. Olive	
COL Jeffrey Thomas Oppenheim	
LTC Jean Ouedraogo	DES 11
Mr. Darrell R. Owens	
LTC Otto Miguel Padron	
LTC Antonio M. Paz	
LTC Henry Christopher Perry, Jr.	
LIC Henry Christopher Perry, Jr.	RE3 16
LTC Thomas Barton Pickle, Jr.	DDE 16
COL (Ret) Robert A. Plant	
COL David Polaneczky	DDE 16
LTC M. Turner Pope, Jr.	DDE 16
LTC Michael D. Poss.	RES 16
LTC Daphany Lynn Prewitt, D.B.A.	DDE 16
Lt Col Jeffrey M. Prindle	RES'16
MAJ James Edward Proctor, Jr	DSC '14
LTC Mark Thomas Purdy	
COL Michael S. Quinn	
COL (Ret) William A. Ramsey	DCS '95
CH(LTC) Brian David Ray	DDE'16
LTC Jeffrey Carl Rector	DDE '16
LTC Kyle A. Reed	
MG (Ret) Paul G. Rehkamp	
COL Edward M. Reilly	DDE '15
COL William Charles Reitemeyer	DDE '15
COL Jeth Berrington Rey	RES'15
LTC David Scott Rhoads	DDE '16
Lt Col Mitchell Desmond Richardson	
LTC Eric James Riley	
LTC (P) Jason G. Riley	
LTC Carlos Jose Rivera-Roman	DDE '15
LTC James Ronald Robertson	DDE '15
LTC Thomas John Robinson, Jr	RES'16
LTC Rafael Rodriguez, Jr	RES'16
LTC Alberto RodriguezCruz	RES'16
COL Karen Jane Roe	
LTC Timothy Stephen Rogers	DDE '15
COL Tonya Harvey Rogers	DDE '15
Mr. Philip F. Romanelli	RES'16
Mr. Joseph J. Romano	
COL David A. Roscoe	DDE '15
COL John T. Rothwell.	
LTC Christine Victoria Rummel.	RES 115
LTC Thomas M. Russell-Tutty	
COL Jeffrey M. Sabatine	
MajGen (Ret) Muhammad Sahool Afzal	
COL Henry L. Sanders, Jr.	
Mr. Robert L. Saylor	
LTC Stephen Edward Schemenauer	
COL Glenn Ralph Schmitt.	RES '08
LTC James M. Schultze	RES '08 USAWCF '16
LTC William Preston Scott, Jr.	RES '08 USAWCF '16 DDE '15
COL Joseph W. Secino	RES '08 USAWCF '16 DDE '15 RES '16
	RES '08 USAVVCF '16 DDE '15 RES '16 DDE '16
TC Scott Joffroy Sharidan	RES '08 USAWCF '16 DDE '15 RES '16 DDE '16 FAC
LTC Scott Jeffrey Sheridan	RES '08 USAWCF '16 DDE '15 RES '16 DDE '16 FAC DDE '16
LTC Scott Jeffrey Sheridan	RES '08 USAWCF '16 DDE '15 RES '16 DDE '16 FAC DDE '16 DDE '15
LTC Scott Jeffrey Sheridan LTC(P) Michael Antonio Sherman LTC Angela Marie Simmons	RES '08 USAWCF '16 DDE '15 RES '16 DDE '16 DDE '16 DDE '15 DDE '16
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LTC Scott Jeffrey Sheridan LTC (P) Michael Antonio Sherman LTC Angela Marie Simmons COL Curt R. Simonson COL Katherine A. Simonson COL Vernon H. Simpson, Jr. LTC Bryan Keith Sizemore COL Jonathan Bengel Slater Mr. Frank P. Slattery, Jr. LTC Darrin Lamar Smith CH (LTC) James Edward Smith, Jr. COL Stephen Richard Smith	RES '08 USAVVCF '16 DDE '15 RES '16 DDE '16 DDE '16 DDE '16 DDE '16 RES '15 DDE '16 RES '16 NSS '15 . RCNSIS '14 DDE '16 DDE '16
LTC Scott Jeffrey Sheridan LTC (P) Michael Antonio Sherman LTC Angela Marie Simmons COL Curt R. Simonson COL Katherine A. Simonson COL Vernon H. Simpson, Jr. LTC Bryan Keith Sizemore COL Jonathan Bengel Slater Mr. Frank P. Slattery, Jr. LTC Darrin Lamar Smith CH (LTC) James Edward Smith, Jr. COL Stephen Richard Smith COL Martin Dale Snider	RES '08 USAVVCF '16 DDE '15 RES '16 DDE '16 DDE '16 DDE '16 DDE '16 RES '15 DDE '16 RES '16 NSS '14 DDE '16 RES '16 RES '16
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26 Foundation & Alumni News Fall 2015

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COL Andrew 'Andy' Lippert, RES '10 & FAC on the occasion of his retirement from Col (Ret) Harry Leach, USAF, RES '05, AWCF Dir for Dev Dr. Gilad Gordon, NSS '13 from Mr. Mark Loewenstein, NSS '15 COL Marie A. Dominguez, M.D., RES '15 from COL (Ret) Robert S. Poydasheff, RES '76 CDR Paulie Hockran, USN, RES '15, Seminar 6 from Mr. Jason C. Gordon, NSS '15 Lt Col Bradley L. Johnson, USAF, RES '15, Seminar 17 from Mr. Stanley J. Josephson, NSS '15 LTC Marcus A. Jones, RES '15 from Mr. Robert J. Haynes, NSS '15 COL Bryan J. Laske, RES '15 from Dr. Judith Goodwin, NSS '15 Seminar 6, Resident Class of 2015 from Mr. Thomas Cook, NSS '15 from Mr. Jason C. Gordon, NSS '15 from Ms. Aradhna Oliphant, NSS '15 from Mr. Daniel F. Ponder, NSS '15 from Mr. Steven H. Shindler, NSS '15 from Dr. Daniel V. Schidlow, M.D., NSS '15 Seminar 17, Resident Class of 2015 from Ms. Gwen Collins, NSS '15

Other

The men who served with me in 1st Plt, Co B, 27th Inf Regt, Jun 50 – Jun 51 (Korean War) from BG (Ret) Uzal W. Ent, DCS '73 (dec'd) All Soldiers, past and present, and their families from BG Bryan P. Fenton, USAWCF'10 Mr. Kenneth Austin from COL (Ret) Ralph E. Cross, DCS '93 AWCF Staff from COL (Ret) Robert S. Poydasheff, RES '76 BG Stephen A. Bucaria, Cdr, New York Guard from The Natalie Bailey & Herbert J. Kirshner Foundation Mr. and Mrs. Russell T. Bundy, AWCF Trustee from Rev. Dr. Richard D. Ellsworth, NSS '02 LTC and Mrs. William Bundy from Mr. and Mrs. John W. Wright, Jr. COL J. Chapman Coleman from COL (Ret) Kenneth P. Davis, Ph.D., DCS '93 Mr. Dean Hankinson from COL (Ret) Ruth B. Collins, RES '98, AWCF President & CEO BG (Ret) Albin F. Irzyk from Mr. Don M. Fox, NSS '15 Maj Gen Randy A. Kee, USAF, on the occasion of his retirement from Col (Ret) Harry Leach, USAF, RES '05, AWCF Dir for Dev Mr. Amir Lear, outgoing AWCF Trustee from COL (Ret) Ruth B. Collins, RES '98, AWCF President & CEO Mr. W. James McNerney, Jr., former Chairman, The Boeing Company from COL (Ret) Ruth B. Collins, RES '98, AWCF President & CEO Members Still Serving in the Military Today from COL (Ret) Paul M. Fleenor, DCS '83 LTC (Ret) Michael D. Mierau, Sr. from his son, LTC Michael D. Mierau, Jr., RES '16 Col Thomas C. Perkins from LTC (Ret) Robert L. Schwarz, DCS '79



GEN Vincent K. Brooks, USAWCF '99, spoke to the Class of 2016 on October 15, 2015 and visited with members of the MG Charles Rogers Chapter of ROCKS following the lecture.

LOOKING FOR SUBJECT MATTER EXPERTS

The Veterans National Education Program (V-NEP) seeks knowledgeable people willing to share cultural or historical facts, and/or discuss current military and geopolitical issues about countries around the world. Interviews would be videotaped in the Carlisle area, edited with footage and then posted on V-NEP's educational Global Awareness Map. The map, used by U.S. educators, is an interactive, highly visual "encyclopedia" with a special focus on "hot spots" and geo-political issues around the world. V-NEP is currently looking for individuals with expertise on countries within Europe, Southern Africa, Central America and South America. If interested, please contact: Susan Sherwood, Executive Producer <u>ssherwood235@comcast.net</u>.

TAPS FALL 2015

Name & ClassDate of Death	COL (Ret) Kitt Marie MacMichael, DCS '73 April 17, 2007
	COL (Ret) Robert 'Bob' Marchant, DCS '73 January 12, 2008
1950s	COL (Ret) Stephen Popadich, DCS '73 July 25, 2015
LTC (Ret) Robert H. McCleary, FAC '51 - '52 March 5, 2015	MG (Ret) Harold 'Hank' Small, RES '73 May 5, 2015
	BG (Ret) J. Kenneth Corley, DCS '74 March 24, 2014

1960s

19005
COL (Ret) Francis 'Frank' Naughton, RES '60 February 3, 2015
COL (Ret) Clifford T. Riordan, RES '61 August 22, 2015
COL (Ret) John K. Brier, RES '62 May 4, 2015
COL (Ret) John G. Georgelas, RES '62 January 14, 2007
Col (Ret) Claude 'Carl' Leighty, RES '62 August 24, 2015
MG (Ret) John T. Carley, RES '63 May 15, 2015
COL (Ret) Paul Murray, Jr., RES '63 May 20, 2015
COL (Ret) Ira B. Richards, Jr., RES '63 July 17, 2007
MG (Ret) Maurice C. Fournier, SRCOC '64 January 21, 1983
COL (Ret) Thomas F. Spencer, RES '64 May 1, 2014
Mr. Robert 'Bob' Bower, RES '65June 18, 2015
Col (Ret) Evans C. Carlson, USMC, RES '65 April 2, 2005
COL (Ret) Charles E. Hall, RES '65 January 24, 2003
COL (Ret) Richard F. McAdoo, RES '65 July 8, 2015
COL (Ret) John B. McKinney, RES '65, FAC '65 - '67 Oct. 9, 2013
COL (Ret) Stanley M. Ramey, FAC '65 - '68 July 10, 2015
COL (Ret) Robert M. Hamilton, RES '67June 22, 2015
COL (Ret) Ervin V. Johnson, RES '67 March 28, 2015
COL (Ret) Owen E. Litz, FAC '67 - '69 March 26, 2015
BG (Ret) John A. Maurer, RES '67 September 23, 2015
COL (Ret) John B. Zanin, RES '67 August 22, 2015
CAPT (Ret) Allen H. Balch, USN, RES '68 May 5, 2015
COL (Ret) Sam L. Barth, RES '68 August 23, 2012
Col (Ret) Douglas T. Kane, USMC, RES '68 September 18, 2000
Dr. William R.Tracey, D.Ed., RES '68 September 8, 2015
COL (Ret) Robert F. Hallahan, RES '69 April 27, 2015
COL (Ret) Richard E. Mack, RES '69May 2015
BG (Ret) Loyd P. Rhiddlehoover, Jr., RES '69 August 7, 2015
COL (Ret) Paul C. Smithey, RES '69 November 1, 2012

1970

COL (Ret) Charles 'Brandy' Brandeberry, DCS '70 March 12, 2015
COL (Ret) Frederick R. Cully, RES '70 May 26, 2008
BG (Ret) Edwin F. Dosek, J.D., DDE '70, SRCOC '74 April 28, 2015
COL (Ret) Mason 'Jim' Young, Jr., DCS '70June 6, 2015
COL (Ret) William 'Bill' Benedict, RES '71February 22, 2015
COL (Ret) George A. Hamrah, Ph.D., DCS '71 April 18, 2004
COL (Ret) Daniel L. Lycan, RES '71 September 26, 2015
Col (Ret) Robert J. Perrich, USMC, RES '71 September 1, 1997
Col (Ret) Lloyd C. Ulrich, USAF, RES '71 April 8, 2014
COL (Ret) Charlie M. Farr, DCS '72 September 15, 2014
COL (Ret) James M. Fleming, Sr., DCS '72 January 19, 2010
COL (Ret) Harold R. Golden, RES '72 August 7, 2015
COL (Ret) Kenneth S. Heitzke, RES '72 August 31, 2015
COL (Ret) Ernest F. Jacobs, Jr., DCS '72 August 3, 2014
COL (Ret) James H. Kovach, RES '72 December 4, 2014
MG (Ret) George Kuttas, RES '72 May 27, 2015
Lt Gen (Ret) James E. Light, USAF, RES '72June 6, 2012
COL (Ret) Christopher S. Maggio, Sr., DCS '72 April 26, 2013
Dr. Raymond A. Moore, Ph.D., FAC '72 - '74June 23, 2013
COL (Ret) William A. Shue, DCS '72 July 1, 2008
BG (Ret) Robert D. Upp, DCS '72, SRCOC '73 March 2015
COL (Ret) William F.Vernau, RES '72 January 24, 2008
LTC (Ret) James 'Skip' Wensyel, DCS '72 August 20, 2015
LTG (Ret) Charles W. Bagnal, RES '73June 30, 2015
Mr. Harry C. Banford, RES '73 February 22, 2012
COL (Ret) Charles R. Bradford, RES '73 March 21, 2010
COL (Ret) Nelson P. Conover, RES '73 October 6, 2006
BG (Ret) Uzal W. Ent, DCS '73 October 9, 2015
COL (Ret) Doris Sue Frazier, RES '73 September 5, 2014
GEN (Ret) John R. Galvin, RES '73 September 24, 2015
Mr. John G. Kormann, RES '73 April 29, 2015

RES – Resident CLASS CODES

COL (Ret) Donald H. Gransback, RES '74. June 5, 2015

COL (Ret) Benjamin M. Hamilton, DCS '74 August 19, 2015 COL (Ret) Billie J. Cole, DCS '75. July 1, 2003 LTC (Ret) Nicholas Maravic, FAC '75 - '76 February 17, 2015 COL (Ret) Franklin O. Mikle, P.E., RES '75.... December 20, 2007 COL (Ret) Harold 'Hal' Miller, RES '75 September 14, 2015 COL (Ret) Homer C. Pickens, Jr., RES '75 July 23, 2015 COL (Ret) David E. Scales, RES '75 October 30, 2013 LTC (Ret) Claude S. Simpson, Jr., DCS '75.... November 30, 2000 COL (Ret) Joseph A. Torsani, Jr., RES '75 November 21, 2014 COL (Ret) Billy |. Wright, RES '75 June 7, 2015 COL (Ret) Charles O.Arnecke, Jr., RES '76.... September 13, 2015 COL (Ret) Robert 'Bob' Feist, DCS '76..... July 11, 2015 BG (Ret) Curtis 'Curt' Hoglan, RES '76..... September 15, 2015 BGen (Ret) Donald L. Humphrey, USMC, RES '76. June 28, 2015

COL (Ret) George E. Taylor, DCS '76 March 1, 2015 COL (Ret) William 'Bill' Weihl, RES '76 August 11, 2015 COL (Ret) Colleen L. Brooks, RES '77 April 2014 COL (Ret) Cary E. Bufkin, J.D., DCS '77 September 20, 2011 Mr. Frank E. Cash, FAC '77 - '80 November 4, 1997 COL (Ret) James F. Cullen, RES '77 October 21, 2014 COL (Ret) Clarence 'Skee' Cunningham, RES '77 Nov. 29, 2006 COL (Ret) David G. Doane, M.D., DCS '77..... May 26, 2014 COL (Ret) Bernard D. Friend, RES '77. August 4, 2015 BG (Ret) William M. Ingram, P.E., DCS '77, SRCOC '79. . . . Nov. 20, 2008 COL (Ret) Harry J. Psomiades, DCS '77 August 13, 2011 COL (Ret) Joseph L. Kulmayer, DCS '78 July 17, 2015

BG (Ret) Julian M. Marchant, SRCOC '78 October 26, 2007 COL (Ret) Kenneth M.Tucker, DCS '78. January 22, 2015

MG (Ret) John L. Fugh, RES '79 May 11, 2010

Col (Ret) John R. Goodley, USAF, RES '79 February 21, 2015

DCS – Department of Corresponding Studies DDE – Department of Distance Education (DCS renamed as of 1 Jun 98) SRCOC – Senior Reserve Component Officers Course

USAWCF – U.S. Army War College Fellow FAC - Faculty NSS – National Security Seminar SIS – Strategy Implementation Seminar CNSP – Commandant's National Security Program

DSC – Defense Strategy Course SLS - Senior Leader Seminar RCNSIS - Reserve Component National Security Issues Seminar

COL (Ret) Stephen T. Mashek, DCS '88. April 24, 2010 COL (Ret) Oliver D. Peters, Jr., DCS '88 June 29, 2009

1990s

Col (Ret) Robert 'Bobby Joe' Garner, USMC, RES '90 December 6, 2014
COL (Ret) Charles J. Schwartzman, RES '90 September 30, 2015
Ambassador Harry J. Gilmore, FAC '91 - '92 April 23, 2015
COL (Ret) James H. Reisenweber, RES '91June 17, 2014
COL (Ret) John 'Beepsy' Welch, RES '93 September 2, 2015
COL (Ret) John K. Bradshaw, DCS '95February 25, 2015
BG W. Craig Broadwater, J.D., USAWCF '95 December 18, 2006
Mr.Walter Kaye, NSS '95 July 26, 2015
MG (Ret) Frederick D. Feinstein, SRCOC '96 January 16, 2015
LTC (Ret) D. Christopher Osborne, J.D., DCS '96 June 25, 2015
COL (Ret) Henry B. Richardson, Jr., Esq., DCS '96 Oct. 1, 2015
Dr. (COL, Ret) Larry R. Camp, D.M.D., RES '97 May 9, 2015
COL (Ret) Peter H. Jones, DCS '97May 11, 2015
Mr. James P. Leblanc, NSS '99 December 1, 2010

2000s

Col (Ret) Timothy J. Cassidy, USMCR, DDE '01 March 18, 2011
Mr. Thomas 'Tommy' Frazer, NSS '01 July 4, 2012
MG (Ret) Roar Sundseth, IF Norway, RES '02 July 16, 2015
Mr. Michael R. Kindig, NSS '04 August 9, 2010
Mr. Donald 'Ike' McLeese, NSS '04 October 29, 2013
LTC (Ret) Earle L. Denton, NSS '06 March 1, 2015
COL (Ret) Barbara J. Bruno, DDE '07 September 29, 2015
Mr. John L. Wittstock, NSS '07 November 29, 2008
Mr. Tod R. Edwards, NSS '08 August 31, 2014
Mr. Gary P.Wetterau, NSS '09 September 16, 2015
Mr. Scott A. Coates, NSS '10 September 16, 2015
Mr. Philip J. Clements, J.D., LL.M., NSS '13 September 8, 2015
COL Robert C. Smothers, DDE '15 May 4, 2015

Spouses

Mrs.Alberta 'Bertie' Knight August 10, 2015 wife of COL (Ret) Hale H. Knight, RES '67 (dec'd)
Mrs. Madeleine Parks-Goldman September 22, 2013 wife of Dr. (COL, Ret) Abram F. Goldman, DCS '70
Mrs. Myra Faine Turner Hooker
Mrs. Barbara Otis, October 3, 2015 wife of GEN (Ret) Glenn K. Otis, RES '70 (dec'd)
Mrs. Elizabeth 'Bettie' ConoverOctober 1, 2013 wife of COL (Ret) Nelson P. Conover, RES '73 (dec'd)
Mrs. Lois H. Carr August 9, 2014 wife of COL (Ret) John M. Carr, Jr., RES '76
Mrs. Elizabeth 'Betty' Allgood
Mrs. Susie Hagwood
Mrs. Iris Yerks
Mrs. Geraldine B.Timberlake
Mrs. Linda Ellsworth
Mrs. Sandra T. Nguyen
Mr. Ben Graham

husband of Ms. Rosalene 'Rosie' Graham, RES '03

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COL Judson W. Hanna, Sr., DCS '79 May 4, 1989
COL (Ret) Raymond A. Kolin, RES '79 September 7, 2015
COL (Ret) William J. McCarthy, RES '79 May 8, 2015
MG (Ret) Mack J. Morgan, Jr., SRCOC '79 December 2, 2001
COL (Ret) Joseph L. Sites, FAC '79 - '81 September 19, 2015
BG (Ret) John S. Tuck, DCS '79 August 15, 2015
1980s
BG (Ret) Furman 'Bodie' Bodenheimer, Jr., DCS '80 June 19, 2015
COL (Ret) William E. Callender, Sr., RES '81 January 17, 2014
BG (Ret) George J. Dowd, J.D., SRCOC '81 May 23, 2007
COL (Ret) Richard R. Noack, RES '81 May 10, 2015
Col (Ret) Arthur L. Stewart, Jr., USMC, RES '81 Nov. 27, 2013
COL (Ret) Joe G. Driskill, RES '82 September 11, 2003
COL (Ret) Kent E. Harrison, RES '82 June 10, 2015
LTC (Ret) Charles L. Lewis, DCS '82 November 13, 2002
Col (Ret) Ronnie C. Peoples, USAF, RES '82 May 15, 2013
MG (Ret) Ernest J. Harrell, RES '83 March 31, 2015
COL (Ret) Billie R. Barton, DCS '84 August 11, 2011
MG (Ret) Daniel J. O'Neill, DCS '84 July 28, 2015
COL (Ret) William F. Brierly, DCS '85 March 27, 2012
LTC (Ret) Thomas P. Dillon, RES '85 January 22, 2011
Col (Ret) William 'Bill' Rader, USAF, RES '85 June 27, 2014
Dr. (COL, Ret) William 'Bill' Cruse, RES '86 August 6, 2015
COL (Ret) James L. Estep, DCS '86
COL (Ret) John P. Lawton, RES '86 September 3, 2015
COL (Ret) Anthony 'Tony' DiValentin III, RES '87 Sept. 21, 2015
Col (Ret) Louis W. Grant, USAF, RES '87 December 14, 2014
COL (Ret) Robert J. Jimenez, DCS '87 July 31, 2015
MG (Ret) Syed Badruzzaman, IF Bangladesh, RES '88 May 4, 2015

MAILBAG FALL 2015

COL (Ret) George C. Clowes, RES '58 reported Commandant where he had a major impact on in at 101 years old. He remembers vividly his time the development of sergeants major and the at USAWC with pride and happiness...a great year with professional officers and their families.

MG (Ret) John 'Jack' Hoefling, RES '65 and his wife, Pat, celebrated their 68th wedding anniversary LTC (Ret) Ralph F. Mueller, DCS '78 follows the in April and are still blessed with reasonably good health.

O COL (Ret) Dearl F. Jones, RES '66 is 96 years old and still enjoying retirement. This photo was taken in June 2015 at a weekly bingo game. He told RES '78 retired at age 80 from the Wiesbaden us he is well and still telling everyone what to do and how to do it.

COL (Ret) William H. Tomlinson, Ph.D., RES '66 retired from ICAF in 1973, received his Ph.D. from American University in 1974, and taught Business Policy and Strategy at University of North Florida, Jacksonville for 30 years. Classmates are welcome to stop by and visit on their next jaunt to Miami! In the meantime: GO, BAMA, GO!

COL (Ret) Howard M. 'Howie' Steele, Jr., RES '69 and his wife Dotsy are still living in McLean, Virginia and have six grandchildren.

COL (Ret) Gerald 'Jerry' S. Rose, RES '72 has participated the past year in two PBS Frontline Senegal, after two tours in Guinea during the Ebola TV programs about the Liberian Civil War. He began a Foreign Service career after retiring from active duty in 1976, serving as Exec. Director of State's worldwide medical program for four years, and in Kinshasa, Zaire (now DRC); Pretoria, South Africa; Lagos, Nigeria; Khartoum, Sudan; and Monrovia, Liberia. He served as Deputy Chief of Mission in Liberia during the Civil War there and retired from the Senior Foreign Service as a Minister-Counselor.

OL (Ret) Thomas 'Tom' Fitzgerald, RES '73 received a 2014 Silver Spotlight Award, developed to honor members of the Greatest Generation for remarkable achievements from individuals who reside in assisted living and skilled nursing facilities throughout the state of Washington.

6 COL (Ret) Porcher L. 'P.T.' Taylor, Jr., Ph.D., RES '73, a Tuskegee airman who served in WWII, Korea, and Vietnam with three years in the Navy and 25 in the Army, was honored in 2014 by Downtown Churches United, a coalition of Petersburg, Virginia churches, for 37 years chairing their fundraiser, The Walk Against Hunger. The Virginia Press Association named him the 2014 Virginian of the Year for his achievements as a soldier, civil rights leader, and humanitarian.

COL (Ret) Lloyd J. Matthews, RES '74 won the coveted North American Oceanic Society award for the most significant biographical contribution to maritime/naval history in 2014 for his book General Henry Lockwood of Delaware: Shipmate of Melville, Co-builder of the Naval Academy, Civil War years of service, the past four years as the Executive Commander – featured in our Fall 2014 magazine.

O COL (Ret) William R. Lee, RES '76 was awarded an Honorary Doctorate of Humane 10 LTG (Ret) Robert 'Bob' Wilson, RES '94 Letters by his alma mater, Wilberforce University, is very proud that his wife, Lynn, has published during its annual Commencement on May 10, 2015. At Ease - A Salute to Creative Entertaining. The He had previously been appointed the title of Chair book has the best of the recipes and event tips Emeritus of the Wilberforce University Board of Trustees. He resides in West Melbourne, Florida.

6 COL (Ret) Joseph Ostrowidzki, RES '76 ateaseentertaining.com. was inducted into the U.S. Army Sergeants 10 GEN (Ret) Raymond T. Odierno, RES '95 Major Academy's (USASMA) Hall of Honor on retired in August 2015 as Army Chief of Staff and January 5, 2015. He served as the 5th USASMA joined JPMorgan Chase & Co as a senior adviser.

RES – Resident DCS – Department of Corresponding Studies DDE – Department of Distance Education (DCS renamed as of 1 Jun 98) CLASS CODES SRCOC – Senior Reserve Component Officers Course

Noncommissioned Officer Education Systems. He was also instrumental in the design and approval of the current USASMA campus.

changes in what is being taught today and finds them really exceptional, as were the many fine individuals in his class 37 years ago.

6 COL (Ret) Robert 'Bob' Schloesser, Ph.D., Community as Director of FMWR, capping almost 50 years of service to the military as an officer and DOD civilian. He was recognized with the 2014 John W. Macy, Jr. Outstanding Leader Award in the Pentagon Hall of Heroes for his excellence in leadership and keen business acumen. That was followed in August of 2015 with the DA Meritorious Civilian Service Award.

Mr. George C. Kinzer, RES '79 lives in retirement with his wife of 50 years in Chelsea, Michigan. Their children were all born in U.S. Army hospitals overseas and are, variously: a licensed architect and associate with a national firm in Detroit; a CDC clinical epidemiologist serving in Dakar, outbreak; and a program manager for the Baltimorebased International Youth Foundation with regional responsibilities for operations based in Turkey, Jordan, and Morocco.

O COL (Ret) George F. Qua, DCS '79 was recognized in September 2015 at John Carroll University, hosted by the Newton D. Baker Chapter of AUSA and the Joint Veterans Council of Cuyahoga County, Ohio. His award recognizes individuals who distinguish themselves during and after military service by supporting other veterans in an exemplary manner.

OL (Ret) John B. Haseman, DCS '85, was inducted into the University of Missouri ROTC Hall of Fame, Columbia, Missouri, in November 2014. He is also a member of the Defense Intelligence Agency Defense Attaché System Hall of Fame, inducted in 2011.

COL (Ret) John R. Miller, USAWCF '88, retired from Raytheon as Director, International Business Development for Europe and Africa, and relocated to Roanoke, Virginia, where he is a full time, unpaid volunteer with military and veteran service organizations. He is currently President, Stonewall Jackson Chapter of AUSA covering 42 counties in Southwest Virginia.

BG (Ret) Jack R. Fox, RES '92, AGNSS '09 was confirmed to serve as the New Mexico Department of Veterans' Services cabinet secretary.

Mr. John B. Nerger, RES '94 has retired after 35 Deputy to GEN Dennis L. Via, RES '99, CG, U.S. Army Materiel Command, Huntsville, Alabama.

and ideas collected throughout her 38 years as an Army wife. More information is available at http://

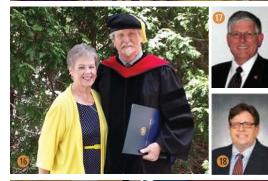
USAWCF – U.S. Army War College Fellow FAC – Faculty NSS – National Security Seminar SIS – Strategy Implementation Seminar CNSP - Commandant's National Security Program DSC – Defense Strategy Course SLS – Senior Leader Seminar RCNSIS – Reserve Component National Security Issues Seminar

















^(B) COL (Ret) Al Faber, USAWCF '98 was named President and CEO of the Foundation for the Malcolm Baldridge National Quality Award in Washington, DC. The Foundation's mission is the financial sustainability of the nation's highest award for quality bestowed by the President of the U.S.

UTG (Ret) Ken Keen, RES '98 is currently the Associate Dean for Leadership Development at the Emory University Goizueta Business School.

Maj Gen (Ret) Alvaro A. Polloni, IF Chile, RES '98 and his wife, Pita, recently returned to Carlisle for a visit to USAWC to see friends and sponsors. They are pictured with their sponsor, COL (Ret) Bernie Griffard, DCS '87, FAC '93-present.

COL (Ret) Dewey D. 'Buddy' Wheat, DCS '98 received a Doctor of Ministry from Gordon-Conwell Theological Seminary, South Hamilton, Massachusetts in May 2015. After retirement in 2003, Buddy attended Lutheran Theological Seminary, Gettysburg and was ordained in the Presbyterian Church (USA). He pastored two rural churches in Pennsylvania before he and Gayle were called back to his home state of Texas where he pastors the First Presbyterian Church in Gatesville, Texas.

Col (Ret) Raymond H. Willcocks, USAF, RES '98 was recently honored by the Boy Scouts of America with their Silver Beaver Award for his impact on the lives of youth through hard work, self-sacrifice, dedication, and many years of service. Additionally, this year Ray was elected to a threeyear term on the Board of Direction of the National Society of American Military Engineers.

⁽¹⁾ LTC (Ret) Gary 'Dr. G' Allen, Ph.D., DDE '99 reports after 28 years of active duty and 13 years as a DA civilian, he is finally changing his 40+ years of duty to God and Country towards duty to God and Gary - thanks to all for the great support. He is staying in Germany to continue his support of the local beer and wine industry.

GEN Edward Katumba Wamala, IF Uganda, RES'00, Uganda's Chief of Defence Forces, and a 2014 IF Hall of Fame inductee, received the U.S. Legion of Merit from U.S. AFRICOM Commander GEN David M. Rodriguez for his contributions in the fight against terrorism and Islamic extremists in Africa.

⁽⁰⁾ MG Daniel J. Dire, USAWCF '01 assumed command of the 807th Medical Command (Deployment Support), Fort Douglas, Utah.

COL (Ret) Marco A. Marin, DDE '01 is now working as a Know Your Customer (KYC) Officer with JP Morgan Chase Commercial Banking and performs Anti-Money Laundering review and compliance for assigned portfolios. He retired with 28 years of gov't service and 30 years of USAR civilian USAWC faculty position in the Department service culminating as Deputy Chief of Staff, G-8, USAR Medical Command, Pinellas Park, Florida. He currently serves as the Executive Secretary-Treasurer and National Councilman for the Reserve Officers Association Department of Texas and various other veterans support groups.

COL (Ret) Frank G. Romano, DDE '01 serves as an Army civilian at U.S. Army Support Activity Fort RES '96, Force Commander, UN Organization Dix, New Jersey. In 2012, he received the Superior Stabilization Mission in the DRC. The photo was

Civilian Service Award for his support to civil authorities following Superstorm Sandy. In 2014, he was honored for his support to the Joint Base McGuire-Dix-Lakehurst Open House and Air Show that was attended by approximately 300,000 people during a two day period; and in 2015, as the Garrison Employee of the Quarter.

COL (Ret) John R. Dabrowski, Ph.D., DDE'02 retired from federal civil service in June 2015 after 33 years of government service. His retirement ceremony was hosted by his good friend BG Stephen K. Curda, Ph.D., DDE '09, SRCOC '15 held at the Missile Defense Agency, Redstone Arsenal, Huntsville, Alabama, where John had served as the Agency's Chief Historian for the past three years. John is now "semi-retired" and is teaching as an Adjunct Instructor of History at Northwest Florida State College.

⁽²⁾ GEN Robert 'Abe' Abrams, RES '03 became CG, U.S. Army Forces Command, Fort Bragg, North Carolina on August 10, 2015. He returned to USAWC to speak to the current Resident Class in October 2015

⁴⁰ LTG Stephen J. Townsend, RES '03, CG, XVIII Airborne Corps, presented Defense Secretary Ash Carter with a photo at Fort Bragg, North Carolina, in July 2015. Carter flew with soldiers assigned to the 82nd Airborne Division when he was hosted for a troop visit to Fort Bragg.

MG Arthur 'Joe' Logan, RES '04 was appointed as the Adjutant General, Hawaii on January 1, 2015.

Col (Ret) Mike Marra, USAF, RES '04, LTG (Ret) David H. Huntoon, USAWCF '95 and 46th USAWC Commandant, and LTC Jerome Sibayan, Ph.D., DDE '08 attended the 88th Anniversary of the Founding of the People's Liberation Army at the Chinese Embassy on July 28, 2015.

MG Almantas Leika, IF Lithuania, DDE '06, IF Hall of Fame, MG Flemming Mathiasen, IF Denmark. RES '06. Danish Division Commander. and MG George M. Schwartz, RES'10, PA ARNG & Deputy Commandant for Reserve Affairs, met in Lithuania during Saber Strike 15.

COL (Ret) Marc Anthony Garcia, RCNIS '08 was appointed Camp Commander for JROTC Cadet Leadership Challenge (JCLC) 2014-present. ICLC is comprised of Cadets, Cadre, Chaperones, and cleared volunteers from the Active and Reserve Components along with 18 different Army JROTC Battalions operating in a relatively austere field environment. He considers it a great privilege to lead America's young men and women.

⁽²⁾ COL (Ret) Frederick J. Gellert, RES '08 was hired as the Professor of Resource Management, a of Command Leadership and Management.

⁶⁰ Dr. Diana B. Putnam, RES '08 is currently Mission Director, Democratic Republic of Congo (DRC), U.S. Agency for International Development (USAID). She was promoted to Minister-Counselor (2-star equivalent) and was able to celebrate with Lt Gen Carlos Alberto dos Santos Cruz, IF Brazil,





taken on May 9, 2015 at the 1st Artisanal Beer (1) COL (Ret) Scott T. Nestler, RES'13 retired in Tasting in Kinshasa featuring five brews made by May 2015 after 26 years of service. He, Kristin, and American Brewers in Kinshasa.

1 Dr. Douglas A. Warnock, RES '08 earned his Ph.D. in Environmental Science and Policy at George Mason University on May 16, 2015. Dr. Warnock is the Deputy Chief, Environmental Division, HQ US Årmy Corps of Engineers, Washington, DC.

20 Mr. Paul Barrett, NSS '09 considered it a privilege to attend the promotion ceremony for MG Hugh Van Roosen, RES '09, SRCOC '12 Judge in Webster Parish, Louisiana. Prior to that, he in October 2015. They became friends in seminar during NSS 2009.

⁶⁹ Mr. Johannes 'John' Hensel, NSS '11 attended the Best Ranger Competition this past spring. Shown here are LTG (Ret) David E. Grange, Jr., RES '70, founder of the competition (to the far right), John's, wife Catrina (middle), and the Ft. Benning escort for LTG Grange (far left)

OL Christopher V. Herndon, DDE '11 co-authored the article "Military Involvement in Cultural Property Protection" that was selected by the National Defense University for the 2015 Joint 49 Several USAWC Fellows presented a framed Force Quarterly Kiley Award for Best Features Article, given to authors for the most influential articles from the previous year's four issues.

69 Brig James J. Learmont, IF UK, and Col Derek Macaulay, IF Canada, both RES '11, served in Baghdad together for a 9 month deployment with the 82nd Airborne Division. Derek is the Chief of Staff, and James is the Deputy CG for Interoperability. They are about halfway through the deployment.

6 BG Kirk E. Van Pelt, DDE '11, Assistant Adjutant General for the Arkansas National Guard, and COL Michael E. Spraggins, DDE '15 visited during graduation for the Distance Education Program Class of 2015.

10 LTC Nancy Waldron, DDE '11, and her associates at Redstone Arsenal, Huntsville, Alabama, enjoyed the USAWC Alumni Dinner last March. Standing L-R: Waldron, Associate Command and his wife Justine visited Tokyo in September. Counsel; COL (Ret) Brian Toland, DDE '11, AMC Command Counsel; Tom Flaig (Kathy Krewer's spouse); Tina Pixler Wood (Christopher Woods' spouse, Associate Command Counsel, retired); COL Monken; Koji Matsunaga, IF '12; and Kaz Christopher Wood, DDE '11, SMDC Counsel. Idogawa, RES'11. Front L-R: Andrea Toland (Brian Toland's spouse) and Kathy Krewer, DDE '09.

OL Irene Zoppi Rodriguez, Ph.D., DDE '12, the first woman to hold the positions of Deputy Commander and Chief of Staff, 1st Mission Support Command, Ft. Buchanan, Puerto Rico, was named a 2015 Latina of Influence by the Hispanic Lifestyle television program for her commitment to the service of our country and education research.

ITC (Ret) Steven A. Edwards, DDE '13 retired from the U.S. Army Reserve on October 1, 2015 after 28 years of service. He continues to work his civilian job as Chief, Claims Division, U.S. Army Cadet Command and Ft. Knox. He continues to reside in Prospect, KY and hopes to spend his newly-found free time traveling with his wife Laura and spending time with his grandchildren.

O CH (MG) Paul K. Hurley, RES '13 was promoted and sworn in as U.S. Army Chief of Chaplains in May 2015. He succeeded CH (MG) Donald L. Rutherford, RES '00, who retired after serving in the post since July 2011. CH Rutherford spoke at the Carlisle Barracks Prayer Breakfast prior to his retirement.

their daughters have moved to South Bend, Indiana, where he is an Associate Professional Specialist (teaching faculty member) in the Management Department of the Mendoza College of Business at the University of Notre Dame. They plan to be there long enough to get both kids through high school and college.

⁽²⁾ COL Sherb Sentell, RES '13 has been elected and assumed office as the Minden-Ward 1 City served as a prosecutor for the State of Louisiana for 12 years. In his Army Reserve capacity, he serves as a joint logistics planning officer at U.S. Central Command.

COL Steven B. McLaughlin, DDE '14 assumed command of the 1394th Transportation Brigade at Camp Pendleton, California on September 20, 2015.

⁽³⁾ Col Jeffrey S. Patton, USAF, RES '15 sends greetings to the USAWC from the AFCENT Air Warfare Center—ironically, he's moved from one "AWC" to another "AWC!"

print of "Hancock's Ride" to The Institute for World Politics (IWP) at their commencement on May 16, 2015. L-R: CH (COL) Ken Godfrey, LTC Charmaine Betty-Singleton, COL Ed Chamberlayne, Dr. John Lenczowski (President, IWP), Owen Smith (Chairman of the Board, IWP), LTC Gladys Turnbull, and CH (COL) Ted Godwin-Stremler.

6 Dr. Michael E. Lynch, Ph.D., USAHEC finished the Ironman 70.3 Eagleman Triathlon to support Team Fisher House. Mike reports: "My races are difficult, but they pale in comparison to the challenges that our Fisher House families face. Those families travel a much longer and more difficult road. There is no rest for Team Fisher House," so Mike continues to race for them.

⁶⁶ Recent IFs from Japan greeted LTC (Ret) Dan Monken, AWCF Dir for Dev, '09-14, when he L-R: Koichi Ikeda, RES '14; Aki Kimura, RES '15; Yuki Ueno, wife of Kazushi Uneo, RES '13, in Regimental Command in Kyoto; Dan

> Several USAWC graduates were inducted into the Ranger Hall of Fame on June 24, 2015 at Ft. Benning, Georgia. Inductees must be out of military service for at least three years to be eligible, and they must have served in a Ranger unit in combat or have graduated from Ranger school. The Ranger Hall of Fame was formed to honor and preserve the spirit and contributions of America's most extraordinary Rangers. Congrats to: LTG (Ret) Steven Arnold, RES '80; COL (Ret) Warde 'Skip' Chittenden, DCS '84; GEN (Ret) John P. Abizaid, USAWCF '93; and GEN (Ret) Stanley A. McChrystal, USAWCF'97.





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CONGRATULATIONS TO THE PAJE TEAM

The following individuals were recognized by the Commandant and Provost on October 26, 2015 for their instrumental efforts that resulted in joint education re-accreditation. Specifically, a team of experts from the Joint Staff and other professional military education (PME) programs provided a thorough evaluation of our senior level college programs through the Process for Accreditation of Joint Education (PAJE) and both programs received "green" ratings in all areas.



Ist Row L-R: COL Robert M. Mundell, RES '09; Dr. Clayton K.S. Chun; Mr. Charles L. Smith; Dr. David D. Dworak, RES '06; Mr. Karl C. Thoma; Dr. James E. Gordon, RES '96; Prof. George J. Woods III, RES '02; Dr. Jerome T. Sibayan, DDE '08; COL Randall K. Cheeseborough, RES '09, and Dr. Richard A. Lacquement, Jr., RES '09, Dean. 2d Row: CSM Christopher Martinez; COL Thomas E. Sheperd, DDE '09; COL Cheryl D. Phillips, RES '12; Ms. Terry A. Phoenix, Prof. George E. Teague, RES '00; Dr. Charles E. Grindle, RES '11, and COL Karl D. Bopp, RES '11. 3d Row: Dr. Jeffrey L. Groh, RES '96; Mr. Christopher A. Smart, LTC Jason L. Hester, MAJ K. Caldwell, Dr. Michael S. Neiberg, and COL Charles J. Coates, RES '11. 4th Row: COL Richard D. Killian, DDE '11; COL Robert B. Williams, DDE '12; Mr. David Andino-Aquino, COL Thomas J. Moffatt, and COL James A. Frick, DDE '15. Top Row: COL Kurt D. O'Rouke, RES '12; COL Christopher M. Bado; COL Robert E. Hamilton, USAWCF '09; LTC John A. Mowchan, DDE '12; COL Tarn D. Warren, RES '10; MG Wm. E. Rapp, RES '04, Commandant; and Dr. Lance Betros, Provost. Missing in photo: CDR Michelle D. Winegardner, RES '13; COL Fred Garcia, Dr. Christopher J. Bolan, USAWCF '04; Dr. John A. Bonin, RES '95; Dr. Kevin J. Weddle, RES '99; and Prof. Louis G. Yuengert, RES '03.