

ARMY WAR COLLEGE FOUNDATION AND *Alumni* NEWS

Root Hall may be quieter during the COVID-19 crisis, but current students and faculty have risen to the challenge.



See pages 8-12 for a special feature about USAWC alums leading the fight against COVID-19 across the U.S. and the globe.



**SPRING
2020**

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Greetings to all USAWC graduates and friends of the Foundation,

Our Board of Trustees met on March 18th for its Spring Meeting, but it wasn't in Colorado Springs as planned. Like many of you, we had planned to travel and we were looking forward to seeing our graduates and friends for an Alumni Dinner in Colorado and also visiting the 4th Infantry Division at Ft. Carson, but the coronavirus had the final word on that plan. We resorted to a remote board meeting and still managed to hear the latest USAWC news from the Commandant and Provost. We hope to reschedule a board visit to Colorado Springs once things settle.



Speaking of COVID-19, this edition of the magazine is dedicated to our USAWC grads working the crisis across every state, territory, region, and international zone. The special feature starting on page 8 is just a sampling of the important work our grads are doing. We have a much larger feature, with responses from over 220 graduates, at our Foundation website, so please visit it at: www.usawc.org/covid19. Thanks to all of you.

We say congratulations to three newly-elected Trustees who will begin their terms in September: **BG (Ret) Roger Searce, RES '90, BG (Ret) Barbara 'Lynne' Owens, RES '09, and Mr. Dave Lawrence, NSS '19.** Each will bring a lifetime of service, expertise, and dedication to our Board and we'll introduce them further next fall.



We have learned that **MG John Kem** will retire this summer after three years as Commandant. He and Martha have become USAWC family as they have led the many aspects of our great institution. His news about the new academic building on the next page is much-anticipated and very welcome and we thank him for his hard work to achieve this and so much more for the College.

The Army War College Foundation and Alumni News is published by the Army War College Foundation, Inc. Changes of address, inquiries, or comments regarding this magazine can be sent to info@usawc.org or by calling 717-243-1756. The Foundation is a non-profit, tax-exempt organization under sections 501(c)(3) and 509(a)(1) of the IRS code. All donations are tax deductible to the extent allowed by law. The contents of this magazine are not the official views of, or endorsed by, the U.S. Government or the Department of the Army.

OUR MISSION

To support the U.S. Army War College and its graduates in the preparation of outstanding senior leaders by **ENRICHING** the academic environment, **ENHANCING** outreach and events, and **ENCOURAGING** alumni connections.

We hope you will respond to a special matching gift appeal you'll see on page 21. Our Board of Trustee members have stepped up and committed to matching 2-for-1 all donations received prior to July 31, the end of our fiscal and donor year. Our Foundation, like other non-profits that have had to cancel or postpone events that normally generate income, is dependent on donations to continue its operations and mission of helping the College in substantive ways.

Thank you very much for your continued support, generosity, and dedication.



LTG (Ret) Ken Keen, RES '98
Chairman of the Board

Thanks to the College Public Affairs Office and the Photo Lab for their continued support through many courtesy photos and features.

U.S. ARMY WAR COLLEGE COMMANDANT'S UPDATE

From MG John Kem, 51st Commandant

May 31, 2020

Hello again from the U. S. Army War College,

We live in interesting times. Like all of you, the U.S. Army War College team is adjusting to the social distancing and other COVID-19 mitigation measures. Over the past few years, the institution has been building a more aggressive culture of experimentation aimed at the leader and idea development critical for the coming 10 to 15 years. Even though we never anticipated the long-duration impact of this pandemic, our increasingly robust change culture has made our adaptation easier. The USAWC and entire Carlisle Barracks team are still successfully accomplishing our mission through innovation, creativity, collaboration, and technology (online instruction, telework, Office 365, Microsoft Teams, Zoom meetings, VirBELA meetings, weekly Facebook Live town halls, VTCs, and whatever else anyone can dream up).

Before the COVID-19 impact, we hosted a number of traditional annual events. I would especially like to highlight some of the most recent: Industry Day on January 29, 2020; the Kermit Roosevelt Lecture with GEN Tim Radford (the new Deputy Supreme Allied Commander Europe) on March 4, 2020; and the International Fellows Hall of Fame ceremonies -- December 17, 2019 for **MG Torgeir Gråtrud, IF Norway, RES '09** (Commander, Norwegian Special Operations Command), and March 6, 2020 for **GEN Ahmad Hasbullah, IF Malaysia, RES '05** (Chief of the Malaysian Army).



MG Kem and MG Torgeir Gråtrud



MG Kem and GEN Ahmad Hasbullah



Mr. Scott Greene, COL Kevin Vizzarri, USAWCF '12, MG Mitchell Kilgo, and HON Jeffrey White, RES '00, led the Industry Day Panel



GEN Tim Radford presented the 2020 Kermit Roosevelt Lecture

In addition, I would like to highlight two new program efforts initiated this year through Foundation support. In some ways similar to the Commandant's Reading Program for students, we now also conduct a Commandant's and Provost's Faculty Development Program. I hosted one session on "Innovation" over dinner earlier this fall and recently we held a virtual VirBELA session on "Leading Strategic Change in Times of Uncertainty." We are also in a one-year effort to refine and improve the spouse academic program—the Executive Leadership Development Course – Spouse (ELDC-S). As part of the program improvement and also with Foundation support, we started a spouse book study program. The inaugural event was designed around *Radical Inclusion* by GEN (Ret) Marty Dempsey and Ori Brafman, but due to the ongoing travel restrictions, it wasn't possible to have the in-person visit of GEN (Ret) Dempsey and his wife Deanie to Carlisle Barracks. Instead, Deanie hosted the program via a Zoom meeting with GEN (Ret) Dempsey participating, as well. A number of the spouses told Martha and me how powerful it was to see the dynamic leadership and partnership between the two of them.



GEN (Ret) and Mrs. Marty Dempsey

U.S. ARMY WAR COLLEGE COMMANDANT'S UPDATE CONTINUED

Many of you may recall that two years ago, the Provost and I asked the Directors of the Schools/Centers/Institutes/Programs, and some of their team members, to embark on an aggressive exploratory effort to visit public and private sector organizations known for innovation in educational methodology, future leader development, and curriculum related to our Institutional Learning Outcomes. Over the last two years and particularly tied to our semi-annual Academic Planning Conferences, we have been using insights gleaned from these visits to help drive our future efforts and the final design for our new academic building. Let me highlight where we are on a few of these efforts:

- We have modified our vision and mission statements. Our aspirational vision is “A premier institution for developing invaluable strategic leaders and influential ideas” and our revised mission statement is “The U.S. Army War College enhances national and global security by developing ideas and educating U.S. and international leaders to serve and lead at the strategic-enterprise level.”
- A premier institution needs a building that properly supports the development of innovative ideas as well as the development of the very best national security leaders for the coming years. It requires a facility and curriculum that challenges the imaginations of our students and their sense of inquiry in an environment that promotes collaboration, innovation, and connection. We are excited the contract for the replacement of Root Hall was awarded by the Army Corps of Engineers in February and construction will begin shortly. The new \$85-million building, with another \$25-million anticipated for building fit-out, will be transformational. We anticipate the AY23 classes will spend at least part of the year in the new building and take advantage of the cutting-edge space that supports rather than inhibits connections.



In-progress design rendition of the new academic building

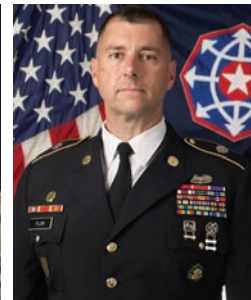
- A premier institution is not just about a physical building. The ideas we have learned through our exploratory efforts inspired us and reinforced the need to expand our experimental efforts now. We have a new experimental classroom, partially supported by the Foundation, which has enabled us to experiment in very different ways, to include purely commercial network access. The brand-new, one-button studio allows students to practice compelling communication repetitively. All these early components will eventually become a part of the DECISION INNOVATION HUB—the centerpiece of our efforts in 2023–2024 in the new Root Hall -- a place, a space, a hub, an approach that will help us focus our students on maturing their ability to understand complex

questions and problems; attack the questions through research, data collection, and sound analytics; develop products to help others visualize and understand the issues; and communicate with a compelling narrative.

We have some key positions turning over this summer. A special thanks to CSM Alan Hummel, and his wife Sondra, for his service as the third USAWC Command Sergeant Major. CSM Brian Flom, our new CSM, will arrive this summer. BG Kelly Fisher, our Deputy Commanding General, Reserve Affairs, from California, retired this spring after a great career. Our new Reserve general is BG Janeen Birkhead from Maryland. Lastly, MG Steve Maranian and his wife Cynthia will arrive in July as the 52nd Commandant. I know him well, and we are all fortunate such a sound leader will be here to guide the USAWC into the 2020s.



CSM Alan Hummel



CSM Brian Flom



BG Kelly Fisher, DDE '13



BG Janeen Birkhead, DDE '13



MG Steve Maranian, RES '13

Finally, I want to thank everyone who is part of the greater USAWC family and network for your support and friendship to Martha and me over the past almost three years. Time has flown by, like it usually does when you are having fun and working with great people. All the best going forward. Take Care and God Bless!

Strength & Wisdom
John Klem



MILITARY FAMILY PROGRAM (MFP) UPDATE

The mission of the Military Family Program (MFP) at the USAWC is to support and supplement the academic curriculum and provide for the needs and interests of students, their spouses, and children.

The MFP learning outcomes are connected with and complement the Program Learning Objectives (PLOs) established for USAWC students, analysis of Senior Spouse leadership roles, assessment of participant critiques, and input from experienced Senior Spouse leaders. The objective of the MFP is to help prepare grads and their spouses for their future roles as senior leaders responsible for developing and implementing personal, unit, and community family programs around the world.

When COVID-19 began affecting the local community here, we looked for alternatives to continue to execute these objectives. The MFP moved from a physical classroom setting that hosted a series of lectures, seminars, and workshops throughout the academic year, to a

virtual setting. To make the move successful, MFP had to leverage secure and accessible technologies so that the Senior Leader Spouses could step out of their comfort zones and begin using and attending MFP events in a virtual setting. COVID-19 forced all of us to rethink the way we learn and connect. Once this pandemic is past us, the lessons learned will be added value for the spouses in using virtual settings to connect with spouses and family members who are geographically dispersed or are professionals and cannot make workday meetings or learning events.

I asked one of our program leaders, Lauren O'Donnell, to tell you more below.



Christina L. Daily, MPH
Director, Military Family Program

Spouses of military service members are extraordinarily adaptable and resilient, particularly those who have navigated military life for several years. Because they face a range of stressors from deployment-and training-related separations to frequent moves and unpredictable work hours, military spouses tend to cope with change – and help their military families and communities manage change – better than the average person. Changes to the USAWC Military Family Programs this year, plus the unexpected life changes related to the coronavirus pandemic, put this year's student spouses' flexibility to the test. Not surprisingly, USAWC spouses are rising to the challenge.

Even before the start of the 2020 academic year, the MFP was evolving toward its vision of providing spouses with leadership development opportunities at the senior-enterprise level commensurate with and parallel to what their students would be experiencing at the USAWC. Through the analysis of current senior spouse leadership roles, assessments of previous MFP participants, and input from a newly established MFP Senior Spouse Advisory Board, program developments were underway in the MFP.

Specific program changes in AY 20 centered on the Executive Leadership Development Course for Spouses (ELDC-S), a graduate-level component of the MFP. To better align the course learning objectives with those of the USAWC, a more rigorous framework of courses is now offered. The revised ELDC-S learning objectives are:

1. Analyze the unique aspects of leadership required at the senior-enterprise level.
2. Evaluate the role of the senior-enterprise (spouse) leader in assessing organizations, recognizing if or where change may be needed and collaborating with others to improve the organization, to support individual development, and to achieve improved results.
3. Evaluate the role of senior-enterprise (spouse) leader to act ethically and promote the values and ethics of the profession as a representative of the military.
4. Convey complex information and communicate effectively and persuasively to any audience.



ELDC-S facebook page



Screen shot from the first "Peggy's Book Club" event with GEN (Ret) and Mrs. Martin Dempsey. Peggy's Book Club is sponsored through the Foundation by **Ms. Moira Kelly, NSS '12**, in memory of her mother, Margaret 'Peggy' Casserly Kelly.



Ms. Moira Kelly, NSS '12, provided a Conflict Resolution presentation for the Military Family Program on January 16, 2020.

MILITARY FAMILY PROGRAM (MFP) UPDATE CONTINUED

To meet these objectives, the spouse leadership course includes core requirements in four categories: Leadership and Readiness, Personal Growth and Well-being, Personal Financial Management, and Family Growth and Resiliency. While many of the instructional methods for MFP and the ELDC-S remain the same, several new learning and leadership opportunities were added this year. Those include a Commandant's Book Club for spouses, corporate visits like those attended by USAWC students, online assignments and discussion groups to broaden interaction, collaboration and networking among spouses, the development of a personal leadership philosophy, and participation in a senior spouse leadership capstone seminar.

As changes to the MFP and ELDC-S were implemented and adjusted this year, student spouses of this year's USAWC class became the first to commit to the increased course workload and expectations for completion of the ELDC-S. Although this presented challenges that included scheduling adjustments, an unfamiliar learning delivery system, and childcare shortages, the enrolled spouses demonstrated their exceptional ability to adapt and overcome obstacles. As of this spring, 36 spouses are on track to earn their ELDC-S certificate.

Then came COVID-19 and the adjustments, as Christina described. As the pandemic continues to alter the way the world functions, the MFP will continue to find alternative ways to offer learning and development opportunities. This year's student spouses are proving their ability to quickly adapt to these program changes. They are responding to course modifications with understanding and empathy. They are accommodating rapidly changing schedules, and quickly mastering new technologies. They are reaching out to one another for advice and support. They are providing extensive and valuable feedback to help shape the MFP and ELDC-S for future classes.

Obviously, changes to the MFP offerings are minor in comparison to the ways the lives of the USAWC students and spouses have been upended by the coronavirus pandemic. Schools are closed, spouse employment is at risk, military moves are suspended, finances are strained, and these military families live far from family, friends, and loved ones who may be at risk. In all the uncertainty, one thing remains



Mark E. Overberg, Director, HQDA Army Retirement Services, conducted a Retirement Planning Presentation via Zoom for the Spouses of USAWC in April 2020.

constant: military families are resilient in the face of change, uncertainty, and crisis. From experience, they know that life is uncertain, and that can be hard. But military spouses find strength in community. They know that together, they will get through these challenges to emerge smarter, stronger, and more capable. Ultimately, the learning outcomes the MFP and ELDC-S are designed to develop, are reinforced through this experience. USAWC student spouses are not only succeeding but LEADING through change as they flex, grow, and develop new skills to build resiliency in themselves, their families, their local communities, and the world.

Lauren O'Donnell
MFP Senior Spouse Leader



2020 African Alumni Symposium

During the week of March 9-12, 2020, 37 senior officers from 19 African partner nations, (21 USAWC graduates and 16 graduates of the Command and General Staff College, Ft. Leavenworth, KS) attended the African Alumni Symposium at Carlisle Barracks in the U.S. Army Heritage and Education Center. The tri-annual event, designed to strengthen partnerships and address shared security concerns, is co-hosted by U.S. Army Africa and the USAWC. The event also included 20 African International Fellows enrolled in the USAWC Class of 2020 and 9 Army National Guard representatives from the U.S. Department of Defense (DoD) State Partnership Program. This year's themes were "21st Century Challenges for Leaders," "Developing Leaders Through Institutions," "Leading in a Multi-National Environment," and "Civil-Military Cooperation for Senior Leaders." **COL Eric Kotouc, RES '19**, USAWC Africa Regional Studies Director, developed the academic program and **COL (Ret) Tom Sheperd, DDE '09**, **COL (Ret) Wm. 'Chris' Wyatt, DDE '14**, and **Prof. David Bennett, RES '90** served as faculty facilitators. Many of the speakers were USAWC alumni who have moved into key positions in their respective militaries.

DEFENSE SUPPORT OF CIVIL AUTHORITIES

While not always the first topic on the minds of students whose careers have been more focused on the “international” than the “domestic,” the Defense Support of Civil Authorities (DSCA) mission set has been championed at the USAWC for years. Its relevance is validated continually, most currently during the fight against COVID-19.



A soldier from the 1434th Engineer Company, Michigan National Guard, setting up a patient room at the TCF Center in Detroit, April 9, 2020. The center was converted into a 970-bed alternative care facility for COVID-19 patients by the Federal Emergency Management Agency, the U.S. Army Corps of Engineers, and Michigan National Guard. (Photo by MSG Scott Thompson)

provided glimpses of the implementation of federal guidance...both the flow and the friction. And of course, the shared experiences of many of our students in DSCA activities—from natural disasters, to counterdrug operations, to border security challenges, and more—frequently serve as the ultimate substantiation to our lessons.



We take a degree of satisfaction, and pride, in sharing DSCA syllabi between the Resident program elective and instruction and the College's Department of Distance Education (DDE). Last year, every lecture delivered in the former was taped, and subsequently used as a part of the DDE curriculum. An unexpected, but happy benefit of that cooperation has been realized this year in retrieving some of those recordings for the Resident program which, due to the constraints of COVID-19, had to serve as a substitute for on-site presentations. Even then, several of our friends from the partnerships noted above managed to carve time out of demanding schedules to join our classes online. The quality of those combined efforts has been born out in many student evaluations, but also in special accreditation from Army North, which for years now has granted USAWC the license to award a Phase II DSCA certification to students successfully completing the elective. In reviewing our program last year, ARNORTH not only extended the certification, but will now award an additional skill identifier (DSCA Specialist) to our graduates.

Beyond teaching, the Homeland Defense and Security Issues (HDSI) group of USAWC's Center for Strategic Leadership (CSL) has contributed to concepts development in the DSCA mission set. In January 2018, as doctrine surrounding Defense Support of Civil Authorities was undergoing review, HDSI examined the military's doctrine through the prism of the nation's 2017 experience from Hurricanes Harvey, Irma, and Maria. In order to do so, a conference of over 140 personnel from civil and military components of federal and state government was convened at Carlisle Barracks. Last year, against the specter of what FEMA and the Department of Homeland Security label “catastrophic incidents,” HDSI and the Homeland Defense and Civil Support Office of Fort Leonard Woods' Maneuver Support Center of Excellence co-hosted a conference to discuss the potential requirement for Defense Support to Civilian Law Enforcement Agencies (DSCLEA) following such an event. Plans currently stand to test the observations and lessons that came out of the forum in a wargame at CSL this summer.

Most recently, HDSI has been called to work with FEMA and NORTHCOM in developing an approach for dealing with a tier of destruction above and beyond what we have seen in the U.S. during our lifetimes. Described as “national security emergencies,” these events could be natural or manmade, and would be characterized by an enormity, an immediacy, and an enduring national impact that far exceeds disasters witnessed in America over the past century. Our intent is to lead an Integrated Research Project on the topic in AY 2021, with the goal of producing a national strategy on the subject by May of next year.

In summation, COVID-19 has brought attention to challenges that segments of the War College have been addressing for some time. The requirement for a strategic understanding of policies and doctrine surrounding DSCA cannot be overstated. Carlisle has become one of the touch points for thought development surrounding the DSCA mission set, in the classroom and through multi-component, interagency forums.

*by Prof. Bert B. Tussing, DDE '03
Director, Homeland Defense and
Security Issues*



A Soldier assigned to 2nd Battalion, 108th Infantry Regiment taking a break from operations in Brooklyn to gaze at the Manhattan skyline while on active duty in support of the ongoing COVID-19 pandemic April 21, 2020. (Photo by SSG Charles Haas)



A Pennsylvania National Guard Soldier positioning his face mask in the decontamination tent at the COVID-19 testing site at Mohegan Sun Arena in Wilkes-Barre, Pennsylvania, on April 20, 2020. (Photo by SFC Matthew Keeler)



COVID-19 AND USAWC GRADS

In mid-March 2020, as it became clear that the nation was facing a pandemic in the form of COVID-19, it also became clear that USAWC graduates were being called into action to fight it across the nation and across the world. A majority of states have Adjutants General who are USAWC graduates, for example. For the very reasons that the Army War College exists, its graduates are needed at a time like this—to provide strategic and expert leadership in national security, Defense Support of Civil Authorities (DSCA), and the hosts of missions that keep citizens protected against threats of all kinds.

As we learned about the enormous amount of work being done across the country by USAWC grads in response to the COVID-19 crisis, it quickly became evident that we should share as much as we could. We couldn't possibly know what each graduate is doing just from the news, so in early April, we sent an email request to graduates with emails on file with us asking for information. We asked primarily about efforts at the state, federal, and international levels, but we are glad we also heard about critical efforts at community levels. We are overwhelmed with pride at the responses we received and **you can see all of them on our Foundation**

website: www.usawc.org/covid19.

On this page and the following four pages, we share a small fraction of the number of USAWC graduates serving in the fight against COVID-19, but this small fraction demonstrates the ways that hundreds of others are also involved at every level and in every aspect. Thanks for the responses and for the difficult work they represent on behalf of our nation's citizens.



*Sincerely, Ruth Collins
President and CEO*



L-R: COL Derek Cooper, DDE '17, Cdr, 65th Medical Brigade / MEDDAC-Korea; **LTG Mike Bills, RES '04**, CG, Eighth Army and Chief of Staff of CFC Korea; and their Command Sergeants Major, CSM Barone and CSM Schmidt, in the 65th MED BDE COIC talking COVID-19 response efforts in Korea.

As the United Nations Command, the Combined Forces Command, and United States Forces Korea (UNC/CFC/USFK) Commander, I've been in the middle of the COVID-19 crisis since the end of January. As you are aware, once it left China and began to spread to other countries, the Republic of Korea was the next big breakout.

Our response and containment efforts have been documented now by many news agencies. In short, we immediately (since January 27th and long before our first positive case) operationalized our approach—enhanced watch, developed a contact trace fusion cell, developed predictive analytic tools to drive Health Protection Condition (HPCON) level decisions, and approached everything with speed and violence of action. Our positive case battle drill is a multi-disciplined drill that harnesses medical/garrison/law enforcement/trace fusion simultaneously in time and space so we can quickly contain the possible spread.

We conduct a daily battle rhythm (7 days a week since 27 Jan) which includes a daily CDR update brief like you would see in any operational theater. This is our main effort. Our #1 priority is to protect the force which includes all USFK affiliated persons. We balance this every day with our need to maintain a strong combined defense posture with our ROK allies and deliver a fight tonight capability.

Some keys to success: This is an operation. Centralized planning and decentralized execution are the order of the day. This is a mission command environment driven by my mantra to all commanders at every level: you have freedom of action to take any action you feel necessary to protect the force and I'll provide all top cover (and underwrite the risk).

Secondly, from day 1, we have been transparent and open with our community. We use all forms of media and put special emphasis on social media to get the message out. Garrison commanders conduct daily or every other day live town hall meetings using Facebook and the turnout is off the charts. We also use our Alerts systems to provide immediate notification of any positive cases and designation of "hot spots." As a result, we enjoy a high level of confidence with the entire community that we are doing all we can to protect them.

Lastly, we have taken a previous good working relationship with the Korean CDC, and made it into a true transparent and incredibly supportive bilateral relationship. We enjoy fantastic relations with KCDC and they have bent over backwards to support us.



We're not perfect, but our service members, family members, and all USFK personnel have shown amazing resilience and determination to KILL the virus. I could not be more proud.

**GEN Robert B. 'Abe' Abrams
RES '03**

Did you know... that Dr. Deborah Birx of the White House Coronavirus Task Force graduated from Carlisle High School in 1973 and served as a medical doctor in the U.S. Army, retiring as a Colonel?

COVID-19 AND USAWC GRADS CONTINUED



As Commanding General of the U.S. Army Corps of Engineers, LTG Todd Semonite is leading the command's multiple-mission support of the Federal Emergency Management Agency (FEMA) fighting COVID-19. The U.S. Army Corps of Engineers (USACE) has been in support of FEMA under the national emergency response framework to rapidly push subject matter experts (SMEs) to States while working closely with Public Health Services,

Department of Defense (DOD), the U.S. Army, and many other agencies and commands. LTG Semonite has personally been available 24/7 to the President and Vice President of the U.S., the White House Coronavirus Task Force, Governors, and other senior leaders, as well as his own USACE force, to aggressively develop and execute engineering solutions to solve needs in hot spots as they appear or are projected. He and his SMEs provided standard designs to States, territories, and tribes and provided technical support in identifying appropriate locations. Among the first emergencies was the need to increase hospital bed capacity nation-wide. In some cases, States requested through FEMA that USACE complete construction to transition facilities into Alternate Care Facilities. The most visible was the conversion of the Jacob Javitz Center in Manhattan, but USACE conducted over 1126 surveys around the U.S. and awarded the expansion of 32 facilities for a capacity of over 14,500 beds by the third week of April. The support of the Corps of Engineers against COVID-19 is critical, while also maintaining readiness and management of Civil Works, Military Missions, Environment Projects, Research and Development, Emergency Operations, Sustainability, and Safety and Occupational Health.

LTG Todd T. Semonite, RES '99



MG (Ret) Patrick Murphy is leading the whole-of-state-government response to COVID-19 in New York, as Commissioner of the New York Division of Homeland Security and Emergency Services (DHSES). He has decades of extensive experience with civil support, planning at all levels, task force leadership, mobilization, and many other applicable areas from his U.S. Army and National Guard training, background, and

operations, and he served as The Adjutant General of New York for six years. He never thought he would be part of an effort to develop hospital-bed capacity thousands beyond even the surge capacity of their system. Similarly, his team has broken new ground in standing up a dignified mortuary affairs capability to address both in-hospital deaths and in-home deaths across New York City, operating with the assistance of both Active and Reserve Component forces. He is assisting the Governor of New York and working with all other agencies in virtually every area of this complex and expansive fight against COVID-19 that has taken a grave toll on the citizens, employees, health care workers, seniors, and others across New York and surrounding states.

MG (Ret) Patrick A. 'Pat' Murphy, RES '00



LTGEN JJ Frewen, IF-Australia, was selected to lead the Australian Department of Defence COVID-19 Task Force on March 9, 2020. As Task Force Commander, LTGEN Frewen is responsible for all Defence contributions to the Australian Whole-of-Government response combating the COVID-19 pandemic and for ensuring business continuity across the Defence enterprise. The Task Force is coordinating Australian Defence Force (ADF) assistance to all Australian States and Territories, providing personnel to supplement law enforcement authorities safeguarding Australian communities, including remote Indigenous communities, and providing emergency medical personnel to assist COVID-19 affected medical facilities. Another key Task Force responsibility is ensuring the Department of Defence is well prepared to provide broader humanitarian assistance to Australia's near region. LTGEN Frewen is also leading the development of Defence COVID-19 policy settings to ensure the ADF continues to maintain essential military capabilities while mobilizing the defence industry to provide essential supplies and contribute to the Australian Government's economic stimulus plan.

LTGEN John J. 'JJ' Frewen, RES '10 International Fellow-Australia

MG John Harris, Ohio Adjutant General, is working the COVID-19 crisis directly in support of Governor Mike DeWine of Ohio. He not only has Soldiers/Airmen employed, he is working closely with the Ohio Emergency Management Agency (EMA) to coordinate and synchronize the Ohio National Guard response with the Governor, his staff, and the Incident Commander. The Governor issued a proclamation March 18th



authorizing the activation of about 400 Ohio National Guard personnel to support a humanitarian mission in response to the COVID-19 pandemic facing the state, but that number quickly grew. The 37th IBCT was organized as Joint Task Force 37 (JTF-37) to manage all National Guard missions activated by the Governor's proclamation and Operation Steady Resolve began. Activated members of the Ohio National Guard and Ohio Military Reserve (OHMR) fall under the JTF-37 command structure and are supporting food banks, prison support, Personal Protective Equipment (PPE) Collection, and Medical Surge Capacity. Their initial mission was to assist 12 food banks across Ohio with packaging, transporting, and distributing food and other essential items to all 88 counties in support of the state's most vulnerable populations, but the numbers of food banks and pounds of food distributed has increased dramatically since. The many other medical, logistical, humanitarian, transportation, and other missions across the State continue to make the Ohio National Guard's support even more critical. The Ohio National Guard is supporting the citizens of Ohio during this COVID-19 crisis in coordination with Ohio Emergency Management Agency, Ohio Department of Health, Ohio Department of Rehabilitation and Correction and Federal Bureau of Prisons, and many other agencies.

MG John C. Harris, Jr., DDE '06



I am currently Consular Section Chief at the U.S. Consulate in Chengdu, China working on a few lines of effort related to the fight against COVID-19. The consular section has been working to protect the interests and welfare of U.S. citizens in China. Along with our Embassy in Beijing, we were part of the task force that helped evacuate approximately 850 Americans from the city of Wuhan after the city was locked down. This included getting in touch with all of the citizens, building a flight manifest and coordinating their departure. My team provided two officers from Chengdu as part of the team of 10 U.S. diplomats from different posts in Mission China that accompanied U.S. citizens on all of the Wuhan evacuation flights. They had to remain in protective gear throughout the entire operation. This involved multiple flights back and forth for several days to escort all of them back to the U.S.

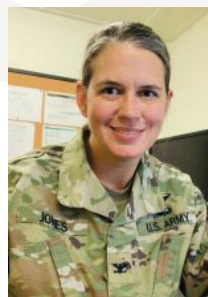
In addition to the evacuation, we handled an endless flow of emails and emergency calls 24/7 to ensure citizens had access to vital services such as emergency passports and information. We also negotiated directly with Chinese authorities to assist large number of stranded or medically detained Americans to successfully depart China. We assisted immediate family members of U.S. citizens by providing U.S. visas so their families could return to the U.S. together and also processed visa applications for Chinese medical professionals who are working to combat the coronavirus in the U.S. For example, we issued a visa to a virus researcher who is working at a U.S. lab to understand and counter COVID-19. **Our Chengdu team was part of a larger USG-wide effort with many helping hands.**

Mr. Richard N. 'Nick' Larsen, DDE '15

I have been appointed by the United Nations to the COVID-19 Field Support Response Coordination Group tasked with management of UN response to the pandemic. My specific responsibility is to provide best military advice on COVID-19 policy, such as the rotation and continued operations of 100,000 uniformed personnel (including military hospitals). This encompasses 22 separate missions around the world as nations attempt to cope with this worldwide threat.



MG Hugh C. Van Roosen II, RES '09



I was mobilized as the Command Historian for Army North/5th Army in support of the Army's response to COVID-19 mitigation. I serve as the lead uniformed historical collector for the U.S. Army Center of Military History at the JFLCC and will compile an annotated chronology, conduct oral history interviews, and maintain a document archive of COVID-19 operations for submission to the Army Historical Record.

COL Heidi A. Jones, DDE '18



COL Deydre Teyhen, Commander of the Walter Reed Army Institute of Research, provided opening remarks during the fourth annual Magill Malaria Forum, April 26, 2019. The event, attended by approximately 170 clinicians, researchers, and product users, reviewed the current state of malaria research with a special focus on military medical research around the world.

It is an honor to serve the amazing team of professionals at the Walter Reed Army Institute of Research (WRAIR) as their commander during this COVID-19 pandemic. WRAIR is leading efforts to develop medical countermeasures to prevent, detect, and treat the virus that causes COVID-19. Our team spans three continents with 26 labs around the world. Additionally, WRAIR efforts are coordinated across our parent command, the U.S. Army Medical Research and Development Command, the Army and Department of Defense, as well as industry and academia to minimize duplication and ensure adequate resources. WRAIR was established to combat threats like COVID-19 and is bringing its 127 years of experience to bear to develop a vaccine, accurate diagnostics, novel therapeutics, and other solutions for the present pandemic.

Bolstering that effort, WRAIR is also organizing a range of resources to help manage stress, sleep loss, and other behavioral health concerns amidst the pandemic. I know you would be very proud of the commitment, dedication, and passion of the members of Team WRAIR as we fight to #DefeatCOVID19. Many books on leadership talk about the importance of starting with "why." For Team WRAIR, this is their why. This is why we exist within the Army. We have helped discover, design, and develop nearly 50% of all FDA approved vaccines and 100% of all FDA approved drugs to prevent malaria. We exist to keep you safe in the 140 countries to which we deploy military service members on an annual basis. During this time, I also ensure that this work is done with the highest priority towards the safety and health of our staff and that the other critical functions of our institution continue to be executed.

COL Deydre S. Teyhen, DPT, PhD, OCS RES '14

COVID-19 AND USAWC GRADS CONTINUED

I am leading Task Force-76 (TF76), built on the Army Reserve's 76th Operational Response Command (ORC), headquartered at Ft. Douglas in Salt Lake City, Utah. I am both the Commanding General of the 76th ORC and TF76. The 76th ORC is a two-star HQs that has all of the Army Reserve's MTOE Chemical Force Structure and 13 specialty organizations which includes the Nation's only Consequence Management Unit, the Emergency Preparedness Liaison Officer (EPLO) Group, 2nd Space Battalion, and 11 Army Reserve Elements at the Combatant Commands and Defense Support Agencies. The 76th ORC is an Army Reserve's coordinator for DSCA response, while providing Army Reserve staff for worldwide contingencies.

Here are some key points regarding the current COVID-19 mission: 1) TF76 was activated on March 16th and subsequently designated TF-West; 2) TF-West was assigned FEMA Regions VIII, IX, and X which included the 12 western states (less HI and AK); 3) TF-West provides C2 for all Title X forces employed in its JOA under the JFLCC; 4) TF-West dispatched the Mission Command Group (essentially a TAC) to Seattle on March 24th and I remained there with the TAC until April 11th; and 5) TF-West assumed TACOM of the Dual Status Commander in Washington state, all three Defense Coordinating Elements, as well as the 62nd Medical Brigade, 627th Hospital Center, and 47th CSH.

In support of FEMA and the state of Washington, the TF converted an events center in downtown Seattle to a world class field hospital. Thanks to the hard work and discipline of the people of Washington state, the local hospitals never went over capacity – though three of the largest hospitals all exceeded 95%, with one reaching 98% of capacity – and therefore the Title X hospital was not needed. The Title X hospital is now partly staged at Ft. Carson, Colorado and partly supporting operations in Guam. TF-West provided planning expertise in Region VIII, particularly for the front range of Colorado. TF-West is providing planning expertise across Regions VI, VIII, and IX to the Navajo Nation expected to reach their peak in mid-May. TF-West remains poised to respond to other DSCA events in the Nation as we enter both fire and hurricane season.

BG Douglas A. Cherry, RES '10



I'm working as the Director of Logistics and Engineering at U.S. NORTHCOM and we are most definitely in the fight! Yes, it's been a crash course in medical logistics planning to ensure the fielded force has what is needed for this response. Class VIII (medical) is not normally in the logistics and supply lane as medical supply is managed by the medical community. However, we at NORTHCOM, as well as the Joint Staff J4 and Surgeon General, have collaborated and coordinated with many agencies across the Joint

Logistics Enterprise (JLENT) to ensure we get PPE (personal protective equipment) and medical supplies to where they need it the most...field hospitals, nursing homes, and the hospital ships, all where we have DoD medical personnel and units actively engaged in support of the interagency. The agencies include DHA (Defense Health Agency), DLA (Defense Logistics Agency), HHS (Health and Human Services), and FEMA, a truly whole-of-government effort. As of April 14th, we had Air Force and Army field hospitals, Navy Expeditionary Medical Facilities, and Urban Army Medical Task Forces, all with DoD medical specialties spread across 9 major metropolitan areas in support of HHS. We are ready to support where the nation needs us, across the 50 states and territories, by providing support directly to hospitals or at ACF (alternate care facilities) provided by FEMA and/or local/state agencies. By the way, we have been at this response for COVID-19 since late January, when DoD in support of HHS, responded to requests to provide quarantine locations at DoD facilities first for American citizens from China, those that came off of several cruise ships, and citizens who came back through commercial airports.

BG Michelle M. Rose, DDE '14

I am the Commanding General for the 3D Medical Command, U.S. Army Reserves, and on March 24th, 2020, Army Reserve Headquarters, Ft. Bragg, tasked my organization to mobilize, as rapidly as possible, four Field Hospitals in support of COVID-19 operations. Within 72 hours, the requirement changed to creating a new force design called the Urban Augmentation Medical Task Force (UAMTF). Building from existing force



structures, this command, along with its sister divisions, built 17 total UAMTFs (6 from the 3d Division) aggregated, trained and deployed 15 of them in less than 9 days. These units deployed into the Northeast portion of the United States including New York City, New Jersey, Connecticut, Massachusetts, and Michigan where they provided much needed medical capacity for overburdened and overwhelmed health care systems. This new force generation has proven the concept of Reserve Ready Force units and provides a new capacity and capability to the U.S. government for war time and disaster response.

MG Joe D. Robinson, M.D., DDE '11



I am the Arizona Army National Guard State Surgeon and have been a member of the Joint Task Force Arizona since March 18th in support of the State's efforts to combat the effects of the COVID-19 pandemic. We stood up Joint TF MED comprised of Army and Air Guard health professionals from physicians to medics. We perform planning functions, Force Health Protection functions, JRSOI functions (medically screen Soldiers and Airmen who are coming on active duty orders), provide medical advice to the AZ NG TAG and JTF Commander, provide direct support to the Arizona Department of Emergency and Military Affairs (DEMA), and provide direct assistance (via strike force) to medical facilities in extremis. AZ NG teams have assessed multiple health care facilities and offered methods to improve Incident Command processes, streamline operations, and properly utilize resources to realize maximum benefit from them. We have provided health care facilities training and planning for patient movement.

In addition to the various issues at the state level, I have been involved in direct support to the Navajo Nation (NN), which has been the COVID hot spot in Arizona. Both the infection rates and instances of critical illness by COVID have skyrocketed on the NN. In late March, I took an eight-person Army National Guard medical team (strike force) to Tuba City Regional Healthcare Center as the result of a distress call. Health care systems in Northern Arizona are stressed both with respect to shortages of medical materiel and staffing. Personal protective equipment (PPE) is universally short and drastic measures are being undertaken to conserve this resource. Staff absenteeism is high due to illness, fear, and family care commitments. The hospitals on the Navajo and Hopi Nations are small (most 70 beds or less) and critically-ill patients must be transferred over vast distances to tertiary care facilities. Since the COVID outbreak, we have flown and driven hard-to-get items of PPE to hospitals in the Navajo and Hopi Nations. I deployed a medical liaison officer (LNO) to Northern Arizona to focus on the Navajo and Hopi Nations' health care facilities to interact with them on my behalf. My team and I interact daily with representatives from Navajo and Hopi Nations, DHHS, CDC, FEMA, and Indian Health Services, to name a few entities.

Our TF has become integrated into Arizona's Incident Command and continues to work closely with commands throughout the State. Our ability to communicate and coordinate efforts inter-service and interagency have made all the difference in this crisis. The Arizona National Guard offers a wide variety of capabilities in this all-of-government, all-of-community response. We have visibility of assets that a struggling organization may not otherwise know about. We also have compassion and empathy, and direct "skin in the game." When the battle is over and COVID is defeated, we won't pack up and leave. We live here with our families and are part of these communities.

Note: COL Leeper's USAWC Strategy Research Paper was "DoD Response to Pandemic Influenza."

COL Tommy C. 'Tom' Leeper, M.D., RES '19



I am the Associate Director/Chief Operating Officer (COO) for the West Palm Beach Veterans Administration (VA) Medical Center, in South Florida. We have transformed our hospital to care for the expected surge. In mid-March, we erected and deployed all of our emergency bed expansion assets (tents/trailers), as well as provided a Triage tent outside of our Emergency Department (ED).

Simultaneously, one half of my ED that had been under construction was emergently accelerated to bring it back into clinical operation in one week! We closed our Community Living Centers to visitors to protect our long-term care resident veterans from any infection. Additionally, my talented facility engineering teams totally designed, retro-fitted, and converted two whole patient care floors to negative pressure isolation rooms in less than two weeks — a herculean effort — totaling 107 new negative pressure isolation beds — probably the most negative pressure capacity in all of Florida! And we expanded both acute care and Intensive Care capability; we transformed additional ward space adding 26 more beds to double our ICU capacity from 12 to 24 beds, and an additional 26 beds for acute care surge capacity. Our clinical, nursing, and administrative teams are working long hours to ensure all of our patients get the highest quality care, and we prepare for our 4th VA mission of likely support to our local community — our partner healthcare systems and long term care facilities in the local area and across our region. Our Logistics and Environmental teams keep the supply chain moving so we get what we need, and keep our hospital clean and sanitized. And, many of our staff have already been called up to serve in either Reserve, National Guard, or the Disaster Emergency Medical Personnel System (DEMPS) missions to support COVID hotspots across the Nation. There are so many operations going on, all focused on the continuing mission to care for our patients, and to keep our staff safe. I was an Army Medical Service Corps officer during my 35-year military career, and I was honored to have served to support our nation through military healthcare. Now, I am honored and humbled to continue this same mission with the VA, caring for my brothers and sisters whom we've served shoulder to shoulder with from World War II to the present. I can't think of a better mission right now.

BG (Ret) Cynthia A. O'Connell, FACHE, RES '07



I am the Director of Homeland Security and Emergency Management for the state of Minnesota. My team is at the tip of the spear in the state's efforts to stay ahead of this emerging COVID-19 health crisis. I work closely with the National Guard on numerous aspects of preparedness and response to COVID-19. I retired from the Minnesota Army National Guard and moved to the state Emergency

Management Division, so I am applying the strategic lessons of my military career and training and as a leader in state emergency response. I am also working with the Adjutant General, **MG Jon Jensen, DDE '09**.

BG (Ret) Joseph P. 'Joe' Kelly, DDE '03

SCHOOL OF STRATEGIC LANDPOWER (SSL) – DEAN'S MESSAGE

Greetings from a safe distance,

Like most of the country due to the effects of COVID-19, SSL has had to move the majority of academic events to remote methods. The Commandant, consistent with national and state guidelines, directed us to implement movement restrictions and social distancing requirements in mid-March. For the Resident students, the changes took effect shortly after we had completed the last core course and led to remote delivery of electives and the elimination of major travel events such as the Washington DC National Security Staff Ride and Advanced Regional Studies travel to India, Central Asia, Latin America, and Europe. The Advanced Strategic Art Program had to cancel its Europe Staff Ride to visit WWII battlefields in Sicily and Normandy. The National Security Policy Program had to cancel its staff rides and practicums scheduled for DC. Jim Thorpe Sports Days were cancelled, as well. Students in the incoming Distance Class of 2022 participated in a remote orientation instead of coming to Carlisle. The Eisenhower Series College Program held some of its planned engagements remotely. The Joint Land Air and Sea Strategic Simulation (JLASS) has continued with the other war colleges remotely using DoD's All Partners Access Network (APAN). With Class 20A, the Basic Strategic Art Program (BSAP) curtailed its travel and some of the exercises which could not be completed with current social distancing guidelines. We continue to see how DoD's Stop Move guidance will affect future classes. It remains to be seen when restrictions will permit us to resume major in-person academic events.

We are fortunate to have the tools to continue our mission even with the current challenges. We continue to meet learning outcomes for electives, Strategy Research Projects (SRPs), and distance program online courses.

We have postponed the Joint Scholarship on Teaching and Learning (JSOTL) Forum, originally scheduled for March 31st, to a later date (TBD). The JSOTL Forum promotes collaboration among professional military educators and fills a gap in addressing the scholarship of teaching and learning specific to PME, which has a unique population within continuing and higher education. The JSOTL Forum will be organized to feature research and findings from classroom-based pilot experiments related to: evidence-based instructional strategies, faculty development, assessment, learning theories and andragogy, distributed learning, educational technology, and scholarship of teaching and learning research methods.

On January 29, 2020, we sponsored AY20 Industry Day. This year's theme was "A Critical Partnership between Industry and Warfighter." **Mr. David Bennett, RES '90 (DCLM), Col Mike Zick, USAF (DCLM), Ms. Chiquita Morrison (DCLM), Ms. Christina Martin (Exec Services), and SFC Amy Marano (Enlisted Aide to the Commandant)** were critical to the success of the event. Industry Day helps students analyze the defense industry and ways to develop inter-service and civil-military partnerships to meet DoD materiel requirements.

As part of this year's Military and Strategy and Campaigning core course in the Resident Program, we hosted a one-day Strategic Intelligence event with key external participants from the Intelligence



Industry Day Subject Matter Experts visit seminars.



Industry Day group photo taken in Bliss Hall foyer on January 29, 2020.

DEAN'S MESSAGE CONTINUED

community. **COL (Ret) Mark Haseman, RES '13 (DMSPO)** led the development and execution of the event. Similar to Industry Day, we started off with a panel in Bliss Hall followed by small group sessions with at least one intelligence expert joining each seminar. Panelists were **LTG Robert Ashley, RES '05**, the Director of the Defense Intelligence Agency (DIA); **RADM Ronald Copley**, National Security Agency's (NSA) Deputy Director of Operations for Combat Support; **Mr. Ted Gistaro**, former Deputy Director of National Intelligence for Intelligence Integration; and **Mr. Mike Burns**, the Central Intelligence Agency's (CIA) Associate Deputy Director of Analysis. Supporting organizations were DIA, CIA, NSA, National Geospatial-Intelligence Agency (NGA), Army G2, and Department of State Bureau of Intelligence and Research (INR). Their participation and support enabled the students to learn more about the critical consumption of strategic intelligence by leaders. This helped prepare these future senior leaders to ask the right questions of intelligence; what to demand; how to process information inputs; and how to deal with uncertainty.



LTG Robert Ashley, RES '05

We're very pleased to welcome three new civilian faculty members: **Dr. Heather Gregg** joined us as Professor of Military Studies in DMSPO from the Naval Postgraduate School. **Dr. Lami Kim** will join us as Professor of Asian Studies in DNSS when she completes her current assignment in Hong Kong. **Dr. Ed Kaplan** has been selected as the Professor of National Security Studies in DNSS, recently retiring from active duty with the U.S. Air Force.

We're also very pleased to announce that **COL Jerad Harper, RES '15 (DDE)** recently completed his Ph.D. in Political Science from George Mason University (with a focus on International Relations and Comparative Politics). His dissertation is entitled: "A Tug of War for Effectiveness: Building the Republic of Vietnam Armed Forces (1955-1973)." **COL Jonathan Shine, RES '18 (DNSS)** has been selected as a War College Professor (47W). He will be working towards a Ph.D. in Public Affairs and International Relations at the University of Pittsburgh. His research will focus on issues of war termination and the linkages between combat outcomes and the propensity to negotiate political settlements.



COL Jonathan Shine (second from right) and his Belt and Road Initiative

Among other highlights:

COL Michael Hosie and Dr. Kristin Behfar (DCLM) helped facilitate team building at the NATO Allied Command Transformation Innovation Conference at its headquarters in Norfolk, Virginia.

Prof. (COL, Ret) Lou Yuengert, RES '03 (DCLM) continued to contribute to the Department of the Army, G1, Talent Management Task Force to support the effort mandated by the SECARMY and the CSA. Other SSL faculty who assisted the task force included **COL Silas Martinez, Ph.D., RES '15 (DCLM)**, **COL Axel Hardt, IF Germany, RES '19 (DMSPO)**, and six **RES '20** students: **Matthew Kuhns, Kenneth Braeger, David Eckley, Stephen Banks, James Yastrzemy, and Mark Stackle.**

Dr. Megan Hennessey (SSL) and **COL Celestino 'Tino' Perez, RES '15 (DNSS)** participated in the Science of Teaching and Learning (SOTL) Commons Conference. Dr. Hennessey presented her research on the use of phenomenography as a framework for faculty development programming.

COL Craig Morrow, USAWCF '14 (DDE) and **Prof. (COL, Ret) Chuck Allen, RES '01 (DCLM)** represented USAWC at the Joint Ethics Working Group at the U.S. Air Force Academy participating in conversations across every phase of officer development to advance leadership ethics from compliance toward aspiration and helping to develop a valuable community of practice within professional military education. **Prof. Allen** also served as a Speaker for the McGowan Symposium on Business Leadership & Ethics.

COL Jim Powell, Ph.D. (DNSS) participated as a team lead in a strategy project at the Institute for Defense Analysis (IDA) on alternative U.S. defense strategies in the 2040 timeframe.

COL Parker Frawley, RES '18 (DNSS) participated in the Department of State Intelligence and Research Bureau analytic exchanges on Lithuania and Georgia.

Dr. Marybeth Ulrich (DNSS) participated in a Civil-Military Relations Conference at Johns Hopkins University.

Dr. (COL, Ret) Kevin Weddle, RES '99 (DDE) appeared as an expert commentator for the History Channel feature on George Washington. **Dr. (Col, USMC, Ret) Doug Douds, RES '10 (DMSPO)** did the same for the History Channel feature on Ulysses S. Grant.

Col Keith Burkepile, USMC (DMSPO) attended 24th Expeditionary Warfare Conference discussing, among other issues, the latest advances in expeditionary warfare.

Dr. Tami Davis Biddle (DNSS) appeared in the BBC documentary "1944: Should We Bomb Auschwitz?"

Dr. Jackie Whitt (DNSS) participated in the American Historical Association Annual Conference where she chaired/moderated a roundtable discussion on the challenges and opportunities of researching/writing/teaching the military history of the 21st century and where she was part of a panel on historical podcasting.

DEAN'S MESSAGE CONTINUED

Dr. Megan Hennessey (SSL) represented USAWC at the ReImagine Education Conference in London, United Kingdom, where she served as a judge (a competitively selected position) for the 2019 ReImagine Education Awards that are deemed “the Oscars of Education.”

COL Nate Hunsinger, USAWCF '13 (DCLM) served as a Leadership Instructor at UNC-Charlotte Shelton Leadership Center to include discussing the merits of Compassion, Diversity, Social Responsibility, Integrity, and Personal Courage when leading.

LTC Roy Kempf, BSAP '12 (DMSPO) and **COL Doug Winton, RES '13** (DMSPO) attended the Army's FA59/CP-60 (military and civilian strategists) conference in the Pentagon.

Dr. Dan Fanella, DDE '18 (DDE) and **Dr. Dave Dworak, RES '06** (Office of the Provost) represented USAWC at the 2019 Middle States Commission on Higher Education (MSCHE) Annual Conference that was focused on accreditation and assessment principles.

COL Silas Martinez, Ph.D., RES '15 (DCLM) attended the Harvard University Program on Negotiation.

Dr. Ed Kaplan (DNSS) participated in the STRATCOM Annual Academic Alliance Conference.

Col Mickey Evans, USAF (DMSPO) participated in the National Defense University sponsored symposium on Teaching Information in PME, attended the Air Force Cyber Operations Executive Course, and also participated in a Joint Doctrine Conference for JP 3-13, *Information in Joint Operations*.

Prof. (COL) Chuck Moore, DDE '12 (DMSPO) attended the Nuclear Weapons Orientation Course as part of efforts to refine the Basic Strategic Art Program (BSAP) curriculum.

Col Dan McGee, USAF (DDE) and **Col Paul Drake, USAF, DDE '15** (DDE) attended the National Guard Adjutants General Conference to brief leaders on DDE's evolving Joint Studies Program (for Joint Professional Military Education level II).

Col Will Storms, USAF (DMSPO) attended the Joint Air and Space Operations Senior Staff Course at Hurlburt Field, Florida.

Dr. Allison Abbe (DCLM) presented the findings of a research project, “Best Practices in Cultural Training and Education for Military Personnel” to the Culture Committee of the Interagency Language Roundtable (DoD federal agencies). She also attended an FBI research symposium to include discussion of how to increase acceptance of evidence-based training in the practitioner community.

Prof. (COL, Ret) Bob Hume, DDE '07 (DDE) and **Prof. Nate Freier** (SSI) participated in the Army Future Command's Unified Quest Wargaming meeting to formally kick-off Army's FY20 study program focused on China and INDOPACOM theater posture.

Dr. Kristin Behfar (DCLM) and **Dr. (COL, Ret) Steve Gerras, RES '02** (DCLM) provided two full-day sessions on leading effective teams and creating a productive climate for Navy Contracting Command in Baltimore, Maryland.

Key faculty publications include:

Dr. Heather Gregg (DMSPO) for her article “Identity Wars: Collective Identity Building in Insurgency and Counterinsurgency” in *The Journal of Small Wars and Insurgencies*.

The DCLM author team of **COL Michael Hosie; Dr. Kristin Behfar; COL Jocelyn Leventhal, DDE '16; COL (Ret) George Woods, RES '02; BGR Cristian Vial, IF Chile, RES '12; Col Richard Sheffe, USAF; Col (Ret) Richard Meinhardt, USAF; COL Silas Martinez, Ph.D., RES '15; and COL (Ret) Dale Watson, Ph.D., RES '12** for their featured article, “Multinational Staff Assignments: Cross-Cultural Preparation” in the *Journal of Character and Leadership Development*.

Dr. Clay Chun (DDE) for his latest book, “*Yalu River 1950-51: The Chinese Spring the Trap on MacArthur*.”

Dr. Tami Davis Biddle (DNSS) for her article “Coercion Theory: A Basic Introduction for Practitioners” in *Texas National Security Review*.

COL Christopher Hickey, RES '15 (DMSPO), **Prof. (COL, Ret) Robert Bradford, RES '11** (DCLM), and **COL Celestino ‘Tino’ Perez, RES '15** (DNSS) for their article “Design, Assessment, and the Causal Imperative in Complex Operations and Campaigns,” in *The Journal of Defense Modeling and Simulation*.

Dr. Patrick Bratton (DNSS) for his article “The Not So Gray Zone in South Asia,” in *Comparative Strategy*.

COL Celestino ‘Tino’ Perez, RES '15 (DNSS) for his podcast on Strategy Bridge on the subject of Hannah Arendt's essay “Lying in Politics” and its relevance to strategy. It's available at <https://thestrategybridge.org/the-podcast>.

Dr. Amanda Cronkhite (DNSS) and **Dr. Samantha Taylor** (DNSS) for their forthcoming article, “Winning the Narrative War: Presidential Rhetoric in Framing Military Interventions” in *Parameters*.

Thank you for your support and confidence in our work.

Very Sincerely,



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

U.S. ARMY WAR COLLEGE FELLOWS UPDATE



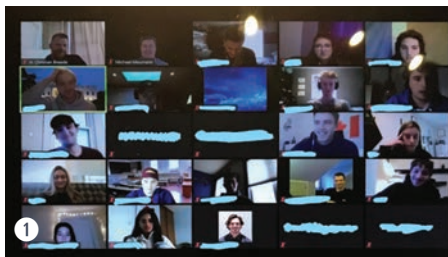
While contending with a near-total change in environment brought on by COVID-19 this latter half of AY 2019-2020, the USAWC and CSA Senior Army Fellows continued to enhance their critical thinking, academic skills, and professional networks representing the Army in 52 programs worldwide at universities, think tanks, government departments and agencies, and with industry.

The 76 USAWC Fellows started the New Year normally, capitalizing on learning and engagement opportunities offered by their uniquely different placements. Likewise, the 10 CSA and SMA Senior Army Fellows, placed by the senior Army leadership as seasoned ambassadors of the institution to centers of thought and influence, treated the second half of the year as a culmination period in terms of publishing, panel membership, and other forms of outreach, assisting those who deliberate on the larger security challenges faced by the nation.

Then COVID-19 appeared, directly affecting the Fellows, particularly those based in widely disparate and large-population locales, including Paris, Rome, Singapore, Boston, Chicago, and New York City. Foreign and U.S.-based hosting organizations of all types responded to the virus according to multiple sequenced plans, which involved the Fellows and their families. Ultimately, almost every officer continued his or her Fellowship via remote means, to include classroom participation. The processes went smoothly in general, based on contacts established from July 2019 onward. In-person relationships had also been established in January in university classrooms, so the rapid March 2020 transition to distance education was enabled by already-familiar participants. Unfortunately, lost were the outreach events Fellows had arranged for enthusiastic host faculty and students in winter and spring 2020 -- on staff rides, to Army training centers, and to joint and Army headquarters. Those opportunities remain for future Fellows to undertake.

In summary, the Fellows ably represented the Army, formally and informally, at their hosting institutions and surrounding areas in 2019-2020, even as the world altered the conduct of routine activities. The Fellows will go on to hold positions of broad scope and great responsibility, and work in highly complex, ambiguous environments, and deal with open-ended problems typified at a minimum by the current global pandemic. Their Fellowship-gained education and contacts will pay huge dividends to all in the future.

by COL (Ret) Phil Evans, Fellows Director for Academics and Engagement



❶ A new world on March 23, 2020. Classroom view on the first day for remote learning for **LTC Mike Meumann**, at Queen's University, Kingston, Ontario.



❷ **COL Scott Seidel** (left) and **LTC Dan Kearney** (right) at Tufts University, adjusting to a new normal at The Fletcher School. They and two other Tufts Fellows provided COVID-19 response support to Tufts University and Tufts Medical Center on March 10, 2020. University President Tony Monaco and Tufts Medical Center President Mike Apkon requested support with crisis action planning and response, and the Fellows volunteered their time and expertise. Support included: Incident Command Center set up; establishing battle tracking and reporting requirements; lab optimization and capacity planning; surge staffing and facilities planning support; support logistics and procurement connections with university alumnus; and long-term recovery planning support. The Fellows lent their experience in crisis action planning and decision making, leadership, and CBRNE clean/dirty operation planning for the ICU and medical center writ large.

❸ **COL Robin Neumeier**, U.S. Department of Veterans Affairs. A Nurse Midwife who maintained certification during the academic year at Ft. Belvoir Medical Center, Robin took additional midwife shifts starting in March to free up other medical personnel to concentrate on COVID-19 response.



❹ **AMEDD Fellows** past and present at an AUSA Breakfast featuring **GEN James C. McConville, USAWCF '02**, Chief of Staff of the U.S. Army, held on January 21, 2020 at the soon-to-be-officially opened National Museum of the U.S. Army at Ft. Belvoir, Virginia.



❺ **COL Eric Hoggard**, center-right, CSA Senior Fellow at Northwestern's Kellogg School of Management, with a group of Kellogg faculty and students studying leader development at the Maneuver Center of Excellence February 10-12, 2020. The dress was casual by design, as the group was negotiating a leader reaction course the morning this was taken.



❻ After speaking at The Fletcher School earlier in the day on November 5, 2019, **MG Kem** met with the **USAWC Fellows** at Harvard, MIT, and Tufts. Photo taken after a meeting session at the Kennedy School and before a social period at a local tavern.

U.S. ARMY WAR COLLEGE FELLOWS UPDATE CONTINUED

7 COL Kelly Ivanoff, RES '14 (left), Fellows Program Chairman, and COL Kenny Mintz, RES '13 (right), Director, Center for Strategic Leadership, visited Queen's University in Canada on October 28, 2019. While there, they presented a USAWC Certificate of Appreciation to **Dr. Stéfanie von Hlatky, NSS '14**, Director of the Queen's Centre for International and Defence Policy, long-time Fellowship host.

8 On March 3, 2020, the **Boston-based Fellows** met at Tufts University with **LTG Michael Kurilla**, Commander, XVIII Airborne Corps. LTG Kurilla provided a strategic overview of the Corps mission, emerging strategic focus items, and an early discussion of the potential impacts of COVID-19.

9 COLs **Erin Miller** and **Stan Ostrem**, both at the MIT Center for Transportation and Logistics, advertised Logistics at the MIT ROTC Branch Night. The event provided Army ROTC cadets in the Boston area insights from military leaders representing a number of branches of the Army.

10 Current and past AMEDD USAWC Fellows with **Dr. Robert Kadlec**, Assistant Secretary for Preparedness and Response at the U.S. Department of Health and Human Services, and a key player in the Federal COVID-19 response. The occasion was the November 21, 2019 presentation of the Order of Military Medical Merit, approved by The Surgeon General of the Army, in recognition of Dr. Kadlec's years of work in the readiness and response field. L-R: **COL Mike Sauer** (HHS AY20), **COL Eric Lombardini** (HHS AY19), **Dr. Kadlec**, and **COL Bill Soliz** (HHS AY18).

11 LTC Jason Clarke (front center) from the Asia-Pacific Center for Security Studies and his seminar. LTC Clarke was a seminar leader for 14 fellows from 13 different countries during the six-week Advance Security Cooperation Course.

12 LTC Marty O'Donnell, Columbia's School of International and Public Affairs, and a Public Affairs Officer himself, met NBC National Security and Pentagon Reporter **Courtney Kube**.

13 USAWC Fellows at the Duke University Sanford School of Public Policy, with **Dean Judith Kelly** (center). LTC Matt Gomlak is far left, COL Ed Croot is to his left, Kelly, LTC Mike Mourouzis (glasses rear), and COL Dave Butler is on the far right, along with other Service Fellows.

14 Pittsburgh-area Fellows (L-R): LTC Chike Robertson, (Carnegie Mellon), LTC Frank Estes (Pitt), LTC Jeff Jurand (Carnegie Mellon), LTC Javier Madrigal (Pitt), and Phil Evans (Fellows Program).

15 Fellows at Georgetown's Institute for the Study of Diplomacy, on the steps of the Eisenhower Building facing the West Wing and White House after a class visit. L-R: Lt. Col. Chris Auger, USAF, COL Adam Sanderson, and LTC Carolyn Erickson.

16 National Capitol Region-based Fellows take advantage of local learning possibilities throughout the year. Shown at the U.S. Treasury, L-R: CSA Senior Fellow COL Frank Stanco (New America), COL Eric Vanek (USIP), CSA Senior Fellow J.P. Gresh (CSIS), COL Sean McMurry (HHS), COL Robin Neumeier (VA), and COL Eric Widmar (ODNI).



U.S. ARMY WAR COLLEGE FELLOWS UPDATE CONTINUED



17



18

17 LTC Kirby "Bo" Dennis (right) and **GEN (Ret) Joe Votel, RES '01** at the Business Executives for National Security (BENS) Eisenhower Dinner in NYC. Bo is at Princeton's Woodrow Wilson School.

23 COL Erin Miller (left), USAWC Fellow at the MIT Center for Transportation and Logistics, with students at an MIT-sponsored Supply Chain Roundtable.



19

18 LTC Kelly French (right) meeting with **Ms. Florence Parly**, Minister of the French Armed Forces. Kelly is attending the Institute for Higher National Defense Studies in Paris.

24 LTC Dan Kearney, USAWC Fellow at Tufts Fletcher, met with Boston area ROTC Cadets for physical training and to discuss expectations of incoming lieutenants from the perspective of a battalion commander.



20



21

19 LTC Don Hursey, USAWC Fellow at Yale University, was able to meet with **AMB Ryan Crocker** (far left) and **ADM (Ret) Richard Stavridis** (far right) after their presentations at the MacMillan Center Council for Middle East Studies.

25 The Duke University American Grand Strategy Program toured Gettysburg on November 9-10, 2019, shown here at Little Round Top overlooking Devil's Den. The group was ably assisted throughout by staff ride guide **Col (Ret) Harry Leach, USAF, RES '05**, Army War College Foundation. Fellow **LTC Matt Gumlak** greatly assisted from the Duke end.



22

20 COL Ian Palmer, Fellow at Stanford University's Hoover Institution, with former Stanford Fellow **MG J.P. McGee, USAWCF '11**, Director of the Army Talent Management Task Force.

26 LTC Stephan Ruppel-Lee (left front), USAWC Fellow at Texas A&M's Bush School and Scowcroft Institute, with his student team at the Student Council on National Affairs, held February 11-15, 2020 at College Station. The student-led event included support from the USAWC and participants from 25 universities.



23

21 USAWC Fellows at UT Austin visited Army Futures Command, hosted by **COL Craig Martin, AY19** Fellow at Texas A&M. L-R: **LTC Eric Kreitz, COL Mike Hammond, CH (COL) Khalid Shabazz, Martin, and COL Doug Simon.**

27 COL Stephen Browne (right front), USAWC Fellow at Texas A&M's Bush School and Scowcroft Institute, with his student team at the Student Council on National Affairs, held February 11-15, 2020 at College Station. The student-led event included support from the USAWC and participants from 25 universities.



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27

CARLISLE SCHOLARS PROGRAM

The Carlisle Scholars Program is one of several competitively-selected programs open to students at the Army War College, each tailored to different interests. For instance, the National Security Policy Program attracts high-performing students interested in learning more about national-security policy; the Advanced Strategic Art Program attracts students interested in the evolution of warfare and military strategy; and the Eisenhower Series College Program focuses on communication and outreach.

The Carlisle Scholars Program (CSP) is unique in several ways. Students in the program are selected prior to arriving at the College. These sixteen students, representing the various U.S. military branches as well as our federal and international partners, compose their own seminar for the duration of the academic year. Students take an accelerated curriculum during the first part of the academic year, which provides them the opportunity to conduct in-depth research on national security and military affairs the second half.

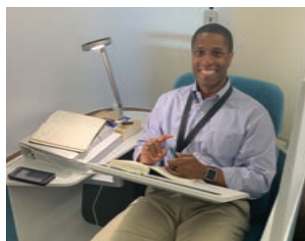


Carlisle Scholars **COL JP Clark** and **LTC Marv King**, both **RES '20**, discussing strategic problems.



One group of Carlisle Scholars conducted a Joint All-Domain Command and Control (JADC2) study for the Joint Staff. JADC2 is one of the major elements of a new warfighting concept for the U.S. military that is currently in development. Scholars visited the future concepts centers of each of the services for learning, discussions, and collaboration, as well as that of the NATO Allied Transformation Command in Norfolk. Additionally, the team had the opportunity to observe one of the JADC2 experiments conducted at the Shadow Air Operations Center at Nellis Air Force Base, an exercise that included participants from all services and several allies.

The CSP's unique structure allows its faculty members and students to contribute to the broader College mission in two ways. First, it allows its three teachers the freedom to experiment with different ways of shaping the curriculum to meet the very same learning outcomes required of all resident-program students. These curricular and pedagogical innovations provide the teaching departments and faculty with examples of cutting-edge approaches to professional military education. Second, it postures its students to conduct individual and group research into topics of great importance to various clients, including combatant commands, the Joint and Army Staff, our federal partners, and major Army commands.



Carlisle Scholar **COL Tim Gatlin**, **RES '20**, hard at work in the USAWC Library.

A trademark of the CSP is its emphasis on problem-based learning, moving students away from the traditional seminar-discussion format and more toward a learning environment where they work in groups, research, and craft solutions for real-world historical and contemporary challenges. The idea is that students feel, both intellectually and emotionally, how difficult it is to do high-level strategic work. **Dr. Tom Bruscino**, our historian representing the Department of Military Strategy, Planning, and Operations, provides a noteworthy example of how to implement problem-based learning. Tom, drawing upon his research into how USAWC students were educated and trained during the years between World Wars I and II, creates the same experience for today's Carlisle Scholars that Dwight Eisenhower received and drew upon thereafter during his service at Carlisle Barracks. Tom's students spend much less time in a traditional seminar and much more time working in four- or five-person committees, conducting student-centered research on various aspects of military strategy and operations, and sharing their findings with their colleagues and teachers. **MG John Kem, Commandant**, has taken notice of this style of teaching and learning and called upon the three teaching departments to integrate problem-based learning in their courses.



Carlisle Scholars faculty member, **Dr. Tom Bruscino**, **DMSPO**.

The CSP is also characterized by the students' conduct of client-based research. Early in the academic year, students are expected to organize themselves into groups based on the topics they want to research. They are then expected to find clients who might be interested in receiving and, in some cases, shaping their work. Examples of this year's projects include a six-person team that researched various aspects of a potential peace treaty to bring the war in Afghanistan to a close. The group conducted a sophisticated analysis of the prerequisites of successful conflict termination throughout history. They drew upon a vast array of scholarly works and consulted with top-level scholars and practitioners at the USAWC and beyond. The client in this case was the Department of State and, specifically, the U.S. Representative for Afghanistan Reconciliation, Zalmay Khalilzad. Other projects this year included a study of "Joint All-Domain Command and Control for the Joint Staff," a study of how to exploit emerging technologies to create virtual-reality pilot training for the Army and Air Force aviation communities, and a study of the assumptions underlying competing theories of cyber defense.



Carlisle Scholars faculty member, **COL (Ret) Lou Yuengert**, **RES '03**, with **COL Khalid Al Khalifa**, **IF Bahrain**, **RES '20**.

The Carlisle Scholars Program is best understood as a workshop where faculty members can boldly experiment with courses and teaching methods, and students can investigate and propose solutions to our most serious, contemporary challenges in national-security and military affairs. The Foundation has provided support to the program since its creation in 2014, and that has enabled students to travel, research, and share their ideas with their clients.



COL Celestino 'Tino' Perez, Jr., Ph.D., RES '15
Director, Carlisle Scholars Program

NEW AWCFLIFE MEMBERS

CLASS CODES

RES – Resident
DCS – Department of Corresponding Studies
DDE – Department of Distance Education
(DCS renamed as of 1 Jun 98)

USAWCF – U.S. Army War College Fellow
FACULTY – USAWC Faculty
STAFF – USAWC Staff

NSS – National Security Seminar
SIS – Strategy Implementation Seminar

The following individuals became Life Members of the Foundation from November 2, 2019 through May 15, 2020. Memberships AND donations are both tax deductible to the full extent of the law based on our 501(c)(3) status.

Lt Col James W. Atchley, Jr. RES '20
LtCol Joseph Andrew Atkinson RES '20
BG Alobawone Atoebakoga RES '19
COL Roland Bartakovich RES '20
LTC Jade E. Beehler RES '20
COL (Ret) Dean F. Bland RES '05
Mr. Charles Victor Brick NSS '19
Mr. Jack T. Bush NSS '08
Robert Morris Cochran II, M.D. NSS '18
COL (Ret) Harry L. Corley RES '95
COL (Ret) Lisa Costanza DDE '07
COL (Ret) Barry P. Creed RES '07
Mr. Kevin J. Crowley NSS '11
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COL (Ret) Elizabeth M. Damonte RES '06
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COL Andrew James Deaton RES '20
LTC Robert Brian Deaton RES '20
COL Andrew Scott Dejesse DDE '18
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COL Christopher Thomas Fahrenbach RES '20
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Mr. Wayne R. Field RES '19
COL (Ret) John George Gergulis RES '77

COL (Ret) Richard M. Graves RES '89
BG (Ret) Leela Jo Gray RES '09
MG (Ret) John Lawrence Gronski DDE '01
GEN Ahmad Hasbullah RES '05
MG (Ret) Clyde A. Hennies RES '83
Ms. Sue Neuman Hochberg NSS '10
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Mr. Paul Hoogenboom Friend of Foundation
LTC George Torrie Jackson, Jr. RES '20
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Mr. Gregory F. Lawless RES '15
COL (Ret) Randal Cleo Layton, D.V.M. DDE '99
Mr. Michael Edward Lechlitner RES '17
COL Bryan C. Leclerc RES '20
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Mr. John G. Lochner NSS '10
Ms. Susan K. Lorenz DCS '88
Mr. John F. Malone, Jr. NSS '08
Mr. Douglas R. Marshall NSS '19
Chief (Ret) Donald J. Mattei NSS '08
COL Kevin A. McAninch RES '16
COL Ben Patrick McFall III RES '20

BG Steven B. McLaughlin DDE '14
The Honorable Norman A. Mordue SIS '10
Mr. Michael E. Muldowney Friend of Foundation
COL (Ret) Darrell W. Nelson DCS '82
COL Stacey Dean Patterson RES '20
LTC Robert Emmett Petty V RES '20
COL Gary M. Saladino DDE '10
Ms. Kaitlyn Sands AWCFL Staff
BG (Ret) Guy Ludvic Sands-Pingot, Ed.D. RES '03
MG (Ret) Anthony S. Sarbanes DCS '81
Lt Col Ernest Robert Schmitt RES '20
LTC Brent A. Schultz RES '20
LTC Akikazu Shibasaki DDE '20
COL (Ret) James Wade Shufelt, Jr. RES '01
COL Mark Edward Stackle RES '20
LTC Jonathan M. Stewart RES '19
COL Blake E. Stone DDE '16
LTC(P) Jason F. Tate RES '20
Mr. David F. Tervonen RES '20
Mr. Michael Lawrence Thompson NSS '19
BG Denis Tretinjak RES '14
Col (Ret) Robert W. Turner RES '95
Mrs. Martha Tyroch NSS '09
LTC Donald Anthony Vacha DDE '20
Col (Ret) David D. Walls, Jr. RES '96
COL (Ret) William E. Watts RES '76

ARMY WAR COLLEGE FOUNDATION GIFT SHOP

Clothing



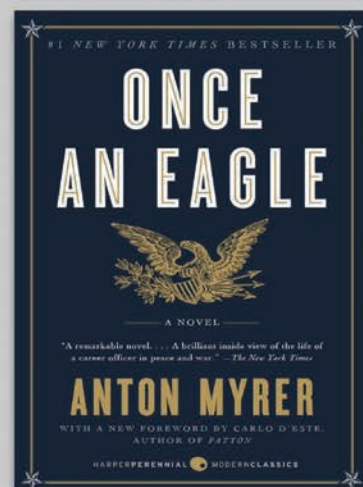
Class Items



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Special Supplement for Foundation Members

Spring 2020

Dear Members, these are your four extra pages of USAWC news. You are getting this insert because you are one of our valued Foundation members. **Thank you for your special support.**

Army War College Foundation 2020 Scholarship Winners. We had 189 applicants to our Foundation Scholarship Program this year and awarded a total of \$26,500 to 40 winners. Every year, our Scholarship Program application window opens the first week of January and closes the first week of March. Exact dates will be announced in the Fall magazine and on our website from October-February each year (www.usawc.org.)



\$1,500

Tyler J. Ferron

(North Dakota State University)
Son of COL Eric Ferron, DDE '18

*Tyler is the third recipient of this
Distance Education Alumni Scholarship*



This scholarship was established by the **2017 Distance Education Class** as its class gift.



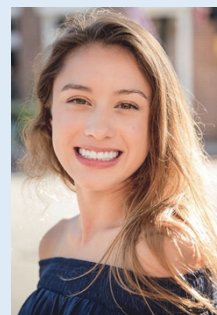
This scholarship was established by the **2018 Distance Education Class** as part of its class gift, and it is dedicated to the memory of classmate and friend **COL Matthew Y. Pollard**.

\$1,500

Catherine B. Sauter

(University of North Carolina at Chapel Hill)
Daughter of BG Steve Sauter, DDE '13

*Catherine is the second recipient of this
Distance Education Alumni Scholarship*



\$1,500

Luke F. Schwab

(University of Michigan)
Son of COL Bill Schwab, DDE '14

*Luke is the first recipient of this
Distance Education Alumni Scholarship*



This scholarship was established by the **2019 Distance Education Class** as part of its class gift.



\$1,000

Alexa L. Pangonas

(Marian University)
Daughter of
CAPT (Ret) Tim Pangonas, USN, RES '01

This scholarship is sponsored by LTC (Ret) Ralph F. Mueller, DCS '78, in memory of his wife, **Sarah Jeanne**, who died October 25, 2014. She was a wonderful military and civilian spouse, mother, and friend.



Sarah Jeanne Mueller



\$1,000

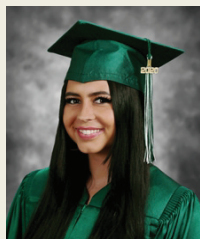
Tyler C. Unrath

(Park Hill South H.S., MO)

Son of COL (Ret) Craig Unrath, RES '14



This scholarship is awarded in memory of COL (Ret) J. Tom Nettling, RES '85 & former FAC. Tom, age 70, died August 29, 2013 at home in Green Valley, Arizona from cancer caused by the effects of Agent Orange. While in high school, guidance counselors steered him along a "vo-tech track," but he wanted to go to college and did, graduating from Shippensburg University in 1964 and the Univ. of Southern California in 1973. He entered the Army as a private and retired as a Colonel. He was a combat veteran of Vietnam, having served in the 11th Light Infantry Brigade and later the 4th Battalion, 21st Infantry. After his USAWC graduation, Tom served as USAWC Deputy Chief of Staff and held many post-Army positions. Tom was actively involved in supporting military causes and helping wounded service members and their families, to include scholarships. ***Thank you to Tom's widow, Linda, for establishing this scholarship.***



\$1,000

Margaret E. Ulrich

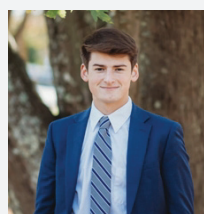
(Carlisle H.S., PA)

Daughter of Dr. Marybeth Ulrich, Faculty



*'Greater love
hath no man
than this;
that a man
lay down his
life for his
friends.'*
(John 15:13)

This scholarship is awarded in memory of SGT Patrick C. Hawkins, son of COL (Ret) and Mrs. Roy Hawkins, RES '99 & former FAC. Patrick, age 25, was killed on October 6, 2013 while conducting combat operations during his fourth Afghanistan deployment. He was going to the aid of a fellow wounded Ranger when he was killed. Patrick graduated from Carlisle H.S. in 2007. He studied Culinary Arts and achieved an Associate's Degree in 2010, but that same year, he decided to join the Army to serve his country. He excelled as a Soldier, completing Airborne and Ranger Schools, and earning a Fire Team Leader position in Company B, 3rd Battalion, 75th Infantry (Ranger). Throughout his life, Patrick was fiercely loyal and would readily go to the aid of his friends. He had John 15:13 tattooed on this left forearm. Patrick was tough and aggressive, balanced with compassion and sensitivity, and he lived life to the fullest. ***Thank you to Roy and Sheila Hawkins for establishing this scholarship.***

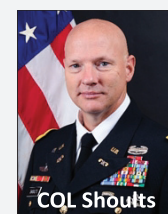


\$1,000

Emre P. Sipos

(Bel Air H.S., MD)

Son of COL Maurice Sipos, RES '17



This scholarship is awarded in memory of COL Hugh D. Shoultz, RES '13. Tragically, he was killed in a vehicle accident on August 27, 2016. A native of Spokane, he began his career with the Washington Army National Guard. He was a proud graduate of Gonzaga University in 1989, and was commissioned as a Chemical Officer in the Regular Army. His command assignments included the I Corps Special Troops Battalion, Ft. Lewis, which deployed to Iraq, HQs Support Troops, U.S. Army Garrison, Aberdeen Proving Ground, and A Company, 1st Battalion, 10th Infantry Regiment, Ft. Leonard Wood. Hugh was a devoted and loving husband and father of two children. He was always supportive of his family's interests and endeavors, especially his children's education. Hugh lived life to its fullest and cared deeply about his fellow Soldiers and their wellbeing. ***Thank you to Hugh's widow, Jennifer, and his seminar-mates for establishing this scholarship.***

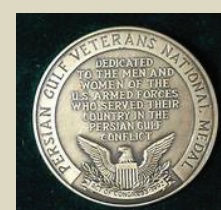


\$1,000

Kiera L. Mann

(Rising Son H.S., IN)

Daughter of COL Justin Mann, RES '16



This scholarship is awarded in honor of Gulf War Veterans.

Thank you to BG (Ret) Roger W. Searce, RES '90, for establishing this scholarship.



\$1,000

Adam M. Eckstein
(St. Aloysius H.S., MS)
Son of COL (Ret) Jeff Eckstein, RES '09



This scholarship is awarded in memory of **MG and Mrs. Charles R. 'Peter' Sniffin, RES '64**. MG Sniffin graduated from OCS in 1943 at age 18. Assignments included the 88th Inf Div; the 349th Inf Reg in North Africa and Italy; the 24th Inf Div and the 1st Bn, 21st Inf in Korea; the 4th Inf Div in Vietnam; Chief of Staff, XXIV Corps in Vietnam; ADC of the 8th Inf Div in Germany; Army Staff; Joint Chiefs' Rep to the Mutual & Balanced Force Reduction talks with the Warsaw Pact in Austria; DCG, Sixth U.S. Army; and CG, U.S. Army Readiness Region IX. He and his wife Jean were in their 70th year of marriage when Peter passed away in May 2018. Jean was born into an Army family, served as a volunteer nurse's aide in an Army hospital in WWII, married into the Army, and gave two sons to the Army as officers. She passed away in February 2019 having never had a second of her life without a connection to the U.S. Army. ***Thank you to the Sniffin family and friends for establishing this scholarship.***



\$1,000

Addison M. Wisniewski
(Lake Ridge Academy, OH)
Daughter of COL Brian Wisniewski, RES '18

Thank you to LTC (Ret) Ralph F. Mueller, DCS '78, for sponsoring this scholarship in memory of his uncle, **CPL David Allen Ritchie**, presumed killed in action in the Muese-Argonne Forest on October 12, 1918 and never recovered.



\$500 Awards (College Recipients)



L-R: **Brandon J. Cruz** (Bethany College), son of Col Andrew Cruz, USAF, DDE '14; **Erin Duffy** (Loyola University Maryland), daughter of COL (Ret) Dennis Duffy, DDE '13; **Mikaela D. Georgiou** (University of Virginia), daughter of LTC Jennifer Martin, RES '20; **Bailly A. Gray** (University of Florida), daughter of BG (Ret) Leela Gray, RES '09; **Avery P. Hanna** (Oklahoma Baptist University), son of CH (LTC) Brad Hanna, RES '20; **Strider J. Jacobson** (Grand Canyon University), son of COL Joe Jacobson, RES '19; **Haley M. Kissell** (High Point University), daughter of COL Doug Kissell, DDE '20.

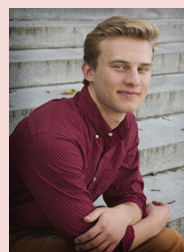


L-R: **Katherine H. McKinney** (College of William and Mary), daughter of COL Chris McKinney, DDE '18; **Mallory Muller** (University of Central Florida), daughter of COL (Ret) Chris Muller, RES '16; **Alexandria R. Neal** (Georgia Institute of Technology), daughter of BG Reginald Neal, RES '12; **Evan F. Palmer** (University of Nebraska-Lincoln), son of COL Noel Palmer, DDE '18; **Pace R. Satterthwaite** (Oklahoma University), son of COL Shad Satterthwaite, DDE '16; **Reegan N. Smith** (Illinois State University), daughter of LTC Eric Smith, DDE '19; **Gabrielle L. Victor** (Kansas State University), daughter of COL Scott Victor, RES '18.

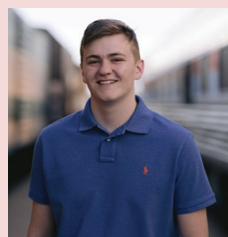
\$500 Awards (H.S. Senior Recipients)



L-R: **Brooke A. Blader-Lucht** (Wautoma H.S., WI), daughter of BG Robyn Blader, DDE '16; **Samuel P. Brewster** (St. Anne-Pacelli H.S., GA), son of COL (Ret) Wayne Brewster, RES '14; **Alexandria N. Cashman** (Bel Air H.S., MD), daughter of BG Brian Cashman, DDE '14; **Joshua A. Dela Cruz** (Daegu Middle H.S., Camp Walker, South Korea), son of COL Fred Dela Cruz, USAWCF '18.



L-R: **Alexander J. Flasch** (Fallston H.S., MD), son of BG Adam Flasch, DDE '12; **Bianca A. Hamm** (Fleming Island H.S., FL), daughter of COL Kevin Hamm, DDE '17; **Maxwell S. Haseman** (Carlisle H.S., PA), son of COL (Ret) Mark Haseman, RES '13; **Lillie C. Hyman** (Lexington H.S., SC), daughter of COL Chris Hyman, DDE '17; **Owen V. Manley** (Carlisle H.S., PA), son of COL Rob Manley, RES '20; **Ellory R. Oleen** (Blue Valley H.S., KS), daughter of COL Matt Oleen, DDE '19.



L-R: **Riley A. Perry** (Harker Heights H.S., TX), daughter of COL Henry Perry, RES '16; **Elizabeth J. Poirier** (Spaulding H.S., VT), daughter of COL Tracey L. Poirier, RES '17 and LTC Leonard J. Poirier, DDE '19; **Benjamin D. Riley** (Pueblo West H.S., CO), son of COL (Ret) John Riley, RES '11; **Rory G. Smith** (St. John Paul II Catholic H.S., AL), daughter of COL (Ret) Monica Gorbandt, DDE '07; **Austin R. Stewart** (Big Walnut H.S., OH), son of LTC Jon Stewart, RES '19; **Lauren M. Tucker** (Enterprise H.S., AL), daughter of LTC Rich Tucker, RES '19.

ANNOUNCEMENTS

Amazon Smile Program. Amazon donates to a charity you designate when you shop with them at <https://smile.amazon.com>. You don't pay any more for this. Amazon donates .5% of every sale through this program. Please choose **"Army War College Foundation"** when you shop on the Amazon Smile Program site.

Yearbooks available! We have extra **2004-2006, 2008, and 2010-2016** yearbooks and we're offering them to Foundation members for only \$10 each to cover shipping and handling. Call or email us if interested.

Is your Foundation membership expiring soon? Please check your mailing label and if it is, renew today. Also, be sure to use the **member discount code (awcfmember)** when shopping with us! Call or email with questions.

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*Letort Spring Run
Carlisle Barracks*

A SPECIAL REQUEST

For very understandable reasons during this coronavirus pandemic, our Army War College Foundation income is down more than 50% this year.

Our Board of Trustees has generously pledged a \$2 for \$1 match effective through July 31st, making this an excellent time to support our work for the College. For every dollar you give in June or July, our Trustees will donate twice that amount, up to \$100,000, effectively tripling your support.

Please donate online or use the convenient envelope in the center of this magazine to make a gift by July 31st, increasing the power of your gift and helping substantially.

Examples of how our Foundation supports the College with your donations are described throughout this magazine and in greater depth on our website: usawc.org.

Please consider making your gift by July 31st to triple your support for the Army War College.

We know you have many demands on your resources, but if you can help us now, please do not let this special matching opportunity pass. You can count on us and we appreciate that we can count on you!

Most gratefully, 



DEVELOPMENT UPDATE

ONE YEAR TAX LAW CHANGES FOR 2020

The Coronavirus Aid, Relief, and Economic Security (CARES) Act passed by Congress and signed into law on March 27th provided over \$2 trillion in the form of economic relief to assist Americans through the public health and economic impacts of the COVID-19 pandemic. There are a number of changes to tax law **only for tax year 2020** we want to highlight. Our Foundation continues to need your individual gifts, and those matching gifts of your employers during this economic downturn.

- In order to stimulate charitable giving during the economic downturn, the Act allows a **new \$300 'above the line' charitable deduction for individuals or married couples filing jointly**. This deduction is *only available for taxpayers who take the standard deduction*, not those who itemize their deductions. It is also limited to cash donations to public charities, like our Foundation. Yes, you may take the standard deduction and also deduct up to \$300 for a cash gift this year.
- **Required Minimum Distributions (RMD) from Individual Retirement Accounts (IRA)** have been eliminated for this year. At the same time, the Act did not modify the rules for Qualified Charitable Distributions (QCD). This means that taxpayers older than 70.5 may still contribute to charities directly from their IRA without increasing their Adjusted Gross Income (AGI) for the year. This also has the advantage of lowering the dollar amount of future RMD when they are reinstated in 2021.
- **The Act eliminates the existing AGI percentage cap on deducting individual charitable donations this year.** While taxpayers are not limited in the amount they can donate to charity, there are a number of limitations in tax law on how much an individual or couple may *deduct* from their taxable income in any given year. The Act specifically allows donors to deduct up to 100% of their AGI in *cash* gifts to charities.
- **The Act raises the existing taxable income percentage cap on deducting corporate donations from 10% to 25% for this year.**

Only cash gifts qualify for the deductions mentioned above (gifts-in-kind and stock gifts remain subject to existing deductibility caps and cannot be claimed by taxpayers taking the standard deduction.) Likewise, gifts to Donor Advised Funds do not qualify for this special treatment. Please consult with your financial or tax advisor if you have questions about how these changes may impact you.

THANKS TO G.B. STUART CHARITABLE FOUNDATION

While USAWC graduates go on to serve all over the world, the College also receives important support right here in Carlisle. Our Foundation received a generous grant from the G.B. Stuart Charitable Foundation designated for support of the International Fellows Program.

George B. Stuart was a long-time resident of Carlisle who served as an attorney, as the Cumberland County solicitor, and as an attorney for both the Commonwealth's Public Utility Commission and the Labor Relations Board. An Army veteran of World War II, he was a graduate of the University of Pennsylvania and Dickinson School of Law. Mr. Stuart was a member of First Presbyterian Church, the Cumberland County and Pennsylvania Bar Associations, the Carlisle Zoning Board, Cumberland County Historical Society, and Empire Hook and Ladder Company. His military service gave him an appreciation for the role of the military throughout our country's history.

Upon Mr. Stuart's death in 1989, the G.B. Stuart Charitable Foundation was created from the proceeds of his estate. Since then, Mr. Stuart's generosity continues to be felt locally, as his Foundation has given millions of dollars to support charitable organizations throughout Carlisle and Central Pennsylvania. The G. B. Stuart Charitable Foundation believes that Americans enjoy the privileges and freedoms because of the courage and sacrifice of those who serve.

CARLISLE IS A SECOND HOME



This story began when **Francis J. Kelly** was born in New York City. Because of his daughter **Moir's (NSS' 12)** desire to support the Army War College over the long-haul, fortunately, it has no end in sight.

Frank Kelly enlisted in the U.S. Army in 1941, graduating in 1942 from Officer Candidate School. He led a Reconnaissance Company across the beach at Normandy, commanded a tank battalion in Korea, commanded the 5th Special Forces Group (Airborne) in Vietnam, and was the first commander of the Institute of Strategic and Stability Operations at Fort Bragg, North Carolina. A **RES '62** USAWC graduate, he developed and taught the first course on Insurgency and Counterinsurgency at Carlisle Barracks. As this magazine first profiled in the Spring of 2016, Moira Kelly was in the 4th grade during her father's student year and she fondly

remembers living in College Arms (aka 'Smurf Village'). It was, in part, their family's experience that year that led her to sponsor **The COL Francis J. Kelly Counterinsurgency Writing Award** in his memory. The award was recently broadened to include Special Warfare topics. Moira relates that her father regularly acknowledged the vital role of noncommissioned officers in his formations. To recognize their important contributions to the success of our U.S. Army, she began to sponsor awards for the top three graduates of the **Nominative Leader Courses (NLC)** for Sergeants Major held at Carlisle Barracks three times each year. She continues to travel from Wisconsin to Carlisle to make personal presentations of these awards.

COL Kelly's partner throughout his Army career was his wife, Margaret "Peggy" Casserly Kelly. Although she passed away when Moira was only 21, her devoted service as an Army Spouse made an impact on Moira, who sought



DEVELOPMENT UPDATE CONTINUED

ways to serve spouses at Carlisle Barracks. She began by offering her expertise to the Military Family Program, traveling to Carlisle to present material on a wide range of topics, including her professional specialty of dispute resolution and arbitration. This year, Moira also began sponsoring “**Peggy’s Book Club**,” a program for spouses to read noteworthy books, then meet and engage with the authors in a format similar to the Commandant’s Reading Program. In March, the very first session was moved to Zoom due to the Coronavirus, but it was successful and Moira was one of 39 able to join GEN (Ret) Marty Dempsey and his wife, Deanie, virtually to discuss his 2018 book, *Radical Inclusion*.



Thanks to Moira Kelly and her late husband Dan Graves for their faithful support.

with technology and furniture designed to flex to meet a wide variety of needs. This facility will be a *Margin of Excellence* initiative, and if approved, there will be a plaque mounted outside the room to recognize both Dan’s military service and his partnership with Moira in supporting the College.

Raised in the Army, Moira has always had an affinity for the military. Her spouse Dan was an Air Force veteran of the Vietnam War. Like Moira, he enjoyed coming to Carlisle to honor graduates and awardees. With Dan’s passing in 2019, Moira began seeking some special way to make a difference for the College well into the future, while also memorializing him. She recently offered to financially support a proposed space within the new academic facility. The planning title of this space is the **Innovation Center**, and it is slated to be a modular learning and experimentation space

SAMPLE LANGUAGE FOR YOUR WILL

I hereby give, devise, and bequeath to the Army War College Foundation, Inc. the sum of \$ _____ (or ____% of the remainder of my estate). This is an unrestricted gift and may be used to further the purposes of the Army War College Foundation, Inc.

**Harry Leach, Col (Ret),
USAF, RES '05 & former FAC
Director for Development,
harry.leach@usawc.org**



**Kaitlyn Sands
Corporate Development Officer
kaitlyn.sands@usawc.org**



WAR ROOM is going viral--but the good kind! We’re up and running, publishing new content three or four times a week. For the last eight months, WAR ROOM is seeing more than 20,000 site visits each month, and our articles and podcasts continue to spread throughout the National Security and Defense communities. Recently, an article on gender norms for women officers by **Dr. Allison Abbe** (DCLM)

received more than 17,000 hits in just a couple of weeks. If you’ve found yourself with some extra time on your hands, WAR ROOM has a great catalog of essays and podcasts to keep your brain engaged during social distancing and there’s new material coming out all the time. WAR ROOM content -- short essays and podcasts -- are perfect additions or supplements to online teaching, professional development, and personal study.

If the spirit moves you, and you’re interested in writing for WAR ROOM, our editorial team is standing by to receive and review submissions. The submission guidelines can be found on our website: <https://warroom.armywarcollege.edu/about-war-room/> and questions can be directed to warroomeditors@gmail.com. If writing isn’t your thing, how can you support WAR ROOM? Read, listen, comment, subscribe, and share! We’re on social media, and you can subscribe to our email list to have content delivered directly to your inbox. Our podcasts can be found on our website and on most popular podcast apps to include Apple, Google, Soundcloud, Spotify and Stitcher. Just look for A BETTER PEACE: The WAR ROOM Podcast.



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ARMY STRATEGIC EDUCATION PROGRAM (ASEP) UPDATE



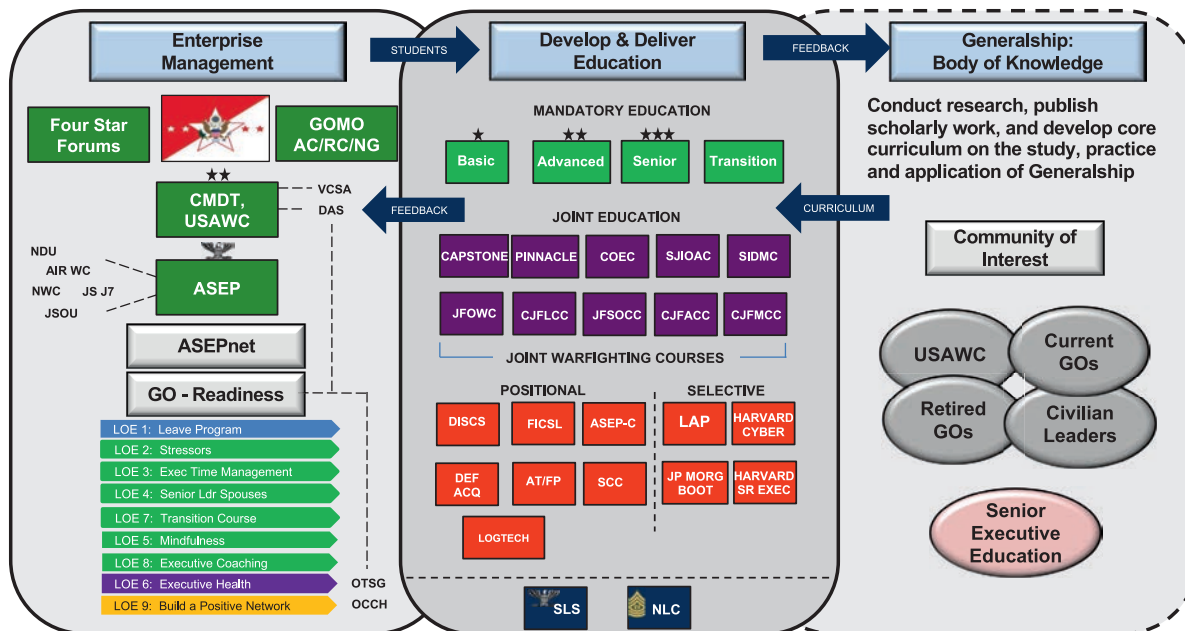
THE UNITED STATES ARMY WAR COLLEGE

Army Strategic Education Program



ASEP executes **General Officer Professional Military Education (PME)** for the **entire population of Army General Officers across the total force**. Provides **assessments** to keep senior leaders informed and to support programmatic change through evidence-based decision making.

Office with Primary Responsibility for execution and assessment of the **GO-Readiness** program.



STRENGTH and WISDOM

In previous editions, I articulated the Army Strategic Education Program (ASEP) mission and introduced you to its great teammates. ASEP is integral to the Army War College and remains focused on this core mission: Executing General Officer Professional Military Education (PME) for the entire population of Army General Officers across the total force. In this edition, I'll describe our newest initiative -- conducting research into the body of knowledge on generalship.

Over the next academic year, ASEP will conduct research, publish scholarly work, and develop core curriculum on the study, practice, and application of generalship. It is incumbent upon the U.S. Army as a learning organization to do this at the national strategic level. Demands within the contemporary international security environment place far more emphasis on the soldier-statesman role for the U.S. military's most senior General and Flag officers. This evolution prompts our research into determining how the practice of generalship at the national strategic level results in strategies, policies, programs, and actions suitable for the application of military force to achieve a desired political outcome.

We anticipate our results will not only support the ASEP curriculum, but they will inform broader efforts across the entire Army War College. Senior leaders confronting national strategic challenges employ strategic leadership in shaping national policy, in using military force, in consensus building, and in influencing the direction of national strategy. Case studies that form the basis of this research seek to identify key themes, common elements, and critical points of emphasis about generalship at the national strategic level. Enduring themes like civil-military engagement, strategic communications, staff employment and guidance, defining and developing decision

space, establishment of authorities, and the generation of support for decisions on strategic resourcing are sure to resonate broadly when our research is complete.

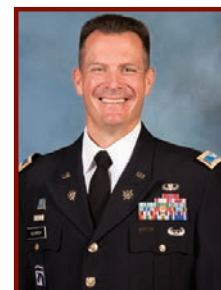


Dr. Nick Prime, ASEP Research Lead

community, in addition to serving as a nexus for external engagement with the broader academic and public policy community looking to contribute.

ASEP is optimistic its impact will be enduring and support continued excellence in education of our Army's most senior leaders. We remain committed to providing top-notch general officer and executive educational experiences and are excited to share what we do. Thanks for everything you do to help make the Army War College a great place to learn and serve.

COL Kevin A. McAninch, RES '16
Director, Army Strategic Education Program



CHAIR UPDATES

FRANCIS W. DE SERIO CHAIR OF STRATEGIC INTELLIGENCE

Dr. Genevieve Lester was busy throughout the winter with a range of events and projects in her position as De Serio Chair of Strategic Intelligence. She moderated a discussion in New York City with AY 2020 Council on Foreign Relations Fellows in November 2019. The talk was co-sponsored by the Kaplan Public Service Foundation and the International Institute for Strategic Studies--Americas.

Dr. Lester presented a talk on covert action and hybrid warfare in November in Helsinki and followed this with a series of interviews with senior leaders of intelligence in the UK. These interviews support her project that focuses on developing intelligence learning and teaching at the USAWC. This project has two aspects: teaching senior service students to better “consume” intelligence, and supporting General Officers in improving their use of intelligence in high-level decision-making. In December, Dr. Lester spoke on the opening panel on intelligence and accountability (titled “Watching the Detectives: Improving Intelligence Oversight”) at the Cato Institute’s storied annual Surveillance Conference.



Panel discussion with the 2019/2020 Council on Foreign Relations Military Fellows on November 5, 2019. **Dr. Lester** is seated to the far left.

Dr. Lester coordinated and hosted Mr. David Ignatius in January 2020 for this year’s De Serio Strategic Intelligence Lecture. Mr. Ignatius is a prominent foreign affairs journalist, associate editor, and prize-winning columnist for the *Washington Post* who has been covering the Middle East and the CIA for nearly four decades.



Dr. David Ignatius

At the end of January, Dr. Lester served as a judge in the Cyber 9/12 Strategy Challenge in Lille, France (FIC 2020). The competition, organized by the Atlantic Council, brought together undergraduate and graduate students from France and the U.S. to address a series of cyber threat scenarios and develop policy recommendations. (Note: The U.S. Military Academy team won.)



Final round of the Cyber 9/12 competition at FIC 2020, January 2020. L-R: Thierry Delville (PriceWaterhouseCooper, France) Rear Admiral Verel (French Cyber Command), **Dr. Lester**, Nicolas Petrovic (CEO, Siemens France and Belgium), and Klara Jordan (Global Cyber Alliance).

CHAIR OF WAR STUDIES

In late January, **Dr. Mike Neiberg** went to Ethiopia with **Dr. Dave Dworak**, RES '06, and **COL James Kennedy** to help advise the Ethiopian War College on curriculum development and educational methodology as they prepare to more than triple their student body. With this trip, Dr. Neiberg has now represented the Army War College as Chair of War Studies on every inhabited continent.

In March, Dr. Neiberg presented a talk to the Contemporary History and Public Policy working group in London. After travel was suspended due to COVID-19, he has shifted to remote engagements to the degree possible. He appeared on WITF Radio’s Smart Talk to discuss the influenza epidemic of 1918-1919 and its relevance for understanding our current times. He has also been doing outreach through podcasts and blogs with the Pritzker Library in Chicago, the WWII Museum in New Orleans, and the Gilder-Lehrman Institute in New York City, as well as teaching parts of the elective on WWII in Europe. He is also hard at work finishing a book manuscript on America’s relationship with the collaborationist Vichy France regime from 1940 to 1944.



STRATEGIC STUDIES INSTITUTE (SSI) UPDATE

It has been an eventful year since we last updated you regarding the research and publication initiatives within the Strategic Studies Institute (SSI) and the USAWC Press. As you may recall, **Dr. Ike Wilson** and SSI began in earnest last spring to refocus research efforts along four primary lines of expertise: strategic net assessment; strategic forecasting; fundamentals of war; and industrial/enterprise management, leadership, and innovation. Concurrently, they embarked the USAWC Press on its own transformation, aimed at limiting the quantity of publications, increasing the quality of the works published, and ensuring the efforts of the Press aligned closely with the War College's strategic research agenda and broader strategic plan.

These overarching goals –titled “SSI and USAWC Press Next” – involved a collaborative process to reposition research and publication efforts toward “anticipatory research and analysis” that better serves the Army, the Joint Force, and Interagency/multinational communities of practice. These initiatives are now well-grounded in the way SSI undertakes its annual research agenda, and “SSI Next” has become “SSI Now.” At the beginning of another annual research cycle this summer, SSI and the USAWC Press have three main priorities: hire key talent, advance SSI's knowledge and research and analysis agenda, and continue the process and publishing reforms with the USAWC Press.

Over the past 16 months, the Strategic Studies Institute has worked with the School of Strategic Landpower (SSL), the Center for Strategic Leadership (CSL), the Army Heritage and Education Center (AHEC), and the Advanced Strategic Education Program (ASEP) to develop a new approach to conducting strategic research and analysis for the Army, DoD, and the Nation. This college-wide approach builds upon the expertise and work of our faculty, as well as collaboration with external research partners within the Joint force, think tanks, and academic institutions, to create a more cohesive body of scholarship with greater impact. Better articulation of research priorities greatly assists the individual faculty member and the College in better understanding where to commit resources and effort in research and analysis. It also enhances dialogue with the rest of the Army, helping to build the best possible body of scholarship to solve the most critical strategic problems.

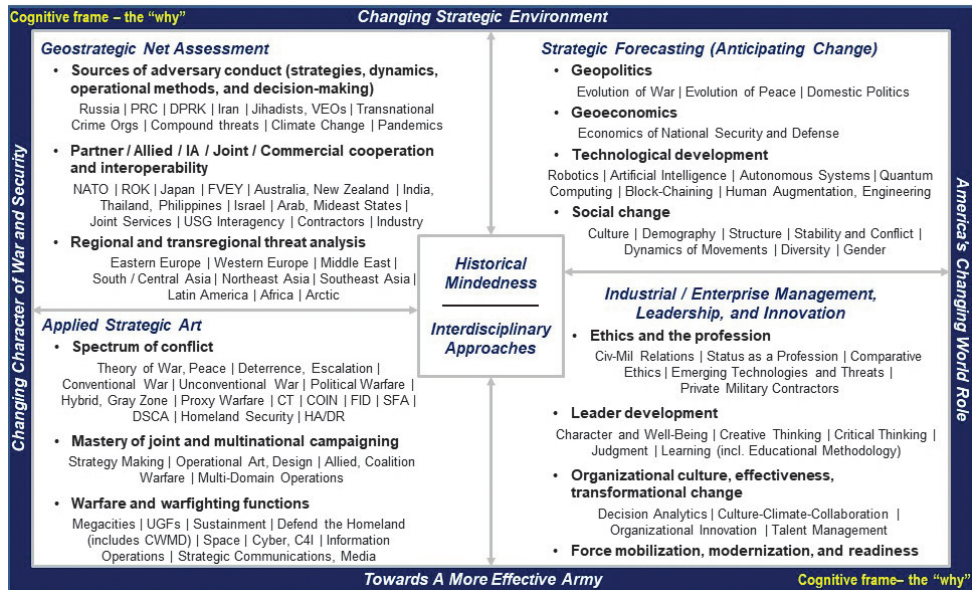
SSI's research priorities were built initially by asking some basic questions: “What strategic problems has the Army traditionally struggled with?”; “What is it dealing with today?”; and, “What is it likely to face in the future?” The answer to these questions led to a four-part intellectual framework that describes why the College seeks to do strategic research and analysis – to better understand the changing strategic environment, the changing character of war and security, America's changing world role, and how to build a more effective Army. Within that framework, SSI's four “arenas of research” are:

1. **(Geo) Strategic Net Assessment** encompasses analysis of regional and transregional threats, understanding sources of adversary compound threat conduct (their strategies, operational methods, and decision-making), and cooperation with partners, allies, the government interagency, joint services, and commercial entities.
2. **(Geo) Strategic Forecasting** is about anticipating change to deal with disruptions and innovations. This arena accounts for topics related to geopolitics, geo-economics, technological development, and social change.

3. **Applied Strategic Art** addresses the spectrum of conflict, campaigning, and warfare itself.
4. **Industrial / Enterprise Management, Leadership, and Innovation**, analyzes the Army's ability to address the issues of the other three arenas and includes topics such as ethics and the profession, leader development, organizational culture and change, and force mobilization and modernization.

This set of research priorities describes a cohesive whole of knowledge. As such, it specifically notes the importance of the study of history and taking an interdisciplinary approach to all our research efforts.

USAWC Research Priorities What the Army needs...What we own and are expert in



The Press continues to make great progress in its transformation to the “USAWC Press Next.” Although several key hiring decisions were affected by the coronavirus pandemic, the Press is ahead of schedule in its reforms. The Press has released several monographs, including: *Senior Conference 55 – Indo-Pacific*, ed. **Dr. Babcock-Lumish**; *Non-State Actors and A2AD Strategies-Challenges*, by **Dr. Jean-Loup Samaan**; and *Professionalizing the Iraqi Army; Post Islamic State*, by **Dr. Tony Pfaff**. A *Parameters* ‘Special Edition’ will be released soon, featuring landmark scholarship of the USAWC professorate. The Press is also readying for publication of the results of two Secretary of the Army-directed Integrated Research Projects which will help inform future policy and force development decisions in the Indo-Pacific and European theaters.

Finally, SSI has a number of ongoing searches for new talent, including a Professor of Indo-Pacific Security Affairs, a Professor of Political Demography and Geography, and several key positions within the Press' editorial staff. We are also partnering with SSL to share as an affiliate, a Professor of Global/International Economics.



Dr. Alice Friend



SSI would also like to welcome **Dr. Alice Friend**, a Senior Fellow at CSIS, who joined us in January through the Inter-governmental Personnel Act Program. Dr. Friend brings her expertise in civil-military relations and a fresh research and analysis agenda to the USAWC.

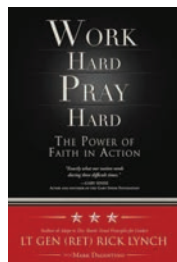
COL (Ret) Thomas J. 'Tom' Kardos, RES '10
Deputy Director, Strategic Studies Institute (SSI)

BOOKS BY GRADS AND FACULTY

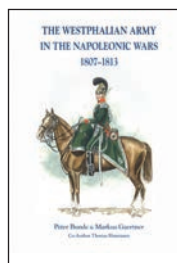


I'm Ready to Talk: Vietnam Vets Preserve their Stories, published by a member of the Atlanta Vietnam Veterans Business Association, contains stories about their Vietnam service from five USAWC grads among many others: **COL (Ret) James B.**

Stapleton, Jr., RES '87, MG (Ret) David R. Bockel, DCS '91, LTC (Ret) Glenn P. Carr, DCS '82, COL (Ret) Carl "Skip" Bell, RES '92, and COL (Ret) Jon P. Bird, RES '92.



Work Hard Pray Hard: The Power of Faith in Action by **LTG (Ret) Rick Lynch, RES '96.** Lynch shares his thirty-plus years of experience that proved to him the power of faith in action. From his harrowing personal journey on the battlefields of Iraq to dealing with the everyday stresses of life at home, he found God is there to give hope to those who need it, peace to those who seek it, and fearlessness to those who desire it. He uses history and scripture to explore seven steps that he believes will put the true power of faith into action in your life every day. He hopes your life will change for the better, the way faith itself changed him.



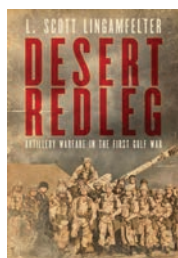
The Westphalian Army in the Napoleonic Wars 1807-1813, translated by **Mr. Richard Sanders, RES '96.** In 1807, Napoleon created the Kingdom of Westphalia from several conquered German states. Westphalia's army was to serve as a model

within the Confederation of the Rhine. This definitive work describes the army's structure and its employment, including its operations in Spain, Germany, and Russia, uniforms, and equipment of all the combat and support units. It draws on all the available primary and secondary sources in order to put together this very comprehensive overview. It is extensively illustrated with uniform graphics, contemporary images, maps, and photos of museum pieces.



Hussite Warfare: The Armies, Equipment, Tactics and Campaigns 1419-1437, translated by **Mr. Richard Sanders, RES '96.** The Bohemian heretics' army, employing the defensive Wagenburg ("wagon castle")

and intensive use of the first cannon as field artillery, developed tactics with which they won one battle after another against European crusader armies. The Hussites were the first soldiers since antiquity to employ all the available branches in coordination on the battlefield. This book also highlights the Hussites' weapons and military branches, organization, and tactics.



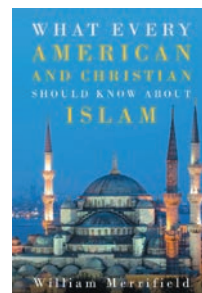
Desert Redleg: Artillery Warfare in the First Gulf War by **COL (Ret) L. Scott Lingamfelter, RES '97.** When Saddam Hussein's Iraq invaded Kuwait in August 1990, triggering the First Gulf War, a coalition of 35 countries led by the U.S.

responded with Operation Desert Storm, which culminated in a 100-hour coordinated air strike and ground assault that repelled Iraqi forces from Kuwait. Though largely forgotten in descriptions of the war, an eight-day barrage of artillery fire made this seemingly rapid offensive possible. At the forefront of this offensive were the brave field artillerymen known as "redlegs." A redleg veteran of the 1st Infantry Division Artillery (otherwise known as the "Big Red One"), Lingamfelter recounts the logistical and strategic decisions that led to a coalition victory. Drawing on original battle maps, official reports, and personal journals, he describes the experience of the First Gulf War and attempts to answer the question of whether the U.S. "got the job done" in its first sustained Middle Eastern conflict. Part military history, part personal memoir, this book provides a boots-on-the-ground perspective on the largest U.S. artillery bombardment since WWII.



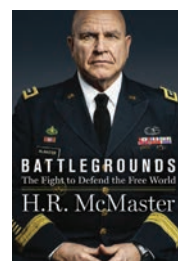
The Ride of Our Lives: Lessons on Life, Leadership, and Love, by **MG (Ret) John L. Gronski, DDE '01.** In 1983, Gronski and his wife Berti set off on a bicycle tour across America with their 15-month-old son pulled

behind John in a bicycle trailer that resembled a pioneer's covered wagon. There were no ubiquitous mobile phones, no internet, no email, Google, or social media sites. The closest thing to connectivity was a payphone along a dusty road. They traveled over 4,000 miles from Washington state to Pennsylvania, a trip filled with adventures and enduring leadership lessons. This is an inspirational and engaging story of a young family's cross-country bicycle trip that results in a life-long formation of character, family values, patriotic service and citizenship, unshakable faith, and resiliency to overcome challenges.



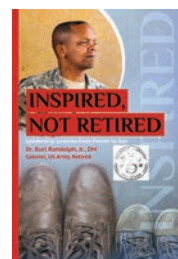
What Every American and Christian should know about Islam, by **CH (LTC, Ret) William L. Merrifield, DDE '02.** Merrifield describes that it is not the intent of his book to provide commentary to the whole of the Qur'an, but rather to cover those areas of the Qur'an that will

give the reader an awareness of the Islamic world's understanding of its relationship to the rest of the world and to the world's other religions. Who are the Muslims? What are their factions, how do they relate to the world and to one another? What is Shari'a law, and how does it equate to national and state laws? Is Shari'a law and therefore Islamic law compatible with western values? These are but some of the questions this book seeks to address.



Battlegrounds: The Fight to Defend the Free World, by **LTG (Ret) H.R. McMaster, USAWCF '03.** Drawing from his long engagement with national security issues, including 34 years in the U.S. Army with multiple tours in battlefields overseas, and

his 13 months as National Security Advisor, McMaster assesses America's place in the world. He boldly examines the most critical foreign policy and national security challenges that face the U.S., and argues that across multiple administrations since the end of the Cold War, American foreign policy has been misconceived, inconsistent, and poorly implemented. As a result, America and the free world have fallen behind rivals in power and influence while threats to security, freedom, and prosperity have grown. He describes efforts to reassess and fundamentally shift policies while he was National Security Advisor, and he provides a pathway forward to improve strategic competence and prevail in complex competitions against our adversaries. He also calls for Americans and citizens of the free world to transcend the vitriol of partisan political discourse, better educate themselves about the most significant challenges to national and international security, and work together to secure peace and prosperity for future generations.



Inspired, Not Retired: Leadership Lessons from Father to Son, by **Dr. (COL, Ret) Burl W. Randolph, Jr., RES '10.** Leaders are developed over time and with great care. Randolph examines the bond between a father and a son, a profound mentorship that provided leadership lessons

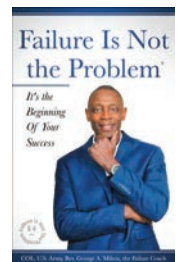
BOOKS BY GRADS AND FACULTY CONTINUED

used throughout his 32-year military career. Drawing on those lessons, this book provides tools and insights for everyone from the emerging leader seeking to embark on a leadership journey, to the retired person who wants to remain a vital asset to corporations, communities, and society. Mentorship can ease the transition into civilian life and inspire continued service. Relationships can fuel lives. Ultimately, leadership drives the car that inspires us to keep moving forward.



Primitive: Tapping the Primal Drive That Powers the World's Most Successful People, by **Mr. Marco Greenberg, SIS '11**. As a close advisor to visionary startup founders and established CEOs, Greenberg discovered something about

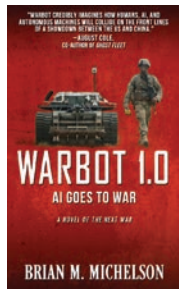
the most successful people he knew. They had remarkable instincts, and they trusted them. They had an intuitive grasp of when to ignore convention. No matter how sophisticated, they could access something else—something primitive, yes a loaded term. As he dug deeper, he saw a mindset that helped certain people to overcome challenges that stopped others cold. He demonstrates how a range of successful people—those he calls “primitives”—ignore what they “should” do and instead tap a primal drive to power ahead. He helps us understand how some of our deepest, inborn traits are essential to navigating this world of dizzying change. At any stage of your career or life, using what he describes as a ROAMING approach can be the key to success (to be Relentless in pursuing our biggest goals; to have the courage to be Oppositional; to choose an Agnostic approach rather than specialize; to adopt a Messianic spirit, so your work becomes not just a job but a true calling; to embrace the advantages of being Insecure; to reap the benefits of sometimes acting a little Nuts; and finally, to realize that being Gallant and noble in following one’s passions delivers the ultimate rewards).



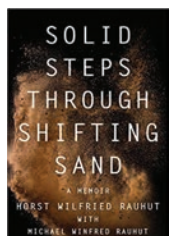
Failure Is Not the Problem: It's the Beginning of Your Success, by **COL (Ret) George A. Milton, RES '12**. Milton addresses the challenge of adversity and how failure can motivate you, focus you, and change your life for the better. In life, we all fail sometimes.

His inspiring story of growth from a difficult youth to a career Army combat officer, he shares that it was only possible because he changed his attitude. Not only does he reveal personal

triumphs and defeats, he demonstrates how you can transform your mindset from negative to positive regarding failure, and in the process become successful. He wants to help you use the doorway of this life changing resource, failure, to become a successful leader, reach your goals, make your life better and propel you to become all that you are meant to be.



Warbot 1.0: AI Goes to War, by **COL (Ret) Brian M. Michelson, RES '13**. Despite the changing character of war now dominated by the weaponization of artificial intelligence (AI), robotics, big data, cyber, and all form of media, it remains a brutal, deadly, and complicated contest of wills by humans. Set in 2033, this “novel of the next war,” finds China’s neighbors increasingly chafe at its heavy-handed efforts to dominate them as Taiwan teeters on the brink of declaring independence. When the newly elected President of the Republic of the Philippines attempts to eject Chinese military forces from his country, the People’s Republic of China launches a high-tech punitive expedition against his country as an object lesson for the other nations bordering the South China Sea. Michelson offers a well-researched and compelling picture of future combat as human teams of soldiers, enabled by AI and robotic systems, fight for their lives in a battlefield full of deadly new technologies.

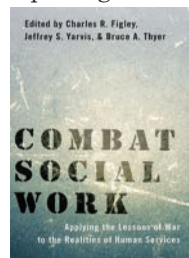


Solid Steps Through Shifting Sand: A Memoir, by **Horst Wilfried Rauhut with COL (Ret) Michael W. Rauhut, CSASF '15**, former Director, PKSOI. This is the story of the Rauhut’s immigrant family journey from war-torn Europe to a land of promise and opportunity. It shares one generation’s transitional voyage by exploring meaningful themes through short, illustrative examples. Part short-story and part travelogue, but filled with unique context throughout, this uplifting and inspirational book effuses a spirit of gratitude that will ring true for many immigrants, reminding us of the positive impact immigration has had on the United States and the nation’s constructive strategic influence when fighting for good.

Lessons Unlearned: The U.S. Army's Role in Creating the Forever Wars in Afghanistan and Iraq, by **COL (Ret) Patrick E. Proctor, RES '17**. In this blunt critique of the senior leadership of the U.S. Army, Proctor contends that after the fall of the Soviet Union, the U.S. Army stubbornly refused to reshape



itself in response to the new strategic reality, a decision that saw it struggle through one low-intensity conflict after another—some inconclusive, some tragic—in the 1980s and 1990s, and leaving it largely unprepared when it found itself engaged—seemingly forever—in wars in Afghanistan and Iraq. The first book-length study to connect the failures of these wars to America’s disastrous performance in the war on terror, Proctor’s work serves as an attempt to convince Army leaders to avoid repeating the same mistakes.



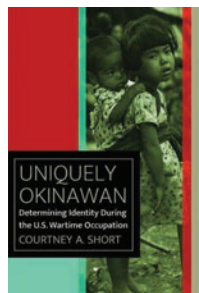
Combat Social Work: Applying the Lessons of War to the Realities of Human Services, by **Dr. (COL) Jeffrey S. Yarvis, DDE '18**, Charles R. Figley, and Bruce A. Thyer. Social workers have a long, proud history of service in most branches of the U.S. military. Their experiences, and those of other human service professionals of all military ranks, have an important, often profound, and lasting impact that informs not only their practice within the military but long after they have left the combat zone. In exploring the experiences of 13 American combat social workers, this book shares lessons from military service through the lens of social work practitioners. It includes strategies learned about social work practice in a war zone that are highly applicable to other highly stressful contexts (e.g., crisis intervention, stress reduction procedures, suicide prevention, brief psychotherapy, and consultation on family issues). It is a valuable resource for social workers and other mental health providers interested in the assessment and treatment of trauma with active members of the military and military veterans.



Battlefield to Boardroom: Tactical Leadership in Corporate Combat, by **COL Lucas B. Rice, DDE '20**. Rice writes as a U.S. Army officer, business owner, and executive with an international corporation, having experienced the crossover applicability of military and corporate responsibilities. His book has three primary audiences and goals in mind: 1) To help empower and encourage active-duty men and women who are transitioning into the civilian world; 2) To show non-veteran managers and senior level executives that the

BOOKS BY GRADS AND FACULTY CONTINUED

key elements to success on a battlefield are the same as the elements to success in business; and 3) To encourage former military members who find themselves mired in a corporate system that doesn't appreciate the experience and discipline acquired in the service. Leadership principles bridge all industries, as does planning and execution. Many veterans want accountability and responsibility, and without that fulfillment, feel unengaged and lost (contributing to veteran issues of many forms). Applied appropriately in both worlds, military skills of leadership and accountability will help positively drive teams, businesses, and bottom lines.



Uniquely Okinawan: Determining Identity during the U.S. Wartime Occupation (WWII: The Global, Human, and Ethical Dimension) by **LTC Courtney A. Short, USAWC Staff** (Garrison Commander). This work

addresses how the U.S. armed forces engaged the fraught question of how the Okinawa population would react to the April 1945 U.S. invasion. This is far more than a study of an interesting episode in the Pacific War. It abounds in lessons in planning and then handling encounters with diverse civilian populations caught on a battlefield with U.S. forces. Short's research includes oral history accounts from both U.S. and Okinawan sources, and a compelling narrative to explore constructions of race and identity amid the wartime and postwar encounters between the American military and Okinawans. The archival evidence reveals the multi-layered individual stories of a twice-

colonized people. Short argues that Okinawan culture permitted the people to reclaim an identity distancing themselves from a defeated imperial Japan, while also negotiating an uneasy relationship with their new American occupiers that continues to evolve.

Yalu River 1950-51: The Chinese spring the trap on MacArthur, by **Dr. Clayton K.S. Chun, FAC.**



Following the Inchon landings and the breakout from the Pusan Perimeter, UN forces crossed the North Korean border on October 9, 1950 and moved on the capital Pyongyang. Many in America believed the war would be over by Christmas, but some Washington diplomatic, military, and intelligence experts continued to raise dire warnings that the People's Republic of China might intervene. Nevertheless, General MacArthur decided to push on to the Chinese/North Korean border, the Yalu River. On October 25th, Communist Chinese Forces unexpectedly attacked Republic of Korea forces near Unsan. Then, on November 25th, the day after MacArthur announced a 'final offensive to end the war,' the Chinese 13th Army Group struck in mass against the Eighth Army in the north-west corner of North Korea, overrunning the U.S. 2nd and 25th Infantry Divisions. The Chinese attacks quickly shattered Truman's dream of a unified Korea. American, UN, and ROK forces could not hold a successful defensive line against the combined CCF and NKPA attacks. At the Chosin Reservoir, U.S. Marine Corps and Army units retreated south whilst MacArthur's forces withdrew from Pyongyang and X Corps later pulled out of Hungnam. This study tells the fascinating

history of the critical Yalu campaign, including the famous retreat past the 38th Parallel.



War Stories from the Forgotten Soldiers, by **Dr. Ted Beal.**

This book is included here, as an exception to our usual practice of including only "books by grads and faculty," because Beal's organization provided

psychiatric services to Carlisle Barracks for about eight years as part of the Tele psychiatry services from Walter Reed. They provided this service because there were not enough providers locally. They had patients who were students at the Army War College and faculty members and members of the administration. For obvious reasons, identities in this book are disguised. As an example, an officer at the War College might be referred to in the book with a difference gender and be placed at Fort Bragg or Fort Hood for necessary privacy concerns. The book captures interviews, discussions, and conclusions with the intent of increasing awareness of veterans' sacrifices, providing our next generations of leaders "combat-generated, human-impact" lessons learned, and describing how Americans as beneficiaries of their sacrifice need to do more to help them. The book identifies distinct human pain generated from following the difficult decisions of senior leaders in combat.

ANNOUNCEMENTS

AUGUST 14, 2020 HOMECOMING DAY CANCELLED

Due to the uncertainty of the coronavirus and its continued effects in the near term, we regret that Homecoming Day on August 14, 2020 is cancelled.

20-YEAR REUNION PLANNING

We are continuing to plan for the 20th year class reunion to be held October 15-17, 2020. Members of the Class of 2000 will be notified by email as plans develop.

OUTSTANDING ALUM 2020 DEADLINE

Nominations for this year's Outstanding Alum selections are due August 1, 2020. If you are a Foundation member and you know a fellow graduate who has continued to serve their various communities in extraordinary ways *after* retirement from the government service that qualified them to attend the USAWC, please submit a nomination. This is a wonderful way to recognize servant leadership amongst our graduates that truly makes a difference in the lives of others. You can find more information by visiting "Alumni Connections" on the Foundation website at: www.usawc.org.

TAPS SPRING 2020

CLASS CODES

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

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

1950s

LTG (Ret) Edward 'Fly' Flanagan, Jr., RES '59 November 7, 2019

1960s

GEN (Ret) Frederick 'Fritz' Kroesen, Jr., RES '62 April 30, 2020
COL (Ret) Robert 'Bob' Maling, RES '63 January 6, 2020
COL (Ret) John 'Jack' Brooks, RES '64 January 13, 2020
COL (Ret) James 'Jim' Barnett, Jr., RES '66 January 1, 2020
COL (Ret) Norman R. Rosen, RES '66 May 12, 2020
COL (Ret) Franklin 'Frank' Moon, RES '67 November 3, 2019
COL (Ret) Crawford 'Buck' Buchanan, RES '69 March 20, 2020
COL (Ret) Lauris 'Laurie' Eek, Jr., RES '69 January 11, 2020
Col Paul E. Wilson, Ph.D., USMC (Ret), RES '69 September 19, 2019

1970s

COL (Ret) James 'Jim' Coghlan, Jr., RES '70 November 13, 2019
COL (Ret) William 'Bill' Freiman, DCS '70 February 20, 2020
COL (Ret) William 'Bill' Hooker, DDE '70 October 19, 2019
COL (Ret) Henry 'Hank' Lowder, RES '70 March 27, 2020
COL (Ret) Charles 'Charlie' East, Jr., DCS '71 February 28, 2020
COL (Ret) Herbert 'Herb' Ray, Jr., RES '71 August 29, 2014
Col (Ret) Billy G. Rippy, USAF, RES '71 January 30, 2020
COL (Ret) Albert Leo Romaneski, D.Min., DCS '71 November 27, 2019
COL (Ret) Thornton E. Smith, DCS '71 November 23, 2019
COL (Ret) Harvey G. Dickerson, Jr., DCS '72 October 11, 2019
COL (Ret) Morris 'Herb' Herbert, RES '72 February 28, 2020
COL (Ret) W. Hugh Jenkins, Jr., RES '72 October 2, 2019
COL (Ret) Robert 'Bob' Kurek, RES '72 February 19, 2020
COL (Ret) Paul R. Lunsford, Sr., RES '72, former FAC May 4, 2020
Ambassador Daniel A. O'Donohue, RES '72 May 16, 2019
COL (Ret) Donald 'Don' Bliss, RES '73 November 17, 2019
GEN (Ret) John W. Foss, RES '73 April 25, 2020
COL (Ret) Seldon 'Sel' Graham, Jr., DCS '73 February 16, 2020
LTG (Ret) Jack B. Farris, Jr., RES '74 December 14, 2019
CAPT William 'Bill' Sullivan, USN (Ret), RES '74 March 23, 2020
MG (Ret) Edwin 'Ed' Aguanno, RES '75 January 1, 2020
COL (Ret) William 'Bill' Green, DCS '75 December 26, 2019
COL (Ret) Guilford W. Griffin, DCS '75 February 15, 2020
COL (Ret) Charles 'Chuck' Herb, RES '75 October 28, 2019
COL (Ret) Bernard J. Roth, RES '75 December 28, 1991
Lt Col (Ret) Ralph Wesley Stephenson, USAF, RES '75 May 13, 2019
COL (Ret) Leonard 'Len' Wegner, Jr., FAC '75 - '80 December 29, 2019
COL (Ret) James 'Jim' Graves, RES '76 November 26, 2019
COL (Ret) Lawrence 'Larry' Hoffman, RES '76 February 1, 2020
CH (MG, Ret) Kermit D. Johnson, RES '76 January 9, 2020
COL (Ret) William C. Rudd, RES '76 August 25, 2019
COL (Ret) Clyde J. Tate, DCS '76 August 28, 2019
COL (Ret) Richard J. Keating, DCS '77 May 13, 2020
COL (Ret) William 'Bill' Moser, DCS '77 February 14, 2020
COL (Ret) Richard E. Moss, DCS '77 January 20, 2020
LTC (Ret) James 'Jim' Buchan, DCS '78 April 3, 2020
LTG (Ret) Glynn C. Mallory, Jr., RES '78 February 20, 2020
COL (Ret) Russell A. Mericle, Jr., RES '78 May 7, 2020
LTG (Ret) Ellis D. Parker, RES '78 March 26, 2020
Mr. Reginald 'Reg' Zabiegalski, Sr., RES '78 June 10, 2019
BG (Ret) Thomas S. Cushing, DCS '79 February 5, 2020
COL (Ret) Robert 'Bob' Heintz, DCS '79 April 23, 2020
CH (COL, Ret) Leroy T. Ness, RES '79 February 20, 2020
MG (Ret) Erneido A. Oliva, DCS '79 January 30, 2020
COL (Ret) James R. Poole, RES '79 February 5, 2014
LTC (Ret) Robert 'Bob' Vermette, DCS '79 December 27, 2019
MG (Ret) Jack C. Wheeler, RES '79 January 22, 2020

1980s

COL (Ret) John A. Le Febvre, DCS '80 March 20, 2020
COL (Ret) Bernard P. Manderville, Jr., DCS '80 December 13, 2019
Col (Ret) Joe T. Stockett, Sr., USAF, RES '80 November 6, 2019
COL (Ret) Donald 'Don' Woodhouse, RES '80 August 1, 2019
CH (BG, Ret) Charles J. McDonnell, RES '81 February 13, 2020
COL (Ret) Berwyn 'Red' Place, DCS '81 May 26, 2019
COL (Ret) Allen F. Stebbins, RES '81 October 19, 2019
Mr. Walter Blackmer, RES '82 November 25, 2019
COL (Ret) Ronald 'Ron' Baker, Jr., RES '83 January 2, 2019
COL (Ret) Donald 'Don' Detterline, DCS '83 December 15, 2019

COL (Ret) George W. Kirschenbauer, RES '83 December 13, 2019
COL (Ret) John F. Meehan III, FAC '83 - '87 January 14, 2020
COL (Ret) John E. Robbins, RES '83 August 28, 2017
COL (Ret) William 'Bill' Scherr III, DCS '83 December 5, 2019
COL (Ret) Irvin 'Irv' Butler, Jr., RES '84 April 7, 2020
COL (Ret) Orvil 'Glade' Hunsaker, Ph.D., DCS '84 October 21, 2019
COL (Ret) Keith A. D. Lambert, DCS '84 October 8, 2019
BG (Ret) Barry J. Sottak, RES '84 October 1, 2018
COL (Ret) Alfred M. Diaz, RES '85 February 13, 2019
COL (Ret) Stanley 'Stan' Thomas, DCS '85 December 28, 2019
COL (Ret) Gordon N. Zelez, RES '85 April 10, 2020
COL (Ret) Ronald 'Ron' Clegg, RES '86 July 17, 2018
COL (Ret) David 'Dave' Crockner, RES '86 March 14, 2018
Col (Ret) J. Briggs Diuguid II, USAF, RES '86 August 27, 2019
Mr. David 'Dave' Gillen, RES '86 September 15, 2017
COL (Ret) Juhani 'Jukka' Niska, IF Finland, RES '86 January 18, 2020
COL (Ret) Ralph C. Squillace, Jr., RES '86 May 29, 2019
COL (Ret) Jerry Don Frost, RES '87 April 25, 2020
BG (Ret) James 'Jim' Kessler, RES '87 July 18, 2019
COL (Ret) Michael 'Mike' Moseley, RES '87 January 15, 2020
COL (Ret) Milivoj Tratensek, USAWCF '87 April 19, 2020
COL (Ret) Samuel 'Sam' Floca, Jr., RES '88 December 10, 2019
COL (Ret) James D. Hallums, USAWCF '88 December 26, 2019
COL (Ret) Gary A. Jones, RES '88 September 10, 2019
COL (Ret) Peter C. Langenus, Esq., DCS '88 January 17, 2020
LTC (Ret) Richard W. Manlove, DCS '88 January 26, 2020
MG (Ret) George W. Schuler, RES '88 January 22, 2020
COL (Ret) Allen D. Wright, DCS '88 April 3, 2020
MG (Ret) Joseph H. Brooks, SRCOC '89 September 2, 2019
COL (Ret) Gerald 'Jerry' Green, DCS '89 June 15, 2019

1990s

William Stockton, Ph.D., DCS '91 August 7, 2018
COL (Ret) Arthur F. Conlon, DCS '92 April 20, 2020
RADM Robert C. Crates, USN (Ret), SRCOC '92 August 10, 2019
COL (Ret) Clyde L. Jonas, DCS '92 February 9, 2019
CH (COL, Ret) Robert 'Bob' Hutcherson, RES '95 December 25, 2019
BG (Ret) Richard W. Averitt, DCS '96 February 20, 2020
COL (Ret) Vincent J. Faggioli, J.D., LL.M., USAWCF '96 October 2, 2018
MG (Ret) David A. Fastabend, USAWCF '96 March 20, 2020
BG (PA, Ret) James 'Jim' Rimel, Sr., RES '98 March 20, 2020

2000s

COL (Ret) Bobby G. Christopher, DDE '00 April 16, 2018
BG (Ret) Gerald W. Cochrane, Ph.D., DDE '00 February 8, 2019
COL (Ret) James J. Dunphy, DDE '00 April 13, 2020
COL (Ret) Joseph R. Skelton, J.D., DDE '00 November 16, 2019
COL (Ret) David W. Osborn, RES '04 August 4, 2019
Col Graydon A. Krapohl, USMC (Ret), DDE '05 April 15, 2020
COL (Ret) Elliot M. Benson, DDE '06 January 29, 2020
COL (Ret) Robert 'Bob' Durbin, Jr., DDE '07 December 18, 2019
LTC (Ret) Daniel 'Dan' French, RES '07 April 11, 2020
Dennis B. Freilich, M.D., NSS '10 September 2017
COL (Ret) Michael 'Mike' Peffers, DDE '10 January 3, 2020
COL (Ret) James 'Jim' Pruneski, DDE '11 December 24, 2019
COL (Ret) Gregory 'Greg' Broecker, RES '12 September 19, 2019
COL Jonathan 'Jon' Vannatta, DDE '18 December 31, 2019
Liston W. Bailey, Ph.D., DDE '19 March 2, 2020

Spouses

Mrs. Maude N. DeFrance January 28, 2020
wife of COL (Ret) Rudolph 'Rude' DeFrance, RES '73
Mrs. Jan Gray January 30, 2020
wife of Gen Alfred 'Al' Gray, Jr. USMC (Ret), RES '74
Mrs. Anita 'Aulikki' Niska February 26, 2020
widow of COL (Ret) Juhani 'Jukka' Niska, IF Finland, RES '86
Mrs. Rebekah 'Honey' Griffard May 15, 2020
wife of COL (Ret) Bernard 'Bernie' Griffard, DCS '87, former FAC
Mrs. Ann B. Cummings May 6, 2020
wife of COL (Ret) Francis 'Frank' Cummings, former FAC
Mrs. Carole H. Bell December 14, 2019
wife of COL (Ret) Carl 'Skip' Bell III, RES '92
Mrs. Karen M. Kimmel September 25, 2019
wife of COL Rick A. Kimmel, DDE '17

SPECIAL TRIBUTES

GEN (Ret) Frederick J. Kroesen, RES '62



MG Robert M. Williams, then USAWC Commandant, presented the Outstanding Alum certificate to GEN Kroesen in November 2009 in Bliss Hall.

GEN (Ret) Frederick J. Kroesen, Jr. a legendary soldier and officer, died April 30th at the age of 97. Among his many accomplishments, he was the first graduate of Officer Candidate School to reach the rank of four-star general, and among the few awarded three Combat Infantryman Badges. During his four decades in uniform from 1944-1983, he was an active participant in four wars – a company commander in World War II, a battalion commander in Korea, both a brigade and division commander in Vietnam, and a strategic leader throughout the Cold War, commanding 82nd Airborne Division, VII Corps, and U.S. Army Forces Command, serving as Vice Chief of Staff of the Army, and completing active service as the senior commander of the Army's forces in Europe. In 1981, Kroesen and his wife suffered minor injuries during an attempted assassination in Heidelberg, Germany, when terrorists fired guns and an anti-tank grenade at his armor-plated vehicle. The attack was claimed by the Red Army Faction, a far-left group that conducted assassinations and bombings in the 1970s and 1980s.

GEN (Ret) Kroesen was honored in 2009 as an Outstanding Alumnus of the U.S. Army War College for the manner in which he uniquely dedicated himself to vigorously serving the nation beyond his active duty years. His work "Seventy-Five Years with the Army" is a collection of reflections on a wide variety of subjects that remain incredibly relevant today and are simply unparalleled. He was an especially skilled writer who

used his ability to communicate to further the study of land warfare in many venues for an exceptionally extended period, truly uncommon to the average military officer, regardless of rank or position. GEN Kroesen was a regular contributing author for *Army Magazine* and was known for raising the level of strategic insights on subjects that others simply cannot do. A man of unwavering personal character and stature, GEN Kroesen selflessly dedicated himself to national security matters and the complex issues surrounding the U.S. Army and the other military services.

COL (Ret) Peter Co Langenus, DCS '88, and Former Foundation Trustee

A former Foundation Trustee who made lasting contributions as our Chairman of the Legal and Bylaws Committee, **Peter Langenus** died on January 17th at his home in New Canaan, Connecticut, after fighting cancer. He was a University of Notre Dame and NYU School of Law graduate, and he practiced civil litigation law in New York City for the last 45 years. He was very proud of his service in Vietnam in 1970 as a company commander with the 199th Light Infantry Brigade, and of his later service in the Army Reserve, activated for Desert Storm in 1991, commanding the 318th Transportation Agency. He was an active participant and leader in many New Canaan area civic activities including the Boy Scouts of America, Troop 70 and VFW Lodge 653. As Commander of the VFW, he led their efforts to annually place wreaths on veterans' graves during Christmas, plant flags on graves at Lakeview Cemetery during Memorial Day and recently, creating the New Canaan veterans plaque, now on display at City Hall. During his entire life, Peter's focus and passion has been his immediate family, his Army family, his work family, his Notre Dame family, and his New Canaan family.



COL (Ret) Peter Langenus in front of one of the Pentagon's Vietnam exhibits in 2018.

Craig B. Kissinger, Root Hall Barber



Long-time Root Hall barber and friend to many at the USAWC, Craig Kissinger passed away at his home on March 31, 2020 at age 63. Craig worked as a professional barber for nearly 40 years. During his career, he was both self-employed and was contracted by the military as a barber. He formerly owned barber shops in both Georgia and Carlisle. He worked part time as a teacher of motorcycle safety for Total Control and was a member of the Turnpike Ramblers Motorcycle Club where he was a past president. Craig was a gifted marksman who enjoyed competing in IDPA and USPSA events. He often practiced shooting at the West Shore Gun Club where he was a member. He honorably served his country in the U.S. Army where he was a Military Policeman during the Vietnam era.

SPECIAL TRIBUTES CONTINUED

Col Graydon A. Krapohl, USMCR (Ret), DDE '05

Seminar 13 ("Lucky 13") of the DDE Class of 2005 lost one of its own on April 15th when **Graydon Krapohl** of Ann Arbor, Michigan, lost his battle with cancer at only 59 years old. Graydon was elected as Lucky 13's Social Director over 15 years ago, and served exquisitely through our last "Friday the 13th" electronic reunion earlier this year. **COL (Ret) Billy McFarland** sadly reminded us, "Graydon was true to his word, he was our Social Director for life!"

Graydon was a U.S. Marine—as General Mattis described, "no better friend nor worse enemy." He was much more, though -- father, husband, colleague, an honorable man and politician, brilliant, engaging, soft spoken, and an academic with a flair for the jocular! **COL (Ret) Paula Watson** recalls he was "loyal and devoted to our Seminar Group, to his family, and to his Ann Arbor community—where he had been elected and served in local politics. He battled cancer, pollution, and mediocrity and left the world a better place but with an aching heart for his loss."

The Seminar Group stayed in touch over the years, as many do not, because of Graydon and his idea to create and host a system to reassemble the Group electronically every Friday 13th every year for the past 15+ years. We have gathered electronically -- long before ZOOMing became popular -- due to an idea of Graydon's to facilitate our staying in touch, connecting with each other for personal and military updates. We are all retired now. Graydon was our "rock"; he kept us engaged with each other with his wit and gregarious mannerisms. **COL (Ret) Wayman**



Front L-R: Ricky Streight (FAC), Peter Molin (Sweden), Steve Lemons (FAC). **2nd Row L-R:** Dan Franklin, Paula Watson. **3rd Row L-R:** Mark Palzer, Don Greenwood, Laura Marfut. **4th Row L-R:** Tom Hardy, Firmin LePori, Frank Russo (USNR). **5th Row L-R:** Jeff Elliott, Adam Reich, and Mike Wild. **Back L-R:** Billy McFarland, Keith Essen, Graydon K. (the Marine in RayBans!), Wayman Benford, Al Butson.

Benford sums up the seminar's mourning for Graydon, "The loss of a great warrior and comrade in arms. He has been our standard bearer and an inspiration to many." We owe Graydon for his devotion to Lucky 13 members to rendezvous over the years across the country for dinners and mini-reunions. We will continue to gather and reminisce, and honor him by doing so! Hand Salute! Rawhide!

A tribute from his Seminar by COL (Ret) Jeff Elliott

CLASS OF 1974 RING DONATION



Mrs. Joan Hawk, widow of **COL (Ret) Gerald W. 'Jerry' Hawk, DCS '74** who passed away in 2001, donated her husband's USAWC Class of 1974 ring, a copy of her husband's autobiography titled "Every Life Has A Story" (written by COL Hawk prior to his death, but finished by Mrs. Hawk subsequently), and two USAWC neckties. Mrs. Hawk would like for us to gift COL Hawk's ring, a copy of his autobiography, and his USAWC neckties to a classmate or

other graduate. If you would like to be considered for this gift, please email us at info@usawc.org by July 31, 2020. Priority will go to life member graduates from the Class of 1974. If there are no requests from Class of 1974 graduates, we will consider requests from graduates closest to that year or family members with ties to that year.

EVERY LIFE HAS A STORY



Colonel Gerald W. Hawk
US Army, Retired



TRIBUTE DONATIONS

Since Fall 2019 Magazine through May 15, 2020

In Honor Of:

1960s

LTG (Ret) Arthur 'Art' Gregg, RES '68 from LTG (Ret) David E. Grange, Jr., RES '70

1970s

Gen Alfred M. Gray, Jr., USMC (Ret), RES '74

from LTG (Ret) and Mrs. David E. Grange, RES '70

COL (Ret) Buddy G. Beck, RES '76

from COL (Ret) Robert S. Poydasheff, RES '76

COL (Ret) Robert S. Poydasheff, RES '76

from Veterans of D Company, 1st Battalion, 12th Cavalry, 1st Cavalry Division

(Airmobile), Vietnam War Association

from COL (Ret) Gregory C. Camp, RES '80

from LTG (Ret) David E. Grange, Jr., RES '70

MG (Ret) George E. Barker, DCS '77, BOT '06-'13

from The Honorable Barry Salman, NSS '02

LTC (Ret) Donald 'Don' Bowman, DCS '77

from COL (Ret) Robert S. Poydasheff, RES '76

BG (Ret) Francis A. Hughes, RES '77 from COL (Ret) Samuel R. Young, DCS '95

COL (Ret) Paul L. Miles, Ph.D., RES '77

from COL (Ret) Dean A. Nowowiejski, Ph.D., DDE '01

MG (Ret) Jerry A. White, RES '77 from COL (Ret) Robert S. Poydasheff, RES '76

COL (Ret) George L. Shevlin, RES '78 from COL (Ret) Kevin J. Greaney, Ph.D., RES '97

1980s

BG (Ret) Richard W. Potter, Jr., RES '81

from COL (Ret) Kevin J. Greaney, Ph.D., RES '97

from LTG (Ret) and Mrs. David E. Grange, RES '70

COL (Ret) Henry G. Gole, Ph.D., DCS '82, former FAC

from Henry B. Cohen, D.O., NSS '14

COL (Ret) David Jablonsky, Ph.D., DCS '84, former FAC

from COL (Ret) Jef Troxell, RES '97, former FAC

COL (Ret) James H. Joy, Ph.D., RES '84 from his wife, Mrs. Sandra Joy

BG (Ret) Harold 'Hal' Nelson, RES '84, former FAC

from COL (Ret) John I. Wood III, RES '88, former FAC

COL (Ret) Gerald 'Jerry' Sharpe, RES '86

from COL (Ret) Raymond E. Gentilini, RES '86

COL (Ret) Gregory 'Greg' Camp, RES '89

from COL (Ret) Robert S. Poydasheff, RES '76

COL (Ret) David M. Mallory, RES '89

from BG (Ret) Roger W. Searce, RES '90, former FAC

BG (Ret) T. Patt Maney, DCS '89 from MG (Ret) David R. Bockel, DCS '91

The NSS Class of 1989 from BG (NYG, Ret) Joseph S. Levine, NSS '89

1990s

MG (Ret) Robert R. Ivany, Ph.D., RES '90, USAWC Cmdt '00-'03

from Mr. Charles W. Hall, NSS '10

COL (Ret) Roy R. Trumble, RES '91 from COL (Ret) Robert S. Poydasheff, RES '76

LTG (Ret) Thomas 'Tom' Miller, RES '93 from BG Tripp Bowles, DDE '11

LTG (Ret) Joseph F. Peterson, RES '94, AWCf BoT

from COL (Ret) and Mrs. Kent Thomas, RES '95

COL (Ret) James G. Perlmutter, RES '95, former FAC

from COL (Ret) Barrigner F. Wingard, Jr., RES '95, Former FAC

COL (Ret) Barry Wingard, Jr., RES '95, former FAC

from Jay Vinson, NSS '07 and Flo Vinson, NSS '10

COL (Ret) Jeri I. Graham, DCS '96 from COL (Ret) Edward D. Baisden, Jr., RES '83

COL (Ret) Ruth B. Collins, RES '98, AWCf Pres/CEO

from Dr. Cheryl McAuley, LTC, USA Ret, RES '05

MG (Ret) Georgios Rountas, IF Greece, RES '99

from COL (Ret) Robert S. Poydasheff, RES '76

2000s

CH (COL) James A. Buckner, DDE '00

from CH (COL, Ret) Jack N. Anderson, DDE '00

Ellen and Tom Torrance, RES '01, former FAC

from Shelley and Bucky Cook, NSS '09

MG (Ret) Luis R. Visot, DDE '01, AWCf Trustee

from his NSS nominee, Mr. Douglas Marshall, NSS '19

COL (Ret) Michael 'Mike' Burns, RES '03

from COL (Ret) Robert S. Poydasheff, RES '76

USAWC Class of 2003 from COL (Ret) Chun-Wang 'River' Chiang, IF Taiwan, RES '03

Col (Ret) and Mrs. Harry Leach, USAF, RES '05, AWCf Dir for Development

from Ms. Catherine E. Michaelson, NSS '10

MajGen (Ret) Kristin Lund, IF Norway, RES '07

from COL (Ret) Allen L. Meyer, RES '07

BG Haldane 'Hal' Lamberton, RES '09

from COL (Ret) Ruth B. Collins, RES '98, AWCf Pres/CEO

COL (Ret) North K. Charles, DDE '11, former FAC

from COL (Ret) William W. Orlov, RES '80, former FAC

COL Joseph D. Wawro, CSASF '14 from his wife, Ms. Christiane Ploch

Mr. Peter M. Himmelman, NSS '17 from COL (Ret) Edward J. Filiberti, RES '95, FAC

COL Jackie 'JJ' Thompson, Jr., RES '18 from COL (Ret) Robert S. Poydasheff, RES '76

COL Tara L. Hall, DDE '19 from her CNSP nominee, Dr. Melissa R. Bailey, CNSP '19

Col Benjamin W. Malmanger, USMC, DDE '19

from his CNSP nominee, Mr. Ryan Young, CNSP '19

Others

U.S. Army War College's National Security Seminar

from Mr. William M. Miller, Jr., NSS '19

PVT Andrew L. Adams from his proud uncle, COL Roberto E. Marin, DDE '18

Army War College Foundation

from COL (Ret) John W. Frost, RES '89

from COL (Ret) Robert S. Poydasheff, RES '76

Mr. Richard 'Rich' L. Baker, USAHEC

from COL (Ret) Ruth B. Collins, RES '98, AWCf Pres/CEO

COL (Ret) Jessie Brewer, former Chief, Army Medical Specialist Corps (AMSC)

from COL (Ret) L. Sue Standage, RES '93

COL (Ret) Anne C. Brown from her husband, COL (Ret) Rob Brown, USAWCF '04

Matthew W. Gardiner, NROTC, Catholic University

from his grandfather, Mr. Roland D. Wussow, NSS '10

Gulf War Veterans from BG (Ret) Roger W. Searce, RES '90, former FAC

COL (Ret) Gregory V. Hall from his good friend, COL (Ret) James McKan, DCS '93

COL (Ret) Stephen P. Hetz, MC from COL (Ret) James J. Leech, RES '04

The Liberation of Pilsen in May 1945 from Professor William Jannace

Mr. Harold Lu from his daughter, Ms. Kathryn Lu, NSS '06

Mr. Calvin Lucy, U.S. Navy, WWII

from his nephew, COL (Ret) William W. Taney III, DCS '96

MSG (Ret) Terry Montang from his brother, COL (Ret) Rodney D. Montang, DDE '01

Cadet Ryan Roop, USMA Class of 2021

from his parents, COL (Ret) Steve and Leigh Roop

Mr. Clyde G. Searce from his nephew, BG (Ret) Roger W. Searce, RES '90, former FAC

COL Lawrence 'Ed' Skelly III, U.S. Army

from his father, COL (Ret) Lawrence 'Larry' Skelly II, DCS '88

Mrs. Lilly Spamer from her nephew, Col Jason C. Seal, USMC (Ret), RES '02

CPL David Stewart from his nephew, COL (Ret) Stephen M. Bloomer, RES '04

Signalman 1st Class Robert Varner from COL (Ret) Jeffrey Stolrow, DDE '07

VE Day, May 8, 1945 from Professor William Jannace

LT Christopher M. Ziga from Michael and Rebecca Ziga



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In Memory Of:

1920s

COL (Ret) Archibald 'Archie' King, RES '28 from COL (Ret) Patricia A. Jernigan, RES '84

1930s

MG (Ret) Sidney P. Spalding, RES '36 from COL (Ret) Peter A. Arntson, DCS '82

1950s

GEN (Ret) James H. Polk, FAC '52-'55 from MG (Ret) Max Guggenheimer, Jr., DCS '84

LTG (Ret) Julian J. Ewell, RES '53 from LTC (Ret) Mario Gargiulo, DCS '87

GEN (Ret) William Bradford Rosson, RES '54 from his widow, Mrs. Bertha R. Rosson

COL (Ret) Mario J. Zecca, RES '59 from his daughter, Ms. Yvonne L. Zecca

1960s

GEN (Ret) Frederick 'Fritz' Kroesen, Jr., RES '62

from LTG (Ret) David E. Grange, Jr., RES '70

MG (Ret) Herbert E. Wolff, RES '62 from his son, COL (Ret) Allen R. Wolff, DDE '04

MG (Ret) Jonathan 'Jack' Burton, RES '63 from COL (Ret) Eric B. Grimm, DDE '08

COL (Ret) George W. Aux, Sr., RES '64

from his son, COL (Ret) George W. Aux, Jr., RES '85

COL (Ret) Richard H. Schuler, RES '64 from his daughter, Ms. Alison K. Schuler, Esq.

MG (Ret) and Mrs. Charles R. Sniffin, RES '64

from their son, Mr. Edgar D. Sniffin

from their son, CH (COL) Peter R. Sniffin, DDE '14, FAC

BG (SC-Ret) James 'Jimmie' Leach, RES '65 from Mr. Don M. Fox, NSS '15

LTG (Ret) Dewitt C. Smith, Jr., RES '66, USAWC Cmdt '74-'77, '78-'80

from COL (Ret) Jethro J. Davis, RES '76, former FAC

COL (Ret) LeRoy 'Roy' Strong, RES '66, former FAC

from his son, Dr. Robert A. Strong, C.F.A.

from BG (Ret) George B. Price, RES '71

MG (Ret) Richard Wm. Anson, RES '69 from his widow, Mrs. Mary L. Anson

COL (Ret) Shirley R. Heinze, RES '69 from LTC (Ret) Douglas C. Ely, DCS '84

1970s

COL (Ret) Addison D. Davis III, RES '70

from his son, COL (Ret) Addison 'Tad' Davis IV, USAWCF '99

Dr. Richard J. Sommers, FAC 1970-2014 from CAPT Albert Angel, USN, RES '10

MG (Ret) David E. Watts, RES '70 from LTG (Ret) David E. Grange, Jr., RES '70

Mrs. Dolores Ann 'Lori' Byrne from her widower, COL (Ret) J. Patrick 'Pat' Byrne, RES '71

Mrs. Georgelyn C. Rogerson from her widower, COL (Ret) William T. Rogerson, RES '72

COL (Ret) Albert 'Al' Ackerman, RES '73 from his widow, Mrs. Joyce M. Ackerman

COL (Ret) David L. Johnson, RES '73 from COL (Ret) Robert J. Gerard, Ph.D., RES '73

COL (Ret) George G. Schwenk, DCS '73 from his widow, Mrs. Catherine Schwenk

COL (Ret) Roderic Edward Ordway, RES '74

from his widow, Mrs. Nancy Bradford Ordway

COL (Ret) Leonard M. Wagman, DCS '74 from his widow, Mrs. Myrna Wagman

Mrs. Carol Turner Compton, widow of COL (Ret) Robert C. Turner, RES '74

from her widower, COL (Ret) James M. Compton, RES '75

BG (Ret) Hal L. Hefner, RES '75 from his widow, Mrs. Anna S. Hefner

COL (Ret) James 'Rod' Ferguson, Jr., RES '76

from his widow, Ms. Sharon C. Ferguson, RES '95

Mrs. Bonnie Morrison from her widower, COL (Ret) Kenneth L. Morrison, RES '76

Catherine 'Cathy' Poydasheff Ross

from her parents, COL (Ret) and Mrs. Robert S. Poydasheff, RES '76

from COL (Ret) Gregory C. Camp, RES '80

from COL (Ret) Ruth B. Collins, RES '98, AWCF Pres/CEO

COL (Ret) Conrad H. Yarmoff, DCS '76 from his widow, Mrs. Renee H. Yarmoff

MG (Ret) George 'Bud' Akin, RES '77 from his son, COL (Ret) George G. Akin, RES '07

CH (COL, Ret) James J. Murphy, RES '77 from his widow, Mrs. Eva M. Murphy

COL (Ret) Eugene Paden Smith, DCS '77 from his widow, Mrs. Elizabeth C. Smith

COL (Ret) William H. 'Bill' Wunder, Ph.D., RES '77

from COL (Ret) William G. 'Bill' Willis, RES '77

Fallen Members of the Class of 1978 from LTG (Ret) Ira C. Owens, RES '78

BG (Ret) Peter D. Hidalgo, RES '78 from COL (Ret) John A. Mojecki, DCS '76

Mrs. Sarah Jeanne Mueller from her widower, LTC (Ret) Ralph F. Mueller, DCS '78

LTG (Ret) Ellis D. Parker, RES '78 from his widow, Mrs. Judy C. Parker

GEN (Ret) John M. Shalikashvili, RES '78 from his widow, Mrs. Joan Shalikashvili

1980s

Deceased Members of the Resident Class of 1980

from BG (Ret) Thomas 'Tom' Jones, RES '80

COL (Ret) James A. Anderson, Jr., DCS '80 from his widow, Mrs. Joan L. Anderson

Dr. (COL, Ret) Otto P. Chaney, Jr., DCS '80 from his widow, Mrs. Bridget M. Chaney

Col Richard 'Dick' Esau, Jr., USMC (Ret), RES '80

from Col Mark K. Hayden, USMC (Ret), RES '91

Mrs. Janet Elizabeth MacLeod from her widower, COL (Ret) Roger T. MacLeod, RES '80

COL (Ret) Charles A. Woodbeck, Jr., RES '80

from his widow, Mrs. Charles A. Woodbeck

LTC (Ret) John H. Damewood, DCS '81 from his widow, Dr. Judith C. Damewood

COL (Ret) Sally L. Groome, RES '81 from COL (Ret) Jeanne G. Hamilton, DCS '92

COL (Ret) Berwyn 'Red' Place, DCS '81 from his widow, Ms. Cheryl B. Wiley-Place

COL (Ret) James M. Chatfield, RES '82

from his son, COL (Ret) James M. Chatfield, Jr., DDE '14

COL (Ret) Ronald L. Baker, Jr., RES '83 from his widow, Mrs. Carrie Baker

Mrs. Constance H. Enyart from her widower, Mr. James N. Enyart, RES '83

BG (Ret) Barry J. Sottak, RES '84 from MG (Ret) Clyde A. Hennies, RES '83

COL John F. Taylor, RES '84 from COL (Ret) Clyde W. Glosson, RES '84

Mr. John F. McCarthy III, RES '85 from his widow, Mrs. Mary G. McCarthy

COL (Ret) John W. McGuinness, RES '85 from his widow, Mrs. Joan McGuinness

COL (Ret) John T. 'Tom' Nettling, RES '85 from his widow, Mrs. Linda Lou Nettling

COL (Ret) Jack D. Rives, RES '85 from his widow, Mrs. Dagmar B. Rives

COL (Ret) Lucious 'Ed' Delk, RES '86 from Mr. Arthur W. McMaster, RES '86

COL (Ret) Herbert S. Kenigsberg, D.D.S., DCS '86

from his widow, Mrs. Norma K. S. Kenigsberg

Mrs. Doris Kennedy from her widower, COL (Ret) Leo R. Kennedy, RES '86

COL (Ret) James 'Jim' Robinson, DCS '86 from COL (Ret) Donald 'Don' Franklin, DCS '90

COL (Ret) R. William 'Bill' Sweeney, Jr., RES '87 from Mr. Taylor L. Conley, RES '87

Mrs. Marith Willis from her widower, COL (Ret) Richard C. Willis, DCS '87

COL (Ret) Peter C. Langenus, Esq., DCS '88

from COL (Ret) Ruth B. Collins, RES '98, AWCF Pres/CEO

COL (Ret) C. Richard 'Rick' Rescorla, DCS '88

from COL (Ret) Ruth B. Collins, RES '98, AWCF Pres/CEO

COL Ted D. Cordrey, RES '89, FAC '93-'96 from his widow, Ms. Beverly Cordrey

COL (Ret) Robert 'Bob' Edwards, RES '89

from his widow, Mrs. Robyn M. Edwards

from COL (Ret) James D. Moore, RES '89

COL (Ret) Robert 'Bob' Ellis, RES '89 from COL (Ret) James D. Moore, RES '89

LTC (Ret) Thomas 'Tom' Stubits, DCS '89

from COL (Ret) Robert 'Bob' Familetti, RES '88

from COL (Ret) Todd R. Starbuck, DCS '89

1990s

LTG Timothy J. Maude, RES '90

from MG (Ret) Reuben D. Jones, RES '00

Col W. Max Barth, USMC (Ret), RES '93

from COL (Ret) Norman L. Williamson, RES '93

COL (Ret) Peter F. Cohen, DCS '94

from his sister and brother-in-law, Sue and Bart Satsky

COL (Ret) Jo Carol 'J.C.' Terry, RES '96

from her partner, COL (Ret) Melita E. McCully, RES '98

LTC (Ret) Edward 'Woodie' Collins, Jr.

from his widow, COL (Ret) Ruth B. Collins, RES '98, AWCF Pres/CEO

from Gordon and Ann Brown, NSS '06

from Dr. and Mrs. Craig Bullis, FAC

from COL (Ret) Gregory C. Camp, RES '80

from COL (Ret) Dorothy H. Clark, RES '95

from Mr. Jim Ewart, NSS '08

from COL (Ret) Mark Gerner, RES '94

from Mr. Stephen E. Henthorne, former FAC

from Mr. Douglas M. LaViolette, NSS '10

In Memory of **TRIBUTES** *(continued)*

from COL (Ret) Robert S. Poydasheff, RES '76
from BG (Ret) and Mrs. Frederick G. Wong, RES '85
Mrs. Kay L. Russell
from her widower, COL (Ret) Ron Russell, RES '99

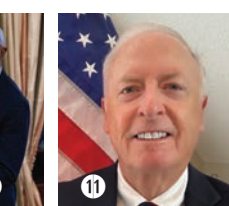
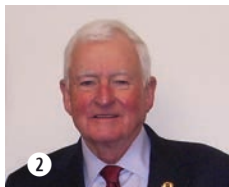
2000s

COL (Ret) James J. Dunphy, J.D., DDE '00
from his widow, COL (Ret) Sally L. Wallace, DDE '00
COL (Ret) R. Bruce Haverty, RES '01
from COL (Ret) John C. Burns, RES '01
Mrs. Peggy Dean St. John
from her widower, Mr. Stephen E. Henthorne, former FAC
Ms. Christine Shelly, USAWC Dep Cmdt for Int'l Affairs '02-'05
from COL (Ret) Kirk M. Knight, DCS '94
MG Harold 'Harry' Greene, RES '03
from COL (Ret) George E. Reed, Ph.D., RES '99, former FAC
Mrs. Stacie Hillison, wife of COL (Ret) Joel R. Hillison, RES '04, FAC
from COL (Ret) Ron D. Dupree, DDE '10
from COL Michael W. McDougal, DDE '10
Dr. Sara L. Morgan, FAC '06-'11
from the family of Dr. Morgan, including husband, Larry; daughter, Stephanie; sister,
Dorothy; and brother, James
from Mr. John F. McFassel, RES '11
COL (Ret) Bobby A. Towery, Jr., RES '06, former Dep Cmdt
from Dr. and Mrs. Craig Bullis, FAC
from COL (Ret) William 'Bill' Keyes, RES '08
LTC (Ret) Lewis E. 'Buck' Buchanan
from his widow, BG (Ret) Janice M. Haigler, DDE '08
COL Jerry D. Cashion, RES '08, former FAC
from Mr. John F. McFassel, RES '11
from the family of Dr. Sara Morgan
COL John M. McHugh, RES '09
from COL (Ret) Kevin J. Degnan, RES '09
Col Adrian 'Kermit' Pone, USAF, RES '09
from COL (Ret) John W. Van De Loop, RES '09
Mr. Daniel 'Dan' Graves, husband of Ms. Moira J. Kelly, NSS '12
from COL (Ret) Ruth B. Collins, RES '98, AWCF Pre/CEO
Mr. Robert H. Lux, NSS '12
from his widow, Mrs. Patricia Ann Lux
COL Hugh D. Shoults, RES '13
from COL (Ret) J. Dennis McMonigle, DCS '86
Jason Holman
from his widow, COL Stacy A. Holman, RES '19

Other

ILT Joseph S. Bravin, KIA Vietnam 18 Sept 1968
from Mr. Harvey B. Erenberg, NSS '06
Mr. John C. Brick
from his son, Mr. C. Victor Brick, NSS '19
Leonard J. Buelt
from his son, Mr. Steven M. Buelt, RES '17
CW3 Billy A. Carrington
from COL (Ret) Steve Woods, RES '04
Dr. Charles H. Cole
from Anonymous
Mr. Emanuele 'Midge' and Mrs. Carolyn C. Damonte
from their daughter, COL (Ret) Elizabeth M. Damonte, RES '06
Barton Davis, WWII Vet
from his daughter, Dr. Tami Davis Biddle, Ph.D., FAC
Kenneth and Glenna Doherty
from their son, COL (Ret) Michael C. Doherty, DDE '01
MG (Ret) William 'Bill' Eicher
from COL (Ret) Jerry D. Rodgers, DCS '94
Mr. Stephen L. Evanco
from his son, Mr. Craig S. Evanco, NSS '19

Mr. Robert R. Farrell
from Anonymous
COL (Ret) Robert B. Franklin, Sr.
from his son, COL (Ret) Robert 'Tip' Franklin, Jr., RES '83
SGT Patrick Hawkins, U.S. Army Ranger
from his parents, COL (Ret) Roy and Sheila Hawkins, RES '99
Major Paul Hildreth
from his son, Dr. W. Bartley Hildreth, NSS '08
CPT Karl 'Hap' Holliday
from his son, Mr. Robert 'Bob' Holliday, NSS '00
Mr. Anthony E. Jankowski
from his sister, COL (Ret) Margaret J. McGee, RES '90
SFC Anthony E. Jannace, 2nd ENGR CBT BN, 2nd INF DIV, Normandy, Ardennes
from his son, Professor William Jannace
ISG (Ret) Archie O. Jones
from MG (Ret) Raymond F. Rees, SRCOC '89
Walter J. Juzukonis
from his son, COL (Ret) Walter A. Juzukonis, RES '09
Francis J. Kosich, USN
from his son, COL (Ret) Francis X. Kosich, RES '00
MAJ Doug LaBouff
from COL (Ret) Dave Clark, RES '06
Mr. Paul M. Lee, Sr.
from his son, MajGen Paul M. Lee, Jr., USMC (Ret), RES '88
MG (Ret) Billie 'Bill' Lefler, D.D.S.
from COL (Ret) James L. Nemec, D.M.D., DCS '94
LTC Michael Madden
from COL (Ret) Kenneth P. Davis, DCS '93
Col John F. Mader, USMC (Ret)
from his son, CDR John F. Mader, Jr., USN (Ret), RES '93
Senator Madison E. Marye, MAJ, AUS
from his son, COL (Ret) James 'Jim' Marye, RES '04
SSG Charles E. McCartney, WWII
from MG (Ret) Charles E. McCartney, Jr., DCS '95
Mr. Scott C. Mekkelson
from his brother, Mr. Paul N. Mekkelson, RES '18
COL (Ret) Robert G. Morris, Jr., Medical Corps, 1942-1984
from his son, COL (Ret) Robert G. Morris III, Ph.D., DCS '95
LTC Thomas J. Novak
from COL (Ret) Robert A. Bradford, DCS '97
ISgt Lou Padilla, USMC (Ret)
from COL (Ret) J. Dennis McMonigle, DCS '86
GEN (Ret) Joseph T. Palastra, Jr.
from BG (Ret) Joseph L. Ecoppi, RES '76
CPL David Allen Ritchie, Co L, 320th Inf Regt, 80th Inf Div, AEF. KIA 12 Oct 1918.
from his nephew, LTC (Ret) Ralph F. Mueller, DCS '78
MAJ Alan Rogers
from COL (Ret) Dave Clark, RES '06
SSG Warren Round, WWII, Pacific
from his son, COL (Ret) Tom Round, DDE '99
MAJ (Ret) Troy W. Searce
from his son, BG (Ret) Roger W. Searce, RES '90, former FAC
SGT Ernest James Sharp (WWI)
from his son-in-law, COL (Ret) Ernest A. Levasseur, DCS '88
Former U.S. Rep 'Ike' Skelton, Missouri's 4th Congressional Dist.
from Mr. Gary Sosniecki, NSS '00
ILT James Mansfield Symington, Inf
from his grandson, Mr. James McKim Symington, Jr., RES '01
CSM (Ret) Benjamin Vazquez
from COL (Ret) Michael Arizmendi, DDE '15
GEN (Ret) Volney Frank Warner, father of BG (Ret) Volney J. Warner, USAWCF '97
from COL (Ret) John G. Gergulis, RES '77
LTC Joseph E. White
from his son, COL (Ret) James R. White, USAWCF '99
John Wozniak, Sr.
from his son, Mr. John Wozniak, Jr., DDE '09



1 COL (Ret) Bob Schloesser, Ph.D., RES '78 competed for and was selected as the Director of West Point's Family and Morale, Welfare, and Recreation (FMWR) facilities, reflecting his old airborne motto of 'never quit.' He has found West Point to be a very busy, but enjoyable place with a dedicated team of employees, and says, "It is great to be back in the midst of the Army family!"

2 GEN (Ret) Dennis Reimer, RES '79, former Chief of Staff of the Army, capped off a career of more than six decades on December 31, 2019, with his retirement from Army Emergency Relief where he served as President since November 2009.

3 COL (Ret) James 'Jim' Leonard, RES '82 was inducted in March to The Ohio State University (OSU) Army ROTC Hall of Fame. Jim was a member of the Ohio ARNG, enlisting in 1956 in his senior year of high school, through his time at OSU, graduating as a Distinguished Military Graduate in 1960. Jim and his wife Jan have funded over 46 scholarships at OSU over the past 22 years, and continue to fund four per year.

4 COL (Ret) Thomas 'Tom' Faley, Jr., RES '83 retired as South Middleton Township (Penn.) Supervisor after 24 years. Having served four six-year terms in office, he plans to stay in Boiling Springs, Penn. and read from his large library of military history books.

5 In May 2019 at Fort Hood, CPT Ryan Lambert became the third generation of his family to attain that rank. His sister Rachel affixes his cloth rank while his wife Kristin pins his grandfather's tracks to his Stetson. Ryan's father, CPT John Lambert, was promoted in 1986 at Schofield Barracks and is congratulated by his wife Kirsten Landis Lambert. Ryan's grandfather, BG (Ret) George Landis, RES '83, was pinned by his wife Sandie and COL Hal Barber of the Berlin Brigade in 1966.

6 GEN (Ret) John 'Jack' Keane, RES '85 received the Presidential Medal of Freedom, the highest civilian honor that can be bestowed by the President of the U.S. He was the Vice Chief of Staff of the U.S. Army for more than four years and was in the Pentagon when terrorists crashed a jetliner into the building on September 11, 2001, and he provided oversight and support for the wars in Afghanistan and Iraq.

7 COL (Ret) Donald G. Patton, RES '85, has been involved with the Dr. Harold C. Deutsch WWII History Round Table for 33 years. This organization preserves the factual history of World War II through historians, veterans, and travel opportunities for its members. Don first

met the late **Dr. Harold C. Deutsch, former FAC, USAWC Distinguished Fellow** at the University of Minnesota, where Deutsch served as Chair of the History Department. After retiring in 1972, Deutsch then joined the USAWC faculty in 1974, where he reconnected with Patton. Both returning to Minnesota, Don and Dr. Deutsch created the roundtable in 1987 and it meets monthly (September-May) at the Minnesota Historical Society.

8 COL (Ret) Michael 'Mike' Metcalf, COL (Ret) James 'Jim' Hayes, and MG (Ret) Robert 'Bob' Lee, all DCS '94, found a warm day in a warm place (Hawaii) to enjoy golf together. They do have their priorities!

9 MG (Ret) Jeanette 'Jan' Edmunds, RES '95 was inducted into the Army Women's Foundation Hall of Fame in March 2020 at the Women in Military Service for America Memorial. MG Edmunds served 32 years as an Army logistician and holds the distinction of being the first woman to command a COSCOM, the first woman general officer (GO) to command within the 3rd Corps and Fort Hood, the first woman to command a Theater Level Support command, and the first woman GO to command in Korea.

10 In recognition of his outstanding commitment to veterans, **MG (Ret) Ronald L. Johnson, USAWCF '95 AWCF BoT**, was added to the Atlanta FourBlock Wall of Honor. FourBlock supports transitioning veterans, providing the education, mentorship, and relationships needed to make better career decisions, reach their potential, and better serve their communities.

BGen Leif Hendrickson, USMC (Ret), RES '95, hosted a mini-reunion on Zoom with his Seminar 17 classmates in late April. He recalls they had about 9 "attend," including one Faculty Advisor (**Dr. Jeff McCausland**) and seminar-mates from Israel and the U.K. The prize for "came the farthest" went to **CH (BG, Ret) Dave Zalis**, currently in Israel.

11 COL (Ret) William R. 'Bill' Crist, DCS '96 was recently appointed a U.S. Army Reserve Ambassador for Oregon. Serving in this capacity provides an opportunity to give back to the Army and Army Reserve.

12 LTG (Ret) Guy C. Swan III, USAWCF '96 in February with **LTG (Ret) Thomas 'Tom' Rhame, RES '81** and **GEN (Ret) Frederick 'Fred' Franks** at the VII Corps Desert Storm Veterans Association's 29th Anniversary Memorial and Reunion. GEN Franks serves as the Chairman of the Board of the VII Corps

Desert Storm Veterans Association. LTG Rhame served as the Reunion Dinner's guest speaker.

13 MG (Ret) Jessica L. Garfola Wright, USAWCF '97 was inducted into the Army Women's Foundation Hall of Fame in March 2020 at the Women in Military Service for America Memorial. She retired from the Army in 2010 as the first woman to serve as The Adjutant General of Pennsylvania and commander of the Pennsylvania National Guard. She then served as the Under Secretary of Defense for Personnel and Readiness until her retirement in 2015.

14 COL (Ret) Carol Reineck Huebner, Ph.D., DDE '98, Professor Emerita of Nursing, was named a Visionary Leader at the 50th Anniversary of the University of Texas Health Science Center School of Nursing. With her in the photo are Dean Eileen Breslin (left) and Carol's husband, LTC (Ret) Michael Huebner (right).

GEN (Ret) Curtis M. 'Mike' Scaparrotti, RES '98 was selected by West Point's Association of Graduates as a 2020 Distinguished Graduate Award recipient. The Award is given to graduates of the U.S. Military Academy (he is a 1978 USMA grad) whose character, distinguished service, and stature draw wholesome comparison to the qualities that West Point strives for.

15 COL (Ret) Charles 'Ray' Alexander, Jr., RES '99 was selected in February to be the Superintendent of Arlington National Cemetery and the Soldiers' and Airmens' Home National Cemetery. He will be responsible for direction over all aspects of their daily administration, operations, and maintenance, to include care and maintenance of over 650 acres, more than 6500 annual funeral services, the visitor experience of nearly 3.5 million annual visitors, over 200 civilian and military employees, and an \$80 million operating budget.

16 CH (COL, Ret) Donna C. Weddle, RES '99 was inducted into the Army Women's Foundation Hall of Fame in March 2020 at the Women in Military Service for America Memorial. She is the first WAC to later serve as an Army Chaplain and is the first woman chaplain to serve in a Combat Arms Brigade.

17 Colleagues and friends who served together in Baumholder, Germany over 25 years ago reconnected at USAWC Industry Day in January 2020: **COL (Ret) Charles 'Chuck' Allen, RES '01, FAC**; **COL (Ret) Frank Hull (Boeing)**; **LTG (Ret) John D. Johnson, RES '00 (Raytheon)**; and **Dr. James G. Breckenridge, USAWC Provost**.

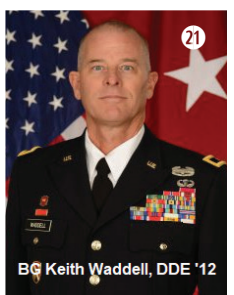
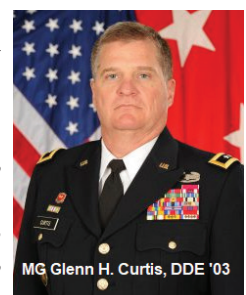
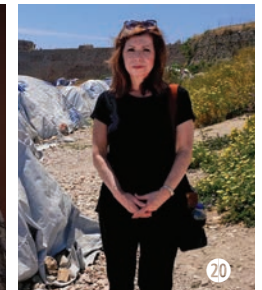
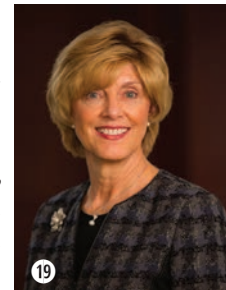
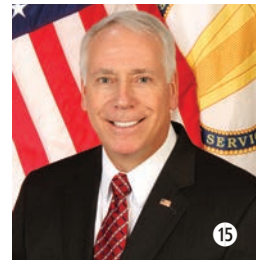
18 COL (Ret) Edna W. Cummings, DDE '01 returned to Carlisle in March for Women's History Month to present the documentary she produced on the 6888 Central Postal Battalion, also known as the Six Triple Eight, the only African American Women's Army Corps Battalion in the U.S. Army to serve overseas during WWII. The women cleared a backlog of approx. 18 million pieces of mail for Americans in the European Theater of Operations in less than six months. COL Cummings also was inducted into the Army Women's Foundation Hall of Fame in March at the Women in Military Service for America Memorial for her work in obtaining this long overdue recognition for the women of the "6888."

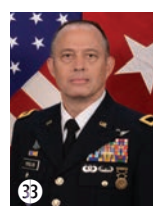
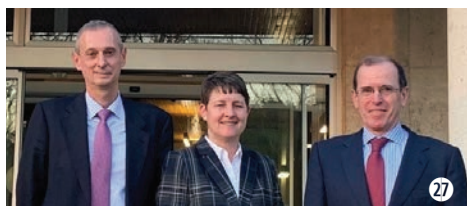
MG (Ret) William F. Grimsley, RES '01 was selected by South Carolina Governor Henry McMaster to fill the state's new Department of Veterans' Affairs cabinet position. The Palmetto State's creation of an independent VA program comes from legislation passed in May 2019. The new agency is designed to advocate on behalf of veteran needs and to protect the military's presence in South Carolina.

19 MG (Ret) Margaret 'Peggy' Wilmoth, Ph.D., DDE '01, AWCF BoT was inducted into the Army Women's Foundation Hall of Fame in March 2020 at the Women in Military Service for America Memorial. MG Wilmoth is the first woman and the first nurse to serve as Deputy Surgeon General for the Army Reserve.

20 Rosaline 'Rose' Cardarelli, Ed.D., USAWCF '02 celebrates the many opportunities afforded her and other USAWC grads. After her active duty retirement in 2008, she joined the National Defense University in Washington, D.C., where her desire to serve as a humanitarian was fortified. She founded a non-profit which serves to bridge the gap in education for displaced children, refugees, and underserved communities around the globe. She also served with OXFAM at the International Refugee Congress in Istanbul, Turkey, during which she contributed to the final Global Compact on Refugees approved by the UN in 2018. She worked with a team at the World Bank and the Global Refugee Forum in Geneva to develop the 2019 Global Framework on Education.

21 After 37 years of service, including eight as the Louisiana National Guard Adjutant General, **MG Glenn H. Curtis, DDE '03**, retired in January. The former Assistant Adjutant General, **BG Damian 'Keith' Waddell, DDE '12**, succeeded him.





22 LGen (Ret) Mart C. de Kruif, IF Netherlands, RES '03 is serving as The Invictus Games The Hague 2020 Chairman. This fifth Invictus Games, scheduled in May of this year, has been postponed due to COVID-19. The Games bring together over 500 competitors from 19 nations to compete in a series of adaptive sports. It is the only international, adaptive, multi-sport event in which wounded, injured, or sick armed services personnel and veterans take part in sports including wheelchair basketball, seated volleyball, and indoor rowing. Originally held in London in 2014 as a one-time event, but since then in Orlando in 2016, Toronto in 2017, and Sydney in 2018, the Games use the power of sport to inspire recovery, support rehabilitation, and generate a wider understanding and respect of all those who serve their countries.

Col W. Preston McLaughlin, USMC (Ret), RES '03 has been appointed to the Board of Directors for The Center for a Secure Free Society, a 501(c)3 think tank in Washington, D.C. He has also been inducted as a Companion into the Naval Order of the United States (NOUS) in the National Commandery Chapter in Washington, D.C.

23 BG (Ret) Alicia A. Tate-Nadeau, DDE '03 is serving as the dual-hatted Illinois Director of Homeland Security and the Illinois Emergency Management Agency. When she retired in March 2017 as the dual-hatted DCG (RC) Fort Leonard Wood and Assistant Adjutant General-Illinois, she became the Executive Director for the City of Chicago Office of Emergency Management & Communications.

24 BG (Ret) Dwayne R. Edwards, Ph.D., DDE '05 became the head of Virginia Tech's Department of Biological Systems Engineering on January 1st as it celebrates its 100-year anniversary. He most recently was a Professor of Biosystems and Agricultural Engineering at the University of Kentucky and has a background in watershed-scale hydrology and water-quality protection with specialized knowledge of information analysis and data-driven assessments and decision-making.

25 COL (Ret) Keith L. June, RES '09 (left) returned to Carlisle for an AHEC evening lecture and enjoyed catching up with **Dr. James G. Breckenridge, USAWC Provost**, and **COL (Ret) Charles 'Chuck' Allen, RES '01, FAC** (right).

26 BG Haldane 'Hal' Lamberton, RES '09 was selected by Kentucky's Governor Andy Beshear to lead the Kentucky National Guard as its 53rd Adjutant General.

27 BG Salvador Sánchez Tapia, IF-Spain, RES '09, former FAC was the moderator for a February 2020 panel discussion entitled "Armed Forces and Society in the XXI Century" that included **COL José Luis Calvo Albero, IF-Spain, DDE '18, former FAC**, General Secretary for Defense Policy at the Ministry of Defense of Spain, and **Marybeth P. Ulrich, Ph.D., FAC (DNSS)**. The discussion took place in Spain at the Institute of Science and Society at the University of Navarra where General Sánchez Tapia is a professor. The next day, he successfully defended his dissertation.

28 MG Marion Garcia, D.V.M., DDE '10, Chief of Staff of U.S. Army Reserve Command since 2019, is retiring after 32 years of service and will be succeeded by **BG Robert S. Cooley, Jr., DDE '12**. This command has responsibility for the Army Reserve Headquarters at Fort Bragg, Army Reserve staff at Fort Belvoir, and Army Reserve staff at Fort Knox.

29 Mr. Douglas M. LaViolette, NSS '10 reconnected with **COL (Ret) Charles 'Chuck' Allen, RES '01, FAC**, his Seminar 7 Faculty Instructor from 2010, during a recent visit to Carlisle Barracks.

30 Col (Ret) Pamela J. Powers, USAF, RES '11 was recently assigned to perform the duties of the Veterans Administration (VA) Deputy Secretary. In this position, she will serve in broad roles as designated by **VA Secretary Robert L. Wilkie, DDE '02**, to include leading enterprise modernization efforts.

31 COL (Ret) Rich Root, RES '11, recently accepted a position in Stuttgart, Germany as USAFRICOM's Legislative/Congressional Affairs Contact Officer for **GEN Stephen J. Townsend, RES '03**, 5th commander of USAFRICOM.

32 MG Kevin Vereen, RES '11 with USAWC faculty and student members of the Carlisle Barracks Chapter of The ROCKS, Inc.

33 Col (Ret) David Murphy, USAF, RES '12 recently graduated with his Ph.D. from Dallas Baptist University. His dissertation was *The Leadership Character of Colonel Lewis Millett during the Korean War Battle of Bayonet Hill*.

34 Judge Sherb Sentell, RES '13 was promoted to Brigadier General in the Army Reserve and has assumed duties as the Division Commander of the 95th Training Division (Initial Entry Training), which has its headquarters at Fort Sill, Oklahoma. When not performing duties as the Minden City Judge, Sherb also maintains a private law practice at the Sentell Law Firm, L.L.C. in Minden, Louisiana.

35 COL Robert 'Bob' DeSousa, RES '14 was honored by U.S. Senator Pat Toomey (R-PA), for whom he works as State Director, for his 28 years of service as a member of the Pennsylvania Army National Guard. Upon his retirement from military service in February 2020, COL DeSousa was awarded the Legion of Merit, the Pennsylvania Meritorious Service Medal, and was promoted to the honorary rank of Brigadier General on the Pennsylvania Guard's Retired List. He is a former Inspector General for Pennsylvania and Assistant U.S. Attorney for the Middle District of Pennsylvania.

36 Col Francisco 'Javier' Marcos Izquierdo, IF Spain, RES '14 was promoted to General de Brigada in December 2019 and assumed command of the Spanish Army Aviation Brigade (FAMET) in January 2020. Fellow Seminar 11 member **COL Maximo A. Moore III, RES '14**, HQDA and TRADOC LNO to the Spanish Army, was able to attend the promotion ceremony. Three other Spanish IFs joined the celebration: **Col Fernando Luis Moron Ruiz, RES '15**; **General de División Francisco 'Javier' Sancho Sifre, RES '02**; **General de Brigada Francisco 'Javier' Marcos Izquierdo, RES '14**; and **Col Juan Manuel Sanchez-Aldao, RES '16**.

37 Mr. Vincent B. Holman, RES '15 (right) was with acting U.S. Ambassador to Ukraine William B. Taylor, Jr. on his last day in office.

38 COL (Ret) J. 'Rob' Salome, Jr., RES '15 was promoted to Vice President of Consulting Services at Solutions 21, a practitioner-led firm focused on helping clients to improve their executives, employee retention, and overall market value, forging elite leaders while also developing strategic plans to improve organizations.

39 CH (COL) Karen L. Meeker, USAWCF '16 was inducted into the Army Women's Foundation Hall of Fame in March 2020 at the Women in Military Service for America Memorial. Chaplain Meeker is the first woman chaplain jumpmaster, pathfinder, and master parachutist; the first woman chaplain to serve in Special Operations; and the first woman chaplain to serve as the Chief of Chaplains Executive Officer.

COL J. Joseph Malizia, Jr., RES '17 recently published the article, "Just Open Your Door to Encourage Climate of Trust" that deals with suicide prevention. The article can be read in the February 2020 issue of ARMY magazine.

40 COL Joe 'Jody' Miller, RES '17 assumed command of one of the four brigades in

the Tennessee Army National Guard from outgoing Brigade Commander **COL Milton H. Thompson, DDE '14**. The 30th Troop Command Change of Command ceremony took place May 5, 2019 at the Tullahoma Readiness Center in Tullahoma, Tennessee and included participation by the TNARNG Land Component Commander **BG Jimmie Cole, DDE '14**; Adjutant General **MG Jeffrey H. Holmes, DDE '08**; ATAG **MG Tommy H. Baker, DDE '11**; and retired ATAG **MG (Ret) Robert A. Harris, RES '01**.

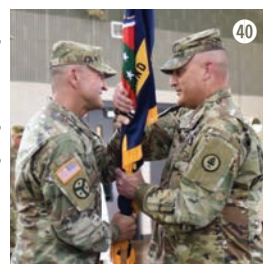
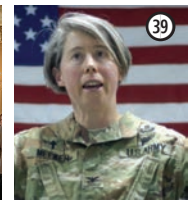
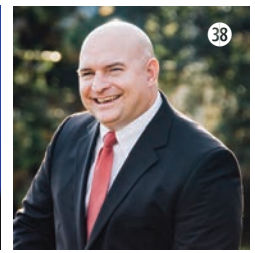
BG Michael J. Turley, USAWCF '17 succeeded **MG (Ret) Jefferson 'Jeff' Burton, RES '06** as the Adjutant General of the Utah National Guard. Burton had been Adjutant General since October 2012.

41 COL Kendrick D. Traylor, Ed.D., DDE '18 graduated December 14, 2019 from the University of Alabama with a Doctorate of Education in Higher Education Administration.

42 Mr. Ari M. Zimmerman, DDE '18, a policy advisor in Brownstein Hyatt Farber Schreck's Washington, D.C., office, joined the board of directors of the National Defense Industrial Association (NDIA)'s Washington, D.C., chapter. The NDIA drives strategic dialogue in national security by identifying key issues and leveraging the knowledge and experience of its military, government, industry, and academic members to address them.

43 Prof. Jasmin B. Cowin, Ed.D., NSS '19, Graduate School of Education, Touro College, volunteers with Computers for Schools Burundi (CfSB) to modernize the Burundi education system. She assists in preparing students to become leaders in scientific research, Information and Communications Technology innovation, and administration. CfSB has partnered with Rotary Clubs, nationally and internationally, and multiple stakeholders for the common good of Burundian youth. Professor Cowin is affiliated with the Rotary Club of New York.

44 COL Ethan L. Hall, RES '19 assumed command of the 69th Air Defense Artillery Brigade at Fort Hood, Texas from **COL Curtis W. King, RES '15**, who held the position for over two years. **BG Clement S. Coward, Jr., RES '12**, Commander of the 32nd Army Air and Missile Defense Command, presided. COL Hall most recently served in Washington, DC, as the branch chief of Integrated Air and Missile Defense. COL King headed to U.S. Forces Command at Fort Bragg, North Carolina.



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Thanks to all first responders, medical personnel, researchers, National Guard and Reserve personnel, and each of you for all you are doing for your many communities during the coronavirus pandemic.



BG (Ret) Xavier Stewart, RES '09, is an advisor to many organizations, boards, church groups, local, state and federal entities as a Respiratory Care Practitioner, former hospital administrator, and public health SME. His published works on pandemics, as well as CBNRE/WMD/All Hazards can be found in many nations, translated in more than a dozen languages.



Three of the USAWC grads deployed to the Mission Training Complex at Joint Base San Antonio (JBSA) to provide mission command of medical units during the COVID-19 outbreak. They helped man the 807th MEDCOM (Deployment Support) Operational Command Post. L-R: **COL Steven A. Severyn, DDE '13, LTC Scott C. Valley, RES '19, and COL Matthew P. Novak, RES '17.**



COL Thomas D. Asbery, RES '16, Commander, New York District of the U.S. Army Corps of Engineers, is shown here working with FEMA counterparts to mitigate the severe impacts of the COVID-19 pandemic across his tristate area and the region.



COL Kathleen G. Spangler, DDE '16, SHAPE and Brussels Healthcare Facility Commander, hosted Allied Command Operations Medical Advisor; BG Fazekas, on April 15, 2020, during a tour of her facility's COVID-19 clinic, call center, and laboratory. The visit highlighted the medical efforts and contributions of the SHAPE Healthcare Facility team to stop the spread of COVID-19 by partnering with our U.S. Forces, NATO Allies, and Belgium Host Nation.



BG John T. Gentry, Jr., DDE '15, Commander, 78th Troop Command, Georgia ARNG, receiving a COVID-19 update in Atlanta on April 5, 2020 from Lt. Elizabeth Tepe, a Georgia ANG nurse with the Robins Air Force Base's 116th Air Control Wing. She has been the officer-in-charge of a joint Army/Air NG medical support team providing assistance to medical personnel at Grady Hospital.