

# ARMY WAR COLLEGE FOUNDATION AND *Alumni* NEWS



## CLASS PLAQUE DEDICATION

The College dedicated the Class of 2019 plaque on October 9, 2020 and approximately 20 of its graduates attended.

L-R: MG Stephen J. Maranian, RES '13 and 52nd Commandant; COL Jeffrey S. Settle, DDE '19 Representative; COL Tony K. Verenna, RES '19 Representative; and CSM Brian A. Flom, USAWC Command Sergeant Major.



**FALL  
2020**

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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](mailto: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.

*Greetings to all USAWC graduates and friends of the Foundation,*

Our Foundation Board of Trustees met on September 9th for our Fall Meeting. This was our second virtual meeting due to the coronavirus but we were still able to hear and discuss the latest USAWC updates.

Welcome to the 52<sup>nd</sup> Commandant, **MG Steve Maranian, RES '13**. This great institution has been blessed with great Commandants and it is a pleasure to welcome **Steve and Cynthia**. Thanks again to **John and Martha Kem** for their leadership of the College these last three years, as we wish them well.

We thank you for your support of our Spring magazine and website features dedicated to our USAWC grads working the COVID-19 crisis across every state, territory, region, and international zone. As we prepare this Fall magazine, we are aware that cases are increasing across the country and that we still need our USAWC graduates responding in their communities. Thanks to all of you for your protection of others.

Welcome to our three newly-elected Trustees who began their terms in September: **BG (Ret) Roger Searce, RES '90**, **BG (Ret) Barbara 'Lynne' Owens, RES '09**, and **Mr. Dave Lawrence, NSS '19**.

We also say farewell and thanks to **Mr. Jack Nicklaus II, NSS '14** who completed his two terms of service with us on the Foundation Board. He was a wonderful Trustee who is forever grateful for the NSS experience at USAWC.



MG Steve and Cynthia Maranian



GEN James C. McConville, USAWCF '02 bids farewell to MG and Mrs. John Kem.



BG (Ret) Roger Searce, RES '90



BG (Ret) Barbara 'Lynne' Owens, RES '09



Mr. Dave Lawrence, NSS '19



Mr. Jack Nicklaus II, NSS '14

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 for your continued support, generosity, and dedication to the College!

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



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

I departed from the Army War College Resident Course at Carlisle Barracks in 2013, carrying a virtual ruck sack full with new knowledge, new skills, and most importantly, a rolodex of new colleagues upon whom I have relied for the past seven plus years. I came to recognize that how I learned was at least as important as what I learned. I learned from the experience of others, and from the college's guidance to reflect upon my own experience. As much as I learned about Defense Management from Col (USAF, Ret) Lynn 'Squirrel' Scheel, I witnessed from my role as class president how the command group turned the institutional wheels. And I brought away with me a host of new relationships with foreign colleagues, fellow U.S. servicemembers, expert federal advisors and managers, and an ability to reach back to the war college for assistance.

Since graduation, the path the Army laid out for me has included disparate responsibilities – Army, joint, and combined service on four continents guiding and serving on new teams and in units with long histories. Most recently, I was honored to serve as the Provost of the most expansive, ambitious, continuing education program in the world – Army University. My post-Army War College experiences have taught me one thing among all others – that our graduates must be prepared for the most demanding roles of a senior leader – investment in people, ethical decision-making, critical analysis, and collaborative problem-solving – in a massively changing world.

This is the world that our current class and future grads, and those they lead, will inherit. When CSM Brian Flom and I arrived here this summer, we made a mutual commitment to influence their preparation to lead and effectively operate in this rapidly evolving world.

Our experiences point to this priority: to chart a path for our institution that will ensure our ability to offer exceptional preparation for the Army, Joint Force, and International leaders of the mid-21st century. I've asked our team to continue on the path set forth by MG John Kem, to conduct an institution-wide all-points review of what we teach/address and how we prepare our students in all of our programs, ranging from majors to general officers. As this readership is aware, growth and change are inherent to maintaining relevance. In this rapid moving information age, that change must posture us for success not just during my watch as the commandant, but for decades to come.

Ours is a premier educational institution. I've recently completed my initial assessment and I can tell you without reservation that we continue to excel within the band of excellence. That's why we are positioned to seize opportunities to strengthen our position.

As we lean into the future, it is time for bold steps to achieve a coherent approach toward preparing our graduates for a future that will be very different than what we have known. It is not a new set of knowledge we seek to convey, and there are no faults or criticisms for our current learning environment. But the legacy of the Army War College is to be an instrument of change for leader development. This is the optimal place to cultivate officers prepared for the persistent modernization required to meet the nation's needs and the needs of its fighting force.

It is not hyperbole to suggest that the character of war is changing faster than ever. Regardless of our readiness, the pace of change is relentless. In addition to regional studies, we must prepare our students to analyze and plan across all domains from mud to space. They must be able to understand and leverage technology such as artificial intelligence, robotics, hypersonics, nanotechnology, quantum computing, etc. They must wrestle with issues such as climate change, Arctic operations, exploding information technology, megacity warfare, mass migration, etc. No doubt there are emerging domains, technologies, and human issues whose relevance will be recognized in the next decade – on the watch of our current students.

We must promote in our students an agile mental model ready to master and leverage operational and functional concepts associated with a future operational environment: force development updates for the Waypoint Force of 2028 and the AimPoint Force of 2035; force generation for the near future; and force sustainment. Further, we must prepare our graduates for the leader's role in integration and synchronization across processes and across time horizons.

We have learned from the current COVID operating environment that remote connectivity will dramatically enhance our ability to accomplish our mission. We have an opportunity to leverage what we've learned to enrich the experience and education that we deliver to our Distance Education students. The future will see a blurring of the lines between resident and distance education experiences and offer multiple and different pathways and opportunities to our distance education population.

As we lean into the future, our faculty and researchers, students, and staff are lynchpins to the intellectual growth for our Army. A decade of experimentation in educational methodology here has showcased entrepreneurship and reaped benefits that we will build upon. From the Army Strategic Education Program for our general officers to the Basic Strategic Art Program for the Army's newly designated Strategists; from the Carlisle Scholars Program to the Advanced Strategic Art Program; from multi-player, multi-senior service college wargaming and gaming in the classroom to the development of new tools such as the Applied Communication and Learning Lab, the one-button studio, and 3D printer in the USAWC Maker Space, I see a commitment to lean into change. We know that our future academic building is infecting a spirit of experimentation and openness already. We must capitalize on that excitement. Our challenge is to ensure that we maintain and accelerate the momentum as if our lives, and those of our children, depend on it.



*MG Steve Maranian, RES '13  
& CSASF '15  
52nd Commandant, USAWC*





## NEW ACADEMIC BUILDING

The Army's 245th Birthday and Flag Day, June 14, 2020, was the perfect date to break ground for the new USAWC academic building, celebrating the promise of new generations of USAWC studies in a modern, agile new academic facility expected to be completed by mid-year 2023. **MG John Kem, 51st Commandant**, was joined by a small gathering due to COVID-19.

The new academic building will be a multi-story 201,000+ square foot building with four large lecture halls which can be converted into a 600-person auditorium, seminar rooms divisible into break-out rooms and various configurations, conference rooms, library/resource center/computer lab, offices, and reception areas. Construction is well underway by Manhattan Construction Co. of Arlington, Virginia on the site adjacent to Collins Hall, enabling new ways to collaborate across the College and with prominent external leaders, researchers, and experts. U.S. Army Corps of Engineers, Baltimore, Maryland, is the contracting activity, providing support through a military design, engineering, and construction management program on behalf of the U.S. Army.

The first U.S. Army War College academic building was constructed in the early 1900s on the site of Fort McNair in Washington, DC, and President Roosevelt set the cornerstone. After closing for several World War II years, and an interim year at Fort Leavenworth, Kansas, Army leadership chose to position the College in 1951 at historic Carlisle Barracks which dates to 1757. The current academic building, Root Hall, was named for the College's founder, Secretary of War Elihu Root, and was built in the 1960s. The speaker for the Root Hall ribbon-cutting in 1967 was MG (Ret) Ulysses S. Grant III, grandson of President Grant and son-in-law of Elihu Root.



Groundbreaking Officials L-R: Carlisle Mayor Tim Scott; Pennsylvania Rep. Barb Gleim; Pennsylvania Sen. Judy Ward; U.S. Rep. Scott Perry, DDE '12 (BG, PA, Ret); MG John Kem, 51<sup>st</sup> USAWC Commandant; COL John Litz, RES '17, Baltimore District Cdr; Mr. John Reyhan, President of Manhattan Construction; and LTC Courtney Short, Carlisle Barracks Garrison Cdr.



Construction Site November 25, 2020



Design rendering of completed building.

## WOMEN, PEACE, AND SECURITY CHARTER



L-R: COL Veronica Oswald-Hrutzky, DDE '12, CSM Brian Flom, MG Steve Maranian, RES '13 and 52nd Commandant, Dr. Jim Breckenridge, Provost, and COL Bess Pierce.

Twenty years ago on October 31, 2000, the UN Security Council passed the landmark UNSC Resolution 1325 which recognized women's essential contributions to preventing and resolving conflict and building peace, while acknowledging different adverse effects of armed conflict on women and children. UNSCR 1325 affirmed the importance of equal participation of women in all efforts within the security environment and the peacebuilding process, including their role in decision-making. Also, the U.S. Women, Peace and Security Act was passed in 2017, directing meaningful global participation and protection of women, with responsibilities delegated to DoD as well as DoS, USAID, and DHS.

On October 30, 2020, College leaders signed the USAWC Charter on Women, Peace, and Security (WPS), acknowledging that preparation of strategic-minded leaders includes integration of WPS themes and resources in the curriculum, e.g. a resource in the Campaign Planning Handbook. WPS resources are accessible and searchable on the new WPS online site: [www.armywarcollege.edu/wps/](http://www.armywarcollege.edu/wps/).



# OUTSTANDING ALUMS 2020

The Army War College Foundation is proud to honor two graduates this year as Outstanding Alums for their continued service *after* retirement from the government service that brought them initially to the U.S. Army War College. They were nominated by members of the Foundation and selected by the Foundation Board of Trustees. The normal ceremony held in conjunction with the USAWC birthday each November could not be held this year due to the pandemic, but that does not diminish our celebration of these two graduates' contributions. We congratulate them for their long and substantial service that continues to impact others in exceptionally positive ways.



MG (Ret) Thomas L. Prather, RES '82

**MG (Ret) Thomas L. Prather, RES '82** retired from the U.S. Army in 1995 and has devoted himself to supporting military service members and their families as he did during his more than 33 years of active service. His passion for identifying the numerous needs, challenges, and solutions associated with maintaining Total Army readiness and preparing future officers led him to support Morgan State University's ROTC program and its Alumni Association

in extraordinary ways. This university's ROTC program began the tradition of graduating top quality officers in 1948 when equal opportunities for minority officers were still a goal. MG Prather was one of the founders of the university's Mentorship Program in which cadets are assigned an ROTC alumni mentor. He was a founding member of the ROTC Enhancement Team in the mid-1990s and its Chairman since 2005, an advisory board which interfaces with key Army commands on critical issues and with the university on academic and program support issues. He was a member of the committee that orchestrated the establishment of chapters with the necessary bylaws, constitutions, and guidance to ensure sound business practices and policies. Over three decades, he has spent countless hours traveling to the university to attend meetings, awards ceremonies, graduations and commissioning ceremonies, and other ROTC and university events. MG Prather is also a lifetime member of The Rocks, a mentoring organization for minority officers, supporting programs that provide tools for success. He serves in a number of significant roles in his faith community, assisting the pastors and congregation

in mentoring seminary students in leadership, promoting Wounded Warrior/Soldier programs, and providing meals, shelter, and other critical needs to the homeless. He also has assumed leadership roles in his residential community.

**COL (Ret) Kenneth P. Davis, PhD, DCS '93** retired from the U.S. Army in 1999, and continues to make lasting contributions to multiple communities. He is one of the leading national volunteers within the Boy Scouts of America (BSA) and is a recipient of its highest honor for national service to youth, the Silver Buffalo Award. Since 2005, he has served as a National or Regional Director on the Board of Directors of the Philmont Staff Association, which supports the BSA's largest National High Adventure Base. Since 2001, he has provided senior-level volunteer management at the nation's largest gathering of Scouts from all 50 states, the National Scout Jamboree. His Philmont and National Scout Jamboree contributions alone (each with approx. 25,000 to 40,000 persons in attendance) have impacted hundreds of thousands of youth and adults, and his local BSA volunteer efforts are too numerous to list. He has authored three books with all proceeds donated to the BSA's national program. He has served as a member of the National Order of the Arrow Committee (the BSA's National Honor Society) since 1974. In addition to Scouting, Ken has served since 1999 as: Director, Combined Federal Campaign and the U.S. Savings Bond Campaign for the Defense Logistics Agency's National Stockpile Center (1999-2001); Block Captain, Bren Mar Park Civic Association (1999-2012); Boys' Basketball Team Coach for the Virginia Boys Club (1999-2000); Watch DOGS volunteer at Whittier Elementary School (2016-2017); USO volunteer, Reagan National Airport (2011-present); Blockworker for March of Dimes Campaign (2001-2006), American Heart Association (1999-2015), and Leukemia and Lymphoma Society (2010-2017); Volunteer Instructor for the Presidential Classroom at the Georgetown University Conference Center (2003 and 2006); Trustee for the Bill Hillcourt Trust/Foundation (2007-Present); and Member, President's Advisory Council, Oglethorpe University (2014-2017).



COL (Ret) Kenneth P. Davis, PhD, DCS '93

## PREVIOUS RECIPIENTS (in order of award)

GEN (Ret) Walter T. Kerwin, Jr. .... RES '57  
COL (Ret) Roger H. Donlon, MoH .... DCS '84  
COL (Ret) George F. Qua .... DCS '79  
COL (Ret) William H. Wunder .... RES '77  
COL (Ret) George W. Aux .... RES '64  
COL (Ret) Robert S. McGowan .... RES '71  
MG (Ret) John Russell Groves, Jr. .... RES '94  
COL (Ret) Michael A. Pearson .... RES '93  
LTG (Ret) Dave R. Palmer .... RES '73  
GEN (Ret) Frederick J. Kroesen, Jr. .... RES '62  
BG (Ret) Jerry L. Neff .... DCS '95  
COL (Ret) Buddy G. Beck .... RES '76  
GEN (Ret) Donn A. Starry .... RES '66  
GEN (Ret) Gordon R. Sullivan .... RES '78  
Dr. Lewis Sorley .... RES '73  
GEN (Ret) Glenn K. Otis .... RES '70  
LTG (Ret) Arthur J. Gregg .... RES '68

LTG (Ret) Theodore G. Stroup, Jr. .... RES '81  
MG (Ret) Edward B. Atkeson .... RES '69  
LTG (Ret) Clarence E. McKnight, Jr. .... RES '72  
LTG (Ret) Donald W. Jones .... RES '78  
MG (Ret) Robert C. Gaskill, Sr. .... RES '72  
COL (Ret) Robert S. Poydasheff .... RES '76  
LTG (Ret) Richard G. Trefry .... RES '69  
LTG (Ret) Robert Arter .... RES '71  
BG (Ret) Clara L. Adams-Ender .... DCS '82  
Dr. (COL, Ret) Sharon I. Richie .... RES '88  
Gen (Ret) Alfred M. Gray, Jr., USMC .... RES '74  
MG (Ret) Carl H. McNair, Jr. .... RES '71  
MG (Ret) Charles R. Henry .... DCS '83  
COL (Ret) Gregory C. Camp .... RES '89  
GEN (Ret) John R. Galvin .... RES '73  
LTG (Ret) David E. Grange, Jr. .... RES '70  
CH (MG, Ret) Kermit D. Johnson .... RES '76

Amb (MG, Ret) Robert M. Kimmitt .... RES '89  
GEN (Ret) Carl E. Vuono .... RES '73  
MG (Ret) Hawthorne L. Proctor .... RES '88  
COL (Ret) Catherine H.T. Foster .... RES '83  
COL (Ret) William V. Wenger .... DCS '96  
GEN (Ret) Dennis J. Reimer .... RES '73  
LTG (Ret) Walter F. Ulmer, Jr. .... RES '69  
MG (Ret) David R. Bockel .... DCS '91  
MG (Ret) Wesley E. Craig, Jr. .... DCS '93  
MG (Ret) Arthur T. Dean .... RES '86  
BG (Ret) George B. Price .... RES '71  
BG (Ret) Richard F. Allen .... DCS '83  
COL (Ret) Lucretia M. McClenny .... USAWC '96  
LTG (Ret) Thomas G. Rhame .... RES '81  
BG (Ret) T. Patt. Maney .... DCS '89  
COL (Ret) Clarence A. Miller, Jr. .... RES '72  
COL (Ret) Jeri I. Graham .... DCS '96

Nominations for graduates who have voluntarily served their various communities in extraordinary ways are due by **August 1st** each year. You can find more information by visiting "Alumni Connections" on the Foundation website at [www.usawc.org](http://www.usawc.org).



# 2020 CLASS GIFTS

## 2020 RESIDENT CLASS GIFT



This gift is a 60-inch round medallion made of cast bronze to be displayed on the front of the new building. The medallion displays the USAWC “coat of arms,” representing the College's legacy of developing leaders since 1901. The crest weighs approximately 645 pounds and it was manufactured by Matthews Bronze, established in 1850 in Pittsburgh, Pennsylvania.

The class gift was presented by **COL Thad Collard, RES '20**, Co-Chair of the Gift Committee, during the June 14, 2020 groundbreaking ceremony for the new academic building. The class had graduated the week prior but Thad, who remained on the faculty, was able to represent the class. At the ceremony, Thad briefly described the process

of developing the class gift. It was not an easy task to wrangle the diverse perspectives from the 365 students from every military service, many government agencies, and 76 international partner countries, but they unanimously agreed from the outset that they wanted the gift to: 1) be focused on the new building; 2) be something the college needed and would find useful; and 3) be an enduring representation of the Class of 2020.

For presentation purposes, and because 645 pounds is not easy to maneuver, Thad used a mock-up of the gift at the ceremony, keeping the actual bronze crest safely in storage until the building is completed in 2023. The class will look forward to returning to Carlisle to admire their crest on the new academic facility and again experiencing the welcoming community surrounding Carlisle Barracks.



COL Thad Collard, RES '20 and MG Kem, 51<sup>st</sup> Commandant, who accepted this gift on behalf of the College.

## 2020 DISTANCE CLASS GIFT



COL Alisa Wilma, DDE '20 presented the class gift during the DDE '20 graduation.

This class gift is a terrazzo tile floor crest to be installed in the main foyer of the new academic building. It was presented by **COL Alisa Wilma, DDE '20**, the Vice President for the Class Gift, during the virtual graduation on July 24, 2020.

COL Wilma briefly discussed the rich history of class gifts, dating back to 1956 when classes started commemorating their time at the War College with a gift to enrich the experience for future classes. Mid-way in their two-year program, the class learned that the College would break ground on a new academic building before they graduated. Focus turned quickly to supporting the new building, grounding lessons of the past to the future of the College. The class realized that they could leave an indelible mark on that future by contributing to this new academic building.

While the committee was considering a number of options related to the new building, a member of the class had the idea for a seal in the floor of the new foyer and they were off and running. It was presented with an architectural rendering of the design, with the final production and installation to take place at the appropriate time as the new academic building progresses.



Design rendering of terrazzo tile floor logo.

The DDE Class of 2020 is proud to have been the first class to make the decision to support a project in the new academic building. Their decision was made in the summer of 2019, a year prior to their graduation.

**MG Kem, 51<sup>st</sup> Commandant**, accepted this gift on behalf of the College.

## INTRODUCING THE COLLEGE'S NEW ALUMNI DIRECTOR

Greetings from Carlisle Barracks. My name is **Jen Bower**, and I hold the first government Alumni Affairs Officer position for the Army War College. I retired from the Army earlier this summer after serving 26 years as an Army Logistician. I am a graduate of the USAWC Class of 2017, and my last position was on the faculty in the Department of Distance Education. I am a native of Watsonstown, PA, and I completed my undergraduate work at Lebanon Valley College (BS Biology/Psychology) and my graduate studies at The Ohio State University (MS Industrial and Systems Engineering).



The goal of the USAWC Alumni Affairs Program is to strengthen communication in our community of national security professionals, provide opportunities for lifelong learning, and advance knowledge on

national security issues. Over the next year, I will work to build our community structure online and through some regional programs when the public safety conditions allow. We look forward to providing you, our alumni, even more diverse ways to stay connected to the College in partnership with the Army War College Foundation. Please stay tuned to USAWC social media for developments on this effort. Also, if you haven't joined the U.S. Army War College Alumni LinkedIn group, please do! Search for it in LinkedIn “U.S. Army War College Alumni” or go to <https://www.linkedin.com/groups/104319/>

If you have ideas for Lifelong Learning for our alumni or if you have a personal or professional development topic of interest to our alumni, please reach out to me at [jennifer.bower@armywarcollege.edu](mailto:jennifer.bower@armywarcollege.edu).

*What's your Legacy of Strength and Wisdom?*



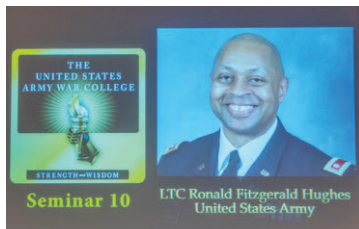
# SCHOOL OF STRATEGIC LANDPOWER (SSL) – DEAN'S MESSAGE

*Greetings and hope you are well,*

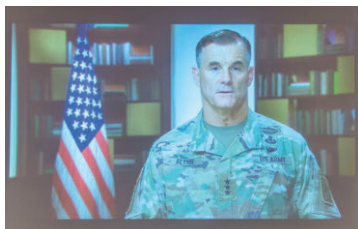
In his Spring 2020 message, **Dr. Richard Lacquement, RES '09** noted that SSL continues with its mission in the era of COVID, doing so with a particular focus on educating safely and creatively. Many of you know Richard from his eight years of tireless service as the Dean. On June 30th, he stepped down as Dean and began a sabbatical with the Strategic Studies Institute (SSI). We all owe much to him and his vision, and we anticipate upon completion of his sabbatical that he will continue to teach some classes in SSL. As a former student of his, I'm grateful that future students will benefit from his skills as an educator.

My tenure as Dean began July 1st and as you might imagine, it's an exciting time to lead this incredible organization of extremely talented and dedicated faculty members educating future senior leaders.

We have faced the COVID challenges and found creative solutions. The two 2020 graduating classes, like many graduations across the country, saw a change to standard celebrations. The AY20 Resident Class held a socially distanced, outside ceremony with limited guests in attendance. The 2020 National Security Seminar (NSS) was cancelled (those selected for the 2020 NSS have been extended an invitation for the 2021 NSS). After carefully assessing risk, we conducted the AY21 First Resident Course (FRC) and AY20 Second Resident Course (SRC) for our non-resident students remotely. This decision was particularly difficult because of the value we place on those two weeks the students come together at Carlisle Barracks each year; however, conditions, including DoD travel restrictions, proved determinative. Although students were understandably disappointed, guest speakers for FRC and SRC provided synchronous lectures and students asked questions in real time. We conducted a remote graduation ceremony that included a photo of each graduate and a video address from the Deputy Chief of Staff, G3/5/7, LTG Charles A. Flynn.



One of the 390 DDE '20 graduates who celebrated virtually.



LTG Charles A. Flynn speaking on video for the DDE '20 graduation.

Our AY21 Resident Class, including 66 International Fellows, arrived in July and began a unique War College experience, meeting and learning remotely for the first two weeks and then switching to in-person classes on August 19th at the beginning of the Strategic Leadership (SL) Course. The USAWC staff had developed a mitigation plan to support the goal of face-to-face learning for as long as we could safely do so. For social distancing, we needed larger spaces than the small seminar rooms in Root Hall provided. Fourteen large classrooms were identified and prepped across the Barracks (Collins Hall, Upton Hall, Ridgway Hall, Anne Ely Hall, and even the Commander's Conference Room in Root Hall) so half of our seminars meet in the mornings and half in the afternoons. Gone for now are the days with shoulder-to-shoulder students in Bliss Hall. We now conduct hybrid lectures in which a speaker may appear

in person with no more than 90 people in the Bliss Hall audience and the remainder participating remotely. When possible, we have used remote sessions, and the seminars are virtual now through mid-January. All of our faculty are becoming more proficient in the use of learning technologies to extend the reach of the classroom to guest speakers wherever they may be.

For the second year, the Resident program will interweave core courses with the goal of better establishing linkages between learning outcomes. Under the course direction of **COL Maurice Sipos, RES '17 (DCLM)**, we increased experiential learning opportunities through Organizational Change Management scenarios, and for a subset of seminars, LEGO Serious Play during the systems thinking lesson to facilitate deeper understanding of complex systems. COL Sipos and the War, Peace, and National Security I Course Director, **Dr. Tami Biddle (DNSS)**, strove to synthesize their lessons to help the students better integrate the curriculum. **COL Bob Willis, RES '16** and **Mr. David Bennett, RES '90** planned a successful Army Leader Day, though with a modified format. The Vice Chief of Staff of the Army and the Under Secretary of the Army traveled to Carlisle to conduct a hybrid presentation in Bliss Hall, but other Army Staff principals participated with seminars remotely from their Pentagon offices.



GEN Joseph M. Martin, RES '08, VCSA, and the Hon. James E. McPherson, Under SECARMY.

After COVID forced us to postpone the inaugural Joint Scholarship on Teaching and Learning Forum originally scheduled for March 31st, it moved to a remote platform and was successfully held on October 13th with dozens of presentations promoting collaboration among professional military educators from a multitude of institutions.

The National Security Staff Ride to NYC originally scheduled for October has been rescheduled for April; however, the New York Fire Department (NYFD) expressed a willingness to conduct a remote panel with all of the current students this fall. As a result, we held a remote learning event, organized by **COL (Ret) Bobby Mundell, RES '09** during which NYFD principals led a discussion about leadership during a developing crisis with a particular emphasis on COVID.

Within days of that event, the Military Strategy and Campaigning Course began. Of note, the Course Director, **Prof. Mike Marra, RES '04** has been working with **COL Chris Hossfeld, RES '17** to lead DMSPO faculty to incorporate a new experiential learning event in the course, Joint Overmatch: Euro-Atlantic. This interactive game supports the capstone experiential learning event for the course, having students analyze a fictional 2027 European scenario, demonstrating operational design, operational art, campaigning in conflict at the strategic and operational levels of war, and other principles learned from the course.



## DEAN'S MESSAGE CONTINUED

Under the adroit leadership of the Basic Strategic Art Program (BSAP) Director, **LTC Roy Kempf, BSAP '12**, the current BSAP class conducted its Overland Campaign Staff Ride in early October with careful planning and risk mitigation. Focused on 1864-1865, the staff ride examined the Campaign, the siege of Petersburg, and the war's conclusion at Appomattox Court House, reinforcing critical BSAP learning outcomes.

Faculty within DNSS have been extensively engaged in supporting our international, interagency, and sister service partners. **Dr. Bob Hamilton, USAWCF '09** is preparing for a year-long detail to the Ministry of Defense in the Republic of Georgia. **Dr. Jacqueline Whitt** is on assignment this AY to the State Department's Office of Policy Planning and Resources for the Under Secretary for Public Diplomacy and Public Affairs. **Dr. Marybeth Ulrich** is serving as a Visiting Professor at the U.S. Air Force Academy. **COL Joe Kushner, RES '14** is assisting the interagency efforts against COVID-19 on detail to Operation Warp Speed.

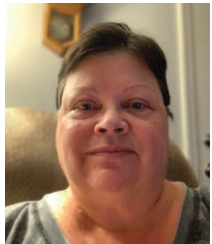
The Carlisle Scholars Program (CSP) continues to thrive under the leadership of **COL Tino Perez, RES '15 (DNSS)**, **Prof. Lou Yuengert, RES '03 (DCLM)**, and **Dr. Tom Brusino (DMSPO)**, applying problem-based learning as the principal experience in the classroom. The strength and fruits of this program continue to show with a third-place finish by **Lt Col Derrick Franck, USAF, RES '20** in the annual Strategy Bridge Writing Competition, a War Room podcast wherein **COL Khaled Alkhalifa, IF Bahrain, RES '20** describes how the program's structure contributed to his strategic development, and another War Room podcast in which **LTC Michael Loftus, RES '20** and **COL Will McKannay, RES '20** describe the readiness wargame they created and socialized throughout the Army.

We continue to grow our new certificate program, designed to provide needed courses to individuals who have not attended the USAWC. The Department of Distance Education (DDE) successfully offered two pilot courses this summer. Courses in critical thinking, national strategy, effective communications, and others will be available to students worldwide in the future.



Dr. Daniel Krebs

We welcome **Dr. Daniel Krebs** of the University of Louisville as this year's Harold K. Johnson Chair of Military History. Dr. Krebs is an internationally renowned expert on the history of the treatment of prisoners of war. He has written extensively on colonial warfare, recruitment of transnational/foreign soldiers, and the rituals of surrender. We bid farewell to **Ms. Chiquita Morrison (DCLM)** who recently retired after many years of dedicated service.



Ms. Chiquita Morrison (DCLM)

### Among other highlights:

**2020 Madigan Awards** recognizing faculty members who exemplify the highest standards of written scholarship in professional publication.

**Dr. Tami Biddle (DNSS)** for her article, "Coercion: Theory and Practice – Introduction for Practitioners," published for *Texas National Security Review*.

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

**Dr. Steve Gerras, RES '02 (DCLM)** for an article he co-wrote with Dr. Andrew Hill (previous Chair of Strategic Leadership), "Stuff Happens: Understanding Causation in Policy and Strategy," published in *Parameters*.

**Dr. Steve Gerras, RES '02 (DCLM)** for a book chapter he co-wrote with **Dr. Lenny Wong (SSI)**, "Culture and Military Organizations" in the Cambridge University Press publication by the same name.

**Dr. Heather Gregg (DMSPO)** for her book, *Building the Nation – Missed Opportunities in Iraq and Afghanistan*.

**Dr. Joel Hillison, RES '04 (DDE)** for his book chapter, "Strategic Landpower: Application at the Nexus of Deviant Globalization and Nonstate Actors," published in the book, *Landpower in the Long War* by the University Press of Kentucky.

**Dr. Frank Jones (DNSS)** for his article, "Dismantling the Soviet Threat: Senator Sam Nunn and the Problem of 'Loose Nukes,'" published in *Federal History*.

### 2020 Chair Awardees:

**Dr. Tami D. Biddle**, Elihu Root Chair of Military Studies

**Dr. Jacqueline E. Whitt**, General Dwight D. Eisenhower Chair of National Security

**Dr. Joel R. Hillison, RES '04**, General Colin Powell Chair of Military Studies and Strategic Studies

**Dr. George J. Woods III, RES '02**, General Brehon Burke Somervell Chair of Management

**Col Mickey R. Evans, USAF**, General Hoyt S. Vandenberg Chair of Aerospace Studies

**Dr. Robert E. Hamilton, USAWCF '09**, General George C. Marshall Chair of Military Studies

**Prof. Douglas G. Douds, RES '10**, General Matthew B. Ridgway Chair of Leadership



Dr. Steve Gerras, RES '02, with Commandant



Dr. Heather Gregg with Commandant



Dr. Tami D. Biddle, Col Mickey R. Evans, USAF, and Prof. Douglas G. Douds, RES '10



## DEAN'S MESSAGE CONTINUED

### Among other highlights:

**Prof. Chuck Allen, RES '01 (DCLM)** moderated a panel entitled, "The Role and Responsibility of Educators and Education Leaders to Promote Racial Justice," for the Education Policy and Leadership Center (EPLC) and the PA Education Policy Fellowship Program (EPFP).

**Dr. Patrick Bratton (DNSS) and Col Tom Bajus, USMC (DMSPO)** delivered a talk on "India and Pakistan" to the Academy for Defense Intelligence.

**COL Barbara Fick (DNSS)** was the featured speaker for an online Foreign Policy Research Institute (FPRI) event on "The Impact of COVID-19 in Latin America and the Caribbean," as well as an expert panelist for the FPRI online event, "Latin America in Great Power Competition."

**Dr. Ron Granieri (DNSS)** offered two online presentations: On September 16, he presented at the University of Louisville's Strategic Broadening Seminar, "Divided Berlin and the Problem of Escalation in the Cold War," and on September 30, for the World Affairs Council of Reading, he presented "Coming Apart, As it Seems: the Redeployment of American Troops in Germany and the Future of Transatlantic Relations."

**Dr. Heather Gregg (DMP SO)** spent two weeks in June with the Special Warfare Center and School for a critical reorganization of its curricula for Psychological Operations.

**Dr. Christian Keller's (DNSS)** book, *The Great Partnership: Robert E. Lee, Stonewall Jackson and the Fate of the Confederacy*, was the recipient of the Douglas Southall Freeman Prize Award and

a finalist for the New York Historical Society's Gilder Lehrman Prize for Best Book in Military History.

**COL Jon Klug (DMP SO)** published a chapter on "Strategy at Sea" in *On Strategy: a Primer* published by Combat Studies Institute Press.

**COL Jim Powell, Ph.D. (DNSS)** continues to serve as a team lead for the Alternative Defense Strategy Project run by the Institute for Defense Analyses. The effort involves leading a small team of experts from across the joint community including cyber, space, and the nuclear enterprise, to develop a long-term strategy in response to a rising China. Among other items of import, the project considers how best to posture military power in concert with other instruments of statecraft to compete effectively in the Indo-Pacific region.

**Dr. George Woods, RES '02 (DCLM)** gave a presentation in September to the Interagency Language Roundtable (Culture Subcommittee). His talk drew upon a multi-national staff study and presentation previously delivered at the Inter-University Seminar on the Armed Forces Conference.

Very Sincerely,

**COL Michelle L. Ryan, RES '12**  
**Dean, School of Strategic Landpower**

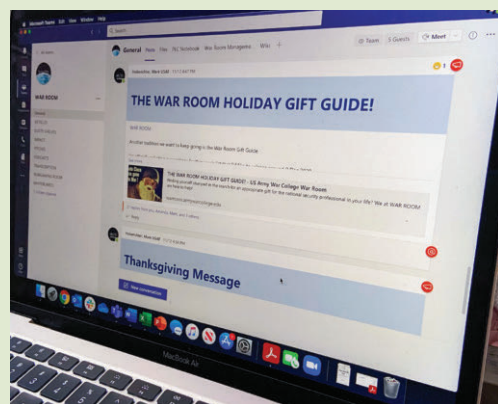


WAR ROOM continues to be an important avenue of external engagement and an internal resource for the USAWC. With a new academic year in progress, we are publishing high-quality articles and podcasts. Between May and September 2020, WAR ROOM acquired about 150,000 pageviews from almost 75,000 users and our podcasts were downloaded more than 40,000 times. Since our launch in 2017, we have amassed over 800,000 pageviews and more than 175,000 podcast downloads.

The WAR ROOM editorial team has also been expanding--a testament to the significant work required to produce the journal and to the value that USAWC faculty put on the endeavor. You can find a full list of our editorial team online at <https://warroom.armywarcollege.edu/the-war-room-team/>. We have also been thrilled to work with four interns over the past few months; these undergraduate and graduate students have

brought energy and new perspectives to the team. They are learning and participating in all parts of the editing and publishing process, and they have been instrumental in getting podcast transcripts produced and edited. Transcription has been an important goal for us to improve accessibility and the reach of podcasts.

How can you continue to support WAR ROOM? If you have not already, sign up to receive email updates directly from us! You'll have WAR ROOM content delivered to your inbox when we publish something new. You can also find us on social media and the podcast, A BETTER PEACE, is available on all your favorite podcast services. WAR ROOM's short essays and podcasts are perfect additions or supplements to online teaching, professional development, and personal study. If you are interested in writing for WAR ROOM -- or in encouraging your mentees and subordinates to write, 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](mailto:warroomeditors@gmail.com).



Computers – critical tools for WAR ROOM editors!

**Jacqueline E. Whitt, Ph.D.**  
**WAR ROOM Editor-in-Chief**  
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# U.S. ARMY WAR COLLEGE FELLOWS UPDATE



The AY 2021 U.S. Army War College Fellows Programs -- comprised of CSA/SMA Senior and USAWC Fellows -- have 88 Fellows assigned to 52 separate programs in the U.S. and overseas. The Fellows' charter remains two-fold in terms of Army expectations: 1) That Fellows take advantage of a learning environment that is separate and distinct (while parallel to) that which is traditionally offered by the war colleges; and 2) That Fellows represent the Army, either formally or informally, at the institutions and areas to which they are assigned. Fellowships offer the opportunity to satisfy the Army's goal of developing appropriately-educated ambassadors for the Army, who will be prepared to hold positions of broad scope and great responsibility, work in highly complex, ambiguous environments, and deal with problems with no clear-cut solutions.

The CSA and SMA Senior Army Fellows are more seasoned ambassadors of the Army at centers of thought and influence. They assist those who would deliberate on the larger security challenges faced by the nation, and also report their findings to the senior Army leadership. They are joined by three Sergeants Major who report to the SMA -- one each at the Departments of Education, Labor, and Veterans Affairs.

The Fellows and their hosting institutions are partnering even as the pandemic continues. With COVID as a constant concern, the Fellows are faithfully following local community and Fellowship protocols, to include face-to-face and remotely-driven interactions. Long-developed bonds between the USAWC and our Fellowship hosts have been very helpful, as we have all adjusted for best developmental effect in the face of truly unique and challenging environments.

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

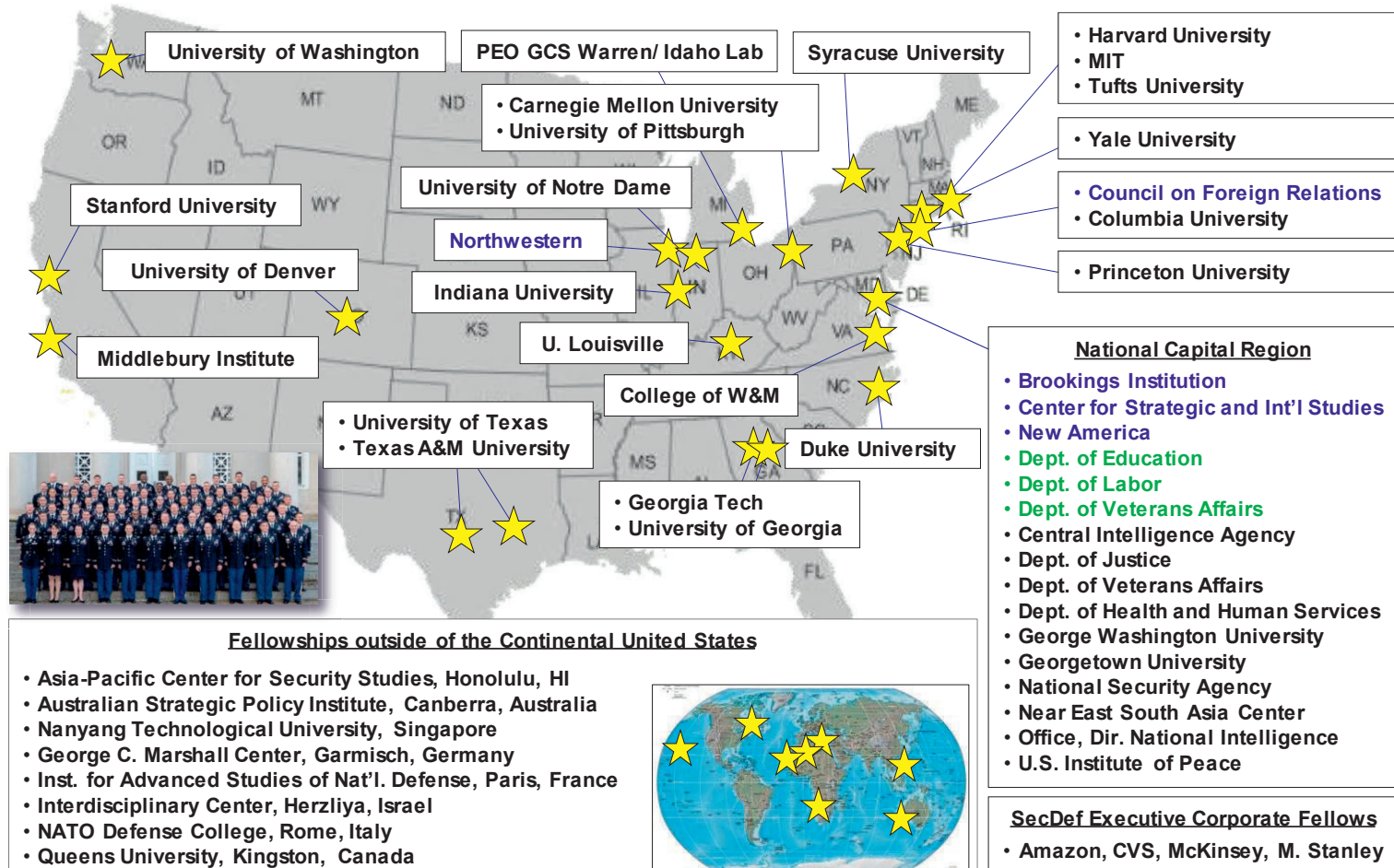


## THE UNITED STATES ARMY WAR COLLEGE



80 USAWC Fellows, 5 CSA Senior Fellows, 3 SMA Fellows

Academic Year 2020-2021



STRENGTH and WISDOM



# U.S. ARMY WAR COLLEGE FELLOWS UPDATE CONTINUED

① The mark of a very different start to an academic year. **MG John Kem**, then USAWC Commandant, welcomed the new USAWC Fellows to their week-long orientation, not from the stage in Bliss Hall Auditorium, but remotely via a laptop installed in a re-purposed seminar room.

② **COL Tim Gibbons**, Georgetown University, in August 2020 satisfying USAWC incoming requirements. In this case, he was recording a critique of assigned readings using FlipGrid software.

③ **LTC Christy Orser**, Georgetown University, left in photo, planned and hosted an initial gathering in August 2020 for USAWC Fellows assigned to the National Capital Region. This was a great opportunity that allowed the fellows to network and share experiences with one another.

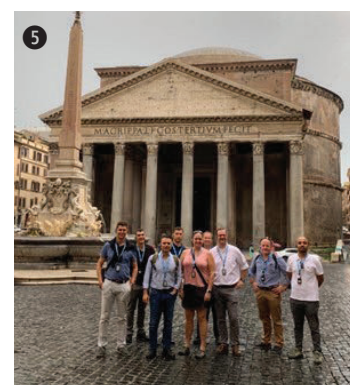
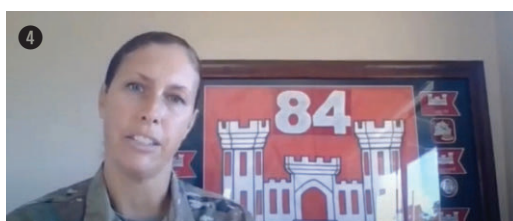
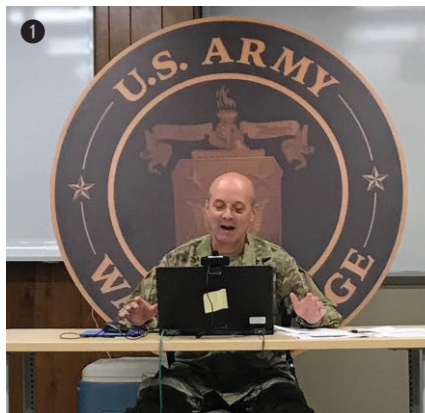
④ On August 26, 2020, **LTC Lisa Mann**, Fellow at the Asia Pacific Center for Security Studies, gave a talk through the U.S. Army Corps of Engineers Honolulu District to highlight women in Science, Technology, Engineering, and Math (STEM) fields in celebration of Women's Equality Day. Posted on YouTube, the episode currently has hundreds of views (although **LTC Mann** insists over half of those are probably from her mother).

⑤ NATO Defense College added "4R Days" (Reading, Research, Reflection, and Resilience) to the curriculum. **LTC Heather Clevenger** participated in a committee group cultural event, a guided walking tour of Rome.

⑥ Before departing the U.S. for her Fellowship, **LTC Lauren Miller** visited the USAWC and Fellows Program. Lauren is studying at the Institute of Higher National Defence Studies in Paris. Fellows Program Director **Phil Evans** is to the right.

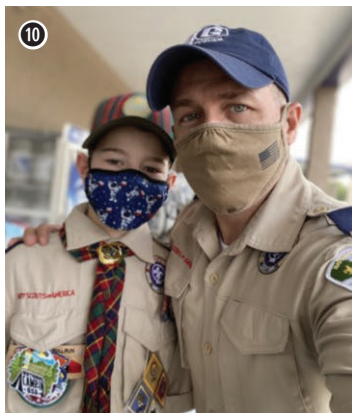
⑦ **LTC(P) Dave Kaczmarek**, at Tufts University's Fletcher School, participated in a two-day summit of Mount Washington. The group consisted of active duty graduate students and three Army ROTC cadets from surrounding universities. The event afforded an opportunity to interact with Army personnel outside of school and teach cold weather fieldcraft and survival.

⑧ **LTCs Ed Cuevas** and **Jim Weiss**, both at Stanford University, participated in a Zoom session organized by the university with INDOPACOM Commander ADM Philip Davidson. In addition to the Fellows and other students, several professors were on the call, as well, to include former Secretary of State George Schultz, former Secretary of State and National Security Advisor Condoleezza Rice, and former Ambassador to Russia Michael McFaul.





# U.S. ARMY WAR COLLEGE FELLOWS UPDATE CONTINUED



**9** LTC **Joe Paladino**, at MIT's Center for Transportation and Logistics, during the Center's Virtual Orientation Day 2, shown here pursuing Thompson Island Outward Bound team building activities.

**10** LTC **Tony Passero**, USAWC Fellow at the University of Texas, embracing another kind of service: volunteering with the Cub Scouts alongside his son John.



**11** On October 18<sup>th</sup>, 13 Boston area Fellows from all services and the interagency participated in the 2020 virtual Army Ten Miler in Cambridge, MA. Shown here is **MG (Ret) Bill Rapp, RES '04 and former USAWC Commandant** and current Director for the National Security Program at the Belfer Center, Harvard Kennedy School, presenting the finisher's medal to **LTC Joe Paladino**, USAWC Fellow at MIT's Center for Transportation and Logistics.

**12** USAWC Fellow **LTC (P) Erica Cameron** talking with Fellows Operations Support Assistant **Van Adkins** outside Root Hall during her visit to Carlisle Barracks. Erica is a Fellow at the U.S. Institute for Peace in Washington, DC.



**13** Fellows Program Director **Phil Evans** observing distancing protocols outside of the USAWC with **LTC Tim Renahan**, during Tim's visit to Carlisle Barracks. Tim is a Fellow at Yale University's Jackson School.

**14** LTC **Rob Newbauer**, left, and LTC(P) **Hugh Jones**, right, both USAWC Fellows at the George C. Marshall Center for Security Studies, taking a break with friends and family while ascending the Kramer.



**15** COL **Christopher "Scott" Synowicz**, at MIT's Security Studies Program, visiting the American Heritage Museum which explores America's conflicts, beginning with the Revolutionary War to today. The centerpiece of the museum is the Jacques Littlefield display, the largest private military vehicle collection in the U.S.



GEN Michael X. Garrett, USAWCF '09, CG, FORSCOM, spoke to the RES '21 class and separately to an ASEP course on October 20, 2020.



# ARMY STRATEGIC EDUCATION PROGRAM UPDATE

The Army Strategic Education Program (ASEP) remains committed to its core mission during the ongoing pandemic -- executing Professional Military Education (PME) for the entire population of Army General Officers (GOs) across the total force. How we do this in the current situation has changed some, as you would expect.

We utilize an online database (ASEPnet) which was designed with remote functionality in mind so we can access it from anywhere to manage the GO courses. After the initial cancellations and postponements in the late spring and early summer, ASEP started delivering education courses in the late summer/early fall.



Command Sergeants Major attending NLC virtually listen to a presentation on ethical leadership from Dr. Clint Longenecker (lower center panel).

We remotely delivered the highly acclaimed Nominative Leader Course (NLC). NLC is the only education in the Army for nominative Command Sergeants Major who work as senior enlisted leaders and advisors with our Army's GOs. Unable to bring the participants together in person, the expert team led by **Prof. Erik "Sparky" Anderson, RES '16** and **Mr. Pat Cohn** planned and delivered a two-week virtual course that achieved learning outcomes and strengthened relationships with our Army's most senior enlisted leaders.

Throughout the pandemic, ASEP has also been able to continue execution of the premier executive transition course -- ASEP-Transition. Along with our partners, ASEP has executed multiple remote iterations of the course in support of retiring GOs, all with resounding success. The course also includes a special block dedicated to spouses to support their role in the transition process.

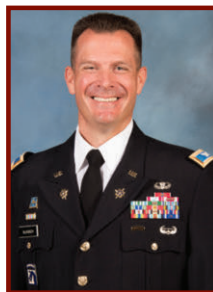
The ASEP-Senior Course (LTGs) executed successfully in late July and again in October 2020. This course delivers high quality education at the most senior levels of the national security and policy environment.

Employing social distancing and ensuring adherence to health protection guidance, the ASEP-Advanced Course (MGs) resumed in person this October. Utilizing a condensed format to minimize risk, the participants received the best in strategic education at the USAWC, followed by a week in Washington D.C. augmented by the highly successful executive education we receive from the UNC Kenan-Flagler Business School.

Always a terrific course, the MGs get a broad learning experience focused on thinking, leading, and communicating at the strategic level. Topics cover providing military advice to senior leaders; economics of national security; Army priorities; persuasion and interagency collaboration; strategy development; data analytics in decision making; influence without authority; and negotiation skills, among others.

As I mentioned in the last magazine, ASEP is also undertaking research into the study, practice, and application of Generalship at the national strategic level. We are doing this to better understand the demands within the contemporary international security environment that place far more emphasis on the soldier-statesman role for the U.S. military's most senior officers. Utilizing resident program students and Army War College Fellows, the research aims to determine 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. ASEP is optimistic its impact will be enduring and will support continued excellence in educating our Army's most senior leaders.

Providing top-notch GO and senior executive educational experiences in support of the Army remains our top priority. We are committed to safe execution of this education, mindful of the challenges but knowing our efforts remain important and valued.



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



General Officers and their spouses attended ASEP-T virtually.



BG (Ret) Mike Meese discussed international economics and the impact on national security.



MG (Ret) Bill Rapp, RES '04 and 50<sup>th</sup> USAWC Commandant, discussed civil-military relations and best military advice,



MG Xavier Brunson, RES '14, and current CG, 7<sup>th</sup> Infantry Division, during Congressional engagement preparation discussions.



# U.S. ARMY HERITAGE AND EDUCATION CENTER UPDATE

Army doctrine tells us that flexibility and innovation are essential elements of any successful operation. Wow—this year truly tests us at the U.S. Army Heritage and Education Center (USAHEC). How we choose to move past this pandemic will determine the future of the Center for years to come. I think you will be proud of what we are accomplishing.

Earlier this year, we developed an ambitious strategic plan moving in a new direction that favors our patrons and their needs with first-rate experiences and products. Our mission statement captures this sentiment, that the Center “engages, inspires, and informs” our patrons. We can’t do that with closed doors. We are carefully reopening the exhibits, something I believe we have a deep responsibility to do.

Family-friendly museums are needed as parents and caregivers are looking for “normal” activities to engage their children. The need is compounded without in-person schooling or summer camp options, as disruptions continue. With our large facility, we can serve our patrons safely and we have a responsibility to support the recovery of our youngest citizens and our community.

Mrs. Svitlana Ingram and Ms. Justine Melone recently completed a major project to make our rare book collection available to our patrons. They cataloged over 800 previously unknown texts, as well as relabeled, sorted, or repaired an additional 3,141 items. Their efforts make undiscovered knowledge available to scholars and researchers, and improves the Center’s service to patrons.



L-R: Mrs. Lana Ingram and Ms. Justine Melone organize the War College's rare books.

Dr. Douglas Bell is a Post-Doc Fellow sponsored by AWCFF working with us at the Center on research that is shaping how the Army responds to the pandemic. He collaborated on "Tell Me How This Ends," describing past Army experience with pandemics and providing recommendations for the Army G-3/5/7 on future courses of action. That success continued in a study on the Army's challenge of balancing the demands of Readiness and Modernization. Dr. Bell wrote the WWII section of this historical case study, and drafted a section examining fielding of the Big 5 in the 1980s. This work informed a virtual panel discussion at the AUSA conference in October, which further extended the influence of War College research. Margin of Excellence support was clearly a force multiplier.



The US Army Heritage and Education Center was excited to have GEN Richard A. 'Dick' Cody, RES '94 open its newest exhibit, "This Will Not Stand: The U.S. Army's Road to Victory during the Persian Gulf," on November 10, 2020. Come see the exhibit on your next visit to Carlisle, Monday-Saturday 10AM-5PM and Sunday 12 Noon-5PM. The exhibit draws on the vast artifact and archival collections held at the Center and throughout the Army.

With the recent start of the College's academic year, Ms. Megan Casey and Mr. Thomas Moss introduced the entire body of students to the many academic resources and services available to them. The team quickly adjusted to present these sessions virtually, providing the necessary foundational knowledge of War College collections and a detailed overview of some of the available research tools to support academic inquiry.

We shifted to world-wide, live-stream delivery of our extremely popular public lecture series, traditionally conducted in-person in Carlisle. Recently, we covered topics ranging from the sinking of the Hunley submarine to a look at the life of **GEN John Shalikashvili, RES '78.**

Ms. Shannon Stanley also moved the Strategic Art Film Program, a moderated film program for War College students, to a virtual format that provides better access, not only for the Resident but also the Distance Education Programs. Visit the "Upcoming Events" page on our website to participate.

At your War College, you will see an innovative spirit that permeates the staff as we work through crisis. I thank you all for being part of our shared future and I look forward to seeing you soon. Thanks!

*Geoffrey Mangelsdorff*  
Director, U.S. Army Heritage and Education Center





## CHAIR UPDATES

### DE SERIO CHAIR OF STRATEGIC INTELLIGENCE

While the pandemic has affected travel, **Dr. Genevieve 'Gen' Lester**, the De Serio Chair, continues work on a range of projects related to strategic intelligence for leaders. Dr. Lester spoke on "The Intelligence Community in Partisan Times" as part of the series "Vital Interests" at the Center on National Security at Fordham Law School in April. The purpose of this talk was to dispel some of the rumors about the Intelligence Community and to discuss how accountability and oversight function. She is now working on several projects, including one on Dr. Seuss and intelligence, exploring how Dr. Seuss can illustrate problems of intelligence analysis and decision-making, as part of a larger book project being organized by faculty at the Naval War College. Most readers of Dr. Seuss are probably not familiar with the author's record of military service, which contributed greatly to his future development as a strategic thinker. In 1943, Theodore Seuss Geisel was inducted into the Army, and his wartime experiences influenced his future writings, informing him how to most effectively communicate complex ideas to immature audiences and providing him with the direct first-hand knowledge of military affairs so important to his later manuscripts.

Dr. Lester is also developing two of her own books, one that is a sequel to her book, *When Should State Secrets Stay Secret? Accountability, Democratic Governance, and Intelligence*. This sequel focuses on intelligence and accountability in the Trump administration. Her other book will be a collection of perspectives on strategic intelligence from a number of senior military and national intelligence leaders. This work will collect perspectives from both intelligence producers and consumers in order to provide insights on intelligence and decision-makers, focusing particularly on the needs of USAWC students as they progress into more senior positions.



The late Mr. Francis W. De Serio, RES '72 and AWCf Board of Trustees.

## CHAIR OF WAR STUDIES

Outreach in the COVID era presents its challenges, but **Dr. Mike Neiberg** continues to be active as the Chair of War Studies. In addition to virtual talks with groups in Great Britain, France, and Peru, he has been working with American high school teachers and speaking to a variety of civic groups. In October, he did an in-person lecture at the Susquehanna Art Museum to help open the museum's new exhibit on Modernism. Dr. Neiberg spoke about the two sales of Edgar Degas's massive collection. The sales took place even as the German Army advanced on Paris in 1918 and had begun shelling the city.



Dr. Neiberg speaking at the Susquehanna Art Museum.

Dr. Neiberg is currently working with the Army Research Institute and Johns Hopkins University to examine ways to use history to improve strategic judgment. He is also involved in developing a War, Peace, and Justice seminar for the Army War College and wider Carlisle community. His new book on how the U.S. and Great Britain dealt with the fall of France in 1940 and the emergence of Vichy France is now under contract with Harvard University Press.

Dr. Neiberg hosted COL (IL, Ret, ARNG) Jennifer Pritzker and Dr. Rob Havers from the Pritzker Military Museum and Library on September 17-18. They were able to visit Root Hall and other key areas of the Barracks, as well as visit the U.S. Army Heritage and Education Center. Dr. Neiberg has a long relationship with the Pritzker Military Museum and Library, having delivered lectures there on the Treaty of Versailles, the history of ROTC, and the First World War soldier experience, as well as virtual discussions on Ethiopia in World War II.



Ruth Collins, RES '98 and AWCf CEO, with Jennifer Pritzker and Rob Havers from the Pritzker Military Museum and Library in Chicago.

### 2020 PRITZKER LITERATURE AWARD

**COL (Ret) David M. Glantz, DCS '83 & former FAC**, has been awarded the 2020 Pritzker Literature Award for Lifetime Achievement in Military Writing. This is a literary award given annually by the Pritzker Military Museum and Library to honor the contributions of a living author for a body of work dedicated to enriching the understanding of military history and affairs. First awarded in 2007, it is sponsored by the Tawani Foundation of Chicago.

Author or co-author of over 60 publications, COL Glantz is recognized as a leading expert on the Eastern Front during World War II and the role of the Soviet Union during the conflict. His work highlights the military history of the Soviet Union and the Red Army in World War II. His books include *When Titans Clashed: How the Red Army Stopped Hitler*, a book that has become the standard reference book for non-specialists, *Armageddon in Stalingrad*, *The Battle of Kursk*, *Operation Barbarossa: Hitler's Invasion Of Russia 1941*, and others.



## PARAMETERS IS TURNING 50!

# PARAMETERS

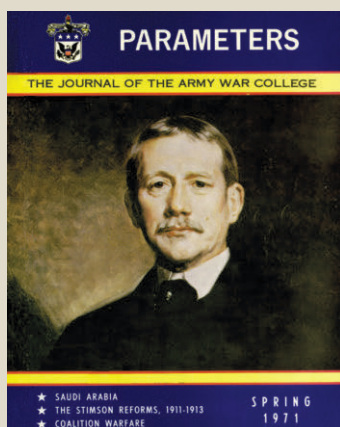
THE US ARMY WAR COLLEGE QUARTERLY

50<sup>th</sup>  1971–2021  
*Anniversary*

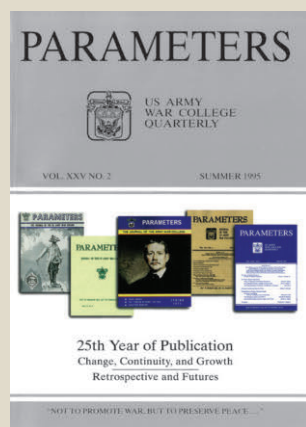
The U.S. Army War College (USAWC) Quarterly, *Parameters*, will turn fifty with the publication of its Spring 2021 issue. Since its first issue in the Spring of 1971, *Parameters* has earned a well-deserved reputation as the Army's premier strategy journal. It has contributed to the continuing education and professional development of USAWC graduates, senior military officers, and policy makers; helped to shape thoughts on critical military and national security affairs within the Department of Defense; and fostered dialogue around the world with national security professionals and scholars concerned with national security.

Always a forum for key strategic themes, *Parameters* has been praised throughout the years for promoting the rigorous exploration of all sides of an issue. From the post-Vietnam War era to today, the journal has set the standard for practitioner-relevant scholarship focusing on the broad topics of military science, national strategy, and responsible command, themes identified by Secretary of War Elihu Root when he established the College in 1901. Journal authors have helped readers understand land warfare and the role of the Army as a member of the Joint team while consistently challenging them to think differently about national security strategy and national military strategy.

The idea of publishing a journal at the Army War College began in the early 1950s, but years passed before the first issue of the *US Army War College Commentary*, the predecessor to *Parameters*, was published in April 1966. That inaugural issue featured four student essays for limited Army distribution only. Future issues were published irregularly for the next four years. In 1970, the College applied to the Department of the Army to have the publication classified as an official Army periodical. Upon approval, the College established the journal as *Parameters: The Journal of the Army War College*, with an increased print run of 5,000 copies and expanded distribution throughout the Army.



Inaugural Issue Cover



25<sup>th</sup> Year Cover

Today, *Parameters* is a refereed quarterly forum for contemporary strategy and landpower issues with a yearly circulation of 48,000 copies in print and online. This summer, the USAWC Press introduced Decisive Point, the new podcast channel of *Parameters*, featuring journal authors discussing their articles and research.

Current journal subscribers include USAWC alumni from more than 80 countries; defense-minded members of government, academia, think tanks, business, and the news media; U.S. military organizations and Service schools; ally and partner embassies; and foreign military schools. *Parameters* is indexed in the Air University Library Index to Military Periodicals, the U.S. Government Periodicals Index, the LexisNexis Government Periodicals Index, the Worldwide Political Science Abstracts, the Lancaster Index to Defence & International Security Literature (U.K.), and the PAIS Bulletin. Book reviews are indexed in Gale Group's Book Review Index. *Parameters* is also available through ProQuest and UMI.

*Parameters'* stalwart reputation built on a half-century of national security scholarly excellence is the bedrock for the next 50 years. The journal will forge new ground in multimedia outreach in the coming years while continuing to provide national security professionals with the in-depth, provocative insights into landpower and strategy they have come to expect.

If you are interested in publishing an article with *Parameters*, visit the Strategic Studies Institute and USAWC Press websites at <https://ssi.armywarcollege.edu> or <https://press.armywarcollege.edu> for the philosophy of the USAWC Press and the guidelines for submitting scholarly articles.

For address changes or queries, please e-mail the USAWC Press at [usawc.press@armywarcollege.edu](mailto:usawc.press@armywarcollege.edu).

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Dr. Antulio J. Echevarria II, DDE '02 (February 2013 to December 2018, and Editor in Chief for USAWC Press, January 2019 to present)

by Lori K. Janning, Copy Editor, U.S. Army War College Press,  
Strategic Studies Institute



# STRATEGIC STUDIES INSTITUTE (SSI)

On May 11th, Dr. Carol Evans became Director of the Strategic Studies Institute (SSI) and the U.S. Army War College (USAWC) Press. Dr. Evans joined SSI in early 2019 as a Professor of National Security Affairs specializing in geoeconomics, geostrategy, intelligence, and international security with a focus on the Indo-Pacific region. She brings her impressive academic credentials and business background to guide SSI and the Press through what will undoubtedly be a challenging period for U.S. national security and in an environment of DoD budgetary constraints.



Dr. Carol A. Evans  
Director, Strategic  
Studies Institute

Dr. Evans has vowed to continue SSI's mission of conducting high quality research, analysis, and publications. Her signature initiative called "SSI Forward" is intended to increase the SSI's engagement with its DoD and national security customers, and to ensure its research and analysis is timely, relevant, and impactful. She is also encouraging collaboration with other USAWC faculty, leveraging the knowledge base across the entire institution. These efforts have recently borne fruit. Two successive integrated research projects, requested by the Secretary of the Army involving teams of professors and students, worked with INDOPACOM to inform Army theater design and force structure to meet the growing threats posed by an expansionary China.



SSI Forward increases communications and outreach with all of the audiences for their research and analysis. They provide tailored newsletters, podcasts, commentary, and other communications for USAWC students, faculty, and Army and DoD stakeholders. SSI and the USAWC Press have an improved web and social media experience, enabling their products to be easily accessed by more researchers, analysts, and policymakers across the national security enterprise. To better share information internally as they work remotely due to COVID-19, SSI has initiated a brown bag lunch series to discuss new initiatives and ideas and for researchers to discuss their current work.



Dr. Roger Cliff

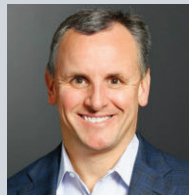
SSI welcomes Dr. Roger Cliff as a Professor of Indo-Pacific Studies. Cliff has over 20 years of experience researching international security and foreign policy problems in the Asia-Pacific region. He recently joined SSI from the Center for Naval Analyses (CNA), and has also spent time at RAND Corporation, the Office of the Secretary of Defense, the Air Force and Navy, and U.S. Pacific Command. He has published more than 30 books, monographs, and articles on Asia-Pacific security issues. He is fluent in Mandarin Chinese and holds a PhD in International Relations from Princeton and an MA in Chinese Studies from UC San Diego.

SSI also welcomes two military team members this fall, LTC Jeff Van Sickle and LCDR Josh Kempinski. Van Sickle is a Special Forces and Foreign Area Officer with significant experience in the Balkans region and joins SSI as the Director of European Affairs, assisting the Strategic Research and Analysis Director. His previous assignment was as the Western Europe Branch Chief for the EUCOM J5, Policy, Plans, and Strategy. Kempinski is a Naval Surface Warfare officer, specializing in undersea warfare, air and missile defense, and ballistic missile defense. His previous assignment was at the Pentagon as an Action Officer for the Deputy Chief of Naval Operations, Operations, Plans, and Strategy, where he was responsible for the global distribution and homeporting of naval forces. He will serve at SSI as the Deputy of Outreach and Engagement.

## DEVELOPMENT TEAM UPDATE

### INTERVIEW WITH TOM BEATY

**Tom Beaty, NSS '17** is the Founder and CEO of Insight Sourcing Group and CEO of SpendHQ, as well as the Founder and Managing Director of the nonprofit Witness to War, dedicated to preserving the oral histories of combat veterans. Since the fall of 2018, Tom has also served as a Trustee of the Army War College Foundation. He is a faithful annual donor and recently gave a gift of stock. We reached out to Tom to ask a few questions about that gift. The following is lightly edited for style.



Tom Beaty, NSS '17

**AWCF:** *Tom, you recently gave a gift of stock to our Foundation. Can you tell us what prompted you to consider donating stock to the Foundation instead of cash?*

**Tom:** Well, the stock market has delivered a lot of gains recently, so I had some highly appreciated shares in my portfolio that I had held for more than a year. I realized I was facing a meaningful capital gains tax bill when I sold those shares and that I could give more to the Foundation by transferring those shares and avoiding the tax than by selling the shares and giving the cash that was left after paying the tax.

**AWCF:** *How difficult or long was the process you had to go through?*

**Tom:** It did not take long at all. I asked the Foundation for stock transfer instructions by email and then asked my brokerage to move the shares. It was that simple.

**AWCF:** *Were there any surprises along the way?*

**Tom:** There were two things that caught my attention. The first was that the donation amount ended up being slightly different than I had intended. By the time the brokerage executed the transfer, the stock price had shifted—but I realized that was normal market behavior. The other surprise was that the stock transfer process did not identify me as the donor, and the Foundation only knew to contact me to confirm it was my gift because I had recently asked for the stock transfer instructions.

**AWCF:** *And we were glad you did that! Now that you've given this way, is there anything you'd say to someone considering making a stock gift in lieu of cash?*

**Tom:** Once you've donated shares for the first time, you'll see how straightforward it can be. Do the math for yourself, and see that if you donate stock instead of cash, you can give more to a charity than by selling the stock and giving the proceeds while also owing capital gains tax. Then don't forget to tell the Foundation you've done that so they can properly thank you when the gift arrives.

**AWCF:** *Thanks for your time, Tom, and for your continuing service to our Foundation and the College.*

**Tom:** You're welcome. It's a pleasure and an honor to be affiliated with the Army War College.

## A JOURNEY WELL PLANNED

COVID-19 touched my family, taking my father on September 4. As you know, that hardly makes us unique, as so many more families than usual have dealt with the illness or death of a family member this year than in years past. I am writing because I have been on a journey that led to a few personal decisions and perhaps my story will encourage you to consider a similar path.

My father lived in a memory care facility that had successfully kept the virus at bay until early August. I am grateful that I was able to travel to be with him and my brother's family, to don PPE and sit with him twice in his hospital room, including the day he passed away. For a journey that had to be taken someday, this one had blessings.

It was 1997 when our parents told us kids they had purchased long-term care insurance. At first, it sounded expensive to me, and for something that had a real chance of never being needed. My mother was diagnosed with stage 3b ovarian cancer, so just a few years later, they said they had "taken care of everything" for their funerals. Her nine-year battle ended in 2006, and I saw glimpses of how smoothly things went for my Dad because of the work they had done with funeral pre-planning. A few years passed before Dad needed to go into assisted living. Fortunately for us, Dad was a gracious gentleman who could eat almost anything and sleep almost anywhere, so he quickly became content in his new surroundings. Then the long-term care policy kicked in. Even when Dad transitioned to the memory care building and no longer recognized us when we visited, he remained that contented gentleman, and the long-term care policy continued to pay all but a small fraction of his monthly care. As my wife and I purchased our own long-term care policies, we quickly recognized how blessed we were that my parents had not scrimped on their own policies.

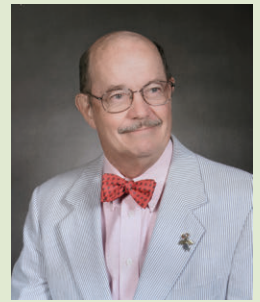
My brother lived in the same town as my Dad, so he took the lead on the funeral arrangements, but once again, so much was already done and paid for that we were simply confirming earlier choices. The biggest

task was writing an obituary, and there still were details to attend to, but the whole process flowed smoothly and we were grateful for the pre-planning he had done. This gave us more space and time to grieve.

When my father had his will redone many years ago, he told me with a twinkle in his eye that he intentionally made my brother and me co-executors to force us to do that final work together. His will was thoughtfully written and is proving easy to administer. That process continues, but we do see eye-to-eye and communicate frequently. It is keeping us close and even through some of the long-distance administrative hassles, I am grateful that we are doing this together.

Research in the field of philanthropy confirms what many life insurance agents know all too well -- Americans don't like to talk about or think about death, especially their own. So why am I talking about this in the Development section of our magazine? There are many lessons in life that can be understood intellectually but are often 'learned' through experience. It took my father's passing to motivate me to convert my own knowledge about pre-planning into action. As I write this, I have an appointment to sit down with a local funeral home for pre-planning. I don't know all the answers to the questions they'll ask, but every journey starts with a first step. My parents gave me an enormous gift that I intend to give to my own children. I'm sure a number of you have already taken this step, and it may not be the right choice for some, but I hope my story will motivate some of you to consider (or reconsider) planning ahead as a gift to those who remain.

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



Mr. Walter Leach



Do you know of or work for an organization that would value a philanthropic relationship with the Army War College Foundation? You can find out more about corporate giving by visiting the Corporate Philanthropy page on our website at [usawc.org/corporate-philanthropy/](https://usawc.org/corporate-philanthropy/) or by contacting our Corporate Development Officer, Kaitlyn Sands at [kaitlyn.sands@usawc.org](mailto:kaitlyn.sands@usawc.org) or 717-804-4964.

## DONOR PROFILE: PENFED FOUNDATION

The Pentagon Federal Credit Union Foundation was created by the Credit Union to support a financial future for service members, veterans, and their families. The PenFed Foundation works to meet the needs of the military community through its Veteran Entrepreneur Investment Program and by partnering with a number of military and veteran-focused organizations to improve the lives of servicemen and women.



The PenFed Foundation and its leadership demonstrated their understanding of the importance of the U.S. Army War College and its mission by becoming a Foundation sponsor for the College's Army Leader Day. Each year, this event provides a unique exchange for the Vice Chief of Staff of the Army, Army Staff Principals, and the current class to engage in dialogue and to learn from each other. Although the 2020 Army Leader Day had to be modified due to COVID-19, the PenFed Foundation pledged its support for next year's anticipated in-person event by renewing its gift for AY21. We are thankful for the generosity of the PenFed Foundation and its continued commitment to support our mission of supporting the College and its programs.

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





# NEW AWCF LIFE 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 May 16, 2020 through November 13, 2020. Memberships AND donations are both tax deductible to the full extent of the law based on our 501(c)(3) status.

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As we celebrate and honor the donors who make our work possible, we also want to say a special thanks to nine people who have shown a extraordinary appreciation for the College and its work by including our Foundation in their will or trust. They are invested in a future of promoting the legacy of the U.S. Army War College, and we are grateful!

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If you have included us in your will, trust document, or insurance policy, or are thinking about doing so, I would love to hear from you. Even if you prefer to remain anonymous, we want to be able to thank you personally and privately. Let's talk! My email is [harry.leach@usawc.org](mailto:harry.leach@usawc.org) and my phone is 717-243-1756.

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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.

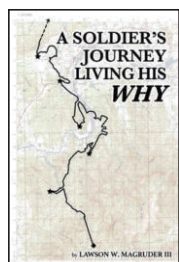
# THANK YOU!

# BOOKS BY GRADS AND FACULTY



**Missing** by COL (Ret) Donald D. Helin, RES '81. In this fictional novel, high-level election officials mysteriously disappear from key presidential election swing states. A nursing home franchise in Minnesota keeps patients as prisoners

chained to their beds. Former General Frederick Farmington, a populist candidate with a radical protectionist agenda, inexplicably soars in the polls. Are the incidents connected? Colonel Zack Kelly and his specialized national security team suspect persons unknown within the president's inner circle of aiding Farmington by attempting to tamper with the upcoming election. Zack's partner on the task force, Rene Garcia, joins the Farmington campaign, and with the election only weeks away, she uncovers a plot to rig the election by hacking into state computer systems and using artificial intelligence to "cook the books." The roots of the conspiracy run so deep they penetrate the lives of not only Zack's team, but also his family and friends. Racing against time, Zack has to dig deep to rescue his colleagues from a band of vicious killers who will stop at nothing to seize presidential power. Not all will survive.

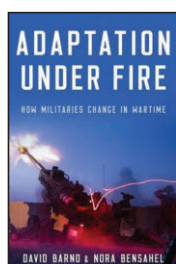


**A Soldier's Journey Living his "Why"** by LTG (Ret) Lawson W. Magruder III, RES '86. Part autobiography, part memoir, this book of stories is also intended to be a primer of sorts for those interested in leadership. Readers will find a rich

menu of life lessons, many professional, many personal, as Magruder describes his career as an Army officer and later co-founder of True Growth, a successful and valued leadership development practice. Accounts of his personal triumphs and failures are written with candor, humility, and a willingness to admit shortcomings to show how values are developed or sometimes discovered. Understanding one's purpose in life is key to answering most of life's other questions. From time to time, the stories will include a summary of life-changing leadership lessons and events that were significant crucibles and emotional experiences. In other cases, insights, personal and professional, are there to be uncovered or discovered by the reader. The narrative is serious, but also often humorous and lighthearted. Lawson is authentic in sharing his life experiences, some very difficult and sensitive, so others can learn from and grow and develop as a leader.



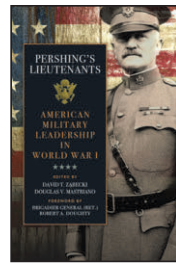
Their mission was to conduct reconnaissance in OH-6 aircraft (aka Light Observation Helicopter or "Loach") near the Cambodian border. Finding and engaging the enemy at low altitude in coordination with an AH-1 Cobra gunship circling above, these units developed a remarkable method of fighting the Viet Cong: Hunter-Killer Operations. The tactic had great local success but died with the war. Few today are aware of the hazards these pilots faced during times of intense combat. Porter's vivid memoir recounts the internal workings of a legendary air cavalry troop, in-the-cockpit combat actions, and the men who were key players on this perilous battleground.



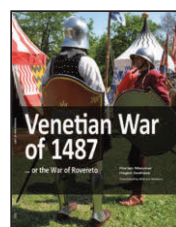
unknown future conflicts must nevertheless make choices about the type of doctrine that their units will use, the weapons and equipment they will purchase, and the kind of leaders they will select and develop to guide the force to victory. Yet after a war begins, many of these choices will prove flawed in the unpredictable crucible of the battlefield. For a U.S. military facing diverse global threats, its ability to adapt quickly and effectively to those unforeseen circumstances may spell the difference between victory and defeat. The authors provide a framework for understanding adaptation and include historical cases of success and failure. Next, they examine U.S. military adaptation during the nation's recent wars, and explain why certain forms of adaptation have proven problematic. In the final section, they conclude that the U.S. military must become much more adaptable in order to address the fast-changing security challenges of the future, and they offer recommendations on how to do so before it is too late.

**Taking Fire: Memoir of an Aerial Scout in Vietnam** by LTC (Ret) David L. Porter, RES '91. As a U.S. Army pilot first lieutenant in the 11th Armored Cavalry Regiment, Porter was section leader in an Aerial Scout platoon in Vietnam.

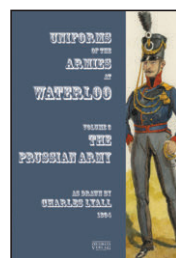
**Adaptation Under Fire: How Militaries Change in Wartime** by LTG (Ret) David W. Barno, RES '95 and Nora Bensahel. Every military must prepare for future wars despite not really knowing the shape such wars will ultimately take. The authors argue that militaries facing



and with the AEF Commander-in-Chief General John J. Pershing. WWI changed the world: four ancient dynasties collapsed in the midst of this war; entire societies were radically altered; a plethora of nations were created or given new life; the map of the Middle East was redrawn; and the nature of war itself was forever changed, expanded to the air. The day the U.S. declared war on Germany, the U.S. Army was the 17th largest in the world, ranking behind Portugal; the Regular Army had only 128,000 troops, backed up by the National Guard with some 182,000 troops. By the end of the war, it had grown to 3,700,000, with slightly more than half that number in Europe. Until the U.S. did so, no country in history had tried to deploy a force of two million 3,000 miles from its own borders. Rising from its ranks in America's first truly modern war was a new generation of leaders who would control the fate of the U.S. armed forces into WWII.



led to considerable political disruptions in Europe. It contains a history of the causes and events of the conflict along with detailed depictions of the armies and their tactics and weapons, supplemented with numerous color photos and illustrations.

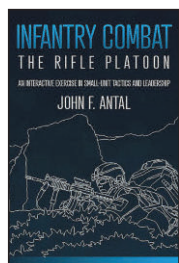


**Uniforms of the Armies at Waterloo, Vol. 3, the Prussian Army** translated by Mr. Richard Sanders, RES '96. After the previous two volumes presented Wellington's British and his allies' armies, this volume addresses the Prussian allies and contains a description of the June 16, 1815 Battle of Ligny that was fought at the same time as the Battle of Quatre Bras (see Vol. 2). In addition, it contains 39 color plates of soldiers of that army of 1815 and details on the Prussian forces' organization and uniforms. The color plates by 19th century Charles Lyall are supplemented with the role of the units at Ligny and Waterloo and critiques of those



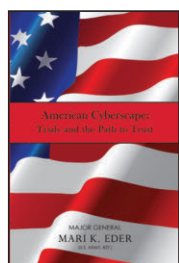
## BOOKS BY GRADS AND FACULTY CONTINUED

illustrations. Two maps from William Siborne's rare atlas facilitate understanding of the Battle of Ligny. There will be four volumes total of the Waterloo uniforms books, the last being on the French Army and summarizing the remainder of the battle.



***Infantry Combat: The Rifle Platoon: An Interactive Exercise in Small-Unit Tactics and Leadership*** by **COL (Ret) John F. Antal, RES '98**. In this interactive work, you are U.S. Army 2LT Bruce Davis. Your light infantry battalion has been airlifted into the Middle

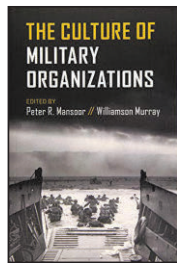
East on short notice, and now your platoon must defend Wafi Al Sirree against the superior might of an advancing enemy's mechanized force. The stakes are high; the odds are long. Your knowledge and judgment will determine your success. If you are wrong, defeat and death may be your fate. Success will let you savor the taste of victory and live to fight another day. The scenario is highly realistic and is supported by maps and appendices with detailed specifications of the equipment and forces involved. The choices you must make are those that would face a rifle platoon leader in combat. You must win the respect of your troops, ensure the security of your positions, obtain intelligence of the enemy, and accomplish everything else required to survive and win in a hostile environment. Whether you're a serving infantryman or armchair enthusiast, this is the best crash course in light infantry tactics you will find, short of a rotation through the National Training Center.



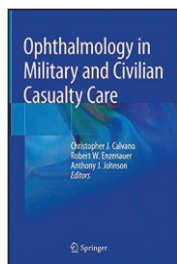
***American Cyberscape: Trials and the Path to Trust*** by **MG (Ret) Mari K. Eder, DDE '01**. This book is based on a series of updated "Information Apocalypse" articles that originally appeared on the WAR ROOM site. Trust is unraveling across American

institutions, affecting not only government but also news organizations, trusted sources of information and, most critically, expertise and values. The impact is not just institutional, the decay also affects individuals, families and shared norms. The very foundations of American civic culture seem increasingly at risk. All the while, technology continues to act as an accelerant, speeding up societal change and challenging our abilities to keep pace while controlling our responses. Uncovering the multivariate sources of these challenges is work that demands rigorous, ongoing investigation. Eder examines the sources of decay in trust and

offers solutions to lead us to firmer terrains of shared truth. By grounding the topography of cyberspace and drawing on wide-ranging expertise and both scholarly and practical experience, Eder shows pathways to improve outcomes for everyone.

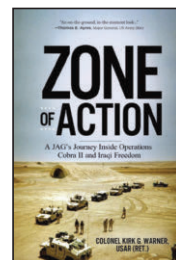


***The Culture of Military Organizations*** edited by **COL (Ret) Peter R. Mansoor, RES '03** and Williamson Murray. Culture has an enormous influence on military organizations and their success or failure in war. Cultural biases often result in unstated assumptions that have a deep impact on the making of strategy, operational planning, doctrinal creation, and the organization and training of armed forces. Except in unique circumstances, culture grows slowly, embedding so deeply that members often act unconsciously according to its dictates. Of all the factors that are involved in military effectiveness, culture is perhaps the most important. Yet, it also remains the most difficult to describe and understand, because it entails so many external factors that impinge, warp, and distort its formation and continuities. The sixteen case studies in this volume examine the culture of armies, navies, and air forces from the Civil War to the Iraq War and how and why culture affected their performance in the ultimate arbitration of war.

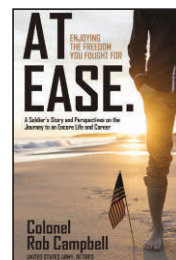


***Ophthalmology in Military and Civilian Casualty Care (2019 edition)*** edited by **BG (Ret) Robert W. Enzenauer, DDE '05**, Christopher J. Calvano, and Anthony J. Johnson. Trauma to the eye and associated structures account for a significant number of combat-related injuries, and combat ocular trauma has steadily risen in frequency over the last century. This book comprehensively examines the accommodations and modifications that must be made in order to treat such ocular traumas in a military setting. Written by ophthalmology experts actively serving in the military at various levels, it is designed to improve ophthalmic casualty outcomes across military settings. A history of military ophthalmology serves as the opening chapter, setting the stage for subsequent chapters examining the intricacies and advancements of damage control ophthalmology, prehospital care of combat eye injuries, neuro-ophthalmic manifestations of trauma, and further severe ocular conditions. Later chapters explore the preventative and proactive efforts to reduce and treat combat-related ocular trauma by

developing "eye armor" for the American infantry and military-affiliated ophthalmic surgical missions. Complete with high-quality color illustrations and figures, this serves as an invaluable, practical reference for military physicians, military ophthalmologists, ophthalmology professors, residents, and fellows interested in combat medicine and eye trauma.



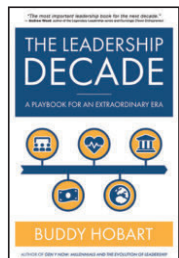
***Zone of Action: A JAG's Journey Inside Operations Cobra II and Iraqi Freedom*** by **COL (Ret) Kirk G. Warner, DDE '07**. This is a front-row seat to major combat operations, leadership, tragedy, and nation-building. These are the war-theater observations of a senior Army JAG constantly in the thick of the war, the occupation, and the Iraqi community. He tells the inside-the-war-room story of Operation COBRA II and Iraqi Freedom during the march to Baghdad and the nation-building beyond. It details his official and inner journeys and those of soldiers and Iraqis encountered along the way. It reveals the sacrifice of many unsung heroes and the challenges of liberating and occupying a broken country. It shows the character of our soldiers and leaders, and the occasional lack of it. But above all things, it is an honest, often humorous romp through war by someone deep in the arena.



***At Ease: Enjoying the Freedom You Fought For - A Soldier's Story and Perspectives on the Journey to an Encore Life and Career*** by **COL (Ret) Robert C. Campbell, RES '13**. There will come a day when it's time to hang up your uniform and transition to a civilian world you may know little about (despite having spent decades fighting to protect its freedoms and liberties). When it's time, you may find yourself unprepared and overwhelmed. You've been busy leading and giving selflessly to your unit and your mission, so now what? Campbell takes you on a journey to post-military life – the ups and downs, the sleepless nights and complex decision-making, and the arduous weighing of the "what ifs" and choices before you. This is part memoir, part "how to" guide to help you explore the nuances of the military/civilian transition. He discusses, candidly and vulnerably, everything from what surprised him about the "big, hard civilian world" and the challenges of "the job swamp" to the role of spouses and children on the transition decision and how to celebrate your service before putting it behind you. Discover a new compass for your life and

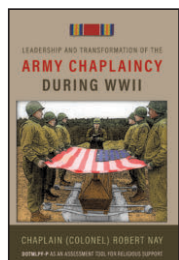
# BOOKS BY GRADS AND FACULTY CONTINUED

career, where job passion and geography point the way, and where seeking the next rank or finishing an assignment or deployment are no longer the guidposts for living.



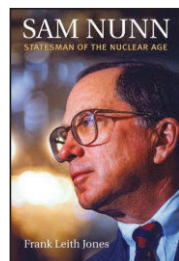
***The Leadership Decade: A Playbook for an Extraordinary Era*** by **Mr. Buddy Hobart, NSS '15**. There is no doubt that we are embarking on an era of challenge and change, and the value and impact of effective leadership has never been more evident.

Little is clear about what the next decade looks like for your business, except for one thing: What worked in the past is no longer enough. For your business to endure and thrive, your Millennial and Gen Z employees will lead your company into the future. Outdated 20th-century leadership tactics just won't cut it when it comes time to empower this diverse workforce. Ask yourself: Are you giving them the leadership tools needed to propel your business out of a crisis? In an era when many companies are thinking about whether they will survive at all, Hobart shows how the best leadership can move your company ahead, even while facing headwinds. Classic leadership techniques have their place, but tomorrow's winning companies will be those that develop leadership skills at all levels and in all jobs. The old method of promoting by seniority and skills is long gone.



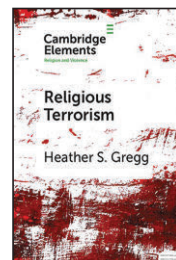
***Leadership and Transformation of the Army Chaplaincy during WWII*** by **CH (COL) Robert Nay, DDE '18**. While examining the Army Chaplaincy during WWII, Nay focuses on Chaplain (MG) William Arnold,

Army Chief of Chaplains, from December 23, 1937, to February 14, 1945. During that period, Chaplain Arnold oversaw the greatest transformation of the Army Chaplaincy since the Chaplain Corps' inception in 1775. The changes he implemented preceded the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) framework now found in the Joint Capabilities Integration and Development System (JCIDS), but he understood the importance of all the elements represented in that framework. Chaplain Arnold enhanced the capabilities the Chaplain Corps delivered to the Army, providing timely and effective support for soldiers of all religious faith groups and of no religious affiliation at all, and in advising commanders on issues of religion, morals, and morale. These are a model for the organizational transformation the Chaplain Corps is undertaking today and for the decades ahead. *A free electronic copy of this book is available via the Chief of Chaplains website.*



***Sam Nunn: Statesman of the Nuclear Age*** by **Dr. Frank L. Jones, FAC**. Nunn (D-GA) served four terms in the Senate beginning in 1972. As a member and then Chairman of the Senate Armed Services Committee, he worked most of the crucial national security and defense issues of the Cold War era and the "new world order" that followed, including the revitalization of NATO's military capability, Soviet relations, national defense reorganization and reform, the Persian Gulf conflict, and nuclear arms control. In this first full account of Nunn's senatorial career, Jones reveals how, as a congressional leader and "shadow secretary of defense," Nunn

helped win the Cold War, constructing the defense and foreign policies of the 1970s and 1980s that secured the nation and its allies from the Soviet threat. At a time of bitter partisanship, Nunn was a statesman with a record of bipartisanship and a dedication to U.S. national interests above all. His career provides both a valuable lesson in the relationships among the U.S. government, foreign powers, and societies and a welcome reminder of the capacity of Congress, even a lone senator, to promote and enact policies that can make the country and the world a better and safer place.



***Religious Terrorism*** by **Dr. Heather S. Gregg, FAC**. How can the world's religions, which propagate peace and love, promote violence and the killing of innocent civilians through terrorist acts? This work aims to provide insights into this

puzzle by beginning with a brief overview of debates on terrorism, a discussion on religion and the various resources it provides groups engaging in terrorist acts, four arguments for what causes religious terrorism across faith traditions, and a synopsis of deradicalization programs. This discussion shows that, when combined with certain political and social circumstances, religions provide powerful resources for justifying and motivating terrorist acts against civilians.

If you have recently published a book, or are publishing one soon, you can submit it for inclusion by emailing [info@usawc.org](mailto:info@usawc.org).

## TAPS FALL 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

### 1960s

COL (Ret) Thomas R. Cross, RES '60	July 3, 2020
COL (Ret) Charles J. Dominique, RES '61	July 31, 2020
COL (Ret) Charles W. Schudt, RES '61	April 20, 2020
Col (Ret) Paul N. Spencer, USAF, RES '63	December 15, 2019
COL (Ret) James W. Morris, Sr., RES '64	September 30, 2020
MG (Ret) Verne L. Bowers, RES '65	March 12, 2020
COL (Ret) Robert E. Rich, RES '65	May 19, 2020
COL (Ret) Richard 'Rip' Ripley, D.Ed., RES '65	October 18, 2020
COL (Ret) Francis 'Frank' Kane, Jr., RES '66, former FAC	October 10, 2020
COL (Ret) George 'Dex' Dexter, RES '67	June 4, 2020
MG (Ret) Charles 'Chuck' Heiden, RES '67	August 7, 2020
COL (Ret) Sam C. Holliday, Ph.D., RES '67	August 25, 2020
COL (Ret) Guy E. Jester, Ph.D., RES '68	March 3, 2020
COL (Ret) Ralph 'Kris' Kristoferson, RES '68	October 4, 2020
MG (Ret) Clyde W. Spence, Jr., RES '68	July 19, 2020
COL (Ret) Reginald W. Woolard, RES '68	August 28, 2020

MG (Ret) Edward 'Ted' Atkeson, Ph.D., RES '69, former FAC	July 9, 2020
CAPT James 'Jim' Edmundson, USN (Ret), RES '69	October 8, 2019
BG (Ret) William 'Bill' Kennedy, RES '69	October 16, 2020

### 1970s

COL (Ret) Robert E. Ayers, RES '70	June 27, 2020
MG (Ret) Neal Creighton, Sr., RES '70	September 15, 2020
COL (Ret) John L. Lillibridge, Jr., RES '70	June 19, 2020
COL (Ret) Frederick 'Clint' Clinton, RES '71	July 9, 2020
COL (Ret) Floyd H. Henk, RES '71	September 13, 2020
COL (Ret) Richard M. Jennings, Ph.D., RES '71	June 9, 2020
COL (Ret) Clyde 'Pat' Patterson, Jr., RES '71	September 13, 2020
COL (Ret) Edward B. Covington III, RES '72	May 5, 2019
COL (Ret) Ralph 'Bud' Julian, RES '72	April 8, 2020
BG (Ret) Arthur J. Junot, RES '72	May 21, 2020
GEN (Ret) Edward 'Shy' Meyer, USAWC Dep Cmdt '72-'73	October 13, 2020
Mr. Donald 'Don' Reilly, RES '72	August 23, 2020



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CNSP – Commandant's National Security Program

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

COL (Ret) Charles 'Chuck' Sperow, RES '72 ..... October 27, 2019  
COL (Ret) Anthony J. Adessa, RES '73 ..... June 18, 2020  
COL (Ret) Gaither C. Bray, RES '73 ..... October 10, 2020  
MG (Ret) Jerry R. Curry, RES '73 ..... May 23, 2020  
COL (Ret) Douglas L. Haller, RES '73 ..... November 3, 2020  
COL (Ret) R. Joe Rogers, RES '73 ..... August 22, 2020  
BG (Ret) Charles 'Chuck' Adsit, RES '74 ..... November 14, 2019  
COL (Ret) Hugh B. Harrison, RES '74 ..... July 22, 2020  
COL (Ret) Thomas J. Manning, RES '74 ..... May 24, 2020  
MG (Ret) J. Hollis V. McCrea, Jr., RES '74 ..... July 19, 2020  
Lt Gen (Ret) Kenneth L. Peek, Jr., USAF, RES '74 ..... July 20, 2020  
Col (Ret) John D. Sims, USAF, RES '74 ..... May 10, 2020  
CAPT J. Larry May, USN (Ret), RES '75 ..... July 4, 2020  
COL (Ret) Donald L. Richardson, DCS '75 ..... May 17, 2020  
LTG (Ret) Johnnie H. Corns, RES '76 ..... May 12, 2020  
BG (Ret) Sherman J. Gage, SRCO '76 ..... June 6, 2019  
COL (Ret) Thomas E. Lett, Jr., DCS '76 ..... October 22, 2019  
COL (Ret) Don Phillips, RES '76 ..... February 19, 2020  
Hon. (COL, Ret) Robert 'Bob' Poydasheff, Sr., RES '76 ..... September 24, 2020  
COL (Ret) Ronald B. Stevens, RES '76 ..... October 14, 2020  
GEN (Ret) William G.T. Tuttle, Jr., RES '76 ..... November 9, 2020  
COL (Ret) George H. Buchanan III, DCS '77 ..... June 27, 2020  
COL (Ret) Franklin J. Casey, RES '77 ..... September 13, 2020  
COL (Ret) L. George Clayton, RES '77 ..... July 17, 2020  
COL (Ret) Harvey R. Fields, RES '77 ..... June 7, 2020  
COL (Ret) Walter P. Hayes, DCS '77 ..... August 22, 2019  
COL (Ret) John K. Solomon, RES '77 ..... March 30, 2020  
COL (Ret) Robert 'Bob' Barham, DCS '78 ..... July 22, 2020  
COL (Ret) Charles 'Will' Hendrix, RES '78 ..... April 28, 2019  
Col (Ret) Paul E. McManus, USAF, RES '78 ..... January 21, 2020  
COL (Ret) J. Roddy 'Rod' Paschall, RES '78, former FAC ..... June 10, 2020  
MG (Ret) William 'Bill' Winkler, Jr., RES '78 ..... May 22, 2020  
COL (Ret) Richard J. Dalche, DCS '79 ..... April 27, 2020  
COL (Ret) John F. Hatch, Jr., P.E., DCS '79 ..... August 25, 2020  
BGen James R. Joy, USMC (Ret), RES '79 ..... August 4, 2020  
COL (Ret) Charles 'Chuck' Kottich, DCS '79 ..... September 24, 2020  
COL (Ret) Robert J. Pflighardt, DCS '79 ..... June 12, 2020  
COL (Ret) Allan D. Robb, RES '79, former FAC ..... September 12, 2020  
COL (Ret) Gregory L. Troutman, DCS '79 ..... October 24, 2020  
Col (Ret) Harold 'Hank' Wilson, USAF, RES '79 ..... April 2, 2020

## 1980s

COL (Ret) Philip J. Clements II, DCS '80 ..... July 11, 2020  
Lt Col (Ret) Dale J. Cooper, USAF, RES '80 ..... June 7, 2013  
LTG (Ret) Jerome 'Jerry' Granrud, RES '80, former FAC ..... March 18, 2020  
COL (Ret) Joseph M. Parker, DCS '80 ..... October 26, 2020  
COL (Ret) Demetrios 'D' Tsoulos, M.D., RES '80 ..... March 16, 2019  
COL (Ret) John T. Bowden, Jr., RES '81, former FAC ..... June 4, 2020  
GEN (Ret) William W. Hartzog, RES '81 ..... October 15, 2020  
COL (Ret) Paul L. Smith, DCS '81 ..... March 20, 2020  
COL (Ret) Daniel G. Barney, DCS '82 ..... October 30, 2020  
COL (Ret) Jack H. Clifton, RES '82 ..... April 18, 2020  
COL (Ret) Thomas A. Horner, RES '82 ..... March 11, 2017  
COL (Ret) Victor E. Micol, Jr., RES '82 ..... June 8, 2020  
COL (Ret) W. Kenneth Bedsole, D.Ed., DCS '83 ..... July 2, 2020  
Mr. William R. Bendall, RES '83 ..... August 18, 2019  
COL (Ret) John D. Colvin III, RES '83 ..... July 14, 2020  
LTC (Ret) Charles H. Duckworth, DCS '83 ..... April 7, 2019  
BG (Ret) Gilbert S. Baca, RES '84 ..... May 20, 2020  
MG (Ret) James G. Blaney, RES '84 ..... October 18, 2020  
LTC (Ret) David S. Briggs, DCS '84 ..... July 27, 2020  
COL (Ret) Marc B. Powe, DCS '84 ..... August 2, 2020  
COL (Ret) Maurice D. Westmoreland, DCS '84 ..... October 6, 2020  
COL (Ret) David P. Wilhelm, RES '84 ..... April 11, 2020  
COL (Ret) Ted K. Yamashita, DCS '84 ..... June 16, 2020  
MG (Ret) Michael T. Gaw, DCS '85 ..... June 29, 2020  
LTC (Ret) Colin 'Toby' Halvorson, DCS '85 ..... June 13, 2020  
BG (Ret) J. Frank Hennessee, RES '85 ..... June 2, 2020  
CAPT David A. Peszko, USN (Ret), RES '85, former FAC ..... March 25, 2020  
COL (Ret) James H. Voelz, DCS '85 ..... July 19, 2020  
COL (Ret) Frank B. Allen, DCS '86 ..... June 10, 2020  
LTC (Ret) Thomas Jay 'TJ' Blue, DCS '86 ..... July 28, 2020  
COL (Ret) John 'Tom' Eanes, RES '86 ..... September 8, 2020

COL (Ret) Paul D. Mahaffy, DCS '86 ..... July 3, 2020  
COL (Ret) Jerry B. Schneider, USAWCF '86 ..... January 30, 2013  
COL (Ret) John 'Jack' Keith, RES '87, former FAC ..... September 25, 2020  
COL (Ret) George 'Fenton' Ray, DCS '87 ..... May 11, 2020  
COL (Ret) J. Wallace Speed, DCS '87 ..... August 21, 2020  
BG (Ret) Thomas J. Bruner, DCS '88 ..... June 23, 2020  
LTC (Ret) Maurice 'Mike' Murphy II, DCS '88 ..... June 23, 2020  
CDR Francine F. York, USN (Ret), RES '88 ..... July 27, 2020  
CH (COL, Ret) Charles T. Clanton, DCS '89 ..... July 8, 2019  
COL (Ret) John C. Maher, RES '89 ..... December 1, 2018  
LTC (Ret) Brian V. Pizzano, RES '89 ..... November 17, 2019

## 1990s

COL (Ret) Gene L. Miller, RES '90 ..... November 14, 2017  
COL (Ret) Robert 'Ozzie' Osborne, RES '90 ..... July 11, 2020  
COL (Ret) Thomas R. Cagley, RES '91 ..... October 24, 2019  
COL (Ret) Richard W. Hall, RES '92 ..... June 10, 2020  
COL (Ret) Hiroaki 'Rocky' Morita, RES '92 ..... November 17, 2011  
COL (Ret) Terry L. Rice, Ph.D., P.E., USAWCF '92 ..... September 30, 2020  
LTC (Ret) Donovan 'Don' Jagger, DCS '93 ..... August 24, 2020  
BG (Ret) Charles 'Chuck' Martin, RES '93 ..... June 24, 2020  
COL (Ret) David H. McIntyre, Ph.D., DCS '93 ..... June 8, 2020  
BG (Ret) James 'Doc' Dougherty, Jr., DCS '94 ..... June 7, 2020  
LtCol Zachary T. Forester III, USMC (Ret), DCS '94 ..... September 7, 2020  
COL (Ret) Thomas V. Mukai, DCS '95 ..... March 19, 2020  
COL (Ret) John W. Bucher, RES '96 ..... May 18, 2006  
COL (Ret) Herman 'Tom' Palmer, Jr., RES '97 ..... June 25, 2020  
COL (Ret) Carl A. Rea, Jr., DCS '97 ..... October 10, 2020  
COL (Ret) Paul J. Dronka, RES '98 ..... May 25, 2020  
MG (Ret) Merdith 'Bo' Temple, RES '98 ..... November 1, 2020

## 2000s

Ouida Word Dickey, D.Ed., NSS '00 ..... December 31, 2019  
COL (Ret) Christopher J. Munn, RES '01 ..... January 26, 2020  
COL (Ret) Davis M. Richardson, DDE '01 ..... July 8, 2020  
Col Darrell F. Halse, USMC (Ret), DDE '02 ..... September 14, 2018  
LTJG Olaf T. Harken, USN (Ret), NSS '02 ..... October 21, 2019  
LTC (Ret) Donal 'Don' Meynig, RES '02 ..... September 28, 2020  
COL (Ret) Michael P. Finn, J.D., DDE '03 ..... July 5, 2020  
COL (Ret) Michael C. Wilmer, RES '04 ..... October 17, 2020  
COL (Ret) David M. Gill, RES '05 ..... April 2, 2019  
Dr. Georgia Sorenson, former FAC ..... October 17, 2020  
COL (Ret) Tobin 'Toby' Green, USAWCF '06 ..... October 27, 2020  
COL (Ret) Kirk J. Haschak, RES '06 ..... March 12, 2020  
Mr. Stephen J. Carrig, Jr., RES '07 ..... May 14, 2020  
COL (Ret) Steven E. Landis, RES '09, former FAC ..... July 29, 2020  
COL (Ret) John F. Wells, DDE '15 ..... October 10, 2020  
Hon. Ralph S. Rubio, NSS '16 ..... July 19, 2020

## Spouses

Mrs. Martha Towler Hamilton, wife of COL (Ret) Milton 'Milt' Hamilton, RES '65 ..... July 22, 2020  
Mrs. Robin DeGraf, wife of COL (Ret) William 'Bill' DeGraf, RES '66 ..... March 11, 2020  
Mrs. Helen Harageones, widow of COL (Ret) Angelo 'Jim' Harageones, RES '70 ..... November 23, 2019  
Mrs. Jean Bailey Rogers, wife of COL (Ret) R. Joe Rogers, RES '73 ..... August 18, 2020  
Mrs. Myrtle 'Mopsy' Phillips, wife of COL (Ret) Don Phillips, RES '76 ..... November 2019  
Mrs. Ellen Rose Hughes, wife of BG (Ret) Francis 'Frank' Hughes, RES '77 ..... June 17, 2020  
Mrs. Lucile 'Lu Ann' Fox, wife of COL (Ret) James 'Jim' Fox, RES '78 ..... August 1, 2020  
Mrs. K. C. 'Binnie' Glabus, widow of COL (Ret) Edmund 'Ed' Glabus, RES '80, former FAC ..... July 20, 2020  
Mrs. Pauline 'Polly' Lyle, wife of COL (Ret) M. Douglas 'Doug' Lyle, DCS '80 ..... July 1, 2020  
Mrs. Joy Pollock Vollrath, widow of LTG (Ret) Frederick 'Fred' Vollrath, RES '81 ..... October 7, 2019  
Mrs. Janet Pistorius, wife of COL (Ret) Joseph 'Joe' Pistorius, DCS '82, former FAC ..... March 4, 2020  
Mrs. Lorraine Daxe, wife of COL (Ret) Arnie Daxe, DCS '83 ..... May 4, 2020  
Mrs. Esther 'Beth' Garrett, wife of MG (Ret) Joseph 'Skip' Garrett III, USAWCF '87 ..... May 3, 2020  
Mrs. Pauline 'Polly' Blum, wife of CDR G. Edward 'Ed' Blum, USN (Ret), RES '89 ..... June 5, 2020  
Mrs. Elizabeth J. McQue, wife of LTC (Ret) Robert R. McQue, Sr., DCS '89 ..... November 24, 2017  
Mrs. Wendy Williams Franklin, wife of COL (Ret) Donald 'Don' Franklin, DCS '90 ..... March 29, 2020  
Mrs. Jacqueline Lee Arrol, wife of COL (Ret) Lawrence 'Larry' Arrol, RES '93 ..... August 24, 2019  
Mrs. Katherine 'Kathy' Kirk, wife of COL (Ret) Donald R. Kirk, RES '94, former FAC ..... July 5, 2020  
CW4 (Ret) Jerry L. Mealer, husband of BG (Ret) Robin L. Mealer, RES '03 ..... September 9, 2020  
CW3 (Ret) William 'Mick' Wood, husband of COL (Ret) Sandra B. Wood, DDE '03 ..... February 23, 2020  
Mrs. Carol A. Crupi, wife of Mr. Francis 'Frank' Crupi, RES '05 ..... September 27, 2018  
Mrs. Sheri L. Cohen, wife of COL (Ret) Jonathan M. Cohen, RES '12 ..... September 18, 2020



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from CW4 (Ret) David D. Watts

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## 1980s

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**BG (Ret) Richard W. Potter, Jr., RES '81** from COL (Ret) E. Wayne Dill, DCS '81

**COL (Ret) Leonard D. Hardy, Jr., RES '82** from COL (Ret) James A. Orahood, RES '89

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**COL (Ret) Robert 'Bob' Clegg, DCS '90** from LTC (Ret) Tezeon Y. Wong, DDE '05

**COL (Ret) Leonard J. Fullenkamp, RES '90** from Dr. and Mrs. Robert E. Millward, NSS '01

**BG (Ret) Roger W. Searce, RES '90**

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from COL (Ret) Robert F. Hervey, RES '85

from COL (Ret) Samuel R. Young, DCS '95

**COL (Ret) Johnston 'Jack' Beach, RES '92** from Mr. Charles A. Beach, NSS '92

**COL (Ret) Michael J. Pasquarett, former FAC**

from COL (Ret) Jerome J. Comello, former FAC

**Col (Ret) Kenneth W. Womack, USAF, RES '93**

from members of Seminar 16, Distance Class of 2020

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**COL (Ret) Dorothy H. Clark, RES '95** from COL (Ret) Samuel R. Young, DCS '95

**COL (Ret) Edward 'Ed' Filiberti, RES '95** from Dr. James A. Helis, USAWCF '00

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**COL (Ret) Ruth B. Collins, RES '98**

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from COL (Ret) Arch H. Ely, Jr., RES '76

from COL (Ret) Nicholas J. Morana, DCS '73

from Mr. and Mrs. James K. Perrin, NSS '12

from COL (Ret) and Mrs. Ted Stuart III, DCS '87

## 2000s

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**CH (COL, Ret) Larry Adams-Thompson, DDE '04**

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**Mr. Russ and Liz Bundy** from Rev. Dick Ellsworth, Sgt, WWII, 86th Division, NSS '02

**COL (Ret) Jeffrey R. Elliott, DDE '05**

from his father, LTC (Ret) Charles R. Elliott, former FAC

**Dr. Paul R. Kan, FAC** from COL (Ret) John W. Van De Loop, RES '09

**MG A. Ray Royalty, DDE '07** from BG Tripp Bowles, DDE '11

**Mr. George K. Whyte, Jr., NSS '07** from Mr. Richard P. Toft, NSS '08

**COL (Ret) Jeffrey W. Dill, USAWCF '09** from his father, COL (Ret) E. Wayne Dill, DCS '81

**COL (Ret) Richard A. Lacquement, Jr., RES '09**, from COL (Ret) Ruth B. Collins, RES '98

**MG Patrick J. Donahoe, USAWCF '10** from COL (Ret) Robert S. Poydasheff, RES '76

**COL (Ret) Raymond 'Ray' Elder III, DDE '13**

from his father, LTC (Ret) Raymond K. Elder, Jr., DCS '80

**COL Nicholas D. Young, DDE '14** from LTC James T. Marques, former FAC

**COL Anthony K. Atlas, Sr., DDE '16** from COL (Ret) J. A. Barton Campbell, DCS '85

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**COL Kimberlie A. Biever, DDE '17** from COL (Ret) Jeri I. Graham, DCS '96

**LTC Sean P. Begley, DDE '19** from Dr. Lawrence H. Veracco, CNSP '19

**COL Katherine J. Townsend, DDE '20**

from her parents, BG (Ret) and Mrs. John G. Townsend, DCS '90

## Others

**2nd Engineer Combat Bn, 2nd Infantry Division, Dec '44, Battle of The Bulge**

from Prof. William Jannace

**2nd Infantry Division, WWI, WWII, Korea, Iraq, Afghanistan**

from Prof. William Jannace

**2nd Infantry Division and the 75th Anniversary of its return**

from ETO, WWII, Jul '45 from Prof. William Jannace

**Army Civilian Students** from SES (Ret) Maureen O. Viall, RES '97

**Army Logisticians** from MG (Ret) Warren A. E. Magruder, RES '75

**Army War College Foundation Office and Gift Shop Staff**

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

**CSM (Ret) Wm. and Rosa Barrineau** from their son, COL (Ret) James E. Barrineau, RES '04

**Bill and Lilly Barton**, from Lilly's cousin, Col Jason Seal, USMC (Ret), RES '02

**The Battle of the Bulge Association** from Prof. William Jannace

**The Big Red One** from COL and Mrs. Raymond E. Burrell, DCS '77

**Dr. Deborah L. Birx** from COL (Ret) Robert S. Poydasheff, RES '76

**Buffalo Soldiers** from Mr. Bruce E. McLeod, Jr., RES '87

**LTC (Ret) John Colacicco** from COL (Ret) Michael F. Colacicco, DCS '92

**Marc DeLaricheliere, U.S. Navy, Vietnam Vet,**

from Hon. John des Groseilliers, SRCOC '12, USAR Ambassador

**COL Peter C. Glass** from his father, COL (Ret) Gerald E. Glass, DCS '87

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

**Mr. John 'Jack' Hunter, U.S. Army Air Corps '41-'45**

from his son-in-law, Mr. Carl L. Davis, Jr., NSS '99

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**COL (Ret) Donald J. Kievit, Sr.** from his son, LTC (Ret) James O. Kievit, former FAC

**COL James A. Kievit, Sr.** from his father, LTC (Ret) James O. Kievit, former FAC

**Mrs. Sally Lengyel** from Col (Ret) Gordon E. Niebergall, USAF, RES '09 and Tara Niebergall

**Mr. Howard W. Lindsey** from Mr. John Lindsey

**Mr. Quinn Lockhart** from his mother, CH (COL) Joanne S. Martindale, DDE '18

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

**Mr. John Manos, U.S. Navy, Korean War** from Prof. William Jannace

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**Soldiers in 337th Combat Spt Hospital, Indianapolis; 334th Medical Group, Grand Rapids; and TF Med Eagle XIV, Bosnia and Herzegovina**

from COL (Ret) You-Ying W. Whipple, RES '00

**Vasilios Theodosakis, U.S. Army, Korean War** from Prof. William Jannace

**Kostas L. Vellios, USAF, 802nd Eng Aviation Bn, 5th Army, Korean War**

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**MG (Ret) George 'Bud' Akin, RES '77** from his son, COL (Ret) George G. Akin, RES '07  
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from his brother, COL (Ret) William V. Solomon, RES '81  
from his brother, ILT (Ret) James H. Solomon  
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**Deceased Members of the Class of 1980** from COL (Ret) Charles A. White, Jr., RES '80  
**COL (Ret) James A. Anderson, Jr., DCS '80** from his widow, Mrs. Joan L. Anderson  
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**Mrs. Mary Jane Sausser** from her widow, BG (Ret) R. Gary Sausser, RES '84  
**COL (Ret) John W. McGuinness, RES '85** from his widow, Mrs. Joan McGuinness  
**COL (Ret) John T. 'Tom' Nettling, RES '85**  
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from COL (Ret) and Mrs. Dempsey L. Malaney, RES '85  
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**Mrs. Louise P. Frederick** from her widow, COL (Ret) Jonathan E. Frederick, DCS '86  
**Mrs. Doris Kennedy** from her widow, COL (Ret) Leo R. Kennedy, RES '86  
**COL (Ret) Paul D. Mahaffy, DCS '86** from his widow, Mrs. Norma D. Mahaffy  
**Mrs. Martha Terrazas** from her widow, COL (Ret) Bert J. Terrazas, DCS '86  
**MG (Ret) William B. Watson, DCS '86**  
from COL (Ret) Don Franklin, DCS '90 and the late Wendy Williams Franklin  
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**COL (Ret) Clyde L. Jonas, DCS '92** from COL (Ret) Larry Sommers, DCS '93

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from his widow, COL (Ret) Ruth B. Collins, RES '98

from COL (Ret) Leonard J. Fullenkamp, RES '90

from his brother-in-law, COL (Ret) Stephen F. Garrett, RES '90

from LTC (Ret) William H. Harkey, DCS '95

from Mr. Stephen E. Henthorne, former FAC

from COL (Ret) and Mrs. Robert A. Portante, RES '94

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

from CSM (Ret) and Mrs. Ron Rath

from MG (Ret) and Mrs. William 'Bill' Stofft, RES '79, Cmdt '91-'94

from CDR (Ret) Robert and Barbara Wohlschlegel, RES '99

**MG (Ret) Meredith 'Bo' Temple, RES '98** from LTG (Ret) Ken Keen, RES '98 on behalf of

the Army War College Foundation's Board of Trustees and the Resident Class of 1998

from COL (Ret) Richard L. Ott, DDE '09

**SGT Patrick C. Hawkins**, son of COL (Ret) and Mrs. Roy Hawkins, RES '99

from COL (Ret) G. Scott McConnell, RES '06

### **2000s**

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**Mrs. Dianne Shartzter** from her widower, COL (Ret) Len Shartzter, DDE '00

**COL (Ret) Christopher J. Munn, RES '01** from BG Michael A. Natali, DDE '14

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**CW4 (Ret) Jerry L. Mealer**, husband of BG (Ret) Robin L. Mealer, RES '03,

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**Mrs. Carol A. Crupi** from her widower, Mr. Francis 'Frank' Crupi, RES '05

**Mrs. Mari Edwards** from her widower, COL (Ret) Keith Edwards, RES '05

**Dr. Sara L. Morgan, FAC '06-'11** from her family

**Mr. Robert W. Riddle** from his widow, COL (Ret) Rebecca C. Samson, RES '06

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**Those who served and sacrificed, remembering the 70th Anniversary of the**

**Korean War, June 1950, and the 75th Anniversary of VJ Day, August 1945**

from Prof. William Jannace

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**George Sciabarra, U.S. Army, Italian Campaign, WWII** from Prof. William Jannace

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**SFC (Ret) Sutton Smith** from his daughter, COL (Ret) Gladys Vandetta Smith, RES '05

**Mrs. Frances Snipes** from her son, COL (Ret) Michael R. Snipes, DDE '01

**Kemper Stone, Jr.** from his brother, LTC (Ret) Charles Paul Stone

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**ILT James Mansfield Symington, 23rd Inf**

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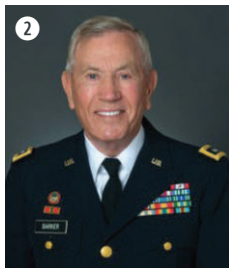
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**Maj John F. Wilson, USMCR** from his uncle, BG (Ret) Harry J. Mott III, DCS '77

**COL William Wood** from BG Nick Ducich, DDE '14





**1 COL (Ret) Nicholas 'Nick' Morana, DCS '73** was honored on June 7, 2020 for 30 years of service with The Enrichment Centers, a non-profit organization that helps adult residents in multiple communities across Hernando County, Florida, with activities and events that give them the opportunity to gather, connect, and make friends. Nick and his wife, Ann, also celebrated their 70th wedding anniversary in September and Nick's 95<sup>th</sup> birthday in October.

**2 MG (Ret) George E. Barker, DCS '77, former AWCF BoT**, serves as a trustee of the Colonel John Warren Pershing Estate and Foundation and as a member of the Chancellor's Cabinet at Arkansas State University. He is also a founding member of Arkansas State's Beck Center for Veterans, which provides combat wounded veterans with educational programs and services, and is a co-founder of the Helping Hands Foundation in his hometown of Rector, Arkansas where he is spearheading a project to build a Veterans Memorial Park honoring all who have served their country in the U.S. Armed Forces. (See also page 39, the 2020 Class of the Army ROTC Hall of Fame.)

**BG (Ret) Harry J. Mott III, DCS '77** reports that his grandson, 1LT Zachary M. Stuart, is a Ranger and a platoon leader with the 307th Brigade Engineer Battalion, 82nd Airborne Division. Zach's younger brother, Andrew Stuart, is now in Basic Training.

**3 MG (Ret) William 'Bill' Matz, RES '80 and Colonel Edmondus 'Ed' Caelen, IF Netherlands, RES '18** attended the Liberation Concert at The American War Cemetery and Memorial in Margraten, Netherlands on September 20<sup>th</sup>. The musical tribute, held every year since 2006, is done in commemoration of the fallen soldiers who gave their lives in WWII for the liberation of the Netherlands. This year's concert celebrated 76 years since the liberation of the Netherlands in September 1944. Both grads agreed that the year in Carlisle was the best year of their lives.

**4 COL (Ret) E. Wayne Dill, DCS '81** was selected for induction to the Georgia Military Veterans' Hall of Fame Class of 2020 in the Valor category (heroic action in combat). This honors Georgia veterans and educates Georgia youth and citizens about military heroes. This will be the eighth class inducted, though the ceremony is to be determined due to the COVID-19 pandemic. The Hall of Fame display is located in the Floyd Veterans Building across the street from the Georgia State Capitol in Atlanta.

**5 COL (Ret) Jeffrey 'Jeff' Gault, RES '90** continues as the Chief Executive of the Army Scholarship Foundation, which has provided academic scholarships to children of soldiers and spouses of active duty enlisted soldiers for 20 years. The Army Scholarship Foundation recently announced over 200 college level scholarship awards to Army family members who are in pursuit of their educational dreams. Several USAWC graduates serve as members of this Foundation board of directors. Additional information is available at the [ArmyScholarshipFoundation.org](http://ArmyScholarshipFoundation.org) website.

**COL (Ret) Kenneth P. Davis, Ph.D., DCS '93** has served as a reviewer for the annual book prizes at the Army Historical Foundation since 2012. He was recently elected to the Board of Directors of the Army OCS Alumni Foundation, just hit 840 hours of service to the USO, and is hoping to do some docent work at the new Museum of the U.S. Army. (See p. 5 regarding Ken's Outstanding Alum honor.)

**6 GEN (Ret) Richard A. Cody, RES '94 and his wife, Vicki**, received the General Creighton W. Abrams Medal for exceptional service to the U.S. Army. The medal was presented virtually during AUSA's Annual Meeting and Exposition in October 2020.

**7 COL (Ret) James 'Jim' Hayes, DCS '94 and COL (Ret) Michael 'Mike' Metcalf, DCS '94** visited the Apostle Islands off the coast of Wisconsin in Lake Superior not long after the bar behind them was damaged in a big storm. The owner threw a tarp over what was left and reopened; yes, he's collected a lot of stuff along the way.

**Mr. John B. Nerger, RES '94** serves as the Board Chair for the U.S. Space and Rocket Center in Huntsville, Alabama, and also serves on the Board of the Association of Defense Communities.

**COL (Ret) John L. Della Jacono, RES '95** was inducted with the 2020 Class of the University of Tennessee Knoxville Army ROTC Hall of Fame. The ROTC Alumni Council is planning to conduct a ceremony and dinner for both the class of 2020 and 2021 in the fall of 2021.

**8 MG (Ret) Ronald L. Johnson, USAWCF '95, AWCF BoT** was appointed to the Defense Advisory Committee on Women in the Services and joins a 20-member panel that provides advice and policy recommendations related to



military service by women. He is shown with the Atlanta Falcons mascot, having participated in their Salute to Service on Veterans Day.

**9** COL (Ret) James 'Jim' Perlmutter, RES '95 and COL (Ret) Gregory 'Greg' Gibbons, RES '95 Class President, both from Seminar 5, getting some fresh air while social distancing.

**10** LTG (Ret) Charles 'Chip' Luckey, DDE '01 received the MG James Earl Rudder Medal, given to a current or former member of the U.S. Army Reserve for advancing a seamless and component-integrated Army. He retired in July 2020 after a 43-year military career, the last four years of which he was Chief of the Army Reserve and CG U.S. Army Reserve Command. The medal was presented virtually during AUSA's Annual Meeting and Exposition in October 2020.

**11** COL (Ret) Many-Bears Grinder, RES '03 was appointed to the Defense Advisory Committee on Women in the Services and joins a 20-member panel that provides advice and policy recommendations related to military service by women. She retired in January 2019 as the first woman to serve as Commissioner for Tennessee's Department of Veterans Services.

**12** LTG Michael 'Mike' Bills, RES '04 relinquished command of Eighth U.S. Army to LTG Willard 'Bill' Burleson III, RES '08 at a ceremony in South Korea on October 2, 2020 which was presided over by GEN Robert B. Abrams, RES '03, commander, United Nations Command, Combined Forces Command, U.S. Forces Korea Command.

**13** When COL (Ret) Benjamin 'Ben' Hagar, RES '04 retired in 2008, he hauled an old family sailboat, a 27-foot sloop, to his home in Northern Virginia. He and his wife, Chantale, sailed it for nine years before deciding to sail the 6,000-mile circumnavigation of the eastern portion of North America known as the Great Loop. They purchased a Carver 445 Aft Cabin in 2017 and began their 13-month Great Loop voyage in May 2019. They returned to Norfolk, Virginia, in June 2020 amidst coronavirus restrictions but having had the adventure of a lifetime.

**14** GEN James 'Jim' Dickinson, RES '05 took the reins of U.S. Space Command on August 20th, becoming the second leader of the organization and the first Army officer to hold the position.

**15** LTG Scott D. Berrier, RES '06 was nominated to be the Director of the Defense Intelligence Agency to replace LTG Robert P. Ashley, RES '05.

**16** LTG Jody J. Daniels, RES '06 is the new Chief of the Army Reserve and CG of the U.S. Army Reserve Command, the first woman to be selected.

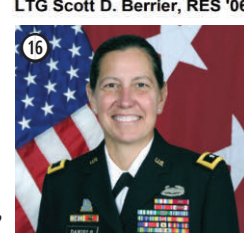
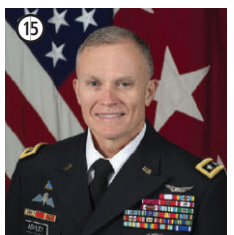
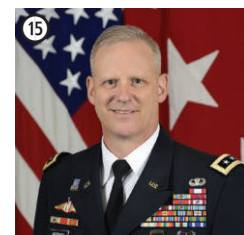
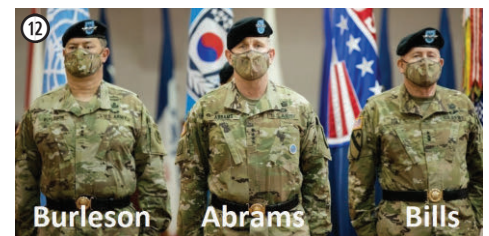
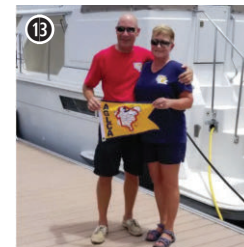
**17** COL (Ret) Judith 'Judi' Davenport, RES '06 was elected the National President of the Reserve Organization of America (ROA), previously the Reserve Officer Association. The ROA is approaching 100 years (2022) of service as the primary advocate for the Reserve Component and she is only the second woman to be elected as the organization's National President. She served as an Active Guard Reserve member for over 24 years. Judi is married to COL (Ret) John D. Davenport, DDE '00.

COL (Ret) Rebecca C. Samson, RES '06 has been appointed to serve as a member of the Department of Veterans Affairs Advisory Committee on Minority Veterans. The Committee is charged with providing advice to the Secretary of Veterans Affairs on the effectiveness of the delivery and the administration of benefits, programs, and services to minority veterans. The appointment is effective through June 2022.

**18** LTG Scott A. Spellmon, RES '07 assumed duties as the 55th Chief of Engineers and CG of the U.S. Army Corps of Engineers (USACE) on September 10, 2020 after most recently serving as the USACE Deputy CG for Civil and Emergency Operations. He succeeded LTG Todd T. Semonite, RES '99 who held the position since May 2016.

**19** GEN Christopher G. Cavoli, USAWCF '09, CG of U.S. Army Europe since January 2018, received his fourth star and assumed command on October 1, 2020 of the newly consolidated U.S. Army Europe-Africa, based in Germany, that will provide support to U.S. European Command and U.S. Africa Command.

**20** LTG John S. Kolasheski, RES '09 was named the CG of V Corps. Deactivated in 2013 in Wiesbaden, Germany, the reactivated V Corps is based at Fort Knox, Kentucky, but has a forward-deployed command element in Poland.







**21 Mr. Ernest 'Ernie' Rodgers III, RES '10** recently returned to the U.S. from an assignment in Germany.



**22 MG Ivica Kinder, LL.D., IF Croatia, DDE '11** was promoted to Major General on August 5, 2020. He is a former Croatian Military Adviser to the United Nations, former Chief J1 General Staff of the Croatian Armed Forces, and former Head of the Military Office of the President of the Republic of Croatia. Since 2015, he holds the position of Director, Croatian Military Security and Intelligence Agency.



**23 COL (Ret) Scott T. Nestler, Ph.D., RES '13**, academic director for the Master of Science in Business Analytics program at the University of Notre Dame's Mendoza College of Business, applied combinatorial optimization, a key technique of operations research / management science, to a current-day problem: safely seating fans in venues like stadiums, arenas, and theaters while accounting for social distancing. SafeSeating Solutions, his startup formed with two others, is a cloud-based tool that helps venue managers pinpoint optimal seating configurations for events.



**24 Brig Richard Karemire, IF Uganda, RES '14** was appointed Uganda's Defense Liaison Officer at the East African Community HQs in Arusha, Tanzania on August 1, 2020.



BG Shawn P. Manke, DDE '14

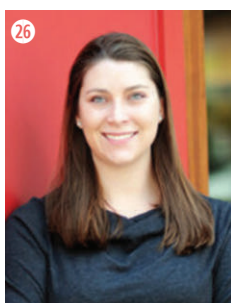


LTG Jon A. Jensen, DDE '09

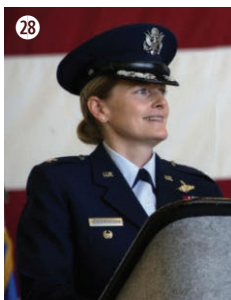
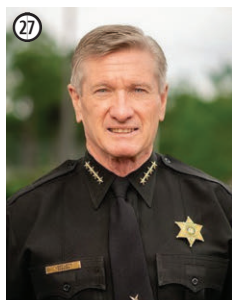


GEN Daniel R. Hokanson, USAWCF '06

**25 BG Shawn P. Manke, DDE '14** was named Minnesota's Adjutant General, succeeding **LTG Jon A. Jensen, DDE '09** who became the 22<sup>nd</sup> Director of the Army National Guard in August, replacing **GEN Daniel R. Hokanson, USAWCF '06** who left that position for assignment as Chief, National Guard Bureau.



**26 Ms. Whitney Grespin, NSS '15**, former PKSOI Peace Operations Analyst, was named one of thirty-two 2020-2021 Fellows by The National Endowment for Democracy's Penn Kemble Forum on Democracy. The Forum meets monthly and engages emerging foreign policy and national security leaders in bipartisan conversations, providing an opportunity to share ideas across sectors and explore the role of democracy and human rights within the context of a broad range of policy challenges.



**COL Michael 'Mike' Izzo, RES '15** took command on June 7, 2020 of the Alabama National Guard's newest major command, the 142nd Military Police Brigade. **MG Sylvester 'Sly' Cannon, DDE '09**, Deputy Adjutant General of the Alabama National Guard, officiated. The headquarters will occupy the Army National Guard Armory in Decatur with the brigade's subordinate MP units to remain in their current armories around the state. When fully-activated, the 142nd MP Brigade is projected to include approximately 1,000 Soldiers in both military and support roles.

**27 Mr. Leon L. Lott, NSS '15**, Richland County (SC) Sheriff and President of AUSA's Fort Jackson-Palmetto State Chapter, received the Environmental Champion award from Global Eco Adventures for his leadership as sheriff and as commander of the South Carolina State Guard during the many recent hurricanes and tropical storms.

**28 Col Jocelyn 'Joss' Schermerhorn, USAF, RES '15** became the first woman to command the 1<sup>st</sup> Special Operations Wing, the most-deployed wing in the Air Force, on June 8<sup>th</sup>. As commander of the wing, she will also serve as the installation commander at Hurlburt Field. She is a master navigator with more than 3,500 flight hours and is a veteran of Operations Enduring Freedom, Iraqi Freedom, Joint Guard, and Allied Force.

**COL (Ret) Elliott R. Caggins, RES '16** joined airspace security technology company Dedrone as Vice President, Federal Strategy where he can apply his expertise in military weapons and program management to lead their Defense and Federal Airspace Security Programs. In his spare time, he is the President and CEO of Chosen Joe Coffee Company, a socially conscious, veteran-owned small business enterprise based in Arlington, Virginia.

**COL Stephen G. Harlan, DDE '16**, assumed command on April 30, 2020 of the 210th Regional Support Group, a multifunctional combat support brigade located in Aguadilla, Puerto Rico. The 210th RSG is one of three brigades in the Army Reserve's 1st Mission Support Command, the largest federal GO military command headquartered in the Caribbean. Its direct reporting units include a Combat Sustainment Support Battalion (maintenance, ordnance, and mortuary affairs),



an Engineer Battalion (vertical, horizontal, concrete, and facilities), and a Signal Battalion (LAN, WAN, and satellite tactical network operations).

**29** **COL Allan L. Dollison, DDE '17** assumed the position of Program Manager for the Ministry of Interior, Military Assistance Group, in Riyadh, Saudi Arabia in July 2020. He will work through the US Embassy helping promote the FMS programs and our vital partnerships within Saudi Arabia.

**30** **COL William 'Bill' Connor V, DDE '18** serves as South Carolina's Emergency Preparedness Liaison for U.S. Army North. He received a commendation from the state senate for his service as chairman of the South Carolina Floodwater Commission's National Security Task Force. In October, he was elected by grads in The Citadel Alumni Association to serve on the Citadel's Board of Visitors for a six-year term. The Board of Visitors has the responsibility for the direction and supervision of the college.

**31** **Mr. Gregg C. VanOrden, RES '18** recently reconnected with two classmates in Kabul: **BRIG Todd A. Ashurst, IF Australia, RES '18** and **Brig Jenral Kambiz Yama, IF Afghanistan, RES '18**.

**Col Jason C. Harris, USAF, RES '20** took command of the 412th Mission Support Group on July 24, 2020 at Edwards Air Force Base. **Brig Gen Matthew W. Higer, USAF, RES '15** presided.

**32** **COL Maciej 'Magic' Klisz, IF Poland, RES '20** was appointed the Deputy Commander of the Territorial Defense Forces (Polish 'National Guard') by the Minister of Defense of Poland, The Honorable Mariusz Blaszczak.

**33** **Dr. Michael E. Lynch, USAHEC Faculty**, received the Army Historical Foundation's Distinguished Writing Award for Biography for his book *Edward M. Almond and the US Army*, which presents a comprehensive look at a complex man who exhibited an unfaltering commitment to the military and to his soldiers, but whose career was marked by controversy. This award recognizes authors who make a significant contribution to the literature on U.S. Army history.

## 2020 OCS Hall of Fame

The following alums were inducted into the U.S. Army Officer Candidate School (OCS) Hall of Fame in May 2020:

**LTG (Ret) Roger C. Schultz, RES '92, AWCFC BoT**

**BG (Ret) Robert A. Cocroft, DCS '94**

**BG Glenn A. Goddard, DDE '11**

**BG (Ret) Gerald D. Griffin, M.D., DCS '96**

**BG Jeth B. Rey, RES '15**

**COL (Ret) Shelley L. Balderson, DDE '12**

**COL Phillip H. Bender, USAWCF '04**

**COL (Ret) Lucious E. Delk, RES '86 (deceased)**

**COL (Ret) William P. Dickens, Jr., USAWCF '90**

**COL Ronny A. Johnson, RES '17**

**COL Christopher K. Kennedy, RES '13**

**COL (Ret) Carolyn F. Kleiner, RES '08**

**COL John D. Suggs, Jr., USAWCF '19**

**COL Richard J. Surowiec, RES '17**

**COL (Ret) Robert R. Ulin, DCS '86**



Mr. Gregg C. VanOrden, RES '18 and BRIG Todd A. Ashurst, IF Australia, RES '18



Brig Jenral Kambiz Yama, IF Afghanistan, RES '18 and Mr. Gregg C. VanOrden, RES '18



## 2020 ROTC Hall of Fame

The following alums were inducted into the U.S. Army ROTC Hall of Fame in September 2020:

**MG (Ret) George E. Barker, DCS '77, Arkansas State University**

**MG (Ret) Gary L. Harrell, RES '95, East Tennessee State University**

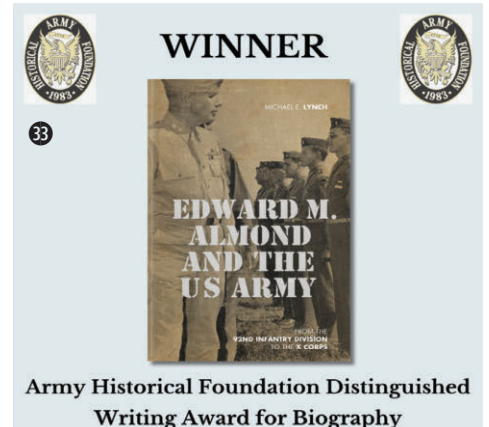
**MG (Ret) Elder Granger, M.D., RES '97, Arkansas State University**

**COL (Ret) Keith A. George, RES '03, Eastern Kentucky University**

**BG (Ret) Roderick R. Leon Guerrero, DDE '11, University of Guam**

**LTG (Ret) Eric B. Schoomaker, M.D., RES '00, University of Michigan**

**BG (Ret) T. Patt Maney, DCS '89** was sworn in recently as a member of the 90th session of the Florida House of Representatives. He will represent the southern part of Okaloosa County (District 4). He is shown here with his wife Caroline.



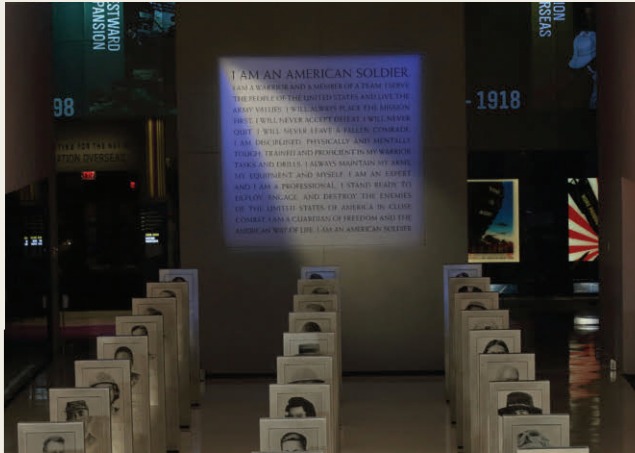


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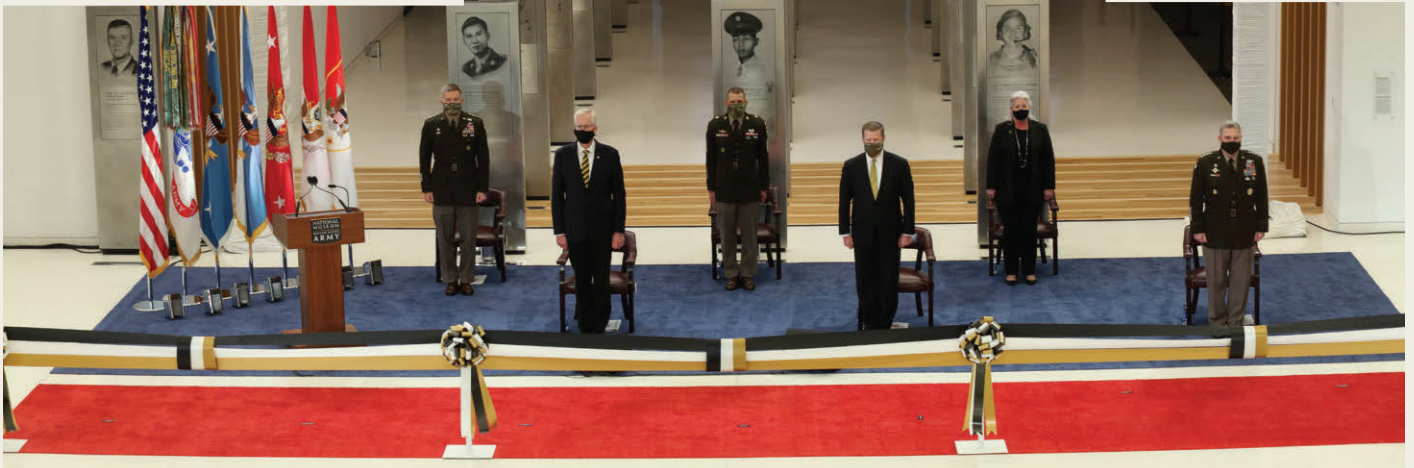
## THE NATIONAL MUSEUM OF THE U.S. ARMY OPENED VETERANS DAY, NOVEMBER 11, 2020



LTG (Ret) Roger Schultz, RES '92 (on right) and Ms. Tammy Call (left) presented a museum shovel to GEN Mark A. Milley, then CSA, at the groundbreaking of the museum in 2017.



The Acting Secretary of Defense, COL (Ret) Christopher C. Miller, 2010 USAWC Fellow, delivered remarks during the opening ceremony.



The National Museum of the United States Army officially opened at Fort Belvoir, Virginia, on November 11, 2020. It is the first museum to tell the entire story of the Army, which has existed since June 14, 1775, even before the existence of the United States itself. Official Party L-R: GEN James C. McConville, USAWCF '02, Chief of Staff of the U.S. Army; COL (Ret) Christopher C. Miller; USAWCF '10, Acting Secretary of Defense; SMA Michael A. Grinston, Sergeant Major of the U.S. Army; Hon. Ryan D. McCarthy, Secretary of the Army; Ms. Tammy Call, Director of the National Museum of the U.S. Army; and GEN Mark A. Milley, Chairman of the Joint Chiefs of Staff.