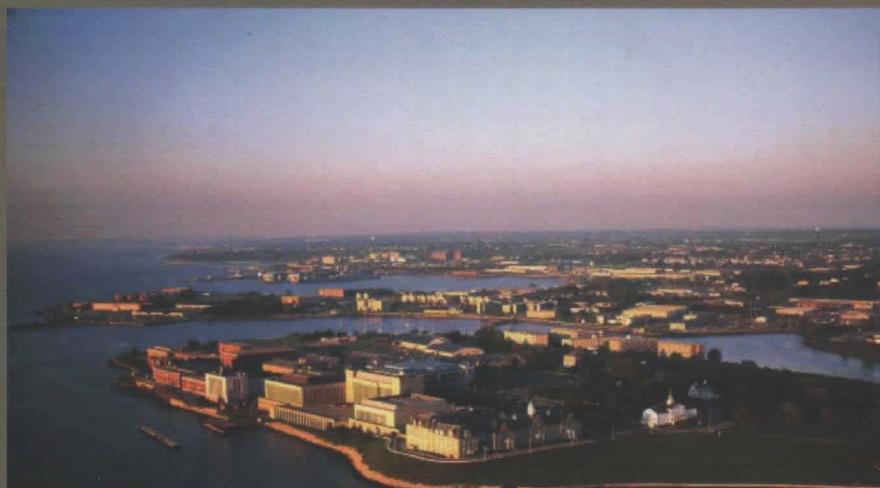




U.S. NAVAL WAR COLLEGE  
— Est. 1884 —  
NEWPORT, RHODE ISLAND

# Graduation Ceremony

1 November 2011



*"Think before you speak  
and read before you think..."*



## HISTORY OF THE U.S. NAVAL WAR COLLEGE

Founded in Newport, Rhode Island on October 6, 1884, the U.S. Naval War College is the oldest war college in the nation, and the first military service institution in the world to be designated a war college. Commodore Stephen B. Luce was the first president and organized the War College as "a place of original research on all questions relating to war and to statesmanship connected with war, or the prevention of war." These foundations were built upon by Captain Alfred Thayer Mahan, second president of the College, who had originally been selected by Luce to initiate the course in Naval History. Of all the men who were to influence the institution in its early years, none was to have a more profound impact. Mahan's views deeply affected such leaders as Henry Cabot Lodge and Theodore Roosevelt and through them and others helped shape the United States' destiny at the turn of the century. Mahan's writings, published as *The Influence of Seapower Upon History, 1660-1783*, gained him worldwide acclaim and established the U.S. Naval War College as an internationally respected institution.

Functioning continuously since 1884, except for brief periods during the Spanish-American War and World War I, the War College numbers among its graduates such distinguished naval officers as Admirals Sims, Spruance, King, Nimitz, and Halsey, in addition to many others who today are holding prominent military positions, such as Admiral Robert Papp (Commandant of the U.S. Coast Guard), Admiral James "Sandy" Winnefeld (Commander, U.S. Northern Command), General Raymond Odierno (Commander, U.S. Joint Forces Command), Ambassador Christopher Hill (former U.S. Ambassador to Iraq), Admiral James Stavridis (Commander, U.S. European Command and Supreme Allied Commander, Europe), and Dr. Clifford L. Stanley (Under Secretary of Defense [Personnel and Readiness]).

The work begun more than one hundred years ago by Luce and Mahan continues today. As graduates well know, the curriculum is both demanding and rewarding. For the military professional, the unique education provided by the Naval War College is unrivaled. In recognition of the academic rigor and educational excellence of its program, the U.S. Naval War College was accredited in 1991 by the New England Association of Schools and Colleges to award a Master of Arts Degree in National Security and Strategic Studies.

## THE ACADEMIC PROCESSION AND REGALIA

For centuries, institutions of higher learning have dignified their ceremonies with an academic procession, a custom descending from the clerical procession. The procession is led by a marshal, followed by the student body and the academicians or faculty, attired in the robes prescribed for their respective degrees. Distinguished visitors and delegates follow the faculty, and last in the procession comes the president of the institution.

Each member of an academic procession ordinarily wears a cap, gown, and hood. In the procession today military faculty will not wear academic gowns. The earliest illustration of gowns worn at Oxford University somewhat resembles cassocks worn by English teachers who found good use for the hood, or cowl, as protection against the weather. A uniform American system of academic heraldry displays the level of degree, the field of study in which it was earned, and the institution by which it was granted.

It is the hood which provides academic regalia its color and offers the most information about its wearer. The silk lining of the hood bears the color, or colors, of the degree-granting college or university; its velvet facing reveals the color assigned to each area of study. The Bachelor's gown is relatively simple, falling in straight lines from an elaborate yoke and having pointed sleeves. The Master's gown is slightly more elaborate and fastens about the wrist. The Doctor's gown is marked by velvet panels down the front and around the neck, as well as by three bars of the same material on the well-shaped sleeves. It is cut more fully and may be ornamented. The hood worn is three feet in length for Bachelors, three and one-half feet for Masters, and four feet for Doctorates, with velvet trimming of two, three, and five inches in width respectively.

The edging, or facing, velvet of academic hoods indicates the area of study. The principal scholarly fields seen in the procession today include:

<i>Philosophy</i>	<i>Dark Blue</i>
<i>Arts, Letters, Humanities</i>	<i>White</i>
<i>Business Administration</i>	<i>Light Brown</i>
<i>Economics</i>	<i>Copper</i>
<i>Engineering</i>	<i>Orange</i>
<i>Law</i>	<i>Purple</i>
<i>International Affairs/Public Administration</i>	<i>Peacock Blue</i>

The American mortarboard, derived from the soft Oxford cap, is black. Its tassel, for holders of the bachelor's and master's degree, is usually black, while gold tassels are worn by holders of doctoral degrees and heads of institutions. The tassel is worn on the right side of the cap by undergraduates, on the left by holders of bachelor's and higher degrees.

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# PROGRAM

## Master of Ceremonies

Captain Raymond F. Keledei, U.S. Navy  
Dean of Students

## Procession of Students

## Arrival of Official Party\*

## National Anthem\*

Mrs. Julie Zecher  
Acquisitions Librarian, Henry E. Eccles Library

## Invocation\*

Commander William D. Stallard, CHC, U.S. Navy  
College of Naval Warfare, Class of 2011

## Introduction

Major Jason E. Pelletier, U.S. Army  
College of Naval Command and Staff, Class of 2011

## Graduation Address

Captain Thomas C. Sass, U.S. Navy  
Major General "Wild Bill" Donovan Special Operations Chair  
Joint Military Operations Department

## Presentation of Diplomas

## Charge to Graduates

Rear Admiral John N. Christenson, U.S. Navy  
President, U.S. Naval War College

## Benediction\*

Commander William D. Stallard, CHC, U.S. Navy  
College of Naval Warfare, Class of 2011

\*Guests please stand

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## Rear Admiral John N. Christenson President, U.S. Naval War College

Rear Admiral Christenson became the 53rd president of the U.S. Naval War College on March 30, 2011. The fourth of six sons of a Navy Skyraider pilot and a Navy nurse, he graduated from the U.S. Naval Academy in 1981.

At sea, he commanded USS *McClusky* (FFG 41); Destroyer Squadron 21 in USS *John C. Stennis* (CVN 74); and Carrier Strike Group 12, the USS *Enterprise* (CVN 65) Strike Group. He deployed eight times on seven ships and twice in command of *McClusky*. He also served as the anti-submarine warfare officer and main propulsion assistant aboard USS *Cook* (FF 1083); aide to commander, Cruiser Destroyer Group 1 in USS *Long Beach* (CGN 9); weapons officer aboard USS *Downes* (FF 1070); Destroyer Squadron 21 combat systems officer in USS *Nimitz* (CVN 68); and as executive officer aboard USS *Harry W. Hill* (DD 986).

Ashore, he commanded the Surface Warfare Officers School in Newport, and as a new flag officer he served as Commander Naval Mine and Anti-submarine Warfare Command, Corpus Christi. Most recently he was President, Board of Inspection and Survey. He also served at the U.S. Naval Academy as a company officer, celestial navigation instructor, assistant varsity soccer coach and member of the admissions board; at Headquarters United States Marine Corps in the Strategic Initiatives Group; on the Joint Staff, J5 and as executive assistant to the assistant chairman.

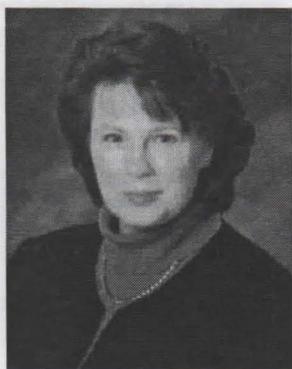
He graduated with distinction and first in his class from the Naval War College, earning his master's degree in National Security and Strategic Studies. He was also a Navy Federal Executive Fellow at the Fletcher School of Law and Diplomacy.

Christenson has been awarded the Defense Superior Service Medal, the Legion of Merit (five awards), the Meritorious Service Medal (two awards), the Navy Commendation Medal (five awards) and the Navy Achievement Medal.



**Captain Thomas C. Sass, U.S. Navy  
Major General "Wild Bill" Donovan  
Special Operations Chair  
Joint Military Operations Department  
U.S. Naval War College**

Captain Thomas C. Sass, U.S. Navy, reported to the Naval War College as the Special Operations Forces Chair in September 2007 after completing his tour as Commanding Officer, SEAL Delivery Vehicle Team ONE in Pearl Harbor, Hawaii. He received a Bachelor of Arts in American Studies from Yale College in June 1984 and he completed Basic Underwater SEAL Training in June 1988 with Class 151. He was subsequently assigned to SEAL Team THREE from 1988 to 1992, where he served as a SEAL Platoon Commander. Upon completion of the Basic Italian Language Course at the Defense Language Institute in 1993, he was assigned as an Exchange Officer with the Italian Naval Commando Unit in La Spezia, Italy. He returned to the Naval Special Warfare Center in 1995 for SEAL Delivery Vehicle School and follow-on assignment to SEAL Delivery Vehicle Task Unit Commander and Department Head on board the USS *James K. Polk* (SSN 645). From August 1998 to December 2000, he served as an operations and plans officer on the Joint Staff in the Operations Directorate, Special Operations Division. In January 2001, he reported on board Naval Special Warfare Unit TWO, the maritime component command of Special Operations Command Europe, as the Executive Officer. From January 2002 to June 2003, he served as the Flag Aide to the Commander, United States Naval Forces Europe and Commander in Chief, Allied Forces South. Commander Sass earned a Master of Public Administration degree from the John F. Kennedy School of Government at Harvard University in 1998. He completed his duties as the U.S. Navy Admiral Arthur S. Moreau Scholar while assigned to the Fletcher School of Law and Diplomacy at Tufts University from June 2003 to July 2005, where he earned a Master's of Law and Diplomacy and completed requirements for a PhD (ABD). He is married to the former Pamela Lynn Guinness of San Diego, California. Their children's names are Megan, Ryan and Emma.



**Ambassador (Ret.) Mary Ann Peters  
Provost, U.S. Naval War College**

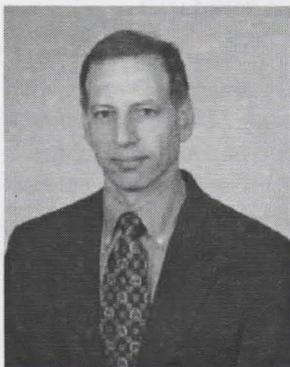
Ambassador Mary Ann Peters became the fourth provost of the U.S. Naval War College on September 18, 2008. Previously, she was dean of academics of the College of International and Security Studies at the George C. Marshall European Center for Security Studies in Garmisch-Partenkirchen, Germany. Prior to becoming the dean of the college, Ambassador Peters served as associate director for international liaison at the Marshall Center.

Ambassador Peters spent more than 30 years as a career diplomat with the U.S. Department of State. From 2000 to 2003, Ambassador Peters served as the U.S. Ambassador to Bangladesh, leading the mission's efforts in support of the war on terrorism and other key U.S. foreign policy goals. She received a Presidential Meritorious Service Award in 2003 for her work in Bangladesh. Prior to her posting in Dhaka, Ambassador Peters was the deputy chief of mission at the United States Embassy in Ottawa, Canada, responsible for the management of the embassy and supervision of the six U.S. consulates general in Canada.

From 1995 to 1997, Ambassador Peters served in the White House as Director for European and Canadian Affairs at the National Security Council. Among other portfolios in this position, Ambassador Peters worked on the diplomatic and security aspects of the search for peace in Northern Ireland. From 1993 to 1994, Ambassador Peters served as deputy assistant secretary of state with oversight responsibility for U.S. relations with 19 Western European countries and Canada. In this capacity she acted as the U.S. chair of the U.S.-Canada military coordination body, the Permanent Joint Board on Defense. A senior diplomat, fluent in six foreign languages, Ambassador Peters has also served in Sofia, Bulgaria, as deputy chief of mission; in Moscow as economic counselor; and in Mandalay, Burma, as principal officer. From 1988 to 1990, Ambassador Peters was the deputy director of the Office of Pakistan, Afghanistan and Bangladesh Affairs in the State Department. She began her career as a vice-consul in Frankfurt in 1975.

Ambassador Peters holds a Bachelor of Arts degree from Santa Clara University and a Master's in International Studies from the Johns Hopkins School of Advanced International Studies. Her formal education also included courses at the Institut d'Etudes Politiques in Paris. She is married to Timothy McMahan, a teacher. They have two children: Maggie and Blaise.

Ambassador Peters is a member of the Council on Foreign Relations and Women in International Security.

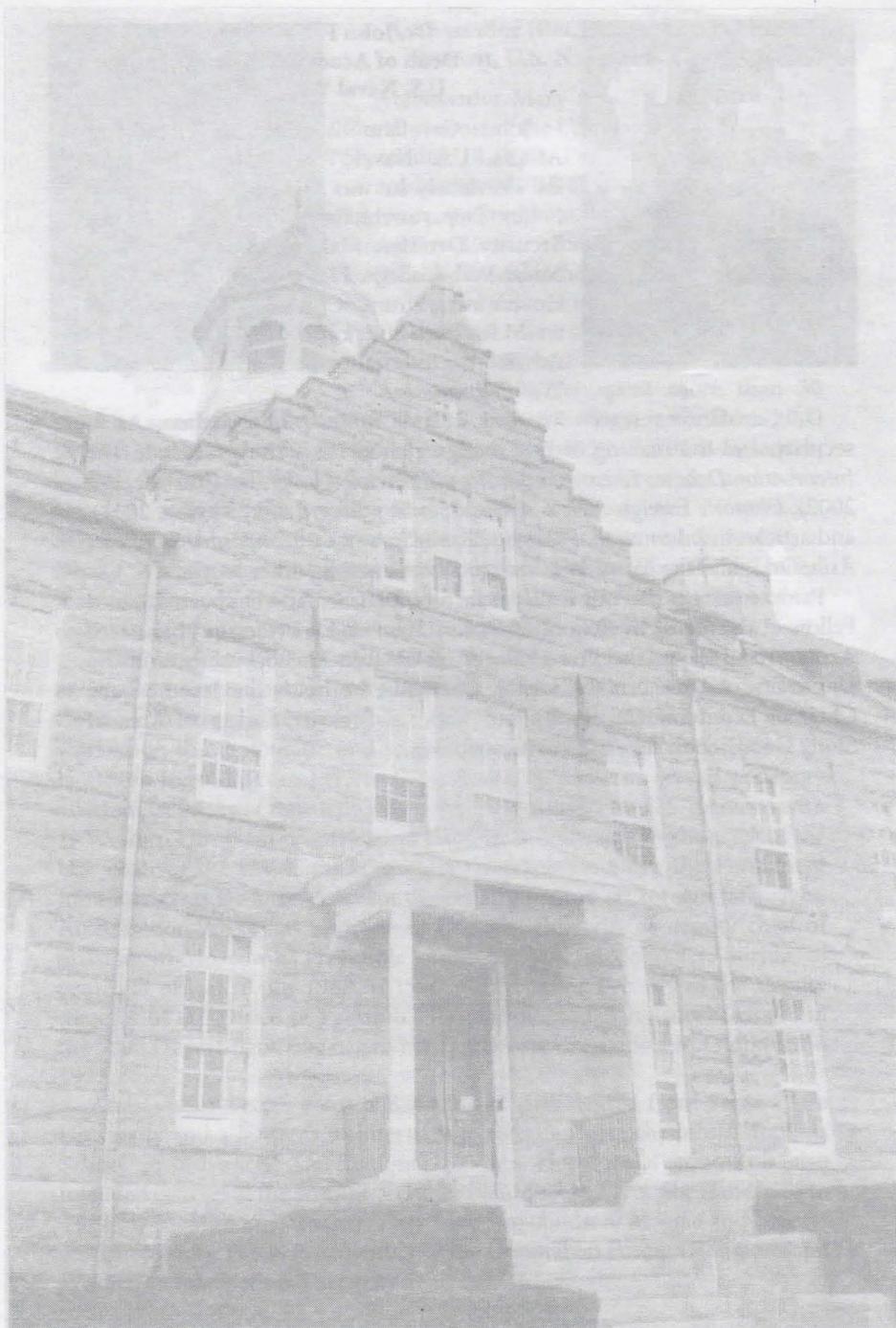


**Dr. John F. Garofano**  
**Dean of Academic Affairs**  
**U.S. Naval War College**

John Garofano is Dean of Academic Affairs, U.S. Naval War College, Newport, RI. Previously he was Professor, Strategy and Policy Department, and Professor, National Security Decision Making Department, U.S. Naval War College. He received the Ph.D. in Government from Cornell University and an M.A. from the Johns Hopkins School of Advanced International Studies (Bologna/Washington).

Dr. Garofano's research interests include military intervention, Asian security, and the making of U.S. foreign policy. His writings include *The Intervention Debate: Towards a Posture of Principled Judgment* (Carlisle, PA: 2002), *Clinton's Foreign Policy: A Documentary Record* (ed., Kluwer, 2003), and articles in *International Security*, *Asian Survey*, *Contemporary Southeast Asia*, *Orbis* and the *Naval War College Review*, among other journals.

Prior to joining the War College's faculty, Dr. Garofano has been a Senior Fellow at the Kennedy School of Government and a Professor at the U.S. Army War College, the Five Colleges of Western Massachusetts, and the University of Southern California. Currently, he holds the Jerome Levy Chair of Economic Geography and National Security, and is an Area of Study Coordinator for Asia-Pacific electives.



COLLEGE OF NAVAL COMMAND AND STAFF

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Lieutenant Commander Philip D. Zarus, U.S. Navy 11

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