The background of the cover features a classical architectural interior. On the left, a portion of a large, fluted column is visible, with a decorative capital above it. To the right, a large, circular stained glass window is set into a wall. The window has a complex design with a grid of small circles and larger, irregular shapes, all in shades of yellow, green, and brown. The overall lighting is warm and soft, suggesting an indoor setting with natural light coming through the window.

Naval War College  
Newport, Rhode Island  
15 November 2006

# GRADUATION

A decorative border at the bottom of the page consists of four stylized, light-colored flowers arranged horizontally. Each flower has multiple petals and a central circular element, resembling a daisy or a similar simple floral design.



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

Founded in Newport, Rhode Island, on October 6, 1884, the 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 the 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 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.

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 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

Music by Navy Band Northeast

Procession of Students

Procession of Faculty

Arrival of Official Party\*

National Anthem\*

Invocation\*

Welcome

Rear Admiral Jacob L. Shuford, U.S. Navy  
President, Naval War College

Graduation Address

Vice Admiral John J. Morgan, Jr., U.S. Navy  
Deputy Chief of Naval Operations  
for Information, Plans and Strategy (N3/N5)

Recognition of Honor Graduates

Presentation of Diplomas

Charge to Graduates

Rear Admiral Jacob L. Shuford, U.S. Navy  
President, Naval War College

Benediction\*

\*Guests please stand

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**Vice Admiral John G. Morgan, Jr.  
Deputy Chief of Naval Operations  
for Information, Plans and Strategy (N3/N5)**

At Fort Dix, N.J., Vice Admiral Morgan was born into what was to become a joint military family. His father and three brothers served as officers in the Army, Air Force and Navy, two sons achieving flag rank. He graduated from the University of Virginia in 1972 with a degree in Economics.

Sea tours include duty in a diesel submarine, a frigate, a guided missile destroyer, an *Aegis* destroyer and cruiser, a destroyer squadron as well as the Second Fleet staff. Major deployments during those tours span duty in PACOM, SOUTHCOM, EUCOM, and CENTCOM. Command tours include the commissioning of USS *Arleigh Burke* (DDG 51), Commander, Destroyer Squadron 26 in the USS *George Washington* Battle Group, and Commander, *Enterprise* Battle Group which participated in the first strikes of Operation ENDURING FREEDOM in Afghanistan.

Between tours at sea, Vice Adm. Morgan was assigned to the Joint Chiefs of Staff, OPNAV, the Ballistic Missile Defense Organization, and the Naval Surface Forces staff in the Pacific.

His Flag assignments ashore include duty as the Deputy for Acquisition Strategy in the Ballistic Missile Defense Organization and the Senior Military Assistant to the Secretary of the Navy—Gordon England.

He now serves as the Deputy Chief of Naval Operations for Information, Plans and Strategy (N3/N5).

**Rear Admiral Jacob Lawrence Shuford**  
**President, Naval War College**

Rear Admiral Jacob L. Shuford was commissioned in 1974 from the Naval Reserve Officer Training Corps program at the University of South Carolina. His initial assignment was to USS *Blakely* (FF 1072). In 1979, following a tour as Operations and Plans Officer for Commander, Naval Forces Korea, he was selected as an Olmsted Scholar and studied two years in France at the Paris Institute of Political Science.

He also holds master's degrees in public administration (finance) from Harvard and in national security studies and strategy from the Naval War College, where he graduated with highest distinction.

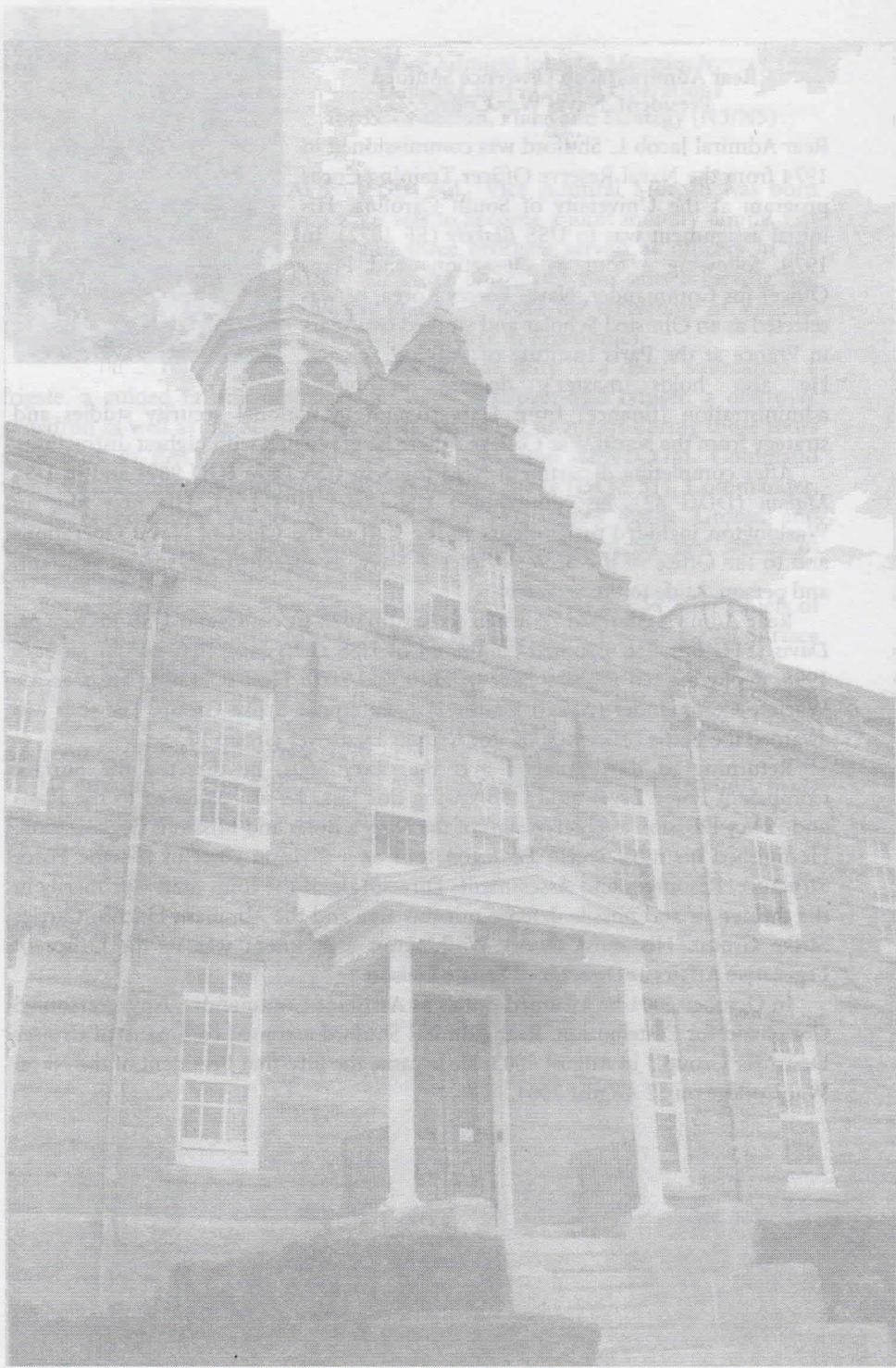
After completing department head tours in USS *Deyo* (DD 989) and in USS *Mahan* (DDG 42), he commanded USS *Aries* (PHM 5). His first tour in Washington included assignments to the staff of the Chief of Naval Operations and to the Office of the Secretary of the Navy, as speechwriter, special assistant, and personal aide to the Secretary.

Rear Admiral Shuford returned to sea in 1992 to command USS *Rodney M. Davis* (FFG 60). He assumed command of USS *Gettysburg* (CG 64) in January 1998, deploying ten months later to Fifth and Sixth Fleet operating areas as Air Warfare Commander (AWC) for the USS Enterprise Strike Group. The ship was awarded the Battle Efficiency "E" for Cruiser Destroyer Group 12.

Returning to the Pentagon and the Navy Staff, he directed the Surface Combatant Force Level Study. Following this task, he was assigned to the Plans and Policy Division as chief of staff of the Navy's Roles and Missions Organization. He finished his most recent Pentagon tour as a division chief in J8—the Force Structure, Resources and Assessments Directorate of the Joint Staff—primarily in the theater air and missile defense mission area and the Abraham Lincoln Carrier Strike Group. His most recent Washington assignment was to the Office of Legislative Affairs as Director of Senate Liaison.

In October 2001 he assumed duties as Assistant Commander, Navy Personnel Command for Distribution. Rear Admiral Shuford assumed command of Cruiser Destroyer Group 3 in August 2003. He became the fifty-first President of the Naval War College on 12 August 2004.





## GRADUATES

### COLLEGE OF NAVAL WARFARE

Lieutenant Commander Jeffrey T. Anderson, United States Navy  
Commander Don Berry, Jr., United States Navy  
Commander Louis Borno III, United States Navy  
Lieutenant Commander Marcello D. Caceres, United States Navy  
Lieutenant Commander Paul Crump, United States Navy  
Commander Eduardo R. Fernandez, United States Navy  
Lieutenant Commander Brett T. Fullerton, United States Navy  
Commander Karl E. Glaeser, United States Navy  
Captain Kenneth L. Gray, United States Navy  
Commander Gregory J. Haws, United States Navy  
Commander Daniel J. Hernandez, United States Navy  
Lieutenant Commander Bradley D. Hickey, United States Navy  
Commander Patrick A. Lefere, United States Navy  
Master Chief Petty Officer Bradley N. LeVault, United States Navy  
Commander Carlus A. Mapp, United States Navy  
Commander Robert G. Marin, United States Navy  
Commander Margaret L. Marshall, United States Navy  
Colonel David Jerome McCauley, United States Army  
Commander Elmer E. Nagma, United States Navy  
Lieutenant Commander Stephen L. Newlund, United States Navy  
Commander Nicolas Rangel, Jr., United States Navy  
Commander Christopher M. Saindon, United States Navy  
Commander D. Christopher Schulman, United States Navy  
Colonel William Stanley, Jr., United States Army  
Commander Cameron L. Waggoner, United States Navy  
Commander Richard A. Wiley, United States Navy

### COLLEGE OF NAVAL COMMAND AND STAFF

Lieutenant Commander Todd A. Abrahamson, United States Navy  
Lieutenant Commander G. Robert Aguilar, United States Navy  
Major Jay F. Ball, United States Army  
Lieutenant Commander Thomas G. Bodnovich, Jr., United States Navy  
Lieutenant Commander Christopher J. Boyle, United States Navy  
Lieutenant Commander Darryl Brown, United States Navy  
Lieutenant Commander Ross S. Budge, United States Navy  
Lieutenant Commander Clark C. Childers, United States Navy  
Lieutenant Commander Timothy V. Cooke, United States Navy  
Lieutenant Commander Richard G. Couture, Jr., United States Navy  
Lieutenant Commander David C. Culpepper, United States Navy  
Lieutenant Commander Matthew G. Disch, United States Navy

Major Christopher T. Donahue, United States Army  
Lieutenant Commander Jake B. Douglas, United States Navy  
Lieutenant Harold W. Empson, United States Navy  
Lieutenant Commander Gregory J. Erickson, United States Navy  
Lieutenant Commander John R. Fitzgerald, United States Navy  
Lieutenant Commander Timothy E. Flecker, United States Navy  
Lieutenant Commander John N. Gandy, United States Navy  
Lieutenant Commander James A. Gordon III, United States Navy  
Lieutenant Commander Patrick D. Hansen, United States Navy  
Lieutenant Commander Kevin D. Harms, United States Navy  
Lieutenant Commander Daniel C. Hedrick, United States Navy  
Lieutenant Commander Gerald C. Hennessey, Jr., United States Navy  
Lieutenant Commander Jeffrey T. Hubert, United States Navy  
Lieutenant Commander James F. Keating, United States Navy  
Lieutenant Commander Christopher A. Kijek, United States Navy  
Lieutenant Commander John N. Kochendorfer, United States Navy  
Lieutenant Commander Lance J. Lafond, United States Navy  
Major Patrick M. Lange, United States Army  
Lieutenant Commander Corey P. Lazare, United States Navy  
Lieutenant Commander Jonathan D. Lipps, United States Navy  
Lieutenant Commander Derek L. MacInnis, United States Navy  
Major Stephen C. Marr, United States Army  
Lieutenant Commander Darren F. McClurg, United States Navy  
Lieutenant Commander David J. Montgomery II, United States Navy  
Lieutenant James A. Morrow, United States Navy  
Lieutenant Commander Martin J. Muckian, United States Navy  
Lieutenant Commander Michael W. Murphy, Jr., United States Navy  
Lieutenant Commander John M. Myers, United States Navy  
Lieutenant Commander Richard L. Norvell, United States Navy  
Lieutenant Commander Joseph R. O'Brien, United States Navy  
Lieutenant Commander Edward J. Padinske, United States Navy  
Lieutenant Commander Mark D. Phillips, United States Navy  
Lieutenant Commander John J. Pudloski, United States Navy  
Lieutenant Commander Adrian D. Ragland, United States Navy  
Lieutenant Commander Joseph J. Ring, United States Navy  
Lieutenant Erich U. Schaller, United States Navy  
Lieutenant Christopher J. Schwarz, United States Navy  
Lieutenant Commander John A. Sipes, United States Navy  
Lieutenant Commander Travis D. Sisk, United States Navy  
Lieutenant Commander Darren J. Skinner, United States Navy  
Lieutenant Commander David M. Slayton, United States Navy  
Lieutenant Commander Mark D. Sohaney, United States Navy  
Lieutenant Robert C. Sparling, United States Navy

Lieutenant Neil J. Steinhagen, United States Navy  
Lieutenant Commander David D. Sullins, United States Navy  
Lieutenant Arthur L. Veasley, United States Navy  
Lieutenant Commander Mitchell T. Wilson, United States Navy

### COLLEGE OF DISTANCE EDUCATION

Captain James G. Baker, JAGC, United States Navy  
Mr. Kelly Baumgartner, Government Accountability Office, Washington, DC  
Captain Thomas R. Beall, United States Navy  
Mr. Rockie L. Beasley, Personnel Support Activity, Norfolk, VA  
Mr. Richard C. Blackwood, United States House of Representatives,  
Washington, DC  
Lieutenant Commander Deborah D. Brown, United States Navy  
Lieutenant Colonel Joseph M. Burke, United States Army  
Commander Bryan P. Burt, United States Navy  
Major Robert J. Caulfield, Jr., United States Army  
Lieutenant Commander Nicole L. Chambers, SC, United States Navy  
Major Thomas G. Citrano, United States Marine Corps  
Lieutenant Commander Robert N. Cooper II, United States Navy  
Lieutenant Noel P. Fagan, United States Navy  
Lieutenant Colonel Michael F. Fahey III, United States Marine Corps Reserve  
Mr. Curtis B. Flood, United States House of Representatives, Washington, DC  
Lieutenant Commander Michael J. Friel, United States Navy  
Lieutenant Jason M. Garrett, United States Navy  
Major Joseph G. Hillyer, United States Army  
Mr. Jamil N. Jaffer, Department of Justice, Washington, DC  
Commander Gary L. Janac, United States Navy  
Mr. Donald S. Kilmer, United States Pacific Command, Pearl Harbor, HI  
Mr. Joe D. Laird, United States Senate, Washington, DC  
Lieutenant Commander Ramon I. Lamas, United States Navy  
Lieutenant Colonel William J. Layer, United States Army Reserve  
Mr. Christopher J. Loyd, Defense Intelligence Agency, Washington, DC  
Mr. Salvatore Mazzola III, United States House of Representatives,  
Washington, DC  
Lieutenant Colonel Patrick H. Oosterhuis, United States Marine Corps Reserve  
Major Avery N. Penn II, United States Army  
Lieutenant Commander Jeffrey W. Ragghianti, SC, United States Navy  
Lieutenant Scott A. Regnerus, United States Navy  
Lieutenant James W. Remington, United States Navy  
Lieutenant Commander Matthew S. Rick, United States Navy  
Commander Daniel J. Roques, United States Navy  
Captain Paul P. Ross, United States Navy  
Commander Karl D. Routzahn, United States Navy

Ms. Loretta I. Silvia, Joint Forces Staff College, Norfolk, VA  
Commander Jay M. Standing, United States Navy  
Mr. Marvin J. Stelling, Naval Surface Warfare Center, Port Hueneme, CA  
Lieutenant Commander Ronald Thacker, SC, United States Navy  
Lieutenant Commander Conrad R. Theroux, United States Coast Guard Reserve  
Lieutenant Commander Tamara V. Trank, MSC, United States Navy  
Mr. Mark L. Wells, Department of the Treasury, Washington, DC  
Lieutenant Commander Sean L. Williams, United States Navy



**Semper Paratus**  
**(U.S. Coast Guard)**

*We're always ready for the call,  
We place our trust in Thee.  
Through surf and storm and howling gale,  
High shall our purpose be.  
"Semper Paratus" is our guide,  
Our fame and glory too.  
To fight to save or fight to die,  
Aye! Coast Guard we are for you!*

**Marine Corps Hymn**  
**(U.S. Marine Corps)**

*From the Halls of Montezuma  
To the Shores of Tripoli;  
We fight our country's battles  
In the air, on land and sea;  
First to fight for right and freedom  
And to keep our honor clean;  
We are proud to claim the title  
of United States Marine.*

**The Air Force Song**  
**(U.S. Air Force)**

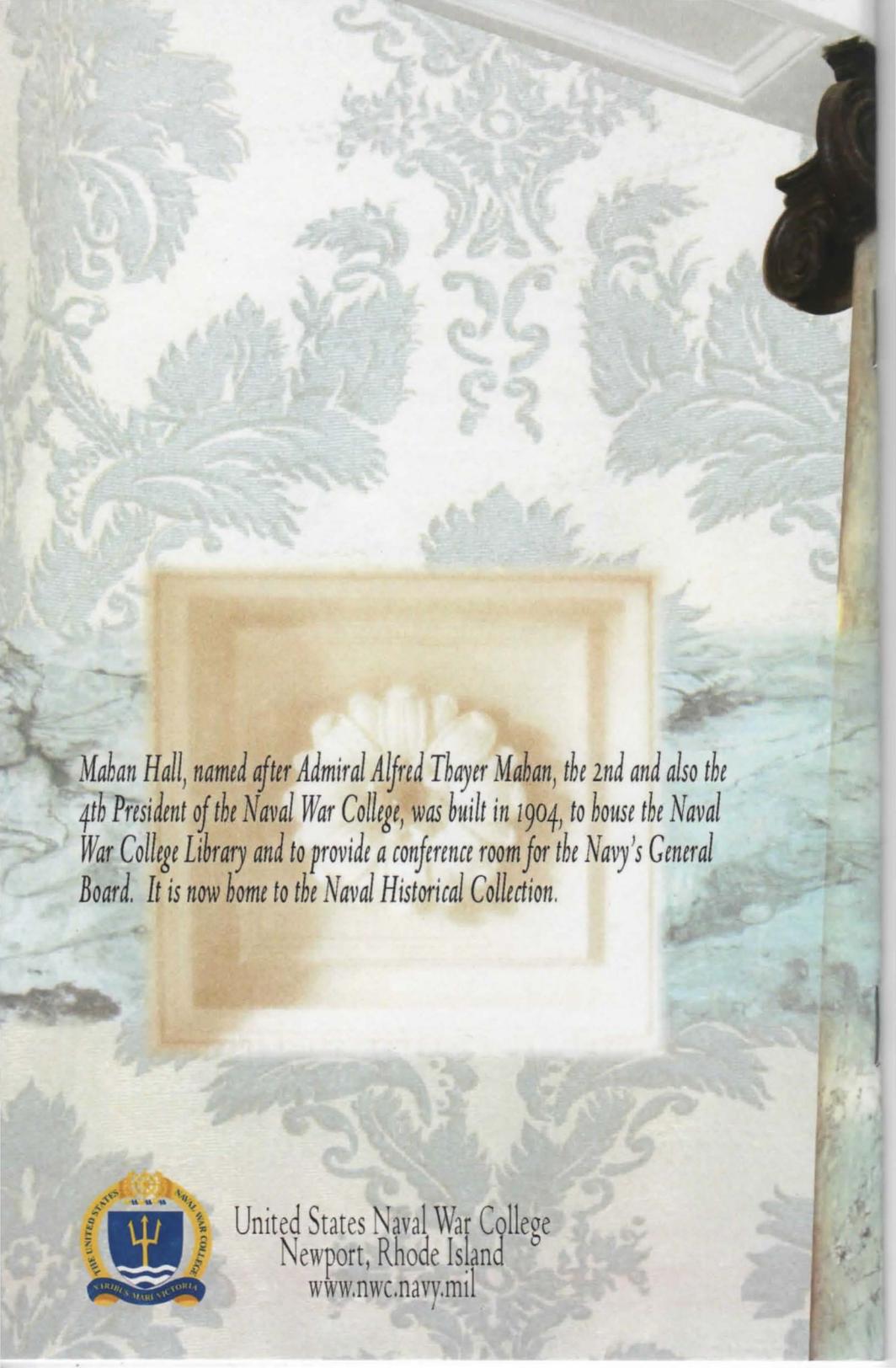
*Off we go into the wild blue yonder  
Climbing high into the sun;  
Here they come zooming to meet our thunder,  
At'em boys, giv'er the gun! (Giv'er the gun!)  
Down we dive spouting our flames from under,  
Off with one hell-of-a roar!  
We live in fame or go down in flame...Hey!  
Nothing'll stop the U.S. Air Force!*

**The Caissons Go Rolling Along**  
(U.S. Army)

*First to fight for the right  
And to build the nation's might,  
And the Army goes rolling along.  
Proud of all we have done  
Fighting till the battle's won,  
And the Army goes rolling along.  
Then it's Hi! Hi! Hey!  
The Army's on its way.  
Count off the cadence loud and strong.  
For where'er we go, you will always know,  
That the Army goes rolling along.*

**Anchors Aweigh**  
(U.S. Navy)

*Anchors Aweigh, my boys,  
Anchors Aweigh.  
Farewell to foreign shores,  
We sail at break of day-ay-ay-ay.  
Through our last night on shore,  
Drink to the foam,  
Until we meet once more:  
Here's wishing you a happy voyage home.*



*Mahan Hall, named after Admiral Alfred Thayer Mahan, the 2nd and also the 4th President of the Naval War College, was built in 1904, to house the Naval War College Library and to provide a conference room for the Navy's General Board. It is now home to the Naval Historical Collection.*



United States Naval War College  
Newport, Rhode Island  
[www.nwc.navy.mil](http://www.nwc.navy.mil)