

# Naval War College

Newport, Rhode Island



**GRADUATION EXERCISE**  
**16 NOVEMBER 2005**



## 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

The Honorable R. James Woolsey  
Vice President and Officer  
Booz Allen Hamilton and  
Former Director of Central Intelligence

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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**The Honorable R. James Woolsey**  
**Vice President and Officer**  
**Booz Allen Hamilton and**  
**Former Director of Central Intelligence**

R. James Woolsey joined Booz Allen Hamilton in July 2002 as a Vice President and officer in the firm's Global Assurance practice located in McLean, Virginia. Previously he was a partner at the law firm of Shea & Gardner in Washington, D.C., where he practiced in the fields of civil litigation and alternative dispute resolution. During the twelve years he has served in the U.S. Government, Mr. Woolsey held Presidential appointments

in two Democratic and two Republican administrations. He was Director of Central Intelligence from 1993–1995. He also served as: Ambassador to the Negotiation on Conventional Armed Forces in Europe (CFE), from 1989–1991; Under Secretary of the Navy from 1977–1979; and General Counsel to the U.S. Senate Committee on Armed Services from 1970–1973. He was appointed by the President as Delegate at Large to the U.S.-Soviet Strategic Arms Reduction Talks (START) and Nuclear and Space Arms Talks (NST), and served in that capacity on a part-time basis in Geneva, 1983–1986. As an officer in the U.S. Army, he was an adviser on the U.S. Delegation to the Strategic Arms Limitation Talks (SALT I) in 1969 and 1970.

Mr. Woolsey is currently the Chairman Co-Chairman (with former Secretary of State George Shultz) of the Committee on the Present Danger. He is also Chairman of the Advisory Boards of the Clean Fuels Foundation and the New Uses Council, and a Trustee of the Center for Strategic & International Studies and the Center for Strategic & Budgetary Assessments. He also serves on the National Commission on Energy Policy. Previously, he was Chairman of the Executive Committee of the Board of Regents of The Smithsonian Institution, and a trustee of Stanford University, The Goldwater Scholarship Foundation, and the Aerospace Corporation. He has also been a member of The National Commission on Terrorism, 1999–2000; The Commission to Assess the Ballistic Missile Threat to the U.S. (Rumsfeld Commission), 1998; The President's Commission on Federal Ethics Law Reform, 1989; The President's Blue Ribbon Commission on Defense Management (Packard Commission), 1985–1986; and The President's Commission on Strategic Forces (Scowcroft Commission), 1983.

Mr. Woolsey is presently a principal in the Homeland Security Fund of Paladin Capital Group and a member of the Board of Directors of four privately held companies, generally in fields related to infrastructure protection and resilience. He also serves as Vice Chairman of the Advisory Board of Global Options LLC.

Mr. Woolsey was born in Tulsa, Oklahoma, and received a B.A. Degree from Stanford University (1963, With Great Distinction, Phi Beta Kappa), an M.A. from Oxford University (Rhodes Scholar, 1963–65), and an LL.B from Yale Law School where he was the Managing Editor of the Yale Law Journal in 1964. He is married to Suzanne Haley Woolsey, and together they have three sons. Mr. Woolsey is a frequent contributor of articles to major publications, and from time to time gives public speeches and media interviews, on the subjects of foreign affairs, defense, energy, critical infrastructure protection and resilience, and intelligence.

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

Rear Admiral Jacob L. Shuford was commissioned in 1974, from the NROTC program at the University of South Carolina. His initial assignment was to USS *Blakley* (FF 1072) where he served in the operations department.

In 1979, following a tour as Operations and Plans Officer for the 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 masters' degrees in Public Administration (Finance) from Harvard and in National Security Studies and Strategy from the Naval War College. After completing department head tours as Operations Officer 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 Office of the Secretary of the Navy.

Rear Adm. Shuford returned to sea in 1992 to command USS *Rodney M. Davis* (FFG 60), Battle "E" winner and part of the USS *Independence* Battle Group. He assumed command of USS *Gettysburg* in January 1998, deploying to Fifth and Sixth Fleet operating areas as Air Warfare Commander (AWC) for the USS *Enterprise* Battle Group. *Gettysburg* played a key role in the Adriatic during the Kosovo crisis and the Persian Gulf during Operation Desert Fox.

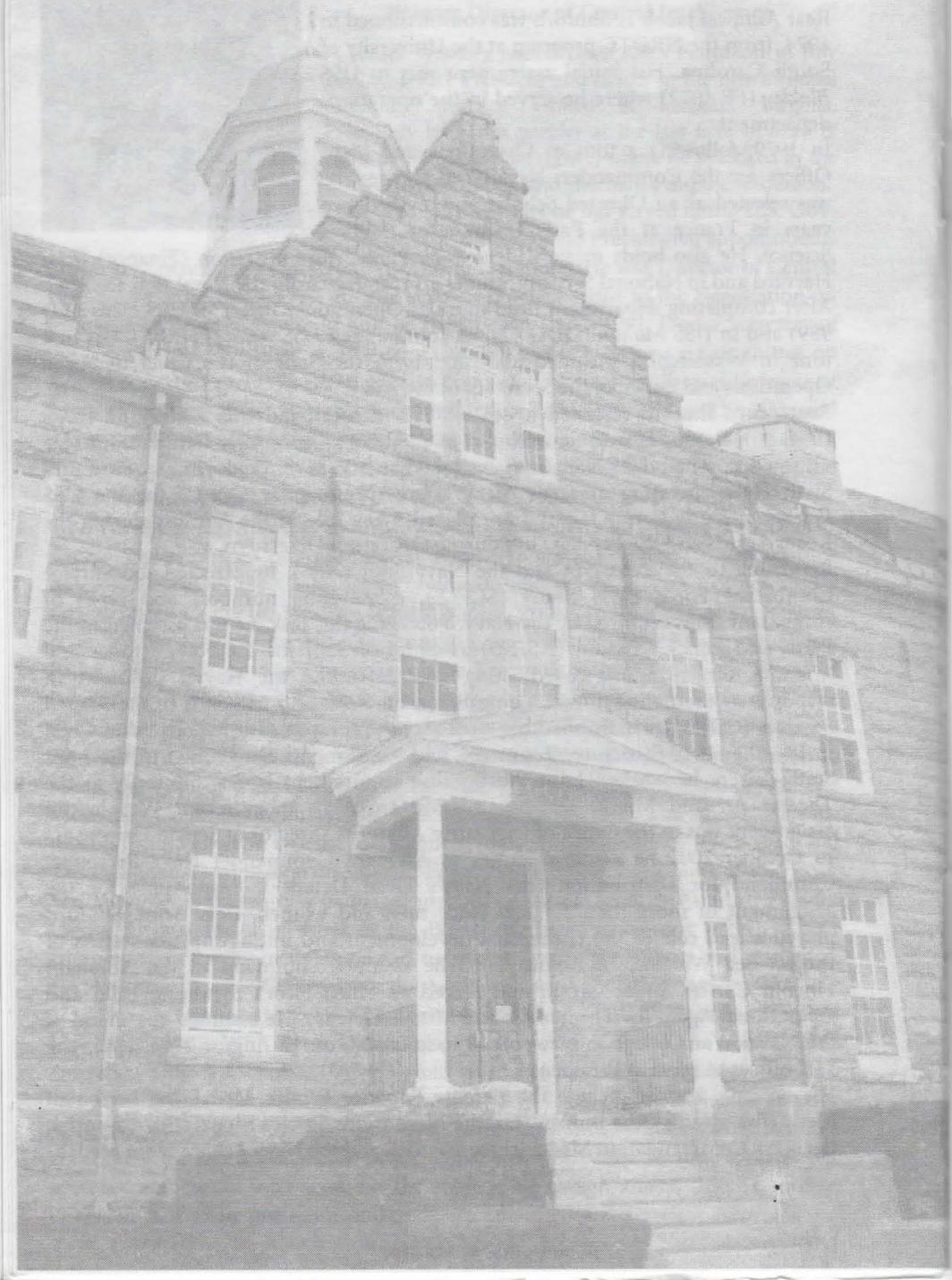
Returning to the Pentagon and the Navy Staff (N86), he directed the Surface Combatant Force Level Study (SCFLS), establishing numbers and types of combatant ships required by the Navy. Following this task, he was assigned to the Plans and Policy Division (N3/N5) as Chief of Staff for the Navy's Roles and Missions Organization, coordinating and defending the Navy's positions in response to the national-level Commission on Roles and Missions of the Armed Services (CORM). He finished his most recent Pentagon tour as a Division Chief in J8—the Force Structure, Resources, and Assessments Directorate of the Joint Staff—where he worked Joint Warfighting requirement issues, primarily in the Theater Air and Missile Defense mission area. 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 (the Navy's Head Detailer). Responsible for the assignment of more than 370,000 Navy men and women, Rear Adm. Shuford played a lead role in the conceptual development and initial implementation of Project Sea Warrior. In August 2003 he assumed command of the Abraham Lincoln Carrier Strike Group and served as Third Fleet's Syndicate Lead and Operational Agent for Theater Air and Missile Defense. He assumed command of the Naval War College in Newport, Rhode Island, on 12 August 2004. He is the 51st officer to serve as President.

His personal awards include the Defense Superior Service Medal, the Legion of Merit (five awards), the Bronze Star, the Meritorious Service Medal (three awards), the Navy Commendation Medal (three awards), and the Navy Achievement Medal.



West Virginia State Capitol  
Martinsburg, West Virginia



## GRADUATES

### COLLEGE OF NAVAL WARFARE

Command Master Chief Michael S. Bruner, U.S. Navy  
Commander John J. Choi, U.S. Navy  
Colonel Thomas J. Connally, U.S. Marine Corps  
Commander Douglas R. Ducharme, U.S. Navy  
Captain Billy W. Hanes, DC, U.S. Navy  
Commander William A. Hesser, Jr., U.S. Navy  
Command Master Chief Raymond D. James, U.S. Navy  
Commander Ernest R. Jones, U.S. Navy  
Commander Paul A. Judice, U.S. Navy  
Commander Kevin E. Kinslow, U.S. Navy  
Commander Carl A. Lahti, U.S. Navy  
Commander Michael W. Leupold, U.S. Navy  
Commander Joel L. Paine, U.S. Navy  
Commander Scott A. Parvin, U.S. Navy  
Commander Aaron L. Rondeau, U.S. Navy  
Commander John A. Sears, U.S. Navy  
Commander Curtis A. Seth, U.S. Navy  
Commander Daniel P. Shaw, U.S. Navy  
Lieutenant Colonel Colleen C. Shull, U.S. Army  
Commander James W. Sigler, U.S. Navy  
Commander Thomas W. Sitsch, U.S. Navy  
Commander Roy C. Undersander, U.S. Navy  
Commander Robert M. Vance, U.S. Navy

### COLLEGE OF NAVAL COMMAND AND STAFF

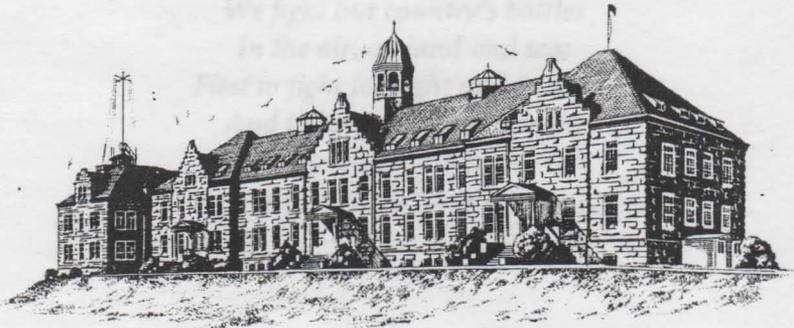
Commander Jeffrey M. Alves, U.S. Navy  
Lieutenant Commander David J. Appezzato, U.S. Navy  
Major Marion P. Bakalorz, U.S. Army  
Lieutenant Commander Vince W. Baker, U.S. Navy  
Lieutenant Commander Christopher J. Baumstark, U.S. Navy  
Lieutenant Commander David R. Buchholz, U.S. Navy  
Lieutenant Commander Willard C. Burney, U.S. Navy  
Lieutenant Commander Joseph W. Dalton, U.S. Navy  
Major Stephen E. Dawson, U.S. Army  
Lieutenant Commander John J. DeBellis, U.S. Navy  
Lieutenant Commander John R. DeLaere, U.S. Navy  
Lieutenant Commander Homer R. Denius III, U.S. Navy  
Lieutenant Commander Dirk W. Elwell, U.S. Navy  
Lieutenant Commander Erik J. Eslich, U.S. Navy  
Lieutenant Commander John M. Flynn, U.S. Navy

Major Todd M. Fox, U.S. Army  
Lieutenant Commander John D. Freeman, U.S. Navy  
Lieutenant Willard T. Green, U.S. Navy  
Lieutenant Commander Sidney E. Hall, Jr., SC, U.S. Navy  
Lieutenant Commander Raymond J. Hesser, Jr., U.S. Navy  
Lieutenant Commander John W. Hewitt, U.S. Navy  
Major William M. Huff, U.S. Army  
Lieutenant Commander Antonio D. Hull, U.S. Navy  
Lieutenant Eric C. Krueger, U.S. Navy  
Lieutenant John R. Liddle, U.S. Navy  
Lieutenant Commander Darin M. Liston, U.S. Navy  
Lieutenant Commander John J. Mann IV, U.S. Navy  
Lieutenant Commander James A. Marvin, U.S. Navy  
Lieutenant Commander Wesley R. McCall, U.S. Navy  
Lieutenant Commander James A. McPherson, U.S. Navy  
Lieutenant Commander Kevin P. Meyers, U.S. Navy  
Lieutenant Commander Kurt A. Mondlak, U.S. Navy  
Lieutenant Commander David R. Moorefield, U.S. Navy  
Lieutenant Commander Gerald D. Murphy, U.S. Navy  
Lieutenant Commander Donald A. Nisbett, Jr., U.S. Navy  
Lieutenant Commander Elton C. Parker III, U.S. Navy  
Lieutenant Commander Robert E. Peters, U.S. Navy  
Major George A. Pivik, U.S. Army  
Lieutenant Commander Charles O. Ridings, Sr., U.S. Navy  
Lieutenant Commander Matthew A. Ross, U.S. Navy  
Lieutenant Commander Louis F. Rutledge, U.S. Navy  
Lieutenant Commander Jeffrey L. Scudder, U.S. Navy  
Lieutenant Commander Bryan P. Sheehan, U.S. Navy  
Lieutenant Commander Matthew J. Smith, U.S. Navy  
Lieutenant Commander William H. Snyder, U.S. Navy  
Lieutenant Commander Ernest B. Stacy, U.S. Navy  
Lieutenant Commander James K. Tran, U.S. Navy  
Lieutenant Commander Soraya M. Villacis, U.S. Navy  
Major Jason D. York, U.S. Marine Corps  
Commander Christian W. Zauner, U.S. Navy Reserve

#### COLLEGE OF DISTANCE EDUCATION

Lieutenant Jacob J. Abrams, U.S. Navy  
Major Craig A. Barrett, U.S. Marine Corps  
Mr. Richard R. Bunn, Marine Corps Systems Command, Quantico, VA  
Commander Bruce T. Clark, SC, U.S. Navy Reserve  
Mr. Philip W. Drayer, Defense Intelligence Agency, Washington, DC  
Commander David C. Falk, U.S. Navy

Lieutenant Commander Joana C. Garcia, U.S. Navy  
Commander Todd A. Groszer, U.S. Navy Reserve  
Mr. Tom Hammond, Congressional Staff, Washington, DC  
Lieutenant Colonel Kenneth L. Hegtvedt, U.S. Army  
Ms. Joni C. Higgins, Congressional Staff, Washington, DC  
Mr. Paul J. Janiczek, Department of State, Washington, DC  
Lieutenant Commander Byron K. Johnson, U.S. Navy  
Mr. Victor R. Jolin, Department of Defense, Washington, DC  
Lieutenant Commander Wesley H. Latchford, U.S. Navy  
Lieutenant Commander Michael S. Leland, U.S. Navy  
Lieutenant Mary J. Lewis, U.S. Navy  
Mr. William H. Little, Department of the Navy, Washington, DC  
Lieutenant William D. Marks, Jr., U.S. Navy  
Captain Thomas B. McGee, U.S. Marine Corps  
Commander Karen Osmak, MSC, U.S. Navy Reserve  
Ms. Laura J. Parker, U.S. Senate Staff, Washington, DC  
Commander Christopher J. Pieczynski, U.S. Navy  
Lieutenant Colonel Ward V. Quinn III, U.S. Marine Corps  
Lieutenant Commander Kevin S. Rafferty, U.S. Navy  
Lieutenant Commander Philip R. Rosi II, U.S. Navy  
Lieutenant Colonel Cyril F. Rourke, U.S. Air Force Reserve  
Lieutenant Romelda C. Sadiarin, U.S. Navy  
Lieutenant David A. Schwind, U.S. Navy  
Lieutenant Julie L. Sellerberg, U.S. Navy  
Lieutenant Kurt M. Sellerberg, U.S. Navy  
Lieutenant Tami L. Smith, U.S. Navy  
Lieutenant Todd J. Tetreault, MSC, U.S. Navy Reserve  
Major Andrew A. Torelli, U.S. Air Force  
Mr. Joseph VanAllman, Naval Undersea Warfare Center, Newport, RI  
Colonel Chris H. Wells, U.S. Army  
Lieutenant Sara E. Wilkening, U.S. Navy Reserve  
Commander Walter F. Williams, U.S. Coast Guard Reserve





## National Anthem—Fourth Verse

*Oh! thus be it ever, when freemen shall stand  
Between their loved homes and the war's desolation!  
Blest with victory and peace, may the heaven-rescued land  
Praise the Power that hath made and preserved us a nation.  
Then conquer we must, for our cause it is just,  
And this be our motto, "In God is our trust."  
And the star-spangled banner in triumph shall wave  
O'er the land of the free and the home of the brave!*

### **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.*



**UNITED STATES NAVAL WAR COLLEGE  
COAT OF ARMS**

*The wavy white and blue bars at the bottom of the shield represent water. The trident rising from it symbolizes mastery of naval activities. The three tines of the trident allude to an understanding of naval warfare at sea, in the air, and on land. The pilot wheel alludes to the mission of the Naval War College, education in naval warfare. The eight spokes refer to honor, duty, leadership, command, strategy, tactics, logistics, and weapons. The laurel wreath is for achievement of the mission. The motto is "Victory Through Sea Power."*