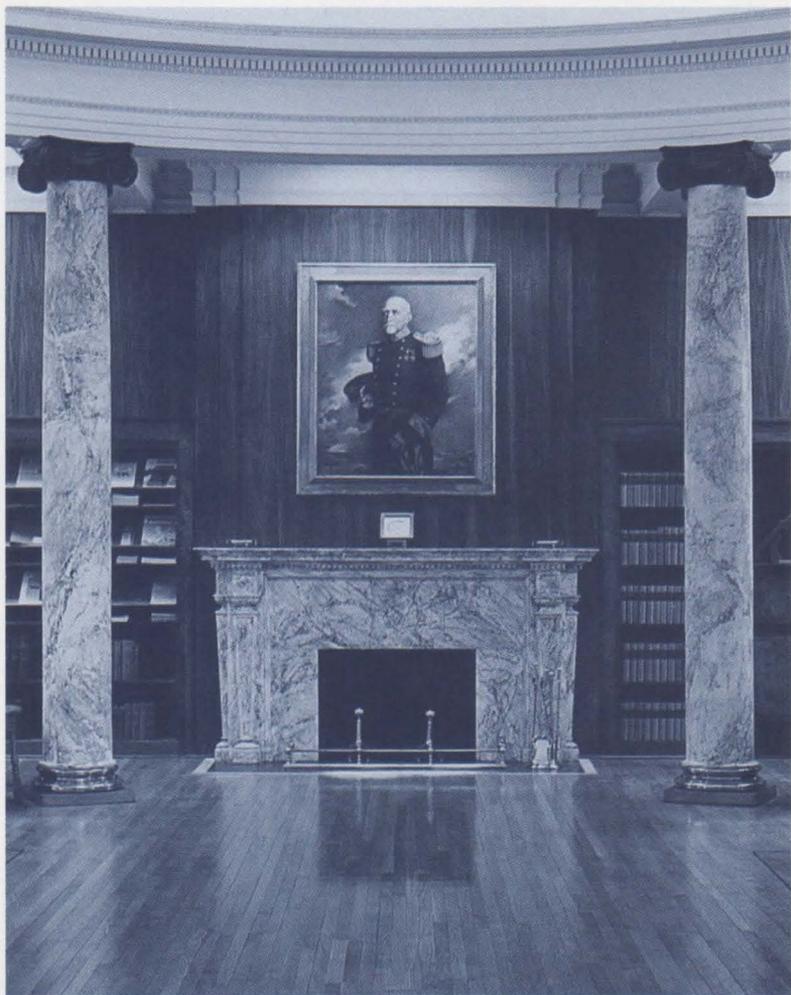


# Naval War College

Newport, Rhode Island



**GRADUATION EXERCISE**  
**17 NOVEMBER 2004**



## 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

Admiral John B. Nathman, U.S. Navy  
Vice Chief of Naval Operations (N09)

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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**Admiral John B. Nathman, U.S. Navy  
Vice Chief of Naval Operations (N09)**

Admiral Nathman, a native of San Antonio, Texas, and the Navy's 33rd Vice Chief of Naval Operations, graduated with distinction from the United States Naval Academy in 1970. In 1972, he qualified as a naval aviator, receiving the Naval Training Command's Outstanding Pilot Graduate Award while also completing a Master of Science degree in Aerospace Engineering.

Admiral Nathman has served in a variety of sea, shore, and joint assignments, and flown over 40 different types of aircraft during his distinguished career. At sea, he flew the F-4 Phantom with Fighter Squadron Two Thirteen and the F-14 Tomcat with Fighter Squadron Fifty-One. He also commanded Strike Fighter Squadron One Thirty-Two, leading his squadron in flying the first F/A-18 combat sorties against Libya in 1986. In 1987, Admiral Nathman reported to the aircraft carrier USS *Nimitz* (CVN 68) as Executive Officer and subsequently assumed command of USS *Lasalle* (AGF 3), the flagship for Commander, Middle East Force during Operations Desert Shield and Desert Storm. Admiral Nathman returned to *Nimitz* as Commanding Officer from 1992-1994.

Ashore, Admiral Nathman was assigned to the USAF Test Pilot School at Edwards Air Force Base, graduating with distinction in 1976. He served at Navy Fighter Weapons School (Topgun), responsible for the advanced tactical training of naval aviators. Between 1982 and 1984 at Nellis Air Force Base, Nevada, he was the senior naval test pilot flying all project aircraft with the 4477 Test and Evaluation Squadron.

Since his selection to Flag rank in 1994, Admiral Nathman has served on the NATO staff of Commander, Allied Forces Southern Europe and as the Director of Logistics for Commander, NATO Implementation Force during its first out-of-area deployment to Bosnia. In 1996, he commanded Carrier Group Seven, *Nimitz* Battle Group and Battle Force FIFTY in the Persian Gulf. Admiral Nathman subsequently served as Director, Air Warfare, on the Chief of Naval Operations' staff in Washington, D.C. In August 2000, he took command of Naval Air Force, U.S. Pacific Fleet and was designated Commander, Naval Air Forces in October 2001. In August 2002, Admiral Nathman was assigned as the Deputy Chief of Naval Operations for Warfare Requirements and Programs (N6/N7) at the Pentagon.

His personal decorations include the Distinguished Service Medal (two awards), Defense Superior Service Medal, Legion of Merit (four awards), Bronze Star with Combat V, Defense Meritorious Service Medal, Meritorious Service Medal (three awards), Navy Commendation Medal with Combat V (two awards) and the Air Force Achievement Medal.

Admiral Nathman is married to the former Karen Sue Wooddell of Weston, West Virginia. They have two children, Amy and Ryan.

**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.



THE UNIVERSITY OF CHICAGO

The University of Chicago is a leading center of research and learning in the liberal arts and sciences. It is a place where the best minds from around the world come to study and work together.

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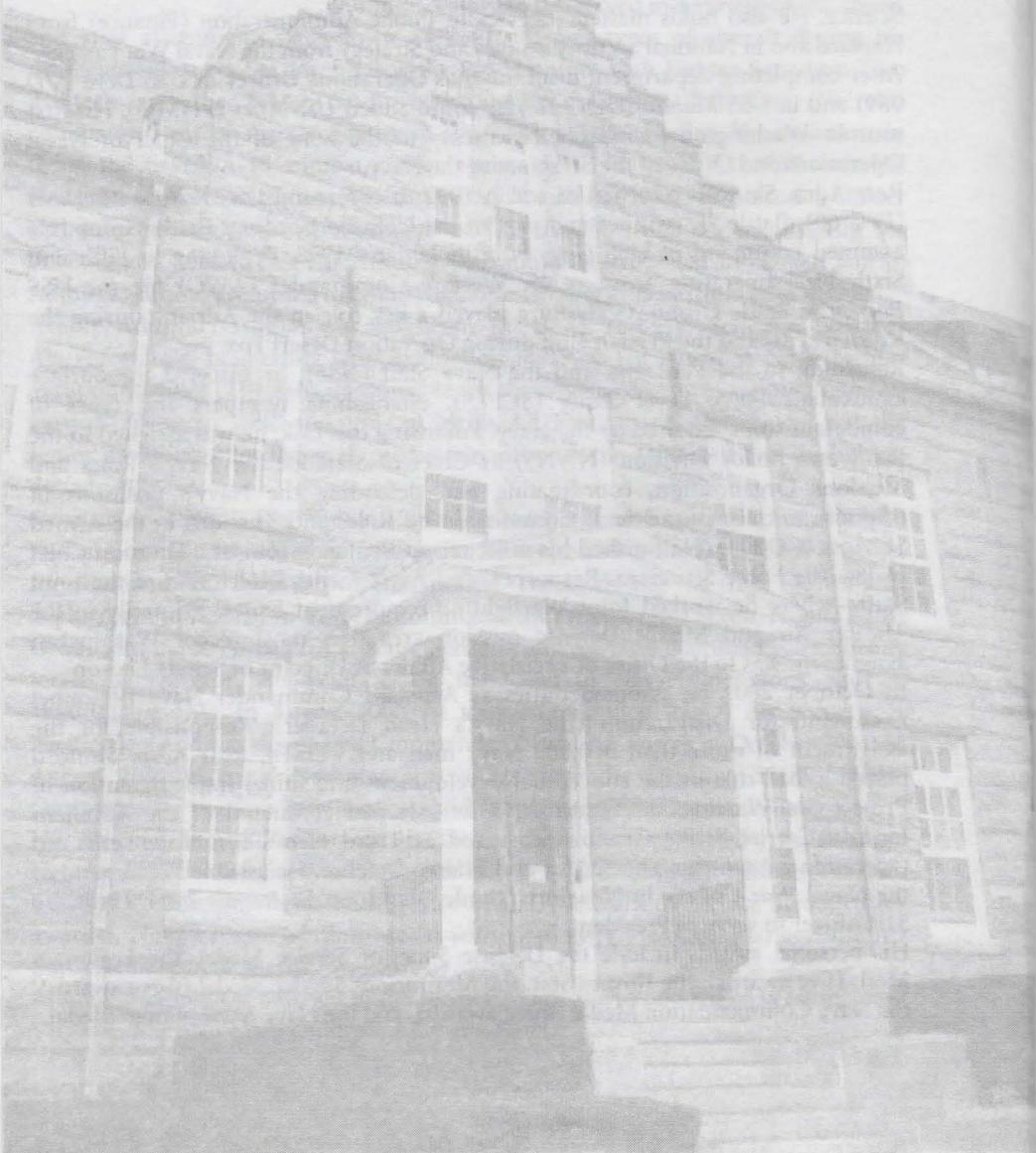
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## GRADUATES

### COLLEGE OF NAVAL WARFARE

Ms. Linda M. Adkins, National Security Agency  
Commander Timothy B. Bitzer, U.S. Navy  
Ms. Linda R. Blodgett, Department of the Army  
Commander William J. Breifelder, U.S. Navy  
Commander Mark E. Cedrun, U.S. Navy  
Commander Darryl D. Centanni, U.S. Navy  
Commander Arthur S. de Leon, U.S. Navy  
Captain James Gregorski, U.S. Navy  
Captain David B. Grimland, U.S. Navy  
Commander Matthew K. Haag, U.S. Navy  
Commander Samuel C. H. Howard, U.S. Navy  
Colonel Aundra J. Jefferson, U.S. Marine Corps  
Commander Scott C. Kraverath, U.S. Navy  
Commander David A. Lane, MC, U.S. Navy  
Commander Shawn W. Lobree, U.S. Navy  
Commander Mark P. Maglin, U.S. Navy  
Commander Michael P. Mazzone, U.S. Navy  
Commander Brian C. McCawley, U.S. Navy  
Commander Michael D. Neumann, U.S. Navy  
Captain Burt T. Palmer, U.S. Navy  
Commander Benjamin H. Peabody, U.S. Navy  
Mr. Thomas Rogers, Department of the Army  
Commander Todd J. Seniff, U.S. Navy  
Ms. Keah Shields, Defense Contract Management Agency  
Commander Brian E. Souchet, U.S. Navy  
Commander Mark E. Stanley, SC, U.S. Navy  
Mr. Solomon E. Waters, Department of the Navy  
Captain Tala J. Welch, U.S. Navy

### COLLEGE OF NAVAL COMMAND AND STAFF

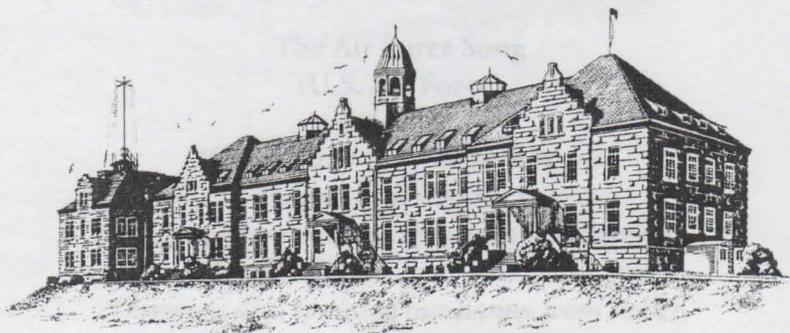
Lieutenant Commander Carroll W. Bannister, U.S. Navy  
Lieutenant Commander James L. Bock, Jr., U.S. Navy  
Lieutenant Commander Carl M. Bradley, U.S. Navy  
Lieutenant Commander Gregory R. Buck, U.S. Naval Reserve  
Lieutenant Commander Timothy D. Carr, U.S. Navy  
Lieutenant Commander Aquilla J. Causey, U.S. Navy  
Lieutenant Commander Michael A. Crary, U.S. Navy  
Lieutenant Commander Andrew D. Crowe, U.S. Navy  
Lieutenant Commander Steven H. DeMoss, U.S. Navy  
Lieutenant Commander Debra L. Duncan, MSC, U.S. Navy

Lieutenant Commander Stephen S. Erb, U.S. Navy  
Lieutenant Colonel Michael Farrell, U.S. Marine Corps  
Lieutenant Commander Jacqueline R. Finch, U.S. Navy  
Lieutenant Commander George F. Franz, U.S. Navy  
Lieutenant Commander Brian M. Garrison, U.S. Navy  
Lieutenant Commander Jason E. Goulas, U.S. Naval Reserve  
Lieutenant Commander Joseph M. Hart, U.S. Navy  
Lieutenant Commander Gerald R. Hermann, U.S. Navy  
Lieutenant Commander Chris A. Higginbotham, U.S. Navy  
Commander James E. Howe, Jr., U.S. Navy  
Lieutenant Commander Keith A. Kimberly, U.S. Navy  
Lieutenant Commander Matthew J. Lehman, U.S. Navy  
Lieutenant Commander Patrick R. Lehman, U.S. Navy  
Commander Mark F. Light, U.S. Navy  
Lieutenant Commander Fredrick R. Luchtman, U.S. Navy  
Lieutenant Commander Allen H. McCoy, U.S. Navy  
Lieutenant Commander William G. Miller, U.S. Navy  
Lieutenant Commander Rey R. Molina, U.S. Navy  
Lieutenant Commander William S. O'Connor, U.S. Navy  
Lieutenant Commander Michael A. O'Leary, U.S. Navy  
Major Steven S. Park, U.S. Army  
Lieutenant Commander Tony Soo-Wan Park, U.S. Navy  
Lieutenant Commander Laurence M. Patrick, U.S. Navy  
Lieutenant Commander Eric R. Phipps, U.S. Navy  
Lieutenant Commander Paul E. Piper, U.S. Navy  
Lieutenant Commander Rolando Ramirez, U.S. Navy  
Lieutenant Commander Carlos A. Sardiello, U.S. Navy  
Lieutenant Commander Paul C. Spedero, Jr., U.S. Navy  
Lieutenant Commander Michael A. Steen, U.S. Navy  
Lieutenant Commander Bryan C. Still, U.S. Navy  
Major John F. Taft, U.S. Army  
Lieutenant Commander Michael A. Torres, U.S. Navy  
Lieutenant Matthew B. Tucker, U.S. Navy  
Lieutenant Commander Polly Wolf, SC, U.S. Navy  
Lieutenant Jaessen Yerger, U.S. Navy  
Major David G. Yonkovich, U.S. Army

#### COLLEGE OF DISTANCE EDUCATION

Commander Paul N. Bellantoni, U.S. Navy  
Lieutenant Commander James E. Carsten, JAGC, U.S. Navy  
Lieutenant Commander Christopher J. G. Couch, U.S. Navy  
Ms. Donna Ann Dulo, Defense Language Institute, Monterey, CA  
Lieutenant Commander Kathleen Farris, U.S. Naval Reserve

Ms. Susan Urbanc Flynn, National Security Agency, Ft. Meade, MD  
Commander David M. Gilmartin, U.S. Naval Reserve  
Lieutenant Commander Christopher M. Hayes, U.S. Navy  
Mr. Robert J. Leone, Space Warfare Systems Command, San Diego, CA  
Lieutenant Scott D. McIlnay, U.S. Navy  
Lieutenant Commander Scott E. Organ, U.S. Navy  
Lieutenant Commander Charles L. Owens, U.S. Navy  
Commander Craig A. Petersen, U.S. Naval Reserve  
Ms. Kimberly D. Rassa, National Security Agency, Ft. Meade, MD  
Commander Peter R. Reif, U.S. Navy  
Mr. Christopher S. Roman, Defense Systems Management College, Spring-  
field, VA  
Mr. Mark R. Sanderson, U.S. Department of Affairs Cemetery, Quantico, VA  
Captain Stephen J. Schrader, U.S. Naval Reserve  
Commander Rita B. Shapiro, MSC, U.S. Navy  
Lieutenant Commander Joseph T. Sixeas, U.S. Naval Reserve  
Captain Timothy J. Stark, U.S. Naval Reserve  
Mr. Robert W. Van Wicklin, Congressional Staff, Washington, DC  
Major Andrew J. Straley, U.S. Marine Corps  
Ms. Kathleen Young, Naval Surface Warfare Center, Dahlgren, VA  
Lieutenant Commander Thomasina A. Yuille, CHC, U.S. Naval Reserve





**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."*