

Naval War College

Newport, Rhode Island



GRADUATION EXERCISE
20 JUNE 2003



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.

ACADEMIC AWARDS FOR AY 2002-03

Naval War College Foundation Award

FIRST PRIZE

Lieutenant Colonel Keith W. Moncrief, U.S. Air Force

June 2003 graduate of the College of Naval Warfare

Essay: *"Creating a Theater-Based Operational Link Between Strategic Mobility and Theater-Level Logistics for the Joint Task Force Commander"*

FIRST HONORABLE MENTION

Mr. David F. Blackburn

June 2003 graduate of the College of Naval Warfare

Essay: *"Use of the United States National Fleet in Maritime Homeland Security and Defense"*

SECOND HONORABLE MENTION

Major Paul B. Donovan, U.S. Air Force

June 2003 graduate of the College of Naval Command and Staff

Essay: *"JMCC: Theater C2 in Need of Sole"*

**Admiral Richard G. Colbert
Memorial Prize**

FIRST PRIZE

Lieutenant Colonel Michael G. Dana, U.S. Marine Corps

June 2003 graduate of the College of Naval Warfare

Essay: *"Shock and Awe: America's 21st Century Maginot Line"*

HONORABLE MENTION

Lieutenant Commander Brendan R. McLane, USN

June 2003 graduate of the College of Naval Command and Staff

Essay: *"Reporting from the Sandstorm: Embedding - An Initial Appraisal"*

**J. William Middendorf II Award
for Student Research**

FIRST PRIZE

Major Jenny A. McGee, U.S. Air Force

June 2003 graduate of the College of Naval Command and Staff

Essay: *"Interdiction of Weapons of Mass Destruction: Evolving Concepts and Applications in the Clinton & Bush Administrations (1993-2002)"*

HONORABLE MENTION

Lieutenant Commander Christopher S. Wiseman, U.S. Navy

March 2003 graduate of the College of Naval Command and Staff

Essay: *"Beyond Monroe: A 21st Century Hemispheric Security Construct"*

B. Franklin Reinauer II Defense Economics Prize

FIRST PRIZE

Lieutenant Commander Scott T. McCain, U.S. Navy

June 2003 graduate of the College of Naval Command and Staff

Essay: *"Bolstering U.S. Strategic Sealift Through Coastal Shipping"*

Armed Forces Communications & Electronics Association Awards

IW CATEGORY

FIRST PRIZE

Major Joseph H. Scherrer, U.S. Air Force

June 2003 graduate of the College of Naval Command and Staff

Essay: *"Risks and Vulnerabilities of Network-Centric Forces: Insights From the Science of Complexity"*

HONORABLE MENTION

Major David P. Wells, U.S. Marine Corps

June 2003 graduate of the College of Naval Command and Staff

Essay: *"Managing the Double Edge Sword of Network Centric Warfare"*

C4I CATEGORY

FIRST PRIZE

Captain Rand D. LeBouvier, U.S. Navy

June 2003 graduate of the College of Naval Warfare

Essay: *"Extending Operational Reach With Unmanned Systems"*

Vice Admiral James H. Doyle, Jr. Military Operations and International Law Prize

U.S. STUDENT CATEGORY

FIRST PRIZE

Major Scott W. Rizer, U.S. Air Force

June 2003 graduate of the College of Naval Command and Staff

Essay: *"Law Enforcement or National Security Forces: A 'Mix-n-Match' Strategy for the War on Terrorism"*

HONORABLE MENTION

Lieutenant Commander Michael D. Sutton, U.S. Navy

June 2003 graduate of the College of Naval Warfare

Essay: *"The International Criminal Court: Considerations for the Joint Forces Commander"*

Marine Corps Association Award

FIRST PRIZE

Commander Giles W.H. Hatch, Royal Navy

June 2003 graduate of the Naval Command College

Essay: *"Should the USN Contend the Narrower Littoral?"*

HONORABLE MENTION

Mr. Brett M. Vaughan

June 2003 graduate of the College of Naval Command and Staff

Essay: *"Operational Art and the Amphibious Assault: Will OMFTS Break the U.S. Amphibious Assault Sword?"*

**McGinnis Family Award for Outstanding
Performance in Nonresident Seminar Education**

PRIZE WINNER

Lieutenant Mary J. Lewis, U.S. Navy
College of Distance Education Correspondence Course Program

**Vice Admiral John T. Hayward College of Distance
Education Correspondence Course Award**

Captain David S. Wade, U.S. Navy
College of Distance Education Correspondence Course Program

Director of Naval Intelligence (DNI) Award

FIRST PRIZE

Major Christopher L. Fatheree, U.S. Marine Corps
June 2003 graduate of the College of Naval Command and Staff
Essay: "Intelligence Reachback Requires Analysts Forward"

Director, Defense Intelligence Agency (DIA) Award

FIRST PRIZE

Mr. Van W. Garraghty
June 2003 graduate of the College of Naval Warfare
Essay: "Social Systems Analysis: The Future of Operational Intelligence?"

Naval Intelligence Foundation Award

FIRST PRIZE

Lieutenant Commander Michael H. Day, U.S. Coast Guard
June 2003 graduate of the College of Naval Command and Staff
Essay: "Maritime Domain Awareness: A Modern Maginot Line?"

Red River Valley Fighter Pilots Association Award

FIRST PRIZE

Major Randy L. Kaufman, U.S. Air Force
June 2003 graduate of the College of Naval Command and Staff
Essay: "Precision Guided Weapons: Panacea or Pitfall for the Joint Task Force
Commander?"

HONORABLE MENTION

Lieutenant Colonel George D. Kramlinger, U.S. Air Force
June 2003 graduate of the College of Naval Command and Staff
Essay: "Synchronizing Airpower & Other Operational Fires - The Joint Force
Commander's Role"

Naval Submarine League Prize

FIRST PRIZE

Commander William R. Merz, U.S. Navy

June 2003 graduate of the Naval Command College

Essay: "THE SUBMERGED BATTLEGROUP: A Synergistic Capability for the Joint Operational Commander"

Jerome L. Levy Economic Geography and World Order Prize

FIRST PRIZE

Captain Sudarshan Y. Shrikhande, Indian Navy

June 2003 graduate of the Naval Command College

Essay: "The Ballot Bites Deeper Than the Bullet: 'Realpolitik for Real People'"

FIRST HONORABLE MENTION

Lieutenant Colonel Lamont Woody, U.S. Army

June 2003 graduate of the College of Naval Warfare

Essay: "Taming Dictators and Developing Security: The Caspian Sea Region Arrives on the Global Economy"

SECOND HONORABLE MENTION

Commander Steven A. McLaughlin, U.S. Navy

March 2003 graduate of the College of Naval Warfare

Essay: "Human Migration Issues and Their Economic-Political Impacts"

Captain Harris J. Nadley USMC Award for Academic Excellence by a U.S. Marine Officer

PRIZE WINNER

Lieutenant Colonel Michael N. Peznola, U.S. Marine Corps

June 2003 graduate of the College of Naval Warfare

2003 Chairman of the Joint Chiefs of Staff

STRATEGY ESSAY COMPETITION

SECOND PLACE WINNER

Lieutenant Commander Grant R. Highland, U.S. Naval Reserve

March 2003 graduate of the College of Naval Command and Staff

Essay: "New Century, Old Problems: The Global Insurgency Within Islam and the Nature of the War on Terror"

THIRD PLACE WINNER

Lieutenant Colonel (P) James B. Brown, U.S. Army

June 2003 graduate of the College of Naval Warfare

Essay: "What Kind of Peace? The Art of Building a Lasting and Constructive Peace"

James D. Forrestal Award

Winning Seminars in the College of Naval Warfare were Seminars 10 and 11
Winning Seminars in the College of Naval Command and Staff were Seminars 1 and 13

Distinguished Graduate Leadership Award

Admiral Gregory G. Johnson, U.S. Navy
Commander, U.S. Naval Forces Europe
Commander, Allied Forces Southern Europe

Staff Awards

MERITORIOUS CIVILIAN SERVICE AWARD RECIPIENTS

- Professor William R. Spain**
Associate Dean of Academics
May 2001 - June 2003
- Professor John E. Jackson**
Director of Development and Long Range Planning
October 2001 - June 2003
- Professor John D. Roberts**
Professor, Joint Military Operations Department
Academic Year 2002-2003
- Mr. Michael C. Riggle**
Head of the Reader Services Division, Henry M. Eccles Library
November 1969 - June 2003
- Mr. Vincent DelRoss**
Special Events Department
November 1975 - June 2003
-

International Student Sponsor Recognition

NAVAL COMMAND COLLEGE

- Mr. and Mrs. William Briggs**
Mr. and Mrs. William Parker
Ms. Ellie Silveria

NAVAL STAFF COLLEGE

- Ms. Bonnie Burns**
Mr. Roy H. Callahan
Mrs. William Cormier

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.

PROGRAM

Music by Navy Band Northeast

Procession of the Students

Procession of the Faculty

Arrival of Official Party*

Parading of Colors*

National Anthem*

Invocation*

Lieutenant Commander Melvin H. Underwood, CHC, U.S. Navy

Welcome

Rear Admiral Rodney P. Rempt, U.S. Navy
President, Naval War College

Address

The Honorable Paul D. Wolfowitz
Deputy Secretary of Defense

Presentation of Robert E. Bateman International Prize Essay Award

Captain Robert Turpin, U.S. Naval Reserve (Ret.)

Presentation of Captain Walter B. Woodson, Jr., Academic Memorial Prize

Rear Admiral Joseph C. Strasser, U.S. Navy (Ret.)
Executive Director, Naval War College Foundation

Presentation of Navy League Awards

The Navy League - Stephen Bleeker Luce Award
The Navy League - William Sowden Sims Award

Captain Shirley A. Hill, U.S. Navy (Ret.)
President of the Newport County Council

Presentation of Faculty Award

Presentation of Graduates

Naval Command College

College of Naval Warfare

College of Naval Command and Staff

Naval Staff College

College of Distance Education

Presentation of Diplomas

Charge to Graduates

Rear Admiral Rodney P. Rempt, U.S. Navy

Service Songs

National Anthem (Fourth Verse)

Benediction*

Lieutenant Commander Melvin H. Underwood, CHC, U.S. Navy

Departure of Official Party*

*Guests please stand



DR. PAUL WOLFOWITZ DEPUTY SECRETARY OF DEFENSE

On February 5, 2001, President Bush announced his intention to nominate Dr. Paul Wolfowitz to be Deputy Secretary of Defense. He was unanimously confirmed by the Senate on Feb. 28th and sworn in March 2, 2001 as the 28th Deputy Secretary of Defense.

For the previous seven years, Dr. Wolfowitz served as Dean and Professor of International Relations at the Paul H. Nitze School of Advanced International Studies (SAIS) of The Johns Hopkins University.

From 1989 to 1993, Dr. Wolfowitz served as Under Secretary of Defense for Policy in charge of the 700-person defense policy team that was responsible to Secretary Dick Cheney for matters concerning strategy, plans, and policy. During the Reagan administration, Dr. Wolfowitz served for three years as U.S. Ambassador to Indonesia. Prior to that posting, he served three and a half years as Assistant Secretary of State for East Asian and Pacific Affairs, where he was in charge of U.S. relations with more than twenty countries.

Dr. Wolfowitz's previous government service included:

- Two years as head of the State Department's Policy Planning Staff (1981-82);
- An earlier Pentagon tour as Deputy Assistant Secretary of Defense for Regional Programs (1977-80),
- Four years (1973-77) in the Arms Control and Disarmament Agency, working on the Strategic Arms Limitation Talks and a number of nuclear nonproliferation issues; and
- A year as a Management Intern at the Bureau of the Budget (1966-67).

Dr. Wolfowitz taught previously at Yale (1970-73) and Johns Hopkins (1981). In 1993, he was the George F. Kennan Professor of National Security Strategy at the National War College. He has written widely on the subject of national strategy and foreign policy and was a member of the advisory boards of the journals *Foreign Affairs* and *National Interest*.

Among his many awards for public service are:

- The Presidential Citizen's Medal,
- The Department of Defense's Distinguished Public Service Medal,
- The Department of State's Distinguished Honor Award,
- The Department of Defense's Distinguished Civilian Service Medal, and
- The Arms Control and Disarmament Agency's Distinguished Honor Award.

Dr. Wolfowitz received a bachelor's degree from Cornell University (1965) in mathematics, and a doctorate in political science from the University of Chicago (1972).

**REAR ADMIRAL RODNEY P. REMPT, U.S. NAVY
PRESIDENT, NAVAL WAR COLLEGE**



Rear Admiral Rempt was raised in the Los Angeles suburb of Van Nuys and graduated from the U.S. Naval Academy with the Class of 1966. He holds Masters Degrees in Systems Analysis from Stanford University and in National Security and Strategic Studies from the Naval War College. Initial assignments at sea included

deployments to Vietnam aboard USS COONTZ (DLG-9) and USS SOMERS (DDG-34). His first sea command was USS ANTELOPE (PG 86), one of four missile-armed patrol gunboats homeported in Naples, Italy.

Rear Admiral Rempt commanded USS CALLAGHAN (DDG 994) during two WESTPAC/Indian Ocean deployments, and the USS BUNKER HILL (CG 52) homeported in Yokosuka, Japan. While on BUNKER HILL, Rear Admiral Rempt served for 18 months as the Anti-Air Warfare Commander (AAWC) for SEVENTH Fleet.

Duties ashore included three years in the Weapon Prototyping office of the Naval Sea Systems Command as the initial project officer for the MK 41 Vertical Launch system, on the CNO's Staff as Program Coordinator for the AEGIS Weapon System, as the Director of the PCO/PXO department at the Surface Warfare Officers Schools Command in Newport and as the Director, Anti-Air Warfare Requirements Division (OP-75) on the CNO's staff. Rear Admiral Rempt also worked in the Ballistic Missile Defense Organization (BMDO) where he initiated the development of Naval Theater Ballistic Missile Defense (TBMD) and then continued those efforts as Director, Theater Air Defense (N865) on the CNO's staff.

In July 1996 Rear Admiral Rempt assumed duties as Program Executive Officer, Theater Air Defense (PEO TAD), additionally serving as the U.S. Steering Committee Member for the NATO Seasparrow and Rolling Airframe Missile multi national programs. In May 1998 Rear Admiral Rempt was assigned as the first Deputy Assistant Secretary of the Navy for Theater Combat Systems where he was the principle advisor on the introduction of Naval TBMD and the development of advanced shipboard combat systems. In June 2000, Rear Admiral Rempt was assigned as the first Assistant Chief of Naval Operations for Missile Defense. In September of that year, Rear Admiral Rempt additionally relieved as Director, Surface Warfare (N76), responsible for all Surface Warfare people initiatives, ship programs and combat systems. He assumed duties as the 48th President of the Naval War College on 22 August 2001.

His personal awards include the Legion of Merit (Third award), the Meritorious Service Medal (Third award), and the Navy Commendation Medal (Third award with Combat "V")

REAR ADMIRAL ROBERT S. BENTLEY, USN
PRESIDENT, NAVAL WAR COLLEGE



Student Body

The President of the Naval War College, Rear Admiral Robert S. Bentley, USN, has announced the formation of a new organization, the Student Body. This organization will be composed of all students of the college and will be responsible for all student activities. The Student Body will be organized into a number of committees and will be responsible for the planning and execution of all student activities. The Student Body will be the primary organization for the representation of the student body in all matters relating to the college. The Student Body will be organized into a number of committees and will be responsible for the planning and execution of all student activities. The Student Body will be the primary organization for the representation of the student body in all matters relating to the college.

NAVAL COMMAND COLLEGE

Commander Artur Mecollari, Albanian Navy
Captain Gabriel Urchipia, Argentine Navy
Captain Anthony Dalton, Royal Australian Navy
Colonel Abdulla Saeed Al Mansoori, Bahrain Royal Navy
Captain Mudasser Nasir, Bangladesh Navy
Captain Sergio Roberto Fernandes dos Santos, Brazilian Navy
Captain Dimitar Minev Denev, Bulgarian Navy
Commander Kenneth Stewart, Canadian Forces
Commander Rolando Varela, Chilean Navy
Captain Juan A. Rairan, Colombian Navy
Captain Ivan Anic, Croatian Navy
Commander Steen Pedersen, Royal Danish Navy
Commander Adel Rezk, Egyptian Navy
Commander Guillermo Jimenez, El Salvador Navy
Captain Kari Takanen, Finnish Navy
Commander Augustin Champetier de Ribes, French Navy
Commander Ralf Schmitt-Raiser, German Navy
Commander Panagiotis Sinanoglou, Hellenic Navy
Captain Sudarshan Shrikhande, Indian Navy
Commander Yair Zilberman, Israeli Navy
Captain Kazuki Yamashita, Japan Maritime Self-Defense Force
Colonel Enos Ooko, Kenya Navy
Commander Choi, Yangsun, Republic of Korea Navy
Brigadier General Nasser Al Husainan, Kuwait Naval Force
Commander Zulkifili Bin Abu Bakar, Royal Malaysian Navy
Commander Francisco Arenas Jaramillo, Mexican Navy
Commander Mohamed Benaamimi, Royal Moroccan Navy
Captain Øyvinn Larsen, Royal Norwegian Navy
Captain Syed Hasan Mustafa, Pakistan Navy
Captain Eduardo Camino Michalik, Peruvian Navy
Captain Ferdinand Golez, Philippine Navy
Commander Marek Kurzyk, Polish Navy
Commander Valentin Pufulescu, Romanian Naval Forces
Commander Saleh Al Qahtani, Royal Saudi Naval Forces
Colonel Sim Tiong Kian, Republic of Singapore Navy
Captain Joseph Sinovich, South African Navy
Commander Juan Carlos San Martin, Spanish Navy
Captain Anders Jarn, Royal Swedish Navy
Mr. Peng, Kuan Chang, Taiwan Navy
Commander Anurat Siriwong, Royal Thai Navy
Commander M. Nuri Alacali, Turkish Navy
Commander Sergei Palaev, Ukrainian Navy
Colonel Ahmed Ali Alsuwaidi, United Arab Emirates Navy
Commander Giles Hatch, Royal Navy
Commander Julie A. Kendall, United States Navy
Commander William R. Merz, United States Navy



COLLEGE OF NAVAL WARFARE

Lieutenant Colonel Stephen C. Baker, U.S. Marine Corps
Lieutenant Colonel Eric D. Bartch, U.S. Marine Corps
Lieutenant Colonel Richard W. Baxter, U.S. Marine Corps
Commander Fred T. Beckham, Jr., U.S. Navy
Commander Jeanne E. Binder, SC, U.S. Navy
Mr. David F. Blackburn, Department of the Navy
Commander Debra A. Bodenstedt, U.S. Navy
Ms. Anne C. Bodine, Department of State
Lieutenant Colonel Gregory A.D. Boyle, U.S. Marine Corps
Mr. Mark V. Brady, Department of the Navy
Commander Thomas H. Brady, Jr., U.S. Navy
Commander James E. Bredemeier, U.S. Navy
Lieutenant Colonel James B. Brown, U.S. Army
Lieutenant Colonel Kevin W. Brown, U.S. Army
Lieutenant Colonel James J. Buckley, U.S. Marine Corps
Ms. Kathy M. Buono, National Imagery and Mapping Agency
Lieutenant Commander Edward B. Cashman, U.S. Navy
Lieutenant Colonel Gregory A. Cate, U.S. Air Force Reserve
Mr. David G. Chaston, Department of the Air Force
Lieutenant Colonel Mark G. Cianciolo, U.S. Marine Corps
Ms. Mary E. Clagett, National Security Agency
Commander Richard D. Cook, CEC, U.S. Navy
Mr. Edwin Cordova, Department of the Navy
Ms. Candace E. Currier, Department of the Navy
Lieutenant Colonel Michael G. Dana, U.S. Marine Corps
Lieutenant Colonel Winston L. Davis, Jr., U.S. Army
Mr. Julius M. Denson, U.S. Special Operations Command
Commander Bruce A. Derenski, U.S. Navy
Commander George DeVries, SC, U.S. Navy
Commander Jon A. Dollan, U.S. Navy
Colonel Alex C. Dornstauder, U.S. Army
Mr. Michael J. Dudley, Defense Contract Management Agency
Lieutenant Colonel Elizabeth M. Durham-Ruiz, U.S. Air Force
Lieutenant Colonel Michael C. Edwards, U.S. Army
Dr. James B. Ellsworth IV, NWC Faculty
Lieutenant Colonel Kenneth D. Enzor, U.S. Marine Corps
Captain Robert D. Evans, CHC, U.S. Navy
Lieutenant Colonel John J. Fitzgerald, Jr., U.S. Marine Corps
Colonel Paul J. Flynn, U.S. Army
Commander Thomas F. Flynn, U.S. Navy
Colonel John A. Forquer, U.S. Marine Corps
Lieutenant Colonel Kirk L. Foster, U.S. Army

Commander Lisa B. Frailey, U.S. Navy
Mr. G. Richard Freeman, Department of the Air Force
Commander Gregory A. Garcia, CEC, U.S. Navy
Mr. Van W. Garraghty, Department of the Navy
Colonel Donald E. Gentry, U.S. Army
Commander Thomas J. Goaley, Jr., MC, U.S. Naval Reserve
Mr. Jefferey S. Goebel, National Imagery and Mapping Agency
Colonel Scott E. Goehring, U.S. Air Force
Commander Thomas D. Goodwin, U.S. Navy
Lieutenant Colonel Patrick J. Greene, U.S. Marine Corps
Commander Carter M. Greenwood, U.S. Navy
Lieutenant Colonel Gary R. Grimes, U.S. Army
Mr. Robert K. Grubbs, Department of the Army
Commander Daryl R. Hancock, U.S. Navy
Captain David C. Hardesty, U.S. Navy
Mr. Mark A. Hewitt, Department of the Air Force
Commander Gregory J. Hilscher, U.S. Navy
Lieutenant Colonel Paul K. Hilton, U.S. Marine Corps
Lieutenant Colonel Adele E. Hodges, U.S. Marine Corps
Lieutenant Colonel Benjamin C. Huff, U.S. Air Force
Lieutenant Colonel Joseph Itz, U.S. Air Force Reserve
Colonel Kenneth E. Jacobsen, U.S. Marine Corps
Lieutenant Colonel Bradley J. Jensen, Air National Guard
Ms. Denise D. Johnson, Department of the Navy
Lieutenant Colonel Kim M. Johnson, U.S. Air Force
Lieutenant Colonel Larry D. Jones, U.S. Air Force
Lieutenant Colonel Thomas M. Kastner, U.S. Army
Commander Julie A. Kendall, U.S. Navy
Colonel Mark A. King, U.S. Marine Corps
Colonel David B. Kneafsey, U.S. Army
Lieutenant Colonel George D. Kramlinger, U.S. Air Force
Lieutenant Colonel Michael A. Kriz, U.S. Army
Mr. Mark J. L'Ecuyer, Defense Contract Management Agency
Captain Thomas A. Lafferty, DC, U.S. Navy
Commander Michael W. Langston, CHC, U.S. Navy
Lieutenant Colonel James K. LaVine, U.S. Marine Corps
Lieutenant Colonel David E. LeBlanc, U.S. Army
Captain Rand D. LeBouvier, U.S. Navy
Commander Gregory S. Legore, U.S. Naval Reserve
Commander Patrick L. Leonhardt, U.S. Naval Reserve
Colonel David J. Lewis, U.S. Air Force
Commander Rupert F. Lindo, MSC, U.S. Navy
Lieutenant Colonel Kenneth X. Lissner, U.S. Marine Corps

Mr. Gregory A. Magni, National Imagery and Mapping Agency
Lieutenant Colonel Stephen D. Marchioro, U.S. Marine Corps
Mr. Patrick W. McCullough, Department of the Air Force
Commander James L. McDonald, Jr., U.S. Coast Guard
Commander Mark H. McDonald, U.S. Navy
Lieutenant Colonel Udo K. McGregor, U.S. Air Force Reserve
Mr. Matthew A. McNally III, Maritime Administration
Commander William R. Merz, U.S. Navy
Mr. Anthony G. Miles, Defense Contract Management Agency
Dr. John R. Milligan, Department of the Navy
Lieutenant Colonel Keith W. Moncrief, U.S. Air Force
Lieutenant Colonel Daniel P. Morin, U.S. Air Force
Lieutenant Colonel Anne R. Morris, U.S. Air Force
Commander Joseph F. Murray, NC, U.S. Navy
Mr. Gopalakrishnan G. Nair, Information Systems Agency
Captain Peter V. Neffenger, U.S. Coast Guard
Ms. Vanessa A. Nemara, Department of Homeland Security
Lieutenant Colonel John A. Nicholson, U.S. Marine Corps
Lieutenant Colonel Pedro R. Oms, U.S. Air Force
Commander Randal J. Onders, SC, U.S. Navy
Lieutenant Colonel Kevin C. Owens, U.S. Army
Colonel Thomas M. Pappas, U.S. Army
Commander Rulon K. Payne, U.S. Navy
Lieutenant Colonel Damon C. Penn, U.S. Army
Lieutenant Colonel Michael N. Peznola, U.S. Marine Corps
Lieutenant Colonel Elaine S. Pfeiffer, U.S. Air Force
Colonel John T. Phelps II, U.S. Army
Colonel Albert F. Potwin, U.S. Marine Corps
Lieutenant Colonel Lyle D. Powell, U.S. Air Force
Commander Richard A. Powers, U.S. Navy
Mr. Daniel S. Preissman, Department of Navy
Lieutenant Colonel John W. Raymond, U.S. Air Force
Captain William C. Reed, U.S. Navy
Lieutenant Colonel David L. Reynolds, U.S. Air Force
Mr. David B. Rhodes, Defense Intelligence Agency
Commander Warren W. Rice, SC, U.S. Naval Reserve
Ms. Marcia E. Richard, 4th Estate
Lieutenant Colonel Ritchie L. Rodebaugh, U.S. Marine Corps
Lieutenant Colonel Robert H. Roome, U.S. Army
Commander Jon T. Ross, U.S. Navy
Lieutenant Colonel John G. Rossi, U.S. Army
Lieutenant Colonel Lisa A. Row, U.S. Marine Corps
Lieutenant Colonel Mark B. San Souci, U.S. Air Force

Commander Joseph E. Sarachene, MC, U.S. Navy
Lieutenant Colonel Timothy A. Sassenrath, U.S. Army
Captain William V. Scardina, Jr., U.S. Navy
Commander Peter D. Schmid, JAGC, U.S. Navy
Lieutenant Colonel Ward E. Scott II, U.S. Marine Corps
Mr. Robert B. Seabrook, Military Sealift Command
Lieutenant Colonel Dawn M. Smith, U.S. Army
Commander Fred C. Smith, U.S. Navy
Lieutenant Colonel Thomas H. Smith, Jr., U.S. Air Force
Mr. James T. Spell, Jr., Department of the Navy
Colonel Thomas S. Stefanko, Army National Guard
Mr. Andrew W. Steinfeld, Department of State
Lieutenant Colonel Susan E. Strednansky, U.S. Air Force
Colonel John M. Sullivan, Jr., U.S. Marine Corps
Lieutenant Commander Michael D. Sutton, JAGC, U.S. Navy
Commander Kenneth A. Swan, U.S. Navy
Mr. Mark D. Terry, Defense Contract Management Agency
Colonel Christopher J. Toomey, U.S. Army
Lieutenant Commander John L. Trefz, Jr., U.S. Navy
Lieutenant Colonel Scott T. Tyrrell, U.S. Air Force
Lieutenant Colonel John Uberti, U.S. Army
Lieutenant Colonel Peter S. Vercruyse, U.S. Marine Corps
Ms. Carol A. Wilkes, Defense Logistics Agency
Lieutenant Colonel Lamont Woody, U.S. Army
Lieutenant Colonel Edmund W. Woolfolk, Jr., U.S. Army
Lieutenant Colonel John D. Zazworsky, Jr., U.S. Air Force
Lieutenant Colonel Peter B. Zwack, U.S. Army

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Mr. Marvin J. Stelling, Naval Surface Warfare Center, Port Hueneme, CA
Lieutenant Commander Michael N. Stoll, U.S. Navy
Lieutenant Bradley J. Storey, U.S. Navy
Lieutenant Michael S. Stucky, U.S. Navy
Lieutenant Colonel John J. Sullivan, Jr., U.S. Marine Corps Reserve
Lieutenant Jeffrey W. Summers, U.S. Navy
Lieutenant Rohini Suraj, MSC, U.S. Navy
Major Walter T. Tanimoto, U.S. Army Reserve
Lieutenant Vasilius Tasikas, U.S. Coast Guard
Lieutenant Commander Brian T. Teets, U.S. Navy
Lieutenant Herbert R. Thompson, U.S. Navy
Ms. Jennifer Thompson, Congressional Staff, Washington, DC
Lieutenant Commander Norman A. Toon, Jr., SC, U.S. Naval Reserve
Lieutenant Brian L. Tothero, U.S. Navy
Ms. Karen L. Tremper, National Security Agency, Fort Meade, MD
Mr. Joseph D. Trollinger III, Naval Air Systems Command, Fort Meade, MD
Commander Cheryl A. Upton, SC, U.S. Naval Reserve
Lieutenant Daniel W. Valascho, U.S. Navy
Mr. Joseph D. Vanallman, Naval Undersea Warfare Center, Washington, DC
Commander Gerard M. Vandenberg, U.S. Navy

Lieutenant Commander Thomas J. Verry, U.S. Navy
Mr. Gregory Vetter, Naval Facility Engineer Command, San Diego, CA
Lieutenant Commander Tracy A. Vincent, U.S. Navy
Lieutenant Shannon P. Voss, MSC, U.S. Navy
Lieutenant Colonel Donald G. Vrooman, U.S. Marine Corps Reserve
Captain David S. Wade, MC, U.S. Navy
Lieutenant Brett A. Wagner, SC, U.S. Navy
Lieutenant David M. Wallace, U.S. Navy
Lieutenant Commander Kimberly A. Walz, U.S. Naval Reserve
Mr. John A. Weaver III, Legislative Director, Washington, DC
Lieutenant Robert Webster, U.S. Naval Reserve
Lieutenant Commander Charles A. Weddle, U.S. Navy
Major Mark L. Wells, U.S. Army Reserve
Lieutenant Commander Kurt J. Wendelken, SC, U.S. Navy
Ms. Cynthia L. Westerbeke, Naval Air Systems Command, Fort Meade, MD
Commander Edward S. White, JAGC, U.S. Navy
Mr. Edward L. Whited, Naval Air Station, San Diego, CA
Lieutenant James A. Wiest, U.S. Navy
Lieutenant Max A. Willey, U.S. Naval Reserve
Mr. Paul H. H. Williams, NASA Goddard Space Flight Center, Fort Meade, MD
Lieutenant Commander Revlon O. Williams, MSC, U.S. Navy
Lieutenant Shawn C. Wilson, U.S. Navy
Lieutenant Commander Christopher S. Wirth, U.S. Navy
Major William D. Wischmeyer, Jr., U.S. Marine Corps
Lieutenant Scott G. Wolfe, U.S. Navy
Lieutenant Norman B. Woodcock, U.S. Naval Reserve
Lieutenant Hsin-Fu Wu, U.S. Navy
Lieutenant Laurence M. Young, U.S. Navy
Mr. Heng-Chih Yuan, Taiwan Navy
Commander Michael A. Yuhas, U.S. Naval Reserve
Major Marc L. Zuffa, U.S. Army Reserve

*Count off the cadence loud and strong,
For where'er we go, you will always know,
That the Army goes calling along.*

**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.*

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, when 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!*



"No human foresight can provide against earthquakes or volcanic eruptions or pestilence or famine. War, on the other hand, may in certain instances be averted. But mark this well: It may be averted in one way only and that is to be fully prepared for it. That is the meaning of this College: it is an instrumentality for the prevention of war by being prepared for it."

*RADM Stephen B. Luce, USN
President Naval War College
October 1884 - June 1886*