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CHAPTER 4
THE CIVILIAN YEARS

INTRODUCTION

For medical reasons, seven of our classmates were not commissioned and became civilians immediately after graduation.¹ Others were retired medically during the Vietnam War. After losing a leg when he stepped on a mine in Vietnam in March 1966, Jack Terry, for example, had no desire, as he said, to stay in the Army "pushing papers," so he was retired medically in October 1966.² As we reached four years of service, the years required to fulfill our active duty service obligation, many of us were extended for another year, but by the time we reached the six-year mark, about 35% of us had resigned our commissions. By the late 1970s about 50% and by the late 1990s about 95% of us had left active duty. Except for a small number of us, we spent more time in our working lives as civilians than in uniform. More importantly, our classmates' achievements as civilians rivaled our classmates' achievements as military leaders.

When we took off our uniforms, whether after four years or 40, we discovered that the education, skills, attitudes, and values we had acquired at West Point and in the service of our country provided a sound foundation for success in our civilian careers. At West Point we received a "general" education without any majors but with a balanced curriculum that favored Math-Science-Engineering over the Humanities and Behavioral and Social Sciences. That balance came from the Army's desire to produce officers with sufficient versatility to fit into a wide range of academic and professional specialties after graduation, but it also gave us the academic foundation to pursue many different careers as we entered our nation's civilian work force. Additionally, at West Point and in our military service, we learned how to lead others, solve complex problems, use our time wisely, take advantage of opportunities, and prosper in widely different cultures. We also learned to "choose the harder right over the easier wrong" and to show respect for others. As cadets and officers, we had faced and overcome many challenges, and that experience gave us greater confidence as we faced other challenges later in our lives.

Our education did not end when we graduated from West Point. Some of us continued our education while still in uniform, and some of us did so after we took off our uniforms.

Sixteen of us became M.D.'s. One became an optometrist, seven became dentists, and two became veterinarians. At least 56 of us (or 9.4% of the Class) earned our J.D degree, though not all practiced law. Using *The Register of Graduates* and including those who obtained their degree while in the service, 34 of us received a Ph.D. (including at least one Ed.D.) degree, and 422, or 71% of our graduating class of 596, acquired an advanced degree (including J.D. and Ph.D.). The actual number with advanced degrees is undoubtedly higher since some classmates did not report their advanced degrees to the Association of Graduates.

Whether as businessmen, entrepreneurs, attorneys, or physicians, we often took career paths in our military and civilian lives that we had not anticipated in July 1961 or June 1965. Some of us such as Ed Knauf chose paths that enabled us as civilians to make distinguished contributions as civil servants and businessmen to our nation's defense (and are discussed in the Post-Vietnam chapter); others such as Walt Divers chose paths that enabled us to make distinguished contributions as civilians and as military officers in health fields (and are covered in this chapter). As we searched for a path to success and fulfillment, we sometimes reacted to events or took advantage of opportunities appearing before us, and we recognized and adapted to the rapid technological, social, and economic changes occurring around us in an age of remarkable change and challenge. We learned how to "reinvent" ourselves before doing so became a commonly accepted idea. We also learned to adapt by building on our knowledge, interests, and skills. As we faced new challenges, we demonstrated an impressive willingness and ability to acquire new knowledge and skills, adjust to new environments, create innovative solutions, and succeed in the civilian world.

And we never lost our high ethical and moral standards and our desire to serve our country and our local community.

AN ENVIRONMENT OF CHALLENGE AND CHANGE

As we began working in the civilian world, we usually entered mid-level positions or attended graduate school to prepare ourselves for future professional and personal challenges. As our careers progressed, we were surrounded by extensive political, economic, social, and technological change. Such turbulence was not new to us, for we had experienced substantial change as cadets and as officers. This time was different, however, for we were about to live through the transition from a traditional manufacturing-intensive "Machine Age" economy to a services-intensive "Information Age" economy and from the U.S.'s dominating the world's economy to its

fighting to maintain an edge against fierce international competition. As the nature and size of the U.S. economy evolved, we had to master new technologies that revolutionized communications, manufacturing, and transportation, and as international economic competition increased, we had to face the challenges of globalization, transnational corporations, "outsourcing," and international finance. Amidst these numerous challenges we lived through no less than seven different recessions. Many of us felt the bite of these recessions the most in the early seventies, just as we were beginning to establish our civilian careers, when the 1973 oil crisis and other events disrupted our plans for an easy transition to civilian life. We had to contend with other brief recessions in subsequent decades.

Dramatic changes also occurred in the growth of the U.S. population and the expansion of real estate. The population of the United States grew from 194.3 million in July 1965 to 311.6 million in July 2010. The average selling price of a new home in the United States went from \$21,500 in June 1965 to \$256,700 in June 2010.³ Over the next 45 years, the total housing inventory went from 63,993,000 in the 2nd quarter of 1965 to 132,718,000 in the 2nd quarter of 2012.⁴ And a similar expansion occurred in commercial real estate, including office buildings, warehouses, and retail stores. At the same time the landscape of front streets in America changed with the appearance of super stores such as Walmart, restaurants such as McDonald's, and home improvement stores such as Home Depot. Other changes such as the introduction of ATM's, internet banking, and index mutual funds also significantly affected how we managed our finances.

Even more remarkable changes occurred in technology. Of the many experiences our classmates had during the adolescent years of computers, Dave Gabel's journey reflected how some of us had to adjust to the many changes occurring in the last decades of the 20th century. After receiving an MS in electrical engineering from Stanford and teaching at West Point for three years, Dave became the Management Information System Officer for the 82d Airborne Division at Fort Bragg in 1975. As OIC in charge of an IBM 360/30 with about 256 kilobytes of memory, he ran the division's requisitioning system for all Class IX items, its property book, and its personnel system. After leaving the Army in 1976, he went to work for the Packard Electric Division of General Motors as a design engineer in the Advance Engineering Group. Here he worked on something called the "multiplexing project" which eventually evolved into a network system that allowed an engine's control computers to handle many functions inside the automobile and communicate with those different functions over wire (much like the internet

today).

In 1978 Dave moved to *Electronic Engineering Times*, a newspaper for electronic and electrical engineers published by CMP Publications. A fine writer and electronic engineer, Dave ran the section of the paper dealing with computers and data processing. The written content, however, still relied on electric typewriters and yellow copy paper, as well as typesetters, photo-set galleys, and photo-offset printing. Two years later Dave moved to Hayden Publishing as Editor-in-Chief of *Computer Times*, a start-up newspaper that folded a few months later. Dave remained with Hayden Publishing and became Executive Editor and then Editor-in-Chief for *Personal Computing*. By now he was using an Apple II computer with a long-since disappeared word processor. He saved his work on floppy disks (5 1/4") and sent them via messenger to the typesetter. After editing, the galleys went to the traditional cut-and-paste operation.

During this period Dave attended a memorable press conference on the introduction of the IBM personal computer. The individual giving the briefing announced that Microsoft MS-DOS would be the operating system of choice, not Digital Research's CP/M operating system. Dave notes, "This is what started Microsoft on its meteoric rise." He also notes that the introduction of the IBM personal computer "started the revolution in computing for business and personal use." As editor-in-chief for *Personal Computing*, he had been reporting for about a year that business managers were sneaking personal computers into their offices and describing them as office equipment. In reality, they were putting computers into the hands of the users and taking them out of the hands of the "priesthood," Dave's word, that served the mainframe computers. He notes, "And now IBM, which made most of the mainframes, had 'blessed' the little personal computers, and we were all off to the races. Sales went through the roof, and complete industries sprang up almost overnight."

Growing tired of the long commute to work, Dave quit in 1982 but worked at home, sending stories to the publication over a modem. He wrote, "I guess I was one of the first telecommuters, although we, in the computer press, had been writing about it for a while." He used an Apple II computer with a Hayes 300 baud modem, which is slow by modern standards but which enabled him to submit his stories over his telephone line. Dave did this for a few years and then became an independent freelance writer. By this time, he was using a PC from Hewlett-Packard and a word processing package called XYWrite, which ran on personal computers but was compatible with a minicomputer-based word processing and typesetting system.⁵

In 1990 he returned to an office setting, working briefly for *Electronics Magazine* and then for *Electronic Buyer's News*. He used a mainframe-based typesetting system but also had a PC in his office which he used for databases for his writing. The two systems were not networked very well, and he used the central system for composing his stories. By this time he was writing a half-page feature every week called "Technology to Watch," a responsibility that exposed him to the latest developments in technology. In this rapidly changing environment, Dave moved from *Electronic Buyer's News* to *Windows Magazine*, which was known as a "hot book" and had a circulation of about half a million. Dave was responsible for hardware and software reviews and had a staff of four technically competent writers do them. He wrote, "It was a lot of work, but we all got to play with new stuff all the time, so it was a lot of fun."

During this period Dave witnessed significant advances in the management of information; he worked with a decentralized typesetting system that was based on PCs and Macs and connected with a network. He said: "We wrote the story, sent it over the network to the copy editors, who sent it to the art department, who laid it out on the pages, along with photos we received over email and forwarded to the art department. After the story was laid out in the page format, editors would proof for typos, and also cut stories to fit. When we got done with the page composition, we sent it to the central production department, which sent it, via direct telecom link, to the printing press, where the printers struck the offset plates and we were published. It saved so much time it was unbelievable. This is how everyone publishes newspapers and magazines today, but at the time, in the mid-to-late 90s, it was really gee-whiz stuff."

Dave worked a while as Chief Technical Editor at *VARBusiness Magazine*, where he designed and then managed the magazine's test lab for all sorts of computer-related products. Though the work was interesting, he soon moved to TechTarget.com, a company that focused on websites for professionals in the Information Technology business. While working at home, he needed only a computer, internet connection, and a telephone line. He wrote many tips himself, but he oversaw the creation and publication of many others. He wrote, "Before I got there, people called 'site editors' were doing tips, and they didn't know a bit from a bazooka, so I was able to upgrade the technical quality of the tips and increase the volume significantly, which increased revenue significantly." Dave concluded, "Since I was in technology writing, I got to be in pretty much on the ground floor of this publishing revolution. So I really went from yellow copy paper and pencil

editing to computer-based page composition and direct transmission of pages to the printing press."⁶

Another classmate who showed a remarkable ability to adapt and contribute significantly was Mike Connor. After he retired from the Army in 1992, Apple hired him to become the company's first ever "Manager, Engineering Project Management." He arrived at Apple during a time of great change in the internet and in computing. In 1990, there were about 300,000 computers on the Internet; by 1996, there were close to 10 million. Speaking of his "six-year adventure at Apple" where he implemented important project management practices, Mike wrote: "Projects included all software and hardware projects done at Apple between 1992 and 1997. I convinced Apple to develop software offshore around the world. By doing this they would be able to understand better the international marketplace, do software design, and build and test approximately 22 hours a day rather than the ten hours that engineers were putting in at Cupertino. Next I was asked to add 'Software Configuration and Release Management' to my responsibilities. I completely changed Apple's systems so that we could release software anywhere we manufactured in the world, and within seconds the software would be available at all manufacturing stations to be downloaded to computers on assembly lines. Consequently, Apple could make as few as one product at a time rather than the thousands of batch-made products with the previous system. The advantages of these changes made Apple the fastest computer manufacturer in the world to design, produce and implement new systems."

"Next," he said, "as Corporate VP I became Apple's first executive responsible for worldwide quality and reliability. At that time Apple had a serious quality problem, ranked in the bottom quarter of all computer manufacturers. Within one year Apple was ranked number one in quality and has maintained that position ever since. Additionally, in 1994 I was put in charge of determining and producing Apple's first commercial internet product. The 'Apple Internet Connection Kit' was sold in early 1995 as a separate software product. It allowed buyers to choose a service [provider], enter credit card info to create an account, access and do email, and browse the Internet using Netscape's new browser. In three years connections to the Internet went from 3% to over 85% of Mac users. After the first year all Macs were sold with the connection software included. Soon, Microsoft, Dell, Hewlett Packard, *et al* copied us. Who knew then what the Internet would become?"

"Next," he continued, "as corporate VP I became responsible for all internationalization and localization. I changed the way Apple did products for the international market by adding

unicode to the software, thereby allowing simultaneous release of products worldwide. This changed how Apple released products into the marketplace, since the old serial method, extremely expensive and slow, meant some countries might never see a product. Next I was given responsibility for 'Developer Tools.' These are the software tools needed by developers to code software for Apple products. So by 1997 I had more than 3000 people working for me worldwide."

Mike concluded, "With four CEOs in six years I was exhausted and needed a change. I elected to leave Apple in late 1997 and join ADP Brokerage, a major division of ADP responsible for more than one out of every five trades done on the NASDAQ and NY stock exchanges, the largest back-office operation in the world. I enabled the design and development of the hardware and software that permitted more than 100 brokerages (our customers) to enable on-line trading of securities by their customers, drastically lowering trading costs everywhere. I also got ADP through Y2K [or Year 2000 problem] successfully. In 2000 I was hired to return to California to integrate a \$6.4 billion acquisition of 'Global Center' into Exodus Communications, then the largest datacenter provider in the world, with customers like Microsoft, Merrill Lynch, McDonalds, American Airlines and even a new startup called Google. What was expected to take a year to 18 months we accomplished in 5.5 months using advanced project management techniques that I perfected at Apple. When the dot com implosion happened in 2001 I was made CIO and then COO of Exodus. I took the company through bankruptcy.... Exodus was bought by Cable and Wireless and I became COO of C&W America."

After retiring in 2003, Mike founded a nonprofit organization focused on helping children around the world, but in 2009 he went to work for a small startup, Verde Power Supply, Inc., which was later renamed Verde Power Solutions, Inc. Mike wrote: "Our focus: Inventing a new energy conversion paradigm that would radically change how we do energy conversion. This is a \$70 billion market and when adopted will save over one half of the electricity energy produced in the world today. That means a potential of over \$1 trillion saved every year."⁷ One of the powerpoint slides explaining Verde Power's business model states: "We approached energy conversion differently: Physics instead of electrical engineering."⁸

OTHER OPPORTUNITIES TO TRANSFORM OURSELVES

Facing such challenges differently was only one of many "approaches" taken by members of our Class, for an environment of change surrounded all of us as we pursued our civilian careers. To adapt to the new environment and stay competitive,

we often had to transform ourselves. While Dave Gabel's and Mike Connor's experiences were in computers, which came of age from the time we were cadets until the mid-point of our adult lives, they reflect how all of us--whether in business, manufacturing, financial services, legal fields, or the medical community--had to approach challenges differently, retool ourselves, rethink our strategic goals, adjust our tactical methods, etc.

The experiences of Chuck Shaw illustrate how we took advantage of emerging opportunities, entered new fields, and met new challenges. After leaving the Air Force, Chuck joined the Bank of the Southwest and worked first in Houston, Texas, and then in Paris. He initially was a loan officer in the oil and gas department and then dealt with oil and gas exploration and development in the Middle East and North Sea. In 1978 Chuck founded the Charles F. Shaw Vineyard and Winery in Napa Valley, California. He ran the vineyard and winery for 14 years and became well known for one of his wines, nick-named "Two Buck Chuck." His bargain-priced premium wines succeeded so well that retailers could not keep them on the shelves. His wines introduced many non-wine drinkers to an inexpensive, drinkable wine and, in doing so, he greatly expanded the wine market in the U.S.⁹ Dave La Rochelle, who described himself as Chuck's "chief wine taster," recalled assisting Chuck during his first grape harvest in 1978. He said they picked some seven tons of grapes on a Sunday afternoon in Napa Valley.¹⁰ In 1992 Chuck sold the California vineyard and winery and became president of DataBase Network Systems, a custom database and network engineering contractor, but he eventually returned to the wine business, this time in Michigan. In 2011 he released his first Michigan wine, which he described as a "fine and delicate Riesling produced in the tradition of a classic Mosel Valley Spätlese."¹¹ Chuck observed, "Wine production and sales is really fun, and I hope to finish my life in the wine business as a producer."¹²

Opportunities came from many sources, including advances in science. As a young Air Force captain, Rick Osgood developed a new highly efficient gas laser and received the Samuel Burka Award for best professional paper in the USAF Avionics Laboratory. After leaving the Air Force and receiving his Ph.D. in physics at MIT, he became a member of the scientific staff and then project leader at the MIT Lincoln Laboratory, a federally funded research and development center that applied advanced technology to problems of national security. While there he began his service as a scientific advisor to the Defense Advanced Research Projects Agency (DARPA) and the Secretary of Energy. He next moved to Columbia University where

he was Higgins Professor of Electrical Engineering and Applied Physics from 1981-2011. For many years he directed a 20-person group with research into advanced optical technology and another group with a focus on fundamental understanding of condensed matter and surface reactions. From 2000 to 2002 he served as Associate Director of the Brookhaven National Laboratory (BNL), the national laboratory of the Department of Energy (DOE). He was director of Basic Energy Sciences, had \$80 million in annual revenue, had 300 employees, and started the Center for Functional Nanomaterials.

Rick wrote: "My most notable achievement was managerially turning around the Basic Energy Sciences Directorate (BES) at Brookhaven National Laboratory on Long Island (BNL). When I went to BNL, DOE worried very much whether we could keep our large BES program. I left BNL a few years later with a new Nanoscience Department and Building, a new Materials Science Department, and the initial plan for a \$1B Synchrotron Ring for X-ray studies (this facility is currently under construction)." Rick explained: "A synchrotron is a large circular tube of extremely high speed electrons, which typically gives off a narrow beam of X-ray light. They are used to study and understand biological systems and other forms of matter."¹³ At one point he served on a national science committee with Tom Johnson to review advanced uranium isotope separation using lasers. Rick understood completely that research conducted at universities and national labs were essential for achieving important innovations and driving economic growth.

Some classmates helped shape innovations stemming from advances in science and technology and transform them into practical business opportunities. Dave Bodde took advantage of the fellowship he received from the Atomic Energy Commission upon graduation from USMA. After leaving the Army, he received a master's degree in Nuclear Engineering, another in Management at MIT, and then a Ph.D. in Business Administration at Harvard. Working first for TRW, Inc., as a manager in the Engineering Analysis Office, he served as Assistant Director of the Congressional Budget Office and then Deputy Assistant Secretary in the DOE. He then moved to the National Academy of Sciences for four years as Executive Director of the Commission on Engineering and Technical Systems and then to the Midwest Research Institute where he was Corporate VP and President of MRI Ventures. In 1997 he returned to the academic world with a joint appointment at the University of Missouri, Kansas City; he was Professor of Engineering and Business Administration and held the Charles N. Kimball Chair in Technology and Innovation. In 2004 he moved to Clemson University where he was Senior Fellow and Professor in the Arthur M. Spiro Institute for

Entrepreneurial Leadership. In this position he did research, taught, and consulted in technology and strategy in the energy industries, new venture investments, advanced energy technology, and corporate entrepreneurship. He also served as a Board Member and advisor to numerous venture-backed companies in energy and technology and worked especially on the transition from technology-based opportunity to practical business model. Adding to his illustrious career, he is the Founding Director of "The Commerce Funds," a family of mutual funds with \$2.2 billion under management in 2011. In his usual understated style, Dave noted, "Growth and Bond funds achieved a Morningstar 5-star ranking, 1995 to the present [2011]."¹⁴

Opportunities also came from broader social and economic currents that we did not anticipate in 1965. After serving six years in the Army, Jim Holmes spent 11 years in the FBI as a Special Agent and four years in management as a Supervisory Senior Resident Agent. Jim wrote: "In 1985, I was asked by then Governor [John] Ashcroft to become the first Executive Director of the Missouri Lottery and start-up this new state government agency, so I left the FBI to accept that position. Then in 1987, wanting to get into the private sector, I formed my own consulting company and became a national and international gaming consultant for lottery operations, bingo projects, casinos and Indian Country gaming. Those consulting agreements--in some cases as an employee rather than a consultant--took me worldwide to include the Philippines on two occasions living there for one year [each] time, Ukraine, the UK for two years, Azerbaijan, Dubai, as well as stateside in Reno, Nevada, and Phoenix, Arizona, prior to ending up in Las Vegas. Concurrent with operating a consulting company, I served for three years as President of API Technologies, LLC., a startup provider of software imbedded with facial recognition technology to the gaming, law enforcement and security industries in the U.S., South Africa and South Korea; as Executive VP, Business Development, for Cadillac Jack, Inc., a slot machine manufacturer; and most recently, as General Manager for a California-based firm, Diamond Game Enterprises, to facilitate their operations in Washington, DC for the DC Lottery. Approximately six years ago, I decided to return to investigations and received my Nevada license to own and operate a private investigations firm, IZON Investigations, located in Las Vegas. And I have been conducting a variety of investigative matters since that time, as well as continuing to work as a gaming consultant on occasion."¹⁵

As we addressed the challenges facing us, family considerations affected the paths of our careers. Those of us who served in the armed forces for many years appreciated our

wives' willingness to subordinate their careers to ours while we were serving our country. As we moved from place to place, our wives often found jobs in the local community near wherever we were assigned. That relationship changed for some of us when we retired. Paul Renschen's wife, Neva, for example, accompanied him and worked as an Army Community Service Officer while he was in the Army, but he followed her when he retired. He wrote: "Her career took us to Germany (five years), Alaska (four years), Italy (five years) and back to Alaska (six years and counting). I was fortunate enough to get teaching jobs in the programs for the military in Germany and Alaska." He also taught courses for the City College of Chicago, the University of Maryland and the University of Alaska and became the Military History Professor for the University of Alaska Fairbanks ROTC program.¹⁶

STARTUP COMPANIES

In the environment of rapid technological, scientific, social and economic change, some of us had the energy, talent, and foresight to found new companies. Duncan MacVicar played a large role in founding three high-tech start-up companies. He wrote: "Start-ups are an essential ingredient in our nation's industrial prowess. It is true that much of new technology development happens in the laboratories of large companies. But much of the disruptive technologies that have taken the world in new directions have come out of start-ups. Think of Apple, Microsoft, Palm, and Google in their start-up phases. Start-up companies are not constrained by existing product lines, technologies, or customer bases. They're starting whole new industries from scratch."¹⁷ In 1984 Duncan helped start Lightwave Electronics, which developed an innovative all-solid-state laser design that was soon copied by much of the industry. In 1997 he helped start Quantum Optics which had a clever block diagram for all-optical switches for fiber optic communications. Such switches, he said, were the "holy grail" of that industry in the 1990's, but that business "barely got off the ground before folding."¹⁸ In 2000 he founded Gray Scale Technologies (GST) which developed an esoteric thin film technology to be used in the manufacturing of integrated circuits. Duncan wrote: "My role at Lightwave and Quantum was that of consultant. But I was CEO of GST. Of the three companies, only Lightwave was successful."¹⁹

Duncan also said: "Being the CEO of a start-up company was the most fun I ever had. The challenge was huge, the days were long, and everything was fluid and exciting. I traveled all over the USA and Europe, validating our business idea with customers and forging strategic partnerships. I was at the

headquarters of companies like Intel raising capital, and I worked to negotiate the sale of my company to Schott in Germany before we would go under. The company ultimately failed, but I wouldn't trade the experience for anything."²⁰

Ken Slutzky participated in the management of three startup businesses, one of which was a huge success, one was "all right," and one was a "flop." Describing the successful startup, Ken wrote: "I joined a recently expanded regional company that had excelled in a single market but was floundering as it tried to become a multi-unit business. In 22 years, we went from annual sales of \$5 million to \$180 million, from 700 employees to 8,000, and from 13 offices to over 40. As the Executive VP, I handled operations and sales. I became a highly respected expert in our industry, the uniformed guard service industry (think Pinkerton), and I developed expertise in personnel, total-quality management, and sales management. I retired at 51 so I could play tennis five times a week and pursue other interests. Sixteen years later, I am still in contact with my boss and many of my managers. Their comments about the role I played in their development are a source of great pride."²¹

Alex Alexander started his civilian career as a management consultant, moved into financial services for a dozen years, and then returned to consulting. During those years he worked with Wells Fargo Bank, American Express, and the Stanford Research Institute, as well as numerous other businesses as a consultant. His business titles included CEO (three times), Senior VP for Corporate Development, VP Marketing, and others. From 1995 to 2005 Alex joined Michael Gerber's E-Myth Academy (now E-Myth Worldwide) and discovered his passion for small business coaching. In 2005, when E-Myth Worldwide announced the termination of its coaching network, Alex recruited a team of former E-Myth coaches and began a three-year project to develop a comprehensive "Full Spectrum Business Development Program" and build a worldwide network of business coaches.²² As Founder, Chairman of the Board, and CEO of "Full Spectrum Coaching," Alex emphasized focusing on the individual client more than the business. He insisted clients learn principles of business and leadership and apply these principles to their business. The goal was to make the client a "masterful business leader." Rather than "fix" a business, Full Spectrum Coaching helped leaders become more effective and thereby "fix" their businesses themselves.²³

Steve Morrissey built his own business. He wrote: "After spending 18 years as CEO of a commercial real estate and general contracting company, I simply decided I wanted to do something else. My only objective was to start a business that 'made

something.' A friend introduced me to a couple of struggling salesmen who had some marketing contacts within the somewhat specialized field of industrial gas and liquid filtration. I hired them both and started NFS, Inc. as a manufacturer of gas filtration systems.... At age 50, and because of my past career, I had the great advantage of being able to fund the company alone, including buying the manufacturing plant we needed. The greatest initial challenge was marketing, and we spent many days just meeting with potential customers (such as General Electric, Siemens, Westinghouse), determining what they needed, and then engineering and building a system that would solve their specific problems.... After 10 years, few vacations, and 70-hour work weeks, our company had grown to about 100 people and had become, by hard work and good fortune, one of the leaders in our manufacturing sector. While evaluating the options of seeking an investment partner or going public, I received an offer to buy the entire company. I accepted and, although I do not regret the decision financially, I do still miss the people with whom I worked. And, had I not had the specific experiences at USMA, the army, and in my civilian career, I doubt I would have had the 'courage' to start a new manufacturing business at age 50!"²⁴

Arpad De Kovacs was one of those who recognized and took advantage of the new opportunities afforded by computers. After leaving the service and graduating from Duke Law School, Arpad became a Commercial Manager for AT&T in New York City and subsequently was responsible for the analysis and regulatory oversight of Mailgram and E-COM, the U.S. Postal Service's electronic mail system. From 1985 to 1990 he served as President and CEO of TCOM Systems and achieved a 500% growth in revenues. The company was a mail distribution company that designed and marketed electronic mail distribution systems for such things as commercial letters and bills. At the end of 1991 he founded INTEGRAM and became its President and CEO. In 2008 he became Chairman. The company found a profitable niche in quickly providing direct mail to an audience identified by a customer. The company's success rested on a unique network of high-capacity laser printers that were controlled by a computer network utilizing proprietary software. One of the company's publications stated: "INTEGRAM has been profitable every year, a record achieved by only 1 out of over 1,100 equity investments examined by the *Wall Street Journal*."²⁵

Success with start-ups required facilities and resources far beyond the prototypical garage and maxed-out credit card, and no one knew this better than Jon Plaas. He made his mark as a business executive, consultant, and investor and established a strong track record in the pharmaceutical industry, new business

start-ups, and the management of large capital projects. Starting as a corporate project engineer in the early seventies, he joined Marion Laboratories and was instrumental in the company's growing its manufacturing capacity from sales of \$100 million in 1981 to \$950 million in 1986. In 1989 Dow Chemical acquired controlling interest in Marion, and in 1995 Hoechst AG of Germany acquired Dow. Jon served as a VP through these changes but retired in 1997 to be owner and president of a consulting firm.²⁶

Jon wrote: "Working for Marion was a wonderful experience. It provided the financial root that allows me to do what I am doing now, and the thing I find most rewarding from a career standpoint. I work with our local economic development council (public/private partnership) to retain current manufacturers and attract new entrepreneurial startups. This entails both financial support and management expertise. In addition to my own funds, I form LLC investment groups to provide pre-venture capital funds to get companies up and running. Two of these have been exceptionally rewarding: Kokam America (now Dow Kokam--controlled by Dow Chemical) is a manufacturer of lithium ion polymer batteries with some real intellectual and proprietary property advantages in this developing market place. Its research center is in Lee's Summit [Missouri], and its first large production facility is in Midland, Michigan." He continued: "Subsequently, one of the founders of Kokam America set up a business that uses the batteries--a company called Exergonix, Inc. This company produces large battery storage systems--megawatt size--that allow utility companies to store wind and solar power off-cycle for instance, and put this power back into the grid as needed. We currently are producing the product in Korea, and hope to start construction of a new plant in Lee's Summit later this year."²⁷

Dave Mastran achieved an impressive level of success with his new business. After resigning from the Air Force in 1972 and working for a year as a civilian in the Office of the Assistant Secretary for Systems Analysis (the old "whiz kids" group), he worked as Director of Research and Demonstrations in the Department of Health, Education, and Welfare from 1973 to 1975. With the advent of computers, he learned that automation could streamline administrative processing, and he created research and development plans for reforming Welfare, Medicaid, and Social Security programs. Stymied by government inertia and bureaucratic obstruction and unable to find few capable companies to submit proposals for testing privatization of government programs, he decided to attempt to change these programs from outside the government. After working for several months in Washington, D.C., as a consultant, he founded MAXIMUS

in October 1975 with only \$12,000 in capital. A few months later he won a small contract in New Hampshire to calculate and implement statistical profiles of people defrauding Medicaid. In April 1976 he won a contract with the federal government that dealt with quality control for Medicaid. Over the next several years he did "systems work" for most of the federal agencies. This enabled his business to survive as he worked his way into the social welfare program market. Within six years revenue for MAXIMUS reached \$1.8 million and by 1987 \$6.9 million.

In these early years MAXIMUS was primarily a government consulting firm, but in 1987, it won the first privatization contract for a U.S. government social welfare entitlement program. Dave's company privatized the Los Angeles County Welfare-to-Work program called Greater Avenues for Independence. In subsequent years MAXIMUS won other privatization contracts in welfare-to-work programs, Medicaid managed care, child support enforcement, child care, and child care insurance. Dave wrote: "We eventually managed far more of these programs than any other company. In fact, MAXIMUS is credited with creating the industry of firms privatizing social welfare programs."²⁸ By 1997 revenues had increased to \$173.4 million. In June 1997 MAXIMUS went public and was listed on the New York Stock Exchange. When Dave retired in 2004, MAXIMUS had contracts in all 50 states, had revenue of \$600 million and had 5,500 employees and 245 offices in the United States, Canada, and Australia.²⁹ Over the years Dave believed devoutly that government and private industry could work closely together and provide critical services effectively. The mission of MAXIMUS remained clear: "Helping Government Serve the People."

COMPUTERS/ELECTRONICS

Of the many sectors in which we worked, few saw as much innovation, or as many opportunities, as computers and electronics. Gil Curl was one of those who contributed to the development of computers. He wrote: "My most satisfying experience working for IBM [from 1970-2003] was leading a development group as a Senior Engineering Manager. When I joined IBM in 1970 at the Poughkeepsie Engineering Laboratory, I became part of a group of application developers doing work for many engineering departments responsible for the development of IBM's largest mainframe computers. Although the key use of computer-aided design was to support the logic/design requirements to build the latest circuits and chips, my group became involved in expanding computer-aided design to support the physical mechanical design of the mainframe hardware. Our first efforts were to write software to read in punch cards with a language that described the lines, circles and text that made

up a drafted engineering drawing. The engineering drawing could then be 'plotted' on a digital plotter as a finished document. Modifications were done by adding more line descriptions. Through my career I stayed involved with advancing the capabilities of mechanical design systems. Technology made more computation power available, computer graphics hardware was developed, and timesharing of computer resources made it economically feasible to have many end-user designers working to build the latest computers entirely with a digital design system. By the mid-1980's, we had progressed to the type of three dimensional techniques we take for granted today, with the ability to rotate the design, slice planes through the model to establish new views, to make colored images, and to drive robotic manufacturing."³⁰

Our classmates also contributed to the development and manufacture of products that enhanced high-performance computers and electronics. After retiring from the Army in 1985, Bob Rood joined the staff and faculty at Norwich University for two years and then worked for GTE in the Boston area as a senior engineer, technical manager, and research engineer. In 1997 he received GTE's prestigious Leslie Warner Award for technical achievement.³¹

Bob Carini found great success in the manufacture of materials for the electronics business. He wrote: "I started in the materials business with Westinghouse Electric after spending about 13 years in the electrical equipment business with the same company. After a few years as VP of Marketing in the commodity portion of the electronic materials business, I moved to a manufacturer of specialty electronic materials, Arlon, in 1989 as the President of their California operation. Arlon manufactures specialty laminates serving the telecom, military/aerospace, semiconductor, and digital electronics markets. Another division of Arlin manufactures silicone rubber products for a host of other applications."

Bob continued: "In 1993 I moved to Delaware and assumed responsibility for all of Arlon LLC. In 2003 we expanded our business into China to follow the movement of the electronics industry to that part of the world. This has been very successful (my proudest accomplishment) and complements our U.S. operations with enhanced global reach as well as profitability. While I'm still working (writing this on a business trip in China) thoughts of retirement are more frequent."³²

The revolutionary advances in electronics and computers ultimately affected all businesses in one way or another. Jack Lowe became involved with one of the most interesting challenges of the new computer age, the Y2K, or Year 2000, problem. Representing a year with two digits in computer programs and

devices became problematic when the number went from 1999 to 2000. Dire predictions of massive global infrastructure failures--everything from elevators to air traffic control systems--suggested the possibility of a total paralysis of business operations resulting from cascading Y2K failures. While working for Electronic Data Systems (EDS) during this period, Jack helped EDS win a contract for a large Y2K project with Deutsche Bank, Germany's largest bank. To discover whether or not Y2K was a hoax, the bank had advanced the dates on its mainframe computers, and after reaching 2400 hours, December 30, the mainframe computers had locked up totally within 15 to 20 seconds. With this test, Deutsche Bank knew Y2K was not a hoax and quickly contracted with EDS to correct the problem. Jack said it took about 550 EDS people in 16 countries to fix Deutsche Bank's codes.³³

Keyes Hudson wrote: "Collectively I spent over 16 years with Lockheed starting in Lockheed Missiles & Space Company, departing for a couple of small tech companies, then joining GE Aerospace which was acquired by Martin Marietta, which then merged to become Lockheed Martin--full circle. Lockheed gave me many interesting opportunities ranging from systems engineer to business developer to rocket scientist (really) to what could best be described as business consultant/ manager-at-large."

Keyes continued, "That last category threw me into the 'Y2K' business. In 1997 I was called to a major contract site that Lockheed had with Cummins Engines in Columbus, IN. The assignment was to provide a 'couple of days management consulting' to Cummins' newly appointed Y2K director. His first question was 'Tell me about your Y2K experience.' When I replied 'none' he seemed shocked and I expected the job to end right there. Fortunately, our conversation continued as we scratched out a plan for his program office and identified which slots Lockheed would fulfill. He then insisted that I be the program manager, and I agreed to 'a few months' until we found someone else suitable. Six months later I was still there, Y2K had expanded into a ~\$80M program, and I had taken over two more outsourced Cummins departments. After 18 months there--all the while living in an apartment with a 1-2 week telecommute from back home in Atlanta every couple of months--I was offered a major promotion to Program Executive for all of Lockheed's business at Cummins. I turned it down because 'it didn't get me back to Texas' (where my kids and grand-kids were) and went back to Atlanta. (I received a Lockheed President's award for the work at Cummins.) Ultimately the Cummins experience and relationships built with other parts of Lockheed led not back to Texas, but to Ireland where I managed our European IT [Information Technology] outsourcing and, of course, another Y2K

program." ³⁴

TELECOMMUNICATIONS

Over time advances in electronics transformed many businesses, including the telecommunications industry, where Nate Kantor made his mark. After starting at Sperry-Rand, Nate joined MCI Communications when the company had only 200 employees. During his 18 years with MCI, Nate headed two of the company's largest divisions. He served as the President and COO of MCI International, which he founded. This unit became the first U.S. rival to AT&T in the international long distance market. He also served as President of MCI's Northeast division, where he grew the unit's revenues from \$150 million to \$1.5 billion. As President of these MCI divisions, Nate helped make MCI the nation's second largest domestic long distance carrier and turn it into a global telecommunications force. In 1990 Nate formed the ITC Group, Inc., which was an international consulting firm specializing in the development of emerging competitive telecommunications companies. He and the ITC Group led the project that helped Unitel break the long-distance call monopoly in Canada and negotiate a strategic partnership with AT&T that eventually led to the creation of AT&T Canada.

After serving as a consultant to WinStar Communications, Nate joined its Board of Directors in October 1994. At that time he said, "We will plan, build, and run the business, and hire, train, and develop its infrastructure. I'm not just looking to hustle bodies as a consultant." In essence, Nate led the effort that built Winstar Communications into the fixed wireless broadband industry leader. In September 1995 Nate became President and COO of Winstar as well as a member of its board of directors. As he entered his new position, he said, "I was privileged to be a participant in one of the most interesting business developments of the past 30 years--the battle for long distance competition. Now, I look forward to the challenge of the next major opportunity in telecommunications--the battle for the local communications market."

As business leaders and innovators, some of us pursued bold goals for ourselves and our businesses. Karl Savatiel, as Director of Media Services for AT&T in the mid-1980s, became involved in the mid 1980's in migrating the major broadcast networks from a terrestrial distribution system to a satellite-based one. This started his focus on space-based communications. Though AT&T was betting its future on fiber, AT&T accepted his proposal to create an "intraprenurial" business unit (meaning a venture within a company) that focused only on Satellite communications--"SkyNet Services" which he

headed. As Managing Director of SkyNet and then as President, CEO of AT&T Tridom, Karl expanded satellite-based services from Broadcast TV, Pay-per-view, and Tele-training to include two-way broadband business data/video networks via new small earth stations. SkyNet won corporate approval for a new generation of Telstar Satellites, built, launched, and maintained by AT&T with a capital program of over \$650 million. The design, size, complexity and flexibility of this system was an industry first, leading to the development of Direct-to-Home entertainment using satellites. As part of the program, Karl coordinated new lift capabilities for space launches and negotiated around the Space Shuttle moratorium after the "Challenger" disaster in 1986. His organization developed and used launchers from "Arianespace," a commercial space transportation company operated by a consortium of European countries. Their launch complex was located on the coast of French Guyana.

After launching the Telstar 4 Series in 1993-1995, Karl left AT&T after 25 years. AT&T sold "SkyNet Services" for over \$1 billion to Loral Space within nine months after his departure. Karl moved to Silicon Valley with Lockheed Martin as President of "AstroLink," an FCC licensed startup "Global Broadband Network" using state-of-the-art technologies. Substantial company and/or venture capital, however, was needed to fund the capital intensive startup systems. Each major partner share was \$800M for a total of \$3.2B to launch "AstroLink." After lining up \$2.4B, Lockheed asked Karl to become VP-Business Development of a new Corporate Business Unit, called LM Telecommunications based in Bethesda, MD.

The bursting of the technology bubble in the U.S. Stock Market in 2000-2001 and the triggering of various Asian currency crises dried up Venture Funds and prevented expansion of risky capital intensive technology businesses. AstroLink and Lockheed Martin Telecommunications eventually succumbed to the inevitable return to efficiently managing "Core" businesses. As Karl was retiring from Lockheed, Alcatel asked if he would move to Paris and become President of their version of a global broadband system, called "SkyBridge," consisting of low earth orbiting satellites as opposed to bigger "geosynchronous" satellites.

By 2001-2002, though, Europe was suffering the same malaise as the US--lack of venture capital. In early 2003, Karl proposed cutting Sky Bridge's overhead from a few hundred-plus contracted engineering personnel to three people to process bills and maintain the system's licenses. The proposal was accepted and Karl retired to Bodega Bay in Sonoma County, California. Karl concluded, "It was a great run. I was a satellite guru of sorts and I loved every stressful minute of it."³⁵

BANKING/FINANCIAL SERVICES

Some of the most remarkable changes that occurred during our lives concerned banking and investments. We went from teller windows and personal checks to ATM's and electronic banking. Bill Lyons played a key role in the transformation that occurred in personal banking. He wrote: "In 1993 I created Bank One's Electronic Banking organization and managed its first interstate ATM system that enabled customers to deposit into and withdraw from their checking accounts across state lines. I later worked with VeriFone to implement one of the first systems to electronically process and immediately authorize all credit and debit card transactions. This system later became the industry standard. I consulted with the American Bankers Association on information security and worked on the committee that coordinated the use of technology to ensure that the exchange of electronic financial transactions cannot be read or altered. I later developed the Internet approach for coordinating the development of standards by the Financial Services Committee of the American National Standards Institute and was elected Vice Chair in 1997. I was a U.S. presenter and representative at the 2000 Business Objects Summit in Geneva to develop a common approach for defining standards across international standards organizations."³⁶

Expansion in the number and capabilities of computers offered many opportunities for businesses to improve services to customers. Joining Fidelity Investments five years after retiring from the Army, Rick Kuzman helped that investment company expand its services. After observing that Fidelity was "the most successful mutual fund company in the world," he said, "I joined the company with 6,000 employees and retired from the company with 32,000 employees. As VP of Telecommunications Operations I managed the enormous expansion in the 1990's of telephone and computer networks that helped Fidelity be so successful. Specifically I designed and managed the implementation and operations of the Network Operations Center which controlled all Fidelity networks. I was responsible for the design, implementation, and operation of Fidelity's Marlboro, Massachusetts, and Merrimack, New Hampshire, campus telephone and computer networks. I had similar responsibility for the telecommunication networks that supported the large data centers in Japan, Brazil, and Argentina." Rick was very proud of his having contributed significantly to "Fidelity's competitive edge."³⁷

According to Dave Hurley, computers and "first section" mathematics fundamentally altered investment management. Upon leaving active duty in 1970 Dave began a career in investment management in the institutional side of the Prudential Insurance

Company and witnessed many important changes. He had assignments in the Wall Street office and then managed the New England region from Boston before returning to the home office for a series of career assignments in various investment-related positions leading to an assignment related to the structuring of municipal bond deals. While Dave was in this assignment, Prudential was forming a series of investment-management "boutiques" as subsidiaries with specialties in various investment disciplines. These "boutiques" could compete with similar organizations springing up in the field. Modern Portfolio Theory, the Capital Asset Pricing Model, efficient market theories and index funds, which were born in an academic environment, had moved to actual practice in this period. The confluence of computer technology and academic theory enabled the development of quantitative strategies in which computers "pick" stocks based on selected criteria and then using a linear or quadratic process "optimize" the portfolio of selected stocks. Dave was assigned to a subsidiary specializing in the management of equity portfolios using mathematical techniques. Here he finally found a use for all those hours in plebe math and all the study he did to acquire his Chartered Financial Analyst designation. The new firm, INTECH, used stochastic calculus to construct portfolios and fit in with the wave of academic techniques advancing in institutional investment management. As Dave wrote: "Data went into the 'black box' and wonderful portfolios came out."

Though the new company achieved great success, Prudential sold INTECH to Janus in 2002, and the move to Janus began a period of even greater success for INTECH. In 2006 Dave traveled to Beijing to sign a contract between INTECH and the social security system of the Peoples' Republic of China. Also, in 2007 the company started managing a closed-end fund for Nuveen Funds, an event marked by Dave and others ringing the opening bell of the New York Stock Exchange. The trip to Beijing and the ringing of the opening bell symbolized Dave's many achievements in finance and investments, but it also symbolized how dramatically international investment had changed since 1965.³⁸

Other classmates played important roles in the financial community. Tony Clay earned an MBA in corporate finance from the Columbia Graduate School of Business and went to work for three years for Citibank as a credit trainee and credit/leasing officer. From 1972 to 1989 he worked at Manufacturers Hanover Trust Company and Corporation. He spent seven years as corporate VP setting-up and developing Western Hemisphere and European equipment leasing companies. He next became VP, Director of Investor Relations, for Manufacturers Hanover Trust

Company (the bank) and Strategic Planning Officer for Manufacturers Hanover Holding Company (the holding company). Tony wrote that his responsibilities were in a "Senior Position in Corporate Planning reporting to Chairman of the Board in MHT, which was the 4th or 5th largest bank in the world at the time." He next ran MHT Company's Wall Street Private Banking business which included leveraged buyouts, mergers and acquisitions, stock loans, private partnership investment, and "mezzanine" financing. He retired in 1989 to, in Tony's words, "enjoy life more." He spends his time in retirement hunting, reading, and collecting and riding motorcycles.³⁹

Joe Barkley left the Army in January 1980 and joined American Express as a director for finance for corporate real estate services. He attributed his success in this position and subsequent ones to his ability as an "interpreter." He said, "I can speak finance to the engineers in a language that they understand and I can speak engineering to finance people in a way they understand."⁴⁰ In the ensuing years Joe worked for several large companies including Insurance Company of North America, CIGNA, Swiss Re Atrium, and American International Group (AIG). One of his favorite jobs was with Swiss Re Atrium Corporation, which he joined in September 1996. Soon after joining Swiss Re he was given the responsibility of renovating the top six floors of a 40-story building and constructing, in only five and a half months, a new corporate headquarters in New York. He finished the project on time and under budget.⁴¹ In March 2000 he moved to AIG which was the world's largest insurance organization. Joe was working for AIG as the CFO for IT in the Office of the Chief of Information on September 11, 2001, when the terrorist attack on the World Trade Center occurred. He had arrived on a train under the World Trade Center a few minutes before the first airplane struck the North Tower⁴² and watched many of the day's events from his corner office on the 22nd floor six blocks away. Joe retired on May 2, 2008.

Steve Kempf joined the Armed Forces Insurance Company and eventually became its President, CEO, and Chairman of the Board. In 1965 Armed Forces Insurance was known as the "Armed Forces Co-operative Insuring Association." He became involved in the insurance business while serving at Fort Leavenworth. He was elected and served as a member of the Subscribers Advisory Committee from July 1988 to August 1989, and then as Chairman of the Committee from September 1989 to June 1992. Steve wrote: "I retired from the Army on 30 June 1992 and was hired by Armed Forces Insurance as VP for Corporate Development and Corporate Secretary. In 1994, I was appointed Senior VP, and in 1998 appointed President of the Armed Forces Exchange and President,

CEO and Chairman of the Board of Armed Forces Corporation. I retired from all positions in January 2003." Steve continued: "Armed Forces Insurance is the smallest national personal lines insurance policy writer. 'National' means a company writing insurance policies in all 50 states, the District of Columbia and overseas, thus allowing us to service our members anywhere they may live or be stationed."⁴³

Fred Laughlin, after a year with a small company in Bethesda, Maryland, and two years as an economist with the Federal Government, joined Price Waterhouse in 1973, where he worked as a consultant to Federal, state, and international government agencies until his retirement in 2001. He was promoted to partner in 1976 and managing partner in 1995. In 1996, he was elected to serve on the U.S. and Global Boards of Directors of Price Waterhouse. During the merger between Price Waterhouse and Coopers & Lybrand, Fred chaired the committee that oversaw the merger in the various countries around the world where the two firms practiced. Since his retirement from Price Waterhouse, he has consulted with nonprofit boards in the areas of strategic planning and governance.⁴⁴

Tom Barron started out in the summer of 1971 as a management consultant on a project to reorganize the Ministry of Commerce and Industry in Tanzania. He subsequently returned as a consultant on projects to reorganize the country's Ministry of Economic Planning and Development and to design a control system for monitoring the country's foreign aid development budget. From 1975 to 1983 he served as co-founder and director of Ayers Whitmore & Company, Management Consultants. After Ayers Whitmore was acquired in 1983 by KPMG, he remained as Director and member of the Board of Ayers Whitmore until 1986. From 1986 until 1996 he worked at Dunn & Bradstreet, first as Corporate VP and later as VP and General Manager. At that time Dunn & Bradstreet was the largest information services firm in the world. In 1997-1998 he was COO of Cambio Networks (a start-up venture serving financial services and telecommunications industries) and remained there until it was acquired by another company in 1998.⁴⁵

In 1975 Russ Campbell joined Chase Manhattan Bank as 2nd VP, senior financial analyst for the International Sector. When Chase Manhattan merged with J. P. Morgan in 2000, he remained and in total spent 30 years in the banking business. His duties included assignments to Paris, Tokyo, Hong Kong, and New York. In November 1999 he was promoted to Senior VP, JPMorganChase real estate Client Management Executive, responsible for 1200 branches and major processing centers in eight states. Of his many important responsibilities, none was more memorable than his being assigned responsibility for Chase Manhattan's recovery

and reentry of its downtown buildings after the attacks on 9/11. Russ wrote: "We instituted a command and control structure that would account for all staff and eventually provide for the orderly reoccupation of Chase's downtown Manhattan buildings. It was a weird time and place. The interior of the Chase Plaza building was dark and silent. Everything inside was covered with dust from the large World Trade Center debris cloud, and surrounding the buildings were hundreds of trucks, emergency vehicles, armed security and military personnel, and a pungent odor from the burning buildings. It was Vietnam all over again, with stark and disturbing memories of destruction, mayhem, death, trauma, loss, and futility."⁴⁶

LEADERS OF SMALL BUSINESS

In the last three decades of the 20th century, just as our classmates entered the civilian workforce, small businesses seemed to surge in number and importance to the national economy. Some of us who liked operating independently established a "niche" or small business and, after much hard work, eventually found success.

Ken Yoshitani worked as a mechanical design engineer and marketing coordinator for Fluor Power Services in Chicago for five years and then became Founder and VP of Power Design Services in Lombard, Illinois. Ken next became Founder and President of EME in Chicago, a 60-person consulting engineering company that provided mechanical and electrical engineering services for the building construction industry.⁴⁷ Ken was a licensed professional engineer in Illinois, Minnesota, Wisconsin, Michigan and Indiana.

In 1990, Bill Heller became part owner and "VP of Mechanical Engineering" of Fredrick, Fredrick, and Heller Engineers, Inc. Bill said: "We were a Mechanical and Electrical Engineering Consultant specializing in the renovation of hospitals and medical facilities in the Cleveland area." He added, "I was principal mechanical design engineer and supervisor of younger engineers. As specialists in hospital heating, ventilating and air conditioning systems as well as fire suppression, plumbing and emergency power generation fuel/exhaust systems, we not only had to be well-versed in technical issues and specialized building codes, but also we needed a detailed knowledge of construction techniques in a critical environment as well as maintenance procedures."⁴⁸

Bob Hill and his wife began a company that specialized in database publishing and printing point-of-purchase signs for retail chains. On a regular schedule, using large digital color printers, the company converted a customer's data stream into bundles of signs for their stores, which for larger chains,

often numbered in the thousands.⁴⁹

Bill Brush retired from the Navy in 1979 and became a project manager for the Navy's F/A 18 flight simulator. After retiring again, he obtained a fishing captain's license from the Coast Guard and ran a fishing charter business in Florida.⁵⁰

Paul Singelyn purchased Yuenger Wood Moulding in 1987. He wrote: "We primarily made picture-frame moulding. After the turn of the century, imported mouldings came to dominate the picture-frame moulding industry, and many of our customers went out of business. We diversified into house mouldings. This worked well until the housing crash in 2007. Our house mouldings are sold here in the Chicago area. We still have a few picture frame customers spread around the country."⁵¹

Tom Abraham went into the construction business after he left the Army in December 1969. He moved steadily up the management chain in the construction industry but entered government service in 1980 and became a department head in Montgomery County, Maryland. He supervised 360 blue collar and professional workers in the Department of General Services. He later worked for the state of Maryland in the Department of General Services as Director of Construction. Tom wrote: "In all between the county and state, I oversaw over \$1 billion in government construction projects with less than 2% change orders. Not bad for government work." After leaving government service, he formed Thomas Abraham Homes in 1999 with a "gang" of classmates and began "building homes and light commercial projects." He said, "Now I'm happy as Tom the builder."⁵²

Cam McConnell built his professional life on his talent as an engineer. He wrote, "Engineering is fun!" In the early 1970s he had several jobs as a structural engineer, airport engineer, and city engineer. Beginning in 1977, he focused on structural engineering, a focus he maintained for the next 35 years. Cam said the highlights of his career were, first, when his mother called a florist in his local town and the florist told her that he had designed the florist's building; and second, when he had the opportunity to show his aging father a "small, peculiar bridge" he had designed.⁵³

Jerry Merges found a rewarding career in financial planning. After leaving the service in 1970, he worked for a while as a purchasing agent for a manufacturer of lift trucks and then moved to selling for that company. This gave him enough flexibility to schedule his days and begin a long coaching career at a local high school. He wrote: "A smart financial planning firm, then known as IDS, later American Express and currently Ameriprise Financial, was recruiting successful coaches to become financial planners and registered representatives (stock broker licensed). My steel company

closed my location due to high taxes and poor economic conditions in Ohio and gave me an option of accepting a promotion to Milwaukee or taking a leave of absence while they and I figured out the future for me with or without them. During this time I investigated financial services/planning and decided to pursue this field since I had never received any great information/advice from the brokers I knew. I figured if they were so smart, why were they calling me for business rather than soaking up the sun on some beach and calling their broker. Thus began a 20-year career in financial services. Along the way, I received many designations including Million Dollar Round Table (insurance production), my MBA in Finance, and The Registered Financial Consultant designation. It was a very rewarding career as I concentrated on small business owners and families who were often overlooked by the big brokerage firms. Lifelong friendships developed and I had the pleasure of serving multiple generations of some really fine Ohio, Florida, Georgia, Idaho (and many other states) folks.⁵⁴

Greg Steele, after serving in the Marine Corps, became a Certified Financial Planner (CFP) in Santa Barbara, California. He graduated from the CFP program at the University of Hawaii and gained membership in the California Association of Certified Financial Planners and the Financial Planning Association. He established his own firm, GC Steele & Company, and, in addition to serving his clients, worked as investment advisor to a number of community activities, such as the Santa Barbara County Veterans Memorial Committee.⁵⁵

Mike Leibowitz became a self-employed multi-line insurance agency owner and partner with his son Jordan. He and his son were among the earliest advocates for Long-Term Care Insurance and both became certified in long-term care in the early 1990s. Together, they built a successful Property & Casualty and Life & Health Agency that they sold in 2005.⁵⁶ Mike also spent some time as a regional manager for the New Jersey Transit System.⁵⁷ He wrote: "I was the lead on a study to extend commuter rail service through southern Middlesex, western Monmouth, and Ocean counties."⁵⁸

Jon Thompson rose to the top of the Caterpillar distributorship owned by his wife's family. Jon wrote: "I grew the business [of heavy construction equipment] from \$11 million in sales and 80 employees (sold pipeline machinery in 26 countries, including the first hydraulic excavators on the Alaska pipeline) to \$82 million in sales and 375 employees." Jon sold the business in 1987 and formed Columbine Holdings, an investment management company.⁵⁹ He then became involved in a variety of investments, including 300 acres of papayas in Jamaica and a "couple of ventures" with Buddy Bucha. He also

participated in a group that built the Memphis International Motorsports Park for various types of lap and drag racing.

TAKING CARE OF BUSINESS

Other classmates became part of larger business organizations and, as managers and executives, faced many challenges. No sector was affected more by the winds of change than the auto industry. Art Hester wrote: "My most notable experience as a civilian was serving as plant manager at two General Motors car assembly plants. On each occasion, the organization faced enormous operational issues. The Arlington, Texas, facility was producing an aged product and faced imminent closure. In response to this situation, management and union leadership negotiated an innovative labor agreement with 'team concept' features which led to significant operational improvements. As a result of this effort, GM approved capital for infrastructure improvements and the plant received a new product line." The *New York Times* had several interesting articles about the challenges facing the Arlington plant and about the agreements Art arranged with the local union.

Art also demonstrated strong leadership in the second plant he managed for General Motors. He wrote: "The announcement that the Tarrytown, New York facility was being closed was made before I arrived there. The challenge was to keep the organization functioning effectively for the two years that it had remaining. As the closure date drew nearer, experienced personnel, both hourly and salaried, were transferred to other GM facilities. The last few months the plant operated with a skeleton crew of permanent employees who were going to retire at plant closure, and temporary, inexperienced employees that were there only for the months that remained. In spite of these handicaps, the plant produced exceptional results until the very last day."⁶⁰

Guenter Hennig faced similar challenges in a different type of manufacturing. He wrote: "I switched companies in 1978 and we moved to Gaylord, Michigan, to take over as plant engineer for an older and a brand new particle board plant on the same site. I moved on to production manager and I received the promotion to plant manager. Particle board manufacturing, although similar to pulp and paper plants, is a dusty and relatively dangerous business because of wood dust generation with explosive potential. It is a commodity business relying on truck loads and railroad cars of board produced and heading to customers, principally furniture and mobile home producers. The plant was the largest of its kind in the U.S.... About 240 employees worked round the clock with a couple of holiday shut downs. Overall sales were in the \$150 million range. My

biggest achievement (other than being profitable and creating a safe mill) was to introduce computer usage throughout the process, including statistical process control. It wasn't rocket science, but it was science, nevertheless! Unfortunately we also had an obstinate union, adverse to changes except more benefits and wages. I left there in '93 after a walk-out strike and continued as project engineer for the company from the corporate office. I took an early out several years later. I learned that the highly political, corporate environment did not suit my abilities or desires. The Michigan plant was shut down three years ago."⁶¹

Joining Procter and Gamble in 1971 and spending 33 years with that company, Gene Parker held positions of increasing responsibility in manufacturing management in Missouri and North Carolina. Over the course of his career, he managed the manufacture of products such as Pampers, Always, Ivory Shampoo and Conditioner, Pert, Old Spice, Sure, Secret, Crest, and Pantene and Vidal Sassoon styling products.⁶² Of the Greensboro operation, he wrote: "The operation was split between two plants, 14 miles apart, produced over \$400 million of products per year, and supplied all of North America, plus exports to over 20 countries. Staffing consisted of 300 technicians and 25 managers. We operated on mostly a three-shift five-day schedule but occasionally moved to a three-shift seven-day schedule to meet peak demand. Key responsibilities included: process reliability (making sure equipment efficiency was maximized), employee productivity, manufacturing costs, product quality, employee health and safety, employee development and relations, customer service and inventory control. One of the satisfying aspects of working in the manufacturing world is that results are easily measured and visible! The second aspect is that if you can save a penny per finished product case, being able to multiply the penny by 20 million cases, means that you can achieve \$200,000 in savings."

As did many of our classmates, Gene had to address many different challenges. He wrote, "Being in the consumer products business requires constant product and packaging improvements (or you suffer losing business to competitors). Most brands need something new to advertise about every six months.... Basically, once you get a production system lined out and the reliability to the desired level, there is a change in the raw or packaging materials, a size or count change, or simply a new product to produce (with the inherent new making and packing system required). Starting up new production systems is particularly challenging because the new products typically require new raw and packing materials, new formulas, and state of the art making and packing processes. Producing the initial

surge of product to support the rollout of the new product in the market is usually a challenge because of the tight time requirements."⁶³

When Dan Benton retired from the Army, he wanted to work outside the Defense establishment, do something "fun," and be associated with Europe because he had spent so much time there. He found his niche in the athletic footwear business which was owned by a French company and had a German president. Though he was the sole ex-military employee in the company, he learned quickly and advanced to positions of greater responsibility. He initially was in charge of franchise development in Europe and the Middle East, then Director of Development for Asia/Pacific and Middle East, and finally Director of International Development for all global regions.⁶⁴

John Wattendorf said: "My transition from army to civilian life, I am happy to say, was one of the easiest transitions of my career. I joined IBM as a leadership and management development consultant in August of 1995. For the next almost 13 years, although my official job title changed numerous times, my work was focused on helping over 30,000 IBM managers serving in well over 100 countries around the world become the best leaders and managers that they could be in a complex, rapidly changing international business environment. In short, I did my best to apply what I had learned about leadership, organizational design and culture change over the course of my military and academic careers to help IBM through a period of transition and growth that was unprecedented in the storied history of this great American company."⁶⁵ John continued: "Among the other highlights of my time at IBM was conducting change interventions and serving as senior curriculum designer and developing leadership training interventions to help IBM managers lead the change envisioned by [Louis] Gerstner [IBM's new CEO]. During this period our training initiatives were so ground-breaking and successful that IBM earned *Training Magazine's* coveted award for number one in training, not once, but, for the first time ever, two years in a row."⁶⁶

Edd Luttenberger (x-65) worked at Peterbilt Motors Company and its parent PACCAR from 1974 to 2007. His steady rise in responsibilities can be seen in the successive positions he held: Applications Engineering Technician; Engineering Liaison Technician; Training Specialist; Plant Superintendent (18 managers and 300 hourly employees); Training Manager; Director of Training; Product Planning and Development Manager--Marketing; District Sales Manager (eight dealer locations in three states); Marketing Operations Manager. He wrote: "As Product Planning and Development Manager for Peterbilt Motors, I was responsible for the Marketing side of the development of an

entire new vehicle line. I also directed the development of a computer-based sales system for Peterbilt and PACCAR in 1986 and served as the Peterbilt representative on the Windows version update 1998-2001."⁶⁷

After developing considerable expertise in petroleum management while on active duty, Tom Mushovic became VP and General Manager for Butler Aviation and then Signature Flight Support in Anchorage, Alaska. He managed the operations at two petroleum terminal facilities, a Department of Transportation-regulated pipeline, and the hydrant refueling system at Anchorage International Airport. He was especially proud of his having constructed a new DOT-regulated pipeline within Anchorage and a new storage and dispensing facility at the Anchorage international airport.⁶⁸

T. J. Kelly worked in systems engineering and information technology. After retiring from the Air Force in 1983 and joining Systems and Applied Sciences Corporation, he was promoted quickly to regional manager and then to managing multiple regions when the company was bought by Atlantic Research Corporation. He next moved to Unisys Corporation, where he became a principal, and managed a \$56 million software development program. T. J. then moved to Dynamics Research Corporation as a VP for Systems Engineering and Information Technology. After being promoted to Senior VP and General Manager, he managed over 750 people and \$150 million a year of revenue across the U.S.⁶⁹

Bob Scully pursued his business career in Chicago for more than 25 years. He worked for a brief period as a Raw Materials Development Specialist for Quaker Oats and then moved into development, corporate planning, and market analysis for Swift Chemical Company and Wilkerson Corporation. Much of his career was spent in the petrochemical industry with Amoco Corporation as a planner and a market analyst.⁷⁰ He prepared and updated computer programs used in Amoco's planning process; optimized raw material purchases; prepared annual forecasts for petrochemical demand; and traveled extensively in search of new business opportunities.⁷¹

Pete Becker wrote: "My first civilian job was Maintenance Superintendent for Travenol Laboratories in Hays, Kansas. This was a medical device (IV sets, catheters, oxygenators, etc.) manufacturing plant. It was my job to maintain the facility and its clean room production equipment, produce pure air and water, modify production areas as product lines changed, and automate manufacturing processes where possible. To accomplish this I had 30 people under me including mechanics, supervisors, boiler tenders, project engineers, secretaries, a draftsman, and a purchasing agent. Quite a crew, but necessary to keep things

running 24/7. Challenges ran from Food and Drug Administration inspections and Environmental Protection Agency compliance, to power outages, to dealing with the July wheat harvest (my mechanics were all farmers, but I could only let four go on vacation at a time). This got me locked into facility maintenance in the health care industry. Subsequent jobs involved injectable medicines, plasma fractionation, animal care vaccines, and bio-technology. Additional challenges included clean room construction, cold rooms, asbestos, new facility construction, and dealing with foreign regulations. This latter needs some clarification: the United Kingdom does not have rabies, and our new rabies vaccine facility had to be at negative pressure to the atmosphere and down-wind to facilities producing products for the UK. Details, details."⁷²

Jim Tomaswick worked for Polaroid Corporation for 35 years. He worked in "Material Management" at Polaroid from 1970 to 1997 and served as VP of Polaroid Graphics Imaging from 1997 to 2005.⁷³

Pete Lounsbury worked for Eastman Kodak for 31 years. He started as a photographic engineering trainee and advanced through several positions until he became Product Engineer for Color Negative Film and then Department Manager for Medical Products Materials. He worked for two years as Quality Manager for Magnetic Media and then 15 years as Quality Assurance Manager for Thermal Dye Transfer Media. He watched the Thermal Dye Transfer Media grow from no sales in 1986 to \$400 million annually by the end of 2000.⁷⁴

Some of our classmates held a variety of positions. John Shuford wrote: "Glenda and I did not want our daughters to change schools once they started high school, so I retired in early 1986 [from the Army] and stayed in Fairfax County. I worked for a large consulting firm as a program and department manager. After five years, I joined several friends in a start-up 8-A venture which was eventually purchased by a large consulting firm. I started easing into retirement by teaching college courses and then high school math and computer science in Fairfax County. I really retired in 2004, and began our move to North Carolina's Outer Banks to be near our daughters and their families (especially the six grandkids) in Norfolk and Suffolk."⁷⁵

And some of us worked for the electric power industry. Bob Sterba worked for 30 years as a professional engineer with Florida Power and Light and Indiana and Michigan Electric Company.⁷⁶ After retiring from the Army, Paul Barber held senior executive positions with Edison Mission Marketing and Trading and Citizens Power and its predecessors. He also served on the Industry Advisory Board of the Consortium for Electric

Reliability Technology Solutions, and held leadership positions for the North American Electric Reliability Corporation, several regional reliability councils, and other electric industry organizations. First elected to the Board of Trustees of the North American Electric Reliability Corporation in February 2005, he chaired the Compliance Committee and served on the Corporate Governance and Human Resources, Nominating, and Technology Committees.⁷⁷

Larry Bryant started out as a mine engineer with Reynolds Metal Company and managed his first plant in Eagle Pass, Texas. He ended up as a General Manager with Reynolds in Guyana, South America, where he spent nine years managing the mining, processing, and shipping of Bauxite with approximately 800 employees along with three international contracting companies. He noted the challenges of "being in charge of a green field mining operation in a third-world country...without any infrastructure support except as provided by the operation."

Some of the challenges Larry, as well as other classmates, faced had little to do with technology, science, or engineering. To illustrate this, consider what Larry called the "kitchen story." He wrote: "The Mine Site in Guyana was located 125 miles into the interior (jungle) from the capital city of Georgetown, and supplies, such as fresh fruit and vegetables, were delivered from there. One of the expat[riate] wives had requested someone in Georgetown send out a burlap bag filled with 'natural' fertilizer for her garden, and a few days later, a driver brought out a delivery for the kitchen (the senior managers and expats ate there). The bag ended up in with the kitchen delivery items, and the driver, who thought it was some sort of 'lumpy' vegetable unloaded it into the kitchen. That day during lunch, one of the young expat engineers in charge of tracking kitchen deliveries, came across the 'fertilizer' and all heck broke loose. Most of the older expats thought it was funny but some younger ones were up in arms and boycotted the kitchen and started eating in their quarters. After a thorough cleaning of the kitchen and setting up procedures to keep food items separated from non-food, things finally settled down and got back to normal."⁷⁸

MARKETING AND SALES

As our classmates faced a variety of challenges, they sometimes had to create a different type of "packaging" for themselves. No classmate was more successful at this than Chuck Pfeiffer. After leaving the Army, he went into advertising at Young & Rubicam, started his own television commercial production company, and was featured in a billboard on Times Square in a Winston cigarette advertisement. He eventually

bought a bar in New York on Second Avenue and produced a movie entitled "Border Crosses." He also dated the beautiful American actress, Jennifer O'Neill. Chuck once wrote about his Harley Davidson: "[T]his hog is now a very upper middle class mode of transportation. It's about a yearning for freedom, staying in touch with reality, a little rebellion maybe, but that's American. Like being a 20th-century cowboy."⁷⁹

Tom Croak found his niche in Marketing Communications (Advertising, Public Relations, Marketing), but he had to retool himself for this career. After leaving the Army, Tom completed a Ph.D. in English and hoped to be a college English teacher. In 1975, however, he discovered finding a college teaching job was next to impossible, so he found a job as a technical writer for an industrial company. Tom wrote: "For the next 30 years, I worked in advertising and public relations for industrial companies and for advertising agencies serving industrial clients. I really used our engineering studies at West Point. Everything I worked on was for one engineer selling something to another engineer. Often, I interviewed the genius inventor and developed communications pieces and programs to help sell the invention to an engineering market. I wrote ads, sales brochures, technical information sheets, application information, and corporate communications for a high level executive audience--essentially documents for every step of the selling process. I also maintained contact with editors of trade magazines to make certain my company or clients were included in editorial features. Additionally, I wrote news releases and wrote technical articles for the trade press for a variety of engineering publications. I created direct mail programs and managed trade show participation. Pre-internet, I helped develop computerized inquiry handling programs to provide follow-up to ads and direct mail. I also wrote some annual reports and quarterly reports."⁸⁰

Tom continued, "In later years, I worked on web-based marketing communications programs--which had the same sales and marketing objectives, with the benefit of current technology. More importantly, though, I was the agency's primary contact with our clients and developed annual plans and three-year plans for each client. I developed the communications programs and directed the creative team in executing the programs."⁸¹

Our talented classmates also found success in sales. Rick Bunn worked for 30 years as a sales executive for a steamship company (Totem Ocean Trailer Express, Inc.), a common carrier between Tacoma, Washington, and Anchorage, Alaska.⁸² Ron Butterfield spent more than 30 years as a computer sales and sales management professional. He worked in industry-leading firms such as NBI, Digital Equipment Corporation, AT&T Wireless,

Toshiba American Information Systems, and Oki Data Printing Solutions.⁸³

Walt Oehrlein presided over the rackets programs at one of the Mid-West's premier athletic clubs and then progressed through two manufacturer's representative agencies before he eventually ran his own company. In commenting on his being a Manufacturer's Representative to the auto industry in Detroit, he wrote: "Obviously many (and probably most) suppliers have direct/in-house salesmen, but opportunities arose to provide the local contact for qualified manufacturers. As my racket teaching days wound down, I joined the business, nicely avoiding a change of location. For almost 25 years I primarily sold radio antenna systems. We coordinated blueprints, engineering specifications, quality and purchasing requirements, etc., for each car/truck platform and communicated them to our manufacturer systematically. We also handled shipping/warehousing interface as well as visitation to assembly plants. As the auto companies required more 'local' support, our Principal located an engineering/warehouse center close to Detroit and we interfaced from there. It was an interesting combination of travel, deadlines, customers, associates, etc., and I appreciated working in a commission-based setting."⁸⁴

Initially not in sales, Gene Manghi entered the civilian work force as a process engineer, became an engineer of tests and then a manager of an engineering test center. He next became a manager in application engineering. He explained, "The mission was to provide training, technical product information, and trouble-shooting guidance to the customer's dealers." From application engineering, he moved into sales and became the national sales manager for Grasslin Controls Corporation. Here he managed 12 independent organizations that sold "time-switch products to HVAC and electrical distributors and manufacturers." Gene succeeded in doubling sales and introducing two new products that broadened the customer base. In the final 12 years of his civilian work, he concentrated on sales of integrated business software packages and related ancillary programs.⁸⁵

John Seymour spent many years in sales. He started his business career in 1970 in industrial sales working with Imperial Oil and Grease, a Beatrice Foods Company. He was promoted to manager in 1972 of the Michigan branch and in 1976 to manager of the Western Region. At the time he was one of four regional sales managers in North American, 17 years junior to the next youngest regional manager. In 1980 he resigned from Beatrice Foods and partnered with two others to start a jewelry manufacturing company, Pacific Gold Designs. Within three years they had built a \$15 million annual sales volume with a national

sales organization of eight sales representatives and an 8,000 square-foot manufacturing facility in Culver City, California. After selling his interest in Pacific Gold Designs in 1986, he continued in sales as a manufacturer's representative for several jewelry importers. His major clients included every major retail department store chain as well as national jewelry store chains.

In 1992 John formed a Limited Partnership with classmates Don Parcels and Denny Lewis for the purpose of developing property in Chula Vista, California, which had 32,000 square feet of flex space. In 2003 he formed another limited partnership with classmate Dennis Lewis and others to build additional industrial/commercial flex space of 44,000 square feet in a newer project in Chula Vista.

Along with Dave Kuhn and Denny Lewis, John was an original investor in 1991 in a start-up venture in the golf industry, ProShot Golf. He subsequently joined the company full time as VP Operations and soon became VP Sales and then Senior VP of Sales and Marketing. After the company was sold to new investors in 2000, he became a founding investor and eventually owner of a new sales and marketing venture, Car Dealers Assistance Inc. In 2011 he rejoined ProShot Golf as Executive VP⁸⁶ and worked with Dave Kuhn who was the President of ProShot.

BUSINESS LEADER

Our classmates also became leaders in large businesses. Rollie Stichweh spent 27 years with Towers Perrin, one of the world's largest international management consulting firms. He led the "Talent and Rewards" portion of the company with revenues of \$300 million plus and approximately 2,500 employees deployed in about 90 offices worldwide. Rollie wrote: "In addition to having full profit and loss responsibility for that global business, I served with other colleagues both on the firm's Management Committee as well as the Board of Directors. My focus (and that of my business) was on 'people' issues of mostly Fortune 500 companies--providing guidance and solutions to questions of retirement planning, compensation strategy, human relations strategy, training, employee communication, etc.--essentially, the full array of challenges a CEO and senior human relations executive need to address to accomplish their organizational goals."⁸⁷ Rollie said his most memorable experience was "moving from a rookie in an entry-level job to one of the five most senior leaders of this...international firm."⁸⁸

Fred Smith had a "fascinating, challenging, and rewarding" career with Lukens Steel Company in Coatesville, Pennsylvania. He wrote: "During my career at Lukens I was promoted many times

and had a wide variety of assignments and learned virtually every facet of the steel business. Our business was melting, rolling, heat treating, and finishing steel plate. When the order book was good, we operated our facilities 24/7, including all holidays except Christmas. Our huge equipment produced the widest (180"), longest (1200"), thickest (30"), and heaviest (50 tons) plates in the U.S. We made 750,000 tons of steel each year. Our Electric Furnaces used scrap metal as the primary raw material to make 165-ton batches of steel of exacting and various chemistries to suit the customer's needs. Our plates are found in bridges, power generation, refineries, water towers, barges, ships, trucks, and many other applications. Military applications including armor plate for tanks, the hull plate for submarines, and deck plates for aircraft carriers were a small part of our business but reflected the expertise we possessed. The steel in virtually every Navy nuclear reactor is Lukens Steel. The iconic 'trees' of steel still standing after the collapse of the World Trade Center were Lukens Steel Plate. When John Longhouser was in charge of the Army Tank Program, he knew Lukens Steel armor plate very well. The company was sold to Bethlehem Steel in 1998 and is now part of ArcelorMittal Steel, the largest steel company in the world." Fred retired from Lukens Steel in 1999 as Senior VP of Operations when the company had annual sales of \$1 billion and 5,000 employees. He subsequently served for two years as the president of Philip Metals Company in Cleveland, Ohio.⁸⁹

Another classmate who recognized the potential of a new product and who proved highly adaptable was Labe Jackson. From 1972 until 1989 Labe was President (and founder) of International Spike, Inc., which manufactured Jobes Spikes.⁹⁰ Used by homeowners and gardeners, the spikes were inserted around a tree's drip line, slowly released nutrients, and ensured a continuous supply of nutrients at a tree's roots for an entire growing season. The spikes, which contained pre-measured amounts of nutrients, made fertilizing easy with no measuring or exposure to hazardous chemicals. In 1989 Labe became Chairman and CEO of Clear Creek Properties, Inc., a real estate development company. From 1987 to 1992 Labe was a director of the Federal Reserve Bank of Cleveland. From 1993 to 2004 he served as a director of Banc One and was a member of the Audit Committee. When J. P. Morgan Chase merged with Banc One in 2004, Labe became a director at J. P. Morgan Chase and a member of the Audit Committee. He subsequently served as a director of other companies, including The Home Depot (2004-2008). Amidst the many demands on his time, Labe found time to contribute as a director to the Markey Cancer Foundation which raised funds to provide facilities and support for the programs

of the Markey Cancer Center located on the campus of the University of Kentucky.⁹¹

Bill Griffin served as the President and CEO of Rotor Rooter from 1984 until 1996 when the company was acquired by Chemed. At the time Roto-Rooter was the largest repair plumbing company in the U.S. During Bill's time as CEO, annual sales grew from \$12 million to over \$200 million. After leaving Roto-Rooter, he served for two years on the Board of Directors of Diamond Home Services, a leading national marketer and contractor of installed home improvement products, including roofing systems, gutters, doors and fencing, primarily under the "Sears" name.⁹²

Bill Zadel joined Corning, Inc. in 1983 as VP of Business Development in Corning's Health and Science Group. He wrote: "The group's several divisions provided medical diagnostics products and services to hospitals and testing laboratories. Mid-sized by Corning's standards, the group developed a growth strategy that led to creating a 50-50 joint venture with Ciba-Geigy, a large Swiss pharmaceutical company interested in entering medical diagnostics. This strategy used Corning's businesses and Ciba-Geigy's life science research capability.... Once the joint venture was in place, I became the President and CEO. We grew the business by 200% over the next ten years." In 1996 Bill became Chairman and CEO of Millipore, a specialty filtration company in Bedford, Massachusetts. Bill wrote: "Over the next five years we grew the business to over \$1 billion revenue with international subsidiaries in 37 countries."⁹³ Since the company built products for three very dissimilar markets, Bill and the other leaders of the company decided to separate the microelectronics division from the rest of Millipore, and Bill decided to head the new company, Mykrolis. He wrote: "The effort culminated with my 'Ring the Opening Bell' to start trading on the New York Stock Exchange the first day of Mykrolis's stock trading on the exchange."⁹⁴

After a year as a White House Fellow, Joe Anderson continued to work for the Secretary of Commerce until he joined General Motors in 1979. Following several manufacturing assignments, he served for three years as plant manager of the Pressed Metal and Plating Operations, Pontiac Motor Division. Other promotions followed, and by 1990, he was General Director, Body Hardware Business Unit, Inland Fisher Guide Division, General Motors Corporation, a business unit with 7,000 employees and revenues of \$1 billion. In December 1992, Joe resigned from General Motors to become President and CEO of a privately held company, Composite Energy Management Systems, Incorporated (CEMSI). Two years later he acquired a controlling interest in another privately held entity, Chivas Products Limited, which

manufactured interior trim products and lighting assemblies principally for the automotive industry.

Joe's impressive success gained the attention of the news media, and in December 1996, the *Detroit News* identified him as "one of the nation's leading black businessmen."⁹⁵ Subsequent success added to Joe's illustrious reputation. In 1997, he restructured Chivas Products as Chivas Industries, where he maintained controlling ownership and held the position of Chairman of the Board and CEO before divesting his interest in 2002. He next became the majority owner, Chairman and CEO of TAG Holdings, which owned several manufacturing, service and technology-based entities in North America. Joe grew TAG Holdings to over \$700 million in revenue; the company was listed for several years as the fourth largest industrial company on the Black Enterprise list of African American owned and controlled businesses.⁹⁶ In recent years he has served on the Boards of Directors of Quaker Chemical Corporation, ArvinMeritor, Inc., Sierra Pacific Resources, Valassis Communications and Rite Aid Corporation. He also has served on the Board of Directors of the Original Equipment Suppliers Association and the Society of Automotive Engineers International. Additionally, Joe served as Chairman of the Manufacturing Council with the U.S. Department of Commerce.⁹⁷ In March 2013, Joe received the Lifetime Achievement in Industry Award at the annual National Society of Black Engineers Golden Torch Awards.⁹⁸ Beyond a doubt, he is one of our nation's most outstanding businessmen and engineers.

REAL ESTATE

A number of our classmates took advantage of the remarkable changes that occurred in real estate in the 50 years after our graduation. The rapid growth in population and significant developments in the economic base created many opportunities for us in residential and commercial real estate markets. Ray Woodruff was Division President for Ryan Homes, U.S. Home, Ryland Homes and Ashton Woods Homes which were four merchant homebuilders. Ray wrote: "My responsibilities were overseeing the processes of deciding where to build homes, finding land, developing land, designing product, building product, selling the homes, servicing them, and making money." He also managed "all" of Texas for Ryland Homes. He explained, "In this capacity I managed all aspects of the building process mentioned above for Houston, Dallas and Austin. In 1992 we built and sold over 1000 homes with over \$100,000,000 in revenue." Ray presently is working with a partner and building custom homes and remodeling homes in Dallas, Texas.⁹⁹

In 1971, after a brief stint as an airline pilot for

Pacific Southwest Airlines in San Diego, Dave Kuhn joined The Irvine Company and started a career as a community developer. Among other responsibilities, he was in charge of the development of the 9,000 home master-planned community of WoodBridge in Irvine, California, which was recognized in 1976 as the best new planned community in the U.S. In 1977, he was appointed VP of The Irvine Industrial Complex, which at 4,400 acres was at the time the largest commercial/industrial development in the world. In 1978, Dave left The Irvine Company to work on the master planned community of EastLake in San Diego County, a 3,000 acre, 30,000 person self-contained community including all types and prices of housing, commercial, industrial, parks, lakes, trails, schools and a golf course. EastLake eventually won over 20 local, regional and national awards for planning and was selected for 11 years in a row the Best Planned Community in San Diego County, California. As President and later CEO of Lane/Kuhn Pacific, Dave was responsible for developments that ranged from 90 to 9,000 homes in projects throughout California and in Hawaii. Dave retired from the development business in 1992. He previously had started a company called ProShot Golf, which installs GPS based electronic distance measuring and course management systems on golf courses throughout North America.¹⁰⁰ Dave became President of ProShot Golf in 2000.¹⁰¹

Our classmates also became involved in commercial real estate. After taking an evening course in the Armed Forces Adult Education Center in Cam Ranh, South Vietnam, in Real Estate, Ted Kleinmaier made the transition to a commercial real estate career. After becoming a licensed real estate broker in 1974 and receiving an MBA from Indiana University in 1976, he worked with various companies and learned all phases of commercial real estate. Ted noted, "Step by step over a 35-year career I learned many different commercial real estate disciplines which resulted in an excellent background and opportunity to develop ownership interests in a diversified commercial real estate portfolio of over 250,000 square feet. This afforded all three of our children the opportunity to learn about real estate investing and management and become partners."¹⁰²

After leaving the Army, Steve Ellenbogen held several positions, including one that was eliminated because of the gas crisis of 1973-1974. Steve wrote: "Thinking that maybe the business world was not for me and I should think about rejoining the army, I instead moved to Chicago, taking a job with a small local developer. I was made a partner after two years, and things went reasonably well for another four years until the financing market dried up. As fate would have it, I was

approached by a 'head hunter' about a job with an old line, well-capitalized family in Chicago who was looking for someone to manage their quite substantial real estate holdings. This turned out to be my 'job' for the next 25 years. I was able to build a new organization, eventually totaling nearly 200 employees, and with the addition of significant 'institutional' capital, we acquired a portfolio approaching \$1 billion. I retired in December of 2006, when internal family discord forced the dismantling of the organization and the liquidation of the entire portfolio, (as luck would have it, at the very top of the market!)."¹⁰³

Denny Coll co-founded a commercial real estate company in Chicago in 1976. This company grew to 200 employees and owned over 3,000,000 square feet in Chicago and St. Louis. Denny wrote: "In 1983 we merged with a major Wall Street firm called Neuberger and Berman. I became a full equity partner and essentially ran their real estate holdings. After 16 years I sold my interest and became a consultant to small business owners, a job which I am still doing."¹⁰⁴

Bob Axley went from being a lawyer to running a commercial real estate development and investment firm. After graduating from the University of Oklahoma College of Law, he worked for a Dallas law firm specializing in commercial real estate. Bob later left the firm and for five years worked with a former client to develop a number of apartment and condominium projects. They sold their business in 1983 but stayed under a management contract to run the business. At the end of the contract Bob left and started another company, but he began the new company just as the real estate business and savings and loan industry and collapsed. Bob explained: "In 1986 I accepted a job in San Francisco as Senior VP and General Counsel of the Federal Asset Disposition Association, the quasi-governmental agency tasked with liquidating the real estate assets of failed savings and loans. That job was like drinking from a fire hose, going from zero assets and zero employees at start-up, to \$8 billion in assets (that would grow to \$30+ billion within two years) and 200 employees in seven offices around the country within six months. Later the entity became the RTC (the Resolution Trust Corporation), responsible for billions of dollars in assets. After 18 months of getting the Association up and running, and with all the key elements of our charter negotiated with Congress and the FSLIC, I wanted to get my family back to Dallas so I resigned and re-entered the real estate business."

In 1994 Bob, with a group of investors, bought a 20-story office building in Dallas. That purchase led to others until the investors bought a part of Bob's operating company in 1997.

Bob remained the CEO of the company, responsible for its day-to-day operations, and the business continued to expand by investing primarily in office buildings and warehouses across the country and then adding high net worth individuals, pension funds and public companies as investors. In the last two years before his departure, Bob began moving the company into investing in health care industry real estate, building a hospital and medical office campus both in Houston and in Dallas. He retired from active management responsibilities in August 2007 but remained on the Board of Directors until February 2008 when he sold his interest in the company to his partners. Bob concluded, "I am currently in the investment business (part time) with a one-man office in Dallas."¹⁰⁵

Nick Principe also made a name for himself in real estate investment. He spent over 20 years as president of Quail Investment Company in New York and co-Manager of IBG Partners, LLC in Washington, DC. Quail Investment was a U.S. subsidiary of a private international investment firm and was responsible for more than \$850 million in real estate debt and equity transactions in the U.S., Germany and Gibraltar. IBG Partners was a company in Washington, D.C. that acquired, financed and managed approximately \$1 billion in real estate transactions of office buildings, high-rise residential and waterfront land development projects. In 2011 Nick joined LRC Opportunity Fund as Senior Director of Acquisition and Finance. He then became a Managing Partner at NAS Capital Solutions which specialized in providing innovative ownership restructuring services and access to new capital for underperforming commercial real estate properties.¹⁰⁶

Buddy Bucha became involved in international finance, marketing and commercial and residential development.¹⁰⁷ After working as a special assistant to H. Ross Perot, he became Senior VP of International Operations in Perot's Electronic Data Systems (EDS) Corporation. In 1973, he established a new EDS headquarters in Tehran, Iran, and expanded EDS's operations throughout the Middle East and Europe over the next five years. Shortly before the Iranian Revolution in 1979, he moved the EDS headquarters to Paris and helped plan the rescue of EDS employees illegally detained in Iran. Returning to the U.S. in 1980, he formed his own international management and marketing consulting company, known as Paul W. Bucha Incorporated, and subsequently occupied highly responsible positions as Chairman, Wheeling Pittsburgh Steel Corporation; CEO, Delta Frangible Ammunition; Chairman, Delta Group; and Chairman, Ohio Coatings Company. Returning to commercial and residential development, he established Terra Mark LLC in a joint venture in 2003 and two years later established his own firm Terra Mark II LLC which

specialized in residential and mixed use development in environmentally sensitive locations.

LARGE CONSTRUCTION PROJECTS

Members of our Class became involved in a wide variety of construction projects other than real estate development. From 1992-1995, while employed by Gas Energy, Inc., a subsidiary of Brooklyn Union Gas, Chuck McCloskey led a 60-person team in the construction of the Kennedy International Airport Cogeneration Project, a \$300 million, 100 megawatt natural gas fired cogeneration plan that enabled the airport to become energy independent. From 1995-2002, while working for Northwest Airlines, he led a team in construction of the \$1.2 billion McNamara Terminal Project at Detroit Metropolitan Airport. And in 2002-2011, while with Parsons Corporation, he led a 26-person team in the design and construction of the \$570 million, 950,000 square foot Terminal 2 for the Raleigh-Durham Airport. All three were successful but Chuck described the Terminal 2 project at Raleigh-Durham as the "most rewarding." He wrote: "Here I was able to essentially run my own small company co-located with my client, the Raleigh-Durham Airport Authority. Although the planning, financing, design, construction and startup were all challenging and complex, my team was able to stay on top of things throughout. The result was a beautiful new terminal completed on time (actually early) and under budget, with a highly satisfied client, and a traveling public that loves the new terminal."¹⁰⁸

Harley Moore became one of the three founders of a "small but thriving specialized engineering company," Lea+Elliot, that specialized in airport automated people movers (APM). He served as Chairman of the Board. Harley wrote: "We worked on many early APM projects at airports and urban areas for airport authorities, cities, and transit authorities. Because the APM industry was in its infancy, we were able to set many precedents in the procurement process and engineering requirements.... We have set the basic standards used for a mature APM market and some related to automation of other transit modes. Our performance specifications were the basis for the American Society of Civil Engineers APM Standards."

Harley explained: "APM is a broadly defined fixed-guideway transit technology with driverless vehicles or trains. Although most APMs operate at airports and have 40 foot long rubber-tired vehicles, the term also encompasses small, four-passenger personal rapid transit (PRT) and large steel wheel-rail trains. Since the 1970s we have been instrumental in planning, designing, procuring, and overseeing APM technology suppliers in implementing more APMs throughout the world than all other

engineering consultants combined." Harley's APMS are at many U.S. and international airports. Harley concluded, "For me the engineering is relatively set, although there are always challenges. The more interesting aspects are dealing with the project owners, other architectural and engineering companies, and the system and facility contractors, particularly overseas, where the business practices and expectations, not to mention language, offer the real challenges."¹⁰⁹

Dan Donaghy began his civilian career as an industrial engineer and rose to VP of Engineering Services and VP of Procurement in Crown Cork and Seal Company, a Fortune 200 company. He was project manager on the construction of office buildings and factories in Mississippi, North Carolina, Texas, Illinois, and Pennsylvania and also worked on construction projects in Belgium and Switzerland. He was responsible for the "establishment of factory manufacturing standards" for Crown's facilities throughout the world.¹¹⁰

After Ralph Locurcio retired from the Army in 1996, he accepted a position as Senior VP with STV Group Inc., a corporation specializing in engineering, architectural, planning and construction management services. As a senior VP, he was responsible for development and management of all Federal projects for the 1200-person engineering company. Ralph wrote: "Most notably, [I was] project director for design and construction of projects at West Point: new Jefferson Hall, new Michie Stadium press box, new gymnastics training facility, new rowing center, new coaches' housing."¹¹¹ Ralph remained with STV Group until 2004 when he accepted a faculty position as a Professor at the Florida Institute of Technology. Here he developed and led a four-year Bachelor of Science Program in Construction Management. He also led the graduate-level Construction Management Program and advised and mentored numerous students.¹¹²

Tony Pyrz retired from the Air Force in 1990 and joined Ralph M. Parsons Co., a \$4.5 billion per year, global engineering and construction management firm based in Pasadena California. He started as Senior Project Manager and rose to Senior VP of the "managed Parsons project for BellSouth Telecommunications which consisted of designing and managing the construction of improvements to their 50,000,000 square feet physical plant, maintaining their record drawings and performing their environmental functions." Tony wrote: "The project employed 1,200 Parsons personnel and 35 subcontractors and earned gross profit of more than \$500 million over its 12-year life span. As Senior VP, I managed a Division composed of 1,200 employees producing annual gross profits of \$35-40 million. Projects were scattered around the globe in locations such as

England, Ireland, China, Korea, the United Arab Emirates, and various locations across the United States."¹¹³

Norm Boyter became involved with constructing nuclear power plants (NPP). After starting as a NPP operations engineer and shift manager for Westinghouse Electric, Inc., in Idaho Falls, Idaho, he became NPP site engineering manager for Westinghouse in Pusan, Korea, and then site manager in the construction and startup of a NPP in the Philippines which was built under the U.S. Nuclear Regulatory Commission license. Norm said his most rewarding job was "taking over Site Manager of 6,000 man workforce for a turn-key NPP project that was 16% complete and 50 months later meeting the contract schedule to obtain NRC [Nuclear Regulatory Commission] approval for Fuel Load." He subsequently worked for the Defense Programs Division of Westinghouse, recovering plutonium from used nuclear fuel and producing plutonium for nuclear weapons. He also worked at the Savannah River Site in the build, start up, and operation of nuclear waste treatment facilities and conducted environmental cleanup. After retiring from Westinghouse he served as President of Dyn Group as it supported the decontamination and demolition of the Rocky Flats weapons site and then an integrated waste treatment unit in Idaho Falls to build/start-up new technology to process and store high-level liquid radioactive waste. He then returned to Westinghouse as project director for the first project in 25 years to build new nuclear plants in the U.S.¹¹⁴

Emory Pylant witnessed increasing competition for international construction projects. After spending 26 years in the U.S. Army Corps of Engineers, Emory joined Kellogg. His first project was managing a waste water treatment study at Exxon's Baytown (Texas) Refinery and Chemical complex. Following the demolition, cleanup and rebuild of the Pasadena Enron Methanol plant that had blown up in late 1994, he was assigned to manage the Estimating Department. Here he learned how the leading Engineering and Construction companies were partnering with foreign companies to spread cost and risk. Large U.S. companies had previously faced little competition because of their technical and execution advantages, but intense international competition forced the large companies to adopt a "survival strategy" and partner with others. The surprise merger of Kellogg and Brown & Root, which yielded KBR, followed by KBR's acquisition of an interest in a major Japanese company, Chiyoda Corporation, resulted in Emory's traveling to Japan and being part of a three-person management team that joined Chiyoda.

After returning to Houston and being involved with major projects in Venezuela, Malaysia, Qatar, and Saudi Arabia, Emory

returned to Japan as the KBR Managing Director/Board Member with Chiyoda. Here he witnessed increasing economic pressures causing the top tier contractors to use engineering centers in places like Mexico, India, Philippines, and Jakarta and using manufactured equipment from Korea, India, Eastern Europe, etc. Following a year in London working on the front-end engineering, estimate, and making a bid on an \$11 billion liquid natural gas "prospect" in Nigeria, he returned to Houston to become involved with other major ongoing liquefied natural gas projects. In August 2008 he was given responsibility for work on what would "become the largest petrochemical complex ever built in one program." Emory observed: "KBR work on the front-end engineering phase exceeded three million work hours, and it appears that the effort going forward will entail at least two million more engineering and site construction management work hours. Overall site construction will likely exceed 100 million work hours. Korean Contractors are winning all the lump sum turn-key work, and there are good indications that Chinese will win much of the lump sum design/build activity."¹¹⁵

INTERNATIONAL BUSINESS AND TRAVEL

A number of our classmates became commercial pilots and witnessed the remarkable changes that occurred in commercial aviation and international travel in the late twentieth century. Bob Jones worked for American Airlines for 27 years. He wrote: "I started on the 727 and 707 and also flew the MD-80, 757, 767, and ended my career as an international captain on the 777."¹¹⁶ Mert Munson flew as a pilot for several airlines. He was a co-pilot and captain for Air New England, a corporate pilot for Congoleum Corporation, a co-pilot for People Express Airline, and a co-pilot and captain for Continental Airlines.¹¹⁷ Adding to the list of pilots, Jim Greene flew for Delta,¹¹⁸ Dick Wirth for Eastern,¹¹⁹ Jack Jannarone for Pan Am and United,¹²⁰ and Doug Gentzkow for Pacific Southwest.¹²¹

As the international economy grew and prospered, many of us worked for international companies and spent considerable time in foreign countries. While working for Exxon Research and Engineering and later as a consultant, Leighton Atteberry worked in locations around the U.S. (OH, CA, ID, TX, LA, AL) and internationally (Australia, Canada, Columbia, England, Italy, Spain). He noted how much he enjoyed living in London for five years and "being part of a highly professional organization" such as Exxon Research & Engineering.¹²²

George Ruggles wrote: "In August of 1980 I was selected to a marketing position in my company's European headquarters in Nivelles, Belgium. I spent three years there, and traveled to many countries in Europe as well as Africa. Very few of our

employees had such an opportunity, and the experience was very helpful in my later career. I gained a reputation as being good in foreign environments, leading to later business visits to Asia and Europe."¹²³

Jim Paley worked for about five years as a project manager for an architect/engineer firm in Athens, Greece, and then began working as a project engineer for Exxon in Houston, Texas, and Kuala Lumpur, Malaysia. Following his retirement from Exxon, he became a project consultant for Exxon, working as a contracts and construction claims specialist. Jim wrote: "Over the course of several years after retiring from Exxon, I had six-month stints in Paris and in Italy working in contractors' offices, negotiating contracts and construction claims. Marianne was there also, so the other-than-work times were like an extended vacation. I spent two months doing the same type of work on Sakhalin Island, Russia, without Marianne, and that was not a vacation."¹²⁴ In Paris, he negotiated a "restart" for a pipeline construction project in Chad and Cameroon; in Italy he settled claims relating to offshore and onshore pipelines; and in Sakhalin he analyzed and prepared for negotiations of claims pertaining to offshore and onshore pipelines.¹²⁵

Ed Abesamis spent much of his life in his home country, the Philippines, but he too became involved in international projects. He wrote: "As a full civilian, the most interesting experience I have had is learning business entrepreneurship-- putting together and operating a business. From graduation in 1965 to 1981, I was a military officer and then a bureaucrat. When I retired, I joined a company providing cargo handling services in seaports. Initially hired to administer personnel, I eventually got involved in operations, then business development. This latter function entails the creation of a business unit that is then launched to have a life of its own, to prosper and grow or to wither and die. I did this in the Philippines, Argentina, Mexico, Okinawa, China and Indonesia. It is a fascinating process that has kept me interested up to now."¹²⁶ In 1986-1987 Ed served as President of the Razon International Stevedoring Corporation, which provided cargo handling services at the Subic Bay Naval base, and then from 1987 to 1994 he served as Senior VP for International Container Terminal Services, which managed, developed, and operated the Manila International Container Terminal. In 1995 he became Executive VP of International Container Terminal Services and provided general oversight of operations and business development in locations in the Philippines and foreign countries.¹²⁷

José González did not serve his country in uniform since Costa Rica does not have a professional military. Instead, he

earned an MS in Mechanical Engineering at Catholic University in Washington, D.C., and pursued a successful career in international business. After working briefly in Costa Rica, José joined Holcim Group, the world's second largest manufacturer of cement and related products. He started as a research engineer in Switzerland, moved to plant operations management in Mexico, and then worked in process design, project engineering, and project management in Canada. In this later period he served as Project Manager of a \$400 million cement plant in Brazil. Later in his career he worked in marketing and sales activities for the Canadian engineering consulting office of Holcim Group. He eventually concentrated on training and the development of training programs for the cement industry.

José's career carried him throughout North and South America, as well as Europe and parts of Asia and Africa. Perhaps more so than any other classmate he was truly a "man of the world."¹²⁸

Steve Darrah worked for Philip Morris from 1975 to 1995 and rose to Senior VP Manufacturing. He then became Director of Operations for Rothmans International in London and was a member of the Management Board and Chairman's Executive Committee. He lived and worked in four European countries for 14 years. As the first American in the Philip Morris Holland organization, he learned to speak Dutch fluently and used the language on a daily basis for two years.¹²⁹

Lloyd Briggs was recruited in the fall of 1985 to be Chairman and CEO of Christiana General Insurance Company, a reinsurance company based in Tarrytown, New York. Following a successful year, he was named to head up the international operations in Oslo, Norway, of Storebrand, which owned Christiana. From 1986 to 1994 Lloyd was CEO of Storebrand and was part of Storebrand's management committee which reported directly to the Board of Directors and had offices not only in Oslo and Tarrytown but also London, Singapore, and Panama. Lloyd wrote: "I traveled extensively, visiting these offices as well as customers around the globe. Dealing with such a diverse group of customers was rather challenging at a time of turbulence in the reinsurance market. From sorting out problems with Lloyd's of London to dealing with the People's Insurance Company of China, just then becoming a significant participant in the market, it was a great business experience." Describing his "dream job," Lloyd concluded: "Working and living in Norway was most rewarding."¹³⁰

Ron Floto began his civilian career as a member of a financial analyst team reporting to the Assistant Secretary of Defense. After being "detailed" to the White House staff and subsequently to the Department of Transportation as Special Assistant to the Under Secretary of Transportation, he became

involved in the retail industry when he joined Jewel Companies and eventually became a Group VP. After leaving Jewel Companies, Ron served as President of Buttrey Food Stores and then Chairman and CEO of Kash n' Karry Food Store. From there, Ron went on to become President of the Super K Division of Kmart Corporation, where he expanded Super K's network from 18 to 106 stores and improved profits by \$115 million. He also acted for four months as Chairman of the Executive Committee responsible for managing Kmart during a search for a new Chairman and CEO.

In June 1997 Ron became the CEO and Director of Dairy Farm International Holdings in Hong Kong, a position he held until March 2007. He wrote: "This was a chance for me to apply the experiences of a long career to turn around a 100-year old company struggling to succeed despite being in the heart of the most economically vibrant region that has existed since post-war America. What luck! Over the last 15 years the company has grown in value from \$660 million to \$14 billion producing total shareholder returns of more than 25% per annum.... Setting aside the professional excitement, though, the best result of this opportunity has been the personal education. For me, the opportunity for total submersion in all aspects of the region and for my family the up-close and personal relationship with the many cultures amidst a period of such great change and excitement has been the great blessing."¹³¹

GOVERNMENT/REGULATORY SERVICE

Our classmates made significant contributions in government, ranging from the local to the national level. After retiring from the Army, Kent Brown worked at the county level in Idaho. He wrote: "From September 1991 to February 2008, I served as the Manager of Engineering at the Ada County [Idaho] Highway District [ACHD]. This unique (the only one exactly like it in the U.S.) engineering organization is a consolidated highway district that is responsible for all the roads (2,186 miles) and bridges (600) in Ada County. ACHD has about 300 employees and a budget of \$90 M per year. As Manager of Engineering I supervised its Capital Development program (50% of the District's annual budget), its Engineering design and construction program, its Bridge Management program, and Storm Water (NPDES) program, and for the first ten years its Rights of Way acquisition and management program."¹³²

Chuck Nichols wrote: "Shortly after retiring I got a job as the Ground Water Manager for the Virginia Department of Environmental Quality. I was responsible for ensuring all petroleum releases from underground storage tanks (gas stations, home heating oil tanks, pipelines, etc.) were properly characterized and remediated. The Northern Virginia Region that

I headed had the largest caseload by an order of magnitude of the six state regional offices. We had a contractor assisting us evaluate the various reports so we could provide clean up guidance to the responsible party. When I took over, the office had no tracking system to know the current status of any release (who had the report and in what stage was the remediation). I built an office network from scrounged parts to connect each geologist to a central server and the office printer and developed a set of barcoded transmittal letters used to transmit reports and information. The office used this system for a number of years after I left until the State developed a state-wide tracking system."¹³³

Dick Coleman worked for the U.S. Army Corps of Engineers. After receiving an MS in Wildlife Ecology in 1974, Dick was selected as the Executive Director of the Bass Research Foundation, a non-profit organization. In this position, he secured funding and promoted research on freshwater fisheries with emphasis on largemouth bass. Then he became an Extension Wildlife and Fisheries Agent for the Mississippi State University Cooperative Extension Service and provided technical advice and assistance to Mississippi catfish farmers and wildlife managers. After serving as a private consultant to the catfish industry in Mississippi for five years, he accepted a position as a civil engineer in 1980 with the U.S. Army Corps of Engineers and worked in the Vicksburg District. In 1985 he transferred to the Waterways Experiment Station as a research engineer and in 1997 became Assistant Chief of the Environmental Resources Division. As part of his responsibilities, he determined the environmental impact of Corps of Engineers' activities on national infrastructure projects and then provided oversight for numerous USACE environmental and engineering projects.¹³⁴

Stan Genega dealt with environmental issues at the national level. As the U.S. became more aware of the dangers of groundwater and soil contamination, he helped reduce the danger of such sites. In some cases, contamination had occurred in the production of nuclear weapons when the shallow subsurface at DOE or DOD sites was permeated with chemicals and radionuclides from planned waste disposal operations and unplanned spills and leaks. Many of these contaminants eventually migrated to the water table and created large patterns of impure or dangerous groundwater. While working as Senior VP for Stone & Webster, a large Engineering and Construction firm, Stan led one of their business divisions, Environment and Infrastructure, as it provided transportation and did remediation work for DOE and DOD. He also was President of U.S. operations of Jacques Whitford, a Canadian environmental services company which had

eight offices in the United States. Here he did life-cycle environmental work that went from basic investigations of sites, to designing fixes for the sites, to remediation, to post-remediation monitoring. A highlight of his career was his serving as a member of the Environmental Management Advisory Board in the DOE. He served as a contractor advising the Assistant Secretary of DOE on remediation matters at DOE sites.¹³⁵

Other classmates also contributed at the federal level. Tom Sheckells worked as a lawyer with the Environmental Protective Agency. He administered the Super Fund for six western states plus the four states that surround Washington, D.C.¹³⁶ The Super Fund was the environmental program established in the 1970s to address abandoned hazardous waste sites.

Les Hagie filled an "on-call" position with FEMA as "Alternative Dispute Advisor." He wrote: "Have been deployed for short periods of time, generally a couple of times a year, to various disasters, including Katrina, around the country. The job primarily entails working with FEMA employees to soothe ruffled feelings during conflicts. We also do a lot of training on conflict resolution to try to be proactive in enabling individuals to deal with conflict in a positive way."¹³⁷

Duke Wheeler worked as a Senior Nuclear Engineer with Westinghouse and became qualified to U.S. Navy standards as an Engineering Officer of the Watch. He then trained and qualified U.S. Navy personnel to operate an aircraft carrier nuclear reactor power plant. From 1981 to 2004 he worked as a Senior Project Manager with the U.S. Nuclear Regulatory Commission in Washington, D.C. He managed commercial NPP licensing projects for operating plants, decommissioning plants, and renewing operating licenses for plants. He also functioned as Technical Assistant to the Director, Office of Nuclear Reactor Regulation.¹³⁸

Chuck Moseley became involved with nuclear safety and quality assurance in the nuclear power industry. As a cadet Chuck took a nuclear engineering course and upon graduation was awarded an Atomic Energy Fellowship. After studying for two years at Princeton and serving in Vietnam, he was assigned to the Livermore National Laboratory outside San Francisco. Upon leaving the service in 1972, he joined the budding commercial nuclear power industry and rose quickly to the position of Manager of Nuclear Licensing for Carolina Power & Light in Raleigh. New opportunities arose in March 1979 when the Three Mile Island accident showed generic weaknesses in several areas

in nuclear power production, and the industry began placing greater emphasis on quality assurance. Chuck wrote: "In 1981, I was named Manager of Operations Quality Assurance and Quality Control for the power company's four operating plants with a staff of several hundred. In 1983, I became national Chairman of an American Nuclear Society (ANS) working group named ANS 3.2 that was charged with developing a standard for quality requirements for operating nuclear plants. A few years later, I became Chair of all the Quality Assurance Managers for utilities from Baltimore to Mississippi.... I served as Chair for ANS 3.2 for 19 years and am still a member. As Chair of this ANS working group, I automatically became a member and soon Vice Chair of ANS Reactor Standards. As a member/officer of that group, I became a member of the ANS Nuclear Facilities Group responsible for about 70 ANSI/ANS nuclear standards. In 1991, I was elected to the ANS Standards Board, responsible for about 140 nuclear standards covering research, medicine, power plants, criticality safety, etc. and later became Chair of that Board for several years."

Chuck's efforts did not go unnoticed by other national societies. In the early 1990s he was asked to chair the American Society of Quality (ASQ) Energy and Environmental Division Standards Committee. ASQ was a national (and, later, global) organization that advocated for quality and provided its members a wide range of resources including certification and training. In the mid-1990s Chuck became the Vice Chair of the ASQ Standards Board. In 1995 the American Society of Mechanical Engineers asked him to join the Main Committee of the Nuclear Quality Assurance Committee. In 1994 Chuck left Carolina Power and Light and became a consultant and "shadow manager" for the Lockheed Martin Quality Assurance Director in Oak Ridge, Tennessee. In 1997 he joined Lockheed Martin as the Manager of Nuclear Safety and in 1999 became Director of Quality for the Y12 national security facility in Oak Ridge. In the late 1990s he began serving on several DOE teams that developed DOE orders, guidance documents, and quality initiatives for the Nuclear Weapons Complex. During this period he was formally recognized by DOE's National Nuclear Security Administration Defense Programs for his contributions to the Stockpile Stewardship Program.

The American Nuclear Society honored Chuck in 2004 with their Standards Service Award for lifetime achievement. He is one of only 20 lifetime recipients. After retiring in 2007, he continued to play an important role in the "reemerging"

commercial nuclear power business. He provided assessments of projects for DOE and trained, mentored and certified the DOE Manager of Quality Assurance. For seven years until retiring in 2014, he served as the American Nuclear Society Chair on an industry-wide effort to develop Risk Informed Standards for the new generation of commercial plants in the United States.

POLITICS/DIPLOMACY

Some of our classmates entered the political arena. Henri Klinger was the Libertarian Candidate in 1982 for governor of Alabama.¹³⁹ Buddy Bucha campaigned in the 19th Congressional District in the lower Hudson River Valley in 1994.¹⁴⁰ Mike Leibowitz lived in Spotswood, New Jersey, and was a Monroe Township councilman and candidate for Freeholder in Middlesex County.¹⁴¹ Mike Huston wrote: "I served for two years as a Republican Precinct Committeeman and for 5 years as a Republican District Caucus Chairman, in charge of 11 precincts. I also served as an advisor concerning environmental matters to John Mutz in his unsuccessful campaign for Governor of Indiana. I too had one unsuccessful campaign, when I lost in my effort as a candidate for a position on a local school board."¹⁴² Dave Hurley was elected to his local township council in New Jersey. Among his first responsibilities was eliminating the fire department and thereby becoming the first township in New Jersey to contract for fire services from a neighboring community.¹⁴³

After leaving the Army, Jim Scheiner worked for the consulting firm Booz, Allen, and Hamilton in Philadelphia and then moved in 1979 to Harrisburg, Pennsylvania, to serve under Governor Dick Thornburg, first as Deputy Secretary of Transportation and then as Secretary of Revenue. He later described his time with Pennsylvania State Government as his "most rewarding hour." He once told George Bell: "George, all you hope for from Government Service is to leave the job with your good name."¹⁴⁴ When he left government service eight years later, he returned to the private sector with his good name and worked for several engineering firms. His last position was as VP of Century Engineering.¹⁴⁵

Jerry Madden contributed substantially to Texas state government. After working for Texas Instruments for 11 years and for Teledyne Geotech for eight years, he formed Jerry Madden Insurance to offer group health plan coverage options to small businesses. In July 2008, he sold his company and retired from the insurance business. He was first elected to the Texas Legislature in November 1992 and served for the next ten terms.

Among the several committees on which he served, he made a special contribution from 2005-2009 as chair of the House Committee on Corrections. He worked hard to achieve reforms in the adult and juvenile criminal justice systems and sought in a bi-partisan manner to develop alternatives to imprisoning people. He recognized it was sometimes cheaper and more effective to keep people out of jail than to build new prisons to imprison them. He sought to reduce the number of people entering prison by giving judges, prosecutors, probation and parole officers a broader range of treatment and punishment options for nonviolent offenders. With changes in probation and parole procedures and investment in substance abuse treatment and similar programs, he helped reduce the prison population in Texas.¹⁴⁶ In June 2010, Jerry was appointed to serve on the Texas State Council for Interstate Adult Offender Supervision, and in July of 2010 was named co-chair of the National Conference of State Legislatures' Sentencing and Corrections Work Group.

In November 2010, Jerry was named one of *Governing* magazine's 2010 Public Officials of the Year and was honored at a special ceremony in Washington, D.C.¹⁴⁷ In August 2011, the American Legislative Exchange Council [ALEC] honored him with their "Legislator of the Year" award at the organization's 38th annual meeting in New Orleans. Upon receiving this award, Jerry said: "I am honored to accept this award which is a testament to the dividends being reaped by Texas in wake of adoption of progressive and cost-effective criminal justice policies over the last four years." He also said, "I am proud of the support from my colleagues in the Texas Legislature and appreciative of the work by the leadership and staff at ALEC which have helped foster and advocate creative and evidence-based programs and practices in the field of corrections."¹⁴⁸

Two of our classmates became ambassadors. John Ritch served as a staff adviser to the U.S. Senate Foreign Relations Committee for 22 years. During that time he specialized in East-West relations and nuclear arms control. From 1993 to 2001 he represented President Clinton as U.S. ambassador to U.N. organizations in Vienna, including the International Atomic Energy Agency (IAEA) and the Comprehensive Test Ban Treaty Organization. Among the issues he addressed were strengthening the IAEA's conventions on nuclear safety under the Nuclear Non-Proliferation Treaty of 1995, ensuring Iraq's nuclear disarmament, and curtailing North Korea's nuclear ambitions. In 2001 John became the Director General of the World Nuclear

Association, and he became an articulate spokesman for the wise use of nuclear power. In one of his addresses he emphasized the "immense value of nuclear power" and said: "If once we feared nuclear Armageddon, the looming question now is whether humankind can summon the wisdom to employ atomic power as an instrument of salvation--as we struggle to avert a menacing change in the entire biosphere. The constant in this equation is the ongoing contest to determine if sanity is to prevail over folly and self-destruction."¹⁴⁹

Another classmate who achieved ambassadorial rank, Ken Moorefield served for over 30 years in the U.S. foreign and civil services. While with the departments of State and Commerce, he held political, economic, consular, and commercial officer positions at U.S. embassies in Vietnam, Peru, Venezuela, the UK, the U.S. Mission to the European Union, and France. Ken described one of his experiences: "In August 1995, I was asked to deploy as part of the team to open our first Embassy in the SRV [Socialist Republic of Vietnam]. Once recruited, my team included a few American officers and over 40 Vietnamese hired in Hanoi and Saigon. Our role was to establish and promote trade and investment relations between our two countries. Together, we worked towards building a bridge to a different future, through learning how to do business with each other. Today, the U.S. is Vietnam's major trading partner."¹⁵⁰ Ken also served as ambassador to Gabon (a small country in west central Africa) and São Tomé and Príncipe (a tiny two-island country adjacent to Gabon) in 2002-2004. He was present in July 2003 when elements in the São Tomé and Príncipe army attempted to overthrow the islands' government but failed. In recent years, Ken has served as Deputy Inspector General for the DOD.

EDUCATION

Our classmates never lost their desire to serve the people of this nation, and many of our classmates made a personal contribution to making our country and our communities better. As is evident from the number of advanced degrees our classmates earned, we valued education highly, and as we entered the civilian world, we recognized that successful teachers also were successful leaders, that we could help American youth reach their potential.

After retiring medically from the Army, Jack Terry spent about a year in a variety of different pursuits. He reported, "From October 1968 to June 1969, I coached high school football, taught algebra (hope the Math Department at West Point does not

hear about it), took nine credits of Poli Sci at night school, spent six weeks hitch-hiking through Europe, and ran a mayoralty campaign in my hometown of Allentown, Pennsylvania."¹⁵¹ Jack later served as Job Corps Director for the Delaware Valley Job Corps Center and the Woodstock Job Corps Center. He then became director of the Weaversville Intensive Treatment Center which focused on juvenile delinquents. This center had 780 boys, aged 16-21, and were, in Jack's words, "persons in need of supervision." He was especially proud of his being selected as director of one of the first American intensive treatment units for juveniles. He eventually became a Guidance Counselor and Earth-Space Science Teacher for mental-health directed students with disciplinary problems.¹⁵² Not one to be hampered by his disability, Jack ran the NYC mini-marathon in 1978 and completed the five miles in 75 minutes.¹⁵³

Some of us made significant contributions in middle and high schools. Jack Blau taught math at the middle school level. He wrote: "I helped students achieve at least one year's growth in their math skills. I focused on basic skill knowledge and witnessed many students advance three or more grade levels. The 'West Point' math system was used: 'TAKE BOARDS' and a grade for each class meeting! I also enjoyed coaching basketball, volleyball, and softball."¹⁵⁴

After retiring from the Army, Bob Guy became an eighth grade science teacher at a middle school in Georgia. Over his ten years of teaching, he taught approximately 2,000 12-14 year old students science. In addition to receiving several teaching awards from Clarke County and Oconee County, he was named the 2004 State of Georgia Teacher of the Year.¹⁵⁵ At the banquet honoring Guy, the Georgia State Superintendent of School praised Bob for his effect on students and referred to him as a "soldier for democracy who has devoted his life to his students and, in doing so, has touched the future."¹⁵⁶

Other classmates became principals of schools and leaders on school boards. Jack Lyons was a high school principal from 1986 to 1992 at St. John's International School in Waterloo, Belgium. He went on to become the Director of Alumni and Development of St. John's from 1992 to 2009, and he continues to teach high school courses in Houston, Texas, at an international school.¹⁵⁷

After retiring from the Army, Steve Kempf made an important contribution as President of the Board of Education, Fort Leavenworth School District, in Kansas. Along with rebuilding and renovating every building in the district, the school

district became one of the most technologically advanced in the nation and became a model district in the state of Kansas. The "payoff," Steve wrote, was: "The success of students who routinely outperformed students elsewhere in exceeding standards; successfully competing and winning at state, national, and international academic competitions; achieving at the highest levels in artistic and athletic activities; and achieving great success in other schools after leaving our district." When Steve left the Board, he received the Army's "Outstanding Civilian Service Award" and the Secretary of the Army's "Public Service Award," and he had a library named after him.¹⁵⁸

We also taught in colleges and universities. After retiring from the Army, Jim McEliece taught in the economics department at Point Loma Nazarene College in San Diego.¹⁵⁹ Following his retirement in 1995 from Amoco, Bob Scully taught finance for five years at Saint Joseph's College on Long Island.

¹⁶⁰ Dave Bangert served as a Professor of Management in the Department of Management and Industrial Relations in the University of Hawaii at Manoa. Terry Starling became a Professor in the School of Business and Public Affairs at the University of Texas in Clear Lake. In addition to his normal teaching and administrative duties, he served as a consultant to the National Aeronautics and Space Administration on public policy issues concerning space industrialization and private sector cooperation and as a consultant to the Department of Health, Education, and Welfare on education for the public service.¹⁶¹ From 1977 to 2004, Doug Sikorski served as a professor at the National University of Singapore and taught International Business. He wrote: "My 'best' history is now: I live in a beach resort, art community with an artist wife, fully occupied doing worthwhile/fun things."¹⁶²

Dennis Brewer retired from the Army in 1985 and went to work using Army experience and education at FMC (then, United Defense and, now, BAE) to design and update Bradley and M113 derivative vehicles. After leaving FMC, he taught mathematics seven years at Columbia State Community College and O'More College of Design (fashion, interior and graphic design students}. O'More College asked him to write a suitable textbook for their specialized audience. As he wrote the textbook (*Mathematics Handbook*, Nashville: O'More Publishing, 2005) his biggest challenge was translating engineering techniques into everyday language the students could easily grasp. He obviously succeeded and wrote, "Many students stated

that for the first time they finally understood mathematics and its usefulness."¹⁶³

John Swensson became a Professor of English and Instructor of Business at De Anza College in Cupertino, California. John wrote: "I teach a class called Critical Thinking about the Vietnam Conflict, and use the second largest collection in the U.S. of Vietnam material, the DeCillis Vietnam Conflict Collection at De Anza College: 3000 books, 1000 DVDs, and Cultural displays. We have had two Vietnamese Prime Ministers visit the collection and the class, LTG Nguyen Khanh and Air Marshall Nguyen Cao Ky. Ky gave a major speech about reconciliation before secretly returning to Vietnam. Joe Anderson is a frequent visitor and lecturer, and we show 'The Anderson Platoon' and the great unreleased sequel 'Reminiscences,' also by Pierre Schoendorffer. Ralph Adams has made major contributions to the DeCillis Collection, including 500 magazine covers and bookshelves.... At the entrance to the collection is the Paul Martin painting of the Arvin gymnasium from our 40th reunion, signed by Bud Bucha, Bob Jones, Ric Shinseki, and Dan Christman. There is a plaque that reads 'A Gift from the West Point Class of 1965 in Honor of our De Anza Student Veterans.' Ralph [Adams] and Joe [Anderson] and Bob Anderson were present at the ribbon cutting along with the 19th Secretary of the Army, Fran Harvey."¹⁶⁴ Ross Wollen provided the effort, time, and resources to have Paul Martin complete the painting and arranged to have Buddy [Bucha], Bob [Jones], Ric [Shinseki] and Dan [Christman] sign it.¹⁶⁵

John started taking students to Vietnam in 1998. He wrote: "I traveled to the University of Forestry and Agriculture in Thu Duc which I recognized as the former University of Saigon where those of us in the 25th Infantry Division had first bivouacked in January 1966. So we took students there and later started working with Ambassador Ton Nhu Thi Ninh who introduced us to the great schools and great educators in Vietnam.... I take students there every year (classmates welcome) and we now cover the entire country in about three weeks and have one joint class with students in Hoa Sen University. We also have 250 International students from Vietnam at De Anza."¹⁶⁶

Terry Ryan, who received the 2014 Distinguished Graduate Award for the West Point Society of D.C.,¹⁶⁷ contributed to improving education for engineers. He had some challenging assignments while serving in the Army, including his being the Project Manager for a \$1.4 billion Saudi Arabian Military Academy project in 1982 with over 12,000 construction workers.

After retiring from the Army in 1985, Terry worked for about a year as VP of Planning, Development, and Facilities for Erol's Video Clubs until it was purchased by Blockbuster. He then worked for several years as East Coast Regional Director for Globetrotters Engineering and during the same period was a member of the faculty of George Washington University as Distinguished Visiting Professor of Engineering.

Terry wrote: "In 1989, at George Mason University, I became the Founding Professor of 'Urban Systems Engineering' which later became Civil, Environmental and Infrastructure Engineering. The Urban Systems Engineering Institute (precursor to the Civil Engineering Institute) was established to raise money from the private civil engineering sector to support the education program. I was Executive Director of the Institute for the first ten years (1989-1999). We succeeded in raising over \$1 million to establish the Sidney Dewberry Chair of Engineering and recruit several faculty members for the fledgling program. We provided over \$20,000 per year in scholarships as well. I also directed the Urban Systems Engineering Program until 1998 when we became a separate Department in the School of Information Technology and Engineering and hired a Department Chairman. During the first ten years I was responsible for developing the curriculum, getting the BS and MS degrees approved through the University and the State of Virginia, hiring the faculty, conducting the instruction, getting ABET accreditation (first time success in obtaining full six year accreditation), teaching and running the Institute. We also developed a Ph.D. program option in Systems Engineering that is now a stand-alone Ph.D. in Civil Engineering. The student population in this program went from 0 to 300 in ten years. In 1999, I became the Executive Director of the Engineers and Surveyors Institute, a public/private partnership with over 90 organizations and 1500 individual members. We do quality-control review of plans going for approval in Northern Virginia jurisdictions and maintain a Continuing Professional Education and Certification program."¹⁶⁸

Marty Johnson became a leader in a community college. After retiring from the Army, Marty, who had taught physics at West Point, began teaching math, physics, and engineering at Gavilan Community College in Gilroy, California. He wrote: "It was a much different teaching environment than physics at West Point. As is typical of a community college, students range from high school graduates to adults returning after raising a family, losing a job, or wanting to improve their technical

skills. Gavilan has a majority of Hispanic students, many of them first and second generation immigrants. As a professor, my greatest pleasure was always seeing a student succeed in spite of challenges I never faced and return years later to tell me how I was part of their success." After teaching for 13 years, he became VP of instruction (1998-2004) and interim president (2002-2003) at the college. This proved to be a "time of challenge and change" because of the changing needs of Silicon Valley. Marty said: "The college restructured its program offerings, responded to changing demographics, and greatly expanded its support to the community and local businesses." Marty retired again, but he came out of retirement seven years later and became interim VP (2011-2012) at Monterey Peninsula College in Monterey, California. He took this new position just as the entire California community college system, which served 2.9 million students, began undergoing its "most significant change of mission in the last 50 years." He retired as soon as the new VP arrived.¹⁶⁹

After retiring from the Army in September 1995, Steve Bliss became President of the Army and Navy Academy in Carlsbad, California, in February 2002.¹⁷⁰ Founded in 1910, the Academy is an elite boarding school for about 330 boys in grades 7 through 12. Since Steve was working at a military preparatory school, he was permitted by Army regulations to wear his uniform, and the Academy's Board of Trustees required him to do so. As the only military academy for high school-age students in California and surrounding states, its students wore uniforms and adhered to traditions (such as senior class rings) that resemble those of West Point. Academically, the Academy followed University of California standards and centered its leadership training around its JROTC program. Among the challenges Steve faced was the replacement or improvement of the buildings on campus, including classrooms, performing arts center, library, science building, dormitories, dining hall, and faculty housing. Expanding the school's sports complex alone cost some \$10 million.¹⁷¹

Some of our classmates made important contributions as members of the staff at various educational institutions. Tom Henneberry spent over 30 years on the staff of the Massachusetts Institute of Technology. He started out as the Assistant Director of the Industrial Liaison Office and ended up as the Director of Industrial Contracting, where he was responsible for about \$100 million of research funding annually from industrial sponsors. His most memorable experience was "representation of MIT against a major insurer who refused to pay on an insurance

claim submitted by MIT. The matter was for an amount of \$5,000,000."¹⁷²

Larry Leskovjan was Manager for "Safety and Risk" at Palm Beach State College in Lake Worth, Florida. Larry wrote: "I am responsible for establishing programs that will provide for the College's compliance with the requirements of the federal Occupational Safety and Health Administration (OSHA). While OSHA is directed at employers and their employees, our safety program also extends to students and visitors--we want everyone to leave the College at the end of the day in the same condition they arrived in. The established safety programs include those mandated by OSHA..., as well as those that meet 'local' needs.... I also have responsibility for the College's compliance with environmental requirements, including those relating to hazardous waste management, wastewater discharges and fuel oil storage tanks (e.g., for vehicle and emergency generator operation). The 'risk' in my job title refers to risk management activities, which are aimed at mitigating risks to the College. Obviously, one way to mitigate risk to the College is to be safe, but where residual risk remains, we attempt to manage it through obtaining indemnification and insurance."¹⁷³

After retiring from the Army in 1987, Bob de Laar became Project Director for The Facilities Resource Management Company. In this position he was responsible for major capital projects at several major colleges. He planned, programmed, budgeted, designed, and constructed such projects as a \$7.6 million science center at Sarah Lawrence College, a \$4.2 million remodeling of the college dining facility at Vassar College, and a \$17 million deferred maintenance program at Brown University. In 1994 he became Assistant Director, Physical Plan and Department Head of the Facilities Planning, Design and Construction Department of Georgia Southern College and successfully managed about 200 small renovations, maintenance, and repair projects that cost about \$8 million annually.¹⁷⁴

Pat Kenny became Director of Facilities at Mercer University in Macon, Georgia. He wrote: "During my years at Mercer [1993-1998] the University made significant investments in campus improvements, including major new construction and major renovation projects. As the Director of Facilities I oversaw the management of most of those projects. Working closely with the faculty, staff, and student body produced in me some of the same feelings I had at West Point as a Regimental Tactical Officer, but obviously with a totally different job task. When our oldest daughter was deciding where to attend

college we visited XXXX college. As we drove through the campus, we were struck by the poor condition of the campus and I remarked that it might not survive long enough for her to graduate. That experience taught me that parents and perspective students visiting a college campus may never have the opportunity to visit with an instructor, but they will certainly get an impression of the school by the appearance of the campus. With that in mind I quite easily convinced the President to allow me to out-source the grounds maintenance to a nationally recognized grounds maintenance specialty company; that move paid dividends and today, 14 years later, that company continues to maintain the grounds in an excellent manner. No perspective student will be turned off by ugly grounds as we were at XXXX college."¹⁷⁵

Following his retirement from the Army, Jim Golden served as Executive Director of Innovation and Technology and Executive Assistant to the CEO and Chairman of Tenneco, Inc., for three years, but then he moved to William and Mary where he served as VP for Strategic Initiatives. Jim said William and Mary is "a great school that reminds me quite a bit of West Point--historic campus, second oldest college in the U.S., honor code, athletes who actually do well in academics, students who come to class prepared, about 5800 undergraduates so about the same scale [as West Point], many graduates go into public service, strong ROTC program. I helped introduce a new strategic planning process, with rolling five year plans tied to the budget."¹⁷⁶

HEALTH CARE

Sixteen of our classmates became M.D.'s (Sonny Arkangel, Barre Bernier, Bill Byrne, Walt Divers, Lew Green, Jerry Hoffman [x-65], Larry Isakson, Dave La Rochelle, Tom McDonald, Karl Plotkin, Rusty Pullen, Dan Speilman, Jim Talbot, Jack Turner, Tom Van Dyk, and Joe Zurlo). Almost all of them began their medical careers while in uniform. Dan Speilman may have served in the most unusual location, since he worked for a while as a plastic surgeon in Hanoi directly across from the infamous "Hanoi Hilton."¹⁷⁷

Walt Divers spent more than 30 years in uniform. His interest in a medical career started as a result of his six-month hospitalization from injuries he suffered in Vietnam. After the Army turned down his application for medical schooling because he had served more than four years as an officer, Walt transferred to the Air Force and completed pre-medical prerequisites at Texas Christian University. He was admitted to

and graduated from the University of Texas Medical School at San Antonio. He subsequently completed a residency in Obstetrics and Gynecology at Keesler USAF Medical Center and an Air Force sponsored fellowship in Reproductive Endocrinology at the University of California, San Diego. Upon completion of postgraduate medical training, he was reassigned to Keesler and initially served as Chief of Reproductive Endocrinology with subsequent promotion to Department Chairman and Residency Program Director of Obstetrics and Gynecology. Walt wrote: "As a result of frustration with what I perceived as too many bureaucratic hassles in Air Force Medicine, I decided to improve the situation by 'joining and co-opting the enemy,' e.g., applying for a medical command position. I subsequently served as the commander of three Air Force hospitals.... I also served as the Medical IG for the Air Force and as the initial Lead Agent for TRICARE Region 4 (the Southeastern U.S. region). My final position prior to retirement from the Air Force was Director of Medical Services and Training for Air Education and Training Command. I did continue a limited clinical practice during my Air Force career and subsequent to it, but most of my time was devoted to non-clinical duties." Walt also was a flight surgeon and had over 1,500 flying hours, primarily in the F-15 Eagle.

Walt concluded, "After retirement from the Air Force, I served as Chief Medical Officer at hospitals in Galax, Virginia; El Paso, Texas; and Lake Charles, Louisiana. I retired as Chief of Staff of the Lexington, Kentucky, Medical Center two years ago [2010]. Rita and I are thoroughly enjoying the beautiful Bluegrass complete with thoroughbreds and bourbon."¹⁷⁸

Jerry Hoffman left the Military Academy in order to become a physician, but he too spent some time in uniform. While completing his undergraduate work at Baylor University, he was elected President of his class. After attending medical school in Missouri, he joined the Air Force and completed an Internal Medicine internship and Pathology residency at Wilford Hall USAF Medical Center in San Antonio. Following five years at Wilford Hall, he served at the McDill USAF Regional Hospital and Carswell USAF Regional Hospital. In 1976 he left the Air Force and joined a pathology group in Houston.¹⁷⁹ Jerry wrote: "Within a year I started my own group and hired much smarter individuals than me. All the others have since retired except for my original partner and me. We, though in our seventies, cover a 350-bed community hospital in Kingwood, a community in north Houston. The practice of pathology is very much different today

than when I began in 1970. I still enjoy doing it, and Michele and I get to spend time in our homes in the mountains in Colorado (Summit County) and San Diego."¹⁸⁰

Dave La Rochelle made up his mind to go into orthopaedics after fracturing his tibia and fibula in April 1963 at spring practice for Army football. After graduating from West Point, he served as an air defense battery commander and then as an acting battalion and acting brigade surgeon in Vietnam. He resigned from the Army in June 1969 and, while a captain in the Reserves, attended medical school in the College of Human Medicine at Michigan State University and graduated in 1973. Counting his time in Vietnam and his schooling, he spent 42 years in medicine. He was in private practice as an orthopaedic surgeon from 1978 to 2010 and saw more than 20,000 patients. He wrote: "Many patients were first seen in the emergency rooms of different hospitals as the result of accidents or injuries from various causes. Working in the 'trenches of humanity,' as some have described what we do 24/7, 365 days a year, was interesting."¹⁸¹

Additionally, eight of us became dentists (John Bell, Ken Cherry, Eddy Dye [x-65], Don Erbes, Bo Forrest, Harry Joyner, Don Larson, and John Salomone). Harry Joyner left the Army, completed dental school, and re-entered the service, in his case, the Air Force.¹⁸² Ken Cherry spent 30 years in dentistry in Springfield, Tennessee.¹⁸³

While running his solo dental practice in Florida and building an outstanding reputation, Don Erbes gained special recognition from his professional associates. Each year the Florida Dental Association (FDA) selects one of its thousands of members for the "Dentist of the Year" award, and in 2012 Don was chosen for the honor. To merit the award, he served for several years as the FDA's primary liaison to Florida's licensing body for dentists, the Florida Board of Dentistry (BOD). He also served as a member of the FDA's Board of Trustees where he was valued for his understanding of the history and importance of many complex dental regulatory issues. His colleagues recognized that he had a gift for outlining all dimensions of an issue and was genuinely interested in resolving issues in the most constructive manner possible. They greatly appreciated his willingness to educate others and collaborate with them in leadership positions for the dental profession. He also played an especially key role in the FDA's efforts to revamp its governance structure.¹⁸⁴

Another classmate who became a dentist, John Bell, wrote:

"After deciding to leave the military, I looked for an alternate career, and being a dentist seemed like a good fit. It helped immensely that our USMA curriculum had provided most of the prerequisites for admittance. My D.D.S. degree was from the University of Pacific Dental School in San Francisco. I had a solo dental practice in San Jose, California, from 1975 until 1984 when I opened a large multi-dentist practice in Cupertino, California. In 1988, my wife and I decided to move back to Florida and be closer to family. This decision led to a practice in Melbourne until I purchased a dental building and moved the patients to Satellite Beach, Florida. I retired in 2004. The independence and income of private practice were appealing. I enjoyed the patients and technical aspects of dentistry but also found the day-to-day demands for perfection very challenging. Overall I enjoyed my professional choice except for the few days I thought 'Why did I ever choose this!' It was a great profession for my family and me."¹⁸⁵

We made other contributions to healthcare. After graduating from the New England College of Optometry in Boston in 1974, Paul Kantrowich became an optometrist, specializing in therapeutics and contact lenses. He wrote, "My most important achievement would be simply taking care of patients and trying to keep them healthy. Professionally that's why I went into Optometry so whatever honors I have won really don't mean much."¹⁸⁶

Fred Grates served in the Medical Service Corps until 1976 and then, after leaving the Army, worked in several hospitals. In 1978 he moved to Houston, Texas, and began a 25+ year career as a Hospital Administrator. He became the Executive Director of the Houston Region for IPC, a publicly traded company that employs and provides management services for "Hospitalists." One report stated: "Hospitalist medicine is organized around inpatient care, primarily delivered in acute care hospitals, and is focused on providing, managing and coordinating the care of hospitalized patients." Fred said that he planned on continuing to work "until God says it is time to retire."¹⁸⁷

Dan Steinwald said that "continuing service" was "something" that had "motivated" him since our days as cadets.¹⁸⁸ He made a significant contribution to improving healthcare in his community. At the Joseph Brant Hospital in Burlington, Ontario, Canada, he was recruited as CEO to "re-energize" the 400-bed non-profit community hospital which no longer led in innovations in healthcare and had not kept pace with the community's growing from 40,000 to 100,000. He successfully

championed a shift of emphasis to community needs and an expansion of services. He next became CEO of the Grand Bend Community Health Centre in Grand Bend, Ontario, Canada. He wrote: "I created a primary healthcare service to meet the needs of 12,000 residents of a rural, medically under-served area, as well as the urgent care needs of a resort area whose population expanded to 100,000+ on summer weekends. I had full responsibility to develop, staff and fund a \$3.5 million network that included a new central facility and two satellite centers. A local traditional medical practice of three MDs became the base for a multi-disciplinary, collaborative practice with six MDs, five Nurse Practitioners, Social Workers, Nutritionists, Fitness teacher, Counselors, and PhysioTherapists. This traditional allopathic practice was enhanced by fitness, wellness, and complementary alternative therapies such as yoga, tai chi, acupuncture, etc. I authored the functional program for the new 16,000 square feet facility and negotiated a \$3 million grant for its construction. In order to create a trust fund to complete the project and have a legacy fund for future programming, I was instrumental in establishing an associated charity to raise funds. We (my wife Diana as fund raiser and I) were able to exceed the original goal of \$500,000 by raising \$800,000 in the community of 1,000 residents. The project was completed on-time, under-budget and the network positioned for financial security and future growth." As recognition of his contributions, Dan was awarded the Paul Harris Fellowship from Rotary Clubs International for his extraordinary, unselfish community service.¹⁸⁹

We also had two classmates who practiced veterinary medicine. After serving in the Army as a veterinarian, Larry Konerman bought an existing veterinary practice in Dallas in 1987 and practiced small animal medicine and surgery.¹⁹⁰ Bob Frey also served as a veterinarian in the Army and remained in the U.S. Army Reserves as a veterinarian until 2003. After leaving active duty in 1981, he ran an Animal Hospital in Lowell, Massachusetts until 1991. Like many of our classmates, Bob reinvented himself. He entered Professional Financial Management and became owner of his own financial planning business. He described his most memorable experience in civilian life as building two businesses and successfully transitioning from each.¹⁹¹

THE LEGAL PROFESSION

Though West Point has never considered itself a law school,

or a pre-law school, a surprisingly large number of us, at least 56, became lawyers. Those of us who had law degrees, however, sometimes pursued other careers. Sonny Ray worked for the Federal Courts, Middle District of Tennessee, as the Bankruptcy Clerk of Court.¹⁹² Dan Christman became a general officer and served as Superintendent of the Military Academy. Ray Pollard made important contributions at Aberdeen Proving Ground and was selected for the Army's ORSA Hall of Fame.¹⁹³ Bob Huffhines practiced law in Boston from 1973 to 1979 but noted in *The Register of Graduates* that he was a "professional entertainer" from 1973 to 1979.¹⁹⁴

Most of our classmates with law degrees practiced law in a traditional manner. Jim Stephenson attended Harvard Law School, graduated in January 1973, and began private practice immediately with Faegre & Benson, then a 50-lawyer firm in Minneapolis. By 2012 the firm had grown to 750 lawyers and had a number of offices, including London and Shanghai. Jim wrote: "My practice has centered on financing transactions, corporate restructuring and real estate, working closely over the years with Wells Fargo, U.S. Bank and Target. When I step down as a partner at the end of this year, I will have completed 40 years of practice with a single firm (while living in the same house with the same wife--a complete lack of imagination, some would say). Along the way, I held several leadership roles in the firm, including serving as its Chair for a time. In addition, I currently chair the Board of Directors of the leading mutual insurance company providing professional liability insurance coverage to lawyers, some 60,000 in 230 firms, including 80 of the 200 largest firms. Finally, I have devoted significant time to several community organizations and have been on the Executive Committees of the Guthrie Theater and Minnesota Medical Foundation (supporting medical research at the University of Minnesota) for many years."¹⁹⁵

After graduating from the Indiana University School of Law Mike Huston joined the law firm of Baker & Daniels in Indianapolis, Indiana, and remained there for the next three decades. He wrote: "My primary areas of practice were utility law and environmental law. The majority of my utility law practice consisted of representing utilities, primarily investor-owned water, sewer and telephone companies, before the Indiana Utility Regulatory Commission (IURC)... My environmental law practice included general counseling related to environmental matters and representation of clients in permitting and enforcement proceedings before the Indiana Department of

Environmental Management (IDEM); in judicial proceedings related to environmental matters, including Superfund litigation; and in the acquisition and sale of real estate...."

Mike continued, "In addition to presenting cases before the IURC and IDEM, I presented cases before numerous trial courts, the Indiana Court of Appeals, the Indiana Supreme Court, the United States District Court for the Southern District of Indiana, the United States District Court for the Northern District of Indiana, the United States 7th Circuit Court of Appeals and the United States Circuit Court of Appeals for the District of Columbia."¹⁹⁶

Ross Wollen attended the University of Virginia Law School, where he was elected managing editor of the *Virginia Law Review*. He also studied at Pace in later years, obtained a Certificate of Advanced Graduate Study in Finance, and then earned the Chartered Financial Analyst (CFA) designation. Ross wrote: "After passing the NY Bar in 1973, I became an Associate at the law firm variously known as Nixon, Mitchell, Mudge, Rose...and was interviewed by George Mitchell, the former U.S. Attorney General. After a few years working on some of the earliest 'hostile takeovers,' one of the firm's biggest clients, General Cigar Co., invited me to found a Legal Department. I eventually became Senior VP, General Counsel, and Secretary and stayed with General Cigar (and the same secretary) until retirement about 2000. At times our NYSE name was Culbro and eventually we took General Cigar public (again). General traced back to being on the New York Stock Exchange around 1912 and made and sold cigars (White Owls, Macanudo), never cigarettes. But during my years--and it was my job as General Counsel--we diversified widely, from snack foods to Ex Lax to plastics, nurseries and several dozen other companies which we bought and then sold or spun off to shareholders. In the late 90's Swedish Match, the former government tobacco monopoly, acquired what was left of General after our sales and spin offs. We kept, however, our considerable Connecticut acreage, formerly where wrapper tobacco grew."

Ross continued: "Much of my last few years at General was spent defending litigation by Mr. [Fidel] Castro's Cuban Tobacco Co. against our use of the brand name COHIBA, Fidel's favorite brand. The records fill my library..., and there are many twists and turns. For now I'll point out the irony of Cuba having full access to our U.S. Courts and Mr. Castro appealing our win at the Circuit Level to the U.S. Supreme Court. Despite the hard, boring work (three translators for depositions), it was fun

meeting my counterparts for settlement discussions in various foreign capitals and spending several days (legally!) in Havana, where we were treated as royalty--another irony."¹⁹⁷

Jack Cooley served as a United States Magistrate, Assistant United States Attorney, Senior Staff Attorney for the United States Court of Appeals for the Seventh Circuit, and a litigation partner in a Chicago law firm. He also served as Chair of the Mediation Committee of the ABA Section of Dispute Resolution and was a Fellow of the American Bar Foundation, the International Academy of Mediators, and the Chartered Institute of Arbitrators, London, England. He was especially successful as an arbitrator and mediator in a wide variety of complex, multi-million dollar commercial disputes, both domestic and international. He authored numerous books and articles on mediation and arbitration, including *Pracademics: Creative Problem Solving in Negotiation and Mediation*.¹⁹⁸ The writer of one obituary wrote: "His was a quiet brilliance. He was not just a decent and thoughtful person. Jack Cooley possessed an exceptionally rare quality and in the end accomplished one of the most noble of human endeavors: he modeled what genuine learning is all about. He will always remain for me a sorely missed model of what it means to be a real professional. While squeezing the most out of his early training and experience, he escaped the constraints of the traditional habits of thinking that generally accompany such success. And, to the benefit of those of us who remain, he brought the lessons of inspired and creative approaches to managing conflict as few others have done."¹⁹⁹

After earning a law degree from the Dickinson School of Law of Penn State and a Masters of Law degree in trade regulation from the NYU School of Law, Jim Harmon held various law enforcement positions including Executive Director and Chief Counsel of President Ronald Reagan's Commission on Organized Crime. While with the commission, Jim testified before several congressional committees in support of anti-money laundering legislation. His efforts contributed significantly to Congress's making money laundering, for the first time, a crime and to labor's and business's using their own resources to remove the influence of organized crime from the marketplace. Jim also spent a year as a federal prosecutor working with the Joint Terrorist Task Force in New York. He gained extensive trial and appellate litigation experience in federal and New York state courts, and he successfully argued cases before the U.S. Supreme Court.²⁰⁰

Jim Coughlin graduated from the University of Arizona Law

School in 2002 and practiced law as a prosecutor with the Pima County Attorney's Office for eight years. After retiring in 2011 he did some part-time work as a Guardian ad Litem (appointed in under-age-children cases, oftentimes to represent the interests of the minor children) in the Pima County Juvenile Court.²⁰¹

After retiring from the Army, Ron Williams went to Law School and then began defending juvenile delinquents in Illinois state courts. He wrote: "Defending juveniles is interesting and challenging work. During the past two decades something has changed in the way children develop. There is astonishing violence and disrespect for authority at home and in school. Social workers describe it in terms like ADHD, Oppositional Defiant Disorder and Bi-Polar Condition. But putting a label on a problem doesn't fix it or prevent it. Every week I encounter a family that wants their child in jail forever and frequently I understand why. I am working just as hard at repairing families as I am at defending delinquents. Our county (Madison, Illinois) is medium sized and a suburb of St. Louis and we have about 800 serious delinquency cases every year, including murders. There is a Ph.D. in this for the person who figures out what has changed and how to fix it. It could be the music, TV and movies, failure in the schools, a loss of discipline in the preschool years or any number of other factors, but it must change."²⁰²

In 2005 Dick Smoak became a U.S. District Judge for the Northern District of Florida. After leaving the service in 1970, he attended the College of Law at the University of Florida and then joined a law firm as an associate attorney. He became a partner in several law firms between 1975 and 1991 and worked as a sole practitioner from 1991-2005. He was named in February 2004 by *Florida Trend* magazine as one of Florida's "Top Defense Lawyers." He is a certified Circuit Court mediator and has, in the past, served on a number of Florida Bar Committees, including the Fourteenth Circuit's Judicial Nominating Commission, the Civil Procedure Rules Committee, and the Fourteenth Circuit's Grievance Committee. In June 2005, he was nominated by President George W. Bush to a seat as a Federal District Court Judge in the Northern District of Florida. He was one of the 11 out of 25 nominees who received a unanimous "well qualified" rating from the American Bar Association's Standing Committee on Federal Judiciary and was confirmed by a unanimous Senate vote in October 2005.²⁰³ The two senators from Florida spoke in support of Dick's nomination and one quoted a citizen of Panama City: "Dick Smoak is simply one of the finest lawyers and finest men I have ever had the privilege of knowing. Describing Dick requires

the use of words such as integrity, character and professionalism. As a legal practitioner, Dick knows the law and applies it logically to each case he handles."²⁰⁴

Even as lawyers, we sometimes reinvented ourselves. Les Hagie wrote: "I went to law school at the University of Virginia after retiring from the Army after 20 years. I spent 15 years as a trial attorney, during which time I became certified as a mediator. Eventually, I left the practice of law to attend seminary with the intent of focusing my mediation practice on churches. I then reactivated my law license to promote a fast growing 'collaborative law' practice that is developing across the country. In collaborative law, parties agree to work together with their attorneys to reach agreement without going to court to litigate. If agreement can't be reached, the attorneys back out, and the parties have to start the process all over."²⁰⁵

Without having a law degree, Art Adam became a member of a law firm. He wrote: "After retirement from military service in December 1990, I took a job as a Consulting Engineer (Cellular Engineering) with a communications law firm in Washington, D.C. Unlike most States, the rules in D.C. which govern who can and cannot become a partner in a law firm were general enough to open the door for me, an engineer vis-à-vis an attorney; after ten years as a 'cellular engineer', I was invited to become a law firm partner. I remained with the firm as such until my retirement in 2006. The title didn't change my job but it certainly gave me opportunities to influence the firm's decisions and no doubt made me more 'marketable' to our clients."²⁰⁶

AN ETHIC OF SERVICE

Whatever our civilian careers may have been, we made many contributions to our local communities. Gene Parker served on the Board of Directors for his community's United Way, as an Elder and treasurer of three churches, as the president of two ARC boards (previously Association for Retarded Citizens), and as a Board member for the Rotary Club.²⁰⁷ John Harrington joined the local volunteer rescue squad when he retired in 2006. He wrote, "In a weak moment..., the chief convinced me to become a member of the fire department also. That required completing the same training as any young firefighter in Virginia. I consider completing Fire Fighter I and becoming a certified structural fire fighter at age 64, a very memorable achievement. Working as a volunteer in Emergency Services has been my most fulfilling civilian experience. It has given me new insight into another side of our society as we get to go serve some of our less

fortunate neighbors." ²⁰⁸

Other classmates also made important contributions to their local communities. Before dying suddenly in February 1996 from heart failure, Kala Kukea earned the respect and thanks of many of his fellow citizens. He had returned to his beloved Hawaii after leaving the Army and served for 24 years with the rescue section of the Honolulu Fire Department. ²⁰⁹ One fellow firefighter said of Kala: "He gave himself to the neighborhood and the communities he was involved with--they became his priority and he made sacrifices. He and his family made sacrifices to see that the communities benefitted from his knowledge." At the Hui Nalu O Hawaii Canoe Club, he taught hundreds of children and adults to respect and enjoy the ocean, and he distinguished himself by becoming the Masters U.S. National Kayak Sprint champion and by conquering the Kaiwi Channel annually in the Molokai Kayak Challenge. He often participated in the Hui Nalu Iron Man Challenge, which after his death was named the Hui Nalu Kala Kukea Iron Man Challenge in his honor. One admirer wrote: "A soldier, coach, champion, father and husband--Kala Kukea was a true iron man and so much more." ²¹⁰

Guenter Hennig wrote: "In 1978 I moved to Gaylord, Michigan as plant engineer for a particle board plant and along with some others decided to found a youth soccer league. One of the people operated a sports store and was able to get the equipment at cost once we went around to various businesses to get funding. We established three fields at the Otsego county fairgrounds. I got a contractor to build the goals using pipe for the frames. The first year we had 420 kids (boys and girls). I stayed with the organization for six years and decided to move on when it became too organized with committees, etc., to let someone else run the show.... The soccer league got me involved with the town, as well as my two kids. Years later some young man would say hello and mention that he played in the league or some parent would remind me of the fact that I helped to get it started." ²¹¹

José González also contributed to his local community. In Costa Rica he helped build and equip a fire station in Herradura. He assisted local police in crime prevention through public education and donations for computers, barracks, living quarters, etc., and helped prevent violence (including domestic) through public education. One of West Point's greatest-ever soccer players, he also coached pee wee soccer for many years. ²¹²

Pete Lounsbury emphasized that the most notable thing he did in his civilian life was "working with Boy Scout Troops in Rochester [New York], California, and Utah." While receiving

awards for his contributions and devotion to youth over the years from 1978 to 1995, Pete served, in these various locales as Troop Scoutmaster, District Camping Chairman and as Advancement Chairman. Like many of us, Pete relished watching his Boy Scouts go on to bigger and better things. He said: "Of the 45 Eagle Scouts from the two troops in Rochester, several have some notable accomplishments in their adult lives including one who worked with a team of doctors at the University of Chicago to unravel DNA. Another worked on a team of physicists at Intel to develop the Pentium chip. Others include an orthopedic surgeon and his brother who is a dentist; my oldest son, an airline pilot for Southwest after a career in the Air Force graduating from USAFA in 1991; and a COO or CEO of Petco. Several have come back to me over the years reporting that their scouting experiences contributed to what they have done in their adult lives." He concluded, "Getting a little old to go hiking in the High Uintahs with the boys but working with them and seeing their accomplishments is very satisfying."²¹³

Walt Oehrlein contributed to a program known as "Racquet Up Detroit." He explained: "Three years ago several of us did the 'due diligence' in trying to energize the 10th such program in the U.S. We've been successful and launched in early January 2011. We have 40 participants in an after-school program which uses the sport of squash, in combination with fitness, academic tutoring and literacy development, community service, summer opportunities, and mentoring to make a difference in the lives of Detroit youth. Twenty children from one elementary school (5th graders) meet Mon/Wed/Sat and another 20 from a different school meet Tues/Thurs/Sat. The facility is a city-owned activities center; we have two paid positions and a host of volunteers. I serve on the Board, assist as needed, and mainly 'spread the word'. Good stuff!!"²¹⁴

Known as "The King of Networking," Jon King made a living as an attorney but he helped others in the greater Houston area with what he called "The After Hours Network." For more than 20 years he hosted a meeting each week of business and professional people; by 2012 some 45,000 people had attended one of his 950 programs. Most programs followed a regular format: mingling during the first hour and then listening to a guest speaker. When asked about the mission of his organization, Jon responded: "We want to help people create a path to success and provide entrepreneurs an opportunity to meet people they otherwise wouldn't meet and help them meet their challenges. Business owners are often too busy running their business to make these

contacts on their own."²¹⁵ Beyond providing new business owners or entrepreneurs an opportunity to establish business contacts with others, Jon enhanced the quality of the meetings by being a motivational speaker himself. In one of his presentations, he said: "Go out there and live life to the fullest. Be around positive people. Surround yourself with can-do types.... Those people will motivate you. And go for the gusto." As an example of success, Jon cited a businessman in the community who had rebuilt his furniture warehouse after it had burned down: "He is a symbol of what people can do if they work hard, if they're consistent, and if they're honest with the things that are going on around them, and if they give back to the community."²¹⁶

Jon Thompson took special pride in his receiving the title of "Director of Cultural Affairs" for the city of Memphis. Among the projects on which he worked was "Wonders: The Memphis International Cultural Series." He used his strong skills as a manager to convince other nations to send their best artifacts to Memphis for exhibitions on Napoleon, Imperial Tombs of China, and the Titanic. He wrote: "I remember having a six-month battle with French curators about my wanting an enlisted man's armor chest plate with a cannonball hole through it, that I found hidden away in the archives of the French Army Museum at the Invalides. They said Napoleon did not touch it, did not wear it and it was in disrepair. I finally prevailed after paying for conservation. It turned out to be the most talked about artifact in the show, which included Napoleon's cradle, death mask, Marshal's batons, and the carriage in which he escaped from Russia. The chest plate simply illustrated the end of an empire, the futility of war, the price paid by commoners, etc. In exit interviews, it was identified as the most important object shown, including the painting by David of Napoleon Crossing The Alps."²¹⁷

As he pursued his many interests, Jon remained connected to the U.S. military. He became involved in the Military Affairs Committee with the Memphis Chamber of Commerce and in the Defense Orientation Conference Association. The latter gave him the opportunity to be with President Reagan at Pointe du Hoc on the 40th anniversary of D-Day, spend three days with the Contras at a base camp on the Nicaraguan border, visit Tiananmen Square and "troop the line" of one of the Chinese divisions involved with the incident a few days before it occurred, and head a delegation to Santiago, Chile, when Augusto Pinochet turned the government over to civilians. Jon also was appointed to the Board of the National Defense University Foundation and was especially proud

of his helping initiate a significant program in which foreign officers met average Americans on their home turf. He wrote: "They stayed with families in Ripley, Tennessee, on Election Day and ate BBQ and catfish. On other trips they went to the Caterpillar factory and visited a 5000 acre wheat farm run by a family of five. They spent a night with the Los Angeles police department, went to J.R. Ewing's home of the TV show 'Dallas,' and visited Yellowstone Park."²¹⁸ Jon hosted groups of foreign officers in his home in Memphis for several years.

PUBLIC SERVICE ORGANIZATIONS

We also contributed to public service organizations. Mike Connor ran an international non-profit organization for helping children for six years.²¹⁹ He wrote: "I retired in 2003 to found a nonprofit, 'The Global Wealth Initiative'. Our focus was on helping children around the world, especially those at the bottom of the economic rung. We implemented scholarships for many children who would otherwise never see the inside of a classroom using some very innovative techniques like paying parents to insure their daughters went to school. I did this until 2009. We never took a cent for administration, travel, etc. I paid for all of that out of my own pocket. Every dollar we raised went to help the kids (including 'Make a Wish' in the U.S.). My wife Joyce wrote a children's book 'Michael and Mr. B.' All the proceeds went to the Global Wealth Initiative."²²⁰ After working with "The Global Wealth Initiative" for six years Mike returned to the corporate world.

After retiring from the Army, Dan Christman served as President of the Kimsey Foundation in Washington, D.C. from 2001 to 2003. He then became Senior VP for International Affairs, U.S. Chamber of Commerce, also in Washington, from 2003-09.²²¹ In this position he served as Chair of the Coalition for Partnership with India, a 60-member assembly that sought passage of the U.S.-India Civilian Nuclear Agreement. He also led the U.S. section of the U.S.-Iraq Business dialogue.²²² As part of his responsibilities with the U.S. Chamber, Dan led "numerous" trade delegations to the People's Republic of China and met with senior Chinese officials as part of a broad effort to help American companies, in Dan's words, "navigate the difficult Chinese market place." The visits also sought to counter some of the "negatives" that existed in the bilateral relationship. Dan believed, as he said in one of his speeches, "How the U.S. and China accommodate to each other's new roles this century is our nation's biggest long-term strategic challenge."²²³

Wes Taylor served as President of the George C. Marshall Foundation.²²⁴ Under his leadership, the Foundation sought to perpetuate Marshall's legacy through scholarship, leadership and statesmanship programs. It also sought to provide facilities (including a museum and research library) that offered a wide range of resources and materials for use by the general public, scholars and students.

Bob Wolff served for ten years as the Executive Director for the Society of American Military Engineers (SAME). Starting with a staff of 14 and a budget of \$1.8 million, Bob grew the organization's staff to 28 and a budget of \$7.5 million. Bob explained, "SAME headquarters had not produced and directed any conferences or continuing education when I arrived--we now have a substantial portfolio of conferences and continuing education which provide great opportunities for professional development and business development to our membership, which includes over 1,600 small and large companies doing business with DOD." As an example of his contributions to engineering education, Bob wrote: "As the Chair of the Education Committee, SAME, I worked with the Head of the Department of Civil and Environmental Engineering at the U.S. Air Force Academy to initiate a one-week Engineering and Construction Camp for high school students. It was held for the first time in 2000 with volunteers from the local area and around the country. When I arrived at SAME HQ as the Executive Director, I worked with volunteers to expand the program, which now has a Seabee Camp at Port Hueneme, California, an Army Camp in Vicksburg, Mississippi, and a Marine Corps camp at Camp LeJeune, North Carolina. The camps now host 210 high school students who are interested in studying engineering at a college or one of the Service Academies." At a special celebration of his ten years of leadership, Bob was recognized for "improving the future of military engineering by taking the helm of the SAME and changing it from a local and regional 'club' type organization to a national, and even international, engineering organization." Bob's efforts helped the SAME to "improve engineering relations between government and contract engineering firms, provide 'practical' solutions to tough engineering problems and also to mentor the next generation of emerging leaders."²²⁵

After retiring from the Army, Bill McKemey worked for six years as VP of Store Operations for Duron Paints and Wallcoverings and then became VP and COO for Volunteers of America (VOA) Chesapeake. He noted: "I liked the ability to combine the practice of business with the ethic of service."

Similar in mission to the Salvation Army, VOA is a national, faith-based, human-services organization. Revenue came through contracts with various levels of government and from Medicaid reimbursement for services provided. He wrote: "When I first became the CEO, the financial house had to be put in order.... Making sure we had the cash to meet payroll was the first priority. Having to do more with less in the face of ever-increasing costs (particularly health care) and never-increasing contract amounts was always our greatest challenge. Attracting and retaining good people is always difficult in the not-for-profit sector. It was always frustrating not to be able to pay our employees more. Last among the top three challenges was the seemingly never ending string of baseless allegations from folks who saw the corporation as having unlimited resources to be shared with them. We spent a small fortune on legal fees as did our insurance carriers to protect ourselves from an amazing array of scams. We never lost a case, but the amount of resources expended was shameful."²²⁶

Despite such challenges, Bill found great satisfaction in his work. He wrote: "Being a CEO of a non-profit, human services organization, to me at least, combined the best of all worlds. One got to lead a business with all of the functions and requirements attendant thereto; but there was also a mission to be performed. If I did my job, the care givers throughout the organization got the tools they needed to take care of their charges. At the end of each day, many people were in a better place because of our organization."²²⁷ And, one should add, they were in a better place because of Bill's talents and efforts.

After a career in which he made numerous contributions on highly classified government programs for intelligence and electronic warfare, Manny Maimone's full potential was cut short by Amyotrophic Lateral Sclerosis (ALS), often referred to as Lou Gehrig's Disease. In an act of selflessness, he used his progressive disability to help a non-profit project at the University of Virginia, known as "Eye-gaze Response Interface Computer Aid" (ERICA), which sought to design and develop a computer controlled solely by eye movement. His wife Carol said: "Manny fought ALS with every ounce of energy he could muster but never lost his sense of humor or kindness. He spent many hours researching and trying to help others until he was unable to talk or even use his eye-gaze computer. We feel we must continue the fight for others with ALS, especially since this disease has been linked to military service and Manny was a veteran." Manny's family continued the fight by participating in various fund-

raising activities for research in ALS and care for those suffering from the disease.

HUMAN SERVICES

Our classmates often put their skills, talents, and experience to work for something larger than themselves. Preston Hughes wrote: "In 1992, I retired and returned to my home in Kosciusko, Mississippi. A couple years later I ran for state senator and lost. During the campaign I noticed that black-white communication among males in my town and in the area where I campaigned was still just about nil. No blacks in the local Lions or Rotary Clubs. I met with an elderly black man in our town who was widely respected by blacks and whites for his role as an assistant principal during school integration. I asked if he'd be interested in starting a civic men's club with meetings modeled after Rotary/Lions Club meetings. He said he would be. We started with five white men, five black men, met monthly for dinner in same restaurant/room where the local Rotary and Lions Clubs met. Members joined two-by-two, one black and one white. Our membership grew to 34, still evenly divided. Many of the men had known each other most of their lives but had never been friends, had never sat down to have a meal together or to discuss issues of interest/concern locally (e.g., school-related issues, local wage scale issues, local business development issues). The mayor was a member, also the high school principal and several businessmen, black and white. Most of the white members were either Rotarians or Lions."

Preston continued, "Each year, for our annual meeting, we invited prominent Mississippians to come and speak. Several former governors, an attorney general, state supreme court justice and others came and spoke. Our wives attended the annual meetings. We got to know each other's wives, learned about each other's families.... We never had a program directly about race relations. Topics we discussed were the same topics addressed at Rotary or Lions Club meetings. But our time together, the opportunity to get to know each other, to ask questions of speakers and hear answers together contributed a lot to the good race relations that Kosciusko enjoys. There are still no blacks in the Kosciusko Rotary and Lions Clubs."²²⁸

One classmate who made a special effort to help others was Joe Anderson. Joe wrote: "Over the course of my career in the Army, at General Motors and as an entrepreneur, I have often been on the leading edge of initiatives and opportunities in the African American community. For example, being the first African

American aide de camp in the Army (actually twice). Or one of the first two Black plant managers in General Motors. Or the first member in my private country club in 1990. Or the first African American Holding Company that owned and controlled six operating companies. In owning these companies, I put African Americans in leadership roles...that they might not have had elsewhere. And I subsequently launched new African American entrepreneurs by selling four of these companies to the individuals who were operating them for me and thus having the opportunity to expand wealth creation in the Black community. One of those individuals who purchased three companies from me in 2011 had over \$1 billion in revenue in 2012."

"I spend a lot of time mentoring people," Joe wrote, "who are referred to me because of my track record and reputation. I speak on various panels at workshops, etc. I just completed a two-year stint on the Manufacturing Council of the Department of Commerce as Chair of the Council. The purpose of having the 25 companies on the Council is to make recommendations to the Secretary of Commerce on how to grow manufacturing in the U.S. Ironically, my White House Fellow assignment (1977-1978) was with the Department of Commerce."²²⁹

RELIGIOUS SERVICES

Many of us were deeply religious, and some of us made important contributions to religious organizations. Several classmates faithfully served their churches or synagogues. Ernie Knoche began his service as a pastor in a Lutheran Church, Missouri Synod, in Houston, Texas. His next church was in Pittsburgh, Pennsylvania, where he served for 24 years. After retiring he became "interim pastor" at King of Kings Lutheran Church Mission in Jasper, Georgia.²³⁰

John McCullough wrote: "After coming to West Point in 1961 as a devout young Southern Baptist, I have been for 35 years a Presbyterian minister whose theology is radically liberal. That transformation began as I interacted with roommates who were the first Catholics I had ever known personally, and was introduced to a more liturgical style of worship in mandatory Protestant chapel services. It continued as Mary and I attended a United Methodist church while I was in graduate school in engineering at UC Berkeley in the early 1970s. Resigning my commission in 1976, I entered Vanderbilt Divinity School, where I encountered an emphasis on the social justice aspect of Hebrew-Christian faith that provided a meaningful response to profound questions which first arose for me out of the Vietnam experience, plus an

intellectually rigorous approach to theology that fit well with my scientifically-oriented prior education."

John continued, "I was ordained in 1979 as the pastor of Woodland Presbyterian Church, a 150-year-old congregation in inner-city Nashville whose membership had been in decline since 1950 and did not bottom-out at less than 100 until about 15 years ago. My greatest achievement over those 35 years has perhaps been simply keeping the congregation alive. In doing that, however, I have guided Woodland Presbyterian toward becoming a place where persons of somewhat traditional Christian faith can worship and work alongside others whose faith perspective can best be labeled agnostic if not atheist--as they share a deep commitment to social justice, a great concern for ecological issues, and the desire for an intellectually honest theology. While 'honor' and 'country' are no longer as important to me as they once were, 'duty' definitely is--albeit now in a very different context."²³¹

Neil Brown wrote: "I worked for the Bell System, retiring from AT&T in 1998 as the Regional Director of Service Costs and Prices for the nine state Southern Region. Just four years earlier in 1994, I had joined the First Baptist Church of Woodstock (FBCW), Georgia where I became a Deacon and then Chairman of Deacons. While in that capacity, God called me into full time vocational Christian ministry. When I retired from AT&T, the Senior Pastor invited me to join his Senior Staff. FBCW is a large church of some 16,000 members and has a staff of over 160 people. I am blessed to be on the 10-man Senior Staff where I have served as Minister of Evangelism, Minister of Missions, and now serve as Minister of Pastoral Care where I have a 15 person staff.... I am very blessed to serve with Dr. Johnny Hunt, Senior Pastor, who just completed two years as President of the 16 million member Southern Baptist Convention and is a great expository preacher."²³²

Ben Whitehouse retired from the Army in 1985 and worked for nine years for AT&T as a Program Manager in "Black Projects." He then worked for NCR Corporation as a Professional Services Partner and then as a Consultant for Lucent Technologies. In 2002 he became the business manager for St. Francis of Assisi Catholic Church in Raleigh, North Carolina. He wrote: "Presently, Gladys and I work for our church of 5,000 families having an impact on people in a very different way than my military/industry experience, but the things we learned as cadets--Duty, Honor, Country--still ring true."²³³

Eddy Dye became a dentist and had a private practice in

Memphis and Townsend, Tennessee, for 24 years. In the summer of 2007 he and his wife Kathy went on a mission trip to the Dominican Republic. He wrote: "While there I honestly felt the Lord impress upon me to sell my practice and serve Him during the time I have left. Twenty-five years before we had volunteered on a Lakota reservation in South Dakota. I never got it out of my system. Every two to four years, for 20 years, I would call the reservation to see how the clinic and folks I knew were doing. But Kathy absolutely refused to go there...until that day in the fall of 2007 when the Lakota asked me to come back. I hung up the phone and Kathy said, 'Let's go!!!' We moved to the Cheyenne River Sioux Reservation, lived in a ghetto, stayed four years and loved it. During that time I served as the Chief Dental Officer and interim pastor of the First Baptist Church of Eagle Butte."²³⁴

Our classmates also became missionaries overseas. In 1998-1999 Jack Blau took a leave of absence from his teaching at the middle school level, and he and his wife did missionary work in Cameroon, West Africa.²³⁵ They later returned to Cameroon as "hostel parents" for about a dozen teens who were children of missionaries and who attended the Rain Forest International School in Yaoundé.²³⁶ Bob Anderson and his wife also worked as missionaries in Cameroon. After retiring from the U.S. Department of Veterans Affairs (USDVA) in April 1995, Bob and his wife entered Foreign Mission Training in June 1998, studied French in Besançon, France, in 1998-1999, and worked for four years in Cameroon. They served as foreign missionaries in the Evangelical Lutheran Church Hospital and Clinics in the Central Highlands of the French-speaking country. Bob returned to Africa in 2006 to work in Liberia and mentor the director of the Curran Lutheran Hospital. He again returned to Liberia in March-June 2010 to serve as acting director of a 225-bed hospital northeast of Monrovia.²³⁷

After retiring from the Army, Jim Long and his wife moved to Hawaii and enrolled in the University of the Nations for training with Youth With A Mission (YWAM), an interdenominational, international, evangelical Christian mission. After further training in Asia, Jim and his wife moved to Germany and settled first in Frankfurt and then in Berlin where they worked with the German branch of YWAM, Jugend Mit Einer Mission. After the fall of the Berlin Wall, they worked for about two years with German churches to expand support for Christian churches in the former East Germany.²³⁸

Our classmates also contributed to the management of

religious institutions. From 1998 until 2006 Tom Barron served initially as a consultant to the CEO of Episcopal Church Pension Group and then became COO. When asked about the highlights of his civilian career, Tom wrote: "Leading a highly successful turnaround of the Church Pension Group's seven businesses, from a point in 2001 where two of them were near bankruptcy and the others were floundering badly, to recaptured market share, a state of sound profitability, and high levels of client service to the 100 dioceses, 6,500 parishes and 30,000 individual customers of the Episcopal Church." Tom's contributions to the Church Pension Group also included a "comprehensive technology transformation" that enabled it to compete and perform effectively.²³⁹ Like many of our classmates, Tom never lost his sense of service to higher ideals.

SERVING OUR VETERANS

We also served our nation's veterans, including service as volunteers. Kent Brown volunteered to be a Disabled American Veterans driver at the Boise, Idaho, Veterans Affairs (VA) medical center. He emphasized the great satisfaction he got from the volunteer work and from his being able to share "war stories" with the veterans he has helped.²⁴⁰ After working in the Department of State as a Foreign Service officer, Ken Moorefield became Director of the Vietnam Veterans Leadership Program.²⁴¹ Ron Floto and Denny Coll were board members of the Chicago Vietnam Veterans Leadership Program, and they, along with Ron Layer, participated in the dedication of the Chicago Vietnam Veterans Memorial on November 11, 1983.²⁴² John Mogan was a Commissioner in the Tennessee Department of Veteran Affairs.²⁴³ He was sworn in as Commissioner in August 2002 by Deputy Governor Wendell Gilbert, who had been his F-1 Tactical Officer and who had sworn him in as a second lieutenant in June 1965.²⁴⁴

Duncan MacVicar wrote: "In my retirement, I am working to improve the way that veterans returning from war with mental illness like PTSD are treated by society. As part of that work, I authored a bill improving upon California's alternative sentencing law for troubled veterans who commit crime. It passed the legislature unanimously and was signed into law. I count this as one of my crowning achievements, and it occurred after retirement! Goes to prove that we can continue to contribute to society even as we age."²⁴⁵

While serving in Vietnam, Phil Harper's spine was crushed by a collapsing bunker. Yet, he did not feel sorry for himself or wallow in grief, and he became a role model for all of us in his

refusal to view himself as a victim. After earning a law degree from the University of Miami and enjoying a new Corvette, he threw himself into improving care for veterans; his passion became an organization called the Paralyzed Veterans of America. The existing system was stumbling, if not broken: drugs in hospitals, insufficient and poorly compensated staff, insufficient resources, weak service ethic. Along with other veterans, he worked especially hard from 1974 to 1976 to establish a comprehensive national service for paralyzed veterans. He fought for additional prosthetic specialists in VA hospitals, additional funding for prosthetic research, and national legislation to benefit disabled veterans. All of us were proud of his absolute refusal to surrender to his disability.

We also served in Veterans hospitals. Terry Carlson wrote: "In 1980 I went to training in the new diagnosis of PTSD and began doing trauma work with WWII, Korean, and some Vietnam vets. The Vietnam vets had been shunned, in some cases, so they had not come to the VA for many years to seek help for their war-related symptoms. I was the only psychologist and the only one doing PTSD trauma work [in the VA hospital in Columbia, Missouri]. My experiences at West Point in military history allowed me to relate to the WWII and Korean vets, and my own service in Vietnam with a 105 howitzer battalion, including Tet of '68, also gave me instant credibility with the Vietnam vets. The clients' belief that the therapist understands their experiences and feelings is the key factor in their recovery, and I was able to give that to the many vets I saw over the years." Terry worked as a staff psychologist, became Chief of Psychology Service, and then returned to being a staff psychologist. He wrote: "By the time I retired, we had 14 psychologists providing a variety of services to our veterans. It was a privilege to serve them."²⁴⁶

Another classmate who contributed to the U.S. Department of Veterans Affairs (USDVA) was Bob Anderson. After leaving the service and earning an MBA in Healthcare Administration, Bob joined the VA and served for 22 years in VA medical centers around the country. He wrote: "In USDVA service (1973-1995), my most memorable achievement was writing the 'Cost Containment Sourcebook: Ways to Restrain the Rising Expense of Medication Therapy' during an eight-day vacation in Florida. Published by the U.S. Government Printing Office, it was distributed to all VA Medical Centers and Nursing Homes in the U.S. and Philippines at a time when the USDVA pharmaceutical expenses were skyrocketing out of control." He also acted as CEO of the USDVA Healthcare

System in Alaska and worked with other officials in that area to make plans for the Federal Hospital that now exists in Anchorage.²⁴⁷

To assist veterans, Lou Csoka founded Apex Performance, which opened a "Warriors to Workforce" program at the Acquisitions Academy of the USDVA. At the opening of the new center, which the Secretary of Veterans Affairs Ric Shinseki attended, Lou said: "Our partnership with the Veterans Affairs Acquisitions Academy [VAAA] is a wonderful opportunity for Apex to provide the kind of mental strength training to these wounded veterans that has been mostly available only to elite performers, whether they be athletes, military professionals or corporate leaders. It is a privilege for us to have this opportunity to serve our veterans in this capacity." The VA had opened the Acquisitions Academy in 2008 in response to a growing shortage of contracting professionals, and Lou and Apex filled this need by providing one-on-one training in the "Warriors to Workforce" program as part of the VAAA. Each veteran was able to work in Apex's state of the art Mental Conditioning Room which was outfitted with some of the latest brain science and biofeedback technology to reinforce the skills he or she was learning and developing through deliberate and constant practice.²⁴⁸

Buddy Bucha also distinguished himself with his service to veterans. He was chosen in 2014, as will be noted in a subsequent chapter, as a Distinguished Graduate of the Military Academy because of his devoting 20+ years on a "regular basis to identifying solutions and assistance for our returning soldiers." As part of the packet nominating Buddy, Ric Shinseki wrote: "Buddy Bucha's legacy of selfless service to Soldiers, the Army, West Point, to his community, and to the Nation is a profile in Duty, Honor, Country."²⁴⁹

None of us, however, helped veterans more than Ric Shinseki who served as the Secretary of Veterans Affairs. In a speech in September 2011, Ric said: "You don't get many 'do overs' in life, and, for me, this appointment is a 'do over.' I get to help care for folks I went to war with in Vietnam 46 years ago. I get to care for the youngsters I sent to war as Army Chief of Staff. And I get to care for the true giants in the profession, the ones who won World War II and who marched to the guns in Korea in 1950. People talk about purpose-filled lives; well, I have one, and I'm honored to have it, thanks to the President."²⁵⁰

As Secretary of Veterans Affairs for over five years, Ric worked hard to improve care for veterans, enhance their access to the USDVA health care and benefits systems, and end homelessness

among veterans. Veterans were frustrated by a complicated and lengthy disability claims process and by problems gaining access to the VA's health care system. As he expanded access to VA health care and benefits and improved programs for female veterans and for veterans in rural areas, Rick also sought to eliminate the claims backlog and homelessness among veterans. To accelerate the processing of disability compensation claims and to make VA health care more accessible, he began the shift to a paperless claims system and aimed for every compensation claim to be processed within 125 days and with 98% accuracy. He also initiated the launching of an aggressive mental health program in which VA clinicians could review the medical records of separating veterans and look for evidence of problems that could be early indicators of suicide risk.

Changing a large organization, however, takes time. "I learned in the Army you cannot sit in Washington with a 1,000-mile or 2,000-mile screwdriver trying to fine-tune things out there in the field," Shinseki said. "You are much better off going out there."²⁵¹ Ric said, "Saying you have a vision for the future and getting people to share in it is hard work," he said. "Change is the most difficult thing any organization has to do, and when you use the word 'transformation,' it is bigger than just change. It isn't modernization, it isn't changing a set of leaders or changing an office. It is comprehensive and fundamental. We are into the guts of how we do our business: is it effective, is it efficient, are people being held accountable?"²⁵²

We applauded the numerous improvements Ric made in the Veterans' Administration but were deeply disappointed when President Obama announced he had accepted Ric's resignation in May 2014 amidst a firestorm of criticisms about veterans not having access to timely care. In a message to the Class, Ric wrote: "I am disappointed in the way things ended at VA, but it was for the best. When trust was breached inside the appointment scheduling system of some medical facilities, it was unexplainable, indefensible, and intolerable. I accepted responsibility for all of it and apologized to the American people for the Department's frailties. With my departure, the Department can get on with healing itself and holding accountable those responsible for violating our trust, and the trust of the American people."²⁵³

After Ric's resignation, our Class established a web page where we could pay tribute to Ric and thank him for his long and distinguished service to our nation. Clair Gill, our Class

President, began the many expressions of support by saying: "I cannot begin to express how poorly I am feeling about our political processes and the fifth estate, but I did want to let you know how much your Classmates and I appreciate your service to veterans these past five plus years, as well as your distinguished service in the Army. You have made us all very proud." Don Rowe wrote: "I hope you will take some measure of comfort in the knowledge that those of us who know you best, have never wavered in our respect for you or for the job that you have done on behalf of our veterans. I have absolutely no doubt that in the final analysis, when the volume is lowered and there actually is some analysis, your accomplishments on behalf of the veterans will be lauded and your departure deeply regretted." Hal Jenkins said: "You are a Soldier. No modifiers. No adjectives. You are a Soldier, with a capital 'S'. It is what you have always been and what you will always be. It is a most humble and a most noble of titles. You are the embodiment of all its manifestations. You have served us all well. And have done us all proud. Thank you."

CREATIVE/MUSIC/ART/WRITING

Though we had no Pablo Picasso, John Ford, or William Faulkner in our class, we did not lack creative, artistic talent. One of the most original and creative products to come from a classmate came from Dave Mastran. Dave combined his expertise and talent in building complex systems with the talent of a young concert pianist and music teacher, Graham Hepburn, whom he met by chance in 2002. After founding Mastran Music Group, Dave and Graham arranged some music Dave had written, and Dave soon recognized they shared a common passion and talent for music and a desire to help children learn to love music. Over the next four years the two talented men worked with producers who, to Dave's disappointment, sometimes removed the educational element in their music and emphasized the entertainment value. Eventually, the two developed their own innovative way of teaching music to children in an entertaining manner. They created an educational DVD show that emphasized music education, not how to play a musical instrument. The show was named "Quaver's Marvelous World of Music" and featured Graham as Quaver, a music store proprietor. Each 12-18 minute lesson was reinforced by at least two hours of related content on a website, Quavermusic.com, where children could practice concepts learned on the DVD. Much of the content of the website was available at no cost, thereby inviting children to explore the world of music

online in a safe environment. Dave's wonderful product received numerous awards. *Parents' Choice*, a high-quality nonprofit guide to children's media and toys, awarded it a "Gold Award" in 2011 and said: "Quaver's Marvelous World of Music is a fun and comprehensive resource for teachers and educators who wish to bring a serious study of music into the classroom experience."²⁵⁴ In December 2011 a reviewer in *American Music Teacher* magazine said: "Move over Guitar Hero, Wii, and GameBoy! Bring your peeps and BFFs and take a good look at Quaver's Marvelous World of Music. This is a seriously fun, technologically advanced interactive music education series--a breakthrough course where today's student might really learn about music and even like it!"²⁵⁵

Ed Klink became a well-known painter. He went to Harvard Business School, worked for a while in Boston, and then went to Indianapolis where he teamed with a partner to buy a business, Car Brite, that manufactured wax products for vehicles. Under Ed's leadership, the company grew quickly and soon diversified into a small conglomerate. For years Ed worked hard on the business until he had an epiphany. He later said, "I was searching for something else to do. I'd lost my passion for business but I'm not the retiring kind. I was looking for another passion." So he went searching. "I was open to anything, really. I didn't go into this with a closed mind." Then he enrolled in a drawing course at the Heron School of Art and Design in Indianapolis. He knew almost immediately that he had done the right thing and said, "I absolutely loved it. I drew for six months. Then I decided that I wanted to paint. I bought paints and took a whole lot of seminars." With each course, he became more and more devoted to painting. Ed said, "Then, I hooked up with an artist in Corrales [New Mexico], Tom Perkinson. I studied there for six months, then moved on to study with two artists in Santa Fe. There my wife, Shelia, and I fell in love with New Mexico." Ed's art was very well received and he soon became well known for using acrylic paints to create peaceful, beautiful landscapes on canvas. One patron of the arts said that his paintings "literally glowed from within." Several of our classmates have not only purchased some of Ed's paintings but also encountered them unexpectedly on public display.²⁵⁶ As a cadet Ed entertained us with his mischievous sense of humor, but as an artist he has delighted us with his marvelous talent.

John Swensson and Step Tyner conceived and co-wrote a Hollywood feature film. John wrote: "'Fire Birds' with Nicolas Cage, Tommy Lee Jones, and Sean Young was the Class movie, done

by two members [John and Step Tyner] and an honorary classmate General Max Thurman. [Major] Max [Thurman] was a Tac, Cadet Activities Officer, and Glee Club OIC while we were cadets. Over dinner I suggested to General Thurman, who was then the Vice Chief, that the Army needed a hardware movie. He agreed, said he had reached the same conclusion, and had had his staff look into it. He asked if I would consult and consider doing such a movie. (His staff had correctly concluded that we had no Army movies because of the Pentagon bureaucracy, not Hollywood objections.) Step Tyner and I formed a partnership, Belvoir Film Productions (We had both been at USMAPS at Ft. Belvoir), and we proceeded to write what became 'Fire Birds.' We flew to Fort Rucker, Alabama, for research and consulted with two Chiefs of Army Aviation and did focus groups with young pilots. I wrote a business plan to follow the money trail from 'Platoon,' and after five months, sold the film to Arnold Kopelsen who had produced 'Platoon.' Max helped with the expected problems in the Pentagon. We also partnered with McDonnell Douglas Helicopters who made the Apaches and the simulators in the movie. Most of the flying in the movie is done by Army pilots except the aerobatics (and the bad guy MD 500) were flown by McDonnell Douglas test pilots in aircraft leased back from the Army. A minor consulting role came from another honorary classmate, Chaplain Jim Ford, and informal script consults on the drug war came from Sandy Hallenbeck, so it really was a Class of '65 project. The film was bought by Disney and released in May of 1990 in the U.S. and in 40 countries overseas. In England it kept its original title 'Wings of the Apache.' Step and I did the work--Max made it possible."²⁵⁷

We also had some writers of fiction. Greg Letterman published a number of books on international commercial law, but he especially enjoyed writing historical fiction, particularly a three-volume work about Shanghai between the world wars. He observed, "I am particularly proud of this work since it is both a good read and is--I think--quite successful in introducing the reader to the uniqueness in many, many aspects of the Shanghai that was then but never will be again." He also is writing a fictional solution to the "mystery of the disappearance and alleged death by drowning of the now (but not then) famous painter Tom Thomson in a lake in which is now Algonquin Provincial Park in Ontario."²⁵⁸

As in our cadet days, Tom Johnson remained our Class poet. His creative mind produced memorable poems for *The Pointer* and in later years enabled him, while still in uniform, to publish poems in *American Heritage*, *The New Republic*, *The Sewanee Review*, *The*

American Scholar, The Georgia Review, Poetry, The Gettysburg Review, The Southern Review, and New Harvest. Tom personified how the arts and sciences ultimately intersect at the highest, most sophisticated levels.

CONCLUSION

The range of our activities and contributions in the civilian world is truly remarkable. We held an impressive variety of positions and responsibilities that required imagination, intelligence, dedication, and hard work. Above all, we did not avoid challenges, no matter how large they seemed. We expanded our knowledge and skills, adjusted to new demands, learned from our experiences, nourished our problem-solving abilities, and obtained outstanding results. And since we treasured the ideal of public service, we continued to contribute to our communities and our country. Many of us chose not just to live in a community but to make it a better place for our families and for others. And we never forgot the veterans who preceded, accompanied, or followed us. Our motto, Strength and Drive, marked our service and performance in civilian life as much as it had while we were in uniform.

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