

# Foundation News

*“Armed with Insight!”*

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## CONTENTS

President and CEO's Letter	2
Upcoming Events	3
<i>Semper Fidelis Golf Classic</i>	
<i>Major John H. Russell Leadership Lunch</i>	
MCU Graduation and Awards	4-5
MCU Leadership for 2011-2012	6
MCU Conferences	7
Singleton Family Visit/Lecture	7
In My Own Words by LtCol Randy Page, USMC	8
Ethics Branch at Camp Lejeune	9
You Can Help	10
Corporate Members	11
Friends of the Foundation	11



**Semper Fidelis Golf Classic  
September 12, 2011**

## Marine Corps University Graduation 2011 and Academic Year Highlights

by Major General Thomas M. Murray



Major General Thomas M. Murray, USMC  
President, Marine Corps University

One of the tasks that General Amos outlined in his 35th Commandant's Planning Guidance was to develop MCU into a "world class institution." As we implement the Commandant's guidance, we hold to the belief that a world class institution is based on four pillars: our high quality faculty, state of the art facilities, a relevant and responsive curriculum, and a phenomenal student body, both officer and enlisted. With the Commandant's full support, we have developed a plan to achieve world class status in all of these areas within the next 4-5 years.

Marine Corps University (MCU) recently completed a highly successful academic year with General James F. Amos, 35th Commandant of the Marine Corps, serving as guest of honor and commencement speaker on June 8, 2011. As we look back at the Class of 2010-2011, I am pleased to report that MCU continues to provide our nation with highly motivated, extremely competent graduates. This year 494 students graduated from resident MCU Officer Professional Military Education schools to include three hundred twenty-three U. S. Marine Corps, forty-four U.S. Army, twenty-six U.S. Air Force, twenty-eight U.S. Navy, and two U.S. Coast Guard Officers, eighteen interagency civilians and fifty-two international students. Since MCU's inception in 1989, a total of 1,011 international officers have graduated from MCU resident programs. In addition to the personal and professional relationships formed during the academic year, the insight and perspective provided by our international officers and interagency civilians directly supports MCU's emphasis on improving the critical thinking skills of our graduates by challenging long held assumptions and biases.

On the Enlisted Professional Military Education (EPME) side of MCU, the Corporals Course graduated 3,915 Marines, the Sergeants Course 1,955, the Career Course 1,514, the Advanced Course 1,048, the First Sergeants Course 160, and the Senior Enlisted PME (SEPME) Course for E-8's and E-9's, which became

fully operational this fiscal year, graduated 200. Of note, the SEPME class size increased from 30 to 50 and the number of courses also increased from three to five in order to meet the surging demand for this popular EPME offering. To also meet the needs of the Operating Forces, the First Sergeants Course is now conducted twice each year allowing many newly selected First Sergeants to attend prior to checking in to their first company.

The recent implementation of the enlisted Faculty Advisor Course (FAC) and the accompanying Master Faculty Advisor Program for all EPME faculty has exponentially increased the quality of our EPME programs. The new FAC features multiple adult teaching methodologies including the Socratic Method, case studies, and peer teaching and it covers adult learning methodologies, qualitative feedback and values-based leadership. Student faculty advisors demonstrate what they've learned during a culminating event in which they teach a lesson and provide feedback to their peers. In this light, EPME continues to provide world class instruction to our Marines around the globe.

MCU also began a significant outreach effort this summer during Marine Week in St. Louis. In conjunction with the Olin Business School, Washington University and Harris Stowe State University, our Marines and MCU faculty conducted highly successful leadership and ethics seminars with local business leaders, faculty, and community influencers.

We will continue to conduct these events in the upcoming year, with the purpose of highlighting the role of MCU to communities and academic institutions across America.

I am especially grateful for the tremendous support that the Marine Corps University Foundation continues to provide to MCU toward the goal of achieving world class status. MCUF and its supporters provide vital resources to improve and enrich every aspect of MCU and, with tougher fiscal times on the horizon, its support is more critical than ever.



*“Armed with Insight!”*

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Fall 2011

Dear Marines and Foundation Friends,

Summer is truly here – sometimes with a vengeance. I don't have to elaborate to those of you who have enjoyed/experienced/endured the heat and humidity of Quantico! It makes it easier to keep warming to the task of supporting Marines and others who benefit from your thoughtful generosity.

On the theme of support let me share what we have been able to provide this Academic Year to the Marine Corps University: \$590,000. This includes the funding of our Academic Chairs, Battlefield Studies, Visiting Scholars, Faculty Development, and Case Method Fellows. That support is deeply appreciated by the Marine Corps University and was acknowledged by its President, Major General Murray, in his opening remarks at graduation. He and his staff often state that they would not be able to do their jobs without our support. (See additional comments by General Murray, front page.)

MCU celebrated an earlier graduation of Expeditionary Warfare School on May 12. It was inspiring and moving to see over 200 captains or equivalent ranks, from nearly all Services, 22 foreign countries and other U. S. Government Agencies. I was honored to present the *International Military Student Award for Excellence* to Captain Malte Kruit of the German Army. (See pictures this issue.)

The remainder of Marine Corps University graduated on June 8th with our Commandant, General James Amos, as its guest speaker. This group included the 27 from Marine Corps War College, 26 from the School of Advanced Warfighting, 199 from Command and Staff College, and those members of the College of Distant Education and Training who could attend. In this last group was Shaikh Nasser bin Hamad Al Khalifa of Bahrain. I was again honored to present the Colonel F. Brooke Nihart Award to Ms. Lois A. Delaney, DEA, and the Streusand-Cooper Award to Major Andrew A. Rundle, USMC. (See pictures this issue.)

Prior to the graduations we were delighted to host the 31st Commandant of the Marine Corps, General Charles C. Krulak, USMC (Ret), as our Singleton lecturer. This annual event is named after Sergeant Walter Singleton, who was posthumously awarded the Medal of Honor for his heroic actions in Vietnam. It is a highlight for the Marines attending the Staff Non-Commissioned Officers Academy here, and is also open to the public. Once again, several Singleton Family members joined us for a full day of activities and the evening lecture. General Krulak engaged a crowd overflowing the Horner Auditorium as he related the history and rationale for his term "Strategic Corporal" and "Three Block War." He was a resounding success as evidenced by the spontaneous show of respect and admiration after his talk and answering questions. (See pictures this issue.)

Please remember our two fund raising events are just over the horizon. Our **Semper Fidelis Golf Classic** will be held September 12 at Laurel Hill Golf Club and promises to be another enjoyable experience. The **Major General John H. Russell Leadership Award Luncheon** is in New York City's Union League Club on October 26. Angela has been creative and diligent to ensure the success of both events – financially and emotionally.

The search for a MCFU Development Officer continues on its scheduled course. A number of candidates have provided resumes and received initial screening. We will begin the interview process soon and let you know the results.

Please continue to keep our deployed forces and their families in your thoughts and prayers. They and I appreciate your support, especially these days.

Semper Fidelis,

Thomas V. Draude  
Brigadier General, USMC (Ret)  
President and Chief Executive Officer

## Upcoming Events...



### 25th Annual Semper Fidelis Golf Classic Laurel Hill Golf Club Lorton, Virginia

Planning for the Foundation's Annual **Semper Fidelis Golf Classic** is well underway and we are looking forward to a great day of golf at Laurel Hill Golf Club on Monday, September 12, 2011. Proceeds from the tournament will fund the Foundation for educational opportunities at the Marine Corps University.

The **Semper Fidelis Golf Classic** is a four-person scramble. Registration/Breakfast begins at 8:30 a.m., a shotgun start at 10:00 and a buffet dinner Buffet and award ceremony starting at 4:00 p.m. There are new and improved Prize opportunities, Raffle packages, Silent Auction items, Weekend Getaways and more...

We will offer different levels of Sponsorship Opportunities this year. Sponsors (depending on their level) will receive exposure throughout the Tournament through signs, special items with their logo, specific recognition in the script and an Active Duty Marine as either part of your Foursome or a dinner guest.

To find out about Sponsorship Opportunities and/or registration please visit [www.mcuf.org](http://www.mcuf.org) or contact our Director of Special Events, Angela Blackiston 703-640-6835, e-mail [ablackiston@mcuf.org](mailto:ablackiston@mcuf.org).

### Marine Corps University Foundation's Major General John H. Russell Leadership Award New York Luncheon

Come be a part of this exceptional meet and greet Luncheon and support our Marines!

Major General John H. Russell, USMC, was the 16th Commandant of the Marine Corps. The **Major General John H. Russell Leadership Award**, established by his daughter, Mrs. Vincent Astor, and the Marine Corps University Foundation, is presented annually to a distinguished American whose commitment to personal and professional excellence embodies those qualities of leadership and character uniquely associated with the United States Marine Corps.

**Award Recipient for 2011**

**The Honorable Francis J. "Bing" West**

The luncheon is scheduled for Wednesday, October 26th, at The Union League Club in New York City. Cocktails begin at 11:30, we sit down to lunch at 12:15, and the program usually concludes by 3:00. We expect approximately 200-250 Business Leaders and Philanthropists, Commandant of the Marine Corps or his representative, our local Marines and many of our Trustees. To purchase a table and/or seat please contact our Director of Special Events, Angela Blackiston at 703-640-6835 or [ablackiston@mcuf.org](mailto:ablackiston@mcuf.org).



# Marine Corps University Graduation and Awards...



Graduation Ceremonies were held on June 8, 2011 to a packed audience in Little Hall, Quantico, Virginia. The Commandant of the Marine Corps, General James Amos was the Military Guest of Honor. There were 252 Graduates: Marine Corps War College-27; School of Advanced Warfighting-26; Command and Staff College-199; and an additional 700 graduates



from the College of Distance Education and Training.

The **Marine Corps University Foundation** not only supports the University with Academic Chair's, Visiting Scholars, and Battlefield Visits and Studies but also sponsors several awards.

In late April, The *Dr. Elihu Rose Awards for University Teaching Excellence* were presented. The Rose Award recognizes the outstanding teacher at Marine Corps University at the end of each academic year. Each school nominates a teacher it feels is the epitome of an instructor, and then the President of MCU chooses the overall University Rose Award winner based on the recommendations of an MCU board. The Marine Corps University Foundation funds the *Dr. Elihu Rose Award for Teaching Excellence* through the generous donations from the family of then MCUF Trustee, Dr. Elihu Rose in his honor.



This year's recipients were from left to right:  
 The Top Enlisted Instructor – **Gunnery Sergeant Jesse P. Mizzell, USMC** from the SNCOA Quantico Faculty  
 The Top Civilian Professor – **Dr. Wray R. Johnson**, from the SAW Faculty  
 General Thomas Murray  
 The Top Officer Instructor – **Major Vernon T. Veggeberg, USMC** from the EWS Faculty.

The **Expeditionary Warfare School (EWS)** Graduation was held on May 9, 2011.



The *International Officer Excellence Award* recognizes the International Officer at the Expeditionary Warfare School who contributed the most to the profession of arms based on leadership, academics, professional development, and overall superior performance. This year's recipient was **Captain Malta Kruit**, from the German Army.

Command and Staff College (CSC) Graduate Awards were presented on June 8, 2011.



The *Colonel F. Brooke Nihart Award* recognizes the best Master's thesis based on depth of scholarship, clarity of preparation, originality of interpretation and applicability to the war fighter. This year's recipient was **Ms. Lois Delaney**, from the DEA (Drug Enforcement Agency).



The *Streusand-Cooper Award* recognizes the Master's thesis addressing information operations or information as an instrument of national power. This year's recipient was **Major Andrew Rundle, USMC**.



The *Dean's Writing Award* recognizes the Master's thesis on a subject related to an instrument of national power other than the military; such as diplomacy, economics or politics. Dr. Charles McKenna presents to this year's recipient **Major David Joseforsky, USMC**.

## Camp Lejeune Command and Staff College/EWS Graduation

### Thank you letter of support...

General Draude,

"Thank you very much for supporting the Camp Lejeune region's Command and Staff College and EWS graduation. Yesterday we graduated 100 officers at Camp Lejeune. Many are currently serving in Afghanistan and completed their education online. Another 40 will have their graduation ceremony next week at Parris Island. I've attached a few photos from our Lejeune graduation. We were pleased to have BGen W. Lee Miller Jr., the Acting Commanding General, 2d Marine Division as our guest of honor. Our graduation included a quintet from his Division Band and a terrific turnout of unit commanders, family and friends. The Officer's Club provided a first class breakfast buffet with the MCUF funds you so graciously provided. I mention all this because the graduation was a very meaningful way to recognize the hard work and many hours these students dedicated to their education. I spoke with several officers who have been balancing the demands of multiple combat deployments, unit work-ups, and family responsibilities for up to four years as they complete their PME. This was our first independent graduation and I believe it was done with dignity and class that was earned and deserved by the graduates. Of particular interest was that the graduation included Marines, Navy, and Army officers. One Army officer travelled from Fort Lewis, Washington to be here. He began his education online from Iraq two years ago and finished up this year with an online seminar while stationed in Washington State. One Marine travelled from Great Lakes to take part in this important day. She also completed her education online and was selected as a distinguished graduate; and one CSC Marine graduate served with the 26 MEU during operations in Pakistan, Afghanistan, and Libya, completing his courses while deployed, and simultaneously served as an adjunct faculty for EWS students aboard his ship. What terrific officers!

I've been in contact with Colonel Grabowski, the Chief of Staff at Parris Island, and that ceremony also promises to be a first-class event supported again by MCUF funds.

Sir, we are extremely grateful for the generosity of the Marine Corps University Foundation and your willingness to support these important events. The addition of a few simple refreshments made a special ceremony, extraordinary!"

Very Respectfully,  
 Cesare Cardi

Colonel, USMC (Ret)  
 Regional Coordinator U.S. Marine Corps  
 College of Distance Education and Training

Dear General Draude,

"Sir-this is Jim Hopkins, the Regional Coordinator for the Okinawa (Korea, Japan, Okinawa) CDET Region. My thanks and eternal appreciation for MCUF supporting the EWS/CSC DEP graduation. We graduated 135 officers this year: 75 attended the graduation at the Butler Officers' Club at Plaza Housing. Additionally we had 160 guests including two General officers (BGen Crenshaw CG 3d MLG our GOH & MGen Brilakis, CG 3rd MarDiv) and 17 Commanders. The funds MCUF provided for an outstanding first-class reception and was greatly appreciated by all.

Again sir-thank you. Greatly appreciated s/f Jim"

James P. Hopkins (Colonel USMC Ret)  
 College of Distance Education and Training Regional Coordinator, Okinawa Campus (Korea, Japan, Okinawa)



## Marine Corps University Leadership for 2011-2012



### **THE NEW DIRECTOR OF THE MARINE CORPS WAR COLLEGE (MCWAR) IS COLONEL JAY L. HATTON, USMC.**

Colonel Hatton enlisted in the Marine Corps Reserve in February 1985, graduating from Boot Camp in August of that year as an Honor Graduate for Platoon 3051, Mike Company, 3d Battalion, Recruit Training Regiment, MCRD San Diego. Following completion of The Basic School and graduation as the Honor Graduate for his Logistics Officer's Course, Colonel Hatton reported to 2nd Battalion, 11th Marines for duty as the Logistics Officer. In June 2005, Colonel

Hatton reported to the Marine Corps War College in Quantico, Virginia, graduating with distinction the following summer. Following graduation, he reported to Marine Corps University for duty as a faculty advisor for Command and Staff College, advancing the following year to the position of Warfighting Director for the College.

In July 2008, Colonel Hatton reported to 3d Marine Logistics Group for duty as the Assistant Chief of Staff, Operations (G-3). He took command of Combat Logistics Regiment 3 on 14 August 2009.

Colonel Hatton's personal decorations include the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Joint Service Commendation Medal, Navy Commendation Medal, and the Combat Action Ribbon.



### **THE NEW DIRECTOR OF THE MARINE CORPS SCHOOL OF ADVANCED WARFIGHTING (SAW) IS COLONEL MICHAEL F. MORRIS, USMC.**

Colonel Morris grew up in Mt. Vernon, Illinois and graduated from the U.S. Naval Academy with a Bachelor of Science in History. He was commissioned a Second Lieutenant in May 1985. Upon completion of The Basic School and the Field Artillery Officer Basic Course at Fort Sill, he reported to battery G, 3rd Battalion, 11th Marines (3/10) at Camp Pendleton, California, where he served as a Forward Observer,

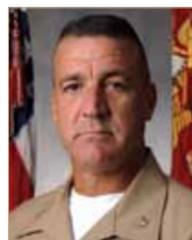
Platoon Commander, Fire Direction Officer, and Executive Officer.

From January 1989 to May 1990, he served as a Guard Officer and Executive Officer at Marine Corps Security Force Company, Diego Garcia.

Following attendance at Amphibious Warfare School in Quantico, Virginia, Captain Morris reported to Camp Lejeune, North Carolina in July 1993 for duty as the Second Battalion, Tenth Marines Liaison Officer, and Fire Support Coordinator for Sixth Marines. In December 1994, he assumed command of Battery G, 2nd Battalion, 10th Marines (2/10) and deployed to the Mediterranean with Battalion 10 Landing Team 2/6 and 26th MEU.

Following the completion of his (H) duties in 2004, he attended the U.S. Army War College in Carlisle, Pennsylvania. From 2005 to 2007, he served as a Faculty Advisor and Associate Dean for Warfighting at the Marine Command and Staff College in Quantico, Virginia. In July 2007, Colonel Morris transferred to Camp Pendleton, California for service as the AC/S G-9 (Civil Military Operations). He deployed to Anbar Province, Iraq with I MEF (forward) from January 2008 to February 2009.

His personal decorations include the Legion of Merit, Defense Meritorious Service Medal, the Meritorious Service Medal with two Gold Stars, the Navy Commendation Medal, and the Army Commendation Medal with Bronze Oak Leaf Cluster.



### **THE NEW DIRECTOR OF COMMAND AND STAFF COLLEGE (CSC) IS COLONEL ROYAL P. MORTENSON, USMC.**

Colonel Mortenson was commissioned after completion of the Officers Candidate Course in April 1983. After completing The Basic School and the Infantry Officers Course, he served as a rifle platoon commander; weapons platoon commander and 81mm mortar platoon commander, 2d Battalion, 4th Marines at Camp Lejeune, North Carolina deploying as part of the Unit Deployment Program to Okinawa and to Norway for Northern Wedding/Bold Guard.

From 1986 to 1988, he served as a guard officer/platoon commander with Guard Company, Marine Barracks, Guam, supporting the U.S. Naval Magazine. After completing Amphibious Warfare School in June 1991, Colonel Mortenson assumed command of Company C, 1st Battalion, 5th Marines (1/5) and once again deployed to Okinawa. In 1998 Colonel Mortenson departed HQMC for Marine Corps Command and Staff College where he earned a Masters Degree in Military Studies. Upon completion of Command and Staff College he was selected to attend the School of Advanced Warfighting (SAW). Upon completion of SAW in June 2000 he went to Camp Lejeune, North Carolina and served in the Current Operations Section, G-3, II Marine Expeditionary Force (MEF), Camp Lejeune, NC where he worked consecutively as the MEF Maritime Pre-Positioning Officer, the Expeditionary-Ops Section Head and the Deputy Current Operations. In 2004-2005 Colonel Mortenson attended the National War College, National Defense University, in Washington D.C. where he earned a Masters Degree in Strategic Studies. From July 2005 to July 2007 Colonel Mortenson was the Commanding Officer of The Basic School (TBS) at Marine Corps Combat Development Command (MCCDC), Quantico, Virginia.

After TBS, Colonel Mortenson was assigned to the Joint Staff J-5, Strategic Plans and Policies, where he served as the Central Asia/South Asia Division Chief in the Asia Directorate. His responsibilities included Afghanistan-Pakistan strategy development for the Chairman of the Joint Chiefs. From July 2009 to April 2011 Colonel Mortenson served as the Chief of Staff for the Commanding General Marine Corps Combat Development Command/Deputy Commandant for Combat Development and Integration, Quantico, Virginia.

Colonel Mortenson's personal awards include the Defense Superior Service Medal, the Legion of Merit with gold star in lieu of second award, the Bronze Star with "V", Meritorious Service Medal with gold star, the Navy and Marine Corps Commendation Medal, the Navy and Marine Corps Achievement Medal, and the Combat Action Ribbon.



### **THE NEW DIRECTOR OF THE ENLISTED PROFESSIONAL MILITARY EDUCATION (EPME) IS COLONEL (SELECT) DANIEL SULLIVAN, USMC.**

Lieutenant Colonel Dan Sullivan graduated from Auburn University with a B.A. in History in 1990 and the Marine Corps and Staff College in 2003 where he was a distinguished graduate.

From 2010 to 2011 he served as the Marine Corps' Fellow at the Center for Strategic and International studies in Washington D.C. As an infantry officer he has commanded at the platoon, company, and the battalion levels and served in a variety of staff positions. His operational deployments include tours of duty with Marine Expeditionary Units to the Mediterranean Sea, unit deployment program rotations to Okinawa, Japan, and service in the Republic of Panama as part of the Canal Zone security force.

In 1999, he received the Leftwich Trophy for outstanding Leadership. His other awards include the Bronze Star Medal, the Navy and Marine Corps Commendation Medal with "V", and the Combat Action Ribbon.

## Marine Corps University Events

### *August 2011 Emerald Express Strategic Symposium*

Marine Corps University, in partnership with the Defense Intelligence Agency Center for Language, Regional Expertise and Culture and the Marine Corps University Foundation, is pleased to announce its August 2011 Emerald Express Strategic Symposium, entitled "Shaping for Successful Transition in Afghanistan". The two-day conference brings together military and civilian practitioners, U.S. academics, Afghan policymakers and regional experts to propose and discuss current, as well as alternative, road maps for successful transition of responsibility from NATO-ISAF to the Government of the Islamic Republic of Afghanistan. This event will be held 30-31 August 2011 at Gray Research Center, MCB Quantico, Virginia.

### *2011 Russell Leadership Conference*

The Russell Leadership Conference is held in honor of Major General John H. Russell, the sixteenth Commandant of the Marine Corps. It provides the Commandant of the Marine Corps and the Sergeant Major of the Marine Corps with a platform to receive feedback and recommendations from leaders on crucial leadership challenges confronting our Corps. The Russell Leadership Conference is a valuable conduit to generate ideas and recommendations on current issues that have a major impact on the future of our Corps.

MCU conducts the Russell Leadership Conference via the Lejeune Leadership Institute (LLI). This year's conference will target enlisted Marines E-7 to E-9 and officers CW02-5 and O-3 to O-5. The topic is Interpersonal Communications and Ethics.

## Singleton Family Visit and Lecture

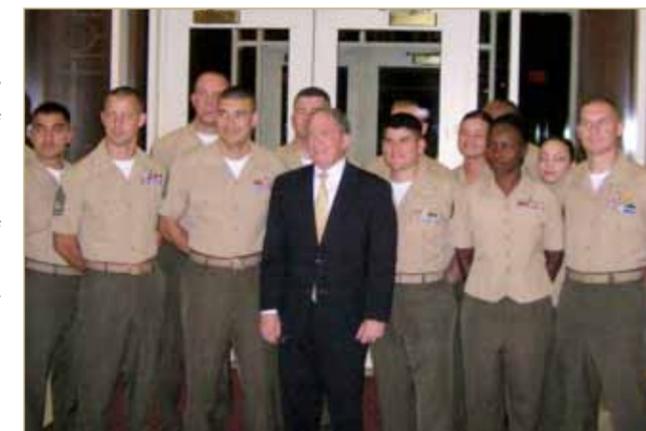


In early May we were privileged to host several family members of Sergeant Walter Singleton, posthumous Medal of Honor recipient, for their visit to the annual Singleton lecture. The family members able to attend were two of the sisters of Sergeant Singleton, Carolyn Murphy and Lucy Harvey and their husbands both named Richard, as well as Sergeant Singleton's niece Sandi and her husband, Jeffrey. A trip was arranged to visit the Vietnam Memorial, where they were able to see Sergeant Singleton's name, and then they were able to go to the House of Representatives to briefly meet with their representative.

Upon returning to Quantico, the family went to the Singleton barracks, where there is a room dedicated to Sergeant Singleton. Earlier in the year another sister of Sergeant Singleton, Ms. Sarah Calvery, had sent up his uniform, so this was the first time the family was able to see it put up and on display.

After a brief rest, there was a dinner in honor of the Singleton family and General Charles C. Krulak, USMC (Ret) 31st Commandant of the Marine Corps and Singleton Lecturer.

The lecture was standing room only as General Krulak spoke of the genesis of the "Strategic Corporal" and the "Three Block War." The Singleton family stayed afterward to greet the huge number of Marines who attended, and General Krulak was swamped with Marines as well.



## Marine Lt. Col. Randy Page

Military Faculty Adviser  
Marine Corps Command and Staff College  
Quantico, Va.



Originally, I'm from Wagon Wheel, N.M. Growing up, I had very little exposure to, or understanding of, the military other than knowing both sides of my family had a long history of military service. It was not until my older brother enlisted in the Marine Corps as an infantryman that I became curious and eventually excited about serving in the Marines.

What also sparked my interest was the transformation my brother underwent because of his service. He had grown because of the challenges the Corps placed in his path. He was now passionate, disciplined and talked about the joys of serving with and leading Marines.

Of course, my family discouraged my interest because of the reputation my uncle enjoyed who had served in the Marines, but it was too late. I was hooked. I completed a degree in political science at the University of New Mexico and received a commission through NROTC [Naval Reserve Officers Training Corps]. After completing The Basic School at Quantico, Va., in 1992 I was selected for infantry.

All my tours have been memorable, but two in particular were the most beneficial because of the personal and professional growth I experienced. I deployed with a battalion landing team (BLT) as a reconnaissance pla-

toon commander. Being an independent platoon commander sounds great, but you have to do a lot of things on your own which, previously, you took for granted.

My BLT commander, Lt. Col. Dan O'Brien, provided a lot of sage advice. His catch slogan was, "We do windows. I don't care what your specialty is; if I ask you to serve chow, if I ask you to fill sandbags, then I need you to do that." Initially I did not "get it," but once I did I finally felt like I understood the strength of the Corps.

He really captured the essence of the Marine Corps. If we're asked to go fill sandbags for humanitarian relief, we do that. If we're asked to go do a raid, we can do that, too. It makes me thrilled to be in an organization like that. It's something that I carry to this day.

My tour as an instructor at The Basic School — where newly commissioned officers are inculcated into the Marine officer corps — was particularly special because you're surrounded by a multitude of superior individuals in your peer group who come from all over the Corps. Many of my current friendships were formed there and I grew from listening to their unique experiences. I've found out over time it's all about friendships that you develop in the Marine Corps that make a difference.

Any time you get to be a commander, it's the pinnacle billet within your grade because it is an opportunity to be challenged, to serve and lead Marines. I have been fortunate to command at every rank and despite my best efforts, success was only possible when I relied on those around me.

At the college each of 14 conference groups has 13-15 students, a mix of U.S. military, including reserves and periodically a Coast Guardsman, as well as civilians from such agencies as the CIA, and one or two international officers. This year, I have a Saudi Arabian and a Tanzanian. If you can't be in command, the next best thing — at least in terms of pure enjoyment — is to be a teacher. These guys have been out there and they've been successful, but we hope to hone and enhance and illuminate certain things to them to make them better leaders and decision-makers. ■

"If we're asked to go fill sandbags for humanitarian relief, we do that. If we're asked to go do a raid, we can do that, too. It makes me thrilled to be in an organization that is like that. It's something that I carry to this day."

## Ethics Branch at the Lejeune Leadership Institute Making an Impact Throughout the Corps



Dr. Paolo G. Tripodi, Director of Ethics Branch

In November, 2005 the President, Marine Corps University established the Lejeune Leadership Institute (LLI) with the mission to advance the study and practice of leadership excellence throughout the Marine Corps. The LLI focuses on leader development founded upon the Marine Corps' Core Values, Honor, Courage, and Commitment. To achieve this, the LLI develops and publishes doctrine, concepts, and policies with associated learning products for Marines, organizes leadership conferences and workshops, and provides ethics, moral development, and law of war instruction to the colleges and schools within Marine Corps University and throughout Operating Forces and the Supporting Establishment.

The LLI is structured to meet its mission by forming a team of experienced scholars, practitioners, and subject matter experts in the fields of leadership, ethics, education and curriculum management. The LLI is composed of five branches that constitute a collective team effort to meet mission requirements. One branch that is making an impact throughout the Corps is the newly formed Ethics Branch. The Ethics Branch advances the study and practice of ethics and law of war instruction throughout the Marine Corps while providing focused instruction to Marine Corps University resident colleges, schools and programs. The branch consists of a professor of ethics, a judge advocate, and a chaplain.

In 2010, the Ethics Branch was formed and the inaugural branch head is the distinguished scholar and friend of MCF, Dr. Paolo G. Tripodi. Dr. Tripodi held the prestigious MCF Donald Bren Chair of Ethics and Leadership at MCF for more than six years. Reflecting on the opportunity given him by MCF, Dr. Tripodi commented, "The years I spent as a MCF Chair gave me many unique opportunities and the experience to now lead a great team of individuals that are challenging the senior enlisted and senior officers of our Corps concerning the difficult legal and ethical challenges on the battlefield." The other members of the Ethics Branch team include Major Carroll Connelley, USMC who is a former infantry officer turned judge advocate and Lieutenant Commander Charles Hodges, Chaplain Corps, USN.

While small in number, these three professionals have established a reputation as thoughtful and engaging scholars that provide intense periods of instruction and thought provoking scholarship that is focused on the warfighter. Recently the team has introduced an innovative audience response system that challenges Marines to consider the complex issues surrounding the intersection of law and ethical decision making on the battlefield and beyond. This has allowed the Ethics Branch to transform the standard instruction into a true dialogue between experienced professionals. The feedback, whether it is from the Senior Enlisted Course, the Commanders' Course or the Operating Forces, remains consistent with critiques such as...

- Clearly the subject matter expert and provided an excellent period of instruction!
- Very well-done class. I learned a lot from this guy and enjoyed his class very much. The best "class" of the course.
- Entertaining instructor with interactive participation. As with all classes on ethics and law, they are designed to make the commanders think. This did!
- Outstanding class, extremely informative. This course needs to be recorded and distributed to every Battalion heading out.

With comments like this it is clear that the Ethics Branch is succeeding in making an impact on Marines.

The Ethics Branch impact does not end at the school house doors of MCU, instead they are dedicated to bringing ethics and law of war instruction to the junior Marines of the Operating Forces. As a result, the team has developed an "Ethics Road Show", which consists of a specifically tailored program of instruction for units ranging from a platoon to a battalion. Most exciting is the fact that the Ethics Branch has already built a cadre of support instructors who complement the effort. Each "Ethics Road Show" has been supported by the first designated LLI Ethics Fellow Lieutenant Commander Maurice Buford, USN, TBS Chaplain, and war veteran Sergeant Major William Skiles, USMC, Education Command and MCU Sergeant Major. Their contributions have been invaluable as the Ethics Branch has addressed the Marines of Combat Logistics Battalion 6; Motor Transport Maintenance Company, 2d Maintenance Battalion and the 75 graduating Marine Officers of the Virginia Military Institute. As word spreads, the requests for the program that the Ethics Branch has created continue to increase.

However, it is not just in the classroom in which the Ethics Branch is making its mark. Dedicated to the advanced research and knowledge on leadership the team is currently editing a book intended to broaden the discussion on professional military ethics. The title of the book is "Aspects of Leadership, Ethics, Law and Spirituality" and is scheduled for publication in early 2012. The intent of the book is to blend a collection of scholarly works that address issues in the area of ethics, law and spirituality that affect military leaders at all levels. This in turn will provide PME institutions and the Operating Forces and the S.E. a resource of thought provoking material on the challenging ethical and legal considerations facing Marine leaders and encourage discussion of these issues in an open forum. In early April, the Ethics Branch held a symposium of the over 20 contributors from both the military and academic community to review and improve their work. The project expects to become a series and a resource for the Corps in the years to come.

With both instruction and scholarship the LLI Ethics Branch is working to challenge Marines to uphold their Core Values. The Director of LLI, Dr. James Van Zummeren, stated that "the LLI considers the Commandant's Planning Guidance in every project we undertake; specifically we want to better educate and train Marines to succeed in distributed operations and increasingly complex environments." Dr. Tripodi added "and that starts with having Marines who understand their legal responsibilities, as well as, consider the ethical implications of their actions." Undoubtedly the Ethics Branch of the LLI is making an impact. For further information about the LLI please visit <http://www.mcu.usmc.mil/LLeadership/default.aspx>.

# You Can Help!

Since 1980, the Command and Staff College Foundation (now the Marine Corps University Foundation) has supported a wide range of Professional Military Education (PME) and Leadership Programs for which government funding was unavailable. In essence, the Foundation's efforts and resources have helped to maintain the margin of excellence which characterizes the Marine Corps and its leaders. We want to say thank you to all of our donors! With your help, we have provided resources for these programs and tuition for active duty Marines for more than 30 years.

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