

WELCOME

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10-11 DECEMBER, 2012

FORT McNAIR • WASHINGTON, DC



NATIONAL DEFENSE UNIVERSITY
BOARD OF VISITORS AND NDU SENIOR LEADERSHIP

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Board of Visitors



Vice Admiral Vivien S. Crea
United States Coast Guard (Retired)



Vice Admiral Vivien S. Crea served as Vice Commandant of the Coast Guard from 2006-2009. As second in command and Chief Operating Officer, she oversaw the management of the organization and personnel, and was responsible for the efficient and effective daily functioning of the Service, development of Coast Guard policies, mission execution, and mission support delivery. As the Agency Acquisition Executive, VADM Crea provided acquisition program oversight and guidance to ensure regulatory and statutory requirements were met for all Coast Guard acquisitions. She also served as the Secretary of Homeland Security's pre-designated National Principal Federal Officer for Pandemic Influenza. VADM Crea is the first woman of any service to be second in command of an armed service.

Prior Flag assignments include Commander, Atlantic Area and Coast Guard Defense Forces East where she was the operational commander for all Coast Guard forces and activities from the Rocky Mountains to the Arabian Gulf. During her tenure from 2004-2006, she oversaw the Coast Guard's response to Hurricane Katrina, and the provision of forces to the Arabian Gulf in support of Operation Iraqi Freedom. As First District Commander from 2002-2004 she oversaw all Coast Guard missions, including maritime homeland security in the aftermath of 9/11, across the Northeast and 2,000 miles of coastline from the Canadian border to New Jersey.

Vice Admiral Crea also served as the Coast Guard's Chief Information Officer and Director of R&D. She was the Chief of the Coast Guard's Office of Programs for budget development and advocacy. She commanded Air Stations Clearwater and Detroit, and numerous other operational aviation assignments. She flew the HC-130 Hercules turboprop, the HH-65 Dolphin helicopter, and the Gulfstream II jet. She served as the Coast Guard's Military Aide to President Reagan from 1984 to 1987, and as Executive Assistant to the 20th Commandant of the Coast Guard.

Vice Admiral Crea's personal awards include the Homeland Security Distinguished Service Medal, Coast Guard Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (four awards), and others. She earned her pilot designation and Naval Aviator wings of gold in 1977, as well as her Air Force navigator wings. She is the Coast Guard's 21st "Ancient Albatross," an honor bestowed upon the Coast Guard's longest serving active-duty pilot.

Vice Admiral Crea is a Massachusetts Institute of Technology (MIT) Sloan Fellow. She holds master's degrees from MIT and Central Michigan University, and a BA from the University of Texas, where she was selected as a 2009 University of Texas Distinguished Alumni. A proud Army brat, Vice Admiral Crea graduated from Seoul American High School, Korea.



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Vice Admiral Crea currently serves on the Board of Visitors for the National Defense University, and the Board of Directors for several non-profits including the National Naval Aviation Museum Foundation, the Women in Service to America Memorial (WIMSA), the Association for Rescue at Sea, and the North America Marine Environmental Protection Association.



Mr. John H. Fraser
Captain, United States Navy (Retired)



Mr. John Fraser is a senior consultant with Intermediary Growth Optimization (IGO) Partners, a multi-faceted network of professionals whose mission is to drive business optimization through acquisition(s), merger(s), divestitures(s), expense reduction, succession planning and organizational development.

Mr. Fraser retired from the University of Iowa in December 2011, where he served as Director of the Executive MBA Program in the Henry B. Tippie School of Management. In that role since 1997, he collaborated extensively with corporate sponsors to assure relevant and applicable curriculum delivery to hundreds of Executive MBA participants from highly diverse corporate, government and military organizations. He was a member of the Board of Trustees of the Executive MBA Council from 2005-2009 and served as Board Chairman from 2007-2008. The EMBA Council includes more than 200 educational institutions that administer

300 plus Executive MBA Programs internationally. In November of 2010, Mr. Fraser received the Bud Fackler Service Award from the Executive MBA Council. This award recognizes contributions to the Executive MBA Council and to Executive MBA Programs worldwide, including efforts to help other programs, to share best practices, and to raise the quality of Executive MBA programs globally. The EMBA Council named the award after Bud Fackler, the late director of the Executive MBA Program at the University of Chicago and one of the council's founders.

Mr. Fraser earned his undergraduate degree at San Diego State University and MBA from The University of Iowa. His corporate experience includes 23 years with Amana Refrigeration in numerous sales, sales management, branch management, corporate training, and human resource management leadership roles.

As an adjunct lecturer for the past twelve years, Mr. Fraser has taught undergraduate business classes in Business Strategy, Business Communications and Ethics, and Leadership at The University of Iowa. A popular public speaker, he has also been an active Dale Carnegie Course instructor for the past 24 years. His lifetime interest in education at all levels has also sparked an ongoing passion for teaching Junior Achievement classes and he presently serves on the Board of Directors for Junior Achievement of Central Iowa.

Mr. Fraser is a retired Navy Captain, having served seven years on active duty and eighteen years in the Naval Air Reserve. He completed Naval Flight Training in October 1965 and was assigned for the next three and one-half years as a search and rescue helicopter pilot with Helicopter Combat Support Squadron One, Imperial Beach, California. Deployed twice, he and his flight crews flew combat search and rescue missions off the coast of Vietnam from the USS Constellation (1966-1967) and USS Oriskany (1967-1968). Subsequently, as a Naval Air Reservist, he held numerous positions, ultimately serving as Commanding Officer, Helicopter Anti-submarine Warfare Squadron 85, at Naval Air Station Alameda, California.



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Mr. Fraser has more than 5,500 hours of flight time and continues to maintain his currency in single and multi-engine aircraft for both personal and business purposes. On autumn weekends, he and his wife Peg, can be found riding their Harley Davidson motorcycles, as they explore the back roads of Iowa.



Ms. Belkis Leong-Hong



As the founder, president and CEO of Knowledge Advantage Inc., Bel Leong-Hong guides her company's work in information technology (IT) and knowledge management solutions, strategic planning, policy and program analysis, strategic business initiatives, leadership development, change management, workforce modernization, and program management support to government agencies, Fortune 100 companies, and small IT companies.

Prior to forming her business in 1999, she spent 30 years in public service, moving into the private sector from the U.S. Department of Defense (DOD). During her tenure at DOD, Leong-Hong held a number of high-level positions, including Deputy Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (C3I), where she oversaw a portfolio of C3I programs with budget in excess of \$50B; Principal Deputy Director and CIO of the Defense Security Service (DSS), where she was responsible for a staff of more than 2600; Deputy Commander of the Joint Interoperability and Engineering Organization; Director Center for Information Management; and Director of Information Engineering at the Defense Information Systems Agency (DISA). Leong-Hong led highly innovative and transformational programs. She established and ran the first department-wide Data Administration function for the DOD and created the first Center of Software Excellence in DISA.

Her active community and professional involvement includes serving as a member of the Maryland Federal Facility Board, the Governor's Workforce Investment Board, the University of Maryland Medical System Board, Military Academy Admission Review Board, University of MD's Clark School of Engineering's Board of Visitors, past president of the Northern Virginia Chapter of the Armed Forces Communications & Electronics Association, co-founder of the Asian American Government Executives Network, and past president of the Organization of Chinese Americans (OCA). A mathematician and computer scientist by training, she holds degrees from Hunter College and American University, and certificates from The Kennedy School of Government at Harvard University, and the Maxwell School at Syracuse University. Leong-Hong has published extensively in the areas of data dictionary/directory systems, data administration, software engineering, and leadership development. She is the recipient of numerous awards including the very prestigious Presidential Rank Meritorious Service Award, the DOD Distinguished Service Medal, the DOD Meritorious Service Medals, Oak Leaf clusters, the GSA Excellence in Management and Administration, the Professional Woman of the Year Award from NAPAW, the Governor of Maryland's Citation for Outstanding Service, the AFCEA International Leadership Award, AAGEN's Stan Suyat Leadership Award, and AAGEN Sustaining Corporate Leadership Award.



General Lloyd W. Newton **United States Air Force (Retired)**



Lloyd W. “Fig” Newton is a retired Executive Vice President, Pratt & Whitney Military Engines, East Hartford, Connecticut. As Executive Vice President, he was responsible for all aspects of customer requirements, support and services. He provided leadership and direction for all business development, aftermarket services and activities associated with integrated logistics support and fleet management. He was also responsible for worldwide customer satisfaction and the continued growth of the Military Engine business which has \$1.3 Billion in annual revenue.

A retired four-star General, Newton joined Pratt & Whitney in September 2000 after a successful 34 & 1/2 year career with the United States Air Force. He was born in Ridgeland, South Carolina, where he graduated from Jasper High School. He earned a Bachelor of Science degree in aviation education and was commissioned a Second Lieutenant from Tennessee State University, Nashville, Tennessee in 1966. In 1985, he received a

Master of Arts degree in Public Administration from George Washington University, Washington, D.C.

The General is a command pilot with more than 4,000 flying hours in the T-37, T-38, F-4, F-15, F-16, C-12 and the F-117 stealth fighter. In 1968, he flew 269 combat missions in Vietnam and was selected to join the U.S. Air Force Aerial Demonstration Squadron, the Thunderbirds, in November 1974. From 1978 to 1982, he was assigned as an Air Force congressional liaison officer with the U.S. House of Representatives, Washington, D.C. He has commanded three wings, an air division and held numerous senior staff positions. He served as the Director of Operations, United States Special Operations Command and as Assistant Vice Chief of Staff Headquarters U.S. Air Force.

Newton culminated his Air Force career as the Commander, Air Education and Training Command where he was responsible for recruiting, training and education for all Air Force personnel. His command consisted of 13 bases, 43,000 active duty personnel and 14,000 civilians. In 1998, General Newton was inducted into the South Carolina Aviation Hall of Fame and in April 2005, he was appointed by President Bush to serve as a commissioner on the Defense 2005 Base Realignment and Closure Commission. In June 2009, he was appointed by President Barack Obama to serve as a commissioner for the White House Fellows Program.

Newton is married to the former Elouise Morning and they reside near Tampa Florida.



Mr. Douglas A. Raymond



Doug Raymond is the founder and former CEO of Julu Mobile, China's most powerful mobile advertising technology company, based in Shanghai, China. Founded in March of 2011, Julu Mobile's technology allows mobile advertisers to target users based on their interests. Julu has become one of the largest mobile advertising platforms in China, and has introduced new ad formats and targeting technology in the world's fastest growing and soon to be largest mobile market. In October 2012, Doug reached an agreement to sell Julu Mobile to a group of Chinese investors, and is now an advisor to the company.

Prior to founding Julu Mobile, Doug spent 5 years at Google, most recently as an executive responsible for product development in Asia, with a focus on building new advertising and mobile products in Asia-Pacific. Prior to moving to China, Doug was based at Google's headquarters in Mountain View, California. He is a three-time winner of Google's Operating Committee award for Impact and Innovation and an inventor on several patents. Doug is a frequent speaker at industry events on the topics of mobile technology, search advertising, and innovation. Prior to Google, he served as an officer in the United States Army in the 1st Armored Division and 66th Military Intelligence Group.

Doug graduated from the United States Military Academy with distinction (top 5%). He holds a MBA from Harvard Business School and a Masters in Information Systems from the University of Maryland. He is a life member of the Council on Foreign Relations, a fellow of the National Committee on U.S.-China Relations Young Leaders Program, a fellow of the U.S.-Japan Foundation Leadership Program, and a French-American Foundation Young Leader.

He lives in Shanghai with his wife Ananda and children, Beatrix and Quentin.



Dr. Stephen Joel Trachtenberg



Stephen Joel Trachtenberg is President Emeritus and University Professor of Public Service at The George Washington University. He served as GW's 15th president from 1988 to 2007. Trachtenberg came to GW from the University of Hartford, where he had been president for 11 years. He also held positions as vice president for academic services and academic dean of the College of Liberal Arts at Boston University, and was the special assistant to the U.S. Education Commissioner, Department of Health, Education and Welfare.

Trachtenberg is a member of the Council on Foreign Relations and Phi Beta Kappa. He is on the Board of the Bankinter Foundation in Madrid and the Ditchley Foundation in England. He is a Fellow of the American Bar Foundation, the American Academy of Arts and Sciences and the National Academy of Public Administration. Trachtenberg chaired the

Rhodes Scholarships Selection Committee for Maryland and the District of Columbia.

Trachtenberg has published five books: *BMOC: A University President Speaks Out on Higher Education* published by Simon and Schuster's Touchstone Press; *Write Me A Letter: The Wit and Wisdom of Stephen Joel Trachtenberg*; *Reflections on Higher Education*; *Thinking Out Loud: A Decade of Thoughts on Higher Education*; and *Speaking His Mind: Five Years of Commentary on Higher Education*. He is co-editor of two books: *The Art of Hiring in America's Colleges & Universities* and *Letters to the Next President*, published by The Korn/Ferry Institute.

Most recently, Trachtenberg served on DC Mayor-elect Vincent Gray's Transition team. He has served on numerous boards such as the DC Chamber of Commerce, which he chaired, the National Board of Trade and the Federal City Council. He was a member of the Board of the Loctite Corporation, MNC and Riggs Bank.

Trachtenberg earned a Bachelor of Arts degree from Columbia University, a Juris Doctor from Yale University, and a Master of Public Administration degree from Harvard University. In addition, he holds 20 honorary doctoral degrees, including a Doctor of Laws from his alma mater, Columbia University. Trachtenberg and his wife, Francine Zorn Trachtenberg, have two sons: Adam and Ben.



Dr. Lemuel W. Watson



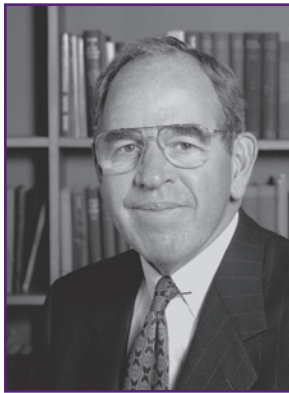
Lemuel W. Watson is Dean of the College of Education at the University of South Carolina and Professor in the Department of Educational Leadership and Policies. Dr. Watson is the former the Executive Director of the Center for P-20 Engagement and Dean of the College of Education at Northern Illinois University; he is also the former Dean for the division of Academic Support at Heartland College. He is an alumni of the Darla Moore School of Business at USC. He completed his master's degree at Ball State University in Muncie, Indiana and a doctorate degree in higher education and policy from Indiana University in Bloomington, Indiana. His career spans across various divisions in educational organizations where he has been a teacher, faculty, policy analyst, and administrator.

During 2010-2011, he was awarded the U.S. Embassy Policy Specialist (EPS) Fellowship by the International Research and Exchanges Board to conduct research on the impact of the Georgia Institute of Public Affairs. Dr. Watson was a Senior Research Fellow at the C. Houston Center at Clemson University and Research Fellow at the Institute for Southern Studies at University of South Carolina. He is a Fulbright Scholar to Belarus and has written articles, books, and served as editor for several volumes related to organizational behavior, educational leadership and administration, human development, public policy, K-12 issues, and higher education.

Dr. Watson serves on a number of professional executive boards at the international, national and state levels. He is a Certified Master Coach by the Behavioral Coaching Institute of Sydney, Australia and a Certified Trainer through the Center for Entrepreneurial Resources at Ball State University at Muncie, Indiana. In addition, he is a Certified Systems Engineer by Electronic Data Systems Corporation (EDS) of Plano, Texas. He has provided workshops and professional development opportunities to executives, teachers, and administrators in the United States as well as abroad including countries such as Thailand, Philippines, Belarus, China, England, Finland, Korea, Poland, Ukraine, Georgia, and Mexico. He continues to provide training and professional development throughout the globe as consultant and speaker. Dr. Watson provides a wide variety of professional development opportunities through Watson Consulting Services (www.lwatsoncs.com).



The Honorable Dr. John P. White



John P. White is a fellow at the Robert and Renée Belfer Center for Science and Technology, Harvard University. He served as U.S. Deputy Secretary of Defense from 1995 to 1997; Deputy Director of the Office of Management and Budget from 1978 to 1981; Assistant Secretary of Defense, Manpower, Reserve Affairs and Logistics from 1977 to 1978; and as a lieutenant in the United States Marine Corps from 1959 to 1961.

He has twice been awarded the Department of Defense Medal for Distinguished Public Service. Prior to his most recent government service, Dr. White was the Director of the Center for Business and Government at Harvard University and the chairman of the Commission on Roles and Missions of the Armed Forces. His extensive private-sector experience includes service as Chairman and CEO of Interactive Systems Corporation from 1981 to 1988 and, following its sale to the Eastman Kodak Company in 1988, as General Manager of the Integration and Systems Products Division and as a Vice President of Kodak until 1992.

In nine years with The RAND Corporation, he was the Senior Vice President for National Security Research Programs and a member of the Board of Trustees. He is also a Senior Fellow at The RAND Corporation, a member of the Council on Foreign Relations, and a Trustee of the Committee for Economic Development. He serves as a director of L-3 Communications Corporation, the Center for a New American Security (CNAS), and the Concord Coalition, as well as a Trustee Emeritus of the Institute for Defense Analyses. He was the team leader of the Obama transition team for the Department of Defense. Dr. White holds a BS degree from Cornell University and a MA and Ph.D. in economics from the Maxwell Graduate School, Syracuse University.



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Major General Gregg F. Martin
United States Army
President, National Defense University



Major General Gregg F. Martin is thankful to serve as the 14th President of NDU, where he gets to lead the world's premier institution of Leader Development and Joint Professional Military Education, under the direction of the Chairman of the JCS and oversight of the Director, J-7, Joint Staff. He previously served as 48th Commandant of the Army War College from 2010-12.

A 1979 West Point graduate and career engineer officer, he has served globally in peace and war from Platoon Leader to Commanding General (CG). As a company grade officer, he served from 1980-85 in the Cold War defense of Europe in the 94th and 79th Engineers, 18th Engineer Brigade. Following company command, he earned masters' degrees in Civil Engineering and Technology Policy at MIT from 1986-88. After serving as a Recruiting and Admissions Officer at West Point from 1988-91, he earned a Masters in National Security Studies at the Naval War College, and also completed his Ph.D. at MIT in Engineering Management and Public Policy with a dissertation on strategic

leadership and organizational change (1991-92). At Fort Lewis, WA, from 1992-95, he served in I Corps and the 864th Engineers and deployed on a short tour with JTF-Bravo in Central America, conducting stability and humanitarian support operations. Assigned to the Department of Social Sciences at West Point, he taught American Politics, International Relations and National Security Studies from 1995-97. He commanded the Fightin' 5th Engineer Battalion at Fort Leonard Wood, MO, from 1997-99, where his Sapper-Scouts supported the 3rd Armored Cavalry Regiment (Brave Rifles!). After earning a Masters of Strategic Studies at the Army War College, he joined the faculty and taught leadership and management from 2000-02. He commanded the 130th Engineer Brigade (Sappers In!), in support of V Corps and CJTF-7 from 2002-04, which included deploying the Brigade from Germany to Kuwait, the ground offensive from Kuwait to Baghdad, and leading a 13,000-man joint-multinational brigade during the first year of the Iraq War. He then served as Deputy G-3/5/7, of 7th Army and US Army Europe from 2004-05, supporting operations in Iraq, Afghanistan and throughout the EUCOM AOR. Next he served as CG of the Northwest Division, Army Corps of Engineers from 2005-07, which included civil works, disaster response, military construction and environmental programs across a 12-state region from Washington to Missouri, as well as service on the Mississippi River Commission as a Presidential appointee. From 2007-08, he served as Commandant of the US Army Engineer School and Regiment, and then as CG of the US Army Maneuver Support Center of Excellence and Fort Leonard Wood, from 2008-10, educating, training and developing leaders; as well as conducting capability and force development. He deployed to Kuwait in January 2010 where he served as Deputy CG of 3rd Army and U.S. Army Central in support of operations in Afghanistan and Iraq, and throughout the CENTCOM AOR.



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Awards and decorations include the Distinguished Service Medal, Legion of Merit (3 awards), Bronze Star, Combat Action Badge, Ranger Tab and Airborne Wings. He received the 2003 “Award of Excellence” from *Engineering News Record* as the Engineering Profession’s Person of the Year for his leadership role in Operation Iraqi Freedom, a testament to our amazing Troops.

Gregg and his bride Maggie (Ryan) have been blessed with three terrific sons. All are Eagle Scouts. Two are college graduates, Soldiers and combat veterans; and one is an artist, graduate of the National Outdoor Leadership School, and a college student.



Ambassador Nancy McEldowney **Senior Vice President, National Defense University**



Ambassador McEldowney became the Senior Vice President of NDU on August 1, 2011. She served as Interim NDU President upon the retirement of Vice Admiral Ann E. Rondeau on April 11, 2012, until Major General Gregg Martin assumed his duties as NDU President on July 11, 2012.

In her capacity as Senior Vice President, Ambassador McEldowney coordinates the University's international programs and outreach. Prior to this, she served as Principal Deputy Assistant Secretary in the Bureau of European and Eurasian Affairs, with oversight responsibility for 49 countries in Europe and Eurasia, as well as the NATO alliance, the European Union, and the Organization for Security Cooperation in Europe (OSCE). Previously, she served as the U.S. Ambassador to the Republic of Bulgaria, as well as Deputy Chief of Mission in Ankara, Turkey and Baku, Azerbaijan. During the Clinton Administration, Ambassador McEldowney

served at the White House as Director of European Affairs on the National Security Council staff.

Ambassador McEldowney has also served overseas at the U.S. Embassies in Cairo, Egypt and Bonn, Germany. In addition, she was a member of the U.S. Delegation to the Strategic Arms Reduction Talks with the Soviet Union in Geneva, Switzerland.

Within the Department of State, Ambassador McEldowney has worked in the Office of Soviet Affairs, the Office of European Security Affairs, and the Office of the Deputy Secretary. She has also served in the Office of the Secretary of Defense at the Pentagon.

Ambassador McEldowney has been granted the State Department's Superior Honor Award on five occasions, and is also a recipient of the Sinclair Linguistic Award.

Ambassador McEldowney is a member of the Senior Foreign Service. She completed her undergraduate studies at New College and holds graduate degrees from Columbia University and the National Defense University. A native of Florida, Ambassador McEldowney is married and has two daughters.



Dr. John W. Yaeger

Vice President for Academic Affairs, National Defense University



Dr. John W. Yaeger was appointed Vice President for Academic Affairs in July 2010, after serving in that position as Interim Vice President since October 2009.

Governor Martin O'Malley appointed Dr. Yaeger to the Maryland Higher Education Commission in March 2012. The 12-member commission is an independent agency responsible for the planning, supervision and coordination of the state's postsecondary education system, including public and private colleges, universities and for-profit career schools.

Dr. Yaeger is a 1974 graduate of the U.S. Naval Academy. He received a Masters Degree from the Naval Postgraduate School, Monterey, California; a Masters of Science in National Resource Strategy from the Industrial College of the Armed Forces (ICAF), National Defense University, Washington, D.C.; and the degree of Doctor of Education from The George Washington University, Washington, D.C. In addition, Dr. Yaeger is the Class President for the Naval Academy Class of 1974.

From June 1974 through June 1993 Dr. Yaeger had assignments with naval aviation squadrons and ships, serving as an instructor pilot in each operational assignment. Following command, he was assigned to the U.S. Naval Academy from July 1993 until July 1996 as the Commandant's Operations Officer. He also instructed courses in leadership and character development.

In 1996, (then) Captain Yaeger reported to the Industrial College of the Armed Forces (ICAF) at the National Defense University, and has been a student; Professor of Grand Strategy; Associate Dean of Faculty and Academic Programs; and, in June of 2000, was appointed Dean of Faculty and Academic Programs. In that capacity, he was the principal educational advocate and advisor to the College Commandant. Captain Yaeger directed the formulation and execution of curriculum to include core courses, elective studies program, and research. He supervised 88 senior-ranking military and civilian faculty members, recruited and selected new military and civilian faculty, and was responsible for faculty contract renewals. Captain Yaeger retired from active duty in July 2004. He then became the first ICAF Director of Institutional Research where he served as the primary consultant and advisor to the ICAF Commandant on overall institutional research matters, strategic planning, and assessments. Dr. Yaeger was responsible for evaluating and disseminating institutional data to stimulate positive changes to the education processes at ICAF.

In September 2008, Dr. Yaeger was appointed as the Associate Provost for Planning and Assessment for the National Defense University and is responsible for the reporting of institutional data to external agencies; analysis and dissemination of institutional data to campus constituencies to support strategic planning, enrollment management, and decision making; outcomes assessment research; and studies of institutional effectiveness, campus climate, and student satisfaction.



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Rear Admiral Douglas J. McAneny
United States Navy
Commandant, National War College



Rear Admiral Douglas J. McAneny serves as Commandant, National War College, Fort Lesley J. McNair, Washington, D.C. The National War College is the senior service college for the study of national security strategy and policy.

Rear Admiral McAneny is a 1978 graduate of the University of Nebraska, Lincoln Naval Reserve Officers Training Unit with a Bachelor of Science degree, majoring in civil engineering, and he holds a Master of Arts degree in economics from the University of Oklahoma.

His early sea tours included assignments as a division officer, USS Trepang (SSN-674); Engineer, USS Tunny (SSN-682); Executive Officer, USS Drum (SSN-677); and Officer-in-Charge of Moored Training Ship (MTS-635).

Rear Admiral McAneny's first command assignment was as Commanding Officer of USS Philadelphia (SSN-690). Under his command, the ship was awarded three consecutive Battle "E" awards.

Tours ashore included assignments as Flag Lieutenant, Commander Submarine Group 2; a joint tour at the U. S. Strategic Command serving as plans and policy directorate (J5); assistant to the Director for Training, Personnel and Policy matters for the Director, Naval Nuclear Propulsion Program (NAVSEA 08); Commander, Submarine Squadron 11 with additional duties as Commander, Submarine Force U. S. Pacific Fleet representative West Coast; as Executive Assistant and senior Naval aide to the Commander, U. S. Pacific Fleet headquartered in Pearl Harbor; and Deputy Director for Politico-Military Affairs (Europe/NATO/Russia/Africa) (J5) on the Joint Staff in Washington.

Rear Admiral McAneny was the 40th commander, Submarine Group 7, Yokosuka, Japan from December 2006 to June 2008. During that assignment, he was responsible for coordinating and controlling submarine activities covering nearly 48 percent of the earth's surface in the 7th and 5th Fleet areas of responsibility. From June 2008 to December 2010, Rear Admiral McAneny served as Commander, Submarine Force, U.S. Pacific Fleet.

His personal decorations include the Defense Superior Service Medal (three awards), Legion of Merit (six awards), Meritorious Service Medal (Three Awards), Navy Commendation Medal, and the Navy Achievement Medal (two awards).



Major General Joseph D. Brown IV
United States Air Force
Commandant, The Dwight D. Eisenhower School for
National Security and Resource Strategy



Maj. Gen. Joseph D. Brown IV is the Commandant, The Dwight D. Eisenhower School for National Security and Resource Strategy, National Defense University, Fort Lesley J. McNair, Washington, D.C. The Eisenhower School is the premier Department of Defense Joint Professional Military Education institution for national security resource management. The college prepares selected military officers and civilians from the Department of Defense, government agencies, more than 20 foreign countries, and the private sector for senior leadership positions. The college awards its graduates a Master of Science degree in national resource strategy.

General Brown was commissioned in 1980 as a distinguished graduate of the ROTC program at the Virginia Military Institute. He has commanded at the squadron, group, and wing levels, as well as holding various joint and Air Staff positions. His joint experience includes time as the senior military assistant to the Under Secretary of Defense for Policy in the Office of the Secretary of Defense; the executive officer to the Supreme Allied Commander Europe; and as Deputy Commander of the NATO Combined Air Operations Center in Eskisehir, Turkey.

Prior to assuming his current position, he served as the Deputy Director for Nuclear Operations, U.S. Strategic Command, Offutt Air Force Base, Neb. In this capacity, he was the principal adviser to the commander on issues pertaining to strategic deterrence and nuclear operations and was responsible for management and oversight of the nuclear enterprise overseeing personnel, procedural, equipment, communications and facility requirements supporting the nuclear command and control system. The general is a command pilot with more than 4,300 hours, primarily in the B-1 and B-52, including combat time in operations Enduring and Iraqi Freedom.

EDUCATION

1980 Bachelor of Arts degree in history, with distinction, Virginia Military Institute, Lexington

1986 Master of Science degree in business administration, Central Michigan University

1987 Squadron Officer School, Maxwell AFB, Ala.

1992 Air Command and Staff College, Maxwell AFB, Ala.

1997 Distinguished graduate, Master of Science degree in national security studies, National War College, Fort Lesley J. McNair, Washington, D.C.

2005 Senior Leadership Program, Syracuse University, N.Y.

2006 Joint Force Air Component Commander course, Maxwell AFB, Ala.

2007 Capstone General and Flag Officer Course, National Defense University, Fort Lesley J. McNair, Washington, D.C.



ASSIGNMENTS

1. January 1981 - November 1981, student, undergraduate pilot training, Vance AFB, Okla.
2. December 1981 - May 1982, student, B-52 Combat Crew Training Squadron, Castle AFB, Calif.
3. May 1982 - May 1986, B-52G co-pilot and aircraft commander, Wurtsmith AFB, Mich.
4. June 1986 - May 1988, B-52H aircraft commander, instructor pilot and flight examiner instructor pilot, Carswell AFB, Texas
5. May 1988 - June 1992, flightline instructor pilot, academic instructor pilot, flight examiner and Deputy Chief, Standardization and Evaluation Division, B-1 Combat Crew Training Squadron, Dyess AFB, Texas
6. July 1992 - June 1993, student, Air Command and Staff College, Maxwell AFB, Ala.
7. June 1993 - July 1995, Chief, Bomber Branch, Strategy Division, Plans Directorate, Deputy Chief of Staff for Air and Space Operations, Headquarters U.S. Air Force, Washington, D.C.
8. July 1995 - July 1996, member, Chief of Staff Operations Group, Headquarters U.S. Air Force, Washington, D.C.
9. August 1996 - June 1997, student, National War College, Fort Lesley J. McNair, Washington, D.C.
10. July 1997 - June 1999, Commander, 28th Bombardment Squadron, Dyess AFB, Texas
11. June 1999 - June 2001, senior military assistant to the Under Secretary of Defense for Policy, the Pentagon, Washington, D.C.
12. June 2001 - June 2003, Commander, 28th Operations Group, Ellsworth AFB, S.D.
13. June 2003 - February 2004, Vice Commander, 28th Bomb Wing, Ellsworth AFB, S.D.
14. February 2004 - June 2005, Commander, 28th Bomb Wing, Ellsworth AFB, S.D.
15. June 2005 - November 2007, executive assistant, then executive officer to the Supreme Allied Commander Europe (SHAPE) and Commander, USEUCOM, Mons, Belgium
16. November 2007 - December 2008, Deputy Commander, Combined Air Operations Center 6, Allied Air Forces Southern Europe, NATO, Eskisehir, Turkey
17. December 2008 - October 2010, Deputy Director, Nuclear Operations, U.S. Strategic Command, Offutt AFB, Neb.
18. October 2010 - present, Commandant, The Dwight D. Eisenhower School for National Security and Resource Strategy, National Defense University, Fort Lesley J. McNair, Washington, D.C.

SUMMARY OF JOINT ASSIGNMENTS

1. June 1999 - June 2001, senior military assistant to the Under Secretary of Defense for Policy, the Pentagon, Washington, D.C., as a lieutenant colonel and colonel
2. June 2005 - March 2006, executive assistant to the Supreme Allied Commander Europe (SHAPE) and Commander, USEUCOM, Mons, Belgium, as a colonel
3. April 2006 - November 2007, executive officer to the Supreme Allied Commander Europe (SHAPE), and Commander, USEUCOM, Mons, Belgium, as a colonel and brigadier general
4. November 2007 - December 2008, Deputy Commander, Combined Air Operations Center 6, Allied Air Forces Southern Europe, NATO, Eskisehir, Turkey, as a brigadier general
5. December 2008 - October 2010, Deputy Director (J3N), Nuclear Operations, U.S. Strategic Command, Offutt AFB, Neb., as a brigadier general and major general
6. October 2010 - present, Commandant, The Dwight D. Eisenhower School for National Security and Resource Strategy, National Defense University, Fort Lesley J. McNair, Washington, D.C., as a major general



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FLIGHT INFORMATION

Rating: Command pilot

Flight hours: More than 4,300 hours

Aircraft flown: T-37, T-38, E-3, KC-135, E-6B, B-52 and B-1

MAJOR AWARDS AND DECORATIONS

Defense Superior Service Medal with three oak leaf clusters

Legion of Merit

Distinguished Flying Cross with “V” device

Bronze Star Medal

Meritorious Service Medal with two oak leaf clusters

Air Medal

Aerial Achievement Medal

Air Force Commendation Medal with oak leaf cluster

Army Commendation Medal

Air Force Outstanding Unit Award with “V” device and silver and two bronze oak leaf clusters

Combat Readiness Medal with three oak leaf clusters

National Defense Service Medal with bronze star

NATO Meritorious Service Medal

OTHER ACHIEVEMENTS

1982 Distinguished graduate, B-52 Combat Crew Training

1983 Dougherty Trophy, Strategic Air Command Bombardment/Navigation Competition

1983 Best Crew, 8th Air Force

1988 Best Crew, 15th Air Force

1991 B-1 Outstanding Flightline and Outstanding Academic Instructor

1992 Top-third graduate, Air Command and Staff College

1997 Distinguished graduate, National War College

EFFECTIVE DATES OF PROMOTION

Second Lieutenant May 15, 1980

First Lieutenant Nov. 11, 1982

Captain Nov. 11, 1984

Major Oct. 1, 1991

Lieutenant Colonel July 10, 1996

Colonel April 1, 2000

Brigadier General April 16, 2007

Major General Aug. 2, 2010

(Current as of November 2012)



Major General Joseph S. Ward, Jr.
United States Air Force
Commandant, Joint Forces Staff College



Major Gen. Joseph S. Ward Jr. is the Commandant, Joint Forces Staff College, National Defense University, Norfolk, Va. JFSC is the premier Department of Defense Joint Professional Military Education institution for operational planning. He leads a highly qualified faculty and staff in the education of national security professionals to plan and execute joint, multinational, and interagency operations to instill a primary commitment to joint, multinational, and interagency teamwork, attitudes and perspectives. The college consists of four schools and graduates receive credit for JPME Phase II. Graduates of the Joint Advanced Warfighting School also receive a Master of Science degree in joint campaign planning and strategy.

General Ward is a native of Groton, Ct., and a graduate of the University of Connecticut. He was commissioned through the ROTC program in 1983. He has previously served as the Director, Budget Operations and Personnel, Office of the Assistant Secretary of the Air Force for Financial Management and Comptroller and also as the Chief Financial Officer for U.S. Pacific Command and as the principal financial adviser to the combatant commander and staff. He has also served in numerous other capacities within the financial management career field, including military assistant to the Assistant Secretary of the Air Force (Financial Management and Comptroller), and Comptroller, Headquarters Air Force Materiel Command. He has commanded a comptroller squadron and mission support group. The general is also a graduate of the Industrial College of the Armed Forces and is a certified defense financial manager.

EDUCATION

- 1983 Bachelor of Arts in Economics, University of Connecticut, Storrs, Conn. 1990 Squadron Officer School, Maxwell AFB, Ala.
- 1990 Comptroller Staff Officer Course, Sheppard AFB, Texas 1990 Master Degree Business Administration, Western New England College, Springfield, Mass. 1996 Department of Defense Professional Military Comptroller School, Maxwell AFB, Ala.
- 1996 Air Command and Staff College, by correspondence 2002 Distinguished graduate, Master of Science Degree National Resource Strategy, Industrial College of the Armed Forces, National Defense University, Fort McNair, Washington, D.C
- 2006 U.S. Navy Practical Comptroller Course, Naval Postgraduate School, Calif.
- 2008 Leadership Development Program, Center for Creative Leadership, Greensboro, N.C.
- 2009 Systems Acquisition Management for General/Flag Officers Course, Defense Acquisition University, Fort Belvoir, Va.
- 2010 Senior International Defense Management Course, Defense Resource Management Institute, Naval Postgraduate School, Calif.



Dr. Michael S. Bell
Colonel, United States Army (Retired)
Chancellor, College of International Security Affairs



Dr. Michael S. Bell is the Chancellor of the College of International Security Affairs (CISA). Prior to leading CISA, he was the Dean of Faculty and Academic Programs at the National War College during the 2009-2010 academic year.

Following graduation from the United States Military Academy in 1983 and commissioning as an armor officer, Colonel Bell has served with armor, cavalry, and mechanized infantry units in a variety of command and staff positions in Europe, the continental United States, and Southwest Asia. He also served on the faculty at the United States Military Academy as an instructor and assistant professor of history, where he received the department's teaching excellence award. Other noteworthy assignments include Aide de Camp to the Commanding General, 24th Infantry Division (Mechanized) during Operations Desert Shield and Desert Storm, Special

Assistant to the Commanding General, U.S. Army Europe/Peace Stabilization Force, and Futures Chief, III Corps. From 2001-2003, Colonel Bell commanded the 1st Battalion, 8th U.S. Cavalry, an element of the 1st Cavalry Division.

Following battalion command, Dr. Bell was assigned as strategist, Strategy Division, the Directorate of Strategic Plans and Policy (J5), the Joint Staff. In J5, Dr. Bell's major projects and responsibilities included: the development of the 2004 National Military Strategy and 2005 National Defense Strategy; lead writer for the 2005 National Military Strategic Plan for the War on Terrorism; staff lead for the Joint Strategic Planning System; member of the Kuwait Strategic Review team; lead writer for Kuwait's National Security and Defense Strategy, and lead writer for the National Military Strategy of the Kuwaiti Armed Forces. During the Quadrennial Defense Review, he analyzed Defense reform roles, missions, and organizations.

In 2006 and 2007, Dr. Bell served as the Senior Military Fellow at the Institute for National Strategic Studies (INSS). His research at INSS included developing future strategic concepts, ranging from space power to irregular warfare; assisting the Office of the Secretary of Defense and the Joint Staff with the development of strategic plans for possible contingencies; preparing a draft National Military Strategy, and analyzing previous strategic planning efforts in the United States military. Dr. Bell also participated in an Interagency Working Group studying the options for the strategic framework with Iraq upon the conclusion of Operation Iraqi Freedom.

Prior to rejoining the National Defense University in September 2009, Dr. Bell served with General David Petraeus as the Director of his Commander's Initiatives Group at Multi-National Force-Iraq headquarters in Baghdad, Iraq, and subsequently, at U.S. Central Command headquarters.



Dr. Bell holds an MA and a PhD in History from the University of Maryland at College Park. His dissertation examined the worldview of President Franklin D. Roosevelt, and his administration's approach to World War II in Europe. Dr. Bell also holds an MS in National Security Strategy from the National Defense University. He was a Distinguished Graduate of the National War College, where he completed an award-winning research fellowship on General John J. Pershing and the development of the American General Staff. He also authored a monograph published by the Strategic Studies Institute, *The Exigencies of Global, Integrated Warfare: The Evolving Role of the CJCS and His Dedicated Staff*. Dr. Bell retired from the US Army as a colonel in 2012 with over 29 years of active service, and his awards and decorations include the Defense Meritorious Service Medal, Defense Superior Service Medal with oak leaf cluster, the Bronze Star, the combat action badge, and the parachutist badge.



Dr. Robert D. Childs

Chancellor

Information Resources Management College (NDU iCollege)



For the past decade, Chancellor Robert D. Childs has led NDU's iCollege. Under his visionary leadership, the college has become the international leader in providing graduate-level certificates, educational services, and learning experiences in Information Assurance, Chief Information Officer, eGovernment, Chief Financial Officer, IT Project Management, and strategic leader competencies to government employees; and was designated as a "National Center of Academic Excellence (CAE) in Information Assurance Education." Recently, Dr. Childs completed a three-year effort, with the support of his outstanding faculty and staff, to gain approval from the U.S. Department of Education for the college's new Government Information Leader Master of Science Degree. During his tenure, the college – and its staff members - have earned numerous awards while becoming one of the leading educational institutions in America. Furthermore, his strategic vision has morphed the NDU

iCollege into "The Global Hub for educating, informing, and connecting Information Age Leaders."

Setting the strategic course for the NDU iCollege, Chancellor Childs significantly increased the reach and impact of his organization by actively collaborating with government, private sector, and international leaders to establish dynamic programs, relationships, and partnerships. He has worked with such diverse groups as the London School of Economics, Royal Defence College, Armed Forces Communication and Electronics Association (AFCEA), Decision Sciences Institute, John F. Kennedy School of Government, Industry Advisory Council/American Council for Technology, Google, IBM, Cisco, General Dynamics, VMWare, TIBCO, Corporate University Xchange, various government agencies (FAA, EPA, GAO and OPM), and international governments, including Australia, Sweden, New Zealand, Switzerland, Romania, Singapore, Bulgaria, Japan, Iraq, Taiwan, South Korea and China. His positive interactions with these organizations and governments impacted their strategic use of information, information technology, information assurance, organizational models, cyber security, and educational programs.

For an unprecedented five years (2001, 2002, 2009, 2010, & 2011) he was recognized as a "Federal 100 Award" recipient for leadership in providing educational services enabling government to better serve its citizens. In 2009 he received the AFCEA Award for Excellence in Information Technology. He serves, and has served, on a number of Committees and Boards: Industry Advisory Council/ American Council on Technology Program Committees; the American Council on Education's Council of Fellows; Syracuse University's School of Information Studies Board of Visitors; The Information Resource Management Association Board of Advisors and International Curriculum Committee; AFCEA Technology Committee; Executive Leadership Conference Planning Committee; and the eGovernment Program Advisory Board.



Past Assignments and Accomplishments include:

- Chief, Instructor Training, School of Applied Aerospace Sciences-Denver, Colorado.
- Director, Associations and Institutions of Higher Education.
- Director, Precommissioning Programs, Office of the Assistant Secretary of Defense for Military Personnel Policy.
- Director of Plans and Program Analysis, Air Command and Staff College.
- Commandant, Air Force Systems Command Noncommissioned Officers Academy and Leadership School.
- Senior Research Fellow, National Defense University.
- Director of the Air Force Leadership and Motivation Branch.
- Director of Academic Plans and Policy, National Defense University.
- Selected for an American Council on Education (ACE) Fellowship.
- Bachelor of Science from Grove City College, Master of Arts from Duke University, and a Doctorate from Denver University.
- Graduate of the National War College and the Air Command and Staff College.



Colonel Timothy A. Vuono
United States Army
Director, Institute for National Strategic Studies



Colonel Tim Vuono is a U.S. Army officer currently serving as the Director of the Institute for National Strategic Studies (INSS) and the Director of Research at the National Defense University. He has extensive operational and policy/strategy experience at all levels.

His operational assignments include service in field artillery and infantry/armor units throughout the United States and Europe and with numerous world-wide deployments, including time in both Iraq and Afghanistan. Colonel Vuono was the commander of the 157th Infantry Brigade, First Army, which had a mission to support the training of National Guard Brigade Combat Teams preparing for deployment to Iraq and Afghanistan. He was a battalion commander in the 1st Cavalry Division, spending almost 14 months conducting combat and stability operations with his composite field artillery and motorized infantry task force in Baghdad and throughout central Iraq.

Colonel Vuono was most recently assigned to the Joint Staff as the Assistant Deputy Director for Middle East Politico-Military Affairs in the Strategic Plans and Policy Directorate (J5). He had also served as the Chief of the Iran and Levant Division in J-5, as an Army Strategist, and as the aide to the Army Chief of Staff. During a previous assignment to the National Defense University, Colonel Vuono was an Assistant Professor of Military Strategy and Logistics at the Industrial College of the Armed Forces (ICAF), where he led the Privatized Military Operations Industry Study and was on the faculty teams for the Middle East Area Study and the Joint Land Air Sea Simulation (JLASS). He was also the National Defense University fellow in the MIT Seminar XXI program.

Colonel Vuono received a Bachelor of Arts in Government and International Relations from the University of Notre Dame in 1985. He also holds a Master of Public Administration from the Kennedy School of Government at Harvard University and a Master of Arts in National Security and Strategic Studies from the Naval War College. Colonel Vuono was a Senior Service College Fellow at the Center for Strategic and International Studies in Washington, DC.



Mr. Michael M. Cannon
Colonel, United States Army (Retired)
Chief of Staff and Administration (COSA), National Defense University



Michael Cannon is COSA for the National Defense University, Fort McNair, Washington, D.C. He is the principal advisor to the NDU President on internal management, student administration, morale, welfare, and on the formulation of organizational and management policies.

Cannon was commissioned a lieutenant of the Field Artillery from Duquesne University in Pittsburgh, Pennsylvania. His initial assignment was with the 3rd Battalion, 17th Field Artillery (8-inch), in Nuremberg, Germany. After attending the Field Artillery Advanced Course, Cannon was assigned to the 2nd Battalion (Airborne), 321st Field Artillery, 82nd Airborne Division, Fort Bragg, North Carolina. He was then assigned as the Commandant of the Advanced Airborne School. Cannon's next assignment was as the Battalion Fire Support Officer with the 2nd Ranger Battalion at Fort Lewis, Washington. Following this assignment, he served with the 1st Special Forces Operational Detachment-Delta (Airborne) at Fort Bragg as the Fire Support Officer and deployed in support of Operation DESERT STORM.

After attending the U. S. Army Command and General Staff College at Fort Leavenworth, Kansas, Cannon was assigned to the 25th Infantry Division as the Brigade Fire Support Officer for the 2nd Infantry Brigade and the Battalion Operations Officer and Executive Officer for the 2nd Battalion, 11th Field Artillery. He deployed with the Division to Haiti in support of Operation UPHOLD DEMOCRACY. Cannon returned to Fort Bragg in 1998 to command the 3rd Battalion, 319th Airborne Field Artillery Regiment, 82nd Airborne Division.

Cannon then attended the U. S. Army War College in Carlisle, Pennsylvania. Subsequently he was assigned to the Joint Staff in the Pentagon where he worked in J-33, Joint Operations Division, EUCOM Desk. He returned to Fort Bragg in 2003 to command the 1st Battlefield Coordination Detachment (Airborne) where he deployed twice to the Combined Air and Space Operations Center in support of Operations ENDURING FREEDOM and IRAQI FREEDOM. In December 2006, Cannon was assigned to the National Defense University as the Military Assistant to the Vice President of Academic Affairs (Provost). He assumed the duties of Chief of Staff on 28 July 2008.

After retiring from active military service in June 2010, Cannon has remained as the University's civilian Chief of Staff.

Col. Cannon's awards include the Bronze Star Medal, the Defense Meritorious Service Medal, the Military Free Fall Badge, the Master Parachutist Badge, and the Ranger Tab.



Rear Admiral Stephen R. Pietropaoli
United States Navy (Retired)
Senior Director, CAPSTONE



Stephen Pietropaoli reported to the National Defense University in November of 2009 to become Director of the CAPSTONE, KEYSTONE, and PINNACLE programs, which were created to prepare senior military and civilian leadership to better deal with the challenges of working in a joint environment. In an increasingly interconnected world, joint operations are required to meet rapidly evolving national security needs. These programs examine major issues affecting national security decision-making, Inter-agency issues, military strategy, joint/combined doctrine, interoperability, and the international implications of national policy.

Prior to reporting to NDU, Pietropaoli was the Executive Director of the Navy League of the United States, a position he assumed in October of 2003, coincident with retirement after 26 years of naval service. Founded in 1902 with the support of President Theodore Roosevelt, the Navy League is a powerful voice for a strong maritime component to our national defense. The Navy League's missions include keeping the public and elected officials informed about the importance of seapower to national security and economic prosperity and providing direct support to sea service personnel and their families through our 250 Councils worldwide.

As the Navy's Chief of Information from August 2000 until July 2003, Pietropaoli was responsible for all aspects of the Navy's public affairs program, and was the principal public affairs counselor to the Secretary of the Navy and the Chief of Naval Operations. Prior to his promotion to flag rank, Pietropaoli was the special assistant for public affairs to Army Generals Hugh Shelton and John Shalikashvili during their tenures as Chairman of the Joint Chiefs of Staff.

A 1977 graduate of Cornell University, Pietropaoli began his career aboard surface combatants in the Atlantic Fleet, serving as electrical officer aboard the destroyer USS HAWKINS and as anti-submarine warfare officer aboard the frigate USS BOWEN, completing two deployments to the Mediterranean and one circumnavigation of South America as part of the UNITAS exercises with South American navies.

Following his initial sea tour, Pietropaoli reported to the Naval Reserve Officer Training Corps at the University of Pennsylvania as engineering instructor and freshman advisor. While there, Pietropaoli was selected for re-designation as a public affairs specialist, one of only 200 such officers in the Navy. Reporting to the Office of Information, he spent the next three years on the Navy's national news desk in the Pentagon, working daily with the Pentagon press corps and media from around the world.



After completing a master's degree in Broadcast Journalism at American University, he returned to the Navy Office of Information as the executive assistant to the Chief of Information. In July 1989, Pietropaoli returned to the waterfront as the public affairs officer for the Commander of the Second Fleet aboard the flagship, USS MOUNT WHITNEY, followed by a tour as media relations officer for the commander of the Atlantic Fleet and the U.S. Atlantic Command.

Pietropaoli returned to Washington as head of the Navy's national news desk in July 1992 and became assistant chief of information for media operations in April 1994. Upon graduation from the National War College in June of 1997, where he was awarded the Master of Science in National Security Strategy, Pietropaoli reported for duty in the office of the Chairman, Joint Chiefs of Staff.

Rear Admiral Pietropaoli is married to the former Dawn McInerney of Drexel Hill, Pennsylvania. Their first son, Daniel, was born in October 1992, and Matthew joined the family in August 1995.

