



# THE ASSOCIATION

of the Industrial College of the Armed Forces  
and Eisenhower School Alumni



To enhance, continue, and extend the total ICAF / ES  
lifelong learning experience for alumni, students, and faculty.

In remembrance of **Colin Powell (1937—2021)** a superb soldier, statesman, and lifelong public servant.

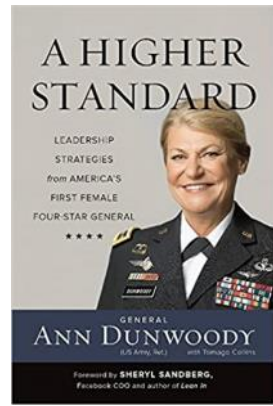
"And they who for their country die shall fill an honored grave, for glory lights the soldier's tomb, and beauty weeps the brave." For our "patriotism is not a short and frenzied outburst of emotion but the tranquil and steady dedication of a lifetime." — Joseph Rodman Drake, Adlai Stevenson II

## ICAF / ES Hall of Fame

Being a 1995 ICAF graduate, **General Ann Elizabeth Dunwoody (R)** rose through the ranks to become the first woman in U.S. military and uniformed service history to achieve a four-star officer rank, receiving her fourth star on November 14, 2008.

In 2005 GEN Dunwoody became the Army's top-ranking female when she received the promotion to lieutenant general and became the Army's Deputy Chief of Staff, G-4 (logistics). She was nominated as Commanding General, U.S. Army Materiel Command, by President George W. Bush on June 23, 2008, and confirmed by the Senate one month later. She served in that capacity until August 7, 2012, and retired from the Army on August 15, 2012.

What was the driving force behind Dunwoody's success? While her talent as a logistician and her empathy in dealing with fellow soldiers helped her rise through the ranks, Dunwoody also realized that true leaders never stop learning, refining, growing, and adapting. In *A Higher Standard*, Dunwoody details her evolution as a soldier and reveals the core leadership principles that helped her achieve her historic appointment. Dunwoody's strategies are applicable to any leader, no matter the size or scope of the organization.



They include lessons such as "Never Walk by a Mistake," a mandate to recognize when something is wrong, big or small, and to hold people accountable. Not only can this save billions for industry, it can sometimes save the lives of soldiers and citizens. She also advises that "Leaders Aren't Invincible-Don't Try to Be": to be our best, we have to acknowledge our worst. And she encourages readers to "Leverage the Power of Diversity" by creating teams of people from different backgrounds to provide a broad range of ideas and devise the best-informed decisions.

With these and other guiding principles, *A Higher Standard* offers practical, tactical advice that everyone can use to lead and achieve with maximum success.



## ICAF/ ES Alumni Association Interviews Lt Gen Michael T. Plehn, President of the National Defense University, 26 October, 2021, 2 Part Series

Note: this interview was edited for brevity and clarity.

**HJ:** I want to start off by saying thank you for the opportunity to conduct this interview. I know the alumni and I will enjoy your answers, so I'm just going to get right into it. As President of NDU, for about nine months, what are your initial impressions? Can you talk about some your biggest surprises, both good and bad?

**Lt Gen Plehn:** As noted, I've been in the seat for nine months, and my first impression was Wow! There's a lot going on here at NDU: resource challenges, COVID restrictions, funding limitations, and conducting classes virtually. There was practically no one here on campus when I arrived in early February. My first priority immediately became the congressional reports required by

the National Defense Authorization Act of 2021. Our entire NDU funding was capped at 60% until 60 days after the report was delivered to Congress. We worked with the joint staff and OSD and delivered the first report to Congress early, allowing us to resume our full budget expenditure in late June while adjusting our cash burn rate to stay under 60%.  
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Lt Gen Michael T. Plehn  
NDU President

## Stay Connected



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The ICAF and ES Alumni Association



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## Month of the Military Family

The month of November is the month of the Military Family, established in 1993. Service Members cannot have successful careers without the support of family members, and family members sacrifice as much as their Soldiers, Airmen, Sailors and Marines. To be a part of a military family requires a resiliency, compassion, sacrifice, and courage unlike any other. Service members' professions can be demanding, unstable, and both physically and mentally stressful. The support of family helps not only alleviate some stresses, but also helps provide balance. Yet, it can often time go unnoticed these same effects may have on military family members. The military family is the foundation of the military force and without it, the services could not execute their missions successfully. Family members do not have contracts with the military, but they serve in contractual relationships which yield secondary direct awards to them directly. Sisters and brothers in arms, I humbly ask you to find a way to remember and celebrate our loved ones who support us daily and salute the flag as well, even though they have not signed their names on the dotted line to do so.

To our families, **THANK YOU, THANK YOU, THANK YOU!**

LTC Thelma Piper, ES '21

## Save the Date

### Thirsty Thursday's Networking Event

**18 Nov: Crystal City Sports Pub**  
529 23rd St S, Arlington, VA 22202

Parking: Plenty

**9 Dec: American Legion, Post 24**  
400 Cameron St  
Alexandria VA 22313

Parking: Parking garage next door

**13 Jan: VFW, Post 3150**  
2116 19th Street N  
Arlington, VA 22201

Parking : Limited

**10 Feb:**

**17 Mar:**

**14 Apr:**

**19 May:**

**4 Jun:**



*Go Tigers!*

## The Association President



John Sperling  
The Association President

Your Association of the Industrial College of the Armed Forces and Eisenhower School Alumni supports a unique and one-of-a-kind organization. Originally established in 1924 as the Army Industrial College, this institution was the first school of its kind with study focused completely on issues of industrial mobilization for military purposes. In 1946, the school began its tradition as a joint institution changing its name to *The Industrial College of the Armed Forces* with Army and Navy personnel participating in departmental duties. The school transformed again in 2013 formally to be known as *The Dwight D Eisenhower School for National Security and Resource Strategy*.



To remedy the severe mobilization difficulties suffered by the U.S. during World War I, Bernard M. Baruch, *Chairman of the War Industries Board*, envisioned to engage *Private Sector* to his achievement – “to have a little school... to preserve experience, keep in touch with industry” and better focus on wartime procurement and mobilization procedures.

Our *Eisenhower School Private Sector Fellows Program* is a one-of-a-kind DoD program authorized by Congress that allows for a select number of private sector civilians to receive an education at the *Eisenhower School*. The school's mission is to create strategic leaders with a detailed understanding of the defense industrial base and its impact on national security. The goal is to promote public-private sector interaction and understanding to develop the relationships needed to guarantee the collective defense of our nation. Hence, *The Eisenhower School* depends on that *Private Sector* engagement for its success.

Dedicated to Lifelong Learning,  
John

“99% of failures come from people who make excuses.”  
- George Washington

## The Commandant

**Greetings Tigers!** – It gives me great pleasure to highlight (below) an upcoming engagement opportunity with the Eisenhower School and specifically with our Industry Studies faculty team. Hoping to attract current and new Gov and Private Sector industry partners as our team is developing plans for this spring's course and field studies.

VR,  
BG Joy Curriera



BG Joy L. Curriera  
Commandant

**Coming Early December 2021:** The NDU Foundation's Private Sector Accelerator Workshop in conjunction with the Eisenhower School's Industry Studies (IS) Program.

The NDU Foundation will host an interactive Private Sector Accelerator Workshop to build connections for the ES AY 2022 IS Program with experts and executives across industries and private sector ecosystems.

The Commandant, Brigadier General Joy Curriera, and Dean of Faculty, Dr. James Lapse, are partnering with the NDU Foundation on this first-of-its kind pilot to support Eisenhower School IS faculty, build NDU-industry relationships, and help facilitate interconnected private industry access for the IS Program.

**Featuring 8 Industry Study areas:** Aircraft; Biotech; C4ISR-JADC2; Finance, Maritime; Networking & Comm Tech; Robotics; and Transportation & Logistics.  
More details, including how ICAF/ES alumni and their organizations can get involved, will be forthcoming.

## The Dean of Students

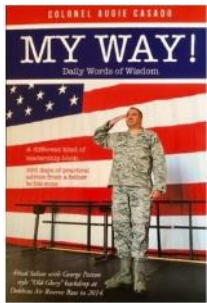


LtCol Douglas "Lucky" Luccio  
Dean of Students

[Douglas.g.luccio.mil@ndu.edu](mailto:Douglas.g.luccio.mil@ndu.edu)

**Tiger Alumni** – Greetings! As we hit the mid-point of the fall semester, students wrap up an abbreviated mobilization course which sets the stage for the Industry study program. Bridging the two is a research paper based on mobilization related questions. The students will work with their Primary Faculty Advisor (PFA) to develop an in-depth critique of national resource strategy, mobilization, and a lens that is agreed upon between the student and the faculty member. The mentorship between the teacher-scholar is one of the hallmarks of the Eisenhower experience. The Advisor and Advisee relationship extends beyond the paper to personal development, counseling, advise, and day to day welfare. Each faculty member has four to six student advisees. Let the research and writing begin! Onerous to some, natural to others, writing at a higher level is a key component of developing senior leaders for their next assignment.

## Alumni Highlights



**Congratulations, Col Augusto Casado** in your retirement. The Alumni Association wishes you well.

COL Casado is affectionately known as Augie, graduated from Eisenhower school in 2018 and is getting ready to retire from the Air Force Reserve on 6 November 2021. His last assignment was as the Deputy Director of Logistics, Engineering, and Force Protection,

22nd Air Force, Dobbins Air Reserve Base, Ga. He is responsible for oversight and guidance to aircraft and munition maintenance, aerial port, supply, logistic plans, civil engineering, and security force activities.

What started off as daily emails of advice to his two teenage sons became a book on leadership and life, with a few observations on the world thrown in. Colonel Augusto "Augie" Casado, Division Manager of the Strategic Planning and Financial Services Division, AFB-200 and author of *My Way! Daily Words of Wisdom*, described its near nonexistence: "At first, [the emails] kind of annoyed my wife a little bit. But when I asked the boys, they said, 'Yeah, keep sending them.' So I thought, 'I am onto something.'"

So 365 emails and a little publication magic later, *My*

*Way! Daily Words of Wisdom* now sits on his desk. The musings and advice are only a few sentences each, direct, transportable counsels on leadership and motivation, life lessons and fatherly snippets. At the time of publication, Col. Casado had 36 years of military and civilian leadership experience. But his role as a father is what led to the book. "The boys were really busy and I traveled quite a bit as well, so I was looking for a way to connect with them, to let them know I love them and was thinking about them. And I love to set goals for myself, and I thought, 'Well, this might be cool,'" said Casado. He wrote about family, his day, even becoming a movie critic at one point. "It was a hodgepodge of different topics, but they all seemed to migrate back to what I know: leadership and safety and motivating people. I drew from my knowledge and my experiences, the school of hard knocks, and I just had a little bit of fun with it," Col. Casado said.

(Courtesy of AVS Flyer, Edition 9 Issue 36: July 03,2019)

Augie's Book may be purchased in your ES IMart.



Col Casado and his friend, former Philippine Navy SEAL,



## Proclamation 3210— Thanksgiving Day, 1957

By the President of the United States of America

### A Proclamation

At the autumnal season of the year our hearts move us to follow the wise and reverent custom, inaugurated by our Pilgrim Fathers more than three centuries ago, of setting aside one special day for expressions of gratitude to a merciful Providence for the blessings bestowed upon us.

It behooves us to dwell upon the deep religious convictions of those who formed our Nation out of a wilderness, and to recall that our leaders throughout the succeeding generations have relied upon Almighty God for vision and strength of purpose.

As a Nation we have prospered; we are enjoying the fruit of our land and the product of our toil; we are making progress in our efforts to translate our national ideals into living realities; and we are at peace with the world, working toward that day when the benefits of freedom and justice shall be secured for all mankind.

For such blessings let us be devoutly thankful, and at the same time let us be sensitive and responsive to the obligations which such great mercies entail.

Now, Therefore, I, Dwight D. Eisenhower, President of the United States of America, having in mind the joint resolution of Congress approved December 26, 1941, which designates the fourth Thursday in November of each year as Thanksgiving Day, do hereby call upon our people to observe Thursday, November 28, 1957, as a day of national thanksgiving. On that day let all of us, in accordance with our hallowed custom, foregather in our respective places of worship or in our homes and offer up prayers of thanks for our manifold blessings. Let the happiness which stems from family reunions on Thanksgiving Day be tempered with compassion and inspired by an active concern for those less fortunate in our own country and in other lands; and let us ask God's continuing help and guidance in our conduct, both as individuals and as a Nation.

In Witness Whereof, I have hereunto set my hand and caused the Seal of the United States of America to be affixed.

DONE at the City of Washington this eighth day of November in the year of our Lord nineteen hundred and fifty-seven, and of the Independence of the United States of America the one hundred and eighty-second.

*Dwight D. Eisenhower*  
Dwight D. EISENHOWER,  
By the President:  
John Foster DULLES,  
Secretary of State



**Mr. Stephen D. Austin, Assistant Chief of Army Reserve, SES**, is a graduate of ICAF Class of '03, where he studied *Engineer Construction*. His industry traveled to New York City to visit the 9-11 site and then on to Japan, Korea, and Thailand. During Mr. Austin's time at ICAF, his fondest memories are of the relationships he developed. Upon graduating, he assumed a position as the Senior Army Analyst, Program Analysis & Evaluation (PA&E), Office of the Secretary of Defense, Pentagon, Washington DC. In 2007 Mr. Austin was selected for the Senior Executive Service (SES) where he served as the Director, Program Analysis and Evaluation, NOAA in D.C. Today he serves as the Assistant Chief of the Army Reserve (ACAR) at Ft Belvoir.

When asked, he expressed the best advice he received throughout his career: "Better to Listen to People." Mr. Austin explained that by listening, and not interrupting, we express humility and create relationships that are key to anything we do, noting that, "Humans are a social animal and need that interaction." He also explained how despite his hectic schedule, he tries to maintain a good work-life balance by: "Practicing what the Army has taught me; conduct After Action Reviews (AARs)--note the good and work on the needs to improve in your life. Secondly, ensure you practice patience and manage resources. Whether work or personal resources, protect or push back to maintain those boundaries."

Finally, the advice he offers future Brigade Commanders or a greater position is: "Communicate with your staff, personnel, and senior leaders. Stay Humble. Always look at the bigger picture. Don't get stuck on data. Take care of your troops (people). And, maintain "your" standards."

Interviewed by LTC Elaine Bower, ES '21

Note: this interview was edited for brevity and clarity.

**COL Jiru Jiroslav** is from a small village in the Czech Republic, Lisnice where he and his wife reside. After graduating from the National Defense University, Eisenhower School, June 2021, he was assigned the position of Director of the Logistics Agency in Stara Boleslav. Logistics Agency is the executive element responsible for almost all spectrum of logistics, acquisition, and technical services, most of material classes and services, of the Czech Army (CAF) units during peacetime and operation on the territory of the Czech Republic and abroad. CAFs include land, air, territorial, cyber and special forces. As far as NATO, the Logistics Agency is a national movement coordination center and provides host nation support to alliance forces on the territory of the Czech Republic. Working with Logistics Agency requires knowledge of the acquisition process, cooperation with the defense industry, and optimally allocated funds to support CAF units.



With a few months to go, I appreciate more and more the opportunity to study and acquire knowledge and a general overview of global and national security issues at the Eisenhower School for National Security and Resources Strategy. A program of studies focused on strategy, economy, industry studies, and munition industries emphasizing the complexity of munition acquisition provided personal support for optimal future performance at the Logistics Agency.

Last but not least, studying at the NDU has also been a vital prerequisite for inclusion in the NATO structure soon. I want to thank everyone from ES management to instructors, assistants, faculty advisers, ISMO staff, and seminar schoolmates for the challenging and enjoyable stay at NDU.



# Alumni Highlights



Ms. Vesna Istuk and Lt Nikola

**Tigers!!!** I don't like to call myself a former student, I prefer to use the term proud student of the Eisenhower school. Very few of my compatriots have the opportunity to be educated at a top school like ES so I consider myself not only proud but also happy. Although my background is political science, I learned many things from the domain of national security and resourcing, not from 2D, 3D..... but from a multiperspective presented and studied at ES.

In short, it was a challenging year for all of us and in every sense. Of course, now I should point out some of the best professors or subjects which is almost impossible and extremely difficult because I would need a lot of space. Yet I consider myself a privileged

student of the famous and unsurpassed Kegs, Curtis, and my PFA Peter Duffy who have left a profound impact on me PS. I'm copying them.

I see myself and the end of my career in military diplomacy because it is the only area I have not experienced yet. In short, it was a challenging year for all of us and in every sense. I can't finish without pointing out something I will always remember and that is that I was and hopefully remained a proud member of the Mighty Forth knight (MFK) seminar, group, gang, pack, and most importantly family in difficult moments. In the end, my family, NDU, MFK have great merits for my success. In order not to forget anyone, I greet all the friends I made and the students I met SEMPER FI.



*"For the vision to be taken seriously, the destination—or the goal—has to be attainable. It's your vision, so you need to determine the timing. With your destination in focus, you need to describe who you are, what you do, and how you are going to get there."* - GEN Ann E. Dunwoody, "A Higher Standard (2015)

## ICAF/ ES Alumni Association Interviews Lt Gen Michael T. Plehn

**Lt Gen Plehn (continued):** Hats off to our Chief Operations Officer and our Resource Management team who managed this financial crisis, and allowed us to wisely spend the remaining budgetary 40% in the last quarter of the fiscal year. At the same time, we began to develop our return to campus plan in late February and March. We put together a campus working group and presented the plan to leadership in late March I signed off on it in April. and We began limited pilot programs to learn from the remaining AY21. Those students and faculty influenced how we will move forward. We did an in person convocation on 2 August; in person classes the following week. We stuck to a disciplined adherence to Force Health Protection measures, masks, and physical distancing in the classrooms in the common areas. We conducted ventilation surveys in various buildings and added portable air cleaners. If people felt sick, we asked them to stay home and check-in with health and fitness. So far, we've been successful moving forward in AY22.

**HJ:** Staying with the topic of COVID, did you receive feedback, good or bad, about the benefits of teleworking versus the benefits of being in the classroom? Is there an element of being able to balance both, or is it desirable to do just one or the other? I think some of the country is leaning more to teleworking, how do you feel about that from an academic perspective?

**Lt Gen Plehn:** Actually, the overwhelming feedback I received from both students and faculty is 'we are so glad to be back in the classroom.' I've received feedback from the previous AY21, because I still run into a number of those students, and they feel like they've missed something being virtual, to include a virtual graduation. There's power in the virtual environment, particularly if a student or faculty comes in contact

with somebody who tests positive, feeling ill, or has some other short-term crisis. They can still participate in the class and not disrupt their education. But the truth of the matter is NDU is a residential experience, and there is great value in bringing our students together from across the services, the Coast Guard, the interagency, and especially with our international fellows. However, some of our staff support functions don't necessarily require face to face interactions, and we are considering whether or not that function could or should be performed in person or virtually.

**HJ:** As an AY21 student where we were primarily virtual, I feel like we kind of missed out on interactions, but it was good to see how the virtual environment worked. I did notice, and I'm curious going forward in the school year, do you feel like you'll get better participation from academic speakers with the opportunity to do it virtually versus in person?

**Lt Gen Plehn:** My short answer would be yes. I do think it opens the aperture for us to be able to attract and land more speakers for the president lecture series, as well as for the chancellor speaker series sponsored by each component school. Interestingly, for the president lecture series this year, most of them wanted to present in person. For those, just due to limitations on gathering sizes, we have some of the students and faculty physically present in the auditorium; the rest participate virtually. But, it does give flexibility to get additional speakers who otherwise would spend one to three full days in travel for a two-hour lecture and question and answer session.

(To be continued)

**Lt Col Hayley James, ES '21**

## What I Wish I knew One Year Ago... An Eisenhower Story

The spring semester you will spend a lot of time with industry. Even if you didn't get the IS you were hoping for, you will have a good deal of wonderful and thought provoking engagements. Ask them the tough and candid questions you have before had the opportunity to ask.

- Your Industrial study and economics classes are linked- you will learn macro economics as it applies to the industrial study you selected.
- Your IS will brief every other IS- it's a great chance to learn from others.
- There are a lot of commonalities across the ISs such as the need for HR, Talent Management, STEM opportunities. If that is something that interests you, set up some cross-IS working groups to address the issues on a broader scale. when you brief other classes you can either brief out those combined WG recommendations OR omit it from the brief ... it gets redundant.
- At the start of IS (by the end of January), pull out the syllabus for the IS group paper and assign it out to the class. Don't forget editor (s) and compiler for the slides. Not a bad idea to give those folks less writing.
- If you do that early then all research and writing you do for the semester contributes to the group paper and your individual. Much more efficient then getting to March and having two major papers to write that have no common themes.
- When preparing for industry engagements you can focus your readings on those paper related specific topics
- During engagements you can leverage the professionals' perspectives that you can work into the paper.
- If there are other engagements that interest you or the class, set them up... or have your faculty set it up. Being at ES gives you opportunities that you would not have if not for being a student.
- Update your LinkedIn and establish non-ndu.edu contacts. That includes faculty members.

And it goes fast... you will come back from holiday leave and many students will be securing their jobs after school and before you know it, you will have secured your diploma and it will be back to the grind!

**Ms. Heather Putman, ES '21**



## Thirsty Thursday

**Tigers!!** The weather could not have been better at the golf course. Friends, new and old, drinks, food, and a sunset to die for, what more could a Tiger ask for? Approximately 25 Tigers (ES '22, Alumni, and faculty) were present at the **Ft Belvoir Golf Course**. In attendance was The Association's President, John Sperling, our "Most Esteemed Tiger" Tony Romano from the Class of 2000, and some first timers to our "Gathering of the Minds." Swag was raffled off — coin presented to "most esteemed" and some shirts to a few lucky feline predators. Food and drinks were plentiful, delivering a fun filled evening for all. If you couldn't make it, we hope to see you next time.

18 Nov — Crystal City Sports Pub



## Cultural Awareness and Observance

**Native American Heritage Month (NAHM)** – Public Law 99-471 began the journey for the observation of National American Indian Heritage month, also referred to as American Indian and Alaska Native Heritage Month. However, it was not until Public Law 101-343 in 1990 the U.S. government declared the month of November the month observance, and in 2008 the title changed to also acknowledge the contributions of Alaskan Natives. This month of observance serves to recognize, commemorate, and celebrate the culture of Native Indian Americans and Alaskan Americans. It started with a single day of recognition in 1916 as the result of a Blackfeet Nation member, Red Fox James, obtaining the approval of 24 states to honor the American Indian for one day. It eventually expanded to a week, and today, we continue this celebration and gratitude for the efforts and contributions of Native Americans. Native and Alaskan Americans have a complicated history with the United States but have also served heroically with distinction and honor in every major conflict the United States has engaged since the War of 1812. During WWII, Native Americans were the highest demographic of voluntary enlistment and were crucial to the WWII victory as the only code, the Navajo Code, which the Japanese were unable to break. Additionally, since 9/11 Native Americans have had the highest percentage of Service Members compared to all other ethnic groups. In 2020, there were more than 14,000 American Indian / Alaska Native Service members on active duty and almost 8,000 civilians.

To our brothers and sisters in arms of Native Indian and Alaskan Natives Heritage, **THANK YOU** for choosing to serve!

[Note: For more information about DoD's observance of NAHM, please click here - [National American Indian Heritage Month | DoDEA](#). ]

**LTC Thelma Piper, ES '21**



## “Things that go Bump in the Night! - Part I” Lincoln Assassination Conspirator’s Restored Trail Courtroom

With Halloween in the rear-view mirror and moving into November, we return to the Lincoln Assassination Conspirators Trial Courtroom in Grant Hall (Building 20) this month and turn our attention to the alleged ghost of Mary Surratt! The history of Grant Hall has been saturated with both strange and unexplained “happenings” in Grant Hall (not just the courtroom), as well as numerous and “personal encounters” between occupants of Grant Hall and the ghost of Mary Surratt.

These occult happenings and eerie encounters began shortly after the execution of Mary by hanging and interment adjacent to Grant Hall and continue to the present day! Over the course of its history, Grant Hall has been variously occupied by officer’s (and their families) assigned to Washington Barracks in the late 1800’s, utilized as classrooms for the Army Engineer School between 1901 and 1918, quarters once again for officers and families assigned to the Army War College and later NDU, and offices for NDU’s Institute for National Security Studies (INSS). We could fill a small book with all the strange occurrences in Grant Hall, but we are regrettably limited in space. However, here are a few of the more intriguing experiences and encounters that have been associated with the “haunting” of Grant Hall and the restless ghost of Mary Surratt as she continues to try and prove her innocence.

Windows in Grant Hall have fogged up for no apparent reason; cheering has been heard by residents of the building, such as might have occurred when the four conspirators were hanged on that July day in 1865. Interestingly, more than one resident heard the cheering and when they met outside to investigate, the “cheering” stopped. They contacted the Military Police who know of no crowd events on the base. Nationals Park and Audi Field had yet been constructed. Water has dripped from the 2<sup>nd</sup> floor ceiling where no water pipes exist; supposedly the tears of a forlorn Mary Surratt.

Individuals living or working on the 1<sup>st</sup> and 2<sup>nd</sup> floors have repeatedly heard furniture scraping across the floor of the 3<sup>rd</sup> level, as if a court was convening or adjourning. More spooky, in the 80’s and early 90’s - - when the 3<sup>rd</sup> floor was used as a playroom and storage area for families residing in the building - - young children would come down from play and tell their parents that the “nice lady in black” came to play today!

One of the more “personal encounters” involved an officer whose wife was out of the apartment, and he was trying mightily to calm down a hysterical infant by holding him in his arms. All of sudden, the infant stopped crying and gazed over the father’s shoulder. At the same time, the father felt a hand on his shoulder and turned around expecting to see his wife. There was no one there!

More recently, a member of the NDU library staff went over to Grant Hall to open the courtroom up for a tour. As he inserted the key into the door, he distinctly heard footsteps walking away from the door. When he entered, the courtroom was empty! He looked in the two closets in the anterooms. Empty. All the windows were closed and locked. There are no other means of exit from the courtroom except the single door. Needless to say, he was little flustered.

On one occasion in 2017 when we held one of the quarterly “Open Houses” sponsored by JBM-HH, a retired officer who had lived in Grant Hall as a young lieutenant brought his wife and twenties-something daughter to visit. For the open houses, he have a historical re-enactor portray Mary Surratt. After the young girl cautiously entered the courtroom, she suddenly spied the Mary Surratt living historian across the room. The girl let out a terrifying scream and ran down the stairs and outside the building totally hysterical. After the father calmed her down, his clearly-shaken daughter refused to re-enter the building. Soon thereafter, the father came back to the courtroom and apologetically explained that his daughter had had encounters with Mary as a very young girl while they resided in Grant Hall and the sight of “Mary” was just too much to bear.

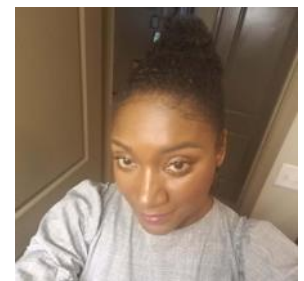
Well enough “ghost stories” for now. At some point in the future, we’ll talk about the ghosts that seem to have also taken up residence in the set of quarters along General Officers quarters on 2<sup>nd</sup> Avenue and the ghost of Major (Dr.) Walter Reed in Building 58. Boo!

**Dr. Paul “Mauler” Severance  
Historian and Supervisory Docent**

## Get to Know Your Faculty

Getting to Know Dr. Trela Anderson, Professional Writing Instructor

Dr. Trela Anderson is an experienced teacher and instructor who has used her passion to help and assist students formulate their thoughts for more than 25 years. Dr. Anderson has B.A. in English from the University of Tennessee, Knoxville; M.A. in English from the University of Georgia; Ph.D. in English from the University of Louisiana at Lafayette and has been employed with the National Defense University for almost four years. In her role she serves as the Writing Center liaison for Eisenhower School and CISA students coordinating with research librarians as academic support for students. Dr. Anderson makes herself available to provide “not only a listening ear for students to share their struggles with writing, but [to] provide strategies to help them overcome these struggles” as listening to students brainstorm their ideas and then seeing their writing strategies come to fruition are what she enjoys most in her position. To assist you with your academic writing she encourages students to use the “TSRA Model of Paragraph Development” which helps you as an academic writer balance the voices, the text or research and the writer. Additionally, she recommends students use different applications and resources available to assist with your writing techniques at all levels such as Grammarly, Zotero, and Premium. So, the next time you are stuck, frustrated or just cannot seem to develop a coherent sentence, Dr. Anderson encourages us to stay calm and write on; write with a voice of authority, and visit the writing center to get your dose of open conversation, confidence and assurance, and a sense of audience to get your next A-grade, or just complete the assignment. Either way, stay calm and write on!



**Dr. Trela Anderson**

Interviewed by Thelma Piper, ES '21

## Clawz Corner



**Fellow Tigers!** It feels so good to be back on campus and see students in the NDU hallway again! The academic year and fall sports season are off to a great start, and it's all due to the hard work of the faculty and students. Now, if I can only get the Dean of Students to move from auditing courses to enrolling in them...

Don't worry, I've put the Warrior and the Eagle in their places, but I am looking for a few strong, proud tigers to join me in the stands of our sporting events. After all, I communicate via limited sign language, so I am looking for your roar to inspire our athletes. Engaging in group activities is sure to boost student performance, reduce stress, and strengthen our Eisenhower community.

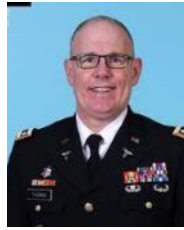
I could use a little help in boosting my Instagram following. Follow me at **ClawzTheTiger** and the 300<sup>th</sup> follower will win a prize. In the spirit of the Eisenhower family value of relationships; add #GoTigers, #VoteForIke to your social media posts. Looking forward to seeing you all around campus.

[ClawzTheTiger@gmail.com](mailto:ClawzTheTiger@gmail.com)



*Go Tigers!*

## Industry Studies — Biotechnology



COL Jeffrey L. Thomas  
Biotechnology Lead

The Biotechnology IS examines where biotechnological developments occur, who has access to innovations, the present and future competitive landscape, and how DoD's technological position depends on industry culture, investment sources, and protection across the National Security Innovation Base. New commercial technology resulting from advances in biotechnology will change society and, ultimately, the character of war, according to the NDS. Predicting and influencing the future course of DoD-relevant innovations in biotechnology prepares us for that future.

The IS focuses on the bioeconomy, and the health and human performance aspects of biotechnology to include wearable and biosensor technology. It also includes vaccine production, military and private sector interaction, foreign and domestic methods of funding biotechnology, and whether the US can remain the world leader in the sector.

### Biotechnology Industry Linkage to DOD Mission and U.S. National Security

The 2018 National Defense Strategy (NDS) outlined a clear approach to regaining and maintaining our once unquestioned technical advantage through investments in key modernization priorities including biotechnology.

Scientific advances in biotechnology and its underlying disciplines further goals related to disease prevention and mitigation, rapid emergency response and trauma management, and biomedical innovation. In addition, this industry plays a central role in ensuring the effective development of medical countermeasures to provide protection against chemical, biological, radiological and nuclear threats, whether naturally occurring or man-made.



CAPT Thomas Welsh  
Biotechnology Deputy

*"Avoid having your ego so close to your position that when your position falls, your ego goes with it." - GEN Colin Powell*

## "The Infamous ICAF Stealth Beer Wagon" Class of '91

Back in the "good ole days" when the ICAF used to send over 100 geri-athletes plus families to the annual Jim Thorpe Sports Days sponsored by the Army War College at Carlisle Barracks, we had to bring along our own fermented libations sufficient to cover the two and-a-half days of competition, reunion, and professional networking. Being the premier resource management college in the country, the crafty students at ICAF naturally went to great lengths that no one went thirsty at the competition and brought 11 kegs of barley pop to the event.

Since the competitions run simultaneously in many cases and are conducted on a number of separate venues, we quickly designed and developed a Tiger Beer Wagon consisting of a student's (who will remain unidentified for reasons you will learn shortly) Jeep Cherokee outfitted with a cooler and double tap and three kegs for tactical consumption, plus the infamous red solo cups and "munchies."

The Tiger Beer Tank would then be driven to various venues on and around Carlisle Barracks, and the troops were appropriately refreshed and succored during the heat of internecine competition. Needless to say, this tactical logistics innovation was very highly received! JITB – Just in time beer!

As events turned out, planning exceeded consumption, and the ICAF contingent returned to Fortress McNair with 6 untapped kegs that we kept under wraps in the men's locker room, then located where "The Cove" is today. Being that we were rapidly approaching graduation and the troops were less-challenged in academics as the year wound down, we would re-stock the Tiger Beer Wagon every day, park it outside the stairs to the men's locker room, and get an "early" start on consumption. The Beer Wagon was also a big hit at the annual Service PT Tests where runners were handed cups of beer instead of water while executing their 2 mile runs.

Unfortunately, at that time, the entire NDU staff, including the President (and half of the NDU library) were shoe-horned into Eisenhower Hall along with the entire

ICAF. Some of the seminar rooms (before the 1996-1998 renovations) were so small that the mice were hunch-backed. Also unfortunate, the NDU President's office overlooked the door to men's locker room, and the President was soon observed sticking his head out the window of his office with a scowl on his face, to be followed by the obligatory visit from ICAF Dean of Students within two minutes. We quickly learned that it was arguably not a good idea to offer the Dean of Students a brewskie!

Busted! Outed! It was clearly time for a change in the concept of the operation and strategic approach!

The strategic solution? Go to ground! Everyday, we would carefully select a new operational location for the "Stealth Beer Wagon" to set-up field operations, and we would post the location in the student mail room! Once the contents were loaded and iced down, a hand-picked, hardy band of special operators would cross the LD around 1000 hours and stealthily occupy a new and less-observable position in the AO. Thus the urgent mission to finish the six kegs of beer prior to graduation continued unabated and undiscovered! A week before graduation: Mission Completed! Where's my campaign ribbon?

Oh, by the way, the strategic planner who initially developed the Tiger Beer Wagon, transformed its mission profile as the Stealth Beer Wagon, and saw to its operation and maintenance rose to wear 3-stars and gained fame as a highly successful combat leader in Iraq! No wonder! With an ICAF or Eisenhower School diploma in one hand and a beer in the other, Tigers are invincible!

Dr. Paul "mauler" Severance  
Historian and Supervisory Docent

## Alumni vs Class of '22 Softball Game



### Sporting Events

**11 Oct @ 0830—Peloton Bike Ride,**  
See link: [#Eisenhower21](#)  
POC is Hayley,  
[Hayley.s.james.333@gmail.com](mailto:Hayley.s.james.333@gmail.com)

**Soccer:** All games are at 1150  
9 Nov ES vs NWC  
17 Nov ES vs CISA/CIC  
23 Nov TBD

**Racquetball:** Post Gym, 1000-1300  
8 Dec winner/game 1 vs ES



Lt Gen Michael Plehn (NDU President)

The Commandant, BG Curriera, threw out the first pitch of the game. Of course, no one was a match for her throw as it blazed across home plate. The NDU President, Lt Gen Plehn, threw the first pitch for the second game. We will forgive him for showing up in red—which we remedied very quickly. With Bengay in hand and an Epsom salt bath waiting, the Alumni won the 1st game 11 to 8; 2nd game the wheelchairs and walking sticks were a plenty with the Alumni losing to ES '22, 10 to 11. However, we did need a break between games and The Association came through providing brats, hot dogs, burgers, and drinks.

BG Joy Curriera  
Commandant

### Helpful Links

**Portrait of American Indian / Alaska Native Active Duty Service Members** - [https://diversity.defense.gov/Portals/51/Documents/Demographics\\_Info/AIAN%202020%20all\\_Final\\_ACC.pdf?ver=waMNWkIOj-AayBi-XFERG0g%3d%3d](https://diversity.defense.gov/Portals/51/Documents/Demographics_Info/AIAN%202020%20all_Final_ACC.pdf?ver=waMNWkIOj-AayBi-XFERG0g%3d%3d)

**Conversations on Why We Serve** - <https://www.si.edu/events/heritagemonth?trumbaEmbed=view%3Devent%26eventid%3D148154524>

**Native American Heritage Month** - <https://nativeamericanheritagemonth.gov/>

**Facts for Features: NAHM** - <https://www.census.gov/newsroom/facts-for-features/2020/aian-month.html>

**Military Family Appreciation Month** - [Military Family Appreciation Month: November | DoDEA](#)

**Military Family Appreciation Month Celebration Ideas** - [Veterans & Military Families Month 2021 | Military Benefits](#)

*“Wisdom consists not so much in knowing what to do in the ultimate as knowing what to do next.” - President Herbert Hoover*

### ES vs NWC 5K Race, Presidential Cup

Tigers, I regrettably must report that we lost to NWC. However, Clawz-owitz kept spirits high with his crazy silly antics.

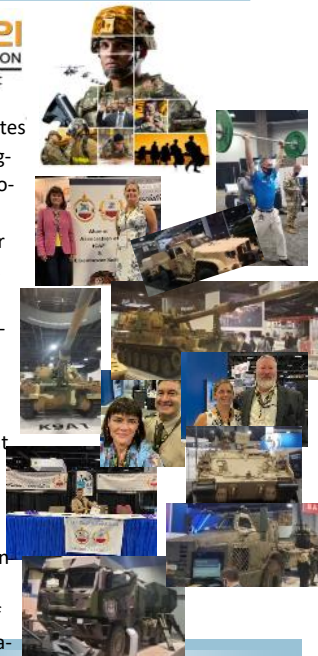


### AUSA 2021 ANNUAL MEETING & EXPOSITION

11-13 OCTOBER | WASHINGTON, DC

America's Army and its People.  
Transforming for the Future.

The Association of the United States Army's Annual Meeting is the largest land power exposition and professional development forum in North America. Taking place over three days, the annual meeting is designed to deliver the Army's message by highlighting the capabilities of organizations and presenting a wide range of industry products and services. AUSA accomplishes this task throughout the entire event by providing informative and relevant presentations on the State-of-the-Army, panel discussions and seminars on pertinent military and national security subjects, and a variety of valuable networking events available to all that attend.







# ES Class 2021 Yearbook Update

## ISO / For Sale

**Alyssa Marlow, ES '14**  
Room for Rent: Arlington Ridge,  
Arlington, VA,  
Contact: [alysamarlow@gmail.com](mailto:alysamarlow@gmail.com)

## Connect With Your Class

ES Class of 2021, are you looking for a way to connect with some of your classmates. Check out their WhatsApp page.



## A Note from Your Newsletter Team

*Your Newsletter Team wishes each of you and your family a very happy Thanksgiving.*

The Newsletter editorial Team invites you to drop us a line about noteworthy events: a recent promotion, transition, new opportunities or life events. Your feedback and suggestions are always welcomed to improve **YOUR** newsletter.

Sr Editor: Elaine Bower  
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Nichole Hayden  
Hayley James  
Thelma Piper  
Heather Putman



### Greetings, Tigers!

We experienced a slight delay in the printing of the class yearbook – Herff Jones is working with us to expedite the printing as quickly as possible but instead of the October shipping, we are now looking at mid-December. I sincerely apologize for the delay as I know many of you were looking forward to having it sooner.

Hardcopy books will be shipped via DHL. You will receive confirmation of book shipment via email – if you haven't received your book within 2 weeks after, in the email we will provide a HJ POC to work with to recover your book.

Digital books will be available via the Herff Jones Plus One App. All students who ordered a hardcopy or digital yearbook will receive an email with their unique access code and instructions on how to access the digital yearbook once I've confirmed the app/yearbook is operational.

Missing information, there are a few people who purchased a hard copy or digital access yearbook whose contact/ mailing information I do not have. So if anyone has a way to get in touch with the following students, please ask them to reach out to me directly so I can get their data updated and they get the yearbook they paid for.

Hard copy with no mailing address or email address: Syed Hameed and Saif Al Mesafri  
No email address for shipping notices and/or digital access:

- Natasia Pulford
- Gabriel Garcia Garza
- Benjamin Afeku
- Larry Dean
- Max Johnson
- Dayle Wright
- Kenneth Mathes

Again, my sincerest apologies on the delay and I appreciate your patience and understanding. Wishing you all the very best.

Warm Regards –  
**Lisa Kelly**  
*Class of 2021 Co-Chief of Staff*  
WhatsApp: 586-292-3694  
Email: [Elisabeth.i.kelly.civ@army.mil](mailto:Elisabeth.i.kelly.civ@army.mil)

### 8 Best Practices for Alumni Networking—broken down

1. Get reconnected.

How do you get connected and stay connected?

Become a member of The Association. You don't need to be a board member or committee chair, but supportive membership adds value to your organization.

Communication via email is important, a vital lifeline. For your Association to thrive, maintain an email address that does not change or expire. Many of us will retire soon leaving our military or organizational address obsolete; therefore, a civilian personal address allows you to stay up to date for many years to come.

Attend events, when possible. The most important aspect of The Association is networking. Thirsty Thursday is open to all, members and non-members; however, more events will follow. For example, a member only dinner with distinguished guest speakers or wine tasting events with guest speakers.

Join The Associations Facebook page to receive updates throughout the month.

### WANTED: PART-TIME SALES AND OPERATIONS ASSOCIATE

Are you looking for flexible work hours around 0900-1400, and the opportunity to do work from home? A secure working environment, and limitless opportunities based on your desires and skills?

#### Your ICAF Alumni Association is looking for YOU!

We have paid & volunteer positions available

*What will you love about being on our team?* We are a hard working team with high energy that supports the future military and government leaders, along with interfacing with senior DOD and USG leaders.

#### Duties:

- Conduct opening and closing operational routines
- Welcome Association Members and Guests assisting where necessary
- Answer the phones in a courteous and friendly manner
- Effectively communicate Sales and Promotions
- Communicate Membership Benefits and Levels
- Assist in receiving, processing, and replenishing merchandise, determining what new products would be successful in the store
- Maintain records of orders, sales, and membership information
- Establish a Welcoming Office Setting
- Provide Administrative support to the Alumni President and Program Manager

#### Skills:

- Customer Centric
- Proactive and a self starter
- Excellent Communicator and Listener
- Build and maintain Relationships with Association Members and Vendors
- Familiar with Square, Wordpress, Google Suite, Canva, and/or willingness to learn these and other membership programs

If this sounds like the job for you, please email [info@icaf-es-association.org](mailto:info@icaf-es-association.org)

*"In the councils of government, we must guard against the acquisition of unwarranted influence, whether sought or unsought, by the military industrial complex. The potential for the disastrous rise of misplaced power exists and will persist. "*

- Dwight D. Eisenhower