



corporate **DIRECTORY**



The History of the Naval Aviation Museum Foundation
and the National Museum of Naval Aviation

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The Naval Aviation Museum Foundation, Inc.

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NAME History

In America's 20th century history, few military organizations played a more crucial role than Naval Aviation. In war at sea, eclipsing the battleship as the decisive weapon, aircraft carriers projected their powerful air wings over vast expanses of ocean, striking with surprise at enemy fleets and land bases, then disappearing with equal swiftness. In times of peace, the carrier and her battle group provided American political leaders a flexible, diligent and potent way to respond to regional crises wherever and whenever American vital interests were threatened. "Where are the carriers?" has been the first question asked by American presidents at the start of every national security crisis since the end of World War II.

Naval Aviation has also been at the cutting edge of aerospace history: the first successful crossing of the Atlantic by an aircraft, exploration of high altitude flight, exploration of the Arctic and Antarctic and exploration of outer space. Coast Guard, Marine Corps and Navy pilots pioneered the use of one of the century's most dynamic inventions for peaceful and combat purposes: the helicopter.

The common denominator for those who participated in this exciting history was their training in a sleepy little southern city on the Gulf of Mexico: Pensacola, Florida. These young men and women all arrived in Pensacola with the same dream: earning the coveted wings of gold. It was here that the fledglings tested their mettle against the demands of flying aircraft. They learned the unique skills required to fly from ships at sea, find distant targets and return to their moving, rolling and pitching "airfield," often in bad weather and frequently at night.

It makes perfect sense that Pensacola has a world-class museum to commemorate its place in history.



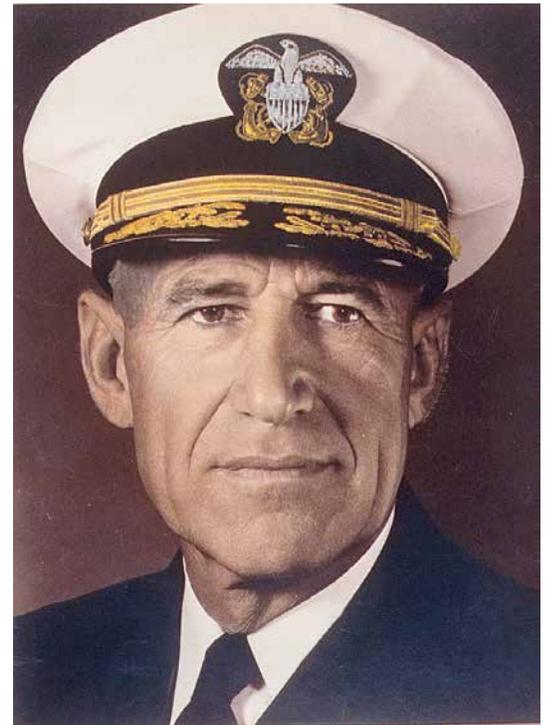
NAMF History

Located on 37 acres of wooded land adjacent to Forrest Sherman Field and historic Fort Barrancas at the Pensacola Naval Air Station, the National Museum of Naval Aviation attracts approximately one million visitors every year. It is currently the second-largest aviation museum in the United States, housing more than 140 aircraft, scores of scale models, hundreds of paintings and photographs in fascinating exhibits, and an impressive research library. Among other things, the 291,000-square-foot structure of steel and glass features a life-size replica of the flight deck and island superstructure of the World War II light carrier USS Cabot, with period aircraft on deck and suspended overhead. The 10,000-square-foot Blue Angel Atrium encloses a quartet of gleaming McDonnell Douglas A-4 Skyhawk jets once used by the renowned flight demonstration squadron, suspended beneath a skylight in their famous diamond formation. An awe-inspiring menagerie of aircraft, artifacts and memorabilia associated with Navy, Marine Corps and Coast Guard Aviation, the National Museum of Naval Aviation is truly a national treasure.

The Museum began with the vision of one man, many years ago. In 1955, Magruder H. Tuttle, a Navy captain and Chief of Staff to the Commander, Naval Air Basic Training Command at NAS Pensacola, discussed with CAPT Bernard M. "Smoke" Streen his concern that the training curriculum did not give the students any exposure to the history of Naval Aviation. As is still the case today, time and budgets were tight, and the essentials of flight training left little surplus.

The pair agreed that the best alternative to yet another class for flight students would be the creation of a small museum commemorating Naval Aviation achievements that would instill in young Naval Aviators a sense of pride in their elite service. They presented the idea to their boss, VADM Austin K. Doyle, then Chief of Naval Air Training, who additionally saw a public relations benefit to the idea. He forwarded the proposal to the Chief

of Naval Operations with his endorsement, but the response from Washington, DC, was lukewarm. The Deputy Chief of Naval Operations made clear that such an enterprise would have to come from the command's own operating funds and that no additional appropriations in funds or personnel could be used for that purpose. Moreover, active



The National Museum of Naval Aviation was the brainchild of RADM Magruder H. Tuttle, who believed that fledgling Naval Aviators should be thoroughly schooled in the history and traditions of their unique community.

duty personnel could not solicit donations to promote an official activity. CAPT Tuttle's idea seemed at an impasse. For the moment, there could be no aviation museum at NAS Pensacola.

Tuttle returned to Pensacola in 1961 as a rear admiral and Chief of Naval Basic Air Training. He promptly renewed his proposal for a Naval Aviation museum. Along with the new administration of John F. Kennedy in Washington, came a young, energetic secretary of the Navy, Paul B. Fay, a close friend and advisor to the president. Tuttle approached

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The National Museum of Naval Aviation began humbly in an 8,500-square-foot building with only a handful of aircraft and models. Originally known as the Naval Aviation Museum, its doors were opened to the public in 1963. It didn't take long for the collection of aircraft and memorabilia to outgrow this modest site.

Fay with his idea and received an enthusiastic response. Armed with Fay's approval, Tuttle finally received a go-ahead for fundraising by the active duty personnel in the Pensacola area. Secretary Fay followed with an announcement on 14 December 1962 establishing the Naval Aviation Museum and charging it with the selection, collection, preservation and display of appropriate memorabilia representative of the development, growth and heritage of Naval Aviation.

On 8 June 1963, the Naval Aviation Museum opened. Housed in a renovated wood-frame building constructed during World War II, it was a modest start. With a mere 8,500 square feet available for display, Museum Director CAPT James McCurtain displayed eight aircraft that were rotated periodically with others in storage at the Naval Air Station.

The growing collection at Pensacola quickly overwhelmed the capacity of the Museum to display the aircraft, let alone restore them, and storage space became difficult to find. An executive committee was established by the Chief of Naval Operations in March 1964, and at their first meeting, in January 1965, they agreed that the Museum needed to expand to meet the growing demands

placed upon it. New construction appeared to be the only practical solution, but again the main obstacle was funding.

The answer proved to be a private fundraising corporation. The Naval Aviation Museum Association was established on 5 December 1966 and received tax exempt status under Section 501(c)(3) of the Internal Revenue Code. Led by retired ADM Arthur W. Radford, a former Chairman of the Joint Chiefs of Staff, the Association could raise funds in support of the Museum unfettered by restrictions on official Navy activities. The Association contracted with a New York architect, Paul K.Y. Chen, to begin preliminary design on a new Museum building in 1967. In June 1970, CAPT Grover Walker replaced James McCurtain as director of the Museum, and Radford and Walker reviewed the proposed design for the new facility. Although it appeared modern and stylish, Radford pointed out that it would not lend itself to expansion as the years went on. He wanted Walker and Chen to get together and come up with a design which could be built in increments to expand with a continually growing collection. The result was a five-phase design, using pre-engineered steel, which could be built in modules

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as needed. The Naval Aviation Museum Association accepted the design and set about raising funds nationwide to begin construction of Phase I, which would cost \$4 million.

Phase I was dedicated and delivered to the Navy on 13 April 1975, debt-free and paid for in full. A column-free structure enclosing 68,000 square feet, the new building was a far cry from the old. Still, only a fraction of the total aircraft collection could be housed inside, with the others stored in hangars along the air station's seawall or outside behind the Museum, exposed to the corrosive effects of the Gulf's salt air, rain and sun.

Nothing builds success like success, and the new Museum, coupled with the inspiring vision for its future, brought in ever-increasing financial support from private individuals and industry. The mission of the Association was expanding, and the organi-

zation's name was changed to the Naval Aviation Museum Foundation, Inc. With the new name came a bold, new mission statement: "To foster and perpetuate the Naval Aviation Museum as a medium of informing and educating the public on the important role of United States Naval Aviation and to inspire students undergoing naval flight training to complete the program and become career officers; to inspire young people to develop an interest in Naval Aviation; to serve as a philanthropic corporation in assisting the development and expansion of the facilities of the Naval Aviation Museum; to receive, hold and administer gifts received ... in the best interests of the Naval Aviation Museum; and to do any other business, act or thing incidental to and necessary for the accomplishment of the purpose of the Naval Aviation Museum Foundation"

Under the leadership of former Chief of Naval



Phase I of the new building was dedicated in April 1975 on a new 37-acre site aboard NAS Pensacola. The modular design allowed for future expansion, and in fact, fundraising for Phase II began right away.

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Operations and Joint Chiefs Chairman ADM Thomas Moorer, the Foundation turned its attention to further additions to the Museum's infrastructure. Phase II, completed in 1980, added appendages to the north, east and west sides of the octagonal floor layout and brought the Museum's total area to 110,000 square feet, at a cost of \$1 million.

In May of that year, the Museum Foundation launched its magazine, *Foundation*. The biannual journal of Naval Aviation history has grown exponentially in popularity ever since. The scope of the publication has been gradually refined over the years, and it has become widely known in the historical community as an excellent source of first-hand accounts from the men and women who made Naval Aviation history. *Foundation* signified the growing identity of the Naval Aviation Museum Foundation as more than just a fund-raising organization – it was now reaching out beyond the walls of the Museum and touching lives around the world, military and civilian alike.

Through the efforts of the Foundation's leaders during the late 1980s – ADM M.F. "Mickey" Weisner and RADM George M. "Skip" Furlong – along with the Museum's new director after 1987, CAPT Robert Rasmussen, Phase III was successfully completed in 1990. This phase added a second octagonal module to the original of Phases I and II. The modules were joined at their apex by the square, 75-foot-high Blue Angel Atrium. This addition brought the total space of the Museum to 250,000 square feet, at a cost of \$10.5 million.

The additional exhibit and work spaces allowed for a more robust approach to acquiring aircraft, and in the late 1980s the Museum became active in the search for and recovery of naval aircraft wherever



Phase III of Museum construction was completed in 1990. The top photo is an aerial view of the Museum during this period. The new west wing featured a replica of the island and flight deck of the World-War-II training carrier USS Cabot, shown under construction in the center photo. The Blue Angel Atrium was also added in Phase III. Shown above, this steel and glass structure is the site of hundreds of banquets, concerts, retirements and change-of-command ceremonies each year.

NAMF History



The current National Museum of Naval Aviation consists of 291,000 square feet of offices and exhibit space, housing hundreds of aircraft, models and other items of Naval Aviation memorabilia. Also housed inside the Museum are the IMAX Naval Aviation Memorial Theater and the famous Cubi Bar Café (below), which was created from the plaques and interior of the Cubi Point Officers Club, which once served food and drink at the Subic Bay naval base in the Philippines.

they could be found. Several rare aircraft were recovered from the Great Lakes and the Pacific Ocean, including the only surviving Vought SB2U Vindicator, now fully restored and on display. Among the other noteworthy aircraft recovered from the depths is a rare SBD-2 Dauntless that participated in the Battle of Midway.

With the creation of a deputy director post in the Museum in 1990, the full-time curatorial staff set about a shift in their philosophy of exhibit design, incorporating greater emphasis on personal memorabilia, uniforms, equipment and weapons into the displays of naval aircraft and powerplants. Out of this new approach came such exhibits as "Home Front USA," "Pacific Air Base" and "The Hangar Bay." These three exhibits give visitors an opportunity to walk through a small-town Main Street circa 1943, a US Marine Corps expeditionary airfield during the Guadalcanal campaign and the hangar bay and below-deck spaces of a World War II jeep carrier, respectively.

In 1989, the National Museum of Naval Aviation Volunteer Organization was formed and has steadily grown in size and involvement. Volunteers began conducting guided tours of the Museum in 1990, to overwhelming positive response, and they are now



considered an indispensable part of the Museum's public appeal and educational mission. Many of the volunteers are retired or active duty personnel who bring their invaluable experience and time to the Museum. Their stories and insights bring life to the static displays.

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Today's Museum offers more than just airplanes and helicopters. Homefront USA recreates a small-town Main Street during World War II. Visitors can browse through a general store, visit a typical family home and stop in at the barber shop.



In November 1992, the Emil Buehler Naval Aviation Library opened its doors inside the Museum. Staffed by professional librarians and volunteers, this new facility made accessible thousands of documents and records which for years had accumulated in storage, uninventoried and in disarray. Over time, the library's collection has grown to include more than 7,000 volumes, ranging from personal memoirs and aircraft carrier cruisebooks to historical works. The library's photograph collection includes more than 350,000 images of aircraft, ships, people and historical events. All of this, combined with an extensive collection of letters, manuscripts, technical manuals and diaries, makes the Emil Buehler Naval Aviation Library one of the most complete sources of Naval Aviation information in the country.

Under the leadership of VADM Jack Fetterman, USN (Ret.), Phase IIIA, a four-part program costing \$13.5 million, began in 1994. This expansion included a new entrance hall, the enormous bronze and marble monument "The Spirit of Naval Aviation" and the 534-seat IMAX® Naval Aviation Memorial Theater. Phase IIIA also brought about the premiere of *The Magic of Flight*, an IMAX® film created specially for the Museum featuring the Navy's Blue Angels. Phase IIIA brought the total area of the Museum to 291,000 square feet. In 2010, Hangar Bay One, the newest expansion of the Museum was completed,

adding another 55,000 square feet of exhibit space. The National Flight Academy's *Ambition*, providing the world's finest science, technology, engineering and math (STEM) learning experience to 7th through 12th graders, - was completed in 2011 and opened its doors to the first inaugural class in 2012. Achievement in the fields of literature and academia have become hallmarks of the Museum and the Foundation. Since 1987, the Foundation has hosted an annual symposium in Pensacola to promote awareness of Naval Aviation history and to foster discussion of Naval Aviation within the contexts of history and current events. The symposium attracts several thousand visitors each spring and has featured such notable people as astronauts Eugene Cernan, Jim Lovell and Neil Armstrong, Medal of Honor awardees James Stockdale and Joe Foss, and former President George H.W. Bush. In addition to the panel discussions and social events, the symposium also includes the presentation of two awards sponsored by the Foundation: The R.G. Smith Award for Excellence in Naval Aviation Art and the Arthur W. Radford Award for Excellence in Naval Aviation History and Literature. Additionally, every two years a select group of individuals is enshrined into the Hall of Honor, which recognizes extraordinary achievement in Naval Aviation. This pantheon of heroes includes such greats as Patrick

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In the Pacific Air Base exhibit (top), visitors can get a taste of life as a Marine Corps Aviator during the campaign in the Pacific. From pin-ups and souvenirs of battle on the makeshift desks to booze and checkers at the watering hole, every detail is authentic.



Bellinger, Eugene Ely, "Pappy" Boyington, "Butch" O'Hare and John Glenn.

Another major educational initiative undertaken by the Museum and Museum Foundation was the creation of the Flight Adventure Deck. Combining interactive displays with a regular staff of public school teachers, the Flight Adventure Deck works hand-in-hand with schools to teach students about gravity, lift, propulsion and a host of other basic principles involved in the science of flight, all in a fun, hands-on atmosphere. While this program has been enormously successful on its own, it has also served as a springboard from which to launch the Foundation's next, even more ambitious educational initiative: The National Flight Academy. The Academy will be constructed in the next phase of Museum expansion, and it will provide students with a more intense and exciting educational experience in a summer-camp-like setting.

What started as one man's vision to educate young aviators and endow them with a deeper appreciation of their heritage has evolved over the years into a steadily growing and expanding institution of national significance and of major economic importance to Pensacola. The Museum is now considered the leading tourist attraction between Orlando and New Orleans and one of the top 10 attractions in Florida, making Pensacola an ever more popular destination for out-of-town visitors. Through dynamic exhibits, educational initiatives, publications and research, the Museum has far surpassed the concept that fostered it.

The National Museum of Naval Aviation and the Naval Aviation Museum Foundation share a long and proud history. It is a history of challenges overcome by hard work and determination. Through it all, one vision has endured: that the proud history and traditions of Naval Aviation can be preserved for each new generation, and that the honorable men and women who have served our country can continue to offer their strength, zeal and experience to the community.



The old and the new come together in the Blue Angel Atrium, where a formation of Blue Angel A-4 Skyhawks hangs over a Blue Angel F/A-18 Hornet. The National Museum of Naval Aviation is home to aircraft from every era of Naval Aviation, from the first test planes to current fleet aircraft.

Director, National Naval Aviation Museum



CAPT Sterling G. Gilliam Jr. is a native of Henderson, North Carolina and a graduate of East Carolina University. He was commissioned in 1983, after completing Aviation Officer Candidate School at NAS Pensacola, FL. He was designated a Naval Aviator in 1985, and received orders to NAS Whidbey Island, WA to fly the EA-6B Prowler.

His fleet assignments include VAQ-138 deploying aboard USS Nimitz (CVN-68), the CVW-9 Staff as the Air Wing Landing Signal Officer (LSO) and VAQ-139 as a Squadron Department Head deploying aboard USS Carl Vinson (CVN-70). CAPT Gilliam has commanded VAQ-141, VAQ-129, Carrier Air Wing Nine and The George

Washington NROTC Unit in Washington, DC.

CAPT Gilliam's other flying assignments include VAQ-129 where he served as an Instructor Pilot and Landing Signal Officer, Commander, Naval Air Forces where he served as the Force LSO. His shore assignments include the Joint Staff where he served in the Special Operations Division and later as Executive Assistant to Deputy Director for Current Operations (J-33). He also served as Chief of Naval Operations EA-6B and EA-18G Requirements Officer where he was the resource sponsor for all EA-6B readiness, sustainment, and follow-on platform programs.

CAPT Gilliam is a graduate of National War College and has also served as the as the Executive Assistant to the Director for Warfare Integration (N8F) on the Navy Staff. Retiring in 2013, CAPT Gilliam spent three years in the private sector before becoming the fourth Director of the National Naval Aviation Museum.

CAPT Gilliam has more than 4,600 flight hours and more than 1,300 arrested carrier landings. He is a Life Member of the Tailhook Association where he also served as a member of the Board of Directors and as President.

Past and Present Leaders

of the Naval Aviation Museum Foundation
and the National Naval Aviation Museum

Chairman of the Board, NAMF

VADM David H. Buss, USN (Ret.) – November 2020

VADM James M. Zortman, USN (Ret.) November 2017– November 2020

ADM Mark P. Fitzgerald, USN (Ret.) November 2014–November 2017

Mr. Patrick J. Finneran Jr. November 2011–2014

VADM Michael L. Bowman, USN (Ret.) November 2008–November 2011

Honorable H. Lawrence Garrett III November 2005–2008

ADM Leighton W. Smith Jr., USN (Ret.) November 2002–November 2005

ADM Leon A. Edney, USN (Ret.) November 1999–November 2002

ADM Huntington Hardisty, USN November 1993–November 1999

ADM Thomas H. Moorer, USN . April 1975–November 1993

VADM Robert B. Pirie, USN August 1973–April 1975

ADM Arthur W. Radford, USN December 1966–August 1973

President and CEO, NAMF

ADM Kyle C. Cozad, USN (Ret.) September 2020

LtGen Duane D. Thiessen, USMC (Ret.) June 2013–September 2020

VADM Gerald L. Hoewing, USN (Ret.) June 2006–May 2013

VADM John H. Fetterman, USN November 1993–March 2006

ADM Maurice F. Weisner, USN . January 1980–November 1993

Mr. William R. Murray December 1977–January 1980

Mr. F. Paul Thayer October 1975–December 1977

Mr. Thomas W. Moore September 1966–October 1975

Executive Vice President, NAMF

RADM M. Furlong Jr, USN (Ret.) January 1986–January 1997

RADM H. McLaughlin Jr., USN (Ret.) July 1984–July 1985

VADM Malcolm W. Cagle, USN (Ret.) September 1973–July 1984

Museum Director

CPT Sterling Gilliam, USN (Ret.) January 2016–

CPT Robert L. Rasmussen, USN (Ret.) September 1987–September 2014

CPT Grover C. Walker Jr., USN June 1970–June 1987

CPT James H. McCurtain, USN June 1963–June 1970

VADM David H. Buss, USN (Ret.) *Chairman of the Board—Board of Directors*

Vice Admiral Buss is president of Cubic Global Defense (CGD) and senior vice president of Cubic Corporation, a global leader in the defense and transportation industries. He oversees and manages the overall CGD business, which spans across more than 35 nations. In this role, Buss is responsible for executing the strategy for Cubic's defense business, which is focused on identifying and rapidly integrating innovative technologies into defense training systems and services to provide customers with cutting-edge means to ensure the operational readiness of US military and partner nation security forces. Buss joined Cubic Global Defense as senior vice president and deputy president in 2015 following more than 36 years of service in the US Navy. He retired from in the rank of Vice Admiral, after serving for more than two years as Commander, Naval Air Forces (Navy's "Air Boss"). During his time as the Air Boss, Buss was responsible for all policies, requirements, training and operational readiness for Naval Aviation. Prior to his role as Air Boss, Buss served as the Deputy Commander of US Fleet Forces Command in Norfolk, Virginia, and Commander, Task Force 20, where he was responsible for training and certifying all east coast Navy ships and squadrons as deployment-ready. Other command assignments include the USS *Enterprise* Carrier Strike Group, the nuclear-powered aircraft carrier USS *John C. Stennis* (CVN-74), the fast combat support ship USS *Sacramento* (AOE-1) and Attack Squadron Thirty-Four. Buss ran the Naval Warfare Integration Group, a Pentagon-based strategic think tank and also served for 14 months in Baghdad, Iraq, as Director of Strategy/Plans/Assessments for Multi-National Force – Iraq in 2008–09. Buss graduated with distinction from the United States Naval Academy in 1978. His executive education includes Wharton Business School. In addition to his role at Cubic Corporation he serves as an independent director on the board of West Pak Corp. He is active in military outreach and philanthropic efforts in the San Diego community.



VADM Robin Braun, USN (Ret.)

Vice Chairman of the Board

Vice Admiral Robin Braun served 37 years in the U. S. Navy, retiring in 2016. In her final assignment, she served as the 13th Chief of Navy Reserve, leading a force of more than 60,000 men and women in support of the Navy, Marine Corps, and Joint Force. The daughter of a career Naval Aviator, VADM Braun was born in Pensacola, FL during her father's tour as a Navy Flight Instructor. Commissioned through Aviation Officer Candidate School, she was designated a Naval Aviator in 1981 and flew over 5,800 flight hours in Naval aircraft during her career. Following tours in VQ (TACAMO), VT, and VR squadrons, she served as Commanding Officer of VR-48 at NAF Washington, DC. Additionally, she served with Carrier Strike Group TEN, as an Aviation Detailer, and on the Chief of Naval Operations staff and Joint Staff at the Pentagon. Her flag assignments include Deputy Commander Navy Recruiting Command and Deputy Director of Operations at U. S. European Command, Stuttgart, Germany. A graduate of Northern Arizona University, she received an Honorary Doctorate degree in 2012 and was awarded their Distinguished Citizen of the Year Award. An A-300 pilot for FEDEX, she also serves on the Board of Directors for Identiv, Inc, a global leader in physical security and secure identification solutions.



RADM Kyle Cozad, USN (Ret.)

President and CEO

Rear Adm. Kyle Cozad, a native of Las Vegas, graduated from the U.S. Naval Academy in 1985 with a Bachelor of Science in Oceanography and Physics. He earned a Master of Science in National Resource Management, graduating with distinction, from the National Defense University's Eisenhower School, formerly the Industrial College of the Armed Forces. He also attended the Navy Corporate Business Course at the University of Virginia's Darden School of Business. Cozad's operational Maritime Patrol and Reconnaissance Aircraft (MPRA) tours span all four MPR sites, including Patrol Squadron (VP) 23, Brunswick, Maine; VP-9, Barbers Point and Kaneohe Bay, Hawaii; command of VP-40, Whidbey Island, Washington; and command of Patrol and Reconnaissance Wing 11, Jacksonville, Florida. Cozad has served extensively as an instructor pilot in multiple operational tours and completed two tours with VP-30, the P-3 Fleet Replacement Squadron and one with the Canadian Air Force's 404 Squadron in Greenwood, Nova Scotia, as a CP-140 exchange instructor pilot. His shore tours include Navy Personnel Command as aviation commander and captain detailer; commanding officer, staff-enlisted personnel; and executive assistant to the commander. He served as the 22nd senior director of the White House Situation Room and as a chief of naval operations (CNO) fellow on the CNO's Strategic Studies Group (XXXII). As a flag officer, Cozad has previously been assigned as vice deputy director, Regional, Force Management and Future Operations (J-35), The Joint Staff in Norfolk, Virginia; commander, Joint Task Force Guantanamo; and commander, Patrol and Reconnaissance Group and Patrol and Reconnaissance Group Pacific in Norfolk. Cozad became the 19th commander of the Naval Education and Training Command July 20, 2017. His personal awards include the Defense Superior Service Medal (two awards), Legion of Merit (two awards), Meritorious Service Medal (two awards), Navy and Marine Corps Commendation Medal (three awards), and Navy and Marine Corps Achievement Medal (three awards). He



received the Admiral William F. Bringle Award for inspirational leadership during his tour as a flight deck officer and catapult and arresting gear officer aboard USS Kitty Hawk (CV 63).

Mr. Daniel P. Gillian *Board of Directors*

Mr. Gillian is Vice President of F/A-18 & EA-18 Programs for Strike, Surveillance and Mobility. He is responsible for customer satisfaction and the quality, cost and schedule performance of every facet of the F/A-18 family of strike fighters and electronic attack aircraft. He leads all activities associated with program development, production and support for the F/A-18 and EA-18 aircraft systems. Prior to this role, Mr. Gillian was the Director of International Supplier Management for Defense, Space and Security (BDS), where he managed the BDS international supply chain to support strategic growth and affordability objectives. Previously, he was the P-8 Poseidon program manager for production programs. He led the acquisition, strategic planning and execution of the P-8A production program for the US Navy and Australia. Before that, he served as the Director of Enterprise Sourcing for Boeing in India. During that assignment, he was responsible for developing suppliers in India, aligning Boeing defense systems and Boeing Commercial Airplanes tactics with Boeing's strategy in India and managing the day-to-day execution of the company's work at various India suppliers. From 2006 to 2007, he was the Advanced Mission Computing production integrated product team leader, leading a team tasked with developing and producing various avionics components for the F/A-18, the T-45 Goshawk and AV-8B Harrier II programs. Mr. Gillian began his Boeing career in 2000, as a manufacturing and systems engineer in the company's Training Systems and Services organization before moving on to the F/A-18 program as a supplier program manager in 2004. He holds a M.S. degree in business administration from Washington University and a B.S. degree in aerospace engineering from the University of Notre Dame.



LTGEN Kenneth Glueck, USMC (Ret)

Board of Directors

Lieutenant General Kenneth J. Glueck entered the Marine Corps in October of 1974 and was designated a Naval Aviator in May 1976. As a Naval Aviator, he flew both helicopters and fixed wing aircraft; the AH-1, UH-1, CH-46, CH-53, VH-3, MV-22, T-34, F-18, AV-8 and EA-6 aircraft. While serving at Marine Helicopter One (HMX-1) in Quantico, Virginia, he was designated a Presidential Command Pilot.

Lieutenant General Glueck's command experiences include: Marine Medium Squadron 365, the 26th Marine Expeditionary Unit, 3d Marine Expeditionary Brigade, 2d Marine Aircraft Wing, Joint Task Forces 535 and 505, III Marine Expeditionary Force and the Marine Corps Combat Development Center.

Lieutenant General Glueck's general officer staff assignments include: Director Expeditionary Force Development at the Marine Corps Combat Development Center, Chief of Staff US Southern Command, Chief of Staff Multi-National Forces Iraq, Director of Logistics and Operations US Africa Command and Deputy Commandant for Combat Development.

Lieutenant General Glueck is a graduate of Marine Corps Amphibious Warfare School, Marine Corps Command and Staff College and NATO Defense College, Rome, Italy. He holds a Bachelor of Science degree from MacMurray College, Jacksonville, Illinois and a Master of Science degree in Business Management from Troy State University, Alabama.

Lieutenant General Glueck retired from the Marine Corps in October of 2015; he currently resides in Charlotte, NC with his wife Elizabeth. Lieutenant General Glueck currently serves on the North Carolina Military Foundation, Purple Heart Homes and JINSA advisory boards.



NAMF Board of Directors

RADM John (Jake) Korn, USCG (Ret.)
Board of Directors

ADM Bill Moran, USN (Ret)

Board of Directors

ADM Bill Moran is a native of New York and a 1981 graduate of the U.S. Naval Academy with a bachelor of science degree. He also is a 2006 graduate of the National War College with a master's degree.

As a flag officer, he has served as commander, Patrol and Reconnaissance Group; director, Air Warfare (N98) on the staff of the Chief of Naval Operations; 57th chief of naval personnel, and Navy's 39th vice chief of naval operations. His operational tours spanned both coasts, commanding Patrol Squadron (VP) 46 and Patrol and Reconnaissance Wing 2. He served as an instructor pilot in two tours with VP-30 and as a staff member for Commander, Carrier Group 6 aboard USS Forrester (CVA 59).

Ashore, he served as executive assistant to the Chief of Naval Operations; executive assistant to Commander, U.S.

Pacific Command; deputy director, Navy staff; and assistant Washington placement officer and assistant flag officer detailee in the Bureau of Naval Personnel.

He is entitled to wear the Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (five awards) and other various personal, unit and service awards.



Mr. Stephen F. O'Bryan
Board of Directors

Mr. O'Bryan had a 14-year career at Lockheed Martin, where he held several roles of increasing responsibility. He most recently served as the company's Vice President, Rotary and Mission Systems Strategy and Business Development. In this capacity, he was responsible for overseeing all strategy and business development for this \$15 billion business, including the integration of the Sikorsky Aircraft acquisition. Earlier in his career, Mr. O'Bryan held a variety of roles in the F-35 Joint Strike Fighter Program, including five years as Vice President of Program Integration and Business Development. Prior to his tenure at Lockheed Martin, he served for more than 20 years in the U.S. Navy as a fighter pilot and Top Gun graduate with over 3,000 F/A-18 flight hours.

Mr. O'Bryan is a graduate of Colgate University and the Naval War College and received his MBA with High Honors from the Cox School of Business at Southern Methodist University. He serves on the boards of directors of the Association of Naval Aviation and Naval Aviation Museum Foundation.



CDR Sarah C. Rhoads, USN (Ret)

Board of Directors

Commander Rhoads is Vice President, Amazon Global Air, and is responsible for the vision and leadership of a talented, high-performing team of professionals dedicated to delivering excellence across Amazon's expanding air-haul network that includes Boeing 737 and Boeing 767 aircraft operating out of 36 airports globally. Sarah joined Amazon in May 2011 as an Operations Manager in Lexington, Kentucky. In early 2012, Sarah was promoted to Senior Operations Manager leading teams in Lexington and Columbia, South Carolina before relocating in 2013 to Fort Worth, Texas, to lead the launch of the outbound operation in the largest, robotics-ready facility in Amazon's worldwide network. In June 2014, Sarah transferred to the United Kingdom to become the General Manager of one of the largest operations in the U.K. located in Wales. In January 2016, Sarah relocated to London and assumed the role of Regional Director of Operations, responsible for leading thousands of Amazon employees and fulfillment center operations throughout northwest England and Wales. In April 2017, Sarah returned to the United States and accepted a position that combined her passions for aviation and Amazon operations as the Director of Aviation Operations with Amazon Air based in Seattle. She assumed the role of Director of Amazon Air in September 2017. In December 2018, Sarah was named the "Air Cargo Executive of the Year" by Air Cargo World, an international air cargo publication. In April 2019, Sarah assumed world-wide responsibility of Amazon's air network as the Director, Amazon Global Air, and was promoted to Vice President in September 2019. Prior to joining Amazon, Sarah served in the U.S. Navy as an F/A-18 E/F fighter pilot, holding qualifications as a designated combat section lead, division lead, functional check flight pilot, and instructor pilot, accumulating over 250 day and night carrier arrested landings on four different aircraft carriers, and executing 37 combat missions in support of Operation Iraqi Freedom. She recently retired from the U.S. Navy after 20 years of combined active and reserve service. Sarah's education includes a Bachelor of Science degree with Merit in Mechanical Engineering from the United States



Naval Academy and a Master of Arts degree in National Security and Strategic Studies from the United States Naval War College. Sarah, originally from Butte, Montana, is an avid downhill skier, world traveler, outdoor enthusiast, and enjoys running 5K/10K races for charity. She is a Tokyo marathon finisher and a single-engine, multi-engine, and instrument-rated pilot.

Mr. Jay Ryan *Board of Directors*

Mr. Ryan currently serves as Vice President of Finance for the South Florida operations of Enterprise Holdings, the most comprehensive service provider and only investment-grade company in the U.S. car rental industry. In this role, he oversees business management for the company's extensive South Florida operations and is responsible for legislative affairs and compliance in the state of Florida. Enterprise Holdings operates Alamo Rent A Car and National Car Rental as well as its flagship Enterprise Rent-A-Car brand. The company and its affiliate, Enterprise Fleet Management, together offer a total transportation solution. Combined, these businesses – which include extensive car rental and car-sharing services, commercial truck rental, corporate fleet management and retail car sales – accounted for \$17.8 billion in revenue and operated more than 1.5 million vehicles throughout the world in fiscal 2014. Ranked by *Forbes* as one of America's Largest Private Companies, Enterprise Holdings is the world's largest car rental company as measured by revenue, fleet and employees. Enterprise Holdings' revenues also place the company near the top of the travel industry, exceeding many airlines and most cruise lines, hotels, tour operators and online travel agencies. Enterprise Holdings is owned by the Taylor family and headquartered in St. Louis. During fiscal 2014, Enterprise Holdings continued the expansion of its global footprint, particularly in Europe, Latin America and the Caribbean, and acquired car share companies in Toronto and Denver to complement its car-sharing, vanpooling and car rental services. In addition, the company continued to be a major recruiter during 2014, hiring approximately 8,500 college graduates through Enterprise's renowned Management Training Program. Jay began his career as an auditor with Coopers & Lybrand. He joined Enterprise in 1992, as an Internal Audit Supervisor at the company's headquarters in St. Louis, responsible for establishing the company's internal audit function. He was promoted in 1994, to Controller of the company's Oregon operations, where he oversaw Business Management, Vehicle Repair and Operations and Risk Management. He returned to St. Louis in 1997, as Assistant Vice



President of Business Management, assisting in the oversight of company operations in the Southeast United States. In 2002, Jay moved to his current role in South Florida, where he oversees Business Management, Vehicle Repair and Service, Risk Management and Facilities. He is also responsible for monitoring legislative issues that affect Enterprise in the state, and he leads the company's South Florida Business Ethics team. Jay holds a degree in accounting from Marquette University and lives with his family in Coconut Creek, Florida. He has served on the boards of the Auto Rental Association of South Florida and Associated Industries of Florida and was Chairman of the National Safety Council South Florida St. Bonaventure Student Advisory Council.

Mr. Mitchell Waldman

Board of Directors

Mr. Waldman is Executive Vice President of Government and Customer Relations for Huntington Ingalls Industries, America's largest military shipbuilding company and a provider of professional services to partners in government and industry. Named to this position in 2011, Waldman is responsible for leading the corporation's engagements with Congress, the Department of Defense and all other federal offices and agencies and is directly involved in supporting company business objectives. He is based in Washington, D.C. Prior to this appointment and since 2009, Waldman served as Vice President, Business Development of Advanced Programs and Technology, for Northrop Grumman's Aerospace Systems sector. In this capacity, he was responsible for shaping future architecture, advanced concepts and competitive opportunities for manned and unmanned aircraft, space systems and directed energy systems. Prior to this position, he served as Northrop Grumman's Corporate Director for acquisition policy, responsible for coordinating the company's efforts related to pending and upcoming acquisition regulations and policy at the US Department of Defense and other government agencies. Before joining Northrop Grumman, Waldman served as National Security Advisor for former Senator Trent Lott and as a National Security Consultant to the office of the Senate Majority Leader. Waldman has served in a number of executive positions for the US Navy, including Deputy Assistant Secretary of the Navy (Ship Programs), Director of Cost Engineering and Industrial Analysis for Naval Sea Systems Command, and Deputy Program Manager for Amphibious Warfare Programs. He has also served as Project Manager for the US Navy's Small Boat Security Assistance Program and completed several senior-level staff assignments with the Navy and the Defense Department. Waldman earned a bachelor's degree in mechanical engineering from the University of Florida and a law degree from Catholic University. He is also a graduate of Yale University's Executive Management Program and the Defense Systems Management College Program Managers course. He's been honored with the

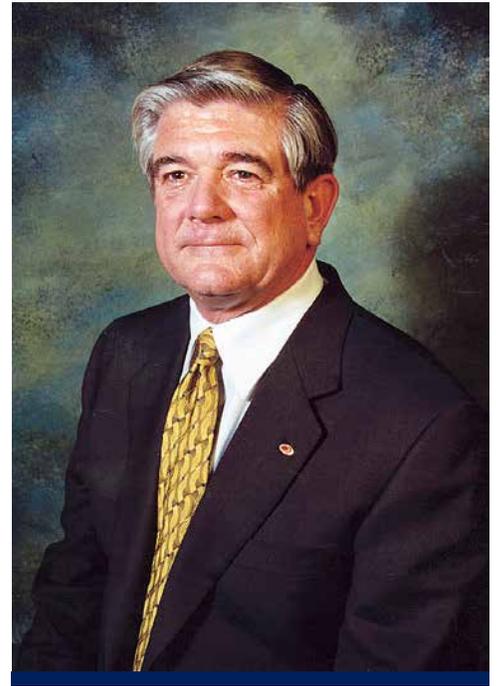


US Navy Distinguished Civilian Service Award, the State of Mississippi Distinguished Civilian Service Award and the D.C. City Council of Engineering Societies Architect of the Year award. He serves on the Board of Directors for the Shipbuilders Council of America and the American Lightweight Materials Manufacturing Innovation Institute. He is also a member of the Engineering Advisory Board for the University of Florida's department of mechanical and aerospace engineering.

VADM Michael L. Bowman, USN (Ret.)

Chairman of the Board – Emeritus

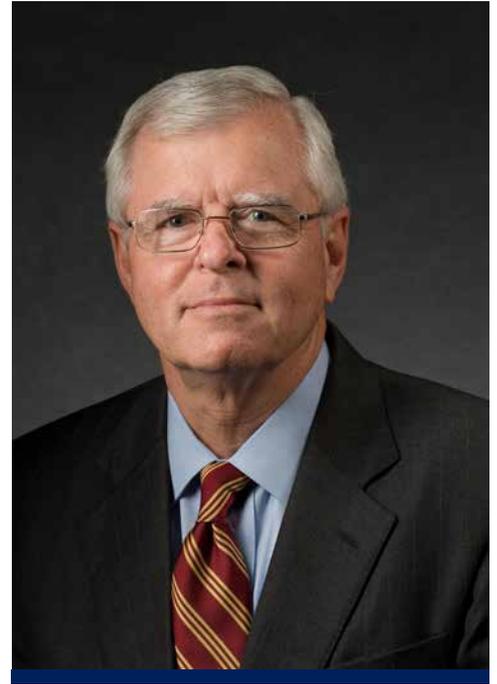
During his military career, Vice Admiral Bowman completed 250 combat missions in the Vietnam and Desert Storm conflicts, accumulated more than 4,500 flight hours in 50 aircraft types and logged in excess of 1,200 carrier landings. In assignments of increasing responsibilities, he commanded three air wings, as well as an aircraft carrier battle group. His final active duty assignment was as Commander, Naval Air Force, Pacific Fleet, where he was responsible for approximately 50,000 personnel serving in aircraft carriers and air squadrons throughout the Pacific and southwest Asia theaters. Bowman earned a bachelor of arts degree from Kansas State University and was designated a Naval Aviator in 1967. VADM Bowman's 35 years of naval service included a number of assignments in the Washington, DC, area involving congressional relations in support of U.S. Navy and Marine Corps defense issues. Initially heading the Senate Liaison Office of the Secretary of the Navy, he later was appointed the Chief of Legislative Affairs, responsible for the coordination of all Department of the Navy issues in the US House of Representatives and the Senate. He is a lifetime member of the Navy League of the United States and the Association of Naval Aviation. He also serves on the board of directors of the Tailhook Association. He has received numerous military citations, including the Distinguished Service Medal, the Distinguished Flying Cross and the Air Medal. Vice Admiral Bowman retired as Senior Vice President of the Washington Operations of DRS Technologies, Inc. He joined the company in February 2001. Bowman's leadership skills and experience in legislative and congressional support assisted DRS in forging important inroads for the achievement of the company's strategic planning initiatives and long-term goals for growth.



Mr. Patrick J. Finneran Jr.

Chairman of the Board Emeritus

Mr. Finneran, a native of Pensacola, Florida, graduated from the University of Notre Dame with a bachelor's degree. He also holds a master's degree from East Carolina University, is an honor graduate of the Air Force Command and Staff College and a graduate of the National War College. He was inducted into the Pi Sigma Alpha National Political Science Honor Society. He is President and CEO of Sabreliner Corporation. Prior to holding this position he was Vice President and General Manager of US Navy and Marine Corps Programs for Boeing Military Aircraft and Missile Systems. He was responsible for the F/A-18, AV-8, T-45 and V-22 programs. He was also the Chairman of the Aircraft and Missile Systems Program Management Council and a member of the Boeing Program Management Council. Prior to this assignment, he served as Vice President and General Manager for the F/A-18 program. Finneran joined McDonnell Douglas in 1987 as Senior Representative for Program Development for the AV-8B *Harrier* program and later served as Vice President and General Manager of the AV-8 program. He was named Vice President and General Manager of Production Aircraft in 1995 and later became Vice President and General Manager of Market Development. Finneran is currently on the advisory council for Graduate Studies and Research at the University of Notre Dame. He is president of the James S. McDonnell USO and is a member of the Children's Miracle Network board of directors. He is a former Trustee for the Naval Institute Foundation, a member of the board of trustees for Fontbonne College and currently serves as Vice Chairman of the St. Louis County Fair and Air Show.



ADM Mark P. Fitzgerald, USN (Ret.)

Chairman of the Board Emeritus

Admiral Fitzgerald was born in Winchester, Mass., and graduated from Northeastern University, Boston in June 1973. He was designated a Naval Aviator in October 1975. Fitzgerald flew the A-7E Corsair II during sea assignments in VA-195, Carrier Air Wing 17 and VA-105 embarked aboard USS Kitty Hawk (CV- 63), USS America (CV-66) and USS Forrestal (CV-59). He commanded the VA-46 "Clansmen" aboard USS John F. Kennedy (CV-67), deploying with four days notice for Operation Desert Shield. He led the first Navy strike on Baghdad during the opening hour of Operation Desert Storm. During his career, Fitzgerald was assigned as Deputy Commander, Joint Air Force Component Commander for Provide Promise Yugoslav Operations and assistant commander for Deny Flight NATO operations. He assumed command of Carrier Air Wing 14 while deployed to the Persian Gulf aboard USS Carl Vinson (CVN-70) supporting Operation Southern Watch. Fitzgerald's shore tours include VA-174 landing signal officer, Naval Maritime Intelligence Center, SPEAR and EA to the Supreme Allied Commander, Europe. He holds a master's degree in aeronautical systems engineering from the University of West Florida and attended the Naval War College, Newport, R.I. Selected for flag rank in September 1998, Fitzgerald's first flag assignment was Deputy Commander, US Naval Forces Central Command and commanded Joint Task Force Determined Response in Aden, Yemen. Assuming command of Carrier Group 8, he deployed with Theodore Roosevelt Battle Group during Operation Enduring Freedom. He served as Director, Air Warfare and then as Director, Naval Warfare, and as Commander, 2nd Fleet/Director, Combined Joint Operations from the Sea Center of Excellence. In December 2006, he began his last assignment as the Director, Navy Staff. As Commander, US Naval Forces Europe he was responsible for providing overall command, operational control and coordination of US Naval forces in the European Command area of responsibility. As Commander, US Naval Forces Africa he was responsible for providing overall command, operational control, and coordination of US Naval forces in the Africa Command area of

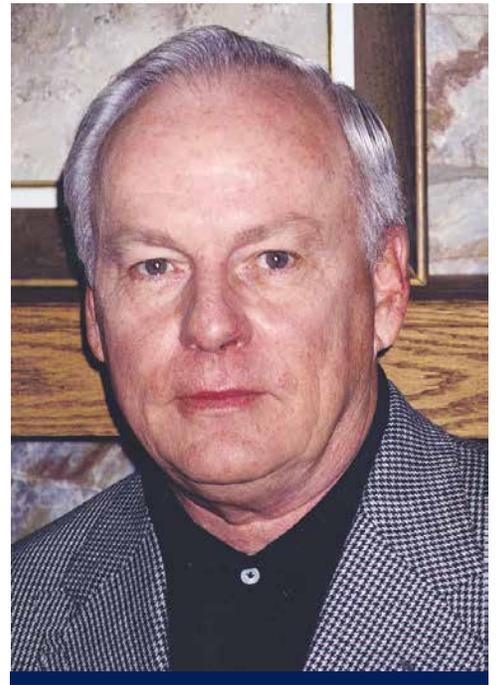


responsibility. As Commander, Allied Joint Force Command Naples, Fitzgerald had operational responsibility for NATO missions in the Balkans, Iraq and the Mediterranean. Fitzgerald's awards include the Navy Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (4), Distinguished Flying Cross (with Combat "V") (2), Bronze Star, Defense Meritorious Service Medal (2), Air Medals and numerous individual, Campaign and Unit awards. He has logged more than 4,800 flight hours and has made over 1,100 carrier arrested landings from the decks of 13 aircraft carriers.

Honorable H. Lawrence Garrett III

Chairman of the Board Emeritus

A graduate of the University of San Diego School of Law in 1972 with a JD cum laude and the University of West Florida in 1969 with a BS in business management, Mr. Garrett retired from the US Navy as a commander in the Judge Advocate General's Corps in 1981. His naval career began as an enlisted submariner in 1961 and included six years service as a Naval Flight Officer flying combat missions during two deployments to Vietnam, prior to attending law school. His distinguished government and military career was capped by Senate confirmation as Secretary of the Navy on 15 May 1989. He served in this position under President George H.W. Bush until 27 June 1992. Prior service in the Department of Defense under President Ronald Reagan requiring Senate confirmation included General Counsel of the Department of Defense from February 1986 until he became Undersecretary of the Navy in August 1987. Garrett went to work for Rolls-Royce and became Executive Vice President for Government Business on 4 April 1994, responsible for marketing Rolls-Royce engines for use in military aircraft applications in North America. He retired from Rolls-Royce in June 1999. Prior to joining Rolls-Royce, he was a partner in the Washington law firm of Lipsen, Hamberger and Garrett. Other positions he has held include Associate Counsel to President Reagan, Regional Director of Merit Systems Protection Board and Executive Assistant to the President and CEO of the United States Synthetic Fuels Corporation. His bar memberships include the United States Supreme Court, Supreme Court of California, District Court of Columbia Court of Appeals, United States Court of Military Appeals and the United States District Court (Southern District of California). Garrett currently is an independent consultant and serves on a number of corporate boards. He and his wife Marilyn live in Boyce, Virginia, and have two children and four grandchildren.



ADM Leighton W. Smith Jr., USN (Ret.)

Chairman of the Board Emeritus

Admiral Smith, a native of Mobile, Alabama, graduated from the Naval Academy in 1962, and received his wings in 1964. As a Naval Aviator, he flew carrier-based light attack jets during multiple deployments to the Mediterranean, North Atlantic, Western Pacific and Indian Oceans. These deployments included three cruises in waters off North Vietnam, where he flew more than 280 combat missions. Smith, who has commanded at sea at all levels in the aviation community, including squadron, wing, aircraft carrier and carrier battle group, has logged more than 4,200 flying hours and 1,000 carrier arrested landings. His early flag officer tours include Director for Operations, US European Command, and Deputy Chief of Naval Operations for Plans, Policy and Operations. As a four-star admiral, he became Commander in Chief, US Naval Forces Europe, and Commander in Chief, Allied Forces Southern Europe. In 1995, he assumed, concurrently, command of the NATO-led Implementation Force, (IFOR) in Bosnia, a position he held until 1996. Smith's military awards include the Defense Distinguished Service Medal (2), Navy Distinguished Service Medal, Legion of Merit (3), Distinguished Flying Cross (2), Meritorious Service Medal (2) and Air Medals (29). He has also received the Order of Merit of the Republic of Hungary, the French Order of National Merit with the rank of Grand Officer and, on 5 March 1997, was made an Honorary Knight of the British Empire in a private audience with Queen Elizabeth II. Since his retirement in 1996, he has served as President of Leighton Smith Associates and Vice President of Global Perspectives, Inc., both international consulting firms. He is currently serving as a Senior Fellow at the Center for Naval Analysis, is Chairman of the Board of Trustees of the US Naval Academy Alumni Association and serves on the Executive Committee of the Association of Naval Aviation. He is also on the National Advisory Council to the Navy League, the Board of Trustees of the Naval Academy Foundation and is a member of the boards of directors of several corporations.



VADM James M. Zortman, USN (Ret.)

Chairman of the Board Emeritus

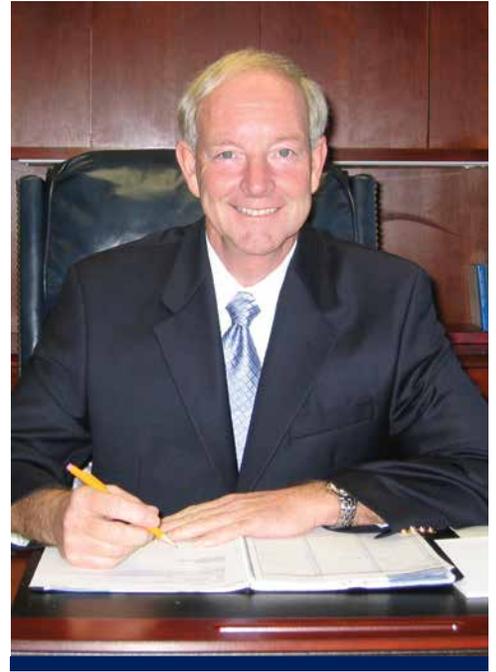
Vice Admiral Zortman, formerly of Northrop Grumman, served as sector Vice President, Life Cycle Logistics and Support, for its Aerospace Systems, a premier provider of manned and unmanned aircraft, space systems and advanced technologies critical to our nation's security. Supporting sector strategy of "design anywhere, build anywhere, support anywhere," Vice Admiral Zortman provided sector-level leadership of the full spectrum of logistics and product support functions. He was responsible for ensuring that the same excellence in integration now represented in design and production at Aerospace Systems was also fully exploited in anticipation and fulfillment of product support requirements. He previously served as sector Vice President, Global Sustainment, at the former Integrated Systems sector. In addition, effective July 18, 2009, he assumed the responsibilities of site manager of the Rancho Bernardo and Moss Point sites. He joined Northrop Grumman in January 2008, following a 34-year career in the US Navy, where he attained the rank of vice admiral. He served as Commander Naval Air Forces and Chief Executive Officer, Naval Aviation Enterprise. In this role, he led a combined team of more than 180,000 military, government, civilian and contractor personnel responsible for operations, readiness and full life cycle management of 3,800 aircraft and 12 aircraft carriers. His prior assignments include Commander, Naval Air Forces, Pacific Fleet; Commander, Naval Air Force Atlantic Fleet; Commander, Task Force Fifty; Commander, John C. Stennis Battle Group; Director, Operations and Politico-Military Affairs; and XO to the Vice Chairman of the Joint Chiefs of Staff. He has earned the Distinguished Service Medal, Defense Superior Service Medal, the Legion of Merit (4), the Bronze Star and the Air Medal. Zortman earned a bachelor's degree in economics from the US Naval Academy in Annapolis, Maryland, and completed a fellowship with the Chief of Naval Operations in Strategic Studies Group at the Naval War College. In addition, he has completed courses in executive business and strategic planning at the US Naval Postgraduate School in Monterey, California, and the University of North Carolina Business School at Chapel Hill.



VADM Gerald L. Hoewing, USN (Ret.)

President and CEO – Emeritus

VADM Hoewing, a native of Keokuk, Iowa, was commissioned an ensign from Iowa State University with a Bachelor of Science degree. He flew the A-7E *Corsair II* light attack aircraft on multiple deployments to the Western Pacific (WESTPAC) on USS *Constellation* (CV-64) and USS *Kitty Hawk* (CV-63), followed by multiple Mediterranean and Indian Ocean deployments on USS *Independence* (CV-62) and USS *Forrestal* (CV-59). VADM Hoewing was the Operational Test Director for the F/A-18 *Hornet* aircraft during its initial operation evaluation and later commanded VFA-81 embarked in USS *Saratoga* (CV-60) during Operation *Desert Shield*. Additional sea duty commands included USS *Seattle* (AOE-3), USS *John F. Kennedy* (CV-67) and Commander Carrier Group SEVEN/USS *John C. Stennis* (CVN-74) Battle Group. His shore assignments included multiple tours of duty in the personnel domain ranging from Bureau of Naval Personnel to the Office of Secretary of Defense. VADM Hoewing's final active duty assignment was as Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education), Chief of Naval Personnel. Admiral Hoewing served as President and Chief Executive Officer, Naval Aviation Museum Foundation, the private fund raising arm of the National Museum of Naval Aviation and the National Flight Academy from June 2006 to May 2013.



VADM John Alexander, USN (Ret)

Trustee

Vice Adm. John D. Alexander is a native of Port Neches, Texas. He was commissioned in December 1982 through the Aviation Officer Candidate program and designated a naval flight officer in November 1983. He graduated with a Bachelor of Science in Mechanical Engineering from Texas Tech University and a Master of Arts in Defense Studies from King's College, University of London as well as completing the Royal Naval Staff College Course, Greenwich (UK) and the U.S. Navy Nuclear Propulsion Program.

As a flag officer, he served as the director, maritime operations for U.S. Fleet Forces Command; commander, Battle Force U.S. 7th Fleet (CTF 70/CSG 5), forward deployed aboard USS Ronald Reagan (CVN 76) in Yokosuka, Japan; and as assistant commander for career management (PERS-4), Navy Personnel Command.

Command tours include the "Black Ravens" of Electronic Attack Squadron (VAQ) 135; USS Juneau (LPD 10), forward deployed to Sasebo, Japan; and the aircraft carrier USS Abraham Lincoln (CVN 72). Alexander completed sea duty assignments as an A-6E bombardier/navigator with Attack Squadrons (VA) 165, VA-155 and VA-196. Additional operational tours included the staff of Cruiser Destroyer Group 3 as well as executive officer of USS Dwight D Eisenhower (CVN 69). Ashore, he served as executive assistant to the director, Joint Staff; as the aviation commander detailee (PERS-431); and as an A-6E instructor in VA-128.

In September 2017, he became the 29th commander, U.S. 3rd Fleet.

Alexander has accumulated more than 3,200 flight hours with over 700 carrier-arrested landings. He is a distinguished alumni and distinguished engineer at Texas Tech University. Personal awards include the Defense Superior Service Medal, Legion of Merit and other various campaign and service awards.



CAPT Russell J. Bartlett, USN (Ret.)
Trustee

NAME Trustees

CAPT Barbara Bell, USN (Ret) Trustee

As director of the Center for STEM Education for Girls at Harpeth Hall School in Nashville, retired Navy Capt. Barbara Bell, EdD'18, wants to give girls the confidence and knowledge to excel in technical careers long dominated by men.

A 28-year veteran and one of the first women graduates of both the U.S. Naval Academy and the U.S. Naval Test Pilot School, Bell is uniquely positioned to deliver on that promise.

"My goal is for girls to know that they are good at math and science, that they can code, and that they can learn the engineering design process and employ it to design a project," she says. Bell recently led the STEM Summer Institute programs at Harpeth Hall for middle- and high-school girls from across Nashville, allowing them the hands-on experience to do just that.

The younger students developed concepts for safe lighting that would allow girls in rural Kenya to study after dark. The high-school students worked to design safe, environmentally friendly ovens for the same population.

"It was exciting to see them understand the problem and work together to develop solutions, and also understand that the failures along the way were learning opportunities," Bell says.

Bell charted a path to the U.S. Naval Academy in high school. She graduated in 1983 with a degree in systems engineering—among the first wave of women admitted into the academy—and received her "wings of gold" as a naval flight officer a year later.

Buoyed by her success, she set her sights on the elite Test Pilot School. Despite Bell's outstanding record, her career adviser was less than enthusiastic about her chances.

Undaunted, Bell was accepted as the only woman in her class and graduated in the top three. She later returned to the school as its first female instructor.

During her Navy career Bell earned a master's in astronautical engineering, held a wide range of positions, and flew more than 1,600 hours in 35 types of aircraft.

She is sharing the lessons she learned in her military career in a new book she's writing, *Flight Lessons*.



Learning to Fly.

After retiring in 2007, Bell was consulting in the aerospace industry when she realized she was ready to do something different. She earned a master's in theology in 2015. But she had long considered herself an educator, often visiting classrooms to demonstrate the science and technology behind an aviator's flight gear. Research into leadership and education programs led her to Peabody, where she enrolled in the Ed.D. program.

LTGEN David Beydeler, USMC (Ret) *Trustee*

Upon graduation from the United States Naval Academy in 1981, Lieutenant General Beydeler was commissioned into the United States Marine Corps and trained as a Marine aviator.

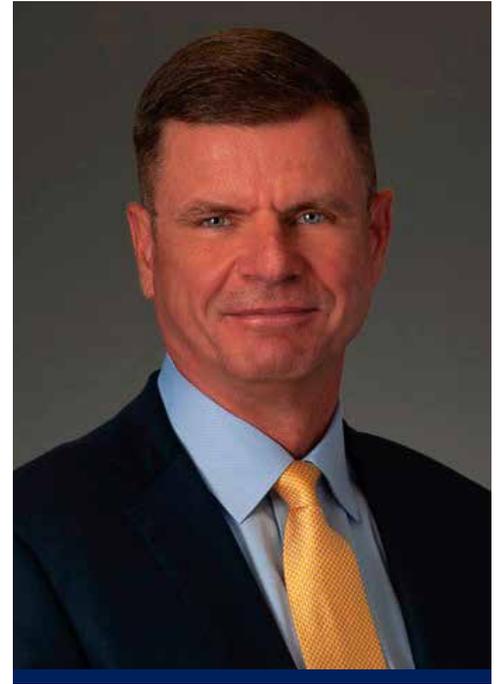
He is a graduate of Navy Fighter Weapons School and the Marine Aviation and Weapons Tactics Squadron One Weapons and Tactics Instructor course. He commanded at the Fighter Attack Squadron, Marine Aircraft Group, Marine Aircraft Wing, Marine Expeditionary Force, Marine Component Command and Joint Force levels. Lieutenant General Beydeler's staff assignments include Headquarters, United States European Command where he served as the Division Chief of Joint Training, Readiness and Exercises. Lieutenant General Beydeler served in Headquarters, 2nd Marine Aircraft Wing in July 2005 and deployed to the United States Central Command Combined Air Operations Center in Al Udeid, Qatar, as the Senior Marine Liaison Officer.

At United States Joint Forces Command, Lieutenant General Beydeler served as the Director, Standing Joint Forces Headquarters and following a major reorganization and operationalization of the unit, Lieutenant General Beydeler became the first commander of the United States Joint Forces Command, Joint Enabling Capabilities Command on Oct. 1, 2008.

At Headquarters, United States Marine Corps, Lieutenant General Beydeler served as the Director, Strategy and Plans Division within the Plans, Policies and Operations Directorate in 2010. From 2012 to 2014 Lieutenant General Beydeler served as Director, Strategy, Plans and Policy, United States Central Command and most recently, from July 2014 through October 2015, he commanded II Marine Expeditionary Force in Camp Lejeune, North Carolina.

On Oct. 27, 2015 Lieutenant General Beydeler took command of United States Marine Forces, Central Command at MacDill Airforce Base in Tampa, Florida. Lieutenant General Beydeler attended the NATO Defense College in Rome, Italy in 2002.

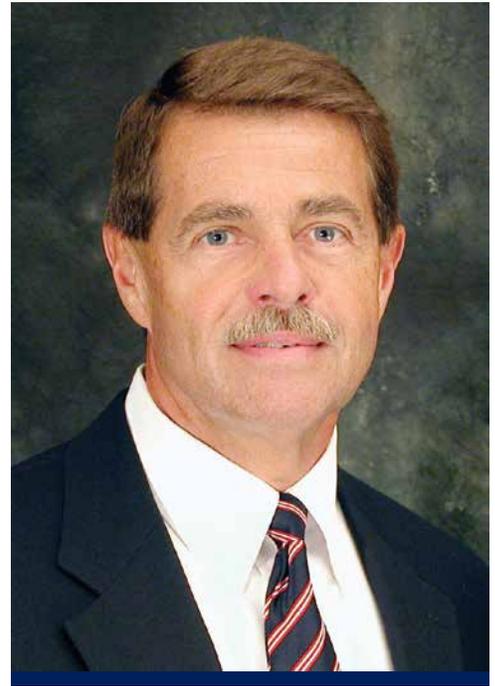
Lieutenant General Beydeler has accumulated approximately 4000 flight hours in tactical jet aircraft with over 3000 in the F/A-18.



His personal decorations include the Defense Superior Service Medal with two Bronze Oak Leaf Clusters, the Legion of Merit, Meritorious Service Medal with three Gold Stars, the Air Medal-Strike Flight with Numeral One, the Navy and Marine Corps Commendation Medal, and the Navy and Marine Corps Achievement Medal with one Gold Star.

RADM John E. Boyington Jr., USN (Ret.) Trustee

Rear Admiral Boyington currently serves as Vice President and General Manager, Aviation and Logistics at DRS Technologies. Prior to this, he was at L-3 Communications Integrated Systems as the Vice President of Federal Programs in 2003. Boyington, a native of Pensacola, Florida, spent 33 years with the US Navy before retiring from active duty. He began his military career as an Army warrant officer flying more than 600 combat missions in helicopter gunships during the Vietnam conflict. Upon completion of his Army tour, he attended the University of West Florida, earning a B.S. degree in 1972. In January 1973, he entered the Navy and was designated a Naval Aviator in December. He first served with VP-56, where he deployed to Sigonella, Sicily and Keflavik, Iceland. During his subsequent tour as a P-3 flight instructor in VP-30, he was selected to attend Naval Test Pilot School. Following graduation, he was assigned as a fixed and rotary wing test pilot and project officer for the E-2, S-3, P-3, UH-1 and C-12 aircraft, as well as NASA's QSRA and tilt rotor aircraft flight test programs. In June 1981, he reported to the Naval Post Graduate School, earning an MS degree in aeronautical engineering. He served with VP-4 as safety, maintenance and operations officer; as XO of VP-31; XO/CO VP-50; and on the staff of the Chief of Naval Operations (N88) prior to attending the Industrial College of the Armed Forces, receiving an MASTER OF SCIENCE degree in national resource management. In 1994, Rear Admiral Boyington reported to Kami Seya, Japan, as Commander, Patrol Wing ONE, Commander, Patrol and Reconnaissance Force SEVENTH Fleet and Commander, Patrol and Reconnaissance Force FIFTH Fleet, before assuming duties as Commander, Iceland Defense Force and Island Commander Iceland (NATO) in August 1996. He reported aboard as Commander, Patrol and Reconnaissance Force Atlantic, in May 1998 and subsequently served as Chief of Naval Air Training and Commander of Navy Region South until his retirement in 2003. Rear Admiral Boyington has more than 8,000 flight hours in more than 82 types of aircraft and 600+ combat missions. His decorations include the Defense Superior Service Medal, Legion of Merit with Gold Star,



Bronze Star with Combat V, Meritorious Service Medal (3), Air Medal (25 strike devices), Navy Commendation Medal (3), numerous service ribbons and the Commander's Cross with Star of the Icelandic Order of the Falcon presented by the President of Iceland. He and his wife Sue reside in Waco, Texas and have two children.

VADM Ted N. Branch, USN (Ret) *Trustee*

As senior vice president and general manager of the Navy and Marine Group for Perspecta, Vice Adm (Ret.) Ted Branch leads more than 4000 professionals providing mission critical information technology services under the Next Generation Enterprise Network (NGEN) contract. In addition to his P&L responsibilities, Vice Adm Branch is expanding Perspecta's reach more broadly in naval mission areas, department of defense and the intelligence community. Perspecta brings a diverse set of capabilities to U.S. government customers in defense, intelligence, civilian, health care, and state and local markets. With offerings in mission services, digital transformation, cloud, cybersecurity and enterprise operations, Perspecta's team of 14,000 engineers, analysts, investigators and architects work tirelessly to execute the mission and solve their customer's toughest problems. Prior to assuming his current role, he was Vice President, Navy and Marine Corps, for DXC Technology's U.S. Public Sector.

Branch joined the public sector IT industry following more than 37 years of service in the U.S. Navy, most recently after serving three years as the Deputy Chief of Naval Operations for Information Warfare and the Director of Naval Intelligence. A naval aviator, his operational assignments included Light Attack Squadrons 15 and 37, USS Forrestal, and Strike Fighter Squadron 37. He served as executive and commanding officer of Strike Fighter Squadron 15, executive officer in USS John C. Stennis, commanding officer in USS Coronado and USS Nimitz, and commander of Carrier Strike Group 1 Carl Vinson Strike Group where he led initial Navy and Marine Corps relief efforts for the 2010 Haiti earthquake.

Vice Adm Branch also served as an instructor in the A7 and F18 Fleet Replacement Squadrons and the Joint Staff in Washington, D.C. He completed Navy Nuclear Power Training, served as executive assistant to the Commander U.S. Pacific Fleet, director of Operations and Plans (N31) on the Chief of Naval Operations staff in the Pentagon and commander of Naval Air Force Atlantic where he was responsible for the staffing, training and equipping of all east coast aircraft carriers and aviation units.



Branch's military decorations include the Distinguished Service Medal, Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, Strike Flight Air Medal, Navy and Marine Corps Commendation Medal with Combat "V," Navy and Marine Corps Achievement Medal and various unit and campaign awards.

Upon retirement from the Navy, Vice Adm Branch has continued to look for ways to give back to those who are still serving. In that capacity, he is on the board of directors of the Tailhook Educational Foundation and the National Capital Chapter of the U.S. Navy League, and was recently selected to serve on the board of directors for the Navy Mutual Aid Association and the board of trustees for the Naval Aviation Museum Foundation in Pensacola, Fla.

A graduate of the U.S. Naval Academy, Branch earned a master's degree in international relations from the Naval War College in Newport, R.I. and completed executive education at UNC Kenan-Flagler Business School and the Harvard Kennedy School.

Mr. William Pat Brewster

Trustee

Mr. Brewster, of Gainesville, Florida, is an independent businessman whose photograph and biography have been withheld at his request.

Mr. Matthew F. Bromberg *Trustee*

Mr. Bromberg is President of Pratt & Whitney's Military Engines business where he oversees development, production, and support of the company's military offerings including the 5th generation F119 and F135 engines for the F-22 and F-35 fighters, the F100 for the F-15/F-16, the F117 for the C-17, the PW4062 for the KC-46A, P&W's Military APU portfolio, and its small engine business. He is also responsible for B-21 bomber engine development and P&W's adaptive engine portfolio for future combat aircraft. Prior to his current role, he served as president of P & W's Aftermarket business. In this role, he had responsibility for worldwide support of operational P & W and IAE engines. This included engine overhaul centers, part repair centers and material solutions. Mr. Bromberg has served in positions of increasing responsibility at the United Technologies Corp. corporate office, Pratt & Whitney, and at Hamilton Sundstrand since joining United Technologies in 2002. Prior to joining P & W, he was Vice President of Corporate Strategy and Development for United Technologies Corp., where he led the successful portfolio transformation. He currently serves on the board of the United Service Organizations of Metropolitan New York and is the executive sponsor of "UTC-4-Vets," an employee resource group for veteran employees of Pratt & Whitney and United Technologies. Before joining United Technologies, he worked as an investment banker at Goldman Sachs and served five years as a nuclear-trained submarine officer in the U.S. Navy. Mr. Bromberg holds a M.B.A. degree from the Sloan School of Management at Massachusetts Institute of Technology (MIT), a M.S. degree in mechanical engineering from MIT, and a B.A. degree in physics from the University of California, Berkeley.



VADM Walter Carter Jr., USN (Ret)

Trustee

Vice Adm. Walter E. "Ted" Carter became the 62nd superintendent of the U.S. Naval Academy July 23, 2014. He is a native of Burrillville, Rhode Island. He graduated from the U.S. Naval Academy in 1981, was designated a naval flight officer in 1982, and graduated from the Navy Fighter Weapons School (NFWS) Top Gun in 1985. He completed the Air Command and Staff College course and the Armed Forces Staff College. In 2001, he completed the Navy's Nuclear Power Program.

Carter's career as an aviator includes extensive time at sea, deploying around the globe in the F-4 Phantom II and the F-14 Tomcat. He has landed on 19 different aircraft carriers, to include all 10 of the Nimitz Class carriers. Carter commanded the Fighter Squadron (VF) 14 "Tophatters," served as executive officer of USS Harry S. Truman (CVN 75), and commanded both USS Camden (AOE 2) and USS Carl Vinson (CVN 70). His most recent fleet command assignment was commander, Enterprise Carrier Strike Group (CSG) 12 during Big E's final combat deployment as a 51-year-old aircraft carrier in 2012.

Ashore, Carter served as chief of staff for Fighter Wing Pacific and executive assistant to the deputy commander, U.S. Central Command. He served as commander, Joint Enabling Capabilities Command and subsequently as lead for the Transition Planning Team during the disestablishment of U.S. Joint Forces Command in 2011. After leading Task Force RESILIENT (a study in suicide related behaviors), he established the 21st Century Sailor Office (OPNAV N 17) as its first director in 2013. Most recently, Carter served as the 54th president of the U.S. Naval War College. During his tenure, he established the Naval Leadership and Ethics Center in Newport, Rhode Island, May 1, 2014.

Carter flew 125 combat missions in support of joint operations in Bosnia, Kosovo, Kuwait, Iraq and Afghanistan. He accumulated 6,150 flight hours in F-4, F-14, and F-18 aircraft during his career and safely completed 2,016 carrier-arrested landings, the record among all active and retired U.S. Naval Aviation designators.

Carter is the recipient of various personal awards,

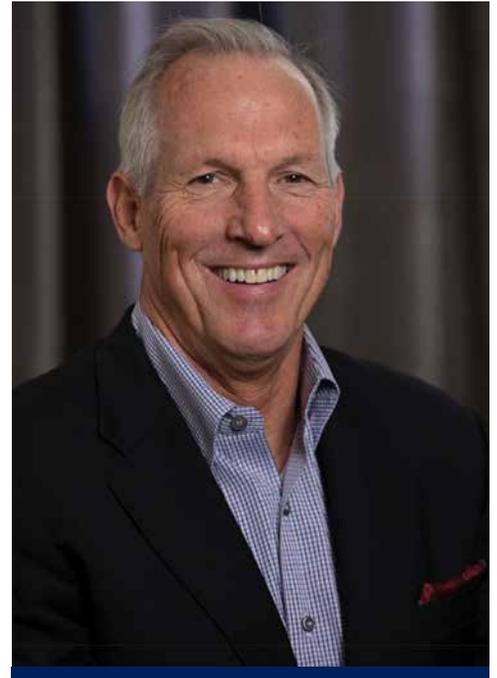


including the Distinguished Service Medal, Defense Superior Service Medal (two awards), Legion of Merit (three awards), Distinguished Flying Cross with Combat V, Bronze Star, Air Medal (two with Combat V and five strike/flight), and Navy and Marine Corps Commendation Medal (two with Combat V). He was awarded the Vice Admiral James Bond Stockdale Leadership Award and the U.S. Navy League's John Paul Jones Award for Inspirational Leadership. Carter was also appointed an honorary master chief by the Master Chief Petty Officer of the Navy in 2008. In April 2015, Carter was inducted into the prestigious Rhode Island Heritage Hall of Fame.

Mr. Jeffrey M. Cathey *Trustee*

Mr. Cathey is Head, Military and Veterans Affairs for Bank of America, reporting into Consumer Banking and Merrill Edge.

Leading the Military Banking Overseas Division, he is responsible for managing and executing the military banking contract with the Department of Defense. He leads a 700+ global person team, headquartered in San Antonio, Texas, to ensure banking services and products are readily available, through 64 banking centers and a robust ATM network, to service members deployed in 10 countries in Europe, Asia, and around the globe. As Head of Military Affairs, Jeff leads a dedicated group within Bank of America focused on support of active duty military and their families, and successful reintegration of service members into the civilian sector. He is responsible for business development and engagement in the Washington, DC arena and nationally. His team is integral in exploring marketing and philanthropic opportunities, as well as events supporting the military community worldwide. His work includes leveraging the strength of the brand to build a foundation for future growth. Cathey joined Bank of America in April 2008, directly from the Pentagon. Jeff served with distinction in the U.S. Navy for 29 years, and led commands worldwide at all levels to include two fleet squadrons and a carrier airwing in USS Enterprise. He flew 100 combat missions and is a decorated veteran of Operations Urgent Fury, Enduring Freedom (Afghanistan), and Iraqi Freedom. Jeff also served in Washington as Director for Senate Affairs in the Office of the Secretary of Defense. Raised in Tampa, Florida, Jeff played football at the University of Tampa and earned his B.A. degree from the University of South Florida. He earned a Masters Degree in National Security and Strategic Studies at the Naval War College. Jeff serves on the Board of Directors of the Association of Military Banks of America and University of Tampa's Center for Leadership. He is the Vice Chair for Mission United Suncoast and a recent adjunct professor at the University of South Florida. He is married with three adult children.



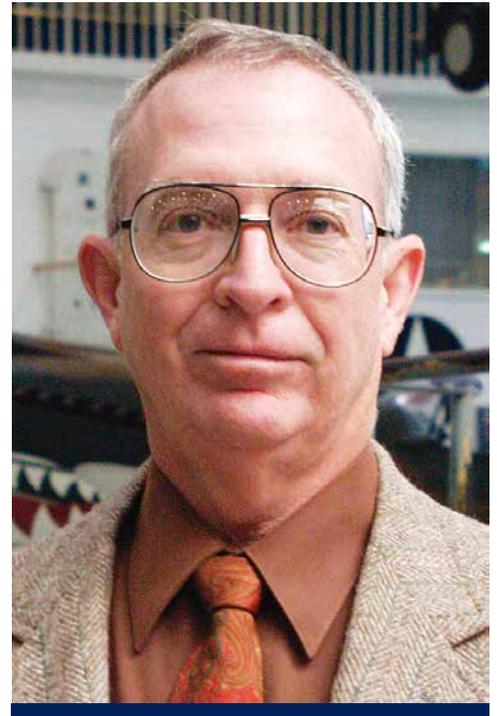
Mr. Bennett Croswell *Trustee*

Mr. Croswell served as President of Pratt & Whitney's Military Engines business, where he oversaw development, production and support of the company's military offerings including the 5th generation F119 and F135 engines for the F-22 and F-35 fighters, the F100 for the F-15/F-16, the F117 for the C-17, the PW4062 for the KC-46A, as well as development of the engine for the B-21 bomber and the Small Military Engine and Advanced Engine Program sectors. Prior to that role, Mr. Croswell held the position of vice president, F135/F119 programs. In this role, he was responsible for all activities associated with the F135 and F119 engine programs. He also led Pratt & Whitney's Maintenance Data and Support Equipment team in supporting all military and commercial product lines and providing customers with innovative and cost-effective maintenance solutions. Bennett joined Pratt & Whitney in 1979. Previous leadership roles include Vice President, Military Development Programs; and Vice President Advanced Programs & Technology. During his career with Pratt & Whitney, Mr. Croswell was part of three Collier Trophy Award winning teams. The first came in 2001, for the development of the Integrated Lift Fan Propulsion System for the JSF Program. The second award came in 2006, for the successful fielding of the F-22 *Raptor*. The most recent was in 2014, for the X-47B Unmanned Combat Air System demonstration. He earned a B.S. degree in mechanical engineering from the University of Tennessee, and a M.B.A. degree from Embry Riddle Aeronautical University. He also graduated from the Defense Systems Management College in Fort Belvoir, Virginia. Bennett has authored several papers published by technical societies. He is the Chair of the University of Tennessee College of Engineering Advisory Board. .



CAPT Charles Ellis Jr., JAGC, USN (Ret.) *Corporate Secretary*

A graduate of the University of the South with a bachelor's degree in political science, Vanderbilt University School of Law with a J.D. and from George Washington University with an LL.M. in labor law, Ellis served 30 years in the United States Navy. During his career he served as CO of the largest military legal office in the Department of Defense, providing legal services to more than 300,000 military personnel and their dependents. He also served as senior legal adviser to: Commander, United States 6th Fleet; Commander, Naval Surface Force, US Atlantic Fleet; Commander in Chief, US Atlantic Fleet; Commander in Chief, US Atlantic Command; and Supreme Allied Commander Atlantic. He is currently one of the Foundation's four corporate officers and is responsible for all contracts, corporate submissions, compliance with applicable laws and regulations pertaining to Foundation operations and personnel policies and decisions. He is a guest lecturer at the United States Naval Academy, Navy War College, the Army Staff College, Armed Forces Staff College, Naval Justice School, Army Justice School, Air Force Justice School and the US Air Force Academy. He and his wife, Commander Shirley Ellis, MSC, USN, a Navy psychologist, own and operate a ranch in the Pensacola area and raise registered Appaloosa horses.



VADM Mark I. Fox, USN (Ret.) *Trustee*

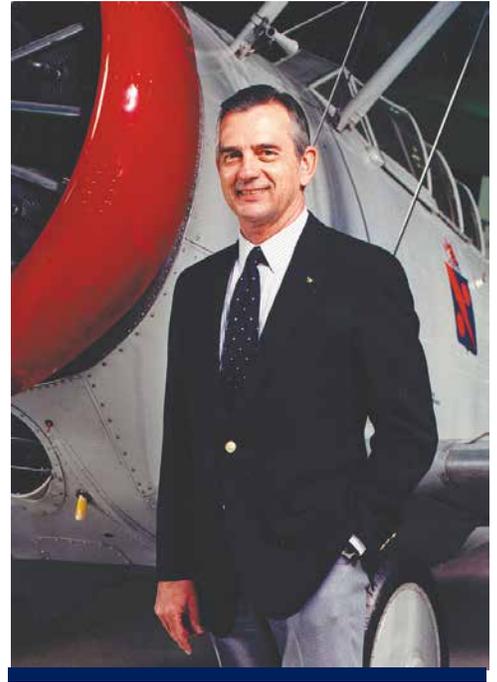
A native of Abilene, Texas, Mark I. Fox graduated from the U.S. Naval Academy in 1978 and was designated a naval aviator at NAS Kingsville, Texas in 1980. Fox is corporate vice president of Customer Relations for Huntington Ingalls Industries (HII), responsible for developing and implementing customer engagement efforts across the company. He is based in Washington, D.C. He joined the HII team in 2016 after a 38 year Navy career. Fox retired as a Vice Admiral upon completing a tour as Deputy Commander, U.S. Central Command. Previous command and executive leadership assignments include: Commander, U.S. Naval Forces, Central Command/U.S. FIFTH Fleet headquartered in Bahrain; Deputy CNO for Operations, Plans and Strategy (N3/N5) in Washington, D.C.; Commander, Naval Strike and Air Warfare Center in Fallon, Nevada; Commander, Carrier Strike Group TEN aboard USS Harry S. Truman (CVN-75); Communications Director of Multi-National Forces, Iraq (MNF-I) in Baghdad, Iraq; Deputy Assistant to the President and Director of the White House Military Office; Commander, Carrier Air Wing TWO aboard USS Constellation (CV-64); the first commanding officer of Strike Fighter Squadron (VFA) 122, the Navy's first FA-18E/F Super Hornet squadron; and Commander, Strike Fighter Squadron (VFA) 81. Combat highlights include leading the first strike of Operation Iraqi Freedom on 21 April 2003, and scoring the Navy's first MiG kill of Operation Desert Storm on 17 January 1991. He has logged over 1300 carrier arrested landings, and nearly 5,000 mishap-free flight hours. Military awards include the Defense Distinguished Service Medal (2), the Navy Distinguished Service Medal (2), the Silver Star, the Distinguished Flying Cross with combat 'V', the Bronze Star (2) and the Air Medal with Combat 'V' (5). He is married to the former Priscilla Wood. Mark and Priscilla are the parents of four children and grandparents of seven grandchildren.



RADM George M. Furlong Jr., USN (Ret.)

Trustee

Rear Admiral Furlong enlisted in the Naval Air Reserve in 1948 and served as an aviation machinist prior to attending the US Naval Academy. He graduated in 1956 with a degree in naval science and received his wings in 1957. He is a graduate of the US Naval Post Graduate School (aeronautical engineering). During his 30-year Navy career, Furlong flew many aircraft, including the F-11 *Tiger*, A-4 *Skyhawk*, F-4 *Phantom II* and F-14 *Tomcat*, accumulating 4,500 accident-free flight hours and 930 carrier landings during 10 overseas deployments. During the Vietnam War, he flew more than 220 combat missions in the F-4. He served in shore and sea billets of increasing responsibility including command of a fighter squadron, attack carrier air wing, USS *Ponchatoula* and USS *Independence*. He was the officer-in-charge of the initial Navy and Pacific fleet operational introduction of the F-14 *Tomcat*. In addition to serving as Chief of Staff, US 6th Fleet, he served as Commander, Fighter Airborne Early Warning Wing, US Pacific Fleet. His last assignment was as Deputy Chief of Naval Education and Training, Pensacola. After his retirement from active duty in 1986, Rear Admiral Furlong assumed the position of Executive Vice President of the Naval Aviation Museum Foundation. In this position, he traveled throughout the United States as a spokesman for the Foundation and raised more than \$36 million in support of Museum development. He retired from the Foundation in 1996, and for four years, served as the Director of Development for Baptist Health Care Foundation. He was "recalled to active duty" by the Foundation in late-2001, and raised the \$36 million necessary to fund the Phase IV Museum expansion and the National Flight Academy. He holds an honorary doctorate from National University at San Diego, California. He was the recipient of the National Navy League John Paul Jones Award for inspirational leadership. He is proud for having brought the USO back to the Pensacola area in the mid-80s. He is a member of the Arkansas Aviation Hall of Fame, the Golden Eagles, the Association of Naval Aviation, the United States Naval Institute and Rotary International. He is also an honorary Silver Eagle and served on the Board of Trustees of AmSouth Bank of Florida for 20

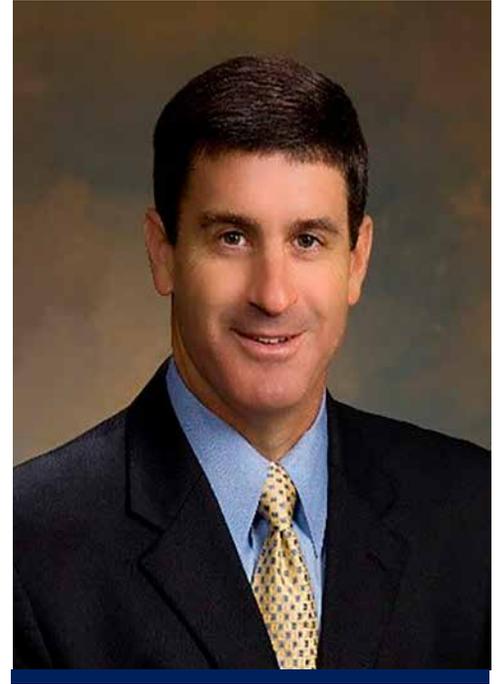


years. He was a local aerobatics pilot for years. He served as a active participant with numerous local charitable organizations and remains active in a number of area charitable endeavors. He and his wife Ry have two sons and three grandchildren.

Captain James Gigliotti, USN (Ret)

Trustee

James Gigliotti is the Lockheed Martin Aeronautics Director for F-35C and Navy Program Integration. In this position he serves as the F-35C variant and U.S. Navy Service lead responsible for the integration of development, production, test, modernization, and delivery of warfighter required capabilities for the Navy's F-35C aircraft. Jim previously worked as the F-35 Integrated Test Force (ITF) Deputy for Ship Suitability Test and Verification where he coordinated all test detachment planning, organization, and execution for shipboard test operations and land-based ship suitability evolutions in support of System Development and Demonstration (SDD). Jim has also worked in Advanced Development Programs (ADP) where he led the 5th Gen Lethality Enhancement Team for F-35 Improvements and Derivatives. As Lethality Team lead, he was responsible for coordination and dissemination of ongoing studies supporting the integration of future weapons on the F-35. Working closely with all three U.S. F-35 customers, the F-35 Joint Program Office (JPO), and weapons suppliers, he helped refine the future weapons roadmap for the F-35. He also served as the ADP Manager for Carrier Based Maritime Systems and Integrated Battlespace Operations. Jim provided knowledge of current U.S. Navy operational concepts and requirements to support pursuit activities associated with ADP maritime-focused programs and supported ongoing studies focused on identifying information exchange gaps that should be addressed for future air, land, and sea-based system interoperability. He also helped develop the LM Aero customer engagement strategy in preparation for the Unmanned Carrier Launched Surveillance and Strike (UCLASS) capture effort. Jim previously served as the F-35 Business Development Manager for Australia where he was responsible for all customer engagements during Australia's final approval to purchase the F-35 and served as the U.S. Navy Customer Engagement Manager for the F-35C. Jim joined Lockheed Martin Aeronautics in November 2007 as the Domestic Market Integration Manager for Navy and Marine Corps platforms following a highly successful 28-year Navy career that included 17 years in tactical aviation as an A-6E Intruder Bombardier/Navigator. He completed multiple operational and tactics development flying tours. He



has extensive developmental and operational test and evaluation experience with aircraft mission, weapons, and electronic warfare systems. He has logged over 3700 flight hours in more than 30 different aircraft. He served in several leadership positions, both ashore and at sea, including command of the Navy's last A-6 squadron, command of the Fast Combat Support Ship USS SEATTLE (AOE 3) during Operation Enduring Freedom, and command of the Aircraft Carrier USS HARRY S. TRUMAN (CVN 75) during Operation Iraqi Freedom. He retains a comprehensive background in Carrier Strike Group and integrated air wing operations. Jim is a 1979 graduate of the U.S. Naval Academy where he earned a Bachelor of Science degree in Oceanography. He is a graduate of the Naval War College where he earned a Master of Arts Degree in National Security and Strategic Studies. He is also a graduate of the U.S. Naval Test Pilot School and served with distinction at the Naval Air Test Center where he was recognized as the Test Flight Officer of the Year. He is a graduate of the Joint Forces Staff College and he completed the Navy's Nuclear Propulsion Training Program.

RADM James B. Godwin III, USN (Ret)
Trustee

NAME Trustees

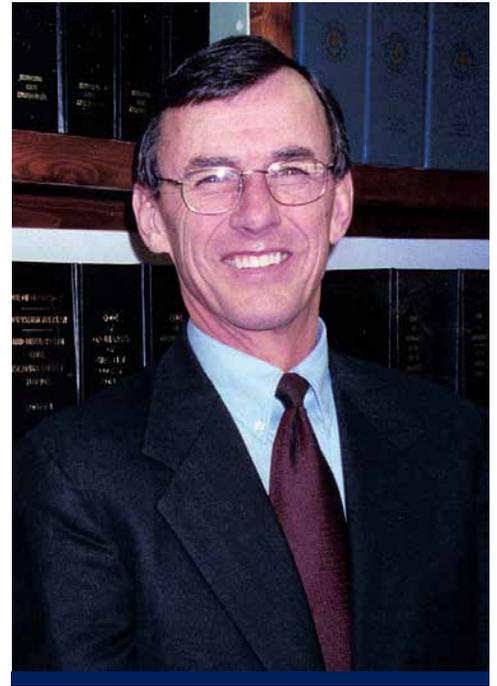
NAME Trustees

Mr. James C. Graham
Trustee

RADM Harold E. Grant, JAGC, USN (Ret.)

Trustee

Rear Admiral Grant is Executive Vice President and CEO of Municipal Code Corporation in Tallahassee, Florida. A graduate of the US Naval Academy, he reported to NAS Pensacola, Florida, for flight training in 1966. Upon completion of flight training, he reported to VA-45 at NAS Cecil Field, Florida, for initial training in the A-4 *Skyhawk* aircraft. He served in VA-34, VSF-1 and VT-7 and deployed in USS *Forrestal*, and USS *Yorktown*. He attended law school at Florida State University College of Law and Naval Justice School, Newport, Rhode Island. In January 1975, Grant reported to Naval Legal Service Office, Pensacola, Florida, for his first tour of duty with the Navy Judge Advocate General Corps. While attached to the Naval Legal Service Office, he served concurrently as Staff Judge Advocate for Commander, Training Air Wing 6. From there he transferred to NAS Whiting Field, Florida, where he served as station legal officer and Staff Judge Advocate for Training Air Wing 5 from September 1976 to September 1978. His next assignment was as the executive officer of Naval Legal Service Office, Corpus Christi, Texas, from September 1978 to June 1981. From June 1981 to June 1984, he served as Deputy Assistant Judge Advocate General (Management and Plans) and Assistant Deputy Commander (Management and Plans), Naval Legal Service Command, Washington, DC. From June 1984 to July 1987, he served as Force Judge Advocate for Commander, Naval Air Force, US Atlantic Fleet, Norfolk, Virginia. In July 1987, he assumed command of Naval Legal Service Office, Norfolk, Virginia, and served in that position until July 1989. In July 1989, he reported to the Office of the Commander, Naval Legal Service Command, Alexandria, Virginia, for duty as Vice Commander and Assistant Judge Advocate General for Operations and Management. From July 1990 through July 1991, he was assigned to the Pentagon as Executive Assistant to the Judge Advocate General. On 15 August 1991, he assumed command of the Naval Investigative Service Area Command Atlantic and served in that position until February 1993. Grant assumed duties as the Acting Judge Advocate General on 1 October 1993 and was confirmed by the US Senate as Judge Advocate General in March 1994. He served as the Judge Advocate General until his retirement on



1 July 1997. Grant is a member of the Bar of the Supreme Court of Florida and the United States Court of Military Appeals. He includes among his awards the Distinguished Service Medal, the Legion of Merit with three gold stars, the Meritorious Service Medal, the Navy Commendation Medal, the Navy Achievement Medal, the Meritorious Unit Commendation and the National Defense Service Medal with bronze star. He and his wife Katherine Ann have one son, William Eric.

CAPT Keith Hoskins, USN (Ret.)

Trustee

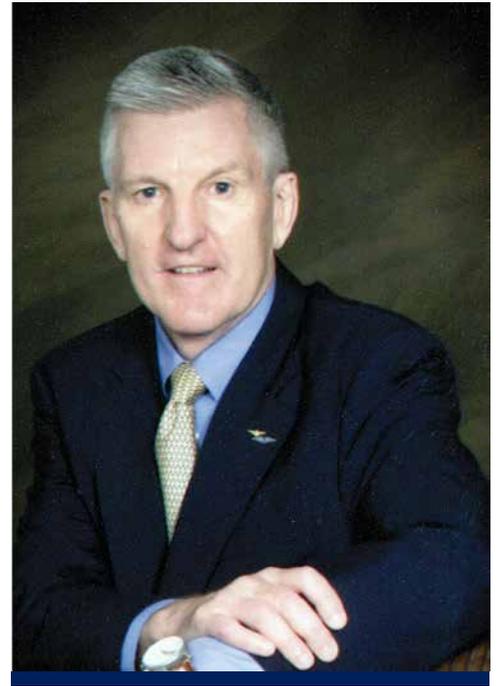
Captain Hoskins is a native of Parkville, Missouri. He graduated from Missouri Western State University with a Bachelor of Science in electrical engineering technology in 1988. He was commissioned after completion of Aviation Officer Candidate School in September of 1989, and was designated a Naval Aviator in February of 1992, in Kingsville, Texas. Hoskins' sea assignments include duties in VFA-86 "Sidewinders" onboard the USS *America* (CV-66), where he flew several combat missions in support of Operations *Decisive Edge* and *Southern Watch*. He later served with VFA-25, the "Fist of the Fleet" onboard the USS *Abraham Lincoln*. During his tour with VFA-25, he completed an extended deployment flying combat missions in support of Operations *Enduring Freedom*, *Southern Watch*, and *Iraqi Freedom*. He completed his command tour with the "Valions" of VFA-15 onboard the USS *Theodore Roosevelt* in support of Operation *Enduring Freedom*. Captain Hoskins' staff assignments include duties at the Naval Military Personnel Command in Washington, D.C. for a one-year tour of duty as an assistant aviation commander detailer. He was an instructor pilot for the "Gladiators" of VFA-106. He was selected to the Naval Flight Demonstration Squadron, the *Blue Angels* as a demonstration pilot. During his Joint tour at Offutt AFB, Nebraska, he served as aide de camp to the Commander, United States Strategic Command. Other tours include serving as the 3rd battalion officer at the US Naval Academy, Commanding Officer of Strike Force Squadron 15 and as National Director of NROTC at Navy Service Training Command. Captain Hoskins' last tour of duty was as Commanding Officer of NAS Pensacola, Florida, during which he received the 2015 Commander in Chief's Installation Excellence Award. His personal decorations include the Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Air Medal (three awards with combat "V"), Navy Commendation Medal (three awards with combat "V"), Navy Achievement Medal (two awards), and numerous unit commendations and awards. After his retirement, he joined Gulf Power in June 2016, as its major accounts and military affairs manager, and in November 2016,



he was selected as the company's new Western District general manager. As the district general manager, Hoskins is responsible for the customer service and sales operations for Escambia and Santa Rosa counties. He serves as a representative of Gulf Power on community boards and with government officials.

Mr. O. Lewis Humphrey *Trustee*

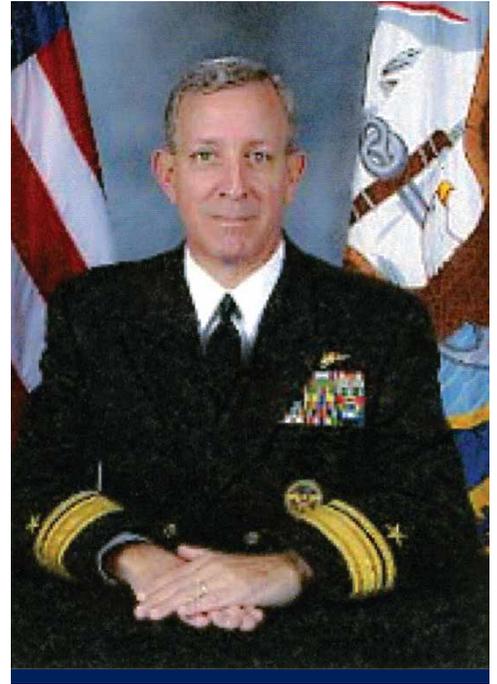
Mr. Humphrey is a 1968 honors graduate of LaGrange College and in 2010 was named to the LaGrange Wall of Outstanding Alumni, an honor afforded to less than 100 alumni since the college's founding in 1831. He is a retired executive vice president and chief credit officer of the financial services segment of Fortune 250 Textron, which counts Bell Helicopter and Cessna Aircraft among its world class brands and the United States Marine Corps as its largest customer. With a 32 year public company career primarily in banking, commercial and corporate finance, Lew was involved in business transactions as large as \$250 million in more than 70 countries in virtually every mature industry and continues to mentor senior executives in global financial services matters. A former Marine Corps F-4 and A-4 pilot and Vietnam veteran, he serves as a docent and is chairman of the volunteer advisory board at the National Naval Aviation Museum and is a member of the Quiet Birdmen, an ancient fraternal aviation order. Experienced in board, organizational improvement, strategic planning, training, six sigma, legal and governance matters, he has been chairman-elect and has chaired the audit and investment committees of the 501(c)(3) Wallace Community College Foundation board of directors, on which he has served since 2008. As a member of the University of West Florida Academy of Senior Professionals, he provides insight to the university on organizational and technical matters and mentors graduate students. Lew has been married to Carol Baker of Ashford, Alabama, since 1969. They reside in Pensacola, Florida, and have one son, Brian, who is a utility helicopter pilot in San Diego, California and various remote areas of Alaska. Appreciative of their life experiences and success, Lew, Carol and Brian support a number of philanthropic causes.



RADM Gary R. Jones, USN (Ret.)

Trustee

Rear Admiral Jones graduated from the US Naval Academy in 1975, with a bachelor of science degree in mechanical engineering. He also holds a master of science degree in systems management from the University of Southern California, and is an Armed Forces Staff College graduate. Designated a Naval Aviator in 1976, early operational assignments include duty in HSL-32 and HSL-34. He also participated in the Personnel Exchange Program, flying with the British Royal Navy while assigned to 829 Squadron in Portland, England. Returning to HSL-34 as XO, he became CO in November 1992. Jones next served as air boss aboard USS *Saipan* (LHA-2). After *Saipan*, he joined USS *Peleliu* (LHA-5) as XO for a Persian Gulf deployment. In April 1998, he became CO of *Peleliu*, and completed a Western Pacific/Persian Gulf deployment. Staff and shore assignments include flight instructor duty in HSL-30, serving in the Secretary of Defense's Office for Special Operations/Low-Intensity Conflict and duty on the CNO Staff as head of Operations, Plans and Political-Military Affairs in the Western Hemisphere. He also served as EA to the Deputy Commander-in-Chief/Chief-of-Staff, US Atlantic Fleet. Prior to Flag selection, he was director, Readiness/Warfare Requirements at ComNavAirLant. His initial Flag assignment was Commander, U.S. Naval Forces Korea, and Naval Component Commander, United Nations Command in Seoul, Republic of Korea. Jones next assumed command of Amphibious Force, 7th Fleet, Commander Amphibious Group 1/CTF-76 in Okinawa, Japan. He also served as commander, Forward Deployed Naval Forces Expeditionary Strike Group (FDNFESG). Prior to his last assignment as Commander, Naval Education and Training Command, he served as Commander, Naval Service Training Command and Commander, Navy Region Midwest in Great Lakes, IL. Rear Admiral Jones retired from active duty in 2010 and is currently Vice President, Alion Science and Technology. He and his wife, Tammy, reside in Virginia Beach, Virginia.



CDR Peter N. Lengyel, USN (Ret)

Trustee

As President and CEO, Safran USA, Mr. Lengyel is responsible for execution of Safran's strategic vision among the 30 companies and joint ventures operating in the United States. He was previously the Vice President for Business Development for Safran USA, and in this role coordinated Group approaches across Safran's aerospace, defense, and security markets in the U.S.

Prior to joining Safran, Mr. Lengyel was a career naval officer, and last served as the naval attache for defense security cooperation at the American Embassy in Paris, France. As the Director of Naval Affairs, he served as a liaison between government, defense, and private sector leaders to increase interoperability of U.S. and French defense and national security systems.

A 1984 graduate of the US Naval Academy, Mr. Lengyel qualified as a tactical coordinator, mission commander, and instructor in the P-3C aircraft and attained over 3,500 flight hours. He also served as an exchange officer with the Royal Netherlands Navy, Tactical Action Officer on board the USS America (CV-66), and commanding officer of Navy Recruiting District, Michigan. During NATO combat operations in Bosnia and Kosovo, he was the Director of the Tactical Support Center and NATO Maritime Patrol Air (MPA) Task Group Commander, based in Sigonella, Sicily. In the course of his career, he participated in Cold War antisubmarine operations throughout the Atlantic Ocean, Arctic, North and Mediterranean Seas, as well as naval operations in Bosnia, Kosovo, Iraq, Somalia, and Haiti. His personal awards include the Legion of Merit, Meritorious Service Medal (two awards), the Air Medal, Joint Service Commendation Medal, Navy Commendation Medal (three awards), Navy Achievement Medal, and various unit and campaign awards.

Mr. Lengyel is a graduate of the Naval War College, where he earned a masters degree in national security and strategic studies, the Defense Language Institute (French and Dutch studies), Ecole Militaires Centre des Hautes Etudes de l'Armement (Center for Advanced Armament Studies), and the Safran Executive MBA program through Duke University and HEC Paris. Mr. Lengyel also serves on several Safran company boards



and the U.S. Naval Academy's Board of Trustees (Athletic & Scholarship Programs).

Mr. Jim MacDougald Trustee

Mr. MacDougald was born in Providence, R.I. and grew up as an "army brat" as his father spent a 25-year career in the US Army. Jim spent 17 years in the employee benefits division of a major insurance company specializing in group health insurance and corporate pension plans, becoming Vice President in 1976 at the age of 32. In 1982 he and his wife Suzanne established their own company that specialized in assisting employers in administration and compliance with employee benefits administration. Their company, ABR Information Services moved to Florida in 1987. In 1994, the company went public. In 1995, 1996 and 1997 Forbes Magazine named ABR as one of "The Best 200 Small Companies in America." In 1998, Fortune Magazine named ABR as one of the "100 Fastest Growing Public Companies in America." ABR grew internally to 1,000 employees in Palm Harbor, Florida, and added another 500 employees in six other states via acquisitions. It moved to St. Petersburg in 1998 and was acquired by Ceridian Corporation (NYSE:CEN) in 1999. ABR stock increased 1000% in the five years that it was a public company. MacDougald retired in 2000 and in 2001 invested in and became chairman of the board of Odyssey Marine Exploration, Inc. the world leader in deep-ocean shipwreck exploration. Odyssey stock increased 1000% during his tenure as chairman. Jim has served on the Board of Trustees of numerous non-profit organizations including Academy Prep, USF Foundation, Eckerd College, The St. Petersburg Chamber of Commerce, The Salvador Dali Museum, the St. Petersburg Museum of Fine Arts, The Special Operations Warrior Foundation, the International Council of the Tampa Bay Region, and The Rays of Hope Foundation. In 2009 Jim authored the best selling book, *UNSUSTAINABLE: How Big Government, Taxes and Debt Are Wrecking America*. Jim has an honorary doctorate from Eckerd College and is currently a trustee of the University of Tampa. He and his wife, Suzanne, have been married for 50 years and have two children and six grandchildren.



RADM Michael Manazir *Trustee*

Mike Manazir is Vice President, Navy Systems for Boeing's Defense, Space and Security organization headquartered in Arlington, Virginia. Mike is responsible for all products and services within the Navy portfolio and is also responsible for bringing the Navy customer's perspective to each Boeing business division leadership team to assist with strategy, technology, investment and business decisions in the pursuit of new Navy business opportunities for The Boeing Company. Mike also serves as Vice Chairman of the National Defense University Foundation (NDUF) as well as on the boards of The Tailhook Association, the Association of Naval Aviation and the National Capital Region Navy League. Mike actively works with industry and government leaders to enhance awareness of the roles Boeing and industry partners can play in the pursuit of national security policy solutions. Mike joined The Boeing Company after retiring as a Rear Admiral with 36 years of distinguished service in the United States Navy. He commanded VF-31, USS SACRAMENTO, USS NIMITZ, and CARRIER STRIKE GROUP EIGHT in USS DWIGHT D. EISENHOWER. His service included 15 overseas deployments from both coasts; 3750 fighter hours qualified in the F-14A/D and the F-18E/F; 1240 arrested landings; and five tours in the Pentagon, four of these in Navy requirements, culminating in his role as the Deputy Chief of Naval Operations, Warfighting Systems (OPNAV N9).



Ms. Nancy W. Pearson

Trustee

Ms. Pearson is President and Founder of HarborCrest International. She has more than 25 years experience in executive recruitment and assessment. She has conducted numerous executive searches, market scans, and executive leadership assessment assignments in all functional capacities. Her work spans a wide range of industrial and consumer manufactured products businesses. Ms. Pearson's client relationships include Fortune 20, mid cap businesses and emerging growth companies. Functionally, Ms. Pearson has led searches for a broad spectrum of functions including CEO's, board of directors, global executive leadership and general management. She has also gained significant experience working across global accounts to provide human capital solutions. Ms. Pearson has worked with clients in succession planning for their next CEO, leading confidential research activities to provide Fortune 100 companies the opportunity to benchmark their internal succession candidates against best in class candidates from industry. Previously, Ms. Pearson spent 13 years with Korn/Ferry International where she served as a senior client partner. Before joining Korn/Ferry, Ms. Pearson was a director with A.T. Kearney. Prior to entering the executive search industry, she was a senior financial analyst for The New York Times Company and Burson-Marsteller, Inc., where her responsibilities included strategic planning, staffing and compensation analysis. Ms. Pearson received her Bachelor's Degree in business administration, magna cum laude, from C.W. Post College and is currently pursuing her executive education in management, innovation and technology at the Massachusetts Institute of Technology – Sloan School of Management. Ms. Pearson is an alumnus of the Board of Directors' College Program at Stanford University Law School. She is a member of the Women in Aerospace Association. Ms. Pearson is a member of the New York Yacht Club and Noroton Yacht Club where she has served on the Board of Directors. She won the 1993 United States Women's Sailing Championship, The Adams Cup. Additionally, she served as a Race Manage-

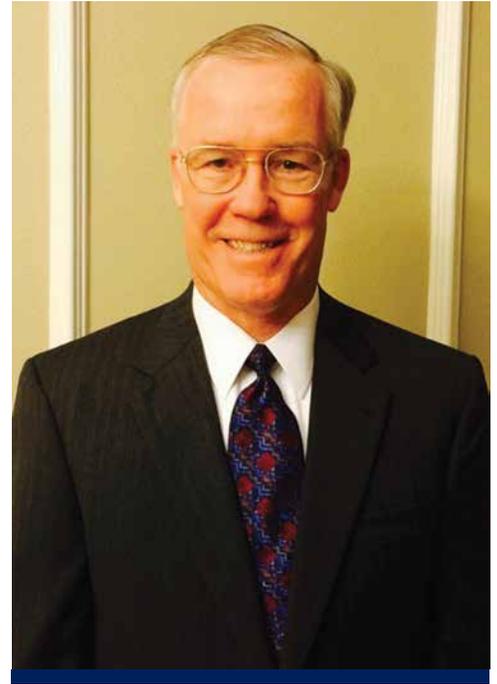


ment Specialist with responsibility for the Men's and Women's 470 Class Finish Line for the 1996 Olympic Games.

RADM Donald P. Quinn, USN (Ret.)

Trustee

Rear Admiral Quinn is a native of East Rochester, New York, graduated from the U.S. Naval Academy in 1979, and was designated a Naval Flight Officer in 1980. He completed operational assignments with the "Knightriders" of Attack Squadron (VA) 52, in Oak Harbor, WA; the "Nighthawks" of VA-185, in Atsugi, Japan; and the "Fighting Tigers" of VA-65, in Virginia Beach, Virginia. He also served as Deputy Chief of Operations for Commander, Joint Task Force Southwest Asia for Operation Southern Watch. His shore tours included duty as an instructor in the Pacific Fleet A-6 Intruder Fleet Replacement Squadron; as aide to Commander, Medium Attack Tactical Electronic Warfare Wing Pacific, in-residence education at the Naval War College; joint duty in the Targeting Division of the Atlantic Intelligence Command, and as the Director of Aviation Officer Distribution at Navy Personnel Command. He holds a M.A. in national security and strategic studies and a M.S. in general management. In 1993, he was chosen for transition into the EA-6B Prowler Community and commanded Electronic Attack Squadron (VAQ) 139, VAQ-129, and Carrier Air Wing 9. In September 2005, he was promoted to flag rank and commanded Naval Air Training Command, Strike Force Training Atlantic, Navy Personnel Command, and Naval Education and Training Command. His personal awards include the Distinguished Service Medal, the Distinguished Flying Cross, and the Bronze Star. He retired from active duty on 1 February, 2014. Rear Admiral Quinn currently works as a consultant on manpower, talent management, training, and education issues and is engaged in several ministries at the Cathedral of the Sacred Heart in Pensacola, Florida. He is currently Chairman of the Board for the Tailhook Association and on the board of the Pensacola Council of the Navy League. He is married to the former Jean Marie Mazzo of East Rochester, New York, and they have been blessed with four children and eight grandchildren.



VADM Joseph Rixey, USN (Ret)

Trustee

Vice Adm. Joseph Rixey is a native of Monterey, California. He started his naval career in August 1978 with enlistment and assignment to the Naval Academy Preparatory School leading to graduation from the United States Naval Academy in 1983. Rixey earned a Master of Science in Aeronautical Engineering and Engineer's Degree in Aeronautics at the Naval Post Graduate School, Monterey, California. He was designated as a naval aviator in August 1986.

His operational tours include Patrol Squadron 17, Naval Air Station (NAS) Barbers Point, Hawaii; USS Constellation (CV 64) as a catapult and arresting gear officer and assistant air officer; VP-40, Whidbey Island, Washington; and commanding officer VP-2, Kaneohe Bay, Hawaii.

His previous shore assignments included Naval Air Systems Command as the P-3 Training Systems program manager, NAS Patuxent River, Maryland; P-8A Poseidon team lead; Maritime Patrol and Reconnaissance Aircraft program manager; deputy program executive officer, Air Anti-Submarine Warfare and Advanced Sensors programs; and as vice commander, Space and Naval Warfare Systems Command. Rixey served as the deputy assistant secretary of the Navy for international programs and as the director for the Navy International Programs Office. Rixey was most recently the director of the Defense Security Cooperation Agency.

Personal decorations include the Distinguished Service Medal, Legion of Merit (three awards), Bronze Star, Meritorious Service Medal (three awards), Air Medal S/F, Navy and Marine Corps Commendation Medal (four awards) with combat "V" (one award), and the Navy and Marine Corps Achievement Medal (one award).



Kristen Robertson

Trustee

Kristin Robertson is vice president and general manager of Autonomous Systems, a division within Boeing Defense, Space & Security (BOS) that focuses on autonomous technologies, intelligence capabilities and networking solutions from seabed to space.

Robertson joined the company in 1994, and has held various leadership positions to include vice president of Tiltrotor programs and Bell Boeing V-22 program director, and most recently as vice president of Engineering and chief engineer for BOS Strike, Surveillance and Mobility.

Prior to Boeing, Robertson was employed by the U.S. Navy as a civilian electronics engineer at the Naval Aviation Depot in San Diego, Calif. She received her bachelor's degree in electrical engineering from the University of California in San Diego and her master's degree in international business from Saint Louis University.

Robertson serves on the board of directors for Saint Louis University and is a member of the Beta Gamma Sigma National Honor Society and the Society of Women Engineers.



CAPT E. Earle Rogers II, USN (Ret.)

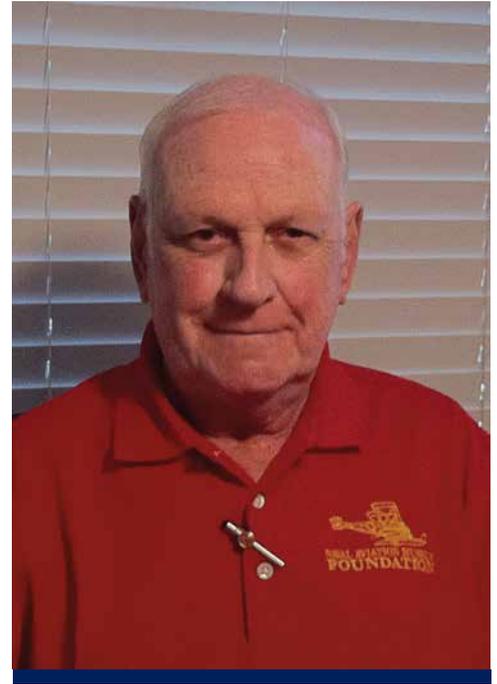
Vice President

Captain Rogers, a native of Orlando, Florida, is a 1959 graduate of Stetson University. He taught public school prior to entering Officer Candidate School in 1960. He was designated a Naval Aviator in April 1962. Sea duty assignments included tours in Helicopter Antisubmarine Squadron 6, Helicopter Combat Support Squadron 7 and Air Boss aboard USS *Nassau*. He is entitled to wear the Command at Sea insignia for command of Helicopter Mine Countermeasures Squadron 12, Helicopter Antisubmarine Squadron 30 and Helicopter Sea Control Wing 1. Ashore, he served as a flight instructor in Helicopter Training Squadron 8; Aviation Rating Assignment Officer, Bureau of Naval Personnel; Executive Officer, NAS Key West, Florida; Commanding Officer, NAS Corpus Christi, Texas; and on the staff of the Chief of Naval Education and Training, Pensacola, Florida. He retired from the Navy in January 1988, after nearly 28 years of service, to join the Naval Aviation Museum Foundation, where he served as Vice President for Communications. He is a graduate of the Naval War College and holds a master of science degree from George Washington University. Rogers was the 1978 recipient of the Navy League of the United States Stephen Decatur Award for Operational Competence. He and his wife Marilyn have a son, Jeff, a daughter, Kristin, and five grandchildren.



Mr. M.G. Sanchez Trustee

Mr. Sanchez attended Boston College, Chestnut Hill, and the Graduate School of Banking of the South at Louisiana State University, Baton Rouge, and is Chairman of the Executive Committee of Florida Capital Group, Inc. and Florida Capital Bank, N.A. Until 1986, Mr. Sanchez was President and CEO of First Bankers Corporation of Florida, Pompano Beach, and was associated with The First Bankers and its subsidiaries as an officer and director since 1959. From 1986 to 1996, he served as President and CEO of The PBF Management Group, inc., a consulting firm specializing in financial institutions. In addition until year end 1999, Mr. Sanchez served as President and CEO of Wahoo Bay Company Inc., providing expert testimony in matters involving financial institutions, and as managing director (Florida) of T. Stephen Johnson and Associates, an Atlanta based investment banking and consulting firm. In October 1997, Mr. Sanchez, and three business associates formed Florida Banks Inc. for the purpose of acquiring the First National Bank of Tampa. Upon completion of the acquisition the bank's name was changed to Florida Bank, N.A., after which, Mr. Sanchez served as Chairman of the Board of both Florida Banks, Inc., and Florida Bank, N.A. until 2004, when Florida Banks was sold to the South Financial Group. He has completed numerous American Institute of Banking courses and professional development seminars. He is a member of the Advisory Council of the Warrington College of Business Administration, a past National President of the Risk Management Association, Philadelphia; past National President of Gator Boosters, Inc., the University of Florida; past Chairman of the Board of Trustees, member of the Executive Committee, and Chairman of the Finance Committee of Holy Cross Hospital; a former member of the American Bankers Association, National Commercial Lending Committee; Board of Directors, Miami Branch, of the Federal Reserve Bank of Atlanta; Board of Directors of the Florida Bankers Association; Board of the Stranahan House Inc., Fort Lauderdale; and Governor's Advisory Committee on Regional Interstate Banking. He is a former Director at Large of the Alumni Association and former member of the National Alumni Council, the University of Florida; a former Case Leader and Lecturer at the Graduate School of Banking of the South at Louisiana State University; a former Lecturer and Discussion Leader at the Risk Management Association Loan Management Seminar, Ohio State University; a former Lecturer at the American Bankers Association National Commercial Lending School; a former Director of the Florida School of Banking, University of Florida; He is a former member of the Board of Directors of First Union Corporation of Florida and First Union National Bank of Florida (now Wells Fargo); former Chairman of the



Board of TIBA Holdings (Switzerland), a Fort Lauderdale Real Estate Subsidiary; former Advisor to the Southeast Bank Fund Inc., Atlanta; and former member of the Board of Directors of Close Card, Inc. (formerly Directo, Inc.), Atlanta. Mr. Sanchez has been a speaker and panelist at National and State conferences and programs on the subject of banking and lending. He has also appeared before Federal and State regulatory bodies on a variety of banking issues and has been interviewed by national and local publications, including *The Wall Street Journal*, *The American Banker*, *The Miami Herald*, *The South Florida Sun Sentinel*, and *The Saint Petersburg Times*. He has been published in various professional journal periodicals and magazines including *The Western Banker*, *Bankers Monthly*, *The Journal of Commercial Bank Lending*, *The Michigan Investor*, *The Omega Report to Bank Management Lending and Review Business Publications*.

VADM Kevin Scott, USN (Ret)

Trustee

Vice Adm. Kevin Scott is a native of Portsmouth, Virginia, and New York City and was designated a naval aviator in 1984. He is a graduate of the State University of New York at Buffalo, Naval Postgraduate School, U.S. Naval War College and the Joint Forces Staff College. At sea, he served as aircraft division officer and maintenance test pilot, Helicopter Mine Countermeasures Squadron (HM) 14; aircraft handler aboard USS Inchon (LPH 12) and HM-14 operations officer and detachment officer in charge. He commanded HM-14, commanded Mine Countermeasures Squadron (MCMRON) 1 as commodore and later served as commander, Expeditionary Strike Group (ESG) 2. Ashore, Scott served as air combat placement officer, Bureau of Naval Personnel; operations officer, Commander Tactical Wing Atlantic; military aide to the vice president; current operations chief and division chief, Joint Forces Command; director of aviation officer, Distribution Division (PERS 43), Naval Personnel Command; acting director, Expeditionary Warfare Division, Washington D.C.; deputy commander, U.S. Naval Forces, U.S. Central Command and director, Joint Fleet Operations, N3/5, U.S. Fleet Forces Command, Suffolk, Virginia.

Scott assumed duty as director for Joint Force Development (J7) on the Joint Staff, Washington D.C. in July 2016. In that position, he oversees the integration of joint training, concept development, operational analysis and lessons learned activities to achieve the chairman's vision for Joint Force 2020. He most recently served as vice director for Joint Force Development (J7), Suffolk. Scott has earned various personal, unit, service and campaign awards. He holds a Master of Arts in National Security and Strategic Studies.



VADM Michael Shoemaker, USN (Ret.) *Trustee*

Mike is the Vice President for Strategic Planning at Lockheed Martin Aeronautics where he leads the development of Aero's long-range objectives and strategic plans by identifying internal and external strategic issues that could affect growth and profitability. He is also responsible for conducting strategic assessments, campaign strategy development and supporting the implementation of our strategic objectives.

He joined Lockheed Martin in November 2018 as Vice President, Customer Initiatives, responsible for customer interface for Aeronautics product lines and services and functioning as a strategic advisor for emerging opportunities across business areas.

Mike retired from the U.S. Navy (Vice Admiral) in 2018 after 35 years of military service, culminating in his final assignment as Commander, Naval Air Forces, where he was responsible for the combat and personnel readiness of all aviation forces and aircraft carriers for the Navy. He began his career flying the A-7E Corsair and later transitioned to F-18 Hornets and Super Hornets. He commanded a fleet F-18 squadron, the east coast F-18 training squadron, a carrier air wing, two deploying carrier strike groups, and Naval Air Forces, Atlantic before his final tour as Naval Aviation's 7th "Air Boss." He accumulated more than 4,400 flight hours and has 1,066 carrier arrested landings.

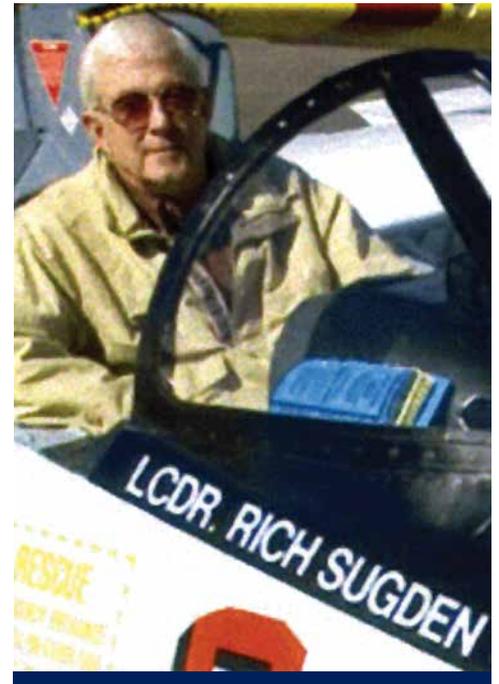


NAME Trustees

Ms. Tammie Joe Shults
Trustee

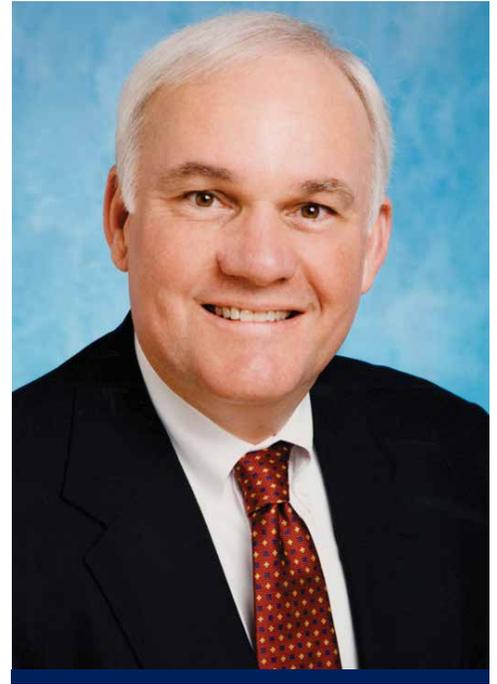
Dr. Richard G. Sugden *Trustee*

A graduate of Stanford University, Dr. Sugden received his medical degree from Baylor College of Medicine in Houston. He served in the military at the Naval Aerospace Medical Institute Flight Surgery Training program and at the Naval Air Test Center USN Test Pilot School, NATC and as a TPS Flight Surgeon. He did Residency Training at Baylor College of Medicine Affiliate Hospital in Houston, Texas. Dr. Sugden founded Teton Data Systems (TDS) after recognizing a need that physicians had for finding medical information quickly. Back in 1987, a fellow physician from Big Piney called Dr. Sugden for a consult on a pregnant patient with some unique symptoms. Although he suspected Lyme disease, he didn't know the best course of treatment. Researching this took hours back then, thumbing through reference books. He thought, "this is ridiculous!" So, he wrote a program to make the info in Scientific American searchable on a Macintosh computer. These were the humble beginnings of STAT!Ref. Every year, more titles were added to the CD-ROMs and eventually TDS started offering STAT!Ref online. He's currently a private practice family physician and has been practicing in Jackson, Wyoming since 1975. He also has a free clinic in Jackson and keeps busy providing care to patients. He provides guidance to TDS, and uses STAT!Ref daily in his practice. In his spare time, he likes to travel and fly his airplanes.



Mr. Andrew C. Taylor *Trustee*

Mr. Taylor, who became involved in the automotive business 30 years ago, assumed the role of Chief Executive Officer of Enterprise Rent-A-Car in 1991, and was named Chairman in 2001. Under Andy's leadership, the company, which was founded by his father Jack Taylor in 1957, has grown to become the largest rental car company in North America. Taylor began his career with Enterprise at the age of 16 in the original St. Louis office, where he washed cars during summer and holiday vacations and learned the business from the ground up. He continued his education at the University of Denver, receiving a bachelor of science degree in business administration in 1970. Following graduation, he opted to gain some initial experience outside of the family business and began working for RLM Leasing, a Ford Motor company affiliate in San Francisco. After three years at the company, Andy returned to the St. Louis area to work for Enterprise. In 1976, Taylor became the general manager of the St. Louis area. In 1980, he was named President and Chief Operating Officer of Enterprise Rent-A-Car. During his time with the company, Enterprise has increased its fleet size from 5,000 cars to more than 600,000 worldwide. Currently, the company has more than 5,000 offices internationally. Under the leadership of Taylor and through the ideas of employees, Enterprise implemented the service of picking its customers up and marketing to repair shops, insurance companies and policyholders whose cars have been damaged or stolen, sticking close to the niche it developed. Outside of his professional duties with Enterprise, Taylor plays an active role in the community. Taylor is past President of Civic Progress, an organization of 30 chief executives in St. Louis who work for improvements on a wide range of civic issues; Chairman of the Board of Directors of the United Way of Greater St. Louis; Trustee of the St. Louis Symphony Orchestra; Trustee of Washington University; Life Trustee of the Missouri Botanical Garden, which is the oldest botanical garden in the US and ranks among the top three worldwide; Director of Anheuser Busch companies; and Director of Commerce Bancshares. On a national level, Taylor is on the Board of Trustees of



the National Urban League. In addition, Taylor formerly served as the 1996 Chairman of the United Way Campaign of Greater St. Louis; Trustee of John Burroughs School; Trustee of the St. Louis Science Center; and Trustee and Treasurer of KETC-TV, a public broadcasting station in St. Louis.

RADM David G. Throop, USCG (Ret)

Trustee

Rear Admiral David Throop serves as the Commander of the Thirteenth Coast Guard District headquartered in Seattle. He is responsible for all Coast Guard operations throughout the Pacific Northwest which includes protecting life and property, enforcing federal laws and treaties, preserving the living marine resources, and promoting national security. The Thirteenth District spans over the states of Washington, Oregon, Idaho, and Montana and includes more than 4,400 miles of coastline, 600 miles of inland waterways, and a 125 nautical mile international border with Canada.

In order to accomplish the Coast Guard's missions in the Pacific Northwest, the Thirteenth District is home to approximately 1,746 active duty, 133 civilian, and 456 reserve personnel, three Sectors, three Air Stations, a Marine Safety Unit, a Maritime Force Protection Unit, 15 multi-mission small boat stations, four Aids to Navigation Teams, 12 patrol boats, and three Aids to Navigation Cutters. In addition to maintaining operational control over all Coast Guard activities in the district, Rear Admiral Throop is responsible for cultivating efficient and effective relationships with numerous other federal, state, and local agencies, elected officials, the tribal nations located in the Pacific Northwest, and with the Coast Guard's international counterparts.

Earning his naval aviator wings in 1988 at Naval Flight Training in Pensacola, Florida, his operational aviation assignments include tours as the Commanding Officer of Air Station Cape Cod, Massachusetts; Commanding Officer of Air Station Traverse City, Michigan; Operations and Executive Officer at Coast Guard Air Station Savannah, Georgia; H65 helicopter standardization and instructor pilot at the Coast Guard's Aviation Training Center in Mobile, Alabama; and as a duty pilot at Coast Guard Group/Air Station San Diego, California.

His other assignments include Commander of Coast Guard Force Readiness Command (FORCECOM), Executive Assistant to the Commandant, Executive Assistant to the Vice Commandant, Chief of officer personnel at the Coast Guard Personnel Service Center, a policy analyst for the Office of Plans, Policy and Evaluation at Coast Guard Headquarters; platform manager for the



C 130J aircraft during initial acquisition and as a Deck Watch Officer aboard the Coast Guard Cutter Vigilant (WMEC-617) in New Bedford, Massachusetts.

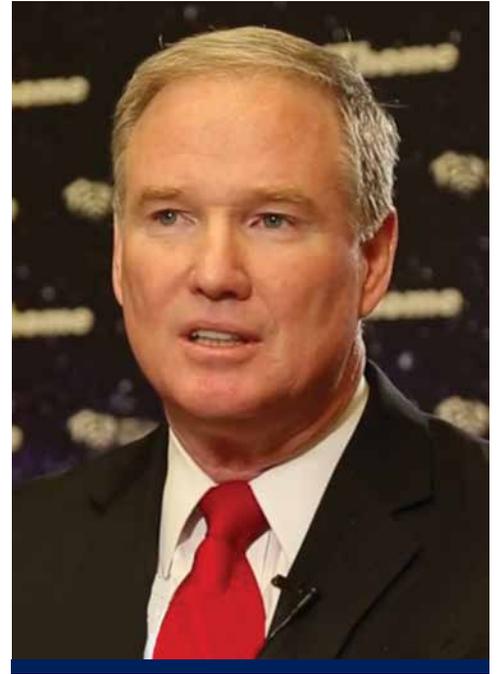
A native of Burton, Michigan, RDML Throop graduated from the U.S. Coast Guard Academy with a Bachelor of Science degree in Civil Engineering. He has a Master of Public Administration from the John F. Kennedy School of Government at Harvard University and a Master of Arts in National Security and Strategic Studies from the Naval War College.

His personal awards include three Legions of Merit, five Meritorious Service Medals with "O" device, the Coast Guard Commendation Medal, the Army Commendation Medal, the Air Force Commendation Medal, the Coast Guard Achievement Medal, and various unit and service commendations. He has accumulated over 3,900 flight hours and has an FM commercial pilot's license in both fixed wing and rotary wing aircraft.

ADM Patrick M. Walsh, USN (Ret.)

Trustee

Admiral Walsh is Vice President for Customer Education at FireEye, Inc. (NASDAQ: FEYE), where he leads a newly formed business unit to develop NexGen Education, Training & Readiness solutions. Prior to company acquisition, he was Senior Vice President at iSIGHT Partners, a global leader in cyber threat intelligence where he was General Manager for ThreatSPACE, a division of the company that uses intelligence-based scenarios to advance enterprise-level readiness for commercial industry and government agencies. Concurrently, Admiral Walsh is a Senior Fellow in National Security and Defense at the John Goodwin Tower Center for Political Studies at Southern Methodist University and Chairman of the Dallas Committee on Foreign Relations. He is an Outside Director on the Board of Directors of Fujitsu Defense and National Security Corp. Prior to joining the private sector, Admiral Walsh held consecutive assignments as one of the highest-ranking officers in the U.S. Navy from 2007-2012, first as the Vice Chief of Naval Operations and then as Commander, U.S. Pacific Fleet, where he commanded the largest fleet in the world. Admiral Walsh commanded the Joint Support Force, Operation *Tomodachi*, in response to the Great Eastern Japan earthquake, tsunami and radiological crisis. He received the Grand Cordon – Order of the Rising Sun from the government of Japan and was recognized by the Japanese Chamber of Commerce and Industry, with the Eagle on the World Award. He received similar recognition and awards from the Japan-America societies in Dallas-Fort Worth and Southern California. The Republic of Korea recognized him with the Tong-il Award, the nation's highest peacetime military honor. In addition to operational duties that included assignments in combat operations and flying with the Navy Flight Demonstration Squadron – the *Blue Angels*, command of VFA-105, CVW-1, CSG-7, and US 5th Fleet in the Middle East, Admiral Walsh was a White House Fellow and served in the Office of Management and Budget. He graduated from Jesuit College Preparatory School in Dallas, Texas, where he received the Distinguished Graduate and Distinguished Alumnus awards.



He is a graduate from the U.S. Naval Academy and earned a B.S. degree; he received a M.A. degree from Chapman University, a M.A. in law & diplomacy and Ph.D in international relations from the Fletcher School of Law and Diplomacy, Tufts University. He received an honorary doctorate from the University of Dallas. He is a member of the Secretary of the Navy Advisory Panel, the Board of Governors of the Center for Creative Leadership, the Board of Trustees of the Institute for Defense Analyses, the Board of Visitors for National Defense University, the Veterans of Foreign Wars Foundation Board, the Baylor Healthcare Foundation Board and other community organizations.

VADM Mathias W. Winter, USN (Ret)

Trustee

Vice Admiral Winter is a proud 1984 graduate of the University of Notre Dame and a 35 year career US Navy Veteran. In addition to his undergraduate Mechanical Engineering degree from the University of Notre Dame, he holds a Master's of Science degree in Computer Science from the Naval Postgraduate School and a Master's of Science degree in National Resource Strategy from the National Defense University. He is currently the President of Winter Strategic Solutions, a small business providing senior advice to defense, non-defense and academic leaders as well as conducting Leadership and Motivational speaking forums. Vice Admiral Winter's 35-plus years of military service encompassed three diverse leadership phases. First, operational tours of duty as a Naval Aviator Bombardier/Navigator flying the carrier-based, all weather, medium attack A-6 Intruder with squadrons VA-42 Green Pawns, VA-85 Black Falcons and VA-34 Blue Blasters deploying aboard the USS Saratoga (CV60), USS America (CV66), USS Dwight D. Eisenhower (CVN69) and the USS George Washington (CVN73). Second, he executed a mid-career transition to the Aerospace Engineering Duty Officer Corps executing numerous Navy weapons systems acquisition tours as chief engineer, chief tester and major program manager delivering game changing warfighter capabilities such as the Joint Standoff Weapon, Joint Direct Attack Munition, Standoff Land Attack Missile, the Advanced Tactical Tomahawk Cruise Missile, MQ-8 Fire Scout Unmanned System, MQ-4 Triton Unmanned System, X-47B Unmanned Combat Demonstrator to name a few. Vice Admiral Winter was selected for Flag in 2010 and served nine years as an acquisition Flag officer holding seven executive-level command positions in large acquisition organizations where he was entrusted with portfolios consisting of thousands of personnel and billions of dollars. Recognized for his intellect, academic success, program business expertise, and leadership skills, his final two Flag command positions were as the 24th Chief of Naval Research/Director of Innovation and the F-35 Joint Strike Fighter Program Director, where he ran the Defense Department's larg-



est acquisition enterprise in history, delivering the technologically advanced 5th Generation Strike Fighter weapon system with \$30 billion dollars annual budget and over \$1 trillion dollars life cycle responsibility. Vice Admiral Winter is a "Teacher Leader" that fosters a culture of success through positive empowerment, bold moral leadership and personal ethical accountability. Vice Admiral Winter continues to serve through several volunteer and non-profit organizations to include his personal commitment in supporting local, State and National Veteran's organizations. He is an avid numismatist, non-fiction reader and life-long musician living in Alexandria, VA.

Mr. Paul Wood Trustee

Mr. Wood is a co-founder and former Managing Director of Madison Dearborn Partners. Headquartered in Chicago, Illinois, Madison Dearborn is one of the largest and most successful private equity investment firms in the nation. From the firm's founding in 1993 and prior to his retirement in 2006, Madison Dearborn raised and successfully invested four separate funds totaling more than \$10 billion. From 1985 through 1992, Mr. Wood was a Vice President and partner at First Chicago Venture Capital, the private equity investment arm of First National Bank of Chicago. Mr. Wood began his business career in 1978 at Continental Illinois Venture Corporation of Chicago. After his retirement, Mr. Wood pursued a lifelong passion for aviation and founded the Warbird Heritage Foundation in Waukegan, Illinois. Warbird Heritage Foundation acquires, restores and operates military aircraft of historic significance and currently has 12 aircraft in its collection. Mr. Wood is an Airline Transport rated pilot with more than 6,000 hours of flight time including 1,000+ hours in military type jets. He is type rated in the KingAir C-90, Citation 525 (single pilot), the North American T-28 *Trojan*, Aero Vodochody L-39 *Albatros*, North American F-86 *Sabre*, North American T-2 *Buckeye* and the Douglas A-4 *Skyhawk*. During the summer months Mr. Wood flies tactical demonstrations in the F-86 and A-4 at airshows primarily in the Midwest. In 2008, he was selected as a civilian member of the US Navy Tailhook Legacy Flight Demonstration team flying the A-4 *Skyhawk* in a formation flight routine with other vintage Naval aircraft and modern F/A-18 *Hornets*. Mr. Wood has been a Board Member of the Children's Home and Aid Society of Illinois for more than 20 years and currently serves on the Executive Committee and as Chairman of the Society's Foundation. He is also a volunteer pilot for the Veterans Airlift Command (VAC), flying wounded Iraq and Afghanistan veterans from military hospitals to their homes for convalescent visits. To date, he has flown more than 40 missions for the VAC. Mr. Wood graduated with honors from the University of Illinois and received



his MBA from Columbia University in New York. He resides in Lake Forest, Illinois, with his wife Corinne (former Lieutenant Governor of Illinois) and has three children, Ashley, Brandon and Courtney.