

## **METADATA**

(Data About Data)

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## PRIMARY LEADERSHIP PRINCIPLES (39)

### 1. ACCOUNTABILITY & RESPONSIBILITY

- A. Authority of Position/Mission/Money
- B. Decision-Making
- C. Drive to Achieve/Delegation
- D. Effective Use of Resources

### 2. CAPACITY TO CARE

- A. Recognition
- B. Discipline/Training
- C. Example/Expectations/Followership/Team-Building

### 3. SELF-AWARENESS

- A. Ability to Embrace Change/Attitude/Creativity
- B. Credibility
- C. High Energy/Inspiration
- D. Intellectual Abilities
- E. Spirituality/Stress

### 4. PERSONAL CONDUCT

- A. Character/Courage
- B. Continual Learning
- C. Military Core Values
- D. Political Savvy

### 5. COMMUNICATIONS

- A. Active Listening/Feedback
- B. Connectivity
- C. Field Presence/Information

Primary Leadership Principles – + 17 L/P + 5 L/P + 10 L/P + 7 OTHER = 39 L/P

YELLOW – GOL alone    BLUE – AOL alone    GREEN – GOL/AOL COMBINED    OTHER



## PRIMARY LEADERSHIP PRINCIPLES (39) & SYNONYMS (62)

1. **ACCOUNTABILITY & RESPONSIBILITY**
  - A. **Authority of Position** (*Command*)/**Mission** (*Preparation=Performance*) ((*Semper Paratus*))  
(((*Vision & Goals*)))/**Money**
  - B. **Decision-Making** (*Consistency*) ((*Decisiveness*))
  - C. **Drive to Achieve** (*Attention to Detail*) ((*Focus*)) (((*Initiative*))) (((*Perseverance*))) ((((*Self-Starter*))))
  - D. **Delegation** (*Empowerment*)
  - E. **Effective Use of Resources** (*Problem Solving*) ((*Process Improvement*)) (((*Work Ethic*)))
2. **CAPACITY TO CARE** (*Compassion*) ((*Support*))
  - A. **Recognition** (*Merit-Based*)
  - B. **Discipline** (*Fairness*)/**Training** (*Indoctrination*) ((*Teaching*))
  - C. **Example/Expectations/Followership** (*Fraternization*)/**Team-Building** (*Alliances*)  
((*Coaching*)) (((*Relationships*)))
3. **SELF-AWARENESS** (*Oneself*)
  - A. **Ability to Embrace Change** (*Flexibility*)/**Attitude**/**Creativity** (*Innovation*)
  - B. **Credibility** (*Honesty*) ((*Integrity*)) (((*Trust*)))
  - C. **High Energy** (*Enthusiasm*) ((*Passion*))/**Inspiration** (*Persuasion*)
  - D. **Intellectual Abilities** (*Personality Styles*) ((*Understanding Human Nature*))
  - E. **Spirituality** (*Ethics*)/**Stress** (*Resilience*)
4. **PERSONAL CONDUCT** (*Professionalism*)
  - A. **Character** (*Confidence*) ((*Reputation*))/**Courage** (*Opportunity*) ((*Risk-Taking*))
  - B. **Continual Learning** (*Curiosity*) ((*Experience*)) (((*Expertise*))) ((((*Knowledge*))))  
(((((*Seamanship*))))))
  - C. **Military Core Values** (*Commitment*) ((*Country*)) (((*Duty*))) ((((*Honor*)))) ((((*Respect*))))
  - D. **Political Savvy** (*Humility*) ((*Humor*))
5. **COMMUNICATIONS**
  - A. **Active Listening** (*Observant*)/**Feedback** (*Ask*) ((*Reflection*))
  - B. **Connectivity** (*Collaboration*) ((*Discussion*))
  - C. **Field Presence**
  - D. **Information** (*Power of the Pen*) ((*Public Speaking*))



## **GOL PRIMARY LEADERSHIP PRINCIPLES (27) & SYNONYMS (24) & DROPPED (4) = 55**

1. **Accountability & Responsibility**
  - A. **Authority of Position** (*Command*)/**Mission** (*Preparation=Performance*) (*Semper Paratus*) (*Vision & Goals*))/**Money**
  - B. **Decision-Making** (*Consistency*) (*Decisiveness*)
  - C. **Drive to Achieve** (*Attention to Detail*) (*Focus*) (*Initiative*) (*Perseverance*) (*Self-Starter*)
  - D. **Delegation** (*Empowerment*)
  - E. **Effective Use of Resources** (*Problem Solving*) (*Process Improvement*) (*Work Ethic*)
2. **Capacity to Care** (*Compassion*) (*Support*)
  - A. **Recognition** (*Merit-Based*)
  - B. **Discipline** (*Fairness*)/**Training** (*Indoctrination*) (*Teaching*)
  - C. **Example/Expectations/Followership** (*Fraternization*)/**Team-Building** (*Alliances*) (*Coaching*) (*Relationships*)
3. **Self-Awareness** (*Oneself*)
  - A. **Ability to Embrace Change** (*Flexibility*)/**Attitude**/Creativity (*Innovation*)
  - B. **Credibility** (*Honesty*) (*Integrity*) (*Trust*)
  - C. **High Energy** (*Enthusiasm*) (*Passion*)/**Inspiration** (*Persuasion*)
  - D. **Intellectual Abilities** (*Personality Styles*) (*Understanding Human Nature*)
  - E. **Spirituality** (*Ethics*)/**Stress** (*Resilience*)
4. **Personal Conduct** (*Professionalism*)
  - A. **Character** (*Confidence*) (*Reputation*)/**Courage** (*Opportunity*) (*Risk-Taking*)
  - B. **Continual Learning** (*Curiosity*) (*Experience*) (*Expertise*) (*Knowledge*) (*Seamanship*)
  - C. **Military Core Values** (*Commitment*) (*Country*) (*Duty*) (*Honor*) (*Respect*)
  - D. **Political Savvy** (*Humility*) (*Humor*)
5. **Communications**
  - A. **Active Listening** (*Observant*)/**Feedback** (*Ask*) (*Reflection*)
  - B. **Connectivity** (*Collaboration*) (*Discussion*)
  - C. **Field Presence**
  - D. **Information** (*Power of the Pen*) (*Public Speaking*)



## **AOL PRIMARY LEADERSHIP PRINCIPLES (15) & SYNONYMS (23) & DROPPED (3) = 41**

1. Accountability & Responsibility
  - A. Authority of Position (*Command*)/Mission (*Preparation=Performance*) (*Semper Paratus*) (*Vision & Goals*)/Money
  - B. Decision-Making (*Consistency*) (*Decisiveness*)
  - C. Drive to Achieve (*Attention to Detail*) (*Focus*) (*Initiative*) (*Perseverance*) (*Self-Starter*)
  - D. Delegation (*Empowerment*)
  - E. Effective Use of Resources (*Problem Solving*) (*Process Improvement*) (*Work Ethic*)
  
2. Capacity to Care (*Compassion*) (*Support*)
  - A. Recognition (*Merit-Based*)
  - B. Discipline (*Fairness*)/Training (*Indoctrination*) (*Teaching*)
  - C. Example/Expectations/Followership (*Fraternization*)/Team-Building (*Alliances*) (*Coaching*) (*Relationships*)
  
3. Self-Awareness (Oneself)
  - A. Ability to Embrace Change (*Flexibility*)/Attitude
  - B. Creativity (*Innovation*)
  - C. Credibility (*Honesty*) (*Integrity*) (*Trust*)
  - D. High Energy (*Enthusiasm*) (*Passion*)/Inspiration (*Persuasion*)  
Intellectual Abilities (*Personality Styles*) (*Understanding Human Nature*)  
Spirituality (*Ethics*)/Stress (*Resilience*)
  
4. Personal Conduct (*Professionalism*)
  - A. Character (*Confidence*) (*Reputation*)/Courage (*Opportunity*) (*Risk-Taking*)
  - B. Continual Learning (*Curiosity*) (*Experience*) (*Expertise*) (*Knowledge*) (*Seamanship*)
  - C. Military Core Values (*Commitment*) (*Country*) (*Duty*) (*Honor*) (*Respect*)
  - D. Political Savvy (*Humility*) (*Humor*)
  
5. Communications
  - A. Active Listening (*Observant*)/Feedback (*Ask*) (*Reflection*)
  - B. Connectivity (*Collaboration*) (*Discussion*)
  - C. Field Presence
  - D. Information (*Power of the Pen*) (*Public Speaking*)



# CAPTAIN/ADMIRAL PRIMARY LEADERSHIP PRINCIPLES

## FOREWORD

### CHAPTER ONE - ACCOUNTABILITY and RESPONSIBILITY

#### 1.A. Mission (Vision and Goals)

**OLD** - Not available. (***Strategic Thinking** - Not available*).

**MID** - The science and skills of planning, directing and managing large scale operations. (***Strategic Thinking** - Not available*).

**NEW** - Involves four key processes: creation of vision, communicating the vision, committing people for working towards the realization of vision through effective and dynamic leadership and, lastly, involves concretization of vision by taking risks, planning and implementing detailed action plans for translating the vision into a reality. Stands as a keystone of intentional and rational thought processes essential for navigating the complexities of business, team dynamics 4 or individual endeavors. It encompasses a deliberate analysis of critical factors and variables influencing long-term success.

***Strategic Thinking** - A deliberate analysis of critical factors and variables influencing long-term success. It is a cognitive process that involves analyzing complex situations, thinking critically, and making informed decisions to achieve long-term goals. It goes beyond day-to-day problem-solving and focuses on the bigger picture, considering the broader context and envisioning the desired future state).*

GOL-211/Jensen - ...we were trained in the process of strategic planning. I bought into the concept and used it at each of my subsequent units.

GOL-290/Livingston...a characteristic associated with great leaders...being a brilliant strategist.

2010 - ...leaders understand near-term and long-range plans and determine how best to be positioned to achieve the advantage in an increasingly competitive national economic climate.

OTHER - Part of the strategic management process often described as a model that involves four basic elements: environmental scanning, strategy formulation, strategy implementation and evaluation and control.

OTHER - This process clarifies purpose, defines mission, paints the vision and then puts that vision into practice. Culture, values and strategies are clearly identified resulting in an operating plan that - if correct and well managed - will result in goal achievement.

OTHER - A mental process that involves generating and applying unique insights and opportunities to achieve a goal or create competitive advantage. It requires considering various factors and variables, setting clear and actionable goals and developing plans for how to reach them. It also includes anticipating and analyzing potential outcomes, risks and alternatives. Strategic thinking can be used by individuals, teams or organizations in different industries especially those that need to adapt to changing market conditions or customer needs.

2010 - Thinking across time horizons, creating and testing hypotheses and being intelligently opportunistic and taking advantage of current conditions.

2010- Leaders are able to envision a preferred future for their units and functions setting this picture in the context of the Coast Guard's overall vision, missions, strategy and driving forces. Concerned with long-term success, leaders establish and communicate organizational objectives and monitor progress toward objectives; initiate action; and provide structure and systems to achieve goals. Leaders create a shared vision of the organization, promote wide ownership, manage and champion organizational change, and engineer changes in processes and structure to improve organizational goal accomplishment.

2022 - Demonstrates understanding of where the organization is headed in the short, medium and long term. Translates organizational vision into individual, team or unit action and seeks opportunities to capitalize on talents of self and others to contribute to organizational goals.

2022 - Formulates objectives and priorities that are compatible with all organizational systems. Implements plans consistent with long-term organizational interests that account for resources, capabilities and constraints.

### **1.A. – Money (Financial Management)**

**OLD** - Not available.

**MID** - To have charge of or direct money matters of an organization or individual.

**NEW** - Monitoring, controlling, protecting and reporting on an organizations money related activities including all bank transactions, loans, debts, investments and other sources of funding.

OTHER - The process of obtaining funds to finance a firm and advising on the use of these funds, which involves analyzing the flow of funds through the firm.

OTHER - Financial management seeks to improve the market valuation of a firm by improving its future prospective earnings stream, taking due account of the riskiness of earnings.

2010 - The Coast Guard's budget and financial management systems are analogous to a nervous system. Leaders must demonstrate broad understanding of the principles of financial management and marketing expertise necessary to ensure appropriate funding levels for their areas of responsibility. They prepare, justify and/or administer the budget for the unit or program; use cost benefit thinking to set priorities and monitor expenditures in support of programs and policies. Leaders seek and identify cost effective approaches and manage procurement and contracting appropriately.

2022 - Prepares, justifies and administers budget, procurement and contracting functions for the unit or program.

OTHER - Currency (banknotes and coins) and, depending on the particular definition used, one or more types of bank money (the balances held in checking accounts, savings accounts and other types of bank accounts).

### **1.E. - Effective Use of resources**

2010 - ...leaders know who their customers are and make every possible effort to find out their customer' needs and to hear their customers' voices. Leaders understand the importance of measuring and monitoring the degree to which their customer's needs are met or exceeded and continually strive to improve that.

2010 - ...leaders understand the distinction between customer" and "boss" and act accordingly to balance competing demands.

2022- Anticipates and meets the needs of both internal and external stakeholders. Delivers high-quality products and services.

## **CHAPTER TWO - CAPACITY TO CARE**

### **2.C. – Team-Building**

2010 - The Coast Guard exists within a broader envelope of partners and stakeholder organizations. Leaders must develop networks and build alliances, engaging in cross functional activities where it makes sense. Leaders collaborate across boundaries and

find common ground with a widening range of stakeholders at the local and national level and use their contacts to build and strengthen internal bases of support.

2022 ...Honest and transparent in support of stakeholder' concerns to gain buy-in and trust. Understands how unit-level decisions affect the Coast Guard's external relationships.

2022 - Shares goals and purpose to build networks and alliances, collaborate across boundaries and cultivate strategic relationships. Honest and transparent in support of stakeholder concerns to gain buy-in and trust. Understands how unit-level decisions affect the Coast Guard's external relationships.

### **CHAPTER THREE - SELF-AWARENESS**

### **CHAPTER FOUR - PERSONAL CONDUCT**

#### **4.A. Opportunities**

2010 - Leaders seek and identify opportunities to develop and market new products and services within or outside of the Coast Guard.

OTHER - The activity of setting up a business or businesses, taking on financial risks in the hope of gain or other accomplishment - not exclusively profit.

OTHER - Adjusts one's behavior and demeanor to appropriately incorporate themselves while addressing issues of racism, privilege, social constructs, identity and differing abilities and bias that impact the workforce. 2.E. - Effective Use of resources

2010 - ...leaders know who their customers are and make every possible effort to find out their customer' needs and to hear their customers' voices. Leaders understand the importance of measuring and monitoring the degree to which their customer's needs are met or exceeded and continually strive to improve that.

2010 - ...leaders understand the distinction between customer" and "boss" and act accordingly to balance competing demands.

2022- Anticipates and meets the needs of both internal and external stakeholders. Delivers high-quality products and services...

#### **4.D. Political Savvy**

2010 - ...leaders identify the internal and external politics that impact the work of the Coast Guard and the Department.

2022 - Understands current local, national and international policies and trends that affect the organization and shape public views.

2022 - ...a leader considers organizational and political realities, the media and special interests when making near-term and long-term decisions.

## **CHAPTER FIVE - COMMUNICATIONS**

### **OTHER CAPTAIN/ADMIRAL PRIMARY LEADERSHIP PRINCIPLES**

#### **Diversity, Equity, Inclusion (DEI) Management & Cultural Fluency**

AOL-56 - Variety and heterogeneity in expertise, maturity, age, gender and culture.

CIA-11 - ...culture determines how people interact with each other to achieve their mission. It also defines how people behave toward one another, how conflict are resolved and ho clients and customers are treated...Largely an emotional element for people, culture is primarily brought to bear through character. It engenders pride and breeds loyalty and commitment.

OTHER - The practice or quality of including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc.

2022...They demonstrate sensitivity to cultural diversity, race, gender, background, experience and other individual differences in the workplace. Leaders guide and persuade others to see the value of diversity - building and maintaining a healthy working environment.

2022 ...They apply knowledge and skills to address racism, privilege, social constructs, identity and differing abilities and bias that impact the work force.

## **Human Resource Management (Talent Management)**

OTHER - A function that focuses on the strategic management of its employees. In today's business world, the relationship between an organization and its human resource department is a strategic partnership.

OTHER - The practice of recruiting, hiring, deploying and managing an organization's employees.

OTHER - A manager's value to his organization is determined largely by his ability to keep all positions and jobs for which he is responsible continually occupied by profitably productive personnel. The moment a position is open and not held down by an employee who is complimentary to the economic welfare of the organization - that is the moment that manager has started to fail.

2010... (effective leaders) understand and support the civilian and military staffing systems and assess current and future staffing needs based on organizational goals and budget realities. Leaders take corrective action when needed. They guide and mentor others in appropriate interaction with these system elements

2022... (effective leaders) inclusively and strategically attract, retain and develop a diverse workforce to successfully meet the unforeseen challenges and demands of today and tomorrow.

## RECAP OF DISTILLATION PROCESS

**A GIFT OF LEADERSHIP (GOL) – 55 TOTAL** Primary Leadership Principles (PLP) were identified in the GOL published in 2010.

With the distillation since then, 17 of those 55 remain as PLPs with 15 more as synonyms. Another 10 PLPs were also identified in the AOL along with another 9 synonyms.

Four Primaries were distilled out:

1. Influence - A broad and expansive concept better represented with the 'passion' 'enthusiasm' and 'persuasion' synonyms and the 'inspiration' and 'high energy' primaries.'
2. Management – A remarkably disliked, under-valued and berated 'leadership principle word better represented with the 'but with 'the 'problem solving' and 'process improvement synonyms and the 'money' primary principle.
3. Persistence – A direct synonym of 'perseverance' which stayed as a primary.
4. Power – A broad and expansive concept better represented with the 'empowerment' and 'command' synonyms.

Together, that adds up to the original 55 of the 2010 GOL.

$$17 + 15 + 10 + 9 + 4 = 55$$

With the distillation, 27 of those 55 remain as PLPs and another 24 as synonyms with 4 not used.

**ARCHITECTURE OF LEADERSHIP (AOL) - 41 TOTAL** Primary Leadership Principles (PLP) were identified in the AOL published in 2008. With the distillation since then, 5 of those 41 remain as PLP with 14 more as synonyms.

With the distillation since then, 5 of those 41 remain as PLPs with 15 more as synonyms. Another 10 PLPs were identified in the GOL along with another 9 synonyms.

Three Primaries were distilled out:

1. Diversity – The broad and expansive DEI concept simply wasn't a topic of conversation within parenting approaches, civilian management philosophies nor within the military. The swing toward WOLK has temporarily reversed itself with the latest federal administration. A parallel example would be the impact of the civil

rights Affirmative Action achievements of that time frame.

2. Management – A remarkably disliked, under-valued and berated ‘leadership principle word inadequately represented with the ‘problem solving’ and ‘process improvement’ synonyms and the ‘money’ primary principle.

3. Mentoring – This was not a talked about leadership principle during the years of this time piece of 1960 – 1975. The word was barely mentioned in the GOL and did not qualify as a secondary leadership principle. For that time period, ‘tutoring’ ‘compassion’ ‘support’ and ‘caring’ described the very beginning of the current day DEI philosophies of leadership, mentoring and management.

Together that adds up to the original 41 of the 2008 AOL.

$$5 + 14 + 10 + 9 + 3 = 41$$

With the distillation, 15 of those 41 remain as PLPs and another 23 as synonyms with 3 not used.

**OTHER SOURCES** – 7 Primary Leader Principles were new to both the GOL and AOL along with 24 synonyms.

SOURCES	PLPs	SYNs
GOL ALONE	17	15
AOL ALONE	05	14
COMBINED	10	09
OTHER SOURCES	07	24
	———	———
TOTAL	39	62

GOL ALONE – Represents those PLPs pulled from “A Gift of Leadership” (second edition – 2014).

AOL ALONE – PLP’s pulled from “Architecture of Leadership” (2008)

COMBINED – PLPS listed in both the GOL PLPs (55) and AOL PLPs (41)

The 39 PLPs and 62 synonyms are broken down into 5 major categories as follows:

CATEGORIES	PLPs	SYNs
Accountability & Responsibility	09	15
Capacity To Care	08	10
Self-Awareness	10	13
Personal Conduct	06	17
Communications	06	07
	_____	_____
TOTAL	39	62



## **BACKGROUND OF “CLASS OF 1965 LEADERSHIP” PROJECT**

**1961** - Upon reporting to the Academy, ‘Swabs’ receive their “Running Lights” – then the leadership bible.

**1963** – During the spring of 1962 as 3/c, an Indoctrination Committee is formed by Bill Carr who leads up to the ‘Purge’ after which Russ Hebert takes over. Classmates Angie Arcchi, Paul Blayney, Dave Duffy, Gene Foster, Dennis Kurtz, Bob Luckritz, Bob Mason, Bill Riley, Bud Sanders, Tom Sides, and Gerry White from the six companies document and implement a standardized approach for the Swabs of the class of 1967. The published “Indoctrination Committee Handbook” is in the Academy Special Collections Library.

**1968** – LCDR Joel Sipes published “Leadership – in Service of Country and Humanity” which was used for some years as part of the Academy’s academic curriculum. Bill Carr learned of this book during his summer reserve training at Yorktown in 1972 and read it several times.

**2007** – Members of the Class of 2010 wrote letters to a substantial number of the 114 Class of 1965 commissioned officers asking their viewpoint on what it takes to be a good leader. A good number of the Class of 1965 responded and the seed for the 2010 “A Gift of Leadership” book was planted.

**2010** – “A Gift of Leadership” book (396 pages) was written and published through Lulu.com in August of 2014 and dedicated to their Class Advisor of then 50 years – CAPT Les High. Each member of the Class of 1965 was asked to contribute an article addressing what they thought it took to be a good leader – similar to the original 2007 requests. Of the 114 in the class, 85 responded with an essay and wrote their views. Another six contributed in another manner for a total of 91 of the 114 entire class. 55 Primary Leadership Principles were identified. **Jeff High** (son of Captain Les and Carol High) contributes significantly to with his Introduction.

Bill Carr initiated this project with the significant collections and editing support of Dick Manning, Andy Horsey, Bill Riley, Stan Kruszewski, Steve Cox, Tom Omri and Doug Teeson.

**2010** - Class of 1965 45<sup>th</sup> Reunion – **Greg High** (also son of Captain Les and Carol High and professional civilian illustrator and storyboard specialist) surprises the Class of 1965 before their Reunion dinner with a video highlighting a good number of the eighty-five primary leadership principles detailed in the “A Gift of Leadership” book.

**2010** - A Gift of Leadership (2010) – **Stan Kruszewski** writes, “I am curious about comments regarding the material (of the book) being dated. Sure, some of the equipment and technology is dated but I don’t think leadership per se outdates itself. Values shift, for better or worse, and styles can reflect contemporary fads, but the basic qualities of leadership are pretty much a foundation which defines us as a people.”

**2010** - A Gift of Leadership (2010) (GOL)

**Prologue** – **Doug Teeson** ‘Some of us now wonder if the “A Gift of Leadership” book might incubate into something more sustainable, accessible and valuable, especially for would-be and/or rising leaders in today’s and tomorrow’s Coast Guard. With a view toward our 50<sup>th</sup> reunion and the fast-approaching concluding decades of “Giving Back” to our alma mater, we’ll be exploring ways to engage others in these conversations on leadership. Please stay tuned.’

**Introduction** - **Jeff High** (the son of Captain Les and Carol High and Honorary 1965 Classmate) wrote the opening essay of the eighty-four essays in the GOL. An executive at Northrop Grumman at the time, Jeff recalls a leadership scenario immediately following the 9/11/01 terrorist attacks while a senior executive at Coast Guard Headquarters. His essay sets the stage for all in the Class of 1965 who made the time to contribute their military and civilian leadership thoughts and experiences.

**Epilogue** – **Bill Carr** - Noteworthy is the fact the 84 essays were written independently with literally no interaction between the authors. Yet the principles identified by each author from their 50 years of leadership experience have distilled into a coherent leadership encyclopedia...“A Gift of Leadership” could become a catalyst within the officer corps and senior enlisted ranks from which those on the bridge, in the cockpit and in all supporting roles can improve their own leadership competencies ‘on their watch.’

**2011** – **Tom Pennington** introduced Bill Carr to the ADM Jim Loy books – Architecture of Leadership (AOL) and Character In Action (CIA). The official “Coast Guard 28 Leadership Competencies” from CG Headquarters also came into play in 2010 and 2022.

**2014** – A second edition of “A Gift of Leadership” (429 pages) was printed after updating with a substantial set of indexes.

**2015** - A paperback copy was given to each 1/c cadet of the Class of 2015 as part of the “Link-In-The Chain.” Bill Carr again led this effort with significant support for a second time of Dick Manning plus Bill Riley, Andy Horsey, Steve Cox and Bob Staton. Significant grass roots editing help came from Ray Cicirelli, Dave Duffy, Dave LaBuda, Bob Luckritz, Tom Omri, Dave Rutherford, Joe Rogers, Bob Scobie, Glenn Serotsky and Laurie Somers. A good handful of wives helped tremendously with the editing.

Bill also met with Jon Heller during Bill’s induction to the Hall of Heroes and Wall of Gallantry that year. There were initial conversations with Jon Heller and mentions of collaboration regarding the Institute for Leadership and next steps with the “A Gift of Leadership” book.

**2015** - Golden Journeys (2015) - **Dick Manning** writes, “I’ve been fortunate to develop a special friendship with Les High. Nearly daily e-mails and occasional phone calls and visits are constant reminders of what a great choice we made for our Class Advisor! I was honored to be on the

team that published “A Gift of Leadership” honoring Les and Carol. I’ll never forget standing in Les and Carol’s living room and presenting the first copy of the book to them with children, grandchildren and Classmates in attendance.”

**Bill Riley** writes, “In 2010, 2011 and 2014, I was privileged to be the production editor for both editions of the Class book – “*A Gift of Leadership*.” I was overwhelmed by the insights and accomplishments of our classmates. One of the great significances of the book is that a cohesive set of leadership principles was documented, independently, by a far-flung group of individuals – many of whom had not been in contact for 45 years. A great deal of credit goes to Bill Carr – the team leader for the book. Congratulation to all who participated in this worthy endeavor. SEMPER PARATUS!”

**2016** - Bill Carr effectively became ‘out-of-commission’ for most of this year due to the death of his wife in April. He continued his Class Correspondent role through 2020.

**2020** - Bob McKenna writes in the Oct/Nov 2020 CGAAA Bulletin, “MCOE will provide ample space especially in our Les and Carol High Leadership and Mentoring (*Class of 1965*) alcoves which will also provide audio visual technology to enhance this already great Coastal Sailing Training Program program...” Bob expands on that Bulletin article during the lunch and learn MCOE walk-through update of November 15, 2022.

<https://www.youtube.com/watch?v=lfvjiV-LskM>

At the 15:30 mark, one can see a brief video of the east alcove with the television and the “Captain Leslie & Carol High Leadership & Mentoring Area” inscription.

Bob further states, “The class of 1965 is actively engaged to capture leadership stories... and what ...leadership...development was like either as a cadet or with the Coastal Sailing Training Program being central to that.”

While the early hope was that the LIFL would be central to our need for sustainability and sponsorship, an effort was attempted to determine if the Coastal Sailing Training Program might fulfill those roles. That effort quickly failed but all the while fairly considered.

**2021** – As with the successful leadership and fundraising in 2015 led by flag officers Roger Rufe, Kent Williams and Doug Teeson regarding the \$1,000,000 for the Center of Arctic Studies, this same group initiated and acquired \$500,000 of funding for the current MCOE Alcove Project.

The Class of 1965 was given the opportunity to utilize the two alcoves on either side of the North main entrance of the MCOE to augment the academic leadership learning of the Academy and Institute for Learning (IFL) curriculums with experiential learning from individual officers and non-commissioned from field operations.

In late 2021 Bill Carr was asked to lead this MCOE Alcoves project with the initial milestone of getting ready for the MCOE Soft Opening of October 12, 2022. Sustainability and sponsorship were important objectives.

**2022** – MCOE Soft Opening successfully completed. YouTube channel “CGA65 MCOE Alcoves” utilized for access to videos.

**2023** – MCOE Formal Grand Opening successfully completed. Search underway to find an appropriate sustainer and sponsor.

**2024** – Academy Librarian approached to assume sustainability and sponsorship which expanded to include a conversion from the You Tube channel of “CGA65\_MCOE\_ALCOVES” to DSpace Express software for institutional accessibility and preservation – the same software utilized by the Air Force, Annapolis and West Point.

**2025** – At their 60<sup>th</sup> Reunion – seeded with funds from the 65ers - the finished handbook and video conversion of “Class of 1965 Leadership” is turned over to the USCGA Library as Sustainer and Sponsor. CAPT Les High and classmates substantially involved over the 2021 to 2025 timeframe of this MCOE Alcoves project were Ralph Anderson, Bill Carr, Lloyd George, Andy Horsey, Gerry Kane, Bob Luckritz, Dick Manning, Del Phillips, Doug Teeson, Roger Rufe and Kent Williams. Honorary Classmate Jeff High, Brother Greg High and Sister Mary Bostwick were contributors in many substantial ways. Academy Librarian Lucy Maziar and Academy Special Collection Librarian Elisa Graydon ultimately tied the ribbon on the box with their assumption of project sponsorship and sustainability.