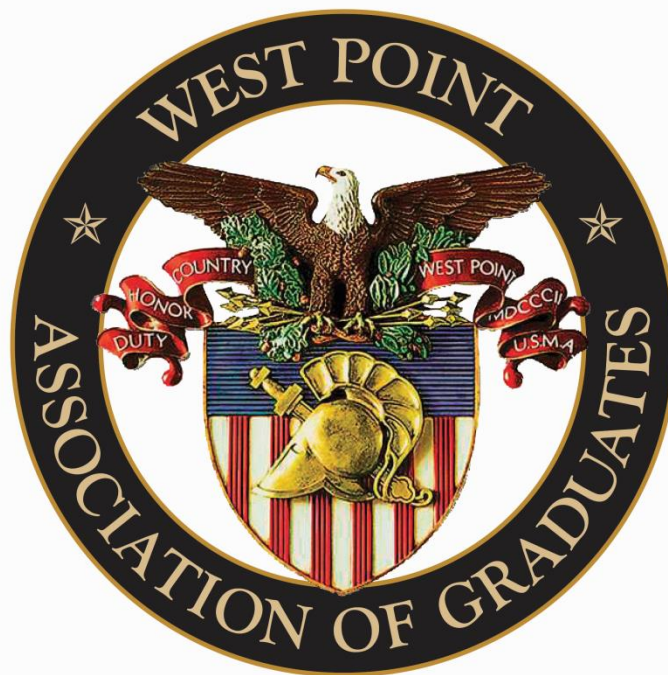


*West Point Association of Graduates
2013 Annual Meeting and Election,
26 November at 5:00 in the Afternoon
Herbert Hall, West Point, NY*



Biographies of the Nominees

Candidate for Chairman



Larry R. Jordan '68 ~ Fairfax Station, VA ~ MA,
Indiana University

Larry served 35 years on active duty, completing his military career as Deputy Commanding General of Training and Doctrine Command, following assignments as Deputy Commander of U.S. Army Europe, The Inspector General of the Army, and Commander of the Armor Center and School. He also served three years at West Point as an assistant professor in the Department of History. He retired in 2003 as a Lieutenant General.

Since retiring from the Army, Larry has worked as a Senior Vice President at Burdeshaw Associates, Ltd., a Defense consulting and professional services firm, and has also served as a consultant with the Defense Science Board and with the Institute for Defense Analysis. He is a member of the Council of Trustees of the Association of the U.S. Army, the Board of Directors of the Army Historical Foundation, and the Board of Directors of the National Urban Fellows. For the past three years he has served on the Board of Directors of the West Point Association of Graduates.

Throughout his active duty and post retirement years, Larry has remained involved in supporting West Point. He has assisted in recruiting both prospective cadets and faculty; supported cadet military training by devising affordable ways to host Third Class summer maneuver training at Fort Knox; participated in the inaugural and successive WPAOG Diversity Leadership Conferences; served on the USMA Bicentennial Committee; and has spoken at numerous cadet functions and activities. He is a current member of the Campaign Cabinet, assisting with the ongoing capital campaign, *For Us All*.

Larry is a member of the West Point Society of DC; he is a contributor to his Class Fund, The Long Gray Line Fund, the A-Club; and he supports the Superintendent's Fund as a member of the Superintendent's Circle. He has served multiple times on the Thayer Award Selection Committee and the Distinguished Graduate Selection Committee. Larry is excited by the prospect of continuing to serve and

contribute to West Point and its graduates as Chairman of the West Point Association of Graduates.

Larry and his wife Nannette have two adult children, Larry Jr., a major in the U.S. Army, and Karl, a vice president with an international insurance firm. They also have seven grandchildren who live at Fort Bragg, NC, and in Bermuda.

Candidate for Vice Chairman



Ellen W. Houlihan '82 ~ Allen, TX ~ MBA, Rivier College

Commissioned in the Field Artillery, assigned to H Battery, 29th Field Artillery, Fort Carson, CO, Ellen served as platoon leader, motor officer, and XO. She branch transferred to Ordnance and served as quarter ton vehicle fleet manager in the Materiel Office, 704th Maintenance Battalion, Fort Carson, CO.

Ellen's civilian career began at Avco Systems (now Textron) as logistics engineer and author of training, installation, and checkout plans for Peacekeeper ICBM depot locations. In 1986, Ellen joined Raytheon Company as a production supervisor of bargaining-unit employees. Recognized with positions of increasing responsibility, Ellen's experience in process control expanded as a project engineer for Patriot Japan and Air Force production readiness enhancement programs. A downturn during the early 1990's in the defense electronics sector offered an opportunity for Ellen to exercise her business skills and experience in commercial product development and marketing. From 1993-2001, Ellen worked in privately-held or small (<\$100M sales) specialty material companies (Butcher's and Chomerics). Ellen rejoined Raytheon in 2004 as a program manager for Army programs tasked to define Unit of Action and Unit of Employment doctrine. Currently, Ellen is Customer Engagement Executive for Combat and Sensing Systems, Raytheon Missile Systems. Prior to her current position, she had sales responsibility for over \$130M of Army, Marine Corps, and Air Force satellite communications systems.

Ellen's involvement with the West Point Association of Graduates dates back to 1987, when she represented the West Point Society of New England at a day-long West Point Societies Conference at the Academy. Ellen has served in every officer position for her local society, to include president from 1993-1995. She served as USMA 1982 class president from 2002-2007. In 2003, she was asked by Tom Dyer, Chair, WPAOG, to chair the AOG 2020 Governance Committee. Under her leadership, the AOG Bylaws and governance model were overhauled (accepted by graduate vote in May 2005) to reflect the business environment in which the AOG currently operates. In 2006, after two years of consensus building and planning, Ellen took a leadership role in organizing a professional conference celebrating the 30th anniversary of admission of women to West Point. Because of its success, the Coast Guard Academy and Naval Academy planned similar events. She currently chairs the Alumni Support Committee, the largest and most diverse committee of the Board of Directors charged with membership, graduate awards, and oversight of WPAOG's services and support for 80 USMA Classes, 135 West Point Societies, and more than 50,000 living graduates.

Ellen brings a unique perspective and extensive knowledge and experience to the West Point AOG's evolution toward its vision of becoming the premier alumni association.

Candidates for the Board of Directors



Darcy G. Anderson '78 ~ Westlake, TX

Commissioned in the Corps of Engineers, Darcy served on active duty for five years in the 1st Engineer Battalion at Fort Riley, Kansas as a platoon leader, executive officer, and a company commander.

In 1983 he moved to Dallas and started his career with Ross Perot at EDS. In 1987 he joined the Perot Group where he served in a real estate development project management role. From 1992 to 1994 Darcy was a senior leader in the Perot for President '92 Campaign and later was the Executive Director of United We Stand America. Upon returning to the Perot real estate business in 1994, he served in various leadership capacities on major regional real estate projects, to include the Fort Worth Alliance Airport, and the American Airlines Center in downtown Dallas. In 2000 Darcy was named Chief People Officer and Vice President of Corporate Support for Perot Systems Corporation. In this role, he was responsible for global human resources, real estate, facilities, and physical security for this 22,000 employee IT services company. Darcy currently serves as Vice Chairman of Hillwood Management working with Ross Perot, Jr. on the Perot family businesses (Real Estate, Oil and Gas, and Investments).

Darcy has been active in support of USMA and AOG in the Dallas area since 1984, initially as a MALO and then as an Officer and Director of the West Point Society of North Texas. He serves on the Service Academy Selection Board for Congressmen Sam Johnson. He served on the AOG Society Support Subcommittee and the Alumni Support Committee for four years, and also as an AOG Class Advisor. Currently he is on the AOG Board of Directors and is Chairman of the Compensation Committee. He has also served on the AOG Finance Committee, Governance Committee, the Thayer Award Committee, Nominating Committee, and the Distinguished Graduate Award Committee. Additionally, he has been active in fundraising for the Combating Terrorism Center and Simon Center at West Point.

Darcy is involved in the local Dallas area on various volunteer boards and church activities.

He states, "I would like to leverage my experience from local admissions efforts, the West Point Society of North Texas, supporting my class and my various business activities to advance the capabilities and successes of the AOG."

Darcy and his wife Kay have two boys ages 24 and 22 (one is a graduate of the USMA Class of 2013).



Herman Bulls '78 ~ McLean, VA ~ MBA, Harvard Business School

Commissioned in the Adjutant General's Corps, Herman served on active duty for over 11 years and completed 30 years of Army service, retiring as a Colonel. An Airborne Ranger, he completed assignments at Fort Dix, NJ, and as an Outreach Officer in the West Point Admissions Office before leading over 100 soldiers in providing personnel support to units south of the DMZ in Korea. After completing Harvard Business School, he served as an Assistant Professor of Economics and Finance in the Department of Social Sciences. As a former Army football player, he provided academic briefings during recruiting weekends for Army football Coach Jim Young and his staff in the late 80's. Following his West Point assignment, Herman served in the Pentagon in the Office of the Assistant Secretary of the Army for Financial Management, where he oversaw a \$4 billion budget for selected Army commands. Herman spent over 16 years in the Army Reserves as a professor in the Department of Social Sciences.

Herman transitioned from the active Army into commercial real estate in 1989. As founder and CEO, Public Institutions, at Jones Lang LaSalle, he has been instrumental in the implementation of several major projects, including the Army and Air Force's housing privatization programs and many major real estate developments on college campuses across the nation. Herman's teams have privatized over 120,000 housing units. He has also worked with government agencies and universities on major real estate projects and testified before Congress as an expert on real estate matters. He founded Bulls Capital Partners, a multifamily commercial mortgage Joint Venture which included SunTrust and Goldman Sachs as successive partners, in

2004 and sold the firm in 2010. Herman is also president of Bulls Advisory Group, a consulting firm which provides targeted real estate advice to CEO-level executives. He is very active in the business community and is a member of the Executive Leadership Council, a select group of senior African-American executives from Fortune 500 companies, and former Chairman of the Executive Leadership Foundation Board. He serves on numerous not-for-profit and public company boards.

Herman has been active in the Class of '78, as a member of the Leadership Council, which provided a \$1 million gift to the Superintendent's Fund for his 25th reunion. He is a member of the West Point Society of DC and was very active in the establishment of the diversity conference sponsored each year by the AOG and is a member of the Army Football Club.

He states, "I feel honored to have had the opportunity to work with West Point in so many capacities over the years as well as work with the current dedicated Directors of the AOG. West Point is a national treasure, and I will continue to work diligently to position the West Point AOG as the premiere alumni association in the country."

Herman's family has a strong West Point tradition. Two of his three sons, Jonathan (23) and Nathaniel (27), were born at West Point. His wife, Iris, served a four year active-duty tour in the Admissions Office. One son, Herman Jr. (28) '05, is currently serving as company commander of a Stryker Company in Afghanistan, and Jonathan '11 will be reporting to Fort Hood, Texas, after completing FA training.



John M. Robb '91 ~ Columbine Valley, CO ~ MBA, Our Lady of the Lake University

Upon graduation, John branched Aviation and transferred to the Ordnance Corps. He spent the bulk of his time on active duty in Fort Riley, Kansas. John was very active in the West Point Society of Greater Houston and served on the Board as the Treasurer of the Society. He assisted in the recruiting efforts for West Point in Houston. At West Point, John was the Captain of the 1990 Army Football team and was a Dean's List student. He is a member of the Army Football Club and enjoys playing in the annual golf outing at West Point. John has a MBA from Our Lady of the Lake University in San Antonio, Texas.

John chairs the Investment Committee for the Association of Graduates and has served on the Committee since 2004. As our *For Us All* Campaign continues and the Association and West Point faces the challenges ahead, John's knowledge of investments, endowments, and business will benefit the Board immensely. John understands the financials of the Association and has been involved with numerous subcommittees that have improved the economic, financial and personnel situation of the Association of Graduates.

John is a Managing Director with AllianceBernstein in Denver, Colorado, a research and investment management firm specializing in managing assets for foundations, endowments, pension funds, sovereign wealth funds, and private clients. John relocated to Colorado from Houston, Texas, in 2005 to found and lead AllianceBernstein's business in the Rocky Mountain region.

John and his wife Patricia are active in Colorado and enjoy skiing, hiking, golf, and traveling with their four children, Jack, Scott, Jill, and Ava.



Clyde A. (Pete) Selleck, III '77 ~ Greenville, SC ~ MBA, Clemson University

Commissioned as an Engineer officer, Pete completed Ranger and Airborne training and was assigned to the 4th Engineer Battalion, 4th Infantry Division, serving as a platoon leader, assistant operations officer, and company commander. Subsequently, Pete spent over 20 years in the Army Reserves, serving as commander of the 447th Chemical Reconnaissance Detachment and a Military Academy Liaison Officer, where he assisted 63 candidates in North and South Carolina in achieving admission into USMA. He retired in 2003 as a Lieutenant Colonel.

Joining Michelin in 1982, Pete has served for 31 years in manufacturing and general management positions in Greenville, SC and Clermont-Ferrand, France, for the world leader in tire manufacturing. The first half of his Michelin career was focused on leadership positions in North American manufacturing plants. Subsequently, he served as Chief Operating Officer of the North American Passenger Car Tire Division, COO of the European Passenger

Car Tire Division, and President of the Global Truck Tire Division. Pete is currently Chairman and President of Michelin North America (MNA). MNA employs 22,000 employees and has annual revenues of \$11 billion.

Pete has served on the boards of Junior Achievement of Greenville, United Way of Greenville County, and the Greenville Technical College Foundation. He currently is a member of the Board of Directors of the South Carolina Chamber of Commerce, and is Chairman of the Board of the Rubber Manufacturers' Association. Pete recently was recognized among 100 CEO Leaders in STEM.

He has actively participated in WPAOG activities over the years. Pete and his wife, Nancy, have supported a WPPSP Scholarship, Class Gifts, and Department of Foreign Languages French immersion training. He led an important project to bring classmates who had not graduated from USMA back into our on-going activities through the WPAOG Associate Membership Program. He led an effort which resulted in the creation of the West Point Society of Upstate South Carolina in 1987.

Pete and Nancy are part of an extended military family, including many USMA graduates. Most notable are his great-grandfather Charles D. Daly '05 (Army football coach and member of the College Football Hall of Fame), his grandfathers Clyde A. Selleck '10 (Bataan Death March survivor) and Robert Totten '33, his father Clyde A. Selleck, Jr '52 and her father Edward N. Eckert '52, and their son Christopher A. Selleck '07 (veteran of service in Iraq and Afghanistan), currently a graduate student at Duke University. Their daughter, Lindsey, resides in Atlanta and works as a CPA with NCR.

Pete's lifelong connection to West Point is the foundation of many aspects of his life, and he sees the opportunity to serve as a Director of the WPAOG as a privilege and an opportunity to continue to serve.



Stanley J. Shipley '73 ~ Dallas, TX ~ MBA, Wharton School, University of Pennsylvania

Stan was commissioned in the Field Artillery and served in staff and battery command positions in the 1st Cavalry Division at Fort Hood, TX. After serving as a forward observer and executive officer, he assumed command of Bravo Battery, 1/77 FA as a 1st Lieutenant. During the time of his command,

this unit was involved in a Department of Army division restructure testing process.

In 1980 Stan began his civilian career at Republic Bank in Dallas after graduating from the Wharton School at the University of Pennsylvania with an M.B.A. in Finance. He has remained at the bank for more than 33 years as the organization evolved through numerous mergers and acquisitions into Bank of America. He has worked in a variety of leadership positions throughout the company. He served as the general manager of the Singapore office with responsibility for Central and Southeast Asia from 1985–1987. Upon his return to the U.S., he served in senior roles in the corporate bank, the trust and investments unit, and the capital markets group. He currently works as a managing director in the financial institutions group of the corporate investment bank. In this role he works with Chief Executive Officers and Chief Financial Officers on strategic issues as well as equity, bond and other types of financing transactions. His clients are regional banks, asset managers, and diversified financial services companies located throughout the United States.

Stan joined the West Point Society of North Texas a few days after his arrival in Dallas and, as a life member, has been active for more than 33 years. He served two terms as President and numerous years as Treasurer, and as a member of the Board of Directors. Stan has a strong interest in helping all that have served in the military, particularly those attempting to transition from the military to civilian jobs. He also enjoys advising high school students who are interested in attending West Point.

Stan is a leader in the North Texas non-profit community where he currently serves on the Boards of the YMCA of Metropolitan Dallas and City Square, and recently served on the Board of the Salesmanship Club Foundation. All of these organizations are focused on assisting families and at-risk youth.

Stan and Cindy, his wife of 37 years, have three children, Justin, Lauren and Kelly.

Stan currently serves as the Chairman of the Development Committee on the AOG Board of Directors. He is humbled and honored to have served in this role and is pleased to serve the AOG, West Point and its graduates in any capacity going forward.



Jeffrey A. Sorenson '73 ~ Reston, VA ~ MBA, Northwestern University, Kellogg School of Management.

Commissioned as a Field Artillery officer, Jeff served 37 years on active duty completing his career as the Army Chief Information Officer (CIO)/G-6 where he was responsible for transforming the Army network to adopt an information systems enterprise approach while expanding warfighting and institutional command, control, communication and computer capabilities for deployed forces. Jeff has more than 20+ years of acquisition experience during which time he successfully led teams that developed, procured, and delivered over 30 different military systems with different technologies ranging from battlefield intelligence automation systems, to tactical intelligence equipment, to night vision products and tactical missile systems for aviation, vehicle and individual platforms, to large scale enterprise network and tactical communication systems. Jeff retired in 2011 as a Lieutenant General.

After leaving the Army, Jeff joined A.T. Kearney, a global management consulting firm with 2700 consultants in 39 countries, as a Partner and Vice President in the Aerospace and Defense practice in 2011. He was selected as the President of the A.T. Kearney Public Sector and Defense Service, LLC in July 2013.

Throughout his active duty years of service, Jeff was active in the AOG serving as Class Trustee and a member of the Class Support sub-committee for ten years. In his post retirement from active duty, he has served as a member of the AOG's Advisory Council for the past three years and currently chairs the AOG's IT Committee, which was established to advise the IT support staff on best business practices for improving the delivery of IT support to the AOG staff and alumni members. Elected as permanent Class Secretary as a cadet, Jeff has been the Chair of the 1973 Executive Committee for the past 15 years, and has also performed the duties of Class Scribe since 1998. As well, he has actively supported two successful class fund raising campaigns for the 25th and 40th reunions.

Jeff and Katherine have enjoyed living through the reality version of "My Three Sons." All three sons graduated with science and engineering degrees – automotive technology, physics and civil engineering – and are gainfully engaged in being "Men for Others."

Candidates for the Advisory Council



Joseph W. Adamczyk '72 ~ Greensboro, NC ~
MEd, Duke University

Joe Adamczyk was commissioned in the Infantry upon graduation from West Point. During his career of over 29 years, Joe served in a variety of command and staff assignments in both CONUS and OCONUS. Upon retirement he entered private education as the Commandant of Cadets at Valley Forge Military Academy and College. He then served with MPRI and Bechtel in support of the Coalition Provisional Authority and the USAID Iraqi Infrastructure Reconstruction Program throughout Iraq. In 2007, he founded a Service Disabled Veteran Owned Small Business in partnership with Winston-Salem Industries for the Blind and serves as the President and Chief Operating Officer of SDV Command Source, LLC.

Joe retired as a Colonel. His last assignment on active duty was as the Brigade Tactical Officer at West Point. He also served an earlier tour at West Point as a Counselor in the Cadet Counseling Center, a Company Tactical Officer, and Executive Officer to the Commandant. He is a graduate of the US Army Command and General Staff College, the US Army War College, and holds a MEd. in Counseling Psychology from Duke University. Throughout his career he has remained an active supporter of USMA and its programs, to include serving as a Class Representative on the AOG Board of Trustees (2001-2003); membership in the West Point Society of the Sandhills and West Point Society of the Piedmont; support of the Military Academy Liaison Officer and Admissions programs as an LNO, mentor, and Black and Gold interviewer; and as a donor to both the Army Athletic Association and the Association of Graduates.

Joe is the father of a graduate (Matthew - USMA 2001; a graduate of the AOG General Wayne A. Downing Fellowship program). Joe continues to maintain a close bond with graduates from numerous classes ranging from USMA 1949 to USMA 2010 (General Officer through Lieutenant) through classmates, relationships developed during his tours at West Point, as a Past President and current Vice President for Administration of the Braxton Bragg Chapter of the Association of the United States Army, and as a member of two West

Point Societies. He was recently appointed to a four-year term on the North Carolina Veterans Affairs Commission by Governor Pat McCrory. He is active in his community and church in numerous volunteer endeavors.

Joe brings a balanced perspective to West Point and its future, having seen it across several generations as a cadet, a junior officer, and a senior officer involved in both direct daily interaction with cadets as well as senior Academy and Association officials shaping policy for the Corps and the Academy.

He possesses a strong desire to serve as an Advisor-at-Large for the West Point Association of Graduates in support of his fellow graduates, Association Members, and West Point. If elected, he considers this opportunity a privilege and honor to serve, and is fully prepared to so.

Joe and his wife Agnes reside in Greensboro, NC. They have five grown children and 3 grandsons.



Carl P. Cecil '79 ~ Chantilly, VA ~ MS-CS, Naval Postgraduate School

Carl was commissioned a Military Intelligence officer and served on active duty with the 101st Airborne Division (AALST), 75th Ranger Regiment and VII Corps. He graduated from the US Naval Postgraduate School in 1991 with his computer science masters degree. He then completed assignments with Army G2 and G3 at the Pentagon before retiring in 1996. Carl was called back to active duty in 2008 and served with the Army Corps of Engineers in Afghanistan and the Pentagon. Carl began his business career in sales with Excel Communications. Carl continued his sales career with EDS, where he excelled and was recognized with Inner Circle distinction in 2000. He became a Partner with The Kenjya Group in 2005, where they doubled in size during his two-year tenure. He was recalled to active duty in 2008. Since 2010, Carl has served as Senior Director, DoD Programs, for Schneider Electric that provide physical infrastructure solutions for critical facilities like Data Centers, Command & Control (C2), and Continuity of Operations (COOP) facilities. Since retiring from the Army, Carl has been an active USMA admissions participant (MALO) in Chantilly, Virginia. He strives to find the best students and educate them about the opportunities to attend

West Point and serve as an Army Officer. He recruits in Fairfax County schools. He has served on Congressman Frank Wolf's service academy selection board since 2002.

He serves the AOG in the role of Class President since his election in 2004 and reelection in 2009. In his role as a Class President, USMA 1979 donated the 79 Climbing Wall in Arvin Gymnasium at West Point; initiated an aggressive 35th Reunion class gift of \$3 million; actively supports the West Point traditions and programs. Carl is a leading donor for his class (Pershing donor level). In 2008, Carl initiated the West Point Leadership & Ethics conferences for the Washington, DC metro that annually support over 200 student and faculty delegates from over 43 high schools. Distinguished graduates such as former Superintendents Dave Palmer and Bill Lennox; also other noted graduates like Barry McCaffrey, Lloyd Austin, and Robert Van Antwerp have been keynote speakers. Through his leadership, other classmates have started West Point Leadership & Ethics conferences in their cities (Minneapolis, Tampa, Cincinnati and Killeen). Carl also serves on the West Point Society of DC Board of Directors as the Leadership & Ethics Chair. Carl has served on the WPAOG Advisory Board since election as an Advisor at Large in 2010. Carl has been an active participant in all of the Advisory meetings. Carl has also helped on the Thayer Award Task Force since 2011. This year, Carl has supported the Ethics Committee and IT Committee. Carl brings over 20 years of IT experience to the IT Committee.

As a former Army wrestler, Carl has supported Army Athletes over the years through participation at a number of Army athletic events both at West Point and other locations as well as modest financial contribution to the A Club. Carl states, "It is my honor and privilege to serve my alma mater. I am dedicated to helping WPAOG effectively serve all graduates, young and old. The Advisory Council is the place to help facilitate that mission and support the Board of Directors. To give back to the Academy that has given so much to me is my solemn duty. I look forward to working with fellow grads to make sure our Academy and alumni association is strong, Army Strong!" Carl is married to Karen, his wife of 31 years, and they have four children: Kelly (USMA '10), Claire (Mary Washington '11), Annie (Christopher Newport '16) and Patrick.



Rosanne F. Hidalgo-Ott '88 ~ New York, NY

Rosanne Ott has 25 years of professional leadership experience in the fields of investment management, corporate healthcare, and military service. She currently manages private funds concentrated in healthcare equities. Rosanne spent the majority of her 15-year investment management career in a boutique, privately owned investment management firm. She spent nearly a decade analyzing multiple sectors of healthcare-related companies and markets, including macro factors affecting such markets. She was a Senior Vice President and Portfolio Manager of the Alger Health Sciences Fund (*Morningstar* 4 and 5 star rated) for five years. Rosanne's been a guest speaker on CNBC and quoted in many leading financial news resources including the *Wall Street Journal*, *Barron's*, *Fortune*, *BusinessWeek*, and others. Previously she was a sell side research analyst at Lehman Brothers and at Piper Jaffray & Co covering healthcare equities. Prior to joining Wall Street, she held key sales and management roles at Johnson & Johnson and Sulzer Spine-Tech, where she facilitated the training of general surgeons, cardiologists, and orthopedic spine surgeons. Recently, Rosanne was selected to attend Harvard Business School's Advanced Management Program, which she will attend in the Fall of 2013.

Rosanne served on active duty in the U.S. Army as a Blackhawk helicopter pilot and flew combat missions during Desert Storm. She is a graduate of several military schools to include the Aviation Officer Basic Course, the Initial Entry Rotary Wing Course, the Air Assault Course, the U.S. Army Airborne Course and the Aviation Officer Advanced Course. Rosanne held key leadership roles throughout her career, notably chosen as Aviation platoon leader throughout her deployment to the Persian Gulf War. She was also a company executive officer. Rosanne rose to the rank of captain and served with distinction during her 5 years of service.

She is excited to participate in a meaningful way as an Advisor-at-Large. Rosanne and her spouse, Andee Hidalgo-Ott, '87, were recently inducted into the Hap Arnold Society and have supported a wide range of programs and initiatives over the years, including the *For Us All* Campaign, the Superintendent's Annual Fund, the Classes of 1987 and 1988, the Combating Terrorism Center, the Department of Behavioral Sciences & Leadership, the Network Science Center, the Center for Oral History and the Army "A" Club. They continue to mentor and

advise young men and women seeking admission to the United States Military Academy and previously served as Military Academy Liaison Officers. Today, Andee and Rose are participating in the Cadet Sponsorship Program and are enjoying sponsoring their first cadet.



Jim Hoffman '78 ~ Greensboro, NC ~ Juris Doctor (JD), Marshall-Wythe School of Law, College of William & Mary

As a cadet, Jim thoroughly immersed himself in Cadet Life. Jim served on the Cadet Honor Committee, played varsity baseball and 150-pound Speed Football, sang in the Cadet Chapel Choir, and was elected as President of the Fellowship of Christian Athletes. As a First Classman, Jim was selected and served as First Captain.

Jim completed Airborne and Ranger Schools, and served for over 5 years on active duty. He chose to be commissioned as an Infantry Officer. As a Second Lieutenant, he developed innovative and specialized training for the Aero-Recon Platoon in the 1st Squadron, 10th Cavalry. He led two different Cavalry platoons, and served as the Squadron Adjutant. Later, as the Squadron's Assistant Operations Officer, he helped to train and to deploy the Squadron to Germany, for a REFORGER Operation. After completing the Armor Officer's Advanced Course, he served as Aide-de-Camp to the Deputy Commandant of the Command and General Staff College at Fort Leavenworth.

After his time on active duty, Jim received his law degree from the College of William & Mary, at Marshall-Wythe School of Law. He was privileged to represent William & Mary on the National Moot Court Team, after winning the law school's Moot Court competition. Upon graduation, he received the honor of the school's Order of the Barrister.

After law school, Jim served for six years in the U.S. Army Reserve. He continued to assist West Point as an Admissions Liaison Officer, coordinating admissions activities in Northern Virginia. As an Action Officer in the U.S. Army Space Division, Jim provided legal perspective on Army space-related issues, including giving his independent assessment and advice on proposed instructions from the Joint Chiefs

of Staff to the negotiating team at the International Defense and Space Negotiations.

Now, Jim works together with business leaders to help them resolve business issues and disputes, including complex litigation and class action cases. Jim has practiced law in both public and private sectors. He worked in industry as a Vice President and Associate General Counsel for a Fortune 250 company; worked in government as a City Attorney in Northern Virginia, providing guidance and direction as general counsel to the city's elected officials and staff; and has practiced law in both national and regional law firms. Currently, he practices with the law firm of Womble Carlyle Sandridge & Rice, LLP. He is admitted to practice before the United States Supreme Court, and is licensed to practice in several jurisdictions. As a business litigator, he has tried cases before judges and juries in state and federal courts, and has filed and argued appeals in various state and federal appellate courts throughout the country.

Jim and his wife, Mary Ann, live in North Carolina with their son, Josh. Jim is active in his community. He has served on boards of directors for several organizations, including local development companies and non-profit organizations. He consults regularly with community leaders and local executives to improve municipal development and local business growth.

Jim is anxious to contribute as an Advisor to the AOG Board of Directors. Currently, Jim actively supports West Point through Society, Class, and AOG activities. He is a founding Board Member for the West Point Society of the Piedmont, in North Carolina, now routinely recognized as a Distinguished West Point Society. He served as its first Vice President, and he maintains an active role in the Society's events, including meetings, speakers, football tailgates, information sessions, and fund raising. He contributes regularly by giving to the Army A Club, to his Class Fund, and to Army athletic programs, including the Speed Football program.



William D. Miller '73 ~ Houston, TX ~ MBA, University of Dallas

Bill graduated from West Point with a Bachelor of Science in Engineering and earned a Master's of Business Administration from the University of Dallas in 1982.

Bill served in the United States Army for five years and retired in 1978 with the rank of Captain. He completed his military service at Fort Benning, where he attended Airborne, Ranger, and Pathfinder school. While in the service, Bill was a Company Commander of an Anti Tank Company, after being a Platoon Leader, Company Executive Officer, and Assistant Battalion S-3.

Bill is currently Chief Operating Officer of BMC Software in Houston, Texas. He manages all research and development, global sales, support and maintenance for BMC, a \$2 billion company. Bill joined BMC in 2002 and was promoted to President of the Mainframe Services Management business unit in 2005.

Prior to joining BMC, he served as Senior Vice President and Chief Operating Officer for Bindview Development Corporation. Bill worked for 21 years at IBM Corporation, where he held a variety of senior leadership positions in sales, marketing and general management in the U.S. and Europe.

Bill's community service includes several years of service on the Board of Directors for The Urban League in Tulsa, Oklahoma, and three years on the Board of Directors for Target Hunger in Houston, Texas.

Bill has also devoted his time and leadership skills to numerous West Point and Army organizations. For four years, he was the class representative for the West Point Greater Houston Parent's Group for the Class of 2011. He is currently an advisory member for the Class of 1973 40th Reunion Gift Leadership team. Bill has also been a member of the West Point Society of Greater Houston for the past 10 years, and he has been a strong financial supporter of both the Army Athletics' Association and the West Point Fund for many years.

Bill and his wife Cathy have three sons and two daughters. His son, Todd, graduated from West Point in 2011, and he is currently serving as a platoon leader for a Cavalry Troop at Ft. Hood.



James S. Pappafotis, '78 ~ Orlando, FL ~
MBA, Northeastern University 1987; CIO
Certification, National Defense University, 2004

Upon graduation, Jim was commissioned into the Field Artillery. He completed his Platoon Leader and Fire Direction Officer assignments in the 193rd Infantry Brigade, Panama Canal Zone. Jim completed his company command at Fort Jackson, SC and served on the Command Staff

before resigning his commission.

Since graduation Jim has had senior leadership experience with Fortune 500 companies, including Lockheed Martin and Raytheon. He has led multiple organizations while producing complex weapon systems for the US Army, US Navy, and US Air Force. Shortly after leaving the Army he led the Manufacturing plant for Raytheon in Bristol, Tennessee. That organization had more than 1000 employees and exceeded \$350M in annual sales.

As a seasoned Director at Lockheed Martin, Jim has had multiple assignments in production, product development, strategic planning, business development and program capture. He currently is assigned to Lockheed Martin Missiles and Fire Control in Orlando, and is responsible for growing the classified business. His commercial experience includes many programs that are supporting the warfighter today including: Patriot, Standard Missile, Maverick, Small Diameter Bomb, JASSM, and Classified programs.

As Deputy Vice President, Jim helped lead the Strike Weapons organization at Lockheed Martin which was responsible for the development of Advanced Weaponry for the F-22 Raptor, and F-35 Lightning Aircraft.

Jim was selected in 2004 as an industry participant to attend the prestigious National Defense University, and received a certification as Chief Information Officer (CIO).

Jim has been privileged to serve West Point and the AOG in a variety of capacities since graduation. He is currently completing a three-year term as a Southeast Region Society Advisor to the AOG. Jim has recently served on the Thayer Award Selection Task Force. Additionally, he has served as the Vice President for the West Point Society of Central Florida since 2011.

Throughout the years Jim has remained involved in supporting West Point. Recently he was instrumental in establishing a CRAD (Cooperative Research and Development) agreement between Lockheed Martin and the West Point Systems Engineering Department. Through this agreement he has helped sponsor several Cadets with Capstone Projects and with the Academic Individual Advanced Development (AIAD) where Cadets spend their summer training and learning at multiple Lockheed Martin sites.

Jim is certified at the Program Management Level 3, and is a member of Association of the United States Army. Additionally, he is the President – Heathrow Men’s Golf Association.

Jim and Tracy currently reside in Orlando, Fl. Their daughter, Holly, recently joined the Long Gray Line graduating in the Class of 2013.