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Obama tells Coast Guard grads their service to the nation matters more than ever

By Jennifer McDermott

(originally published in *The Day*, May 19, 2011)

President Obama praised the graduates of the U.S. Coast Guard Academy Wednesday for choosing a life of service, telling them they're going out into a dangerous world where the Coast Guard is needed now more than ever.

They survived the rigorous first summer, carrying heavy bags and rafts over their heads until their arms were numb. They earned the highest GPA of any class in the history of the academy. And they trained aboard cutters, saving lives, joining maritime exercises with foreign partners and helping to keep illegal drugs out of the country, Obama said.

Obama could have spoken about the Middle East, Osama bin Laden or terrorism, but he focused on the 228 graduates sitting in front of him. He meant to inspire, rather than announce new initiatives or comment on world events as past presidents have done at previous commencements.

Coast Guard Commandant Adm. Robert J. Papp Jr. said the president told him that it was not a day for politics.

"This was to be focused on our cadets and our families. And I really appreciate that," Papp said after the ceremony, adding that the new officers' enthusiasm, dedication, intelligence and humor inspire him to do his job better.

Women make up almost 30 percent of the class. Two international students, one from the Marshall Islands and one from Romania, graduated. Close to 200 of the new ensigns will report to cutters, 20 are headed to flight school and nine will go to shore commands. The international students will return home to serve in their countries' military.

The 130th commencement exercises did not start off as planned. A rainy forecast forced the ceremony into Leamy

Hall instead of outdoors on Cadet Memorial Field. Air Force One aborted its first landing at Bradley Air National Guard Base because of the weather, circled and then landed safely. Because of the poor visibility, the presidential party traveled from the airport by motorcade instead of helicopter. The ceremony began about 45 minutes late.

At the academy, Obama spent much of his 20-minute speech praising the Coast Guard and the academy's graduates. Only briefly did he mention the recent raid he ordered to kill bin Laden, in order to compliment the military and intelligence personnel involved in making sure "the terrorist leader who attacked us on 9/11 will never threaten America again." The audience energetically applauded.

"But the hard work of protecting our country, the hard work goes on," he said.

The Coast Guard's complex missions "have never been more important," Obama said. Abroad, Obama said, the nation needs the Coast Guard to partner with other nations and help them secure their ports; protect the shipping lanes in the Persian Gulf; and combat piracy off the Horn of Africa. At home, the Coast Guard needs to stop smugglers, protect the oceans and prevent terrorists from slipping deadly weapons into ports, he said.

The nation has great expectations of the graduates, Obama said, telling them that they would be "tasked with vast responsibilities" and that tough times would inevitably come. But, he said, "We

Clockwise from top left: Superintendent RADM J. Scott Burhoe; the diplomas; President Barack Obama; cadets divesting themselves of the symbols of cadet life; the new ensigns' shoulderboards and covers await (U.S. Coast Guard photos by Petty Officer 2nd Class Patrick Kelley)





Top to bottom: 2011 Class President Joshua Schwartz presents President Obama with the gift of an engraved sword and scabbard; now ENS Nathanael Crum, recipient of the Distinguished Graduate Award and Highest Academic Standing Award, addresses attendees; President Obama, Secretary of Homeland Security Janet Napolitano, and Commandant of the Coast Guard Admiral Bob Papp, '75 (U.S. Coast Guard photos by Petty Officer 2nd Class Patrick Kelley)

each do our part, knowing that we have navigated rough seas before and we will do so again."

"We Americans are an optimistic people," he continued. "We know that even the darkest storms pass. We know that a brighter day beckons, that, yes, tomorrow can be a better day."

Papp administered the oath of office to the graduates and welcomed them into the Coast Guard as ensigns. Serving in the Coast Guard, Papp said, is more than a job - it's a calling, and there is no higher honor.

"You are well prepared to play your part in leading the great Coast Guard men and women that perform our challenging maritime missions," he said. "Today is a turning point in your life."

More than 3,300 students applied to be members of the class of 2011; the academy offered 391 appointments. The 228 graduates represent 85 percent of the 268 who reported to the campus four years ago. Rear Adm. J. Scott Burhoe, academy superintendent, said he was "proud to report our mission for this class is complete."

Burhoe personally thanked Obama for focusing on the graduates and not making political statements, showing that he cared about the cadets.

The new ensigns accepted their diplomas from Burhoe and shook hands with Papp and Department of Homeland Security Secretary Janet Napolitano before accepting their commission from Obama or from a relative serving in or retired from the military. All the graduates posed for pictures with the president.

Melissa McCafferty, 22, from Michigan, asked Obama if she could hug him. In his speech, he had congratulated her for receiving the Truman Scholarship and making the Coast Guard Academy one of few schools ever to win the prestigious scholarship three years in a row. McCafferty said she was honored to be singled out by the president but being able to hug him was "way better."

"It was great. He's a firm hugger, a good guy," said McCafferty, who will be an intern for the Truman Foundation before reporting to the first of the Coast Guard's fast-response cutters.

Patrick Bennett III was surprised to hear the president say his name during the



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address. Bennett's grandfather, retired Coast Guard Rear Adm. Stephen Rochon, has just finished serving as the chief usher at the White House.

"Patrick is graduating today, and I'm told that Patrick's classmates have a bet on whether his grandfather can still fit in his old uniform," Obama said during the speech, to laughs from the audience. Rochon was later on the stage, in his uniform, standing next to the president to present his grandson with a commission.

Afterward both Rochon and Bennett said they were excited by the "shout out." Bennett, 23, of Maryland, will serve on the Coast Guard cutter Bristol Bay.

Obama mentioned one other graduate during the speech, Jennifer Proctor, who went to his high school, Punahou, in Honolulu. One other graduate, Parish Kaleiwahea Jr., went to a rival high school, Kamehameha.

Standing next to the president for a photo, Kaleiwahea and his father, a retired Navy chief, made the shaka sign, a common greeting gesture in Hawaii, so Obama did, too. Obama laughed at a joke Kaleiwahea told.

"Our alma mater beat his alma mater in basketball this year," Kaleiwahea, who is going to the Coast Guard cutter Boutwell, said later. "So I said, 'After this presidency thing is up, you need to go back to your high school and teach them how to win.'"

After all of the graduates received their commissions, they were told, "Divest yourselves of symbols of cadet life," but not to give them the traditional toss in the air because they were indoors. They removed their cadet hats and shoulder boards and held them into the air.

Handing out leis to his friends outside of the auditorium, Kaleiwahea echoed many of his classmates' sentiments in saying he was "more than ready" to graduate so he could do what he has been preparing for these past four years.



Top to bottom: Cadets taking the oath of office; President Obama shakes hands with now ENS Michael Rathbun while waving to Rathbun's family in the crowd; the commissions (U.S. Coast Guard photos by Petty Officer 2nd Class Patrick Kelley)





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“The Authentic Leader”

Opening Keynote Speech of the 22nd Annual Ethics Forum

as delivered by Joe Robles, CEO, USAA on March 24, 2011



Joe Robles at the 22nd Annual Ethics Forum (U.S. Coast Guard photo by

Thank you, 1st Class Cadet Rothman. And thank you to Rear Admiral Burhoe, Captain Rendon and Captain O'Connor. It's a real honor to be with all the Coast Guard Academy cadets at your 22nd Ethics Forum.

As I look around this magnificent new auditorium, I see that the Coast Guard remains very serious about investing in future leaders.

You've chosen an excellent place to prepare for a career in effective, ethical leadership. I don't have to tell you that your facilities, your instructors and your education are top-notch.

When it comes to ethical leadership, however, it's not always what you can see that counts. In fact, appearances can sometimes be deceiving.

Let me give you a couple of historical examples to illustrate this.

In 1953, North Korea built an impressive village within viewing distance of the DMZ between North and South Korea. Called Kijong-dong (kee-CHONG Dong), it is a village full of what appear to be concrete apartment buildings, each painted in bright colors with blue roofs. North Korean officials

claim that roughly 200 agricultural families live in harmony there on a collective farm. Kijong-Dong is supposed to show South Koreans what a better life there is on the north side of the border.

The interesting thing is, all is not what it appears. When viewed through a modern telescopic lens, you can see that there are no windows in the buildings, and no interior rooms. The buildings are merely empty shells. Workers arrive every day to clean the village, turn lights on and off and give the general appearance of activity. South Koreans call it the Propaganda Village.

Fast forward to around 2006, when financial firms on Wall Street seemed to be thriving. The average salary at one major firm – average salary – was 662-thousand-dollars a year.

Some were getting rich ignoring basic underwriting guidelines. . . creating complicated securities packages based on risky mortgages and other instruments. . .and basically violating their fiduciary responsibilities to their customers and investors.

But behind signs of outward wealth and apparent success, it was hollow. The financial crisis brought down some of these mighty and venerable financial firms. Our nation's economy went down with them, and so did the financial security of many American families.

What emerges from the rubble is that leadership is nothing unless it's the real thing – not just appearances.

After 28 years of military service -- and now more than 16 years in business – I believe that authenticity is at the heart of ethical leadership.

You cannot be an ethical leader unless who you are at your core matches what you present yourself to be.

This is true whether you make a career in the Coast Guard or eventually end up in a civilian career. Leadership is leadership, whether you're in a uniform or a business suit.

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Others have talked about the importance of authenticity. Bill George is the former chairman of the Fortune 500 medical technology company Medtronic. He wrote this about authentic leadership:

“Leadership begins and ends with authenticity. It’s being yourself; being the person you were created to be. This is not what most of the literature of leadership says, nor is it what the experts in corporate America teach. They develop lists of leadership characteristics one is supposed to emulate. They focus on the style of leaders, not their character.”

In my military and business career, I’ve received plenty of top-notch leadership training. But some of the greatest ethics lessons came through some of my real-life experiences.

I’d like to tell you about some of those experiences tonight – with the objective of drawing out some principles that could help you develop your own brand of authentic, ethical leadership.

I grew up in Lorain, Ohio, the son of Puerto Rican immigrants and a father who worked literally inside the furnace of a steel mill. My father was one of the hardest-working men I’ve ever known, and my parents instilled in me values like discipline and hard work.

We didn’t have a lot of money, and I worked odd jobs as a kid. I was about 11 years old, helping stock shelves at a tiny corner grocery in Lorain. One day, the owner didn’t show up to work, and I had to make a split-second decision whether to keep the store open and operate it myself.

The work ethic my parents taught me kicked in, and for two days, I kept that store going until the owner could return.

Fast forward to a few years later, after I was drafted into the Army just out of high school. As you know, in the military, ethics and values are not a program – they are a way of life. I had a lot of people I looked up to and tried to emulate. But I also learned from a couple of negative examples – and saw how I didn’t want to be.

When I was a young officer on my first tour in Vietnam, I found out just how hard doing the right thing could really be.

In the middle of the night, there was a shooting episode, and a howitzer fired out of range and in the wrong direction and killed two of our warrant officers, who were on inspection.

As I saw it, what happened was the chief of that Howitzer section was supposed to get out of bed and supervise. He didn’t get out of bed and instead told a young, inexperienced soldier to do it.

Well, my commander wanted to court martial the young soldier. But I knew that it wasn’t the young soldier who had been negligent. And I told my commander that.

Nevertheless, the court martial went ahead. I was the last witness. I did what I thought was right, because that young soldier’s life could have been ruined. I told them who I thought was really responsible.

The charges were dismissed and my commander was furious, and he punished me. I was due to come out of the field that week, and he sent me back for another six months. Sometimes it’s not pleasant, but there will be several times in your life that you will have to decide to take the right path instead of the easier path.

For every negative experience I had with a commander, there were many more positive ones. You learn a lot just by observing how other people lead. Later in my military career, during Desert Shield and Desert Storm, I had the privilege of serving under Generals Colin Powell and Norman Schwarzkopf.

They were two of the most successful military leaders of our time. And to me, these two men defined the term “authentic leader.”

Both had highly developed ethics and values. Both lived out what they believed. Both put their troops first.

Here’s what General Powell once explained “You are taught to take care of your troops. You do that by making sure you’re providing them with the skills, tools and equipment to get the job done. Only then will they see that you believe in them.”

In other words, take care of your troops, and they’ll take care of you. I saw Colin Powell put that principle into practice, and it’s one I’ve always followed myself.

General Schwarzkopf says he follows what he calls Rule 14: “Do what’s right.” And he always emphasized that character counts in leadership. Gen. Schwarzkopf once claimed: “If you look at the leadership failures that have occurred in this country in the last 100 years, you’ll find that 99 percent of all those failures were failures of character. They were not failures of competence.”

I retired from the military in 1994 and joined USAA. Life’s lessons in ethical leadership didn’t stop with the military, of course. Most business decisions have an ethical component.

Currently, my title is CEO – Chief Executive Officer. But, as CEO, I have assigned myself another title with the same three letters – Chief Ethics Officer. I understand that, if USAA is to be an ethical company, it all must start at the top.

In the mid-1990s, there seemed to be an abundance of schemes being offered by various accounting firms. One of those prominent firms approached me to discuss a strategy to reduce the corporate taxes we had to pay. Problem was, the scheme operated in what I saw as a gray area ethically.

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I told them that while we shouldn't pay more than our fair share of taxes, we also shouldn't scheme to avoid our fair share. By the way, that accounting firm was later involved in some of the financial scandals of that period, and no longer exists today.

So what have all these different experiences taught me about ethical, authentic leadership?

Well, I think authentic leaders are true to three things:

Authentic leaders are true to a mission that is greater than themselves.

Authentic leaders are true to leading by example.

Authentic leaders are true to time-tested values.

I've read a lot about this latest recession to learn how and why it happened. What risks did they take and why?

Some people try to blame the financial meltdown in 2008 on bad business decisions and macro financial issues. Some chalk it up to greed.

I see it as a breakdown in ethics and, in most cases, these business leaders just didn't care about anyone but themselves.

Authentic leaders are true to a mission that's greater than themselves.

When you're in the military, your mission should always be clear.

In business, being true to the mission is just as critical. It puts everyone on the same page, working toward the same objective.

It also unleashes discretionary effort – that extra ingenuity and productivity that employees give to something they believe in – not just what they are paid to do.

A second reason why staying true to your mission is so important is that it simplifies communication. When people believe in the mission, they won't have to waste time parsing the leader's words to figure out motives behind the words.

If you lead that way -- over time, doing what's right will also be the best thing for your career in and outside of the military.

A second lesson of authentic leadership is leading by example – what we at USAA call casting a positive leadership shadow.

Every leader casts a shadow. And every ethical leader talks about ethics rather than assuming that people get it.

But you can't be just a good talker and an inch deep. If you seemingly bend the rules even a bit – you are giving permission for others to do so.

The shadow is at the heart of authenticity: Do we practice what we preach? I watched Colin Powell and Norman Schwarzkopf stay true to their shadows, and it inspired all who served with them to give their best.

Andrew Carnegie once said, "As I grow older, I pay less attention to what men say. I just watch what they do."

Mr. Carnegie was right. People we serve with are watching closely, and if we do the right things, so will they.

You cast a big shadow. Make sure it's the right kind of shadow.

Finally, there's no doubt in my mind that the foundation of authentic leadership is core values -- living out these values and communicating them to those with whom you serve.

Leaders with a set of strong core values actually believe in something, so they are less likely to compromise their

principles under pressure. Core values serve as a kind of ethical guard rail – a line that we will not cross.

You will be faced with your own ethical challenges in the military, as well as in business and life in general. The benefit of this conference is that it gives you the opportunity to decide what kind of authentic, ethical leader you will be.

What are your values? What are your lines in the sand? What do you believe in? It is important that you think about these questions now – when you are not in the heat of the moment. Then, when those conflicts arise, you can make better decisions. That kind of preparation is what "semper paratus" is all about.

Cadets, as you move out into your military leadership careers, remember that you have something the world wants.

This military – and this world – needs the real thing. Not propaganda villages or leaders looking out for themselves.

The world needs you!

We need what the Coast Guard Academy is preparing you to be:

Authentic, ethical leaders who are true to core values, true to casting a positive shadow and true to your mission.

You understand the importance of character in leadership, and that's why you've been organizing this Ethics Forum for 22 years.

As cadets, you have access to a vast storehouse of knowledge on the subject of leadership. But I have to tell you that just about everything you'll ever need to live an ethical life is in the Coast Guard core values:

Honor. Respect. Devotion to Duty.

From the moment you set foot at the Academy in your summer training program, your instructors instilled these values.

During your four years here, you progress from a follower to a mentor and a leader – to someone who not only knows the Coast Guard values, but lives them and leads others to follow them.

Thank you for your service to our country, and thank you for leadership.



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Ethics Forum a hit with the Corp

Unlike earlier forums, cadets now organize the entire event

By 2/c Stephen Nolan, Cadet Correspondent



1/c (now ENS) Natalie Rothman presenting closing keynote speaker Eric Greitens with a plaque. Rothman led the planning of this year's event. (U.S. Coast Guard photo by Petty Officer 2nd Class Timothy Tamargo)

A course change of just a degree or two doesn't mean a whole lot if your trackline only extends for a couple miles, but as that line extends out further and further, what originally seemed like a small change, creates a huge displacement. It's a truth that many mariners have come to learn over the course of their careers, but it's one that the closing keynote speaker, Mr. Eric Greitens, at the 22nd Annual Ethics Forum told cadets to apply to their own lives. A small change for the better now, will cause life to take a very different track in the aggregate even if it doesn't seem to have much affect on the immediate future.

Mr. Eric Greitens' accomplishments seem to span the horizon, from his experience as a Rhodes and Truman Scholar to being a boxing champion and Navy Seal. This speech closed the Ethics Forum with a bang and left the corps in awe. As the corps filed out of Leamy

Hall, I heard a cadet remark that "the only thing missing from that resume was sainthood." The manner in which he commanded the stage and sought to bring the idea of ethical living to life with stories truly won over his audience. His speech closed the Ethics Forum on a high note.

Mr. Greitens was not alone in enlightening the corps of cadets. More than twenty different speakers from a variety of fields came to the Academy to discuss their perceptions, opinions and experiences in the field of ethical behavior. The speakers came from all disciplines and backgrounds. Some had military experience, some were entrepreneurs, and still others were lawyers and professors from various colleges.

Several in particular made a big impression on the corps. Mr. Daniel Ostergaard ('94) lead several well-received discussions on the ethical dilemmas that cadets will encounter as young junior officers in the fleet. Lieutenant Colonel Dave Jones (U.S. Army) discussed his time in Afghanistan and how his research into the culture of the Afghani people prior to his deployment allowed him to be a successful leader and to develop a greater respect for the citizens of the country. Dr. Waitman Beorn brought to life the series of unethical decisions that lead to the holocaust in World War II and illustrated how a few key decisions, had more ethical choices been reached, could have changed the outcomes of a corrupt regime.

Not only do cadets get to attend the forum they also are responsible for planning, setting up and running the entire event. This is a marked difference from the way the original Ethics Forums were run. The responsibility for preparing a successful Ethics forum falls to Charlie Company's Respect

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Department. Then 1/c Natalie Rothman ('11) was the primary moving force behind this year's Ethics Forum. As the Respect Department Head the job of ensuring that the Ethics Forum ran without a hitch primarily rested on her shoulders.

The planning for this year's Ethics Forum began in April of 2010. For 1/c Rothman, it consumed a lot of time, almost 10 hours a week for eight months. Her job entailed the obvious duties, such as finding speakers and running logistics on the Academy side of things, but she was also responsible for ensuring they had hotel rooms, organizing transportation, food, and time slots for each of them.

The Corps of Cadets has a surprisingly large influence over which speakers come to the forum. At the end of the Ethics Forum, and in the months leading up to a new one, cadets are asked whom they think would make good speakers. Cadets who have traveled to other leadership and/or Ethics conferences often make the recommendations and provide the necessary connections in order to facilitate the talks that end up bringing the speakers to the Corps.

Despite the workload involved in such a massive undertaking, 1/c Rothman overall found the experience

worthwhile. "It's a huge job, very time consuming, and exhausting, but it's really worth it in the end when people tell you how much they enjoyed it," she said. "All the effort is worth it if just one person makes more ethical decisions off what they learned."

The first Ethics Forum was held in 1990 as a series of talks working around the academic day with primarily first class cadets. The forum has since blossomed into a full-day event, and the entirety of the Corps now has the opportunity to benefit from the experiences of the presenters.

The Coast Guard Academy's Ethics Forum was proposed in light of the Iran-Contra Affair by the Class of 1948 to ensure the Academy was proactive in instilling ethical foundations in the Corps of Cadets. In an attempt to ensure that this event continued to educate future members of the long blue line, Captains Virgil Rinehart and Robert Bosnak, both members of the Class of 1948, left a total of \$100,000 to the Ethics Forum endowment. In 2000 the Class of 1957 offered to match all contributions made by '48 to ensure the Ethics Forum would continue into perpetuity.

Although the nature and scale of the Ethics Forum has changed, its purpose has not. Remaining true to that vision of developing leaders with strong moral and ethical foundations has enabled the forum to be the success that it is today. As one speaker so eloquently noted, "we may not be able to ever reach perfection, but there is nothing wrong in striving for it."



Eric Greitens at the 22nd Annual Ethics Forum (U.S. Coast Guard photo by Petty Officer 2nd Class Timothy Tamargo)

2/c Stephen Nolan, is a Marine and Environmental Sciences major. He is a cadet blogger for www.cga.edu and has been since December of 2009. He is involved in the Catholic Choir, is the President of the Correspondence Committee, is on the Offshore Sailing Team, and participates in the Swing Dance Club, as well as Id Est.

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IFL Welcomes New Staff

Including two Academic Research Fellows this summer

by Michelle M. B. Beale, Project Manager, Institute for Leadership

The Institute for Leadership is going through some staff changes during the 2011 transfer season. The IFL wishes fair winds and following seas to LT Michael Newell the outgoing Associate Director and LT Jeffrey Brewer the outgoing GOLD (Guide to Officership and Leader Development) Officer. LT Newell and his family will be transferring to Homer, Alaska. LT Newell will become the Executive Officer of USCGC HICKORY (WLB 212), a 225-foot sea going buoy tender. LT Brewer will be separating from the Coast Guard to pursue a civilian career. The IFL wishes them continued success in their chosen career paths.

The IFL welcomes aboard LT Nicolas Jarboe as the new Associate Director. Upon graduation LT Jarboe '01 was assigned as a Deck Watch Officer on USCGC CHASE until 2003. He then was assigned as the Ice Operations Officer for the USCG International Ice Patrol until 2006. His following tour was in Waterways Management at USCG Sector New York until 2009. LT Jarboe went on to graduate school at the University of New Haven to earn a Masters in Industrial Engineering. In 2011, LT Jarboe was assigned as the Assistant Director of Institutional Research at USCGA and took on the IFL's Associate Director position as a collateral duty.

The IFL also welcomes aboard LT Andrew Halvorson as the new GOLD Officer. Upon graduation LT Halvorson '03 was assigned as a Deck Watch Officer onboard USCGC DILIGENCE. His following assignment was overseas in Bahrain as Executive Officer onboard USCGC BARANOF. After his one year overseas, LT Halvorson became the Commanding Officer of USCGC YELLOWFIN. He then was accepted into the Coast Guard Academy Instructor Program. LT Halvorson attended Duke University and earned a Masters of Business Administration. He is currently assigned to the Management Department teaching Leadership and Organizational Behavior. LT Halvorson worked with LT Brewer on the GOLD Strategic and Advisory Teams and decided to take on this position to continue the positive progress made with GOLD during the past two years.

This summer the IFL will host two Academic Research Fellows with the goal of producing academic papers for publishing in appropriate journals supporting the IFL theme of raising the Academy's National Prominence. The IFL welcomes one of the Academy's own staff Dr. Laurel Goulet from the Management Department. Dr. Goulet will be working with the IFL to develop a research article based on the L.E.A.D. model (Lead from theory, Experience through practice, Appreciate through reflection, Deepen through mentoring) developed by Captain Szwed and Dr. Goulet.

The IFL will also welcome Dr. Keith Benson, an associate professor of management from Winthrop University in South Carolina. During the month of July Dr. Benson will be working with Dr. Jonathan Jefferson, IFL's Leader in Residence, on research activities culminating in publishable articles. These research activities include determining if practices reflect theories, perceived differences in leadership capabilities and building a robust, experiential-based leader development model for cadets.

This summer will mark the second complete cycle of GOLD Assessments. The assessments will include: Class of 2012 (First Class) Pre-Summer Self Assessment, 2011 CSTP Evaluation, 2011 Swab Summer Leadership, and 2011 T-Boat Assessment. All surveys are in process throughout the summer for all rotations through the multiple activities. There will be a post-summer self assessment the 2/c cadets will do that will be almost identical to the pre-summer self assessment.

Again, this summer the IFL is sponsoring the Coastal Sail Training Program Leadership Dinners for the Luders and Colgate boats for the Second Class Summer. We thank our benefactor for his continued support of this program.



L-R: LT Newell, CAPT Marcille and LT Brewer

*Through surf and storm and howling gale,
High shall our purpose be.*

—U. S. Coast Guard March

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