

**THE FIRST SGM JOHN A. NICOLAI LEADERSHIP LECTURE\*****MAJOR GENERAL (RETIRED) MICHAEL J. NARDOTTI, JR.<sup>1</sup>**

---

\* This is an edited transcript of a lecture delivered by Major General (Retired) Mike Nardotti to members of the staff and faculty, and their distinguished guests, on June 26, 2012.

The Sergeant Major (SGM) John A. Nicolai Leadership Lecture is named in honor of Sergeant Major John A. Nicolai, who served as the Sixth Sergeant Major of the JAG Corps, U.S. Army, from April 1, 1992 to August 16, 1994, during the time Major General (Retired) Nardotti was The Judge Advocate General.

Sergeant Major Nicolai entered the U.S. Army in June 1964 and completed basic training at Fort Leonard Wood, Missouri. He completed advanced individual training at Fort Sam Houston, Texas, as a Medical Corpsman. After serving as a Medic at Fort Hood, Texas; Minneapolis, Minnesota; and Fort George G. Meade, Maryland, he separated from the Army in August 1968. He re-entered the Army in November 1970, and again served as a medic at the Armed Forces Examining and Entrance Station in Fargo, North Dakota and the U.S. Army Medical Department Activity–Korea. His request for reclassification as legal specialist was approved in 1974 and he was assigned in that capacity as the Noncommissioned Officer In Charge (NCOIC), Criminal Law Division, U.S. Army Air Defense Center and Fort Bliss, Texas; Clerk of Court, 3d Judicial Circuit, Fort Bliss, Texas, NCOIC Administrative Law Division, 8th Infantry Division, Germany; Chief Legal NCO, 7th Medical Command, Germany; Chief Legal NCO, U.S. Army Garrison, Fort Huachuca, Arizona; Chief Legal NCO, 8th Infantry Division, Germany; and most recently as Chief Legal NCO, I Corps and Fort Lewis, Washington.

He was a graduate of the Sergeants Major Academy, Class 32, and completed the Legal Advanced NCO Course and the U.S. Air Force Advanced Legal Course. He earned an Associate of Arts Degree from the University of Maryland and a Bachelor's Degree in Business Administration from the University of Phoenix.

His awards include four Meritorious Service Medals, the Joint Service Commendation Medal, two Army Commendation Medals, and the Army Achievement Medal.

A native of North Dakota, he was married to Kathleen Schaffer of Minnesota, and had three daughters, Christine, Monika, and Catherine.

On April 1, 1992, Sergeant Major Nicolai assumed the position as Sergeant Major, the Judge Advocate General's Corps, and was the sixth sergeant major to hold this position.

<sup>1</sup> Major General Mike Nardotti (U.S. Army, Retired) is currently in private practice with a large international law firm in Washington, DC and represents clients on a broad range of defense, national security and other significant issues at all levels across the Department of Defense and other federal agencies and on matters of special interest to members of Congress. He also serves as Managing Partner of the firm's Washington DC Office. He previously served as Co-Chair of the firm's Litigation Department, as Chair of the Training and Professional Development Committee, as a member of the Practice Management and Compensation Committees.

Major General Nardotti has extensive experience in sensitive internal investigations for corporate clients and in planning and executing corrective action and ethics and business conduct compliance strategies. He has represented senior government officials and corporate clients in executive branch and congressional investigations and hearings.

Thank you. Thank you very much, Sergeant Major, for that very gracious introduction. I would add my welcome to the distinguished guests. Thank you, Lieutenant General Chipman, The Judge Advocate General, for being here. And I would like to say thank you to Major General Altenburg for making the trip down this morning, and the many other distinguished guests. The distinguished SGMs who are here today, thank you for being here.

We would like to thank the Corps leadership and the school leadership, NCO and officer leadership, for approving this concept of a lecture series to honor a great Soldier, one who many of us have known as a great mentor, teacher, coach, and leader. Thanks also for the school's customary warm hospitality; not only on behalf of myself and my wife Susan, but on behalf of Mrs. Kathleen Nicolai and her daughters: Christine, Monika, and Catherine and SGM Nicolai's sister, Eileen Wilson who also is here. And, finally, thank you too on behalf of my colleagues, Colonels Tim Naccarato, Joe Ross, and Ray Rupert, who

---

He also has assisted clients extensively in developing sound approaches for identifying and pursuing business opportunities in the defense and national security arena.

A decorated combat veteran, Major General Nardotti served for more than twenty-eight years on active duty as a Soldier and lawyer. He was The Judge Advocate General from 1993 to 1997, advising military and civilian leaders on sensitive, complex, and high-profile legal and policy issues of importance to the Department of Defense, Congress, and the media.

In that position, Major General Nardotti also served as the leader and senior partner in one of the world's largest law firms, the Army Judge Advocate General's Corps. His team of 4000 full- and part-time military and civilian attorneys and 5000 full- and part-time military and civilian support staff provided comprehensive legal support and services to a worldwide community of more than one million Active, Guard, and Reserve commanders and Soldiers and over one million family members.

Major General Nardotti's military awards and decorations include the Distinguished Service Medal, the Silver Star, the Bronze Star, and the Purple Heart. In 2006, Major General Nardotti was inducted into the U.S. Army Ranger Hall of Fame, a high honor accorded those specially selected from the nominees of Ranger units and associations representing each era of Ranger history.

Within the community, Major General Nardotti serves on the Board of Directors of several charitable and public service organizations, including the United Service Organizations (USO) of Metropolitan Washington, the Vietnam Veterans Memorial Fund, and the Washington Lawyers Committee for Civil Rights and Urban Affairs. He also serves on the Board of Governors of the John Carroll Society the Diocesan Finance Council of the Archdiocese for the Military Services, and the Dean's Planning Council for Fordham University School of Law. Lastly, Major General Nardotti has served as a commentator and analyst on military legal issues on national television and radio and in the print media.

were instrumental in moving this effort forward in recognition of Sergeant Major (SGM) Nicolai.

Before I start into my remarks about leadership, I need to make one comment. We, collectively, assure you that we understand the inherent challenge and difficulty in singling out one person for a special honor, and all of us are very confident that SGM Nicolai would have had some hard words for us about doing this, about singling him out. But as we talk more about him, it will become clear why this recognition is well deserved.

I would like to follow two paths today. First, I would like to talk about NCO leadership generally, and then walk through SGM Nicolai's career before and after he became a member of the Judge Advocate General (JAG) Corps, focusing ultimately on what it is that we believe merits the special recognition today, his accomplishments as the SGM of the JAG Corps.

When an officer comes up to speak to an audience of senior noncommissioned officers (NCOs) about NCO leadership, you might well say and ask "With respect, [laughter] you are an officer and you have never been a NCO. You can read volumes about being a noncommissioned officer and you can hear a thousand stories about NCOs, but do you really know, and do you really appreciate, what NCO leadership is and what it takes?" I believe I can, and others because of what we learned in our formative years. To explain it better, let me take you back to the beginning for me and many of my contemporaries. West Point was my beginning. That was my source of commission. My colleagues may have had a different source, but our experiences with NCOs were common experiences.

I was commissioned a second lieutenant in the Infantry in 1969, but I actually entered the Army in 1965, when I was admitted to West Point. West Point is an educational institution of great distinction, but it is not a college; it is the Army. It is a very specialized entity of the Army, but it is the Army, and it is different and has a different mission than other entities in the Army. It takes respectable academic credentials to get in and some demonstrated ability to excel in leadership. For those of us who went in 1965 at eighteen years of age, however, in terms of maturity and judgment, understanding the Army, understanding Soldiers, understanding what it means to be a Soldier, and what it takes to be a

Soldier, we were not really much different from any other eighteen-year-olds who enlisted at that time.

Clearly, at West Point there were many senior officer examples of great leadership and there were great cadet leaders. But between cadets, there was only about a four-year difference between the new cadets coming in and those who were getting ready to be new lieutenants. The more senior cadets, in most cases, had not been out in the Army. They had not served in the Army, so there were going to be limits on what they could teach us.

From the very beginning, the business of learning the profession and what we needed to know as Soldiers was almost entirely in the hands of noncommissioned officers. The first summer we dealt with the normal pressures of being in the garrison environment, and some of the other graduates of the institution can explain that to you what Beast Barracks really entailed. When we went to the field and learned Soldier skills, however, NCOs taught us those lessons.

We were blessed at the time, in 1965, to have NCOs from the 101st Airborne to teach and mentor us. That was before the entire division deployed to Vietnam in 1968. The second summer at Camp Buckner, we had to go through a more refined level of training--small unit leadership and patrolling. Again, we had great NCOs that year out of the 82nd Airborne Division.

We continued to learn those Soldier skills in our third year. We went out on what was called "Army Orientation Training" and I joined the 172d Mechanized Infantry Brigade in Alaska as a "third" lieutenant (that is, something below a real second lieutenant). We had a great company commander and great officer examples, but we were left in the hands of noncommissioned officers to do the day-to-day mission that we had to do. So through the Military Academy, that essential education as leaders, officer leaders, was really taught by NCOs. It did not end there. Upon graduation, we went to Airborne school. One of my favorite recollections is the first day in the platoon. The platoon sergeant said to a group of lieutenants, "You lieutenants listen up. I run this platoon; everybody else runs around in it." [Laughter.] How true of NCOs! Of course, those NCOs taught us after only two-and-a-half weeks how to jump out of a perfectly good airplane and not break every bone in your body. A formidable training task!

Then on to Ranger school. Yes, there were some great officer instructors in Ranger school, but the majority of the instructors were noncommissioned officers, Vietnam veterans, who taught me the most important lessons that I would learn before going to Vietnam. They are lessons that I remember today, as clear as if they happened yesterday.

After completing Ranger school, I went off to my first unit, the 5th Mechanized Infantry Division at Fort Carson, Colorado, before going to Vietnam. Once again, there was unbelievable NCO support. I was a scout platoon leader for headquarters company. After about three months there was a flurry of new assignment orders. The company commander came down on orders for Vietnam. The next logical person to take command of the company, the XO, also came down on orders for Vietnam. The company commander called me in and said, "Congratulations, you are going to take command of this company." Then he said, "Before you get too big a head, you just remember that the only reason you're getting this job is we have enough good NCOs in this company to keep you out of trouble" (laughter). That was most convincingly demonstrated in the First Sergeant (1SG), 1SG Ellory, who had twenty-six years in the Army, was a veteran of WWII, Korea, and Vietnam. I was twenty-three and a second lieutenant.

Then to Vietnam. I was the only infantry officer in B Troop, 1<sup>st</sup> Squadron, 9th Cavalry Regiment, 1<sup>st</sup> Cavalry Division. The old man in our platoon was SFC Eddie Smith. He was all of twenty-eight years old. The next oldest was me, the third was an E5, Sergeant Monty Cates, who was nineteen or twenty, and the rest of the platoon were seventeen to nineteen-year-old. They ultimately saved my life. That is the most important endnote for me to that Silver Star mentioned in the biography—how it all turned out. You have all been to promotion ceremonies or retirements where the honoree would say, "I wouldn't be here today without the help of a whole lot of people." Well, I tell you, I would not be there today—literally—I would not be here today if it were not for the NCOs and young Soldiers in that platoon.

So do I know and appreciate NCO leadership? That was in the first five years of my Army life, starting at West Point. I saw a lot of great NCO leadership. As in any experience, the formative years are probably the most important because they set the foundation for how you will view things later. A great deal of my appreciation and understanding of SGM Nicolai's leadership and importance to the Corps is based on what I'd learned throughout my career, but particularly in the beginning.

One word about NCO leadership in the JAG Corps and its importance—because this is something that SGM Nicolai firmly understood. In the non-JAG Army there is more time to teach young officers how to be leaders, Young officers start as second lieutenants and they can bumble around and make mistakes; second lieutenants are expected to make mistakes. Then they become first lieutenants, and they make fewer mistakes. By the time they get to be a captain, they should know things. They are expected to know things. In the JAG Corps, there is much less time. Our new young officers, when they go to a unit, will be first lieutenants for about three months and then they will be promoted to captain; they are expected to know things but they do not.

Now, please understand, to be selected for the JAG Corps today is extremely competitive. The Corps is getting people who are really smart, very smart. They have the intellect. They are enthusiastic. They are motivated. They have an ethic of service that is truly unique within their generation. They are doing things that many of their contemporaries could not and would do. The Corps is starting with a solid base in many respects, but do these young offices know soldiering? Absolutely not.

When I was in Lieutenant General Chipman's position, I tried to speak at just about every basic course graduation. The most important message I conveyed to the young officers was "know what you do not know." You do not know soldiering, and you need to learn it, and you need to learn it quickly. Lean on your NCOs. If you are not too proud to ask for help from your NCOs, they will take great care of you; they will keep you out of trouble. If you are too proud and too arrogant to ask for help, they will just stand back and let you walk off the cliff. So take advantage of the talent that is out there.

Now, let us get to SGM Major Nicolai. You heard in the biography that he had a life in the Army before coming to the JAG Corps; He entered the Army from Milnor, North Dakota, where it is cold. He had Basic Training at Fort Leonard Wood, Missouri, and AIT at Fort Sam Houston, Texas, to be a medical corpsman; and then he went to Fort Hood—way before it was a great place. [Laughter.] Whether a great place or not, it is a very hot place. So Sergeant Major Nicolai had experience at both ends of the climate spectrum.

Then he served in Minneapolis, Minnesota, at Fort Meade, Maryland. He left the Army for a time but came back in to the Armed

Forces Examination Entrance Station in Fargo, North Dakota. He also served in Korea, which is important to note. He was there with the medical activity. For anybody who served in Korea, it is a unique experience. There is a kind of brotherhood and sisterhood for people who served there. Korea is a special place. As SGM Nicolai used to call it, the land of “almost right.”

Then he asked to be reclassified as a legal specialist. He had several assignments as a Noncommissioned Officer in Charge (NCOIC) of Criminal Law at Fort Bliss, Texas, NCOIC of Administrative Law at the 8<sup>th</sup> Infantry Division in Germany, and then Chief Legal NCO. He had about four opportunities to be a Chief Legal NCO at the 7th MEDCOM in Europe, Fort Huachuca, Arizona, the 8th Infantry Division, and then at I Corps and Fort Lewis in Washington state.

This is important background, and I will talk a bit more about it. But understand that by the time he had been a Chief Legal NCO the fourth time, he had moved up in the organization and had shown us a basic road map of what an NCO needed to do. Beyond that roadmap, what do the people say who served with him at that time? Why was he such an outstanding leader and mentor? He was a model of the person who would go the extra mile. He would spend extra hours with troops. Not just the ones who needed help, but also the ones who could use it, but perhaps did not know it.

He made good NCOs better. Some of them became great warrant officers. He made officers better, particularly the young officers. And as one of my colleagues said, he took these new, young judge advocates and made them proud Army officers. There is an art to that. He was a caring leader. It was obvious in what he did and how he did it. He certainly could be a hard man if he had to be. He is a man of standards, but he had a big heart. When you are an officer and you observe an NCO in your command spending hours working with Soldiers to get them to where they need to be, you know you have a special person who is a part of your team. There were some Soldiers whom he salvaged that would not have had made it but for his help. He made them that much better. As one of my colleagues mentioned; he also was a mentor for senior officers, too. He could mentor you when you did not even know it [laughter] and make you better.

You may say, “Well, okay, all that is great, but can’t you say the same thing about a number of other great NCOs that we’ve served with?”

All of us have great stories about the people we served with personally; what they meant to us in terms of our personal development and upbringing in the Army.

Well, yes, that is true: you can say that about other NCOs, but when you become the SGM of the JAG Corps, the picture changes dramatically. If you are a Chief Legal NCO three, four times, you have the routine down; you should be able to do the job better each time. You are working from the same base point. When you become the SGM, -- SGM of the Corps—however, there is not a script. You can talk to your predecessors and try to figure out what to do and try to look out and see what is going to happen. But when you are at the top of an important organization, the Judge Advocate General's Corps, the top of the corps leadership, in a large and complex Army that is constantly changing, you must think beyond that near term. This is not just a survival game, although it is possible to get into the position, of course, and simply tread water. But the people of vision and purpose like SGM Nicolai see the opportunity and they seize upon it and to move the organization forward.

One of Sergeant Major Nicolai's most important contributions, in my estimation, is what he did with respect to NCO training. Right now, you look around here at the JAG school and you are welcomed as part of the team. The focus here is on the entire team, not just on officers. Clearly, the principal focus has to be on the lawyers that we are training. If we cannot perform the legal mission and provide the best legal advice and counsel, we might as well not be part of the Army. So we have got to get good judge advocates in the first place and train them and make sure they can do the job. But we understand and we know full well that officers cannot do it alone. Not in today's Army; not in any Army without the help of NCOs guiding them along the way and performing an essential piece of the mission as they meet the daily needs of the Army. SGM Nicolai recognized that if we are going to do the mission in an effective way, the officer training and the NCO training has to be synchronized.

In the early '90s and even earlier, with no disrespect to NCOs—the focus here at the school was on officers. The concern was not about NCOs; NCOs take care of NCO stuff; they take care of NCO business. They will train the enlisted force. But when your officer training is done here in Charlottesville, and your NCO training at Fort Benjamin Harrison, Indiana, and later at Fort Jackson, South Carolina and there is never a crossover between the people who are developing training for both officers and NCOs and there are going to be disconnects. It is going



to be harder in the field to get things moving in the same direction than they should otherwise be. Sergeant Major Nicolai recognized that shortcoming and understood that we had to synchronize the training. One of the most important recommendations he made to me was to move the course developers for NCO training here to the school and that was a very sensitive issue at the time.

As you may know, the school is accredited by American Bar Association. There was great concern at the time that if we were not careful in the way that we added on to the training curriculum with the population of non-lawyers versus lawyers, there could be an adverse impact on accreditation. It also could bring the supervision and control of the U.S. Army Training and Doctrine Command (TRADOC) and that was of concern too because it could affect the accreditation. There were legitimate reasons to be concerned, but there were no legitimate reasons not for going forward. It would have to be done carefully. With that initial step of getting the developers here, SGM Nicolai was thinking three moves ahead. Get the developers here. Get the people here who are developing NCO training and who can walk down the hall to the people developing doctrine for the JAG Corps for officers and make sure they are in sync.

Now, there has been a great deal of outstanding work to follow in bringing everything to this point where you have all of our NCO training and education activity here at the school. But it started with SGM Nicolai having the guts to say “We need to do this.”

You must understand something about SGM Nicolai: he and I had no prior relationship before I became TJAG. We had never served together. He was Major General Fugh’s SGM and one might think that there would be some hesitation on his part to counsel me as a result; I assure you there was none. What I needed to hear, SGM Nicolai, very respectfully but firmly, told me. He got us moving in the right direction with NCO training.

The second point to stress is that while the leadership of the Corps certainly had appreciated what NCOs brought to the overall mission effort, institutionally, we were not saying so. Now, many of my colleagues here, certainly Major General Altenburg and Colonels Naccarato, Ross, and Rupert, are examples of senior officers who fully understood the contributions of NCOs. But that is not the same as when the Corps’ senior leadership talks about it.

Sergeant Major Nicolai knew that leaders talk about what is important. At the highest level, what the leadership does and says is important. So one of the first things he said is if we are going to say that the NCOs are important and show it by our actions: "We have to go out and start paying closer attention. Let's go out and see some NCO training." So the first trip we made was out to Fort Benjamin Harrison, Indiana, to Advanced Noncommissioned Officer Course (ANCOC) training and we went to a field exercise. We did a river crossing and wound up in chest-high water, but it was important to do that. I know it was appreciated, not just by the people who were undergoing that training, but other NCOs in the Corps who were paying close attention to what was going on at the Corps leadership level.

The next question Sergeant Major Nicolai asked concerned my first overseas Article VI visit: "Where are we going to go?" He then observed that "Everybody goes to Korea and Alaska in the summer; nobody goes in the winter. There is an Article VI visit for mid-January to early February. Let's go in the winter; the troops will love it." So there we were. We showed up in Korea in late January and in Alaska in early February, and it was cold, but the troops loved it and it sent an important message. In this business, the leadership business, you have to pay attention to the entire team. On every Article VI visit I made, SGM Nicolai ensured that I or one of the other general officers had the opportunity to speak to the noncommissioned officers alone, without the officer leadership.

Sergeant Major Nicolai also was attentive to the Guard and Reserve piece as well. We took part in Reserve on-site training in many cities. Traditionally, the Corps leadership had been more focused on officers. But again, at SGM Nicolai's urging, we pushed and said that at every one of those on-site training events we would expect to see NCO and junior enlisted training. The senior officer, TJAG, or other general officer who attended would visit that training. There was a clear message in that approach. The message was not just to the NCOs, but to the officers as well. This training – and NCOs and enlisted Soldiers – are important. It was not simply a gratuitous opportunity to say "you're doing a good job"; it was what we needed to do it.

Remember what was happening in the Army—for those of you who are old enough to recall—after *Desert Storm*, operations changed dramatically and we began to deploy in smaller numbers to many places. Frequently, we would send out a judge advocate with an NCO or another

enlisted Soldier. Smaller groups were deploying. We did not have the luxury of having a large SJA office in close proximity for support. We would work in small groups, and that made officers that much more dependent on the NCOs and enlisted Soldiers, who were deploying with them. We had to make this transition. We had to do better training. We had to make a better collective effort to focus on how we were going to accomplish the mission in that new environment. We initiated that focus and it has carried over. That focus recognized that the soldiering piece of our business is much more essential.

The last of Sergeant Major Nicolai's initiatives I will highlight concerns a symbol. In the early '90s, before the proliferation of coins throughout the Army, the Corps had a coin, but it was really the school coin. It was the school's idea. It was a great idea. The coin has a school on it, the Judge Advocate General's Corps; nothing to indicate inclusion of the noncommissioned officers. SGM Nicolai said, "We have to do better. We have to have something that represents everyone." There was an interesting debate at the headquarters about this idea. There was a very distinguished and experienced colonel who said, "Wait a minute. Doesn't the statute that defines the Judge Advocate General's Corps speak of officers?" SGM Nicolai responded, "I may not be a lawyer, but I understand the English language. If you read all the subparagraphs, it lists the Judge Advocate General, the Deputy Judge Advocate General, , three brigadier generals, commissioned officers appointed from the regular army, and other members of the army assigned by the Secretary. The last subparagraph is a pretty broad category. And if it is any question about noncommissioned officers and enlisted Soldiers being assigned by the Secretary, just go to all the regulations that deal with assignments and promotion."

So we said, yes, we need to make that change. We came up with a coin that was more representative of the entire corps with the inscription "Serving the Army since 1775", with the Army crest on it with the JAG Corps crest in the middle of the Army eagle. I still have that first coin. I presented this to SGM Nicolai because it was his idea. He presented it back to me when he retired. And as I mentioned to Brigadier General Ayres earlier, I would be honored to present this to Brigadier General Ayres, and to the Command Sergeant Major, as a memento for the school to remember SGM Nicolai.

I would like to say something about the family, but first allow me a final observation about the initiatives of SGM Nicolai. When I became

TJAG, the Vice Chief of Staff of the Army, General Binnie Peay, called me in and said, “When you get to this level of leadership, you need to be thinking years ahead. You have a four-year tenure, but you cannot be thinking in terms of four years; you need to think about how you are going to make your organization better in the years beyond. And you may start things in process that you are not going to see to completion; somebody else is going to have to pick up the baton. So that means when you have to have a good idea, you have to make believers of the people that are coming behind you to carry it out. And you have to have great faith. You have to train those people well to be able to continue that mission.”

The initiatives that SGM Nicolai began, certainly with respect to the training in the school, he knew were not going to be completed in his lifetime in the Army. He had to have great confidence in many people who would follow; people he did not necessarily train, but in whom he had great confidence to carry that mission forward to completion. Those who followed have done that. So today you can see the start point and the end point at which you can declare success. But at the beginning when you are leading the organization in a new and positive direction, you have to have the confidence that those you have coached, mentored and trained will follow through.

As Sergeant Major Nicolai said many times, “You like to think of yourself as doing a good job, but if the next generation does not do it better, you have not truly done your job. You are training the next generation, not to do what you did, not to do it like you did it, but to do it better. That is why our Army and our JAG Corps, is as good as it is.

Lastly, the family. Sergeant Major Nicolai’s family remained at Fort Lewis when he came east. No matter how closely you look at that situation at the beginning, no matter how doable it looks, it is hard. It is very hard. Kathleen had, at the time, three little girls who were, between five and ten when dad was a continent away—on the other side of the United States.

I will tell you, the only time I ever saw SGM Nicolai down was when we were on an Article VI visit someplace in the middle of nowhere. It was not like today with the Internet; we were someplace where you could not call, could not communicate. After the normal day of being put through the mill—the Sergeant Major and I normally sat down and tried to put our feet up and relax. But on this day, he was as

close to being emotional as I had ever seen him, almost with a tear in his eye. I said, “SGM what’s wrong?” And he said, “Sometimes this is really hard.” He said, “Today’s my daughter’s birthday and I’m not there.”

So for those who make great contributions, there is sacrifice. But I hope that in talking about your dad and your husband today, you understand just how important he was to a lot of us and to this organization the JAG Corps. He was a great leader. He was a great man. He had a great sense of humor. The JAG Corps is truly fortunate to have had him, and it was a distinct honor to serve with him.

Thank you very much.