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JUN 15 2015

MEMORANDUM

From: Paul. F. Zukunft, ADM  
CCG

To: Charles W. Ray, VADM

Subj: PRECEPT FOR ASSIGNMENT YEAR 2016 SELECTION FOR SENIOR  
EDUCATION AND FELLOWSHIP PROGRAMS (PHASE I)

Ref: (a) PY16 Schedule of Officer Boards and Panels, PSCNOTE 1401  
(b) COMCOGARD PSC Arlington VA 061700Z May 15 / ALCGOFF 036/15

1. Pursuant to references (a) and (b), a Selection Panel is appointed consisting of yourself as President and the following members:

Marshall B. Lytle, RADM, USCG – Member  
David R. Callahan, RADM, USCG – Member  
Linda L. Fagan, RADM, USCG – Member  
Michael J. Haycock, RDML, USCG – Member  
Kevin E. Lunday, RDML, USCG – Member

Jeremy J. Anderson, CDR, USCG - Non-voting Recorder

2. The Panel shall convene at 0800 on 7 July 2015, in Suite 501, Coast Guard Personnel Service Center, or as soon thereafter as practicable, for the purpose of considering officers in reference (b) for selection to the 2016 Chief of Naval Operations Strategy Studies Group (CNO-SSG) and Council on Foreign Relations (CFR) fellowship programs. Members of the Panel shall swear or affirm that they will, without prejudice or partiality, and having in view both the special fitness of officers and the efficiency of the Coast Guard, perform the duties imposed upon them, and that they will not disclose their proceedings to any person not a member of the Panel.

3. Panel members shall select senior, high-performing officers for these unique, broadening fellowships designed to prepare them for future executive leadership roles. In developing your criteria, you should select only those best-qualified officers, who, in the Panel's opinion, would best represent our Service and offer the greatest potential for executive level service in the Coast Guard. Previous assignments to graduate-level education programs or advanced training in a technical field do not disqualify an officer for selection to either program.

4. **Chief of Naval Operations Strategic Studies Group (CNO-SSG):** Generates revolutionary naval warfare concepts. Based on themes provided by the CNO, SSG focuses on war fighting concepts that have great potential to solve future challenges and maintain U.S. naval superiority, but Navy organizations are currently not pursuing. The program includes exposure

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to a diverse range of speakers and disruptive thinking techniques followed by a period of intense research and concept development. The SSG produces a written report with at least first order analysis and recommendations for executable "next steps" and briefs CNO and other senior DOD/DHS leadership upon conclusion of the session.

5. **Council on Foreign Relations Fellowship (CFR):** An independent, nonpartisan membership organization, think tank, and publisher devoted to a better understanding of the world and the foreign policy choices faced by the U.S. and other countries. The program exposes selected officers to a wide variety of strategic issues affecting U.S. foreign policy development, international relations, and economic security. Fellows participate in CFR membership programs, meet with CFR members and staff, and engage in research and studies. The CFR Studies Program fosters independent research leading to published articles or reports, roundtable and panel speaking opportunities, and briefings apprising senior USCG and DHS leaders of significant developments and emerging views on homeland security, economic, and policy issues within the CFR.

6. In addition to the above guidance, the Panel should consider the factors explained in the Commandant's Guidance to Promotion Year 2016 Officer Selection Boards and Panels (Enclosure (1)).

7. These programs offer exceptional experience that will serve officers well in the most challenging segments of the Coast Guard. Follow-on assignments for participants will be at the discretion of the Vice Commandant but will likely target billets such as Area/District Chief of Staff, principal deputy or similar key leadership positions that will capitalize on the skills and experience of the individual in a high visibility job environment.

8. At the end of your deliberations, all panel members must certify that those selected are, in the opinion of at least a majority of the members if the Panel has five members, or in the opinion of at least two-thirds of the members if the Panel has more than five members, the best-qualified to represent the Service in the prestigious CNO-SSG and CFR programs.

9. At the conclusion of the Senior Education and Fellowship Panel (Phase I), the Panel shall submit a report signed by all members of the Panel listing the primary candidate that it found best-qualified for each program, as well as up to four alternates per fellowship in precedence order. You will direct the members of the Panel that their recommendations shall be kept confidential until I approve the report, and the names of the officers selected are released to the Service at large.

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Encl: (1) Commandant's Guidance to PY16 Officer Selection Boards and Panels



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From: Paul F. Zukunft, ADM  
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To: Charles W. Ray, VADM

Subj: PRECEPT CONVENING A SELECTION BOARD TO RECOMMEND OFFICERS OF THE COAST GUARD ON THE ACTIVE DUTY PROMOTION LIST IN THE GRADE OF CAPTAIN FOR PROMOTION TO THE GRADE OF REAR ADMIRAL (LOWER HALF)

Ref: (a) Section 251, Title 14 U.S. Code  
(b) Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3(series)

1. Pursuant to the authority provided by references (a) and (b), a Selection Board is appointed consisting of yourself as President and the following members:

Marshall B. Lytle, RADM, USCG – Member  
David R. Callahan, RADM, USCG – Member  
Linda L. Fagan, RADM, USCG – Member  
Michael J. Haycock, RDML, USCG – Member  
Kevin E. Lunday, RDML, USCG – Member

Jeremy J. Anderson, CDR, USCG - Non-voting Recorder

2. The Board shall convene at 0800, 7 July 2015, in suite 501, Coast Guard Personnel Service Center, or as soon thereafter as practicable, for the purpose of recommending all officers of the Coast Guard on the Active Duty Promotion List in the grade of captain who are eligible for consideration for promotion to the grade of rear admiral (lower half). Members of the Board shall swear or affirm that they will, without prejudice or partiality, and having in view both the special fitness of officers and the efficiency of the Coast Guard, perform the duties imposed upon them, and that they will not disclose their proceedings to any person not a member of the Board.

3. There is hereby established a promotion zone of 240 captains on the Active Duty Promotion List consisting of the most senior officer in the grade of captain; namely, Captain Werner A. Winz, USCG, and those 239 officers junior thereto through and including Captain Kent W. Everingham, USCG. The names and records of all officers to be considered for promotion shall be furnished to the Board. The five best-qualified officers shall be recommended for promotion.

4. Prior to the date the Board submits its report, the Commander, Coast Guard Personnel Service Center, is authorized to delete the name of any officer whose name is removed from the Active Duty Promotion List for any reason. In the event any officer in the promotion zone established herein is removed prior to the date the Board submits its report, the Commander, Coast Guard Personnel Service Center will provide additional instructions. Any communications to the Board by any officer under consideration will be transmitted under separate cover.

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PROMOTION LIST IN THE GRADE OF CAPTAIN FOR PROMOTION  
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5. The Board shall refer to the provisions of Sections 3.A and 6.A of reference (b) and the enclosed Commandant's Guidance to PY16 Officer Selection Boards and Panels in your development of criteria for determining the officers recommended for selection. Additionally, section 6.A.3 of reference (b) provides four factors to consider in developing your criteria: performance, professionalism, leadership, and education.

6. You should emphasize to the members of the Board the importance of their obligation to confine themselves to facts of record and not predicate judgments on rumor or hearsay. At the end of your deliberations, all members must be able to say that the officers recommended for promotion are, in the opinion of at least a majority of the members if the board has five members, or in the opinion of at least two-thirds of the members if the board has more than five members, the best-qualified to carry out the duties and responsibilities of the grade for which they are selected.

7. The Board shall submit a report in writing signed by all members of the Board. Except for the report of this Board, the proceedings of the Board shall not be disclosed to any person not a member of the Board. You will direct the members of the Board that their recommendations shall be kept confidential until the Secretary approves the report on behalf of the President, and the names of officers selected for promotion are released to the Service at large.

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Enclosure: Commandant's Guidance to PY16 Officer Selection Boards and Panels



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**MEMORANDUM**

From: Paul F. Zukunff, ADM  
CCG

To: Charles W. Ray, VADM

Subj: PRECEPT CONVENING A SELECTION BOARD TO RECOMMEND OFFICERS OF THE COAST GUARD ON THE ACTIVE DUTY PROMOTION LIST IN THE GRADE OF CAPTAIN FOR CONTINUATION ON ACTIVE DUTY

Ref: (a) Section 289, Title 14 U.S. Code  
(b) Officer Accessions, Evaluations, and Promotions, COMDTINST M1000.3(series)  
(c) Section 288, Title 14 U.S. Code

1. Pursuant to the authority provided by reference (a) and reference (b), a Selection Board is appointed consisting of yourself as President and the following members:

Marshall B. Lytle, RADM, USCG – Member  
David R. Callahan, RADM, USCG – Member  
Linda L. Fagan, RADM, USCG – Member  
Michael J. Haycock, RDML, USCG – Member  
Kevin E. Lunday, RDML, USCG – Member

Jeremy J. Anderson, CDR, USCG - Non-voting Recorder

2. The Board shall convene at 0800, 7 July 2015, in suite 501, Coast Guard Personnel Service Center, or as soon thereafter as practicable, for the purpose of recommending officers of the Coast Guard on the Active Duty Promotion List in the grade of captain who are eligible for continuation on active duty. Members of the Board shall swear or affirm that they will, without prejudice or partiality and having in view both the special fitness of officers and the efficiency of the Coast Guard, perform the duties imposed upon them, and that they will not disclose their proceedings to any person not a member of the Board.

3. There is hereby established a continuation zone of 53 captains on the Active Duty Promotion List consisting of Captain Peter J. Hatch, USCG, and those 52 officers junior thereto, through and including Captain Thomas Allan, USCG who are not subject to retirement under reference (c). The names and records of all officers to be considered for continuation shall be furnished to the Board. The 27 best-qualified officers shall be recommended for continuation.

4. Prior to the date the Board submits its report, the Commander, Coast Guard Personnel Service Center, is authorized to delete the name of any officer whose name is removed from the Active Duty Promotion List for any reason. In the event any officer in the continuation zone established herein is removed prior to the date the Board submits its report, the Commander, Coast Guard Personnel Service Center will provide additional instructions. Any communications to the Board by any officer under consideration will be transmitted under separate cover.

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5. The Board shall refer to the provisions of Sections 3.A and 6.A of reference (b) and the enclosed Commandant's Guidance to PY16 Officer Selection Boards and Panels in your development of criteria for determining the officers recommended for continuation. Additionally, section 6.A.3 of reference (b) provides four factors to consider in developing your criteria: performance, professionalism, leadership, and education.

6. You should emphasize to the members of the Board the importance of their obligation to confine themselves to facts of record and not predicate judgments on rumor or hearsay. At the end of your deliberations, all members must be able to say that the officers recommended for continuation are, in the opinion of least a majority of the members if the board has five members, or in the opinion of at least two-thirds of the members if the board has more than five members, the best-qualified to carry out the duties and responsibilities of the grade for which they are continued.

7. The Board shall submit a report in writing signed by all members of the Board. Except for the report of this Board, the proceedings of the Board shall not be disclosed to any person not a member of the Board. You will direct the members of the Board that their recommendations shall be kept confidential until the Secretary approves the report on behalf of the President, and the names of officers selected for continuation are released to the Service at large.

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Enclosure: Commandant's Guidance to PY16 Officer Selection Boards and Panels