



# Annual Report

## Calendar Year 2010

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HQ staff  
directory on  
page 23!

## ROA National President's Introduction

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Our Executive Director, Major General Bockel, has outlined the highlights of the calendar year 2010 and follows my report. He has been an excellent administrator who has taken to heart the challenges and direction given to him. Specifically, he is on track in balancing the budget by 2014 without dipping into the corpus of the Insurance trust. He also has made headway in searching for benefactors to our endowment program and, with some help from Lani Burnett, he has managed to combine the duties of the executive director and deputy executive director into one position. General Bockel has kept me informed of pertinent issues, has made suggestions helpful to my duties, and has been extremely responsive to my many questions and requests. Thank you General Bockel. And thank you, Diane Markham and the entire staff for your support and friendship.

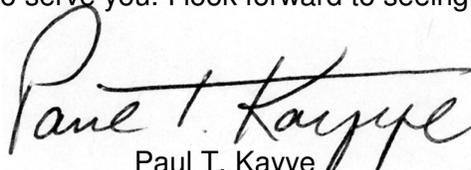
After 18 months as your president I am still confident that we are moving in the right direction. However, much depends on whether or not changes are made in the way we conduct our business and whether or not the Departments and their respective membership can step up to the plate, change how they do business, and help stop the hemorrhaging of our members. We are approaching the 90 year mark in ROA history. At the rate we are going we will not make it to 100 years.

There has been a great deal of time and effort spent on the proposed update of the constitution and bylaws, not only by the three year herculean task of the PWG, but also by the Executive Committee, National Council, Constitution and Bylaws Committee, most Departments, and many individual members. All of this input and suggestions were reviewed resulting in the Executive Committee's version which has been available to the membership online. Needless to say, there have been many amendments submitted and much discussion will ensue at the convention. I expect and will insist upon the process at the convention to be orderly and respectful. I ask your cooperation in having a successful meeting.

Although the proposed C&BL changes have occupied a great deal of time this year, my biggest concern has been membership. The struggle to enlist new members and to retain members whose renewal date is approaching is a constant battle. We are and have been in a crisis for several years. As long as I have been in ROA, each national president lists increasing membership as a major goal. OK! The time is here and upon us. Although we have contractual recruiters and they have brought in new members, the total membership over the past year has declined. The consequences of the continuing falling membership is too dire to think about. We will be turning into a good old boys and girls club that will soon be unable to sustain itself. Part of the reason of falling membership is that many members have died, but the principal reason is that we have failed to retain those members whose membership is expiring.

It is time for the Departments to roll up their sleeves, get busy, think big and help. The very least each department could do is make a welcoming phone call or a personalized email to new members and make phone reminders to those members who membership is about to expire. Several Departments already to this – and it works!

Thank you for the opportunity to serve you. I look forward to seeing you at the convention.

  
Paul T. Kayye  
Rear Admiral, MC, USN (Ret.)  
National President

## **Executive Director: David Bockel**

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*The National Executive Director shall submit an annual progress report as of 31 December each year.  
Article B-3, Section 5*

Calendar Year 2010 represented the remaining 13 months of the 18-month term of office of ROA's elected leadership. The most daunting task facing them and the national staff has been the study and molding of the revised Constitution, By-Laws, and National Executive Committee Policy Manual. Most would agree that these documents were sorely in need of revision as they had become seriously dated. In addition, Congress approved a revised charter for the Association which became the groundwork for new governance documents. Also in 2010, we witnessed the continuing reliance on the reserve components as the "operational reserve" as it finds a permanent place in on-going operations. ROA's key initiatives continue to be directed toward the serving members of the National Guard and reserves. Particular emphasis is directed at fully funding programs for equipment, health care, family programs, and legal issues. The needs of veterans and retirees continue to hold a place of prominence in all legislative and policy considerations

Specific aspects of national headquarters operations are outlined below. The individual reports of the respective directors are included for your enlightenment.

- Leadership – ROA's first (and likely only) 18 month elected leadership was fully engaged throughout the year on major issues from managing the critical finances of the Association to study of and recommendations for the proposed governance changes. In addition to the scheduled ExCom onsite meetings, conference calls were conducted and a full meeting in conjunction with the National Council meeting held in June in Las Vegas.
- Financial – ROA welcomed a new controller at the end of CY 2009 and it has smoothed out a number of bumpy areas of financial management. Our FY 2010 annual audit was completed in a much timelier manner. Our auditors are pleased with the way our fiscal house is being managed and our accounting staff works closely with them. We have continued to work toward the mandated "balanced budget" scheduled for FY 2014. This was the first year of our "Sustaining Member" annual campaign. This has been a great addition of our revenue stream. As of this writing, participation has increased by more than 30% in its second year.
- Service Members Law Center – This unique service, offered to any and all members of the armed forces, their families, employers, or counselors continues to get growing utilization. As many as 450 contacts per month keep CAPT (Ret) Sam Wright extremely busy. We are currently exploring partnership opportunities with other organizations that serve the military. We are also looking for full funding from congressional appropriations, major foundation gifts, and other sources so that ROA does not pick up the entire expense for a service that includes so many stakeholders.
- Legislative – CAPT (Ret) Marshall Hanson, his assistant, and a staff of legislative interns, provided by RADM Jim Carey's Washington Scholars program, continue to work daily with Congress and also in partnership with other associations to deal with ROA's legislative priorities. As noted and as in years past, adequate funding for training and equipment, family support and health care for serving members as well as retirees are key elements. His report will go into much greater detail.

- Defense Education – Under the leadership of Bob Feidler, along with his able assistant, the Defense Education Forum reached a new level of maturity. Major programs on issues of national security were conducted at the facilities at the Minuteman Memorial Building. In addition, the new Joint Officer Professional Development Seminars and Joint Officer Leadership Training Seminars, directed by Bob and executed by Greg Bules and Marcia Findley-Shaw, were outstanding opportunities for younger serving officers. This past year programs were conducted in Colorado Springs and Chicago. The program will continue to be enhanced and grow making a unique benefit to younger members and potential members. The Reilly Scholarship Program is now managed by DEF. The amount of the scholarships has been enhanced to be a more attractive opportunity to those who apply.
- Communication – ROA’s communications program continues to expand and improve. Printed communications saw the continuing evolution of *The Officer* into a military journal. Publication of the magazine changed from nine times per year to six. We also welcomed a new editor and staff to the magazine. To supplement member-focus, *Time on Target*, a quarterly newsletter was initiated. “TOT” has an internal focus and includes such items as “Taps” as well as department, chapter, and other internal news. Our e-newsletters have expanded into all operational areas. The website continues its evolution into a useful source of information for members and non-members. We created a digital edition of the magazine for our virtual members and is a great resource for those who choose not to receive the printed version. External communications with the media are also expanding with numerous articles in vertical as well as general readership publications. Interviews for the broadcast media, particularly for the Service Members Law Center, place the ROA name and mission in front of numerous audiences.
- Member Services – Membership is an ongoing challenge. Our “maturing” membership means that efforts at younger, serving members of the reserve components are more important than ever. Our “back office” folks do an outstanding job under the management of Tracey Ware. Will Holahan directs the efforts of our field recruiters who all work diligently to enhance our membership rolls. Moving forward into CY 2011 it will be more and more important for our departments and chapters to be full partners in the recruiting and retention process. They represent the real “boots on the ground” in each and every state and city where we have reserve and Guard units. They are the ones most able to reach out and touch the potential future of the Reserve Officers Association.
- Development and Fund Raising – As mentioned earlier, the Sustaining Member program was launched late in 2009 and continued to produce revenues until the next iteration in the Fall of 2010. Current results are exceeding last year by more than 30%. Along with ROA President Kaye and Richard Thralls, efforts to secure major gifts and grants were conducted. That program will expand as we move into 2011. Our development efforts were enhanced with the addition of a full time assistant in the department. This much-needed plus will allow ROA to enhance its development program.
- Industry Affairs and Affinity Programs – A critical aspect of ROA operations, our business relations continue to be well managed by Lani Burnett. Our STARS partners continue to provide great support to the Association and likewise, the Association to them. “Meet the Chiefs” has grown over the years under Lani’s capable leadership. We are in the process of completing our second year of association with Pentagon Federal Credit Union and Government Vacation Rewards as two premiere affinity partners. And, our relationships with

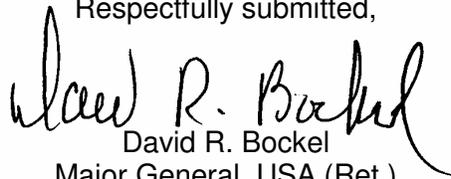
companies such as USAA continue to be valuable assets. Our insurance programs continue to be well run in a highly competitive environment.

It has been a pleasure to work with RADM Paul Kayye. He has been a wonderful friend and leader and the Reserve Officers has been fortunate to have him as our first (and hopefully only) 18 month national president. As we move into 2011, it will be Col Walker Williams who will deal with the many challenges that national leadership brings. Is there anyone who knows more about what makes ROA work than Walker? I doubt it!

The reports of our respective senior staff follow. I am proud of the fact that they act as partners in our important efforts. They may not always agree and that is good. But through and through they are professionals and have the interests of our members and stakeholders first and foremost in their actions. There are no "prima donnas" on this staff. The focus is professionalism and service.

Meanwhile, please keep in mind that I am available to any and all members by email or phone (dbockel@roa.org; 800.809.9448, ext 701). I look forward to another ambitious year here at your association headquarters at 1 Constitution Avenue as well as at our business offices at our Arlington annex.

Respectfully submitted,



David R. Bockel  
Major General, USA (Ret.)  
Executive Director

## Service Sections: Bob Feidler, Marshall Hanson, David Small

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- **Military Policy**

A more concise unfunded requirements list (UFL) continued to be published for FY-2011. ROA sought additional unfunded requirements from the services and published an unfunded list for Defense appropriators independent of DoD's requests.

This DoD limit on publishing nonfunded priorities, gave less visibility to Guard and Reserve requirements and as a result placed greater emphasis on the National Guard and Reserve Equipment Allowance (NGREA). NGREA is being used to allow each of the Reserve Components to remain current and relevant. Fiscal Year (FY) 2011 NGREA was impacted by defense being funded under a continuing resolution

- **Army Section**

- ◇ The current Chief of Staff of the Army is General George Casey, however, General Martin Dempsey, the current TRADOC Commander is the likely nominee to be the new CSA and assume that position later in the spring. LTG Jack Stultz continues as the Chief, Army Reserve. He was reconfirmed in 2011 for another term and is now the longest serving RC Chief. Major General Jon Miller is the USARC Deputy Commander; Major General Keith Thurgood is the DCAR-IMA, BG Leslie Purser is the DCAR, and Mr. James Snyder is the ACAR. MG Raymond Carpenter continues as the Acting Director of the Army National Guard.
- ◇ The Army Reserve end strength as of the beginning of 2011 is 205,500 with an authorized end strength of 205,000. The Army National Guard end strength at the beginning of 2011 was approximately 363,000 with authorized end strength of 358,200.
- ◇ The Army Reserve has mobilized and deployed more than 195,000 Warrior-Citizens in support of Operation Enduring Freedom, Operation Iraqi Freedom, the Global War on Terrorism and ongoing Overseas Contingency Operations. It currently has about 25,000 activations. The ARNG has mobilized 338,000 Warrior-Citizens and has about 46,000 currently activated. The number of currently activated is down about 20% for the USAR and 30% for the ARNG from the previous year.
- ◇ The Army Reserve has transformed from a strategic to an operational force. It has reduced overhead and generated more deployable capability. The Army Reserve supports the on-year-in-five deployed/available ARFORGEN model and is constantly realigning training resources and infrastructure for its regional training centers and combat support training centers. Its platform for shaping the force is the Army Reserve Enterprise – a structure that aligns with the Army's enterprise management approach and captures best practices. A focus has been to correct human capital imbalances to ensure that proper capabilities are in the proper units at the proper time.
- ◇ The Army Reserve has taken the lead on employer/employee relations through establishment of the Employer Partnership Office.
- ◇ Army Strong Community Centers continue to open for geographically dispersed service members and their families who do not reside near a military base. These are "virtual in-

stallations” resourced and staffed to provide families from all branches of the military with information and support.

- ◇ The USAR has an annual budget of approximately \$8B to build, sustain and employ Army Reserve Soldiers and units on behalf of the nation.
- ◇ ROA has maintained a close working relationship with LTG Stultz and the Office of the Chief of the Army Reserve. We also work closely with AUSA, SARCA and related organizations. The Defense Education Forum featured several programs related to the USAR in 2010 including a program led by LTG Stultz on Employer/RC relations, and an address by the Assistant CAR on Resourcing an Operational Army Reserve. We thank BG Michael Silva, Vice President, Army, and the Army members of the EXCOM for their support and service over the past year.

- **Naval Services Section**

- ◇ Navy

- ~ VADM Dirk J. Debbink continued as Chief of the US Navy Reserve (USNR) and Commander of the USNR Force. His Deputy, RADM Garland “P” Wright, USN was replaced by RDML Bryan P. Cutchen. ROA’s focus continues to be equipment issues with ROA written testimony to the Senate Defense Appropriations subcommittee containing a list of needed Navy Reserve equipment. ROA continues to highlight its concern over ongoing cuts to the USNR end strength.

- ~ Manpower, assignment and equipment.

- \* End Strength: 65,500 authorized, remaining level
- \* Sixty-four percent of USNR is strategic.
- \* Expeditionary –
  - 12 mobile construction battalions
  - 4 naval construction regiments
  - 2 construction battalion maintenance units
  - 2 Seabee readiness groups
- \* Equipment requirements
  - 12 C-40s unique to RC, ongoing need to replace C-9s.
  - Surface – 9 frigates, but will be retired and not replaced.

- ◇ Marine Corps

- ~ Lieutenant General John F. Kelly continues in command of Marine Forces Reserve and Marine Forces North. ROA continued to testify on equipment needs despite lack of input on non-funded requirements. ROA was excluded from briefing the new class of USMC legislative fellows in the fall.

- \* End Strength
  - 8,000 Marines approx. currently activated or mobilized.
  - Selres– 39,600    ◦ IRR – 53,000
- \* Equipment
  - MCR gets equal fielding of equipment, vice cascading of older, but...
  - short fall training equipment
  - 19 airframes KC-T130 could be replaced by J-model.

- ◇ Coast Guard

- \* RADM Daniel May retired as the Director of Reserve and Leadership for the Coast Guard to be replaced by RDML Sandra Stosz.

- \* End Strength – budgeted for 8,100, authorized for 10,000
  - ROA allowed a resolution on USCGR end-strength to expire,
  - Based on a promised manpower study
- \* The Deep Water Horizon oil leak created a major recall of USCGR.
  - Reservists were mobilized under Title 14, Secretary Authority.
  - Highlighted the need to include Title 14 under Post 9/11 GI Bill, and eligibility for early retirement.

◇ USPHS

~ Vice Admiral Regina Benjamin continues as Surgeon General, and MD Dr. Howard K. Koh continues as the Assistant Secretary of Health (ASH). RADM Bob Williams retired as Deputy Surgeon General to be replaced by RADM David C. Rutstein as acting Deputy. The National HealthCare Plan included a provision establishing a Ready Reserve, unfortunately the implementation of this program was preceded by the elimination of the Inactive Reserve Component have a number of USPHS Reservists lose their commissions. At the end of 2010, new policy was yet to be approved by the ASH.

◇ NOAA

~ RADM Jonathan W. Bailey continues as the Director, NOAA Corps. ROA will be working with his staff and on legislative objectives for FY 2012.

◇ Naval Services Membership.....31 Dec 2009 ..... 31Dec 2010

|                      |              |        |
|----------------------|--------------|--------|
| ~ Coast Guard .....  | 1,943 .....  | 1,909  |
| ~ Marine Corps ..... | 1,015 .....  | 989    |
| ~ Navy .....         | 6,261 .....  | 5,547  |
| ~ USPHS .....        | 1,705 .....  | 1,538  |
| ~ NOAA .....         | 102 .....    | 102    |
| ~ Total .....        | 11,026 ..... | 10,085 |

• **Air Force Section**

The primary focus in 2010 of the Air Section has been to reestablish a good relationship with the Air Force Reserve after the devastating news that the Reserve moved its senior leaders course away from our winter meeting. While not directly related, at the same time the Chief of the Reserve, Lt Gen Charles Stenner, expressed some concerns over the direction of ROA. His comments and feedback to us created extensive and healthy discussions and a renewed dialogue between ROA and the Chief of the Air Force Reserve.

There were concerns with ROA's advocacy for certain issues that looked to be a detriment of our direct support to an Operational Reserve. The worry was that our focus on benefits was to the exclusion of direct support to drilling Reservists.

We provided Gen Stenner with the explanation that while ROA's legislative agenda includes member-driven issues, that ROA's advocacy is diverse when compared to many other associations who focus only on benefits and entitlements. ROA measures its agenda against providing an adequate national security, which is the primary object and purpose specified in ROA's Congressional Charter. When ROA focuses on issues like Tricare or retirement, we do so from the standpoint of how these incentives affect readiness, recruiting, retention and the state of national security.

Additionally, ROA is one of a small group of associations who are concerned with the allocation of the budget to equipment, training and force structure. Our advocacy approach takes into account the fiscal situation facing the Department of Defense and our nation today. Failing to recognize this constrained environment in our approach will yield lower results in the end. This conservative method of advocacy has ensured greater access for ROA with influencers on Capitol Hill, and increases the opportunities to address a wider scope of issues.

General Stenner has opened up more to ROA, creating a better dialog to share his needs with the Air Section. He assigned a liaison on his staff to ROA and accepted an invitation to a private lunch at the Convention to discuss Air Force Reserve requirements with the Air Section leadership. He supports such a meeting on an annual basis. These are all positive steps. I feel we now have a framework for a continued dialogue that will stay in place for the future.

Other feats in 2010 for the Air Force section include:

- ◇ The publication of a Vice Chief of Staff of the Air Force memo in support of our National Security Symposium
- ◇ Attraction of the Chief of Staff of the Air Force as a keynote speaker for the 2011 National Security Symposium
- ◇ Engagement with the Air Reserve Personnel Center leadership on a change in policy to allow Air Force reservists to attend our National Security Symposium in a points-only status if not on orders in accordance with DOD regulations
- ◇ A trip to Marietta, GA, at the invitation of STARs partner Lockheed Martin for the delivery ceremony of the first C-5M to the Air Force
- ◇ A private dinner with the Chief of Staff of the Air Force, Gen Schwartz, after a DEF engagement with him at the Army/Navy country club at which we discussed reserve retirement

## Legislative & Military Policy: Marshall Hanson

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- Legislation

- ◇ The *National Defense Authorization Act Fiscal Year 2011* (NDAA), H.R.6523 was passed by Congress on Dec 22, 2010, but not signed into law until January 7, 2011. No authorization act was passed by the Senate, and the final bill was pre-conferenced, excluding a number of Senate amendments supporting ROA agenda goals.

In fiscal year 2011, Selected Reserve End Strength is authorized at 358,200 for the Army National Guard of the United States; 205,000; for the Army Reserve, 65,500 for the Navy Reserve; 39,600 for the Marine Corps Reserve; 71,200 (+1700) for the Air Force Reserve; 106,700 for the Air National Guard; and 10,000 for the Coast Guard Reserve.

The bill included a 1.4 percent pay raise, and extended for one-year certain bonuses and special pay authorities for Reserve forces. On earning early retirement, the sense of Congress was to inform the Pentagon that there was no fiscal year barrier to 90 day accumulation. The authorization for travel reimbursement for Inactive Training (IDT) for personnel forced to travel greater than 100 miles due to BRAC was extended for a year. RC members will be permitted to save leave and carry it over to future active duty periods. Revisions were made to the structure and function of the Reserve Forces Policy Board. Parents are permitted to pay an additional annual premium to cover dependent children thru age 25.

- ◇ Final implementation of Health Care for Gray Area retirees (TRICARE Retired Reserve) on 1 Oct 2010 was disappointing because this population was segregated from the primary risk pool resulting in a higher calculated cost to the gray area retiree.
- ◇ Improvements in procedures for absentee uniformed services and overseas voters by 45 of 50 states were implemented by the 2010 national elections.
- ◇ For the first time in many years, no agency appropriations were passed. The defense budget is covered by a continuing resolution (CR) for FY-2011 until March 2011. A 2011 Defense Appropriations is expected to be passed, but unlikely before April 2011.

- Staff Transitions

Elizabeth Cochran, Legislative Assistant, was accepted into the Navy OCS program and enlisted in November. She is expected to report for training in Spring of 2011. During the summer, ROA received three interns from the Washington Scholars Fellowship program, and another from the Washington Internship Institute. Interns provided support for Legislation, Communications, and the Defense Education Forum. Another intern supported Legislation during the fall.

## Strategic Defense Education: Bob Feidler

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- The Defense Education Forum – or DEF – is the educational arm of ROA and, together with advocacy, one of the twin pillars of ROA. It produces over 30 programs a year on key topics related to strategic national security themes as well as Reserve specific topics. Together with advocacy, it is our education programs that give us high visibility in the policy and legislative arenas of Washington DC. Bob Feidler serves as the Director of Strategic Defense Education (and is also the Army Director). Keith Weller serves as Deputy Director. In 2010, DEF achieved the following goals:
  - ◇ Developed a national visibility and credibility for ROA in the field of defense education.
  - ◇ Educated key constituencies on core defense and national security issues, especially as they relate to the Reserve Component.
  - ◇ Dovetailed with the advocacy, communications, STARs Partners, and development components of ROA to achieve the goals of ROA.
  - ◇ Delivered timely forums, briefings and publications on national defense and homeland security in keeping with our Charter.
- We have forged strong partnerships with many of the leading defense and foreign policy think tanks to produce the highest quality programs that might appeal to a diverse audience. A partial list of our partners would include the Woodrow Wilson Center, the George C. Marshall Institute, the Heritage Foundation, the Institute for the Study of War, the Foreign Policy Research Institute, the Partnership for a Secure America, the Army War College and the Bush School at Texas A&M University. We both educate and influence audiences such as ROA members, Members and staff of the Congress, the defense establishment, and the public. We conduct our programs both in the Washington area and throughout the country as opportunities are presented.
- Program highlights from last year included:
  - ◇ A series of National Security Forums featured senior leaders from each of the services. Developed in partnership with the Army Navy Country Club (ANCC) these programs have offered remarks from some of the nation's highest ranking national security officials. The series kicked off in late 2009, with an address from then, National Security Advisor, Gen. James Jones. The success of this program led to additional iterations in the Spring and Summer of 2010 featuring Chief of Naval Operations, Admiral Gary Roughead, and Chief of Staff of the Air Force, General Norton Schwartz.
  - ◇ A continuing number of field reports featuring combatant commanders returning from theater. Sponsored in cooperation with the Institute for the Study of War (ISW), this unique new set of forums offers our attendees one-of-a-kind insight on major issues in both Iraq and Afghanistan. The speakers have ranged from Colonels to Lieutenant Generals who either are in command or recently returned from the theater.
  - ◇ Continued dedication to employer/RC relations. DEF has always given special focus to RC-employer relations, continuing to work closely with the USAR's Employer Partnership Office (EPO) throughout 2010. In August, DEF hosted LTG Jack Stultz, Chief of the Army Reserve and BG Kenneth Roberts, Special Assistant to the Director of the Army National Guard for a meeting with CEO's from the nation's top civilian employers. The purpose of the meeting was to gather feedback and discuss issues surrounding the civil-

ian employment of Reserve Component forces. The result of the meeting was a DEF produced report highlighting major concerns and proposing solutions for the future.

- ◇ Dynamic professional education programs for our younger officers in the form of the Reserve Components Joint Officer Development Program (given in February at the Annual Meeting) and the Joint Officer Leadership Training Seminar held this year in Colorado Springs (in the summer) which had over 80 attendees. The RCJOPDS program featured speakers such as the Ambassador from Norway discussing NATO issues and leadership lessons for younger officers; Greg Jaffe, a leading defense author and commentator; and other speakers both from the RC and civilian world addressing timely issues of interest to younger officers. The JOLDTS program featured visits to the Air Force Academy and NORTHCOM as well as team building exercises and briefings from a variety of speakers. Maj Greg Bules, USAFR is our coordinator for this program.
- ◇ Medical programs featuring the latest techniques utilized to treat battlefield injuries and mental health issues. These programs included leading faculty members to include our own MG Bob Kasulke (our National Surgeon and also the Commander of the Army Reserve Medical Command) and Col Janet Kamer (Advisor on Behavioral Issues to the Commander of the AFR and our Illinois Department President) and other leading national speakers and researchers on this subject. Among the speakers were doctors conducting cutting edge research in the use of hyperbaric chambers to treat those with head injuries of various types.
- ◇ A series of regional programs produced outside the Washington DC area. These events included several programs in South Carolina on energy/climate change on its implications for national security; DEF programs on demography, the national debt, and the QDR presented in California; and a health related program in Illinois. The energy series has featured former National Security Advisor Robert McFarlane, Sen. Joseph Lieberman, former CIA Director James Woolsey, former Undersecretary of State and Ambassador to India Frank Wisner, and CNA Military Advisory Board member VADM Dennis McGinn (Ret).
- ◇ A partial listing of our other programs reflects the diversity of our educational offerings:
  - ~ NATO and Afghanistan: Equitable Burden Sharing
  - ~ Civil Affairs Transitions Roundtable
  - ~ Legal Issues Related to Targeted Killings
  - ~ Resourcing the Army Reserve as an Operational Force
  - ~ Uniformed Services Employment and Reemployment Rights Act (USERRA)
  - ~ Iraqi Civil Society Forum
  - ~ U.S.-China Maritime Security Relations
  - ~ The Foreign Fighter Problem: Trends & Case Studies
  - ~ Police Training in an Age of Global Terror
  - ~ The Defense Industrial Base at Risk:
  - ~ Hosted Payloads Workshop
  - ~ Afghan Police Reform
  - ~ East Asian Security Program
- In the coming year, in addition to many programs such as the above, we will renew our programs for Military Legislative Assistants on Capitol Hill, continue our series dealing with reconstruction and stability issues/civil affairs, address issues of terrorism especially as they relate to Iran; further explore issues related to a continuum of healthcare; and work closely with the leadership of the Reserve Components to highlight issues of interest to them. We also expect to release several white papers on topics ranging from Joint Professional Military Education to Employer/RC relations to Operational Reserve issues. DEF has been cited as the Nation's leading provider of defense education programs related to the Reserve Components. We will continue to meet this high standard and bring deserved credit and visibility to ROA.

## **Member Services/International Programs: Will Holahan**

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For the calendar year ending December 31, 2010 ROA, through its Regional Member Services Directors, increased noticeably its recruiting and retention productivity. Over 97% of newly joined officers are Term Members. ROA has been successful in shifting the mix of new members away from Life Memberships and more importantly is now joining younger serving officers. Term member retention has plateaued at a low level of 60%. Retention remains the key metric that drives end-strength. Our strategic goal remains 75% Term Member retention. Greater efforts at the Department and Chapter level have to be put in place and continued as a matter of routine for this goal to be achieved. In coordination with ROA National Headquarters, Departments and Chapters continue to receive monthly reports that detail their new joins, renewing Term members and those members who have let their membership lapse. All the contact information for these members is provided for local contact and outreach. Along with the national recruiting staff, Departments and Chapters are an indispensable part of the ROA retention process. Term members “opting out”, or more correctly, not renewing their memberships, accounts for the decline in our year over year end-strength. ROA continues to replace its deceased members, but stemming the tide of members who quit remains the decade’s old challenge facing us.

In the recruiting area, ROA retains all four of its Regional Member Services Directors, as paid external contractors. The cost-to-serve ratio continues to be accretive to positive dues revenue (income) from all their activities. Our inability to further expand headquarters recruiting continues to be directed by the Budget & Finance Committee’s guidance to forego additional funding for two new positions – that of Deputy Regional Member Services directors in the Departments of California and Florida.

A Dues Allocation Incentive Plan linked to the payment of dues rebates has been proposed as one solution to solve the “Retention Problem.” ROA has seen a marked improvement in Departments’ reporting of Elections and Financials, once their dues rebates were directly linked to these two pre-qualifiers. The decline in ROA membership end strength can only be offset by a greater number of new joins in conjunction with a higher percentage of retained term members. There is nothing ROA can do about its older deceased members many of whom are Life Members, so the only option at stabilizing its end strength is to retain those officers who have already become members. If it cannot successfully do this, its recruiting burden will become near impossible to achieve.

In the past year, Member Services has added several new membership benefit programs and has significantly updated the Member Resources page on the ROA website. This is now an all in one place reference.

In the International Programs area, the on-line registration process for members to utilize when participating in CIOR/CIOMR and UPORFA activities is working very efficiently and greatly simplifies the creation of electronic rosters for further e-transmission to the host country CIOR Congress and UPORFA Reunion administrators. ROA external auditors have continued to express favorable comment on the transparency of the registration process and electronic fund transfers of foreign currency associated with these registration processes. The ROA National Staff now has more than sufficient corporate knowledge of the international programs area and is working in much closer coordination with ROA member delegation leaders to continue to add “military value” to both of these long-time member programs. ROA has recently reengaged on the issue of “orders funding” for serving officers participating in the International Programs area. One of the largest deterrents to these younger officers’ participation is the oft required need for them to “self-fund” international travel in connection with these activities. We are working closely with the office of the Chief of the Army Reserve (OCAR) to reverse the current policy of not funding CIOR/CIOMR activities for serving junior officers.

## Communications: David Small

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- Talking Point
  - ◇ “The Reserve Officers Association is the 60,000-member professional association for all uniformed services of the United States. Chartered by Congress and in existence since 1922, ROA advises and educates the Congress, the President, and the American people on national security, with unique expertise on issues that affect the 1.5 million men and women now serving in America’s Reserve Components.”
- ROA Blog
  - ◇ Today’s generation wants a voice to speak out on issues that touch them and we’ve found an ample audience among those of yesterday’s generation as well through our blog. We have attempted to engage with members directly through this venue, creating an interaction that could lead to ROA membership or enhance retention. New this year to the blog is revenue generated through Google ads. While not adding to the bottom line significantly, it demonstrates the new and innovative ways ROA staff work to create revenue. Web address is [www.roa.org/blog](http://www.roa.org/blog).
- Junior Officer Outreach Communications Plan
  - ◇ We continue to identify avenues for junior officer outreach in accordance with the EXDIR’s strategic plan. The following actions have occurred since implementing this plan:
    - ~ With the aim to Communicate and illustrate efforts underway to better incorporate the interests of young members into ROA, we have taken the following actions: Created a junior officer landing page with issues pertinent to them; Created online Spotlight on junior officers to highlight currently serving officers’ actions; Created Photo of the week on the web site and eblast adding more imagery and “quick look” information; Created a database list in Convio with only Junior Officers for JO specific eblasts; Implemented “Did you know” campaign on Facebook and in the eblast educating the younger crowd on the worthiness of ROA and historical accomplishments; Began executing Advertising budget: 1) Stars and Stripes ad online, 2) Guard/Reserve handbook in Military 3) Coordinated advertising purchase in AmeriForce publishing’s Guard and Reserve magazine and other products.
    - ~ With the aim to Arm local chapters with the communications tools and materials they need to strengthen chapter relevance and fundraising activity, the communications department developed a Dept/Chapter junior officer outreach kit.
    - ~ With the aim to identify issues key to younger serving members and incorporate them into our communications, we worked with the junior officer committee to better publicize their people and efforts particularly in the legislative agenda and among ROA’s comm. products.
    - ~ We have also modified the web site to become a usable resource for current topics of interest by creating landing pages and are working on revamping the web site “look” making it more modern, sleek and topic vs. functionally organized.
    - ~ With the aim to Create ROA Buzz by reestablishing ROA as the go-to organization for information on the Reserve Components and exist where our audience exists versus having them come to us, we took the following actions: Included hometown

news release cards in all new member packages, established a sound plan to execute an online magazine presence if approved in next fiscal year's budget, and have begun reaching out to more media members with stories of interest related to ROA Advocacy.

- ~ With the aim to make ROA more attractive to younger members by decoupling governance (internal) and education (external) messaging, we have worked to Revamp agenda and marketing for convention with emphasis on benefits for serving Reservists and programs that hold interest to currently serving members, and as previously mentioned, we established the internal member newsletter, Time on Target.

- Social Media

- ◇ In an effort to reach and retain currently serving junior officers, we took our initiative to incorporate social networking into its communication program and improved upon it through the study of analytics and best practices among non profits. We continue to promote our presence on various "Web 2.0" sites highlighting events, images and information. These efforts are intended to create a viral online buzz for ROA, helping reach our intended audiences through non-traditional means.

- ~ ROA on Facebook: Apx 1100 people 'like' us (+420 from 2009 report). Began Communicating via this venue with other associations and have established a budget line for advertisements for 2011 via Facebook. We also began using some of the APIs available between our online database that runs our web site and our Facebook presence, maximizing our investment into these efforts.

- ~ ROA on LinkedIn: 295 members (+120 from 2009 report). Here you can connect to other ROA professionals for career advice, participate in discussions and be apprised of news pertinent to Citizen Warriors. Of particular interest is our jobs forum here.

- ~ ROA on Twitter: 1050 followers (+400 from 2009 report); Improved our tweeting by studying how to actually do it and creating a deliberate social media strategy. Our handle is @ReserveOfficer.

- ~ ROA on YouTube and Flickr: Here you can view videos and photos from ROA events

- ~ Share ROA stories from our own web site: Help spread the word for ROA from our own web site to your social networks by clicking the new share button in the upper right corner of any page on the ROA web site.

- Intersect Newsletter

- ◇ In 2009's report, we stated that we expected this newsletter to be a revenue generating resource through advertisement sales. This proved to be true, earning almost \$3,000 this year.

- Electronic Newsletter

- ◇ A subtle change occurred to the e-blast this year. The weekly e-newsletter is now called "The President's Message." With the proliferation of a number of different eblasts such as the Intersect news clips, service section news and others, we branded this one to be the President's message.

- ◇ A new quarterly eblast was also created to educate members on their actual member benefits such as Hertz and Insurance. The primary goal of this newsletter is to increase usage of those programs that bring revenue to ROA.

- ◇ An editorial policy covering all ebcasts was established as well.
- ◇ Through a dedicated effort, we conducted 2 'appends' to our email database making our reach via email much larger. ROA now maintains a database of 36,000 clean email addresses of its members and constituents. Previously, this number was in the teens.
- Magazine
  - ◇ In 2010 The Officer magazine switched from 10-times-per-year frequency to bimonthly. With this change, we also altered the magazine's editorial direction and made some substantive changes in content. This change to a journal format has been received well by our membership. The first issue executed in this new format was February. With the switch to bimonthly and the establishment of the journal format, a new editorial policy was executed after it was endorsed by the Publications Committee.
  - ◇ Eric Minton, our Officer editor, did not renew the contract he had with ROA. Subsequently, we hired Chris Prawdzik who has put his own unique stamp on the magazine.
  - ◇ Our January 2011 edition marked a further shift toward our new Journal format, more in the physical sense. We reduced the page size, primarily as a cost savings measure to offset expected postal increases this year. Our next planned improvement toward our goals of making the Officer a respected journal is a heavier weight cover paper.
  - ◇ The following topics are planned for each edition in 2011:
    - ~ March-April: MWR and Health, Iran's Threat to Israel, 1-1 interview with Gen Wyatt (ANG) and Gen Carpenter (National Guard, Guest editorial from MG Hargett at NGAUS, Feature about "Live Oak," a contingency plan for a Soviet attack/takeover of Berlin during Cold War.
    - ~ May-June: Reservists and Equipment
    - ~ July-August: Homeland Defense (the nation's security state at home and abroad, future threats)
    - ~ September-October: Education and Training (educational opportunities for those at home and abroad, their impact on mission fulfillment)
    - ~ November-December: Military Simulation
  - ◇ Our new Editor, Chris Prawdzik, has proved his worth. On his first issue, he executed a modest redesign with our new Design Firm "Six Half Dozen." The magazine has a younger, more dynamic feel to it with these changes. Chris also has a firm vision on the need to increase ad revenue through his product. With that, he has been working with our Ad Director, Lani Burnett, to solicit bids for a commission-only ad sales rep for the magazine to augment Lani's work.
- Digital Magazine
  - ◇ Implemented this year was our Digital Edition of the Officer Magazine. We started off using a service called IMIRIS who we quickly decided was not what our members wanted. We changed contracts to TEXTERITY, providing a much more positive user experience. This digital edition is sent electronically to all members and virtual members, creating viral reach of our magazine.
  - ◇ Our plans for our online magazine (a different product and content than the digital edition that would provide immediate, newsworthy content) again have proved too expensive to immediately implement with the proposed budget. We have therefore asked the EXCOM

to approve a budget to fund the initial start up of this new site and 6 months of implementation in this next fiscal year. That would allow a full year's implementation the following year with no increase in the budget given the start up costs associated with this year.

- Magazine Circulation

- ◊ This year, with the improvements made to the Officer Magazine as a journal for Reserve Members, we decided it was time to break the paradigm that this magazine was merely a member benefit and began using it as a primary outreach tool. We added all base libraries, updated all Congressional addresses, added all Army and Air Force reserve commanders, all USO locations around the world and all Veterans Hospitals making our magazine and subsequently our voice more accessible to the public.

- Website

- ◊ Our web site continues to evolve and we now have analytic data to support the thesis we are moving in the right direction with it, and making good changes: Some trends from the data include the following notes.
  - ~ Our Website has consistently gotten 15,000 hits per month. Trend data shows this is rising with our current averages at 16,000. Our goal is a 10% increase each year. Hits from ROA staff per month are marginal (under 800) and do not skew the usefulness of our site as a member resource and outreach tool.
  - ~ Changes made to the DEF section to integrate our education activities across the site versus in a stove-piped functional organization online have increased visibility on DEF programs through the web by 21%
  - ~ The Law Center continues to be our fastest growing and most popular resource online, increasing traffic over 55% in three months. Over 1,000 people visit our site for this resource a week.
  - ~ People who visit the 'join' page has remained static over the last 4 months at nearly 700 people. We recently revamped the messaging on this page and will work with member services to see how many online-joins we get out of those 700 people per month to insure those visiting the page are convinced to join.
  - ~ Further integration of functional areas into our Reading Room and our various Issues pages has yielded some benefit, driving more traffic there than was previously seen by just our 'advocacy' section. Our most popular two topics online are Reserve Retirement and Veterans Affairs. Our least used issues page is Educational Benefits
  - ~ Our new National Security Symposium website yields almost 100 visits per week.
  - ~ Not very many people are utilizing the member resources in the members section of the site. For this reason, we have targeted it for an upgrade in its organization (which may have occurred already by the time of your reading this as the goal for the upgrade is mid-January).
  - ~ After the sustaining member mailer went out, those who visited our online resources for this program tripled, showing that at least 30 members each week are interested in opportunities for online giving and that we need to capitalize further on this interest through online donor 'asks.' Our assistant director of Resource Development attended the Convio conference to learn how to increase the viability of online resource development (Convio is our system and online database that runs our web and eblasts and is used by associations to increase members and revenue).

- ~ 40% of those people who visit come to us directly. 32% come to us from Google, which warrants research into adding Google advertising to our plans.
- ◇ Other Web improvements this year included:
  - ~ Creation of a Reading Room
  - ~ Streamlining of Navigation
  - ~ Creation of logos to help navigate through the site
  - ~ Improving the usability of the site map
  - ~ Creating a stand-alone web page for the National Security Symposium and Convention
  - ~ Expansion of the Topical Landing Pages for advocacy positions
  - ~ Better use and positioning of 'News'
  - ~ Revamped Members Section
  - ~ Inclusion across functions for each section of the web site, removing stove-pipe functionality
- Advertising
  - ◇ We have successfully completed our advertising campaign for 2010 with placements in the Army Times Guard/Reserve Handbook, and AmeriForce's Guard/Reserve Magazine and Deployment handbook. We intend to maintain these outlets next year, but add a budget for a facebook ad campaign as well as a moderately small ad run in the Army and Air Force Times. The increases in the requested ad budget from last year to next are dictated by the strategic plan.
- Media Relations
  - ◇ Media relations have been fairly stagnant over the past year with one exception: the Service Members Law Center, which has seen significant activity in multiple media outlets rise throughout the year.
- Mailed Newsletter
  - ◇ The Time on Target newsletter targeted to members about member activities at the national level was executed in April 2010 with a positive response. Some members are still adjusting to getting this new kind of mailing from us and getting used to regular sections of the magazine which have shifted to the newsletter such as TAPS. This product has served as a good measure to communicate member activity from a national perspective that we previously had no forum in which to communicate. It has been received well by the membership for the most part.

## Resource Development: Richard Thralls

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- Sustaining Member Program
  - ◇ With the first annual renewal reporting outstanding progress, the Sustaining Member Program is performing extremely well. Introduced last year, this program has already recorded more than a 50 percent increase in participants from its inaugural year. In addition, total revenue from the program has also significantly exceeded the introductory year proceeds. Particularly impressive is the program's stamina not only during uncertain economic times, but also given the dismal direct mail forecasts based on the massive election fundraising appeals in the fall of 2010. The Sustaining Member Program provides a method of support to ROA outside membership dues, which presently account for less than 27 percent of operating expenses. We continue to refine and seek best methods for our direct mail efforts, and going forward we will continue to incorporate appropriate changes that best address the gifting interests and concerns of our constituents.
  - ◇ Sustaining Member progress may be measured as follows:
    - ~ Produces much needed operating revenue that is renewable
    - ~ Members invest in the mission of the Association
    - ~ Enhances dialogue with members through personal notes, phone calls, and e-mails
    - ~ Donor satisfaction promotes participation by others and enhances gifts over time
    - ~ Grows our on-line contributions due to the ease of participating in this manner
  - ◇ Resource Development regularly studies both proven and developing methods to market our programs. Awareness of financial needs is a significant and always challenging issue requiring constant thoughtful and subtle communications with members and friends. The catalyst for gaining acceptance of our Sustaining Member Program is the manner in which we marketed it. Understanding philanthropic moods and trends provides a basis for our marketing efforts.
- ROA Memorial Endowment Trust
  - ◇ Under the leadership of Chairman, CAPT Mike Nolan, ROA's Memorial Endowment Trust continues to make regular progress. We are indebted to CAPT Nolan and his committee for their tireless ongoing work to contact and personally inform members of the advantages of legacy giving in their estate planning. This committee reports their progress and commitments annually at the National Convention and Symposium. In late December the IRA Charitable Rollover 2-year extension was passed into law and has the potential to positively impact this segment of gifts to the endowment. The planned giving section of the ROA website contains detailed and valuable tips on sound tax and estate planning practices, and it is constantly updated to be synchronized with the latest relevant information.
- Additional Programs
  - ◇ Resource Development spans a comprehensive range of programs including:
    - ~ The Minuteman Memorial Building Wall of Gold
    - ~ First Retirement Check Program

- ~ The Minuteman Memorial Building Tribute Benches
  - ~ Foundation Development
  - ~ Major Gift Development
  - ~ Gifts of Real Estate & Non-Cash Assets
  - ~ Memorial Endowment Trust
  - ~ Tribute Recognitions and Memorials
  - ~ Facility Naming Opportunities
  - ~ Development Special Events
- ◇ In keeping with the evolving programs of the Development Department, we are currently working to enhance the recognition program for our major supporters. With this in mind, we have started a new feature in *The Officer* magazine called the Legacy Society Spotlight – a short article and photograph highlighting an ROA member who has given an outstanding amount of financial support to ROA cumulatively throughout their lifetime or in their will.
- ◇ Philanthropy in America is in a state of flux. There are parallels with other elements of the financial landscape that point the way toward diversified approaches, thoughtful trial programs, emphasis on growing middle-level gifts, a well thought out and executed marketing approach, and of course, a continuing refinement in donor engagement and satisfaction. We are making significant progress.

## Industry Relations: Lani Burnett

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- STARS
    - ◇ Since its launch in January 2004, ROA STARS relationships continue to be strengthened and have proven to have a positive financial impact on the Reserve Officers Association.
    - ◇ During 2010, three STARS (SAIC, The Wexford Group, and the Graduate Management Admission Council) were unable to renew their annual participation due to budget cut-backs within their company. At the same time, three other companies (Oshkosh Defense, Raytheon, and Humana) filled in the void and two 1-star participants upgraded to the next higher level. Net revenue is \$97,500. Currently, there are fourteen companies participating in the program; eighteen is the goal.

| <u><b>3-STAR (\$12,500/yr)</b></u> | <u><b>2-STAR (\$5,000/yr)</b></u> | <u><b>1-STAR (\$2,500/yr)</b></u>      |
|------------------------------------|-----------------------------------|--|
| ▫ Northrop Grumman                 | ▫ Lockheed Martin                 | ▫ DRS Technologies                     |
| ▫ TriWest Healthcare Alliance      | ▫ Boeing                          | ▫ Logistics Management Resources, Inc. |
| ▫ USAA                             | ▫ Raytheon                        | ▫ Bonner & Associates                  |
| ▫ Booz Allen Hamilton              | ▫ Daimler Trucks North America    | ▫ Humana Military Health Services      |
| ▫ Oshkosh Defense                  | ▫ Delta Dental                    |  |

  - ◇ Meet the Chiefs continues to be a signature STARS event. STARS greatly appreciate the opportunity to meet with Reserve Component leaders to freely discuss and articulate equipment needs, equipment capabilities and opportunities, and views on policy and legislative matters.
- 2010 Reserve Component Expo
  - ◇ We were faced with numerous challenges due the winter blizzard and the renovation of the Expo venue. While the Expo continues to be a profit-center for the Association the actual revenue did not meet budget projections by \$29,965. This amount was made up by the Hilton through separate negotiation. Net revenue from 2010 Expo booth sales was \$80,035. Sponsorship and advertising revenue of \$28,125 was more than double the budget projection of \$12,000 (and was an increase of \$13,975 over the 2009 projection). ROA realized a savings of more than \$10,000 for various reciprocity agreements, e.g. booth swap with AUSA and AMSUS and in-kind arrangements.
- Advertising
  - ◇ In 2010, *The Officer* magazine decreased the number of issues from 10 to 6; unfortunately, advertising revenue followed suit. Additional advertising opportunities were made available this year via the ROA website, the weekly electronic President's Message, and Time On Target, a printed quarterly membership newsletter.
- Affinity Partnerships
  - ◇ We continue to examine and develop affinity and business partnerships that will benefit our members as well as create revenue streams for the Association. Initial reports show that our newest affinity partnership with AT&T is gaining traction and we are currently discussing a partnership with USAA.
- Top of the Hill Banquet & Conference Center
  - ◇ Revenue for meeting space rental and audio-visual equipment and support continues to increase. The "As Close to the Capitol as You Can Get" marketing campaign has provided a solid footing in the local market. Plans to move our marketing efforts to attract a broader national market are underway.

## Servicemembers' Law Center: Sam Wright

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- Law Review Library
  - ◇ The greatest contribution of the Service Members Law Center (SMLC) is the Law Review Library (LRL). Captain Samuel F. Wright initiated this column in 1997, in *The Officer*. We started putting the articles online, on the ROA website in 2000. We have more than 750 articles now, and continue to add new articles every week. We have a detailed subject index and a search function to facilitate finding articles about very specific topics. Service members, attorneys, and others access these articles from all over the world via internet search engines like Google. Most contacts to the SMLC result from individuals finding one of these articles and then calling or emailing to ask how an article applies to the individual's own situation.
  - ◇ During 2010, we added 99 new Law Review articles, numbered Law Review 1001 through 1099. Captain Wright alone wrote 91 of these articles and co-wrote four other articles with other authors. Four articles were written by other authors. A goal for 2011 is to recruit some new authors and to cover some additional topics. Of the 99 new articles published in 2010, 62 were about reemployment rights and veterans' employment, 15 were about military voting, 7 were about military personnel issues, 9 were about the Servicemembers Civil Relief Act (SCRA), and 6 were about other topics.
- Service Members Law Center Contacts
  - ◇ During 2010, the Service Members Law Center had 2,795 contacts with service members, attorneys, employers, media, congressional staffers, and others. These contacts were overwhelmingly by email and telephone – only a handful was in person.
  - ◇ Of those 2,795 contacts, 1,548 (55.4%) were about the Uniformed Services Employment and Reemployment Rights Act (USERRA) and employment issues related to military service. The other big category was military voting rights, at 763 (27.3%). The other categories are the SCRA at 110 (3.9%), military family law at 51 (3.9%), Department of Veterans Affairs benefits at 37 (1.3%), veterans' preference laws at 29 (1%), military justice at 15 (0.54%), and miscellaneous at 87 (3.1%).
- New ROA Member Sign Ups
  - ◇ Of those individuals who contact the SMLC, roughly half are ROA members when they contact us. This percentage will likely drop significantly in 2011, as the SMLC becomes better known. Of those who are not ROA members when they contact the SMLC, most are not eligible for ROA membership. These ineligible persons include enlisted members of the military (mostly National Guard and Reserve) and attorneys, reporters, congressional staffers, employers, and others who have not served in the uniformed services, or at least not as commissioned or warrant officers.
  - ◇ When I hear from an eligible person who is not already a member of ROA, I always ask that person to join, and they usually do. During 2010, I personally signed by 57 new ROA members. This includes 52 one-year memberships, one two-year membership, one spousal membership, one newly commissioned junior officer (complementary), and 2 life memberships.
  - ◇ The 57 total only includes members that I personally signed up – it does not include new members who learned about ROA through the SMLC and the LLR and joined. The number of indirect recruits is impossible to quantify but is probably an order of magnitude greater than the number signed up directly.

# ROA Headquarters Directory

**Air Force Affairs** ..... David Small (719)  
**Army Affairs** ..... Bob Feidler (717)  
**Awards (National)**  
     National Nominations..... Diane Markham (706)  
     Section Awards/Engraving..... Linda Cooper (720)  
**Building Manager**..... Alfred Hull (742)  
**Business Relations**..... Lani Burnett (758)  
     Administrative Assistant..... Meaghan Bassiri (711)  
**Chief of Staff** ..... Lani Burnett (758)  
**CIOR/CIOMR**..... Col Will Holahan (727)  
**Civilian Patriots Program** .....Richard Thralls (721)  
**Communications**..... David Small (719)  
     Communications Assistant..... Andrew Gonyea (714)  
**Constitution & Bylaws**..... CAPT Marshall Hanson (713)  
**Contributions** ..... Richard Thralls (721)  
**Convention** ..... Erika Lopez-Tello (734)  
**Defense Education Forum**..... Bob Feidler (717)  
     Deputy Director..... Keith Weller (718)  
     Administrative Assistant..... Linda Cooper (720)  
**Endowment** ..... Richard Thralls (721)  
**Executive Director** ..... MG David Bockel (701)  
     Manager, Executive Services ..... Diane Markham (706)  
**Exhibits**..... Meaghan Bassiri (711)  
**Finance & Accounting**..... Laura Sieders (725)  
     Accounts Payable..... Lisa Childress (723)  
     Cash Receipts ..... Angie Kendricks (724)  
     Payroll ..... Lisa Childress (723)  
**Graphics Director**..... Kelly Matthews (707)  
**Health/Medical Affairs**..... CAPT Marshall Hanson (713)  
**Human Resources** ..... ADP (800) 554-1802  
**Industry Affairs**..... Lani Burnett (758)  
**Information Technology** ..... Kevin Jones (716)  
**Insurance**..... MG David Bockel (701)  
     Marsh Affinity Group Services .....800-247-7988

**Law Center**..... CAPT Sam Wright (730)  
**Legislation and Military Policy** ..... CAPT Marshall Hanson (713)  
     Legislative Assistant..... Elizabeth Cochran (743)  
**Magazine**  
     Advertising ..... Lani Burnett (758)  
     Editor, *The Officer*..... Chris Prawdzik (709)  
     Editor, *ROA National Security Report*..... Chris Prawdzik (709)  
     Subscriptions ..... Teresa Grant (732)  
**Mailroom** ..... Greg Steigleder (742)  
**Meetings/Events** ..... Erika Lopez-Tello (734)  
**Member Services**..... Col Will Holahan (727)  
     Deceased Members ..... Tracey Ware (733)  
     Department/Chapter Elections/Activity .... Richard Booth (731)  
     Roster Requests ..... Tracey Ware (733)  
     Life Members ..... Tracey Ware (733)  
     Membership Cards..... Richard Booth (731)  
     Member Payment/File Maintenance ..... Teresa Grant (732)  
     Renewal Notices ..... Tracey Ware (733)  
     ROMR..... Tracey Ware (733)  
**Merchandise** ..... Millennium Marketing Solutions (301) 725-8000  
**Naval Services Affairs**..... CAPT Marshall Hanson (713)  
**Resource Development**..... Richard Thralls (721)  
     Development Assistant..... Claire Lanier (703)  
     Administrative Assistant ..... Linda Cooper (720)  
**ROAL**..... Tracey Ware (733)  
**ROTC**..... Richard Booth (731)  
**Scholarship (HJ Reilly)** ..... Keith Weller (718)  
**Top of the Hill** ..... Mark Lee (755)  
**TRICARE** ..... CAPT Marshall Hanson (713)  
**Wall of Gold** ..... Richard Thralls (721)  
**Website** ..... Kelly Matthews (707)  
**Weekly Email** ..... Andrew Gonyea (714)