

By the summer of 1969 President Nixon had been in office six months. His campaign pledge to begin troop withdrawal was not developing. The country remained divided but was becoming increasingly negative about the war. The deep feelings were erupting in demonstrations and marches. In 1965, Gallup had found that only twenty-four percent of the country thought the war was a mistake. In June 1969, that number had increased to forty-five percent, but forty-seven percent still backed the war. By September 1969, just three months later, fifty-seven percent were against the war - support had dropped to thirty-five percent. The tide was shifting rapidly. Protests and strikes were escalating on college campuses, marches were taking place in cities across the country.

1969 was an eventful year. In May, John Lennon wrote “Give Peace a Chance” while performing a second “bed-in” at the Queen Elizabeth Hotel in Montreal, and Robert R., a teenager in St. Louis MO, died from a mysterious illness that, years later, would eventually be recognized as AIDS. Neil Armstrong walked on the moon in July and one month later a music festival in upstate New York became a spontaneous phenomenon known as Woodstock when five hundred thousand arrive at Yasgur’s farm in Bethel NY. The first Selective Service lottery is held in December, setting the plan for drafting men who were born between 1944 and 1950. Dylan’s anthem of times changing was never more appropriate.



Prior to the spring/summer 1969, LIFE Magazine had published about two dozen issues for which the Vietnam war was the cover and lead article. For the most part, like the examples above, they focused on the heroes and heroics of the war. Hedley Donovan, the Editor-in-Chief, and George Hunt, the managing editor, himself a highly decorated WWII Marine, had written several articles in support of the war effort. However, by 1969, there was a growing sense among the editorial staff that too much of their coverage was “bathed in a patriotic glow,”¹ a portrayal with which many on the staff were becoming uncomfortable. Time Inc. leadership recognized the shift and was cautious to respect the changing opinions of the staff. Editorial ideas to depict the growing sense of futility and dismay were being generated but, among the staff there was caution, a concern that top leadership of Time, Inc. would be “wary of any such reversal.”

In the spring/summer of 1969, there was a slight shift in coverage. A first by omission - during the presidential campaign there was only one Vietnam cover story and that was on the “Peace

¹ Descriptions of the internal discussions and decisions at LIFE Magazine are taken from Graves, Ralph - The LIFE I Led (Tiasquam Press, N.Y. 2010) and Wainwright, Loudon - The Great American Magazine - An inside history of LIFE (Alfred A. Knopf, N.Y. 1986) as well as several other publications and numerous interviews with family and others who were working at LIFE at that time.

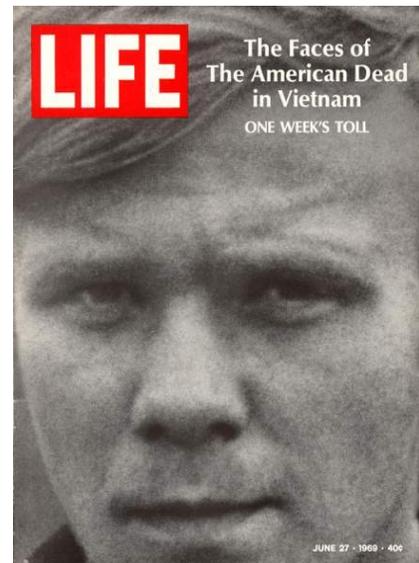
Feelers.” LIFE had only one Vietnam related cover since Nixon's election. Three days after the election there is another subtle shift; the cover and article is about Tran, a young Vietnamese girl struggling to recover from devastating war related wounds.

LIFE connects the Names with the Faces.

That spring LIFE associate managing editor Loudon Wainwright, Jr. developed a dramatic editorial idea. He proposed that they use one of the weekly Department of Defense casualty lists to give the public a visual display the most painful reality of the war – that many young men were dying. He suggested that LIFE put a face to each name on one of the weekly DoD lists and publish them in an unadorned “album.” The then managing editor, George Hunt, took a pass on the concept. He was about to retire and publishing a controversial issue as one of his last was not how he wanted to go out. Why publish that concept and walk out the door - leaving any repercussions to Ralph Graves, his successor? Wainwright later took the idea to Graves, now in the managing editor job for less than a month. He approved. After all, in an address to LIFE staff as he took over as managing editor he said, *“Readers will care about this magazine only if we talk with them about the right things.”* Graves was willing to propose the idea to Donovan.

With the green light, Muriel Hall, LIFE’s head of research, worked through regional bureaus and LIFE’s stringers across the country to reach out to the families of the men on the May 28 to June 3, 1969 list. Obtaining dramatic photos of critical events around the world and publishing them contemporaneously was the day in/day out mission of LIFE, but this would be highly sensitive. The stringer who knocked on doors had to be acutely aware of the rawness - the very painful and very recent loss the families had experienced. The families had just buried their soldier or Marine.

One by one the staff and stringers knocked on 242 family doors to explain the LIFE issue concept and ask for a photo of their family member. More than 90 percent of the families agreed and gave a photo. They provided a poignant mixture of high school graduation photos, military induction pictures, and informal snap shots. For many families the photos were their only copies so they had to trust that they would be returned. Muriel Hall’s personal archives contain hundreds of pages of amazingly sensitive contemporaneous notes from the field. Several families also shared painful stories of letters received from their son even after hearing of the death, a burial on their son’s birthday, and children born while their husband was away. Many encouraged LIFE to make the death of their family member real – not “just simply another statistic.” Some expressed concern that their loved one not be used for a negative anti-war story, that he, and they, were proud of his service.

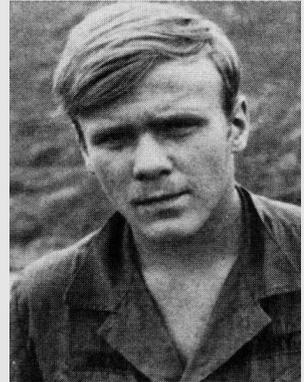


"I was saddened by the group photo – the many young guys, smiling or serious, really touched me. I can see how readers could have different views about what Life Magazine was up to. However, I can also see this as being a very interesting project in a way that commemorates and honors, individually, those who died that week."

Retired Army Colonel - three tour Vietnam veteran

Graves and the editorial staff prepared to meet with Donovan by laying out four pages of the photos on a large table. They were aware that they could be - as Wainwright said - "heading into a big head-on showdown." It would not be an easy decision for Donovan. They watched as he leaned over with his hands on the table looking at the faces of every soldier. He read the accompanying text - a couple of brief introductory paragraphs. Donovan's face was unreadable but serious. They knew that his decision would be a statement of a shift in LIFE's position on the war and it would have a strong reaction from politicians and their readers. Donovan asked: "Are they in any order?" He was told that there was no order. He asked: "What kind of a headline have you got for the story?" Graves told him: "**One Week's Toll**" - with Vietnam in smaller type above it and the dates, May 28 - June 3, 1969 below it." When, dramatically, Donovan nodded and said, "All right - thank you" and walked out, there was silent, sober elation.

William Gearing's photo is the powerful image on the cover of the magazine. From Rochester, NY, "Billy" is remembered by several individuals I contacted. They willingly shared anecdotes about his early life. Bill played football - in fact his coach mentioned that he played center - memorable to the Coach because the quarterback, Jeff Bruce, was also killed in Vietnam. One high school classmate - who had a "crush on him," talked about his blue eyes, blond hair, and quiet charm - "he had no ego." He told her that he planned to "do his year" and get back to his education at the local community college after the Army.



An Eagle Scout project commemorates Gearing and seven other soldiers from Olympia High School who died in wars - a ninth soldier from the Iraq war is being added. For his Eagle Scout project the student researched the lives of each of the casualties. Trees for each soldier lost have been planted along the road up to the school and plaques are displayed in the lobby. A ceremony honors them each Memorial Day.

On June 27, 1969, only a few weeks after that list was released, LIFE Magazine published "**The Faces of The American Dead in Vietnam - One Week's Toll**" with Billy Gearing, a 20 year old soldier from Rochester NY, staring out from the cover.

As anticipated, reaction was strong. Among the over 1300 letters sent to LIFE most echoed David Halberstam's reaction (above), they thought it was a poignant, powerful, and important display of the real tragedy - not an abstraction. One California reader wrote, "**Your story...was the most elegant and meaningful statement on the wastefulness and stupidity of war that I have ever read.**" Another reader, from Columbus, Indiana, wrote, "**No peace demonstration, no dovish editorial, no anti-war speech could match the mute eloquence of those young faces.**" Some expressed resentment that LIFE had crossed over to the growing anti-war movement and a few cancelled subscriptions - "**You have succeeded in twisting the knives in the backs of grieving parents.**"

June 2019 will mark fifty years since that powerful LIFE Magazine issue was published. It is a unique memorial to those 242 specific men but also, by extension, honors the more than 58,300 whose names are on the Vietnam Memorial Wall. They are forever embedded in an amber - that powerful LIFE issue. It is also a unique touch stone for many of the families, friends, and fellow soldiers.

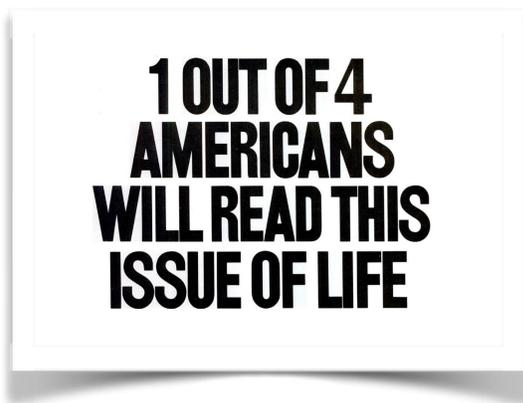
The documentary narrative.

The proposed documentary will explore the dramatic and long term reverberations of that unique and powerful magazine issue and the tenacity of the grief for the hundreds of survivors of these men. This random selection of lives lost in one week gives us an opportunity to develop a story with multiple tracks or threads. The magazine issue itself is a central protagonist with the stories of the men and their families, friends, and communities woven into the narrative.

The story starts with the social/cultural context of 1969 - the rapidly shifting perspectives on the war and dissatisfaction with the political inertia. We look at the history of the Time/LIFE leadership's editorial position on the war and the evolution of disillusionment among the staff that resulted in this concept. We will get to know several of the 242 soldiers, their friends and families, their surviving colleagues and, by extension, all of the others whose names are on the Vietnam Memorial Wall. We will also explore the strong reactions to that issue at that time and the power of that idea then and now.

1. Context - 1969, LIFE Magazine, the article concept, and the decision to publish.

Setting a context to 1969, significant events that present a cultural picture - momentous events throughout 1969. The new administration, the peace movement, the Chicago seven trial, the moon walk, Woodstock, and many others are part of that backdrop.



LIFE enjoyed iconic status and wide popularity in American culture. It was widely read (as their ad at left suggests) and respected. It had a long “shelf life” with issues remaining in homes for months, if not years. Families collected LIFE magazines. However, LIFE was facing an existential challenge - would it continue to exist? Subscriptions were down and television was becoming the place for visual news - directly competing with LIFE. Competitors had already folded. As the new managing editor, Graves faced enormous challenges.

The internal deliberations and the decisions about the war among the editorial staff of LIFE Magazine are a powerful story. In the early years LIFE had strongly supported the war. How did their shift in support play a role in changing public perception? We will examine the process - from emerging doubts to the Wainwright concept to its publication. Where do ideas like this come from? How are controversial ideas developed and debated within the editorial staff. We see Graves' leadership - his willingness to move the idea forward - as a new leader of an iconic but struggling brand. He must think through the reverberations his decision to publish - or not - will make inside LIFE and in the outside world.

The film will examine the diplomatic outreach lead by Hall to obtain the photos, the challenges faced by the regional bureau reporters and the stringers when they approached the families. And, finally, Donovan's dramatic approval and his later explanation of why he agreed to publish even though he was still uncertain about the immediate withdrawal of troops and ending the war. There are many great moments and great characters.

Eleanor Graves, Ralph Graves' widow, herself a LIFE Executive Editor, commented to me that *"There were many great LIFE issues over the years but the One Week's Dead issue was the most important LIFE issue ever published - hands down - by a wide margin."*

For one of Ralph Graves' daughters the issue had personal effect. In a note to me she said: *"I vividly remember Dad's "One Week's Dead" remembrance issue in LIFE magazine!! I looked at each person's face. Then I read their caption, where they were from, age, etc. And then...I gazed back at the person in front of me, imagining. I did this with each person, imagining who they were, honoring their life, imagining bringing comfort to their loved ones. It connected me in a very real way. I am so very proud of my father, Ralph Graves!"*

Wainwright, in a letter written to Donovan on the occasion of Donovan's retirement in 1979, reflected back on two of the most important moments in his work with him, one of which was the publication of the *"One Week's Toll"* issue. He wrote, *"Your go-ahead nod was a huge relief, really much more than that. We were so damned glad that the story would run in LIFE."*

Wainwright's widow commented: *"That magazine was Loudon's most proud personal accomplishment - ever!"*

One of three Native Americans among the 242, **Ralford Jackson** is believed to be the only member of the Hopi Tribe killed in Vietnam.



Born in Old Oraibi AZ, a village established before 1100 CE. It is the oldest continuously inhabited community in America. Ralford was one of twelve children. He was the oldest male and was predeceased by his older sister. His mother and ten of his siblings are alive today. He is also survived by two daughters.

In July 2016 I had the opportunity to visit with his mother and six of his surviving siblings at the home of one of his sisters in Moenkopi AZ - on the Hopi Reservation.

Ralford is a spirit that continues every day in their lives. He is with them. His mother told me that "he is everywhere - I see him everywhere I go." The stories were filled with humor, pride, honor, and admiration for the young man that he was.

Ralford's grave marker, provided by the VA, had the wrong state - saying that he was from Utah, not Arizona. The family tried to get that changed but gave up long ago. For forty-five years they continued to feel this as a sign of a lack of respect. One result of the work on this film is that Ralford's high school friend, Hutch Noline, himself an Apache, and I arranged to have new marker carved in limestone with the correct information along with the parrot of his Hopi clan and an inverted eagle feather (symbol of a fallen hero). The grave marker was replaced on May 27, 2017 (see appendix).

At the end of our visit in July one of his brothers said that he had one more thing to say. He made a heart felt comment that "war has to stop - we need to live in peace."

2. The men.

They are from across the country. Their average age was 21 years, 4 months - the youngest was 18 (there are sixteen 18 year olds) - the oldest was 40. They represent the Army (191), the Marines (48), and Navy (3). All but three States are represented with the most from California (24) and Michigan (17) - the states not represented were Alaska, Delaware, and Wyoming. Two came from Puerto Rico and one from Beirut, Lebanon. There are eighteen officers - the highest ranking is a Lieutenant Colonel. There are about thirty-six Non-Commissioned Officers. About 86% were caucasian. Twenty-nine are African American with three Native Americans and three who were Hispanic.

There are numerous dramatic stories to be told of the men - some volunteered and believed in what they were doing and some were reluctantly meeting what they felt was their obligation

These individual stories will be told with an in-depth focus on several of the soldiers and Marines. Who were they before they found themselves on the path to being a soldier and shipping out to Vietnam? What was it like for them and their fellow soldiers? What might they have done with their lives?

**And sometimes I wonder
Just for a while
Will you ever remember me...**

Tim Buckley, "*Once I Was*"

3. The families and friends.

Another important thread tells the powerful stories of how the families, friends, fellow soldiers and Marines, their leaders, and their communities remember and memorialize the 242 men and have experienced the loss over five decades. There are many questions to explore about the personal losses felt at that time and in the decades after. The tenacity of their grief is very powerful.

Most of their parents were alive at the time their sons were killed and some are alive today. Many had brothers and sisters, they had friends, and many had wives and some had children. The loss was deeply felt by their fellow soldiers and Marines and by the NCOs and officers leading them. All have important stories to tell. Some made these comments to me:

- ◆ *"I sometimes wonder if I am the only one who still thinks about him."*
- ◆ *"I think about him every damn day."*
- ◆ *"It is so great that you are interested in him - he deserves to be remembered."*
- ◆ *"We have to keep talking about this - many of us are the last real links to those guys and we have to keep their memories alive."*

One retired Marine Corps General, himself a Vietnam veteran, suggested that we include the thoughts of their commanders. That is a very interesting and important thread - especially for today's combat commanders. Another retired senior Marine officer, also a Vietnam veteran, commented on the potential value of the film - he reflected back on research he had completed for a case study: *"I was amazed at how many commanders we interviewed were able to pinpoint the time and spot of troops killed in their platoons and companies. The reason was that so many commanders played the scenes over in their minds constantly trying to determine if they could have done something differently that would have saved that Marine's life."*



James Patrick Francis - "Pat" to his family - is remembered by his sister Mary as her "absolute best friend - always together, sharing everything." In her first note to me she said, "My mind is swirling with facts and feelings gathered these past decades." She wrote that "I miss my brother every day." She has felt fortunate to have connected with two of his fellow soldiers, including one of the soldiers who was with him when he died.

Pat and Mary spent many of their early years in Napa California and went to Napa High School. Mary was in college studying to be a speech therapist when the family was devastated by the news of Pat's death. They went camping in Idaho to spend time together as a family. Mary has a powerful personal story of the effect on her own life of the loss of her brother and often wonders, "what would have been different had Pat come home alive."

Before leaving for the Army, Pat had a job driving a school bus while going to junior college. He became "like a son" to the supervisor of the bus operation. The widow of that supervisor told me that Pat was so special to her husband that he considered being buried next to him - and bought the adjacent burial plot. She said that her husband never really got over Pat's death and that he built a memorial at the bus yard to Pat and two other former bus drivers who died in Vietnam - still there today.

One of Pat's buddies from Vietnam, Mike, tried to not think too much about the war and the loss of his friends when he returned. He remembers seeing the LIFE issue after he got back to the US after being treated for his wounds in Germany - it "blew my mind." Pat was one of eight men from their company who died that week and are among the 242. Mike said he could no longer put Vietnam and his friends out of his mind when "the towers came down on 9/11 and the nation was back at war." He said, "The memories became fresh and don't get easier with time."

Validating that point, a squad leader of one of the 242 said that he continues to think about all of the "*what if's*." What could he have done that would have changed the outcome? He told me that

he lost a Marine on the day before that man was going home on a hardship discharge. The Marine had insisted on going on patrol that night with the squad against the squad leader's order that he stay back - he said it was his "duty." His squad leader has agonized all of these years - "Should I have said no - not let him go out? I replay it over and over."

4. The public and political reaction.

In addition, we will look at the reactions to that LIFE issue in the general public, among Vietnam veterans, and within the Nixon administration and others in politics.

Over 1300 letters were written to LIFE. About 40% were to praise the issue and 8% were critical. The rest were generally positive "editorial" comments. Only 29 people cancelled their subscription.

One other example of relevant correspondence is a letter written in 1970 by Dr. John Godfrey to LIFE. In his letter he blames the prior years of pro-war editorial positions of Time/LIFE and the slowness of the shift away from their support for the continued US presence in the war and therefore for the death of his son in the Tet offensive. The editor of LIFE, Thomas Griffin, responds to him in a very heartfelt and direct letter.

Nixon, seeing media criticism of his actions escalating and public support for the war deteriorating said, "***Our worst enemy seems to be the press.***"

Just days after the LIFE magazine issue was published Senator George McGovern took to the floor of the Senate and said:

"...I am increasingly obsessed by the continuing folly that each week kills several hundred American youth and wounds several thousand others - that is daily devastating Vietnam while poisoning and dividing our own society.

I may add, parenthetically, that anyone who will take time to look through the current issue of LIFE magazine and see the faces of young American killed in one week of that war will, I think, come to an obsession, if he does not already have one, about the urgency of putting an end to such killing. The magazine contains the names of boys from every state in the union, some 18, 19, 20, or 21, some older, all of them young men, all of them robbed of the opportunity to live out their lives by a war that many of us do not believe serves the national interest."

Senator Thomas Eagleton followed with a powerful speech in support of McGovern and twice referenced the "*One Week's Dead*" issue.

There are also interesting reactions to the issue from other politicians, cultural commentators, and the front line leaders of the anti-war movement.



William Anderson was buried on his 19th birthday in his hometown of Templeton PA. He was survived by his parents and six sisters. Bill's brother had been killed at age six in a bike accident when Bill was five. Bill's high school friends, especially his friend, Dave, have never stopped thinking about him. Dave commented that, "not a week goes by without a thought about him."

Bill was deeply involved with his family and his church and loved the outdoors. One of Bill's friends, Ken, wrote to me that "I actually learned about Bill's death in that Life magazine article as I was sitting in the barracks in San Diego waiting to go to Vietnam."

His friend from their time in Vietnam, Joe, wrote -

"I am open to having a conversation with you. Bill and I were good friends in Vietnam and he was a huge loss for us when he was killed. I think about him often. I have spoken to high school seniors for the past 27 years about my experience in Vietnam including my friendship with Bill and a few others. A little side story about the LIFE magazine published in June 1969. I had no idea that issue was dedicated to those Vietnam vets including Bill that lost their lives that Memorial Day weekend until I came home and found my mom had saved that issue for me. She had no idea how meaningful it was for me."

Bill enlisted in the Army before he finished high school and received his diploma while in the Army. He was trained in cold weather operations in Alaska just before being deployed to Vietnam. Sadly, just before leaving for Vietnam he commented to Dave that he was certain that he would not return alive.

Recently Ken arranged for a street in Templeton to be renamed after Bill.

5. Relevance to today.

We need to ask: What exists today that would have the power of LIFE in the 1960's? What replaces that highly respected and widely circulated magazine? What is today's media vehicle with the potential to change minds, to jar us from a numbness?

That issue of LIFE was the genesis of the idea for an full episode of Ted Koppel's *Nightline*. On April 30, 2004, Koppel showed the photos and read the names of all of those killed in Iraq and Afghanistan. He faced accusations of bias and he was accused of politicizing the war. In response he said: *"Our goal tonight was to elevate the fallen above the politics and the daily journalism. The reading tonight of those 721 names was neither intended to provoke opposition to the war nor was it meant as an endorsement."* Secretary of Defense Donald Rumsfeld commented that "Death has a tendency to encourage a depressing view of war."

Individuals for on-camera interviews.

There are numerous individuals whom I have already interviewed as part of the development of the documentary concept. Many are directly related to key individuals in the threads of the story. There are also several dozen individuals (military leaders, Vietnam veterans, politicians, film makers, writers) who have provided ideas and comments as they have reviewed drafts of the concept.

Some of the key individuals (many of whom I have made personal contact) who might be on-camera interviews include:

LIFE related:

- ◆ Richard Stolley - former LIFE associate managing editor - last alive of the editorial group at LIFE when the issue was published.
- ◆ Eleanore Graves - widow of Ralph Graves and former Executive Editor of LIFE when it became a monthly magazine (also other Graves family available).
- ◆ Peter Donovan - son of Hedley Donovan.
- ◆ Marilyn Sahrner - executive assistant for George Hunt and was present when this issue was developed - knew all of the LIFE staff.
- ◆ Martha Fay - wife of Loudon Wainwright and former LIFE staff - worked directly for Muriel Hall.
- ◆ Rebecca Hall Metzger - daughter of Muriel Hall - was student intern at LIFE in the summer of 1969 when the issue was published.
- ◆ Monica Borrowman - worked for Muriel Hall - became close friend.

Family and friends of specific men.

Ralford Jackson:

- ◆ Members of Jackson family.
- ◆ Members and leaders of Hopi tribe.
- ◆ Hutch Noline (close friend - from high school and post high school).
- ◆ Bill Bratton (was with Jackson in Vietnam when he died).

Pat Francis

- ◆ Mary Leach (sister).
- ◆ Joe Farmer (Vietnam buddy).
- ◆ Lorene Sowash (wife of the bus company supervisor).
- ◆ Richard Wandle (CO - Vietnam).
- ◆ Michael Gowen (Vietnam buddy).

William Anderson

- ◆ Dave Forman (Childhood friend).
- ◆ Joyce Myers (Family friend).
- ◆ Ken Barrett (Childhood friend - Vietnam Veteran).
- ◆ Joe Petrilli (Vietnam buddy).

The six Marines of the Alpha Company 1/7 Marines (see below)

- ◆ There are several Marines who were part of Alpha Company with whom I have been in contact. They are willing to be participants in the film project.

Public individuals - media, politicians, entertainment.

There are numerous individuals related to the media at that time and now who would be good to interview. There are others from government, artists and musicians, antiwar leaders, writers, who can provide commentary. There are several Vietnam veterans, some of whom are retired senior military officers or combat soldiers and Medal of Honor recipients who have consulted on the film and are willing to be part of the interviews. I have identified at least fifty from which we can capture interesting perspectives/reflections on that LIFE issue and the men.



All members of Alpha Company, 1st Battalion, 7th Marines, 1st Marine Division, these six Marines were all reported KIA the week of May 28 June 3, 1969 — four in one operation.

From left -

CPL Matthew John Baurle, 20, Gloversville, NY

L CPL Iran Cortland Brown, 19, Roanoke, VA

PFC Charles Dwayne Ervin, 18, Lamont, OK

PFC Gary Williard Leighton, 19, Washington, PA

PFC Emerson Martin, 21, Churchrock, NM

CPL Joseph L. Rhodes, 22, Memphis TN

Several of their fellow Marines from Alpha Company spoke about the loss being - "as if it was last week - not more than forty seven years ago." One of the members of the Company called me to talk about Emerson Martin but had a hard time. He asked if I had any specific questions for him to which I said - "No - I am mostly interested in your thoughts and feelings." After another few moments of silence he began to choke up and said - "I think about him every damn day. It has never gotten easier - I've had a tough time."

PFC Ervin had just received his orders to leave the next day - he was being given hardship discharge due to family responsibilities. His squad leader told him to stay back that night - to not go on the mission. He chose to go - said that was "being a Marine." The squad leader has had forty-seven years of wondering - "what could I have done that would have changed the outcome - ordered him to stay?"

One of the squad leaders - who had left Vietnam just before that week - was in Los Angeles at the time the magazine was published. One of his friends almost jokingly tossed it to him and said "you know anyone in there?" He didn't think he would but was devastated to find several from his former Company among those who died that week.

Alpha Company meets regularly for reunions.

***We fight to stay alive - somebody's gotta die
It's so strange to me - a new year new enemy
Another soldier gone to war - another story told before
Now it's told again - seems the wars will never end.***

John Legend - "Coming Home"

Appendix A

ADVISORS

LAURENCE BURGESS	Larry is a retired Marine Colonel and Vietnam veteran.
LAURA CONNOR, Ed.D.	Psychologist
WILLIAM COUTURIE	Bill is an Academy and Emmy award winning documentary filmmaker. Directed - " <i>DEAR AMERICA - Letters home from Vietnam.</i> "
BG THOMAS DRAUDE	Tom is a retired Marine general and was recently the president of the Marine Corps University Foundation. He is a former VP of USAA Insurance.
MARY LESCH	Mary is a counselor in Seattle, WA and is the sister of one of the 242 men in the LIFE Magazine.
PATRICIA MANN, Ph.D.	Pat is a consulting nutritionist and educator. She served two tours in Vietnam as a nurse.
HUTCH NOLINE	During their years at the Indian School of Phoenix, Hutch was a friend of one of the Marines in the magazine and has continued to be in touch with his family on the Hopi reservation in Arizona.
DENNIS PERKINS, Ph.D.	Dennis is an educator and writer who, as a Marine, served as a company commander in Vietnam.
ALAN RICE	Al recently retired as the Associate Superintendent of Schools for Thibodaux LA. He served two tours in Vietnam and previously retired from the Army.
KENNETH SETTEL, MD	Ken is a lecturer in psychiatry at Harvard Medical School and is a psychiatrist and psychoanalyst in Brookline MA.
SCOTT SNOOK, Ph.D.	Scott is a retired Army Colonel and senior lecturer at Harvard Business School.
KEVIN WHITE	Kevin is a filmmaker and executive director of the Filmmaker's Collaborative of San Francisco.
DOUGLAS WISE	Doug was most recently the Deputy Director of the Defense Intelligence Agency. He was a senior executive in CIA for many years and is a special forces combat veteran. Doug served as a platoon leader in Vietnam.

Appendix B

Jeffrey Connor Bio

Jef has provided organizational and leadership development for senior leaders in a wide range of organizations. Most recently his primary work has been with the US Intelligence Community for whom he has written a number of internal case studies and helped design and deliver executive education. He has also worked with businesses, professional service organizations, federal law enforcement, and the US military. He has delivered programs on leadership in over twenty-five countries for a wide range of USG and foreign national participants. In addition, he is an adjunct professor in the Center for Security Studies at Georgetown University where he facilitates a special National Security Critical Issue Task Force graduate seminar. Topics have included lone wolf terrorism, countering violent extremism, disrupting the digital presence of terror organizations, and generational considerations of insider threat.

For twenty years Jef was the CEO of a large professional service organization and, for over twenty-five years, was a Lecturer on Organizational Behavior at Harvard Medical School. He has previously been on the faculty of the Graduate School of Education at Harvard where he co-taught a seminar on Organizational Diagnosis.

As a researcher and writer, Jef has published papers and case studies on leadership and organizational behavior. He wrote, “**Operación Jaque**,” a case study on the team responsible for the bold design and execution of the July 2008 hostage rescue in Colombia. He co-wrote (with Harvard Business School professor Scott Snook) “**The Price of Progress: Structurally Induced Inaction**” published in **Organization at the Limit**, analyzing NASA’s organizational issues related to the Columbia Shuttle disaster and a case study, also with Scott Snook, on the death of a five year old at Boston’s Children’s Hospital (published by Harvard Business School Press). Jef completed the research and wrote an in-depth teaching case on the loss of four soldiers in an IED incident in Kandahar, Afghanistan in May 2013.

He has written cases on a tragic organizational failure by the District of Columbia Fire and EMS and on the shoot down of a missionary plane in Peru, a tragic case of mistaken identity. He also wrote, ***It wasn’t about race. Or was it?***, relating to an organizational conflict focusing on race and gender (published in the *Harvard Business Review*). He has written several other cases that are extensively used within the intelligence community. He was recently part of the team that developed multimedia, on-line leadership teaching materials for the US military’s explosive ordinance community.

Jef received a master's degree in psychology from Boston College, and a Ph.D. in administration, policy, and research at Brandeis University. He has completed advanced training in negotiation and in mediation at the Harvard Law School.

Jef is also a guitar and furniture builder.