



USFA Photo Illustration by Mark Watkins

24TH ANNUAL NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM

# WARRIOR ETHOS

## AND THE AMERICAN AIRMAN

FEBRUARY 23 – 24, 2017



# WARRIOR ETHOS AND THE AMERICAN AIRMAN

This year's National Character and Leadership Symposium (NCLS) builds on Air Force core values and leadership principles to focus on warrior ethos, directly reinforcing the Air Force Chief of Staff's emphasis on "getting back to the basics" of our business. This NCLS is designed to illuminate the strength of character that a warrior needs, the kinds of challenges faced in serious, sometimes deadly struggles, and what drives men and women to prevail in times of great adversity. This year's program cover features members of the Cadet Wing in formation, superimposed on the Center for Character and Leadership Development's new home, Polaris Hall, which opened its doors in the summer of 2016. The Cadet officers' sabers reflect the ancient profession of arms, linking yesterday's warriors with today's. In the background, the new building's tower points toward Polaris (the North Star) representing the unwavering moral compass and principles that anchor warrior ethos and the American Airman. The spinning stars of the night sky suggest the dynamic nature of the world in which American Airmen must serve, navigate, and succeed.

## A Look Back



**2016**  
Professionalism and  
the Profession of Arms



**2015**  
Serving Our Nation:  
Our Calling, Core Values and  
Commitments



**2014**  
Character Overcoming Conflict:  
Individual Stories, Global Impact



**2013**  
The Silver Lining:  
Courage Through Adversity



**2012**  
Walk the Walk:  
Leaders in Ethical Action



**2011**  
Strength Within,  
Leadership Throughout



**2010**  
Guardians of Trust:  
Leaders in the Modern Era



**2009**  
Answering the Nation's Call:  
Our Legacy in the Making



**2008**  
Impassioned Citizenship:  
Can One Make a Difference?



**2007**  
All Created Equal—  
Human Dignity & Respect



**2006**  
Courage in the Face of  
Adversity



**2005**  
Leading Positive Change:  
Raising the Standard of  
Excellence



**2004**  
Teamwork: Working  
Together to Achieve  
Excellence



**2003**  
Moral Courage and  
Servant Leadership in  
Modern Times



**2002**  
Undaunted Leadership:  
Unassailable Integrity,  
Increasing Service,  
Uncompromising  
Excellence



**2001**  
Integrity First:  
Recollection, Inspiration  
& Aspiration



**2000**  
Service Before Self:  
Heroes, Hymns and Hardiness



**1999**  
Integrity First:  
Courage, Competence,  
& Commitment



**1998**  
Excellence in All We Do:  
Personally and Professionally



**1997**  
Service Before Self



**1996**  
Integrity in  
the Profession of Arms



**1995**  
Strength Through  
Diversity



**1994**  
Women in Leadership

# SPECIAL THANKS

The Superintendent, faculty, staff, and Cadet Wing of the US Air Force Academy would like to thank the following groups for their generous support:



The US Air Force Academy  
Association of Graduates (AOG)



USAF Academy Class of '73



USAF Academy Class of '74



USAF Academy Class of '59

THE UNITED STATES AIR FORCE ACADEMY  
**ENDOWMENT**

The USAFA Endowment

The Falcon Foundation

The Anschutz Foundation

John and Lyn Muse Education Foundation

Baker Botts, L.L.P.

The support of the following organizations and individuals who graciously gave of their time helped make the 24th Annual National Character & Leadership Symposium possible:

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USAFA Admissions  
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USAFA Visitors' Center  
USAFA Cadet Honor Guard  
USAFA Cadet Chorale  
Permanent Party & Cadet Speaker Escorts  
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USAFA Chaplain Corps  
Regional Command Post, Peterson AFB

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## OPENING CEREMONY

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### **Colonel Greg Gadson, USA, Retired, USMA '89**

Decorated Army Commander and New York Giants Honorary Captain

#### ***Circumstances Don't Define Us***

Retired Colonel Gadson speaks with clarity and emotion about everyone's capacity to get back up after a fall. Through the example of his personal experience, he explains that we have no vote in the circumstances which befall us, but we do have a choice in how we will overcome them. He speaks to the interplay of an assertive self-reliance and the importance of teamwork, which was crucial in his own survival: "You are in control of your own destiny, but you need to figure out how to work together to protect yourself and the people close to you." Gadson shows how the careful organization and training of his infantry battalion resulted in his own life-saving rescue, and he relates how these principles of preparation and trust can be implemented to calm the storm of the ever-changing workplace.

Colonel Greg Gadson, US Army retired, a highly decorated soldier, commanded the 2nd Battalion, 32nd Field Artillery in Iraq. He's served in every major conflict of the last two decades, including Operations DESERT SHIELD/DESERT STORM, Operation JOINT FORGE, Operation ENDURING FREEDOM, and Operation IRAQI FREEDOM. His awards include three Bronze Stars, a Purple Heart, the Meritorious Service Medal, and the Army Commendation Medal. Gadson recently completed a Master's degree in Policy Management from Georgetown University, and he is a fellow at the Institute of World Politics. He also teaches lessons on the traits of Pride, Poise, and Team with young people on high school and college football teams around the country. Although Gadson's football playing career ended at West Point, his impact on the sport has reached amazing new heights. In 2008, he played a key, behind-the-scenes role in the New York Giants' Super Bowl victory. Gadson continues to live by his coach's motto as well as the advice he gave the Super Bowl Champs: "You have to fight for every yard, every inch."

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## CLASS OF '59 LEADERSHIP LECTURE

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### **Brigadier General Mark E. Weatherington, USAF, USAFA '90**

Director of Cyberspace Operations, NORAD & USNORTHCOM

#### ***The Warrior Ethos in the Digital Age***

Brigadier General Weatherington will address the warrior ethos and its relevance to growing cyberspace operations and unmanned air operations missions, where Airmen often perform their duties far removed from the battlefield.

Brigadier General Mark Weatherington is the Director, Cyberspace Operations, NORAD and US Northern Command, providing integrated command, control, communications, and computers (C4) capabilities to support the full spectrum of missions and to facilitate the vital information-sharing needs of both commands. Additionally, he prioritizes and oversees defense of key cyber terrain as well as the activities of assigned cyber mission forces. General Weatherington earned his commission in 1990 following graduation from the US Air Force Academy. He has served in a variety of operational and staff assignments, including command of the 28th Bomb Wing, Ellsworth Air Force Base, S.D., and various doctrine, strategy, and warfighting requirements positions within Air Forces Central Command, the Joint Staff, and the Office of the Secretary of Defense. General Weatherington is a command pilot with more than 2,400 flying hours and 240 combat hours.

# THE FALCON FOUNDATION

## WILLIAM “BUD” BRECKNER LECTURE



### **Major General Albert M. “Buck” Elton II, USAF, USAFA ‘89**

Deputy Director for Special Operations and Counterterrorism

#### ***Leadership and Understanding the Enemy***

Major General Elton will convey that understanding the enemy will enhance a leader’s decision making capability during combat operations. He will provide historic examples of how leaders have used this knowledge to defeat the enemy during the most demanding conditions and will emphasize how Airmen are making a difference in today’s fight.

Major General Albert M. “Buck” Elton II is the Deputy Director for Special Operations and Counterterrorism on the Joint Staff. He advises the Chairman of the Joint Chiefs of Staff (CJCS) on employing Special Operations Forces, counterterrorism, and detainee affairs. He directs staffing of Combatant Commander-approved concepts and preparation of briefings and position papers for the CJCS and Secretary of Defense. General Elton graduated from the US Air Force Academy in 1989. He is a command pilot with more than 4,300 flying hours, including 350 combat hours in Afghanistan, Iraq and Bosnia. He has commanded at numerous levels including the squadron, group, and wing and commanded joint forces in Iraq, Afghanistan, and Haiti. He has served on combatant commands, major commands and the Joint Staff.

# THE CLASS OF ‘73

## JOHN AND LYN MUSE LECTURE



### **Colonel Leon “Lee” Ellis, USAF, Retired**

President, Leadership Freedom LLC

#### ***Leading with Honor: Leadership Lessons from the Hanoi Hilton***

Drawing from more than five years as a Vietnam Prisoner of War, retired Colonel Ellis will share stories and lessons for leading self and others. From this crucible of leadership, character, courage, commitment, and communications, emerged the cornerstones upon which the prisoners built a powerful culture that enabled them to achieve their mission: Return with Honor. Facing fear and doubt, the POWs learned that character will not survive without courage.

Colonel Lee Ellis, US Air Force retired, is Founder and President of Leadership Freedom LLC® and FreedomStar Media™. He is a leadership consultant and keynote speaker in the areas of leadership, team-building, and human behavior. His past clients include Fortune 500 senior executives and C-Level leaders in telecommunications, healthcare, military, and other business sectors. For his wartime service in Vietnam, he was awarded two Silver Stars, the Legion of Merit, the Bronze Star with Valor device, the Purple Heart, and Prisoner of War Medal. Colonel Ellis resumed his Air Force career serving in command of a flying squadron and leadership development organizations before retiring as a colonel. He has a BA in History and a MS in Counseling and Human Development. Colonel Ellis is a graduate of the Armed Forces Staff College and the Air War College. He has authored or co-authored four books on leadership and career development. Colonel Ellis and his wife Mary reside in the Atlanta, Ga., area and have four grown children and six grandchildren.

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# PROFESSION OF ARMS LECTURE

## SPONSORED BY BAKER BOTTS, L.L.P.

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**Ms. Heather “Lucky” Penney**

9/11 Fighter Pilot, Lockheed Martin Director of Advanced Pilot Training Programs

***Reflections on Common Courage***

On September 11, 2001, First Lieutenant Penney answered the call; with no weapons on board, she was prepared with her Flight Lead, Major Marc Sasseville, to ram her jet into Flight 93 in order to protect our nation’s capital. Join her as she reflects on the events of September 11<sup>th</sup> and the lessons of leadership, courage, and sacrifice, and how those lessons can inform your officership and service.

Ms. Heather “Lucky” Penney responded on 9/11 in her F-16 C+ fighter jet, and then later flew combat missions in the initial campaign of Operation IRAQI FREEDOM as a night SCUD Hunter in the western deserts of Iraq. She has flown the C-38 Distinguished Visitor airlift mission and raced jets at the Reno Unlimited Air Races. In addition to copiloting the World War II era B-17G, bringing living history to the American public, she holds Certified Flight Instructor and Airline Transport Pilot licenses. When time allows, she flies her vintage Cessna 170 taildragger and PT-17 Stearman. Ms. Penney is the Director of Advanced Pilot Training Programs for Lockheed Martin Government Affairs, co-founder of the DC Airpower Working Group, and serves as a Major in the Air Force Reserves as the National Chair for the CAF Rise Above WASP program.



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# CHALLENGE CEREMONY

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## **General Paul J. Selva, USAF, USAFA '80**

Vice Chairman of the Joint Chiefs of Staff

### ***Innovation in the Defense Department***

As the Vice Chairman of the Joint Chiefs of Staff, General Paul Selva is the nation's second highest-ranking military officer and is a leader of innovation within the Defense Department. General Selva is leading the Joint Force to understand the future of warfare, embrace new technologies, and expand its partnerships while improving the quality of life for service members.

General Paul J. Selva serves as the 10th Vice Chairman of the Joint Chiefs of Staff. In this capacity, he is a member of the Joint Chiefs of Staff and the nation's second highest-ranking military officer. General Selva graduated from the US Air Force Academy in 1980 as the Cadet Wing Honor Chairman, has held numerous staff positions and has commanded at the squadron, group, wing and headquarter levels. Prior to his current assignment, General Selva was the commander of US Transportation Command, Scott AFB, Ill. He is a command pilot with more than 3,100 hours in the C-5, C-17A, C-141B, C-37, KC-10, KC-135A and T-37.

# WARRIOR ETHOS THROUGH THE LENS OF ATHLETICS

How do humans prevail in the face of great adversity? What are the attributes that empower some to be successful over others in highly competitive environments? How does the mindset of elite professionals differ? Explore these and other questions with a diverse panel of top athletes and coaches.

**Ms. Tricia Downing**

Founder and Executive Director of The Cycle of Hope, 2016 Paralympian

In one instant, on September 17, 2000, Ms. Downing went from being a competitive cyclist to a paraplegic requiring a wheelchair for mobility. Her life was changed forever, but Ms. Downing's competitive spirit and passion for life continued on. Through her experiences in both rehab and racing, Ms. Downing has overcome adversity and learned what it takes to perform at the top of her game. Having made the transition from able-bodied cyclist to an athlete with a disability, Ms. Downing knows the true meaning of the words challenge and change, and has learned a wealth of lessons to deal with the obstacles we all face in reaching for our personal goals. Ms. Downing has completed over 100 races since her accident, including marathons, duathlons and triathlons. She was the first female paraplegic to complete an Ironman triathlon and qualified for the Hawaii Ironman World Championships in 2006 and 2010. In 2011, she competed as part of the US Rowing team at the World Championships in Bled, Slovenia. Changing sports again in 2014 to Olympic style shooting, she was named to Team USA and competed in the air pistol event at the 2016 Paralympic Games in Rio.

**Mr. Chris Gizzi, USAFA '97**

NFL Strength and Conditioning Coach, former NFL and Air Force Academy Football Player

At the US Air Force Academy; Chris Gizzi was a football team captain, a two-time conference defensive player of the year, and an All-American linebacker. He served his active duty commitment at the Air Force Academy as a coach and recruiter. Afterward, Chris continued serving as an Admission Liaison Officer and playing football in the National Football League for the Denver Broncos and Green Bay Packers. When his playing career ended, Chris redirected his efforts to a career in health promotion and human performance development. He has enjoyed success running numerous businesses providing products and services to optimize health and athletic performance. Currently, Chris is a Strength and Conditioning Assistant for the Green Bay Packers and is pursuing his doctorate in Health Science.

**Mr. Brian Griesse**

Judi's House & JAG Institute Founder & Board Chairman, Former NFL Quarterback

Mr. Brian Griesse is Founder and Board Chairman of Judi's House and JAG Institute. The nonprofit organization works in the state of Colorado to provide connection and healing to children and families who are grieving the death of a loved one. Mr. Griesse is an 11 year veteran of the National Football League, having played for the Denver Broncos, Tampa Bay Buccaneers, Chicago Bears, and Miami Dolphins. Mr. Griesse is a graduate of the University of Michigan and quarterbacked the 1997 Wolverines National Championship team. For the last eight years, Mr. Griesse has also worked as a college football analyst for ESPN.

# WARRIOR ETHOS THROUGH THE LENS OF ATHLETICS



## **Mr. Wayne Hagin**

Award Winning Play-by-Play Sports Broadcaster

Mr. Hagin is an award-winning sports broadcaster with a range of experience unequaled in its scope and variety. As one of the original sportscasters for ESPN, Mr. Hagin was in the studio the day SPORTSCENTER first aired on September 7, 1979. Fulfilling his lifelong dream, Hagin became the youngest broadcaster in Major League Baseball, where his career spanned 28 years, beginning with the Oakland A's in 1981. He went on to become the original "Voice of the Rockies" for ten years, and was eventually selected by ESPN to broadcast post-season divisional series'. His experience also includes play-by-play broadcasting for the Golden State Warriors, Colorado State Football, ESPN college basketball, hosting pre and postgame shows for the San Francisco 49ers, as well as being featured as the voice-over for multiple national commercial campaigns, including Ford and Boeing. Personally, Mr. Hagin has launched school programs such as "Hagin's Heroes" and "Field of Opportunities", visiting schools while donating computers, holding school assemblies and delivering motivational speeches to students and faculty, and even providing "day at the ballpark" experiences for several students.



## **Mr. David Nelson**

i'mME's Chief Executive Officer and former NFL Player

Mr. David Nelson serves as the Chief Executive Officer for the nonprofit i'mME. As i'mME's CEO, Mr. Nelson is responsible for day-to-day operations as well as leading the organization's development and impact strategy. He co-founded i'mME with his brothers Daniel and Patrick Nelson in 2013, while playing in the National Football League (NFL) with the Buffalo Bills, Cleveland Browns, New York Jets, and Pittsburgh Steelers. He also partners with various organizations across the country on international development opportunities with a focus on leadership and child care. Aside from founding i'mME, Mr. Nelson played football for six years in the NFL. David has knowledge of the non-profit sector, leadership, charitable endeavors, community development, and marketing, which he developed through leadership positions within the Community Relations Department of the NFL. David holds a bachelor's degree from the University of Florida.



## **Ms. Stephanie Wurtz**

Marathon and Ultra Runner

This summer, Ms. Stephanie Wurtz earned podium finishes in a trail marathon in June and a 50-mile run in July, then raced a 100-mile mountain bike and 10k run in August. One week later, she ran 100 miles across the mountains west of Colorado Springs, starting at an elevation of 10,000 feet. When she crossed the finish line of her first 100-mile run in 23 hours and 20 minutes, Stephanie secured her spot as the first-place female finisher in the Leadman Ultra Series, breaking the women's record for the series by more than three hours. She also won the 2015 San Antonio Marathon in a time of 2 hours, 58 minutes. She is a four-time winner of the Catalina Marathon, considered America's toughest sea level marathon, and is repeat winner of the Moab and American Discovery Trail Half Marathons. She manages training and racing alongside her professional career directing internal communications at Colorado College. She has also served on the board of the nonprofit Pikes Peak Road Runners since 2012, currently serving her term as president of the more than 1,800 member organization.

# REMOTELY PILOTED AIRCRAFT AND THE WARRIOR MIND

How has the Remotely Piloted Aircraft (RPA) weapons platform affected the nature of war and the warrior ethos? How does it shape the soldiers who conduct it? What ethical questions does it raise? Explore these and other questions through a dramatic reading by renowned actor Blythe Coons of the critically acclaimed play *Grounded*, followed by responses from a panel of RPA pilots with combat, training, and ethics experience in the RPA career field.

## ***Grounded***

Ms. Blythe Coons will perform the play *Grounded*, a powerful tale of an ace fighter pilot's career in the sky that ends early due to an unexpected pregnancy. Reassigned to operate military drones from a trailer outside Las Vegas, the pilot hunts terrorists by day and returns to her family each night. As the pressure to track a high-profile target mounts, the boundaries begin to blur between the desert in which she lives and the one she patrols half a world away.



### **Ms. Blythe Coons**

Actress and Performer in *Grounded*

Ms. Blythe Coons is a professional actor and teaching artist. She holds a BA in English from Haverford College, an MA in English Literature from Bread Loaf School of English, and an MFA in Acting from Rutgers University. She has performed regionally with such theaters as North Carolina Stage Company, Theatre at Monmouth, Lyric Rep, Penobscot Theatre Company, The Shakespeare Theatre of New Jersey, Chesapeake Shakespeare Company, and American Shakespeare Center. Some of her favorite roles include The Pilot (*Grounded*), Beatrice (*Much Ado About Nothing*), Lyse (*The Illusion*), May (*Last Train to Nibroc*), Rosalind (*As You Like It*), Mercutio (*Romeo and Juliet*), and Gwendolyn (*The Importance of Being Earnest*).

# SPEAKERS



## **Lieutenant Colonel Kevin Basik, USAF, USAFA '93**

Air Force Senior Representative on Professionalism

### ***An Ethos that Survives Everyday Life***

Who you are defines how you lead. But too often, the big, lofty platitudes don't help guide us during day-to-day decisions, conversations and temptations. Come hear why Lieutenant Colonel Basik is a high-demand speaker and thought-leader on issues of living and leading with character, and what makes him a favorite among audiences from Cadets to senior leaders at the Pentagon. Learn about "The Big 5 1/2 Targets" for leaders, recognize the importance of touchpoints in your own leadership, and learn a simple yet powerful technique to clarify your personal ethos in the real world.

A proud 1993 US Air Force Academy graduate, Lieutenant Colonel Kevin Basik, PhD, has been involved in values-based leadership development for the better part of his 23 year career. He has a Masters in Industrial/Organizational Psychology and a PhD in Organizational Behavior. He has studied and applied his expertise at organizations including the US Air Force Academy's Department of Behavioral Science and Center for Character and Leadership Development, The Citadel, and Headquarters Air Force ROTC. Additionally, he served as the Air Force Representative to the Secretary of Defense on matters of Professionalism and values-based leadership. He's a loyal husband of 22 years and the proud, committed father of two daughters.



## **Mr. Jordan Burroughs**

Olympic Wrestling Gold Medalist

Jordan Ernest Burroughs grew up in the town of Sicklerville, NJ as the youngest of four children and began wrestling when he was just five years old. He never outgrew his passion, and after a dominant high school career that included a state and national title in 2006, he accepted a scholarship offer to the University of Nebraska. Jordan had a relatively tough transition at Nebraska, marked by a modest 16-13 record as a freshman, but over the next three seasons, Burroughs amassed 111 wins against 6 losses, finishing his junior and senior years undefeated. He concluded his collegiate career with 3 Big 12 titles, 2 NCAA titles, and was awarded with the Hodge Trophy as a senior, recognizing him as the nation's top collegiate wrestler. In 2011, Burroughs transitioned seamlessly into international competition, winning his first US Open title just three weeks after the NCAA Championships, and followed it up by making his first World Team later that spring, becoming only the fourth wrestler in history to win an NCAA Championship and World Title in the same year. In 2012, an Olympic gold medal followed, as did two more World Titles, including an improbable championship performance in 2013 when he competed, and won, having broken his ankle only a month before. Jordan made his second Olympic Team in April of 2016 and was primed to capture his second Olympic Gold in Rio. Unfortunately, as a heavy favorite, Jordan lost his quarterfinal match to Anuar Geduev of Russia, and for the first time in his international career he did not end up on the podium. He took the loss with unparalleled dignity, honesty, and class. Jordan plans to return to the top of the podium later this year in Paris at the 2017 World Championships. Jordan and his wife Lauren have two children--Beacon and Ora. They reside in Lincoln, NE.



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## SPEAKERS

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### **Mr. Donovan Campbell**

Vice President, Technology & Digital Business, Forum Energy Technologies

#### ***The Pursuit of Virtue & Servant Leadership***

Mr. Campbell will tell about his time leading infantry Marines in front-line, house-to-house combat in Ramadi, Iraq, using pictures from the time to lay the foundation of the lecture. He will discuss the leadership lessons he took away from his life-or-death experiences, and why these lessons are relevant for EVERYONE, civilian or military, who wants to be a better leader. Using stories from history and current events, Mr. Campbell will explain the importance of the pursuit of individual virtues for leaders - humility, excellence, courage - and explain the importance of knowing one's mission in life. Mr. Campbell will end by explaining the concept of servant leadership and how individual virtues enable it.

Mr. Campbell grew up in Dallas, Texas as the oldest of five brothers. He graduated from Princeton University with high honors in 2001 & joined the US Marine Corps (USMC). He served three combat tours between 2001 and 2008: two in Iraq with USMC infantry and intelligence and one in Afghanistan supporting US Special Forces. Mr. Campbell was awarded the Bronze Star with Valor and Defense Meritorious Service Medal for actions in combat. After the Marine Corps, he graduated from Harvard Business School and was named a Baker Scholar for graduating in the top 5% of his class. Mr. Campbell authored the New York Times bestselling books "Joker One" and the "The Leader's Code." Currently, he leads the global technology & acquisition integration teams for Forum Energy Technologies. Mr. Campbell lives in Houston with his wife and four children.



### **Chief Master Sergeant Ramon "CZ" Colon-Lopez, USAF**

Command Senior Enlisted Leader, US Africa Command

#### ***Leadership lessons learned from a career Pararescueman and Combat Survivor Evader Locator***

Learn how a career Pararescueman utilized his lessons learned in combat to shape his leadership style and method. Chief Colon-Lopez will provide situational examples of combat engagements, dealing with adversity, and maintaining focus and balance in hard times. His philosophy is based in the Air Rescueman's Code, "It is my duty as a Pararescueman to save lives and aid the injured. I will be prepared at all times to perform my assigned duties, quickly and efficiently, placing these duties before personal desires and comforts. These things we do, that others may live."

Chief Master Sergeant Ramon Colon-Lopez enlisted in the US Air Force on December 10, 1990. He has held assignments in US Air Forces Europe, Air Combat Command, Air Force Special Operations Command, Air Education and Training Command, Pacific Air Forces, Joint Special Operations Command, and Air Forces Central Command. He has deployed numerous times in support of Operations SOUTHERN WATCH, NORTHERN WATCH, ENDURING FREEDOM, IRAQI FREEDOM, NEW DAWN, RESOLUTE SUPPORT, INHERENT RESOLVE, and several other classified locations. Before assuming his current position, he served as the Senior Enlisted Advisor, Assistant Secretary of the Air Force, Manpower and Reserve Affairs, Headquarters United States Air Force, Pentagon, Washington D.C. He assumed his current duties on September 7, 2016.

## SPEAKERS



### **Ms. Tricia Downing**

Founder and Executive Director of The Cycle of Hope, 2016 Paralympian

#### ***Discover Your Inner Champion***

When it comes to facing adversity, whether in school, the workplace or our personal lives, mental toughness is one of the most important assets an individual can possess. Being able to handle difficult situations with confidence and grace is a skill Ms. Downing has learned through elite athletics and as the survivor of a tragic accident, which left her paralyzed from the chest down. Known for her resiliency and positive spirit, Ms. Downing helps people and organizations learn to navigate the events and situations which threaten to take us out of the game, replacing anxiety, fear and stress with confidence and hope. She is well qualified to lead by example as she has made remarkable comebacks in sports as well as her personal life. She is the founder and Executive Director of The Cycle of Hope, a non-profit organization helping female wheelchair users stage their own comebacks and redefine what it means to be "able." Additionally, she is a speaker, author and 2016 Paralympian.

In one instant, on September 17, 2000, Ms. Downing went from being a competitive cyclist to a paraplegic requiring a wheelchair for mobility. Her life was changed forever, but Ms. Downing's competitive spirit and passion for life continued on. Through her experiences in both rehab and racing, Ms. Downing has overcome adversity and learned what it takes to perform at the top of her game. Having made the transition from able-bodied cyclist to an athlete with a disability, Ms. Downing knows the true meaning of the words challenge and change, and has learned a wealth of lessons to deal with the obstacles we all face in reaching for our personal goals. Ms. Downing has completed over 100 races since her accident, including marathons, duathlons and triathlons. She was the first female paraplegic to complete an Ironman triathlon and qualified for the Hawaii Ironman World Championships in 2006 and 2010. In 2011, she competed as part of the US Rowing team at the World Championships in Bled, Slovenia. Changing sports again in 2014 to Olympic style shooting, she was named to Team USA and competed in the air pistol event at the 2016 Paralympic Games in Rio.



### **Mr. Chris Gizzi, USAFA '97**

NFL Strength and Conditioning Coach, former NFL and Air Force Academy Football Player

#### ***How Military Experience Shapes Careers as a Professional Football Player, Entrepreneur, and Human Performance Coach***

Mr. Chris Gizzi will field questions and explore how his military experience has shaped his careers as a professional football player, entrepreneur, and Human Performance Coach.

At the US Air Force Academy; Chris Gizzi was a football team captain, a two-time conference defensive player of the year, and an All-American linebacker. He served his active duty commitment at the Air Force Academy as a coach and recruiter. Afterward, Chris continued serving as an Admission Liaison Officer and playing football in the National Football League for the Denver Broncos and Green Bay Packers. When his playing career ended, Chris redirected his efforts to a career in health promotion and human performance development. He has enjoyed success running numerous businesses providing products and services to optimize health and athletic performance. Currently, Chris is a Strength and Conditioning Assistant for the Green Bay Packers and is pursuing his doctorate in Health Science.

## SPEAKERS



**Ms. Kari L. Granger, USAFA '02**  
Executive Coach

***Cultivating the Warrior Ethos***

In its essence, the warrior ethos is a way of being in the world. How do we authentically cultivate a way of being that is some other way than our default way of being? Certainly, we have all experienced the difference between knowing something and being something – in this light, there is a difference between knowing about the warrior ethos and embodying the warrior ethos in one's life. In this session, Ms. Granger will examine the role of language, emotions and body in cultivating the warrior ethos in ourselves and in others.

Ms. Kari L. Granger is an executive coach, a leadership development educator, and a performance consultant. A former Air Force officer and combat veteran in Iraq, she is a subject matter expert in both applying and teaching the concepts of transformative leadership under the most challenging conditions. While deployed to Iraq in 2005, Ms. Granger realized that all of the education she had received about leadership from her military training and graduate academic degree left her knowledgeable about leadership, but not actually “being” a leader. She knew a leader should be courageous, but that did not give her access to being courageous when experiencing her first mortar attack. Such a profound realization in the “heat of battle” led her down the path to learning what it takes to access and train “being” when developing leadership in oneself and in others. On this quest, she interviewed, collaborated with, and studied from experts around the world in human performance. Now a civilian, Ms. Granger uses what she has learned in the fields of ontological design, somatic integration and energetic alignment to support global leaders in making the kind of difference they were born to make. Ms. Granger has worked in close coordination with numerous branches of the US armed forces and governmental agencies to achieve breakthrough mission performance. In addition to her military work, Ms. Granger has also served organizations worldwide with several national and international associations, in fields such as healthcare, government and higher education, supporting leaders in accomplishing their most meaningful work.



**Mr. Wayne Hagin**  
Award Winning Play-by-Play Sports Broadcaster

***I Accept the Challenge***

As a sports broadcaster, Mr. Hagin has had the privilege of observing and spending time with some of the most elite athletes of our generation. From behind the scenes, on team busses and airplanes, practice fields, and locker rooms, Mr. Hagin has seen it all. Given this unique perspective that spans more than three decades, he has concluded that leadership is a responsibility that only some people will accept, that losing does not make someone a failure, and that self-discipline is the number one key to success in athletics and life. Mr. Hagin will share a series of short stories from his more than 30 years of broadcasting experience to illustrate these themes, and then take questions from the audience.

Mr. Hagin is an award-winning sports broadcaster with a range of experience unequalled in its scope and variety. As one of the original sportscasters for ESPN, Mr. Hagin was in the studio the day SPORTSCENTER first aired on September 7, 1979. Fulfilling his lifelong dream, Hagin became the youngest broadcaster in Major League Baseball, where his career spanned 28 years, beginning with the Oakland A's in 1981. He went on to become the original “Voice of the Rockies” for ten years, and was eventually selected by ESPN to broadcast post-season divisional series. His experience also includes play-by-play broadcasting for the Golden State Warriors, Colorado State Football, ESPN college basketball, hosting pre and postgame shows for the San Francisco 49ers, as well as being featured as the voice-over for multiple national commercial campaigns, including Ford and Boeing. Personally, Mr. Hagin has launched school programs such as “Hagin's Heroes” and “Field of Opportunities”, visiting schools while donating computers, holding school assemblies and delivering motivational speeches to students and faculty, and even providing “day at the ballpark” experiences for several students.

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# SPEAKERS

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## **Major Sean P. Hoggs, USAF, Retired**

Author of *The Bastard Child: A Story of Hope, Resiliency and Perseverance*

### ***Hope, Resiliency and Perseverance... Overcoming Life's Challenges.***

In this lecture retired Major Sean Hoggs will offer insights to help individuals overcome personal hardship, doubt or challenges in life. He will inspire those who wish to pursue academia and leadership through higher education. Lastly, he will advance ideas to help remove doubts about achieving personal goals or milestones, to include a person's direction in life when faced with the choice to continue or quit.

Major Sean P. Hoggs is the Senior Aerospace Instructor at Seneca High School, Tabernacle, N.J. He is an extremely active pillar in the community and has made an enormous impact throughout the state of N.J., the country and in the international arena. His many awards include being named among the prestigious Ten Outstanding Young Americans in 2007, Department of the Air Force Logistics Plans Specialist of the Year, Company Grade Officer of the Year (3 times) and 305th Air Mobility Wing Non-Commissioned Officer of the Year. He was inducted into the Plainfield, N.J. High School Hall of Fame in 2011. He's the recipient of the NAACP Lifetime Legacy Award and is the anchor of the national radio show, "Let's Talk About It" with BKS1 Radio. In 2015, he was named to the Authors to Watch List by the American Authors Association.



## **Sergeant Major Michael Jarnevic, USA, Retired**

Retired Sergeant Major, Freelance Writer, Outdoor Lecturer, and Environmental Activist

### ***One More Klick: Four Decades of Service from Vietnam to Afghanistan***

Retired Sergeant Major Jarnevic will discuss his career that spanned four decades of service in both the US Marine Corps and the US Army. He will offer insights into a warrior's dedication to service and explore principles that include: contribution to the welfare of others, the ability to persevere in the face of adversity, striving to maintain your ability to serve over the long haul, it's not a sprint, but a marathon and the hard road leads to the greatest glory.

Retired Sergeant Major Michael Jarnevic is US Army retired with 42 years of continuous service in both the USMC—active and reserve—and US Army Special Forces—active, guard, and reserve. He is believed to be the last Vietnam veteran who served on active duty and his story was featured in the Marine and Army Times in July 2015. SGM Jarnevic participated in four conflicts: Vietnam in the 1970s; the Contra War in the 1980s; the Persian Gulf War in the 1990s; and Afghanistan as a contractor with US Special Operations Command in 2012. In total, he was assigned to 15 different units in both the Army and Joint commands, and served as a Special Operations Intelligence Analyst during the last twenty years of his career. His education includes a BA in Political Science/History and an MFA in Creative Writing, both from the University of Montana, where he also taught in the Military Science Department. Currently, he is a freelance writer, outdoor lecturer, and environmental activist. He resides outside of Missoula, Montana.

## SPEAKERS



**Mr. Tony Porter**  
CEO, A CALL TO MEN

***A CALL TO MEN: Developing Young Men of Character***

A CALL TO MEN: Developing Young Men of Character promotes healthy, respectful manhood in an effort to prevent violence against women, sexual assault and harassment, bullying and many other social ills. The presentation will also address and examine the important role that military personnel can contribute to promoting healthy and respectful manhood and embodying leadership in every aspect of their lives.

Mr. Tony Porter is an author, educator and activist working to advance social justice issues and Chief Executive Officer of A CALL TO MEN. Porter is internationally recognized for his efforts to prevent violence against women while promoting a healthy, respectful concept of manhood. He is a leading voice on male socialization and the intersection of masculinity and violence against women. Porter's 2010 TED Talk has been named by GQ Magazine as one of the "Top 10 TED Talks Every Man Should See." Porter is an adviser to the National Football League, National Basketball Association, National Hockey League and Major League Baseball, providing policy consultation, working extensively with player engagement, and facilitating violence prevention and healthy manhood training. He is an international lecturer for the US State Department, with extensive global experience including Brazil, India and Africa, and has been a guest presenter to the United Nations Commission on the Status of Women. Porter has worked with the US Military Academy at West Point and the US Naval Academy at Annapolis.



**Colonel Stephen G. Ruth, USA**  
Chief of Operations, III Corps HQs

***Living the Warrior Ethos***

Warrior ethos is the embodiment of the warrior spirit: tough mindedness, tireless motivation, an unceasing vigilance, a willingness to sacrifice one's life for the country if necessary, and a commitment to be the world's premier air, space and cyberspace force. Warrior ethos is also one of the four attributes of Officership as defined by the US Air Force Academy Officer Development System. The warrior ethos proficiencies comprise a structure that is based on the intellectual development inherent to the Profession of Arms, and the values development prescribed by the Air Force Core Values.

Colonel Ruth is an Army Infantry officer who recently completed his Army War College Fellowship at Harvard's Kennedy School of Government. His previous assignment was as the 1st Regimental Tactical Officer for the US Corps of Cadets at West Point, where he led 1,000 cadets and 10 tactical officers and NCOs in leader development. Colonel Ruth also commanded the US Military Academy Preparatory School, preparing 400 cadets for the West Point experience. His operational assignments include serving as a Transition Team Commander in Operation NEW DAWN and as an Army Strategist during postwar Iraq on the inaugural team of the Office of Security Cooperation-Iraq. Colonel Ruth also served as the US Exchange Officer at the HQs British Army Land Warfare Centre in Warminster, England, where he was responsible for all Joint Multi-National Training. During his deployment to Afghanistan, Colonel Ruth served as the Battalion Operations Officer for 2nd Battalion, 2nd Infantry Regiment, in Operation ENDURING FREEDOM, in southern Kandahar.



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## SPEAKERS

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### **Captain Caitlin Glitz Valle, USAF, USAFA '12**

Air Liaison Officer

#### ***Gung-Ho Dustoff: Army & Air Force Sisters Growing in the Warrior Ethos***

Sisters Air Force Captain Caitlin Valle and Army Captain Amberly Weber explore warrior ethos together from their unique experiences. The images associated with the warrior ethos are those of combat – heroic acts, near-death experiences, and impossible bravery. Yet it can be the less glamorous tasks which have the greatest effect on our Soldiers and Airmen. It is through persistent selflessness that we grow in all aspects of the warrior virtues.

Captain Caitlin Glitz Valle is a Tactical Air Control Party (TACP) officer, currently serving in the 353rd Battlefield Airman Training Squadron. She graduated from the US Air Force Academy in 2012 with a BS in Political Science. While stationed at Fort Bragg, N.C., she attended the TACP Schoolhouse and completed the TACP Pipeline in July 2013. She then served as an Air Liaison Officer (ALO) with the 82nd Airborne for over a year, before graduating the Joint Terminal Attack Controller Qualification Course in August 2014. She deployed in support of Operation INHERENT RESOLVE in February 2015, serving as a JTAC and ALO in the Baghdad Strike Cell. While there she was responsible for the employment of 150,000 pounds of munitions against enemy fighting positions, killing 687 Daesh fighters.



### **Captain Amberly Glitz Weber, USA**

Aeromedical Evacuation "Dustoff" Pilot and Platoon Leader

#### ***Gung-Ho Dustoff: Army & Air Force Sisters Growing in the Warrior Ethos***

Sisters Air Force Captain Caitlin Valle and Army Captain Amberly Weber explore warrior ethos together from their unique experiences. The images associated with the warrior ethos are those of combat – heroic acts, near-death experiences, and impossible bravery. Yet it can be the less glamorous tasks which have the greatest effect on our Soldiers and Airmen. It is through persistent selflessness that we grow in all aspects of the warrior virtues.

Captain Amberly Glitz Weber is a Forward Support MEDEVAC Platoon (FSMP) Leader in the 101st Combat Aviation Brigade, Fort Campbell, KY. She graduated from Providence College in 2012 with a BA in French and a Minor in Writing, and commissioned as a US Army Medical Service Corps Officer from the Patriot Battalion ROTC Program. She received the Lynch Leadership Award in her Basic Officer Course and graduated US Army Initial Entry Rotary Wing Training in March 2014 as a UH-60M Helicopter Pilot. In 2015 she deployed in support of Operation FREEDOM'S SENTINEL, where she assumed responsibility for an FSMP in Kandahar, Afghanistan. On October 22, 2015, she was pilot of a crew which responded to an urgent patient evacuation request. For this action, she and her crew were awarded the Army Commendation Medal with Valor and received the Dustoff Association Rescue of the Year Award.

## SPEAKERS

**Dr. Brian H. Williams, MD, FACS, USAFA '91**

Trauma surgeon who treated Dallas police officers from the 2016 fatal shooting

***The Intersection of Race, Violence and Medicine: Leadership in Times of Crisis***

On July 7, 2016, a gunman shot 12 Dallas police officers following a peaceful anti-brutality protest. As the lead trauma surgeon on call, Dr. Williams directed the medical team caring for the 7 officers transported to Parkland Memorial Hospital. Days later, after facing one of the largest crises of his medical career, he began confronting what he considers another crisis – violence and racism in America.

Dr. Brian H. Williams is a proud Air Force brat who comes from a family of veterans. After graduating from the US Air Force Academy in 1991, he served six years as an aeronautical engineer. Answering a call to medicine, he pivoted to a civilian career to attend medical school at the University of South Florida College of Medicine in Tampa, Fla. He completed his residency in General Surgery at Brigham and Women's Hospital, a teaching hospital of Harvard Medical School. He finished his training with a fellowship in trauma surgery and surgical critical care at Grady Memorial Hospital, a teaching hospital of Emory University School of Medicine. Dr. Williams now serves as an Associate Professor of Surgery at University of Texas Southwestern Medical Center in Dallas, Texas, where he educates future physicians and surgeons. He specializes in trauma surgery, emergency surgery, and surgical critical care on staff at Parkland Memorial Hospital.

**Mr. Matt J. Wollman**

Chairman and CEO of Strategic Services International, Inc.

***Warrior Entrepreneur: The HOLLYWOOD Sign, Me, and a Berretta 92F***

Warriors are determined spirits who have an uncanny ability to scan the horizon, focus their skills and complete their mission. In life, there are no shortcuts. The warrior spirit transcends all aspects of challenge, in both public and private arenas, impacting ourselves and our community. This is the story of one man's journey to personal success, wealth and happiness.

Mr. Matt J. Wollman is Chairman and CEO of Strategic Services International, Inc., a global security consultancy and advisory firm whose activities span geo-political policy and security matters with specific focus on risk assessment, early warning, due diligence and crisis management across the Middle East, Europe, and the Americas. Alongside his business interests, Wollman has had a distinguished career in public service dating back to 1999 when he began working with the Los Angeles Police Department through its Counter-Terrorism and Criminal Intelligence Bureau. He currently serves as Reserve Commander, International Affairs, with the Alameda County Sheriff's Office. He also sits on the advisory board of the RAND Corporation's Center for Global Risk and Security. In 2010, French President Nicolas Sarkozy conferred upon Mr. Wollman the Ordre national du Merite (National Order of Merit) in the degree of Chevalier (Knight) in recognition of his leadership in strengthening the Franco-American law enforcement relationship. Mr. Wollman is a highly sought-after speaker, among whose recent audiences are the students and faculty of Princeton University's Department of Mechanical and Aerospace Engineering. He co-authored *Moving Toward the Future of Policing* (Treverton et al., RAND, 2011). He resides in Los Angeles with his wife, Helene, and their two children.

# SPEAKERS



## Dr. Terri K. Wonder

Subject-Matter Expert in Islamist movements

### ***“Sacrificial Crisis”: The Rise of Islamic Militancy in Iraq***

Dr. Terri K. Wonder will deliver a paper and slide presentation about an archetypal pattern of mass conflict and scapegoating, “Sacrificial Crisis,” that appears periodically in world myth, religion, and history. In the process, she will discuss the causes of Iraq’s post-2003 “Sacrificial Crisis” and points of Islamic law designed to prevent and extinguish it.

Dr. Terri K. Wonder is one of those rare PhDs with operational experience “outside the wire.” During Operation IRAQI FREEDOM, she deployed twice to Iraq in a “mission-essential” civilian-military counterinsurgency program whose purpose was to conduct operationally relevant social science research. As her program’s lead social scientist for division and corps-level commands between 2008-2010, Dr. Wonder conducted applied ethnography and statistical research in order to forecast the resiliency of the Iraqi people to withstand what she saw as an “inevitable” second wave of insurgency during the draw-down of US forces. Dr. Wonder holds a doctorate in Interdisciplinary Studies with an emphasis on the sociology of Islamic militancy. She also has worked as a cultural demographer for US Central and Southern Commands. Dr. Wonder lives in Colorado Springs with her husband, Ray, and their three cats.



## Ms. Stephanie Wurtz

Marathon and Ultra Runner

### ***Joy in the Journey***

Ms. Wurtz will discuss how overcoming challenges in times of great adversity not only tests one’s limits and abilities, but also builds strength of character and instills a unique perspective that enables one to accomplish anything. Stephanie will share the wisdom gained and lessons learned as an ultra-running athlete, and how they translate to many facets of success and leadership.

This summer, Ms. Stephanie Wurtz earned podium finishes in a trail marathon in June and a 50-mile run in July, then raced a 100-mile mountain bike and 10k run in August. One week later, she ran 100 miles across the mountains west of Colorado Springs, starting at an elevation of 10,000 feet. When she crossed the finish line of her first 100-mile run in 23 hours and 20 minutes, Stephanie secured her spot as the first-place female finisher in the Leadman Ultra Series, breaking the women’s record for the series by more than three hours. She also won the 2015 San Antonio Marathon in a time of 2 hours, 58 minutes. She is a four-time winner of the Catalina Marathon, considered America’s toughest sea level marathon, and is repeat winner of the Moab and American Discovery Trail Half Marathons. She manages training and racing alongside her professional career directing internal communications at Colorado College. She has also served on the board of the nonprofit Pikes Peak Road Runners since 2012, currently serving her term as president of the more than 1,800 member organization.



## Mr. Jerry Yellin

WWII Fighter Pilot

### ***History, Then and Now***

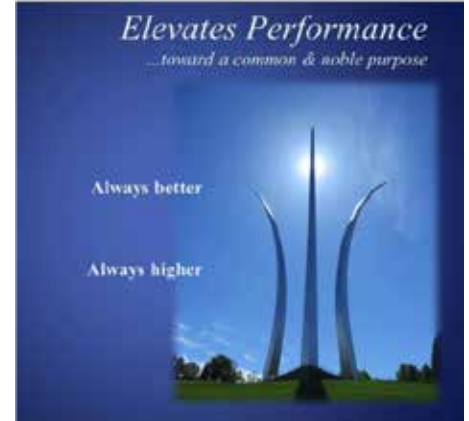
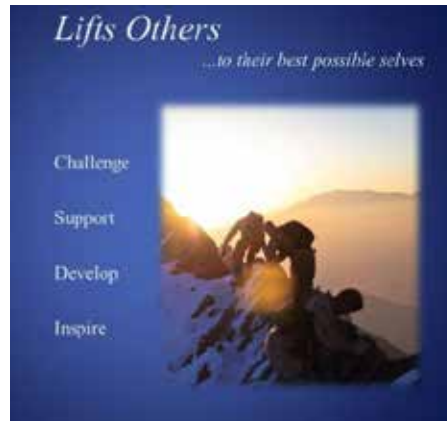
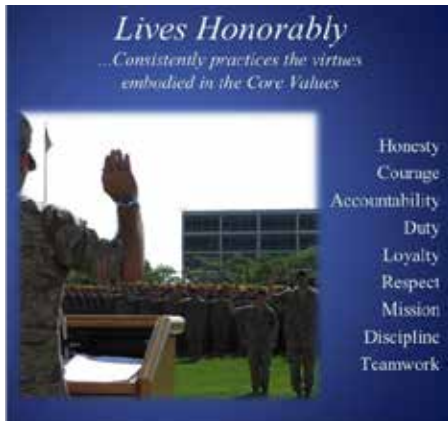
Mr. Yellin examines his World War II experiences and how they relate to our world today.

Mr. Jerry Yellin enlisted in the US Army Air Corps on his 18th birthday, two months after Pearl Harbor so he could, in his own words, “fly fighter planes against the Japanese.” After initially failing his eye exam, he memorized the eye chart and passed the test on his second attempt. As a P-51 pilot he flew 19 missions over Japan, including the first B-29 escort mission on April 7, 1945, and the very last combat mission of World War II on August 14, 1945. He is an award-winning author of four books, including *Of War and Weddings*, a history of his wartime experiences and the story of his own personal transformation that began in 1988 after his son married the daughter of a Japanese World War II pilot.

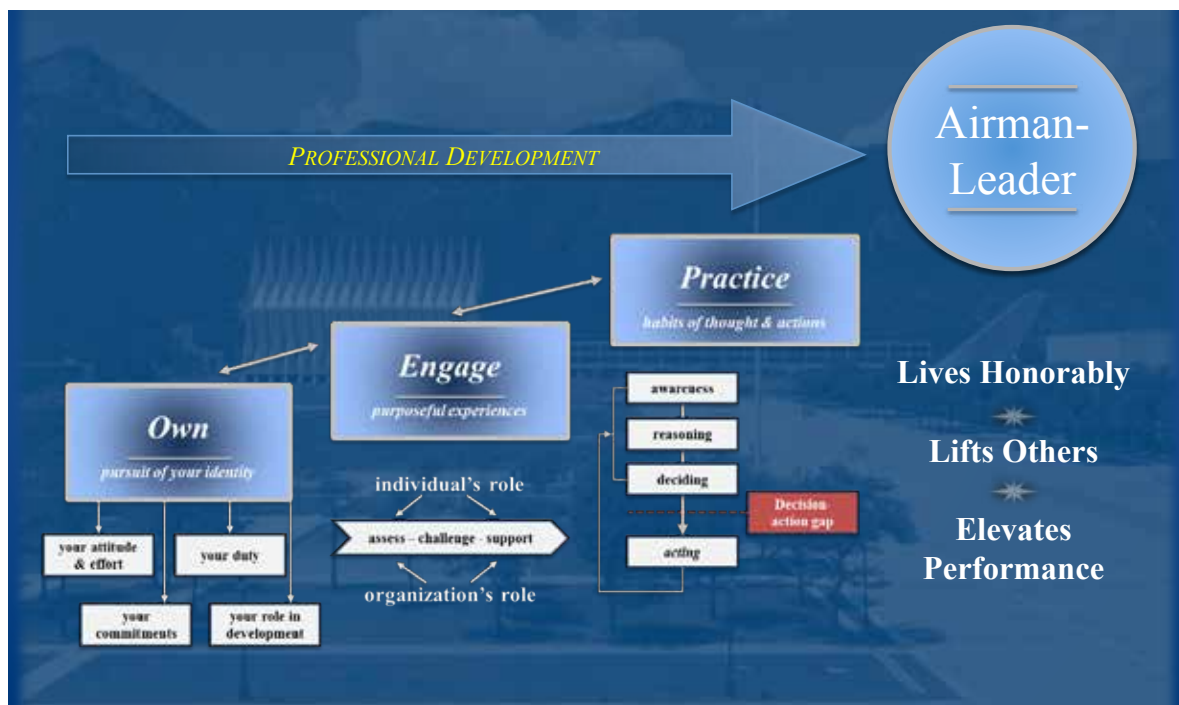
# MAKING THE MOST OF NCLS

NCLS is designed to be a learning and development opportunity whereby you gain inspiration, think about where you currently stand with regard to character and leadership strengths, and then commit to take action toward your further development. The concepts below are intended to help you do this, and the questions on the next page serve as a starting point for your personal note-taking, reflection, and action.

## A LEADER OF CHARACTER



## DEVELOPING LEADERSHIP



# MAKING THE MOST OF NCLS

The Air Force characterizes warrior ethos as having “a hardiness of spirit despite physical and mental hardships – moral and physical courage, continuous honing of skills to support the employment of military capabilities, and the display of military/executive bearing, self-discipline, and self-control.” These characteristics are essential for service in the Profession of Arms; they are valuable as a teacher, as a student, as a family member, and as a friend.

Our hope is that you fill this page and more with observations and reactions to what you hear during NCLS – to help you recall who you hear, what you hear, and how a speaker or an experience powerfully impacted you.

Shortly after NCLS you will receive an email and survey that will provide you the opportunity to both share some of your responses to the questions below, and to provide important feedback that will help us make NCLS 2018 even better.

What does warrior ethos mean to me? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

In what kind of situations might it serve you and those around you to have a warrior ethos? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How does having a warrior ethos enable me to live honorably, to lift others, and to elevate the performance of my unit, team, or organization? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

As I own, engage, and practice in my development as a leader, how does what I heard and the conversations in which I participated impact my attitude and my actions? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How can I contribute to others building a warrior ethos? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How do the speakers’ thoughts and insights relate to my life? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# QUICK REFERENCE SCHEDULE

Speaker/Event	Day	Time	Venue
<b>Athletic Panel</b>	Thurs	2:30 pm	F1
<b>Basik</b>	Thurs	10:30 am	Forum
	Thurs	1:30 pm	Forum
<b>Burroughs</b>	Fri	10:50 am	Theater
<b>Campbell</b>	Fri	8:00 am	Ballroom
	Fri	1:10 pm	H1
<b>Colon-Lopez</b>	Thurs	2:30 pm	H2
	Fri	8:00 am	L1
	Fri	10:50 am	H1
<b>Downing</b>	Fri	1:10 pm	F1
<b>Ellis</b>	Thurs	1:30 pm	F1
	Thurs	7:00 pm	Theater
	Fri	9:30 am	Ballroom
<b>Elton</b>	Fri	8:00 am	Theater
	Fri	10:50 am	H2
<b>Gadson</b>	Thurs	8:30 am	Theater
	Thurs	1:30 pm	Theater
<b>Gizzi</b>	Thurs	10:30 am	Ballroom
	Fri	8:00 am	L5
	Fri	1:10 pm	Theater
<b>Granger</b>	Thurs	9:30 am	Forum
	Fri	10:50 am	Forum
<b>Grounded</b>	Fri	8:00 am	F1
<b>Hagin</b>	Fri	1:10 pm	Forum
<b>Hoggs</b>	Fri	8:00 am	H1
	Fri	10:50 am	L3
	Fri	1:10 pm	H2
<b>Jarnevic</b>	Thurs	9:30 am	H1
	Thurs	2:30 pm	H1
	Fri	9:30 am	L3

Speaker/Event	Day	Time	Venue
<b>Nelson</b>	Fri	1:10 pm	Ballroom
<b>Penney</b>	Thurs	2:30 pm	Theater
	Fri	9:30 am	Theater
<b>Porter</b>	Thurs	1:30 pm	H1
	Fri	9:30 am	H1
<b>Ruth</b>	Fri	8:00 am	L3
	Fri	10:50 am	L1
<b>Selva</b>	Fri	9:30 am	F1
	Fri	2:40 pm	Theater
<b>Valle/Weber</b>	Thurs	9:30 am	F1
	Thurs	2:30 pm	Forum
	Fri	9:30 am	L1
<b>Weatherington</b>	Thurs	9:30 am	Theater
	Fri	9:30 am	H2
<b>Williams</b>	Fri	8:00 am	Forum
	Fri	9:30 am	Forum
<b>Wollman</b>	Thurs	9:30 am	H2
	Fri	10:50 am	F1
<b>Wonder</b>	Thurs	10:30 am	H1
	Thurs	2:30 pm	L1
	Fri	10:50 am	Ballroom
<b>Wurtz</b>	Thurs	10:30 am	H2
	Fri	9:30 am	L5
<b>Yellin</b>	Thurs	10:30 am	F1
	Thurs	2:30 pm	L3
	Fri	8:00 am	H2

Theater and Ballroom are located in Arnold Hall

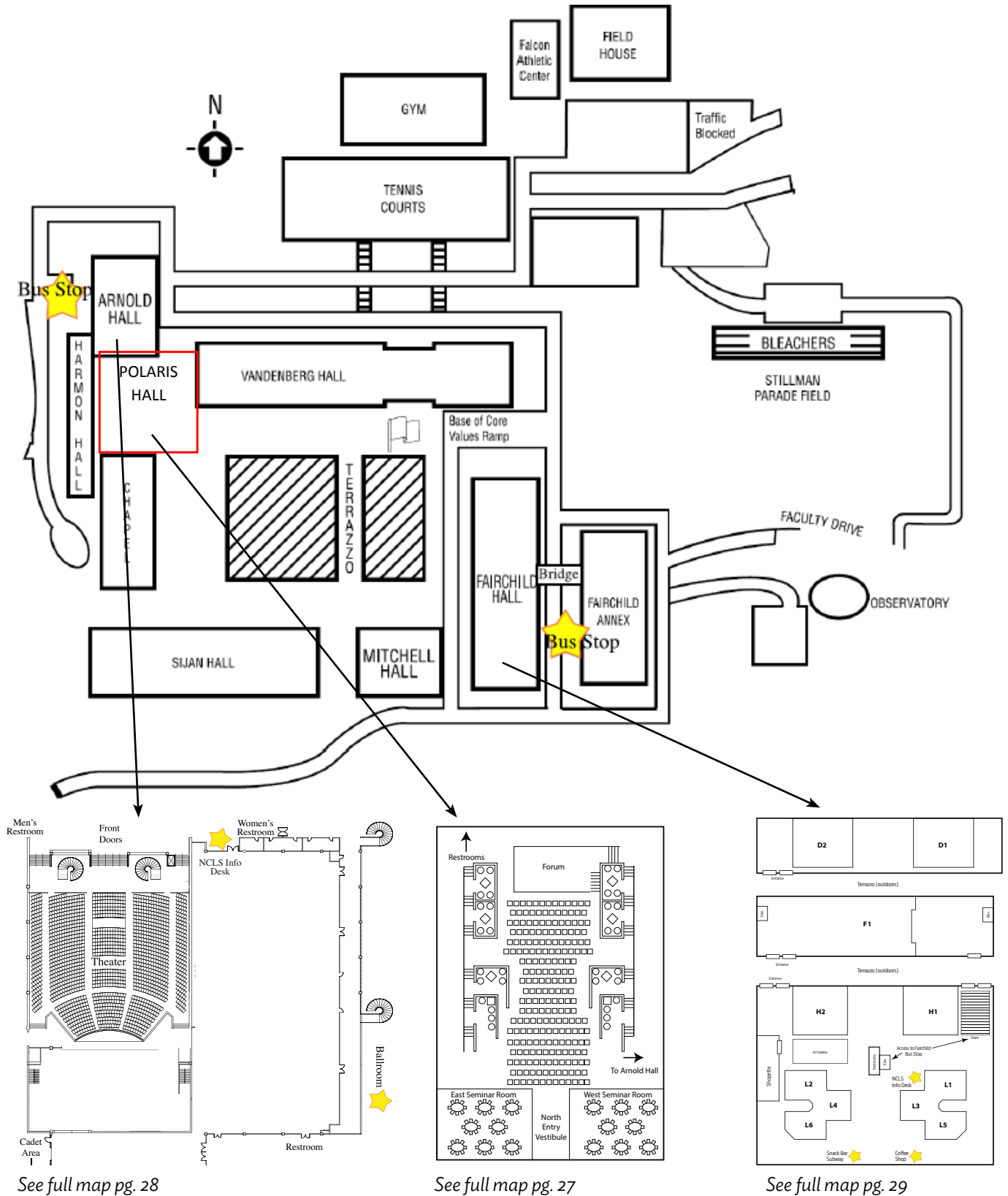
Forum is located in Polaris Hall

F-1, H-1, H-2, L-1, L-3, and L-5 are located in Fairchild Hall

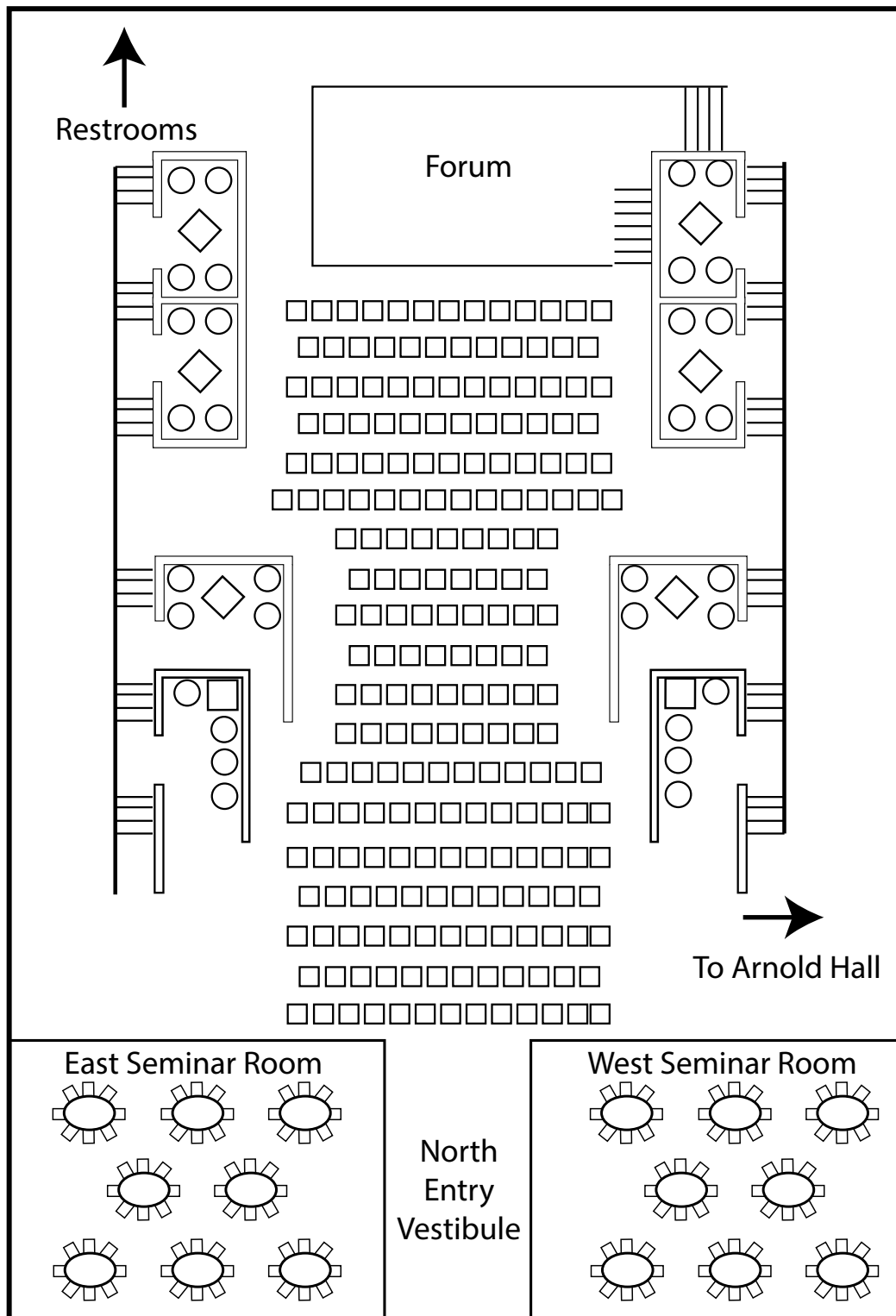
# SCHEDULE

Venue	Arnold Hall Theatre	Arnold Hall Ballroom	Polaris Hall	F1	H1	H2	L1	L3	L5
Thursday 23 Feb	6:00 - 8:00	Breakfast: Students @ Mitchell Hall (6:00 - 8:00) / Speakers, Faculty, & Participants w/Meals Package @ Falcon Club (6:00 - 8:00)							
	8:30 - 9:23	Opening Ceremony: Gadson							
	9:30 - 10:23	Class of '59 Leadership Lecture: Weatherington	Granger	Valle/Weber	Jarnevic	Wollman			
	10:30 - 11:23		Basik	Yellin	Wonder	Wurtz			
	11:35 - 12:15		Lunch: All Participants w/Meals Package @ Mitchell Hall						
	12:30 - 1:23		Free Time: Cadet Chapel, Arnold Hall, Polaris Hall, Visitor's Center & Terrazzo Walking Tours						
	1:30 - 2:23	Gadson	Basik	Ellis	Porter				
	2:30 - 3:23	Penney	Valle/Weber	Athletic Panel	Jarnevic	Colon-Lopez	Wonder	Yellin	
	5:30 - 6:45	Dinner: Speakers, Professionals, Non-student Participants with Dinner Package @ Arnold Hall Ballroom (Service Dress / Business Attire) / Students @ Mitchell Hall							
	7:00 - 8:00	Class of '73 John & Lyn Muse Lecture: Ellis							
Friday 24 Feb	8:30 - 9:00		Arnold Hall Ballroom & Fairchild Hall Falcon Center: Speaker Receptions						
	6:00 - 7:45	Arnold Hall Theatre	Arnold Hall Ballroom	Polaris Hall	F1	H1	H2	L1	L3
	8:00 - 9:15	Falcon Foundation Bud Breckner Lecture: Elton	Campbell	Williams	Grounded / RPA & the Warrior Mind	Hoggs	Yellin	Colon-Lopez	Ruth
	9:30 - 10:40	Baker-Botts Profession of Arms Lecture: Penney	Ellis	Williams	Selva	Porter	Weatherington	Valle/Weber	Jarnevic
	10:50 - 12:00	Burroughs	Wonder	Granger	Wollman	Colon-Lopez	Elton	Ruth	Hoggs
	12:10 - 1:00		Lunch: All Participants w/Meals Package @ Mitchell Hall						
	1:10 - 2:20	Gizzi	Nelson	Hagin	Downing	Campbell	Hoggs		
	2:40 - 4:00	Challenge Ceremony: Selva							
	5:00 - 7:00		Dinner: Students @ Mitchell Hall / Speakers & Professionals @ Falcon Club						

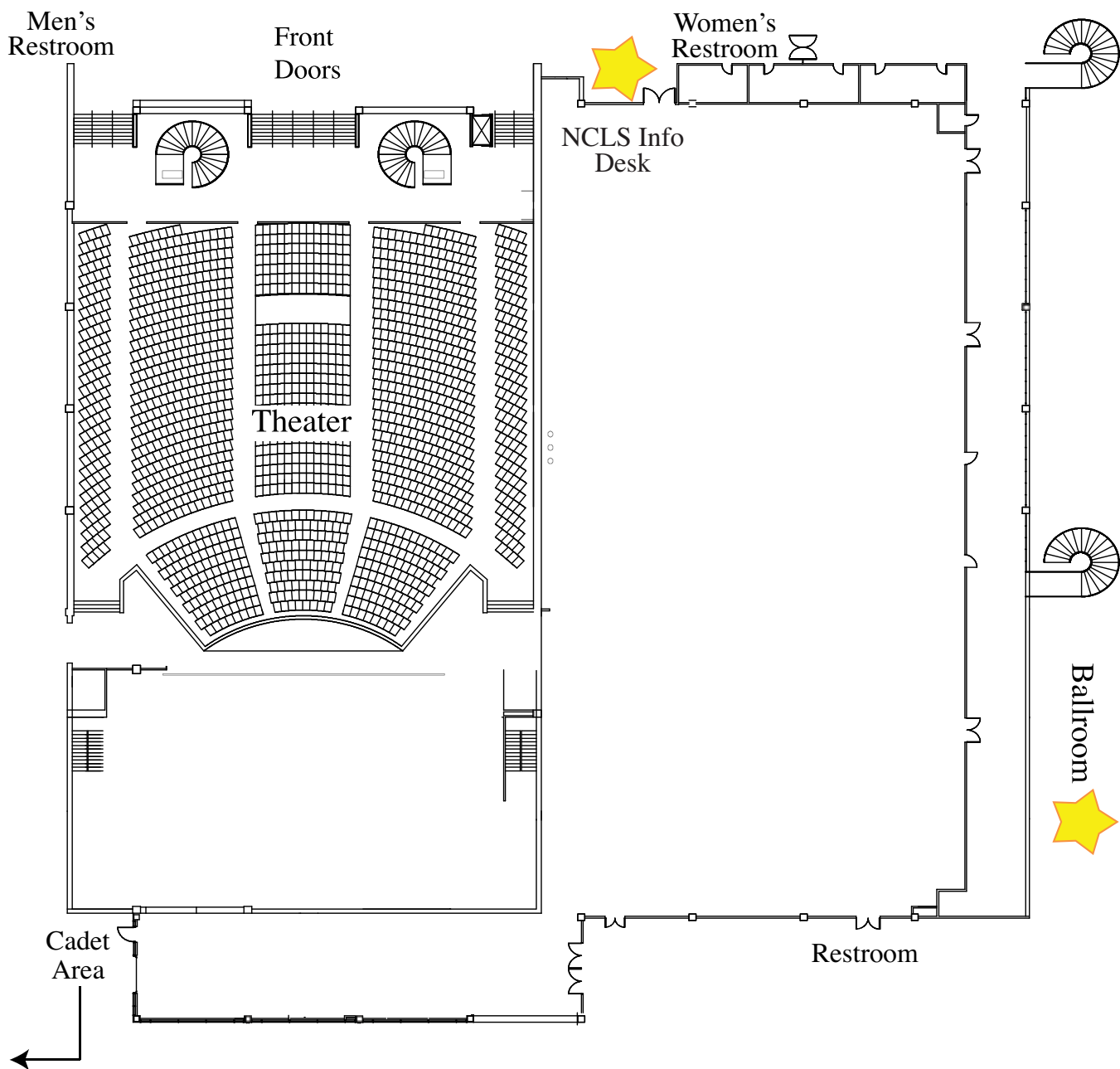
# Map of CADET AREA



# MAP OF POLARIS HALL

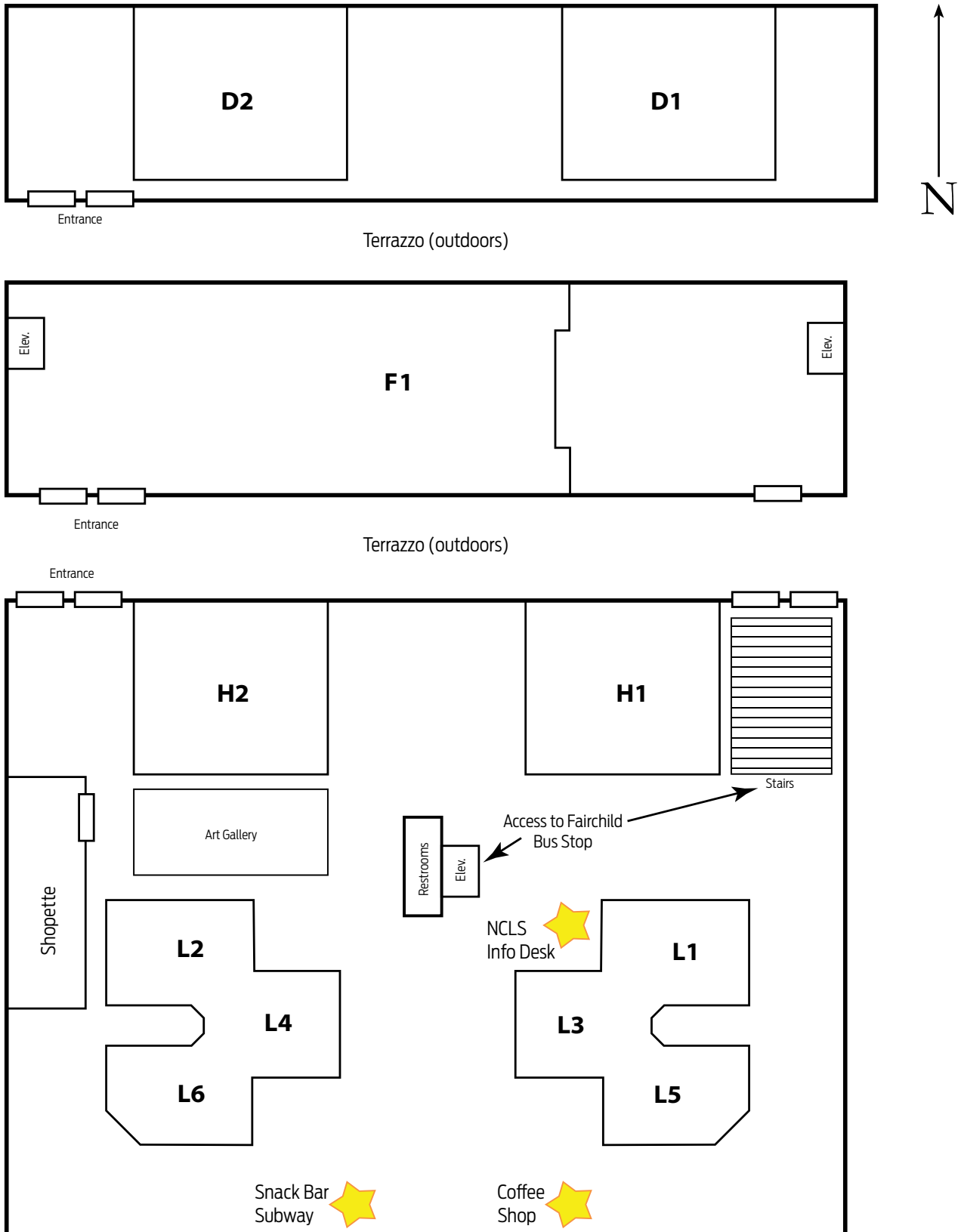


# MAP OF ARNOLD HALL





# MAP OF FAIRCHILD HALL



# NCLS STAFF

Mrs. Danielle Brines, NCLS Program Director

Dr. David LaRivee, Col (Ret) USAFA '80

Col Mark Anarumo, PhD

Col (Ret) Thomas Berry, USAFA '71  
Lt Gen (Ret) Ervin Rokke, USAFA '62  
Lt Gen (Ret) Christopher Miller, USAFA '80  
Lt Col Shane Coyne  
Lt Col Eric Ecklund, USAFA '89  
Lt Col Michael Jacobson, USAFA '98  
Lt Col Jeffrey Kaczmarczyk  
Lt Col Aaron Teltshik  
Maj Brian Fash, USAFA '04  
Maj James George, USAFA '02  
Maj Christopher Miller  
Maj Bernadette Ramsey, USAFA '10  
Maj Paul Roque, USAFA '04  
Maj Joseph Tuzzolino

Capt Christopher Brown  
Capt Jennifer Greer, USAFA '12  
Capt Matthew Richardson, USAFA '12  
Capt Renea Skelton  
1Lt Brian Corcoran, USAFA '13  
2Lt Colin Asbury, USAFA '16  
TSgt Kristine Piper  
TSgt John Sinner  
SrA April Pemberton-Brown  
Dr. Claudia Hauer  
Dr. Melinda Miller  
Ms. Virginia Ackison  
Mr. Kevin Beechwood  
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Mr. Stacy Gorman  
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The Twenty-Fourth Annual National Character and Leadership Symposium  
is made possible by the very generous support of:

