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26TH ANNUAL NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM

LEADERSHIP, TEAMWORK, AND ORGANIZATIONAL MANAGEMENT

FEBRUARY 21 – 22, 2019



Professionalism
Humanity
Service
Technology
Courage
Domains
Leadership

People
Conflict
Purpose
Hardiness
Excellence

LEADERSHIP, TEAMWORK, AND ORGANIZATIONAL MANAGEMENT

This year's National Character and Leadership Symposium (NCLS) builds on Air Force core values and leadership principles to focus on Leadership, Teamwork and Organizational Management (LTOM). LEADERSHIP is about being a role model and being an example for others to emulate; leaders are both accountable to and accountable for their followers. TEAMWORK is the context in which leadership happens – where the dynamic and relationship between leaders and followers matter most. And ORGANIZATIONAL MANAGEMENT is about creating and nurturing the culture in which teams can be effective. High-performing organizations stand for and live out their values and embrace a culture that supports respect, diversity, and inclusion. This year's program cover features members of the Cadet Wing in formation, superimposed on the Center for Character and Leadership Development's 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 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 excel.

A Look Back

<p>2017 Warrior Ethos and the American Airman</p>	<p>2016 Professionalism and the Profession of Arms</p>	<p>2015 Serving Our Nation: Our Calling, Core Values and Commitments</p>	<p>2014 Character Overcoming Conflict: Individual Stories, Global Impact</p>	<p>2013 The Silver Lining: Courage Through Adversity</p>	<p>2012 Walk the Walk: Leaders in Ethical Action</p>
<p>2011 Strength Within, Leadership Throughout</p>	<p>2010 Guardians of Trust: Leaders in the Modern Era</p>	<p>2009 Answering the Nation's Call: Our Legacy in the Making</p>	<p>2008 Impassioned Citizenship: Can One Make a Difference?</p>	<p>2007 All Created Equal—Human Dignity & Respect</p>	<p>2006 Courage in the Face of Adversity</p>
<p>2005 Leading Positive Change: Raising the Standard of Excellence</p>	<p>2004 Teamwork: Working Together to Achieve Excellence</p>	<p>2003 Moral Courage and Servant Leadership in Modern Times</p>	<p>2002 Undaunted Leadership: Unassailable Integrity, Increasing Service, Uncompromising Excellence</p>	<p>2001 Integrity First: Recollection, Inspiration & Aspiration</p>	<p>2000 Service Before Self: Heroes, Hymns and Hardiness</p>
<p>1999 Integrity First: Courage, Competence, & Commitment</p>	<p>1998 Excellence in All We Do: Personally and Professionally</p>	<p>1997 Service Before Self</p>	<p>1996 Integrity in the Profession of Arms</p>	<p>1995 Strength Through Diversity</p>	<p>1994 Women in Leadership</p>

Humanity
Professionalism
Teamwork
Commitment
Integrity
Dignity
Change
Valor

2

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:



USAF Academy Class of '59



USAF Academy Class of '73



USAF Academy Class of '74



USAF Academy Class of '93



THE UNITED STATES AIR FORCE ACADEMY
ENDOWMENT

The Falcon Foundation
John and Lyn Muse Education Foundation

The 26th Annual National Character & Leadership Symposium would not have been possible without the following organizations and individuals who graciously gave of their time and talents:

10th Communications Squadron
10th Force Support Squadron
10th Air Base Wing Transportation
10th Security Forces
10th Air Base Wing Rampart Lodge Staff
USAFA Public Affairs
USAFA Protocol
USAFA Strategic Communications
Fairchild Hall Facility and AV Support
Arnold Hall Facility and AV Support
USAFA Falcon Club and Staff
USAFA Admissions
Mitchell Hall and Staff

USAFA Visitor's Center
USAFA Cadet Honor Guard
USAFA Cadet Chorale
Permanent Party and Cadet Speaker Escorts
USAFA Preparatory School
USAFA Commandant of Cadets
USAFA Airfield
USAFA Dean of Faculty
USAFA Department of Athletics
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Contents of the event guide, and the words and presentation materials of the speakers are not necessarily the official views of, or endorsed by, the US Government, the Department of Defense, or the Department of the Air Force.

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THE 2018 BRIG GEN MALHAM M. WAKIN CHARACTER AND LEADERSHIP DEVELOPMENT AWARD

The Wakin Award is presented annually at the National Character and Leadership Symposium to the individual or team that has made the greatest contribution to cadet character development over the last calendar year. Nominations consider significant contributions to cadet character development efforts, conspicuous moral courage, great personal sacrifice, conduct above and beyond the requirements of duty, and leadership and professionalism in keeping with the highest ideals of Air Force tradition. The Wakin Award is sponsored by the USAF Academy Class of 1974.



This year's award is awarded posthumously to Lt Col Camilo Guerrero.

Lt Col Camilo Guerrero was an important developer of leaders of character for the U.S. Air Force Academy and an exceptional leader of character himself. During his service as an Assistant Professor of Behavioral Sciences and Leadership at the U.S. Air Force Academy, he devoted himself to developing cadets as an instructor in the classroom, as a curriculum developer, as a coach and mentor, and as a respected role model.

A 1996 graduate of the Air Force Academy, Lt Col Guerrero was a recruiter and maintenance officer in the Air Force and served two tours on the Air Force Academy faculty. His recent academic contributions included building lessons for the academy's new officership course, all based on cutting edge behavioral science research. Lt Col Guerrero was never afraid to employ innovative teaching practices for his cadets, and he served as a valuable coach for first-time instructors on the faculty.

Despite his diagnosis with cancer, he aggressively sustained his work in support of cadet development, which included continuing to teach and grade between chemotherapy appointments and providing personal feedback to cadets from his hospital bed days before his passing.

Lt Col Guerrero passed away on March 6th 2018 at the age of 44. He is survived by his wife, Jayne Buchholz; his sons, Chay, Theo, and Adan; his parents, Carlos and Leonor Guerrero; his brother, Juan-Carlos (Suzanne); his sister, Patricia Hyland (Kevin); his nephews Stephen Guerrero, Sam Guerrero, and Logan Hyland; his niece, Brooke Hyland; and several loving aunts, uncles, and cousins.

He was an inspiration to cadets and permanent party alike, through his energy, brilliance and commitment. Lt Col Camilo Guerrero undeniably lived honorably, lifted others, and elevated performance – the mark of a true leader of character!

OPENING CEREMONY



General Stephen W. Wilson

Vice Chief of Staff, US Air Force

Vice Chief of Staff of the Air Force, General Stephen W. Wilson, will speak from his unique perspective of organizing, training, and equipping over 685,000 military forces serving in the US and overseas. His key role in managing such a large organization coupled with his operational experience of over 4500 flying hours make him the ideal leader to speak on leadership and teamwork.

Gen. Stephen W. “Seve” Wilson is Vice Chief of Staff of the U.S. Air Force. As Vice Chief, he presides over the Air Staff and serves as a member of the Joint Chiefs of Staff Requirements Oversight Council and Deputy Advisory Working Group. He assists the Chief of Staff with organizing, training, and equipping of 685,000 active-duty, Guard, Reserve and civilian forces serving in the United States and overseas.

Gen. Wilson received his commission from Texas A&M University in 1981. He’s had multiple flying tours, and led bomber, intelligence, surveillance and reconnaissance, mobility, aeromedical evacuation and airborne command and control operations supporting operations Iraqi Freedom, Enduring Freedom and Combined Joint Task Force-Horn of Africa. General Wilson has also held numerous command positions, including the Joint Functional Component Commander for Global Strike and Air Force Global Strike Command. General Wilson is a command pilot with more than 4,500 flying hours and 680 combat hours. Prior to his current assignment, the general was Deputy Commander, U.S. Strategic Command, Offutt Air Force Base, Nebraska.

CLASS OF ‘59 LEADERSHIP LECTURE



CMSAF Kaleth O. Wright

Chief Master Sergeant of the Air Force

Chief Master Sergeant of the Air Force Kaleth O. Wright brings a unique perspective on Leadership, Teamwork, and Organizational Management. From the start of his military career as a dental assistant to becoming the highest-ranking enlisted member of the US Air Force, CMSAF Wright is the perfect example of how the roles of follower and leader must be intertwined and why that is so important to the success of any organization. His message of purposeful leadership will encourage you to follow and lead with integrity and intent.

Chief Master Sergeant of the Air Force Kaleth O. Wright represents the highest enlisted level of leadership, and as such, provides direction for the enlisted force and represents their interests, as appropriate, to the American public, and to those in all levels of government. He serves as the personal adviser to the Chief of Staff and the Secretary of the Air Force on all issues regarding the welfare, readiness, morale, and proper utilization and progress of the enlisted force. Chief Wright is the 18th chief master sergeant appointed to the highest noncommissioned officer position.

Chief Wright enlisted in the Air Force in March of 1989 and his background includes various duties in the dental career field. He served as a Professional Military Education instructor and has held various senior enlisted positions while serving at squadron, group, wing, Task-Force and numbered Air Force levels. He has deployed in support of operations Desert Shield/Storm and Enduring Freedom and completed overseas tours in South Korea, Japan, Germany and Alaska.

Prior to assuming his current position, he served as the Command Chief Master Sergeant, U.S. Air Forces in Europe and U.S. Air Forces Africa, with headquarters at Ramstein Air Base, Germany.

THE FALCON FOUNDATION

WILLIAM “BUD” BRECKNER LECTURE



General David L. Goldfein

Chief of Staff, US Air Force

Gen. David L. Goldfein is Chief of Staff of the U.S. Air Force, Washington, D.C. As Chief, he serves as the senior uniformed Air Force officer responsible for the organization, training and equipping of 685,000 active-duty, Guard, Reserve and civilian forces serving in the U.S. and overseas. As a member of the Joint Chiefs of Staff, the general and other service chiefs function as military advisers to the Secretary of Defense, National Security Council and the President. He will share from his experiences how leadership, teamwork and organizational management are vital in leading America’s Air Force.

Gen. David L. Goldfein is Chief of Staff of the U.S. Air Force, Arlington, Va. As Chief, he serves as the senior uniformed Air Force officer responsible for the organization, training and equipping of 685,000 active-duty, Guard, Reserve and civilian forces serving in the United States and overseas. As a member of the Joint Chiefs of Staff, the general and other service chiefs function as military advisers to the Secretary of Defense, National Security Council and the President.

Prior to assuming his current position, General Goldfein was the Vice Chief of Staff of the U.S. Air Force, where he presided over the Air Staff and served as a member of the Joint Chiefs of Staff Requirements Oversight Council and Deputy Advisory Working Group. Before serving as the Vice Chief, General Goldfein was the Director, Joint Staff, the Pentagon, Arlington, Va.

General Goldfein received his commission from the U.S. Air Force Academy in 1983. He is a graduate of the U.S. Air Force Weapons School and is a command pilot with more than 4,200 flying hours in the T-37, T-38, F-16C/D, F-117A, MQ-9 and MC-12W. He has flown combat missions in operations Desert Shield, Desert Storm, Allied Force and Enduring Freedom.

THE CLASS OF '73

JOHN AND LYN MUSE LECTURE



The Honorable Leon Panetta

Former Secretary of Defense, Director of the CIA and White House Chief of Staff

Former Secretary of Defense, Leon Panetta will speak on Leadership, Teamwork and Organizational Management, drawing from his vast experience in public service with positions that include the director of the CIA, White House Chief of Staff, serving as a U.S. Congressman for sixteen years, and service as an officer in the U.S. Army.

A Monterey native and Santa Clara University School of Law graduate, Secretary Panetta began his long and distinguished public service career in 1964 as a First Lieutenant in the United States Army, and upon discharge went to work in Washington as a legislative assistant to United States Senate Minority Whip Tom Kuchel of California. In 1969, he was appointed director of the Department of Health, Education and Welfare's Office for Civil Rights, where he was responsible for enforcing equal education laws. Later, he served as executive assistant to the mayor of New York City. He then returned to Monterey, where he practiced law until his election to the United States House of Representatives in 1976.

Serving in Congress for sixteen years, Secretary Panetta was a key participant in agriculture, healthcare, ocean and federal budget issues. From 1989 to 1993, he chaired the House Budget Committee. He authored a wide range of legislation, including the Hunger Prevention Act of 1988, Medicare and Medicaid coverage for hospice care for the terminally ill, and numerous measures to protect the California coast, including creation of the Monterey Bay National Marine Sanctuary.

In 1993, Secretary Panetta left Congress to serve as director of the Office of Management and Budget for the Clinton administration. There, he was instrumental in developing the policies that led to a balanced federal budget and eventual surpluses. In 1994, he accepted appointment as the President's chief of staff, and immediately brought order and focus to White House operations.

Upon leaving the Clinton administration in 1997, Secretary Panetta joined with his wife Sylvia to establish and co-direct The Panetta Institute for Public Policy, based at California State University, Monterey Bay. Reflecting Secretary Panetta's own ideals and personal example, the nonpartisan, not-for-profit study center seeks to attract thoughtful men and women to lives of public service and prepare them for the policy challenges of the future.

Returning to public service in the Obama administration as director of the CIA, he ran the operation that brought Osama bin Laden to justice, and, as Secretary of Defense, led the effort to develop a new defense strategy, helped bring two wars to an end, and opened up opportunities for everyone to serve in the military.

Secretary Panetta returned to the Panetta Institute as chairman on February 27, 2013 and resumed his role as moderator of the renowned Leon Panetta Lecture Series. He chronicles his life in public service in his best-selling memoir *Worthy Fights*, which was published in 2014.

CHALLENGE CEREMONY



General David L. Goldfein

Chief of Staff, US Air Force

Gen. David L. Goldfein is Chief of Staff of the U.S. Air Force, Washington, D.C. As Chief, he serves as the senior uniformed Air Force officer responsible for the organization, training and equipping of 685,000 active-duty, Guard, Reserve and civilian forces serving in the U.S. and overseas. As a member of the Joint Chiefs of Staff, the general and other service chiefs function as military advisers to the Secretary of Defense, National Security Council and the President. He will share from his experiences how leadership, teamwork and organizational management are vital in leading America's Air Force.

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Prior to assuming his current position, General Goldfein was the Vice Chief of Staff of the U.S. Air Force, where he presided over the Air Staff and served as a member of the Joint Chiefs of Staff Requirements Oversight Council and Deputy Advisory Working Group. Before serving as the Vice Chief, General Goldfein was the Director, Joint Staff, the Pentagon, Arlington, Va.

General Goldfein received his commission from the U.S. Air Force Academy in 1983. He is a graduate of the U.S. Air Force Weapons School and is a command pilot with more than 4,200 flying hours in the T-37, T-38, F-16C/D, F-117A, MQ-9 and MC-12W. He has flown combat missions in operations Desert Shield, Desert Storm, Allied Force and Enduring Freedom.

LEAD LECTURE



Dr. Brené Brown

Author of four #1 New York Times Bestsellers with one of the top five most-viewed TED talks in the world

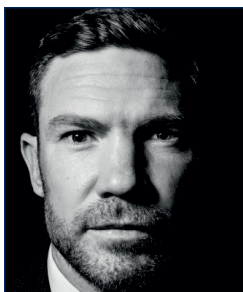
Dr. Brené Brown is the author of four #1 New York Times Bestsellers and has a TED talk with over 35 million views. She has spent over two decades studying courage, vulnerability, shame, and empathy. Her knowledge of these attributes and how they should be considered in every aspect of teamwork and organizational management will challenge you as you develop your own leadership style.

Dr. Brené Brown is a research professor at the University of Houston where she holds the Huffington Foundation - Brené Brown Endowed Chair at The Graduate College of Social Work.

She has spent the past two decades studying courage, vulnerability, shame, and empathy and is the author of five #1 New York Times bestsellers: *The Gifts of Imperfection*, *Daring Greatly*, *Rising Strong*, *Braving the Wilderness*, and her latest book, *Dare to Lead*, which is the culmination of a seven-year study on courage and leadership.

Brené's TED talk - *The Power of Vulnerability* - is one of the top five most viewed TED talks in the world with over 35 million views. Brené lives in Houston, Texas, with her husband, Steve, and their children, Ellen and Charlie.

SPEAKERS



Nate Boyer

Former active-duty Green Beret

Indivisible

Mr Boyer will tell his story of going from working on a fishing boat at 18, to working with autistic children, to volunteering in Western Sudan during the height of the Darfur Genocide, to becoming a U.S. Army Green Beret, going back to school and playing football, and how it all led him to the place where he can give back to Veterans and fight for clean water in East Africa.

Nate Boyer, a former active-duty Green Beret, is a philanthropist, community leader, and a professional athlete as a former member of the Seattle Seahawks. Boyer was deployed with the 10th Special Forces Group to Iraq, then two served tours in Afghanistan with Special Operations Joint Task Force-Afghanistan and the 3rd Special Forces Group. A four-year player for the Texas Longhorns, Boyer served as the No. 1 long snapper on special teams his last three seasons. He played in 39 career games and in 2012 Boyer received the Disney Spirit Award at the ESPN College Football Awards, given to the most inspirational figure in college football. In 2013 the National Football Foundation awarded him with the coveted Legacy Award. He was also named first-team Capitol One Academic All-American in 2013 and to the 2014 Allstate AFCA Good Works Team. Boyer was named 2012-13 Big 12 Sportsman of the Year and in 2012 became the first-ever recipient of the Armed Forces Merit Award presented by the Football Writers Association of America (FWAA). Each year he climbs Mt. Kilimanjaro with wounded veterans and former NFL players to raise money for clean water wells in East Africa. Boyer also co-founded Merging Vets & Players (MVP) which helps former athletes and combat vets find purpose and a newfound identity when they leave the service.



Dr. Mark Davis

Director for Intelligence and Security JFCC IMD

Anecdotal perspectives, leadership with integrity, from tactical to strategic levels

As a former enlisted member turned officer in the US Navy, Dr. Davis will share personal experiences that lead to the development of what his subordinates say are some of the best leadership examples they have experienced in their careers. Dr. Davis will have you crying and laughing, possibly in the same moment, over stories of hard learning and dedicated service to his peers and country.

Dr. Mark Davis has a broad wealth of leadership experience. He began his service by enlisting in the Navy. Dr. Davis served 24 years including tours in Viet Nam, Desert Storm and Southern Watch before retiring as a LCDR (LDO) in 1996. Dr. Davis's intelligence roles have been broad, including acting as the Defense Intelligence Agency (DIA) DT representative to NORAD and USSPACE Command as well as US Northern Command. He has experience in Radio Frequency MASINT, Overhead Non Imaging Infra Red and RADAR physics. Dr. Davis spent a significant amount of time serving in the Pacific AOR including Korea, Thailand and the Philippines. He served as the Deputy Chief, Office for Homeland Defense Applications, Directorate for MASINT and Technical Collection for DIA where he was responsible for managing the budget, manpower and travel as well as oversight and policy for domestic collection operations. During this time, Dr. Davis deployed 10 times for domestic operations and twice to Afghanistan. Dr. Mark Davis assumed the role of Director for Intelligence and Security JFCC IMD in 2017, where he currently continues his service to our nation.

SPEAKERS



Dana “Keoki” Jackson, Sc. D.

Chief Technology Officer at Lockheed Martin

Dr. Jackson will speak on the topics of Leadership, Teamwork and Organization Management from his unique experience as a leader at Lockheed Martin. His interactions with government, industry and academia have shaped his own leadership style and will provide thought-provoking content for current and future leaders in any field.

Dana (Keoki) Jackson is the Chief Technology Officer at Lockheed Martin, where he is responsible for the corporation’s advanced technology strategy, digital transformation and global information technology (IT) operations.

He oversees the Corporate Technology team, which is comprised of 5,000 technologists, engineers, researchers, analysts and cybersecurity professionals located around the world. Under his direction, the organization is shaping the next era of operational capability and innovation for Lockheed Martin.

As the primary liaison to the United States and international science and technology community, he manages strategic relationships with government, industry and academia to ensure the maturation and deployment of cutting-edge technologies.

Prior to this role, Dr. Jackson served as the vice president for Program Excellence, where he was responsible for the cross-functional integration of five corporate councils for engineering and technology, production, program management, supply chain and sustainment.

Dr. Jackson’s previous roles include vice president for Navigation Systems and program manager for Global Positioning System (GPS) III at Lockheed Martin’s Space Systems Company, and technical and leadership positions in space-based communications, navigation and missile warning.

Before joining Lockheed Martin, Dr. Jackson was a NASA research fellow at the Massachusetts Institute of Technology (MIT) in the field of human adaptation to the space environment. He received bachelor’s, master’s and doctoral degrees in Aeronautics and Astronautics from MIT, and completed the Stanford Executive Program at the Stanford Graduate School of Business.

Dr. Jackson is a member of Sigma Xi, a fellow of the United Kingdom Royal Aeronautical Society (RAeS), an associate fellow of the American Institute for Aeronautics and Astronautics (AIAA), and a corresponding member of the International Academy of Astronautics (IAA). He previously served on the Sandia Corporation Board of Directors, and is a current member of the AIAA Foundation Board of Trustees, the Georgia Institute of Technology Advisory Board, the Board of Visitors for the University of Maryland Clark School of Engineering, and the Visiting Committee for the MIT Department of Aeronautics and Astronautics.

SPEAKERS



The Honorable Swanee Hunt

Former US Ambassador to Austria and the Eleanor Roosevelt Lecturer in Public Policy and Founding Director of the Women and Public Policy Program at Harvard's Kennedy School of Government

The Honorable Swanee Hunt will speak on women's roles and how they can enhance leadership, teamwork, and organizational management.

Swanee Hunt is the Eleanor Roosevelt Lecturer in Public Policy and the Founding Director of the Women and Public Policy Program at Harvard's Kennedy School of Government, where she has taught for 20 years. She is currently core faculty at the Center for Public Leadership and senior advisor at the Carr Center for Human Rights.

While US Ambassador to Austria (1993-1997), she hosted negotiations to stop the Bosnian genocide. In a time of post-communist uncertainties, she also convened 320 women leaders from 39 countries to create "Vital Voices: Women in Democracy," a conference that spawned an NGO co-chaired by former Sen. Kay Bailey Hutchison (R-TX) and former Secretary of State Hillary Clinton.

Returning to the U.S., she formed Inclusive Security, a Washington-based institute advancing women leaders to stop deadly conflicts. Her newest book, *Rwandan Women Rising* (Duke University Press, 2017) explores how, when women helped heal their country after the 1994 genocide, they not only became 64 percent of the parliament and almost half the judiciary and the cabinet, but they also set a powerful example worldwide—including for our own politically divided nation.

Ambassador Hunt founded Demand Abolition to promote a national approach to ending commercial sexual exploitation in the United States by eradicating the demand for illegal purchased sex (i.e. stopping "johns" from buying the bodies of girls and women). By conducting and disseminating research, training and consulting with criminal justice professionals, educating policymakers, and convening key stakeholders, Demand is catalyzing a social movement that insists on the dignity of all people.

She also developed Prime Movers, supporting 64 leaders of large US social movements addressing poverty, health care access, immigration reform, climate change, homelessness, special education, and other major issues of our time.

A specialist on women in politics, Ambassador Hunt has conducted research, training, and consultation in some 60 countries. In the US, she works with a team of 40 national leaders from both political parties, serving as the convener of a non-partisan initiative to dramatically increase the number of women elected to the highest levels of government.

A Dallas native (Colorado is her adopted state and South Park is her mountain neighborhood), Hunt holds two master's degrees, a doctorate in theology, and seven honorary degrees. Her books *This Was Not Our War: Bosnian Women Reclaiming the Peace* and *Worlds Apart: Bosnian Lessons for Global Security* draw from her decade of Balkan experience. A memoir, *Half-Life of a Zealot*, explores inner workings of national politics, international diplomacy, philanthropy, and the tension between mothering and mission.

Ambassador Hunt is a widely-published commentator (including *Foreign Affairs* and the *New York Times*), photographer, and composer. In 1986 she co-founded the Women's Foundation of Colorado. The foundation had a very strong Colorado Springs contingent, given the counsel and support of her late husband, Charles Ansbacher. An international conductor and impresario (and for two decades conductor of the Colorado Springs Symphony), he was the visionary behind the creation of the Pikes Peak Center. Her world includes their three children and a menagerie of cat, parrot, horses, bison, and grandchildren.

SPEAKERS



General Darren McDew, USAF (Ret)

Former Director of Air Force Public Affairs and former Vice Director for Strategic Plans and Policy for the Chairman of the Joint Chiefs of Staff

It's easier than you think: Small lessons on how to avoid the BIG failures

General Darren W. McDew is a retired 36-year military officer with command experience from the flight, squadron, group, wing, numbered air force, MAJCOM through the combatant command level. He will share stories on what he has learned about leading teams. His favorite part is the Q&A. His perspective is also informed by White House, US Senate, and in corporate assignments. Join the conversation and get authentic answers to your toughest questions.

General McDew was commissioned in 1982 following his graduation from Virginia Military Institute. He began his flying career at Loring AFB, Maine. His staff assignments include serving as a member of the Air Force Chief of Staff Operations Group, Air Force aide to the President, chief of the Air Force Senate Liaison Division and the director of Air Force Public Affairs. General McDew served as vice director for strategic plans and policy for the Chairman of the Joint Chiefs of Staff. He also served as the commander of 18th Air Force, Scott AFB, and commanded at the squadron, group and wing levels as well as at an Air Force direct reporting unit. He deployed in support of ongoing operations in Central and Southwest Asia as an air expeditionary group commander and later as the director of mobility forces. General McDew is a Boys and Girls Club of American Alumni Hall of Fame inductee and has also served on the Board of Governors for the organization. Additionally, General McDew has been recognized by the National Society of Black Engineers and was presented with the Lifetime Achievement in Government award. Most recently, General McDew was awarded an honorary Doctorate degree from the Massachusetts Maritime Academy. General McDew retired from Active Duty in October 2018 and currently resides in North Carolina.



Captain Mike McGrath, USN (Ret)

Prisoner of War in the Hanoi Hilton for almost six years

Tough times in the Hanoi Hilton: How people of character can survive the impossible, overcome adversity, and Return with Honor

Captain McGrath will share his experiences of what occurred inside the prisons of Hanoi, emphasizing how leadership and teamwork helped him survive almost six years as a POW.

Retired Navy Captain John "Mike" McGrath is a Colorado native. He graduated from the Naval Academy with the class of 1962, after which he served 24 years as a Naval Aviator. He flew 179 combat missions in Vietnam before being shot down on June 30, 1967. McGrath served almost six years as a Prisoner of War alongside 33 USAFA graduates. Other recognizable POWs in their prison would include Jim Stockdale, Bud Day, Robinson Risner and Jim Kasler. Together, these men withstood brutal imaginable as their captors tried to break their resistance and destroy their confidence in America. Following the leadership examples shown by their senior officers, 467 aircrew lived up to the credo of, "Return With Honor." recently, General McDew was awarded an honorary Doctorate degree from the Massachusetts Maritime Academy. General McDew retired from Active Duty in October 2018 and currently resides in North Carolina.

SPEAKERS



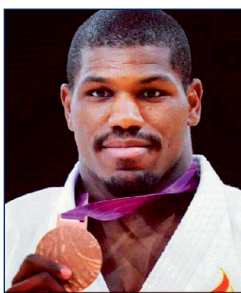
Major General Helen Pratt, USMC

Director of Logistics and Engineering, Headquarters, North American Aerospace Defense Command and United States Northern Command

Major General Helen Pratt, USMC - A US Marine Corps perspective on leadership.

How do know if you're an effective leader? Is it what other people tell you? Is it a title, a position or rank? Is your focus or priority on what's best for the organization or what's best for you? Do people tell you that you're a team player-if not; why not? What about your character, does it reflect the attributes expected of a leader and what does that mean? These are questions we must ask ourselves when placed in a position of authority or when given the privilege to lead.

Major General Helen Pratt is the Director of Logistics and Engineering, Headquarters, North American Aerospace Defense Command and United States Northern Command at Peterson Air Force Base, Colorado. She is responsible for the coordination of logistics and engineering requirements in support of Homeland Defense, Defense Support of Civil Authorities, Security Cooperation, Counter Transnational Criminal Organization efforts and emerging Arctic missions. Major General Pratt has served in a variety of staff billets and held command at every level. She deployed in support of Operation IRAQI FREEDOM 4.1 with the Provisional 6th Civil Affairs Group in 2005-2006 and to Afghanistan in 2011-2012 for Operation ENDURING FREEDOM as the 4th Civil Affairs Group Commander and G-9 for 2nd Marine Division (FWD). She has an Educational Specialist Degree in School Psychology from the University of Central Florida and graduated from the Army War College with a Master's Degree in Strategic Studies in July 2009



Dartanyon Crockett

Paralympic Athlete

The Underdog

I want you to know that you need not hide your story or keep it shrouded in shame. I want you to know that even the most broken pieces can be used for good. And I want you to know that no one is defined by his or her disability; greatness isn't exclusive to the physically whole. Greatness lies inside each and every last one of us, and it's the path we choose to walk that defines us. As a Paralympian I have seen athletes run without legs, swim without arms, and fight without vision. And then those athletes, who push the limits of their impairments, stand atop podiums surrounded by crowds of awe stricken spectators who do not see a disability but greatness personified.

Dartanyon started training in judo in 2009 and moved to the Olympic Training Center in Colorado Springs, in 2010 to start a career in Paralympic Judo. Dartanyon is also an inspirational speaker and very active in his community. For 6 years, Dartanyon has organized a clothing drive for the homeless and poverty-stricken. He has partnered with organizations in Colorado Springs such as the Marian house and Colorado Springs Rescue Mission. Now studying at Metropolitan State University of Denver, Dartanyon is on track to complete a bachelor's degree in social work. Dartanyon has said that the difference between making it and not making it in this life is having one person believe in you and helping you obtain the necessary resources to succeed. He believes that social work is the catalyst in which he can best use his skills in order to be that person for others.

SPEAKERS



CSM Alexander Figueroa, USA (Ret)

Combat Veteran and Founder of Legions Group, INC

Leadership Influence

In the words of CSM (RET) Alexander R. Figueroa, “Anyone can be in a position of leadership, but it takes an effective leader who understands their purpose within that position to influence others to follow. Leaders have to realize at some point in their career that it’s never about them, it’s about how they influence someone or something in a positive or negative way for the rest of their lives.”

Retired Command Sergeant Major Alexander R. Figueroa is the author of “*Assess This! The Power of Introspection for Leaders*.” A combat veteran of The Gulf War, Desert Shield/Desert Storm and Operation Iraqi Freedom II, Figueroa retired from active duty in 2010 and is currently an Army Instructor, who provides Leadership Education Training to high school cadets in the Junior Reserve Officer Training Corps (JROTC). He has over 35 years of experience in leadership and managing diverse organizations at all levels. He was recognized by the Veterans of Foreign Wars post 12055 as Teacher of the Year in 2015. He is a recipient of the Legion of Merit and the Bronze Star. He is an executive director of The John Maxwell Team and is certified as a Speaker, Trainer and Executive Coach. He is the Founder of Legions Group INC. which focuses on leadership and personal growth.



Dr. Hillary Reed

Director of Logistics and Engineering, Headquarters, North American Aerospace Defense Command and United States Northern Command

Generational Differences – A Dichotomy Apart

For the first time in history, we have five generations in the workplace, all working side by side with different leadership and communication styles. Each generation has its own distinct characteristics, values, and attitudes toward work and leadership, based on its generation’s life experiences. Generational diversity has great potential and can cause leaders and managers to struggle to understand one another’s values and working styles. In addition to understanding the generational differences we now have in the workplace, among each of the different generations, we also have sixteen different personality types that impact communication and leadership styles. With a greater understanding of the personality types among each of the different generations, leaders and managers can better understand their employees’ strengths, weaknesses and the way they perceive and process information.

Dr. Hillary Reed holds a Ph.D. in Organizational Development and Leadership and is a Myers-Briggs Type Indicator certified instructor. She combines her expertise with a passion for team building and community to develop and encourage leaders across the region. As executive director of Leadership Pikes Peak, she oversees highly-respected leadership development programs that build community trustees. As an organizational psychologist with the National Business Research Institute, she helps organizations improve quality of life in the workplace and increase customer satisfaction. She has been involved with the LPP LNow Steering Committee, a graduate of the LNow Class of 2008 and a graduate from the Signature Class of 2013, past board member and treasurer for the Colorado Springs Rising Professionals, past President of ACCEL, a past member of the Community Development Advisory Council, member of the Society of Industrial and Organizational Psychology and a member of the Division of Youth Services Community Board. Hillary believes that each personality type has a unique way of leading that is all their own, and that effective leadership requires utilizing a wide range of behaviors and may require greater effort and concentration for some personality types than others.

SPEAKERS



Dr. Eva Hakansson

Fastest female motorcycle rider in the world

Building the World's Fastest Motorcycle – You Can Do It Too!

Running a large project is a marathon, not a sprint. I built the world's fastest electric motorcycle in my backyard garage while in engineering graduate school, and you can do it too! Anyone can make large dreams come true, but it takes hard, persistent work. It also takes realistic goals, slightly pessimistic plans, and lots of action. That way, almost anything can become reality.

Eva Hakansson became the fastest female motorcycle rider in the world – with an electric motorcycle she built in her backyard garage, in her spare time! Together with her 400 horsepower, 19 ft long, 270 mph, “KillaJoule” streamliner motorcycle, she is on a mission to smash stereotypical misconceptions. She is showing that eco-friendly can be fast and fun, and that women can be excellent engineers. Her driving force is the pure joy and excitement of building things that have never been built before. She wants to show that anyone can make dreams like these come true, but also realize that running a large project is a marathon, not a sprint. She received a Ph.D. in Mechanical Engineering from the University of Denver, Colorado, and is working as a lecturer in mechanical engineering at the University of Auckland, New Zealand.



Sheila Heen

Founder of Triad Consulting Group and Lecturer on Law at the Harvard Law School

Thanks for the Feedback: Why Leaders Receiving Feedback Well Defines their Leadership

Cultivating a rich feedback culture on your team is what drives fast learning, adaptation, and excellence. Yet most leaders fail to receive feedback well themselves, and as a result, raise risk and hinder their own learning, as well as the learning of those around them. This session will take a hard look at why receiving feedback is so challenging for all of us, and particularly for high achievers. Understand the three kinds of triggered reactions we all have to the feedback we get, and key practices for accelerating your own learning as a Leader, even from feedback that is off-base, unfair, poorly delivered, and given when you're just not in the mood.

Sheila is a Founder of Triad Consulting Group and has been on the Harvard Law School faculty as a Lecturer on Law since 1995. Sheila's corporate clients include Pixar, Hugo Boss, the NBA, the Federal Reserve Bank, Ford, Novartis, AT&T and numerous family businesses. She often works with executive teams, helping them to work through conflict, repair working relationships, and make sound decisions together.

In the public sector she has also provided training for the New England Organ Bank, the Singapore Supreme Court, the Obama White House, and theologians struggling with disagreement over the nature of truth and God.

Sheila has spent more than twenty years with the Harvard Negotiation Project, developing negotiation theory and practice. She specializes in particularly difficult negotiations – where emotions run high and relationships become strained. Sheila is co-author of two New York Times bestsellers: *Difficult Conversations: How to Discuss What Matters Most* (Penguin 2nd ed 2010), and the recently released *Thanks for the Feedback: The Science and Art of Receiving Feedback Well (Even When It's Off Base, Unfair, Poorly Delivered, and Frankly, You're Not in the Mood)* (Penguin 2014). She has written for the Harvard Business Review, for the New York Times as a guest expert and as a Modern Love writer. Sheila has appeared on shows as diverse as Oprah and the G. Gordon Liddy show, NPR, Fox News, and CNBC's Power Lunch. She has spoken at the Global Leadership Summit, Nordic Business Forum, Apple, Google, and Microsoft. Her articles have appeared in the *New York Times*, *Harvard Business Review*, *Fortune*, *Harvard Negotiation Journal*, and *Real Simple*. Sheila is a graduate of Occidental College in Los Angeles, and Harvard Law School. She is schooled in negotiation daily by her three children.

SPEAKERS



Colonel Raymond Strasburger, USAF (Ret)

Chief of Staff, Headquarters US Air Forces in Europe and US Air Forces Africa.

Renew Your Commitment

Col Raymond “Donk” Strasburger is a 30-year combat Veteran, currently serving as Acting Chief of Staff, Headquarters US Air Forces Europe and US Air Forces Africa. He will share details from some of his 800 combat hours which hold valuable lessons on how to take care of people through accountability, responsibility, and authenticity. His recounting of a harrowing combat mission where everything that could have gone wrong did go wrong will forever change your perspective on leadership, teamwork and camaraderie. He will highlight how knowing your people and intimately knowing how everyone fits into the team makes all the difference in the life and death situations found in combat zones.

Col Raymond T. Strasburger is the acting Chief of Staff, Headquarters U.S. Air Forces in Europe and U.S Air Forces Africa, Ramstein Air Base, Germany. He develops and implements, policies, plans and programs on behalf of the Commander for the strategic planning and operational execution of forces in support of U.S. European Command and U.S. Africa Command. Mr. Strasburger concurrently directs and supervises the organization and administration of the Headquarters U.S. Air Forces in Europe and U.S. Air Forces Africa staff, consisting of more than 2,000 personnel, including 13 General Officers and 48 Colonels, and guides the overall management and sustainment of forces across two areas of responsibility spanning 104 countries.

Honorably retired from the Air Force in 2014, after 30 years of service, Mr. Strasburger has experience in a variety of flying and staff billets to include serving as a B-52 Standardization and Evaluations and Instructor Navigator, an A/OA-10 Standardization and Evaluations and Instructor Pilot, and as a Joint Staff, Major Command, and Number Air Force staff action officer. He deployed to combat as an Operations Officer, a Squadron Commander, a Deputy Operations Group Commander, an Operations Group Commander, and as a Chief of Staff. Mr. Strasburger accumulated 800 combat hours while participating in operations Southern Watch, Enduring Freedom, and Iraqi Freedom. Mr. Strasburger also served as the Deputy Commander, Air Force Forces during operation Odyssey Dawn and the transition to operation Unified Protector.



Lt Gen Bruce Wright, USAF (Ret)

Combat Veteran with extensive leadership in DoD and industry defense firms

Desert Storm (1990-1991): Character and leadership in USAF combat ops

Lt Gen Wright will discuss the lessons he learned as an F-16 Squadron Commander during Desert Storm, and how those lessons helped him become a better leader throughout his Air Force and civilian careers.

Bruce “Orville” Wright has held senior leadership positions in both the Department of Defense and industry defense firms. Focused on responsive integration of advanced technology into weapons systems and direct focus on Warfighter requirements, he recently served as the vice president of Cyber and Science and Technology with Lockheed Martin Government Affairs. Wright has more than nine years leading Lockheed Martin engagement to support Warfighters and he has been directly involved in a wide range of Joint Forces, intelligence community, advanced technology, and cyber programs. Prior to joining Lockheed Martin in 2008, he completed 34 years of service in the U.S. Air Force. During that time, he was extensively involved in joint and coalition combat operations, leading 65 combat missions, including command of an F-16 Fighting Falcon squadron during Operation Desert Storm, and a composite operations group during Operations Provide Comfort in Iraq and Deny Flight in Bosnia-Herzegovina.

SPEAKERS



Major Christopher Duhon, USAF

Distinguished Flying Cross Recipient

Maj Duhon will share how his experience as aircraft commander during an emergency landing for an ejection seat malfunction required the ultimate in leadership and teamwork. His quick-thinking and bravery saved the lives of his crew as he led them through a dire situation.

Major Christopher N. Duhon is the Chief of the Future Operations Division, Air Forces Strategic (AFSTRAT) – Air, Barksdale Air Force Base, Louisiana. As the air component to U.S. Strategic Command, AFSTRAT-Air provides long-range strike and strategic deterrence to combatant commanders worldwide. They oversee five bomb wings, 3 ICBM wings, an air base wing, a helicopter group, and a command and control (C2) operations group, comprised of the Air Force's B-1, B-2 and B-52 bomber forces, ICBM, E-4B and UH-1 aircraft.

Prior to his assignment with AFSTRAT-Air, Major Duhon served as Airspace Team Chief, Combat Plans Division, 608th Air Operations Center, Eighth Air Force, Barksdale Air Base, Louisiana. As team chief, he was responsible for airspace reservations and diplomatic clearances during Eighth Air Force operational missions worldwide. Major Duhon also served as Assistant Director of Operations (ADO), 37TH Bomb Squadron, 28TH Bomb Wing, Ellsworth AFB, S.D. As an ADO and a B-1 bomber instructor pilot, he was the principal advisor to the unit commander and director of operations in developing plans, policy, operation execution, resource allocation, and force management. He also deployed and flew combat missions in support of Operation Inherent Resolve.

Major Duhon earned his commission in May 2004 through the Reserve Officer Training Corps program at Louisiana State University as a Distinguished Graduate. He is a Senior Pilot with over 2,200 flying hours and has held a variety of positions in B-1 and T-38 flying squadrons. He has deployed in support of Operations Enduring Freedom and Inherent Resolve.

Major Duhon is married to the former Mrs. Robyn Odom of Scott, Louisiana, and they have three children, Christopher II, Luke, and Henry.



Caryl Stern

President and CEO of United Nations International Children's Emergency Fund (UNICEF) USA.

How the Children of Today Will Change Our World

Ms. Stern will share how her international experiences helped shape her to take on the job of saving the world's children.

Caryl M. Stern is the President and CEO of United Nations International Children's Emergency Fund (UNICEF) USA. Stern is an activist, author, executive and public speaker. Stern has dedicated her career to helping others through education, compassion and advocacy. Since 2007 she has served as President and CEO of UNICEF USA, an organization that supports UNICEF's lifesaving work to put children first. People Magazine named her one of the "25 Women Changing the World in 2017."

SPEAKERS

**Catharyn Baird**

Founder/CEO of EthicsGame

Tiny Acts of Moral Courage: Decisions that Shape Your Life

A highly decorated Air Force officer once explained his ethically mandated but unpopular decisions by saying, “This will not happen on my watch!” By taking personal responsibility for his own and his troop’s actions, he became known for ethical leadership. In this presentation, Baird will explore how people can discover and disarm ethical landmines, so they can model ethical behavior and support an ethical organization.

Catharyn Baird, JD, is the Founder/CEO of EthicsGame, LLC and Professor of Business, Emeritus, Regis University, Denver, CO. Baird’s research resulted in the development of the Ethical Lens Inventory™, a typology that has been used by more than 550,000 people to determine their ethical preference and leadership style. Baird’s unique approach to ethics and vibrant communication skills have resulted in national recognition. EthicsGame’s leading edge pedagogy was featured in the January/ February 2013 BizEd. She was recognized by her professional organization, the Academy of Legal Studies in Business, as the 2014 Ethics Scholar in Residence. She is also a highly sought out speaker for universities and professional organizations. She was featured as a TEDxMileHi presenter in June of 2015, Ideas Unbridled. Her presentation, Ethics For People on the Move, explores how we define an ethical life, and how we can leverage ethical plurality to wisely build strong cultures.

**Mr. Rodney Bullard**

Vice President of Corporate Social Responsibility for Chick-fil-A, Inc. and Executive Director of the Chick-fil-A Foundation

The Power of One

Rodney will share the surprisingly simple yet incredibly powerful way you can impact others and create a legacy of service. He will bring to life stories of life-changing compassion and share tools to deliver your own story authentically. Rodney will inspire you to activate your courage to make brave choices every day. You were created with strength, compassion, and a heroic heart beating in your chest. You were made for this. The world needs you.

Rodney D. Bullard is Vice President of Corporate Social Responsibility for Chick-fil-A, Inc. and Executive Director of the Chick-fil-A Foundation. Rodney Bullard leads Chick-fil-A’s community engagement, philanthropic and sustainability strategy as Vice President of Community Affairs and Executive Director of the Chick-fil-A Foundation. Before coming to Chick-fil-A, Rodney served as an Assistant United States Attorney prosecuting complex criminal cases. For his service, the United States Attorney General presented him with the Department of Justice Director’s Award. Prior to this role, Rodney was selected as a White House Fellow, the nation’s most prestigious public service Fellowship. As a White House Fellow, Rodney was placed at NASA working directly for the NASA Administrator. Rodney also previously served at the Pentagon as a Congressional Legislative Liaison in the Office of the Secretary of the Air Force. Rodney is an alumnus of the Air Force Academy, Duke Law School, the University of Georgia’s Terry College of Business and Harvard Business School’s Advanced Management Program. He recently released his first book, *Heroes Wanted: Why the World Needs You to Live Your Heart Out*.

12 OUTSTANDING AIRMEN OF THE YEAR, 2018

An Air Force selection board at the Air Force Personnel Center considered 36 nominees who represented major commands, direct reporting units, field operating agencies and Headquarters Air Force. The board selected the final 12 Airmen based on superior leadership, job performance and personal achievements. Ten of these top performers will share their stories and insights on leadership, teamwork, and organizational management

LEADERSHIP, TEAMWORK, AND ORGANIZATIONAL MANAGEMENT



Senior Master Sgt. Melissa A. Beam
Air Combat Command



Master Sgt. Kit C. Lui
Air Force Reserve Command



Staff Sgt. Elizabeth G. Caulfield
Air Force District of Washington



Master Sgt. Joshua A. Matias
Air Education and Training Command



Tech. Sgt. Brett M. Laswell
Air Force Special Operations Command



Tech. Sgt. David E. Miller
U.S. Air Forces in Europe



Staff Sgt. Wilson B. J. Gardner
Air National Guard



Senior Airman Patrick O. P. Schilling
Air Force Materiel Command



Senior Master Sgt. Lucero Stockett
Air Mobility Command



Senior Airman Jon R. Taitano
Pacific Air Forces

COLORADO SUPREME COURT

The Colorado Supreme Court is the state's court of last resort. Its decisions are binding on all other Colorado state courts. The Supreme Court is composed of seven justices who serve ten-year terms. The Chief Justice is selected from the membership of the body and serves at the pleasure of a majority of the justices. The Chief Justice also serves as the executive head of the Colorado Judicial System and is the ex-officio chair of the Supreme Court Nominating Commission. The Chief Justice appoints the Chief Judge of the Court of Appeals and the Chief Judge of each of the state's 22 judicial districts and is vested with the authority to assign judges (active or retired) to perform judicial duties. We will hear from four of these Justices on how leadership, teamwork, and organizational management have played a key role in their careers.



Justice Monica Marquez



Justice Melissa Hart



Justice Brian Boatright

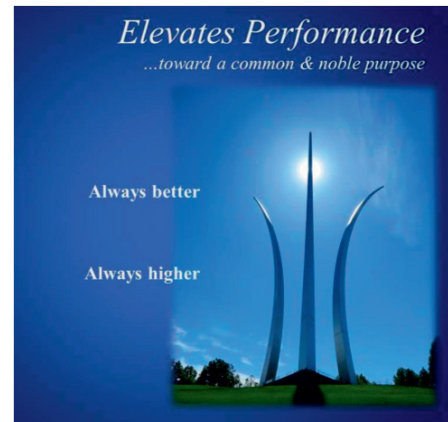
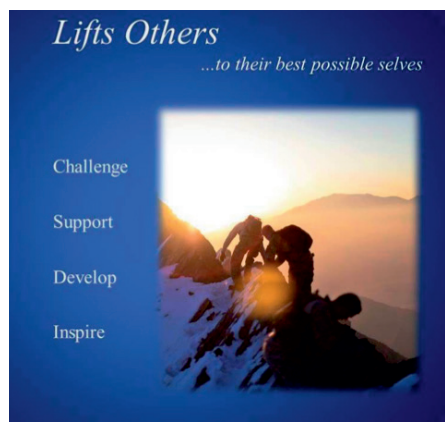
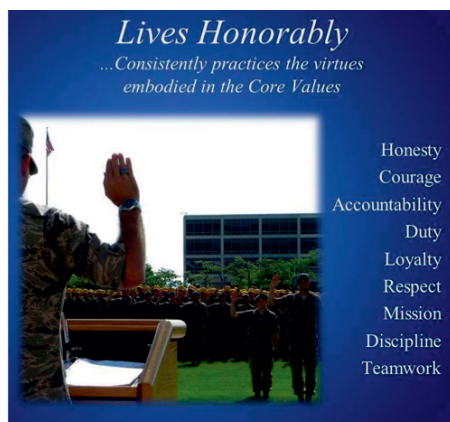


Justice Carlos Samour, Jr.

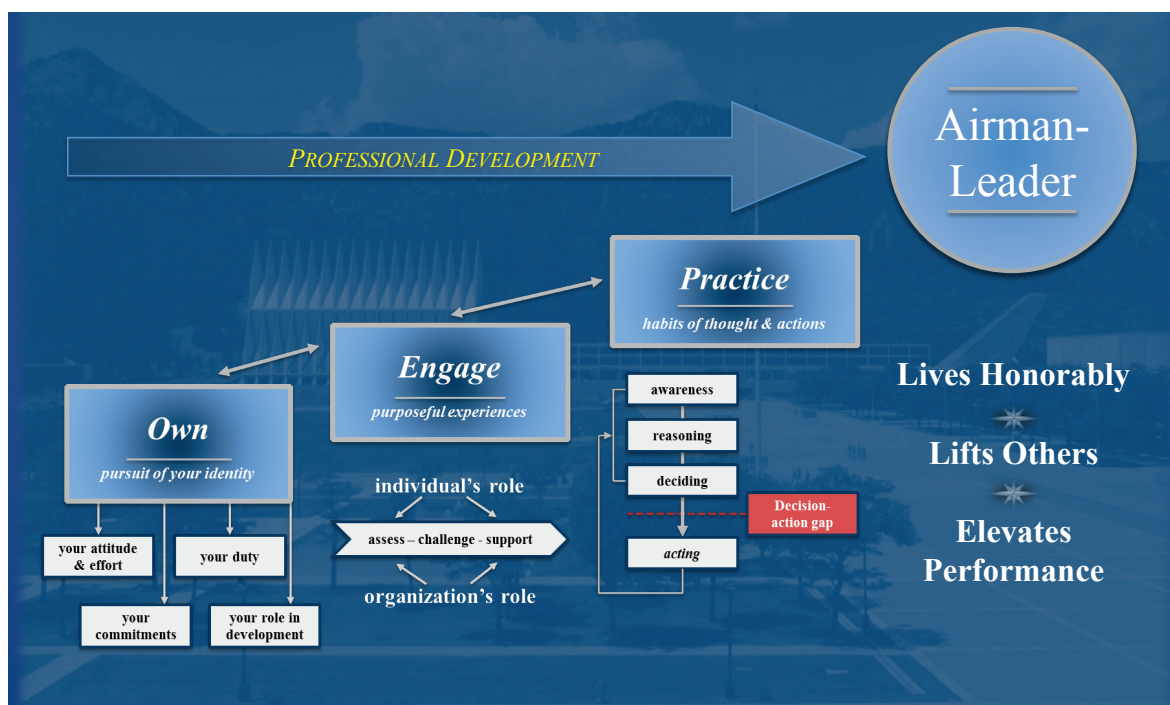
MAKING THE MOST OF NCLS

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



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.

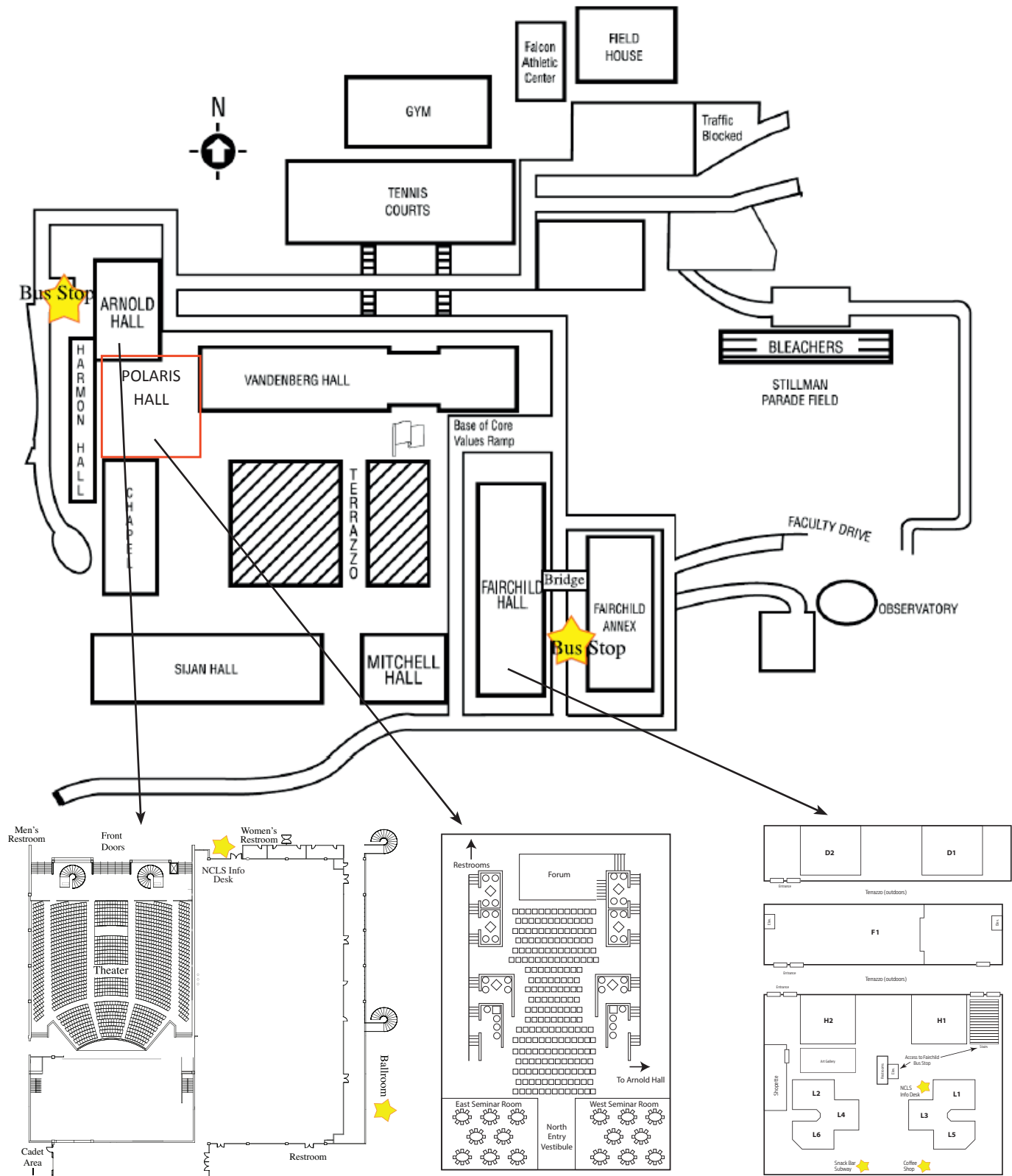
Please use the space below to take notes on how the speakers' thoughts and insights relate to your life and your application of leadership, teamwork, and organizational management.

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Handwriting practice lines consisting of 24 horizontal dashed lines.

MAP OF CADET AREA

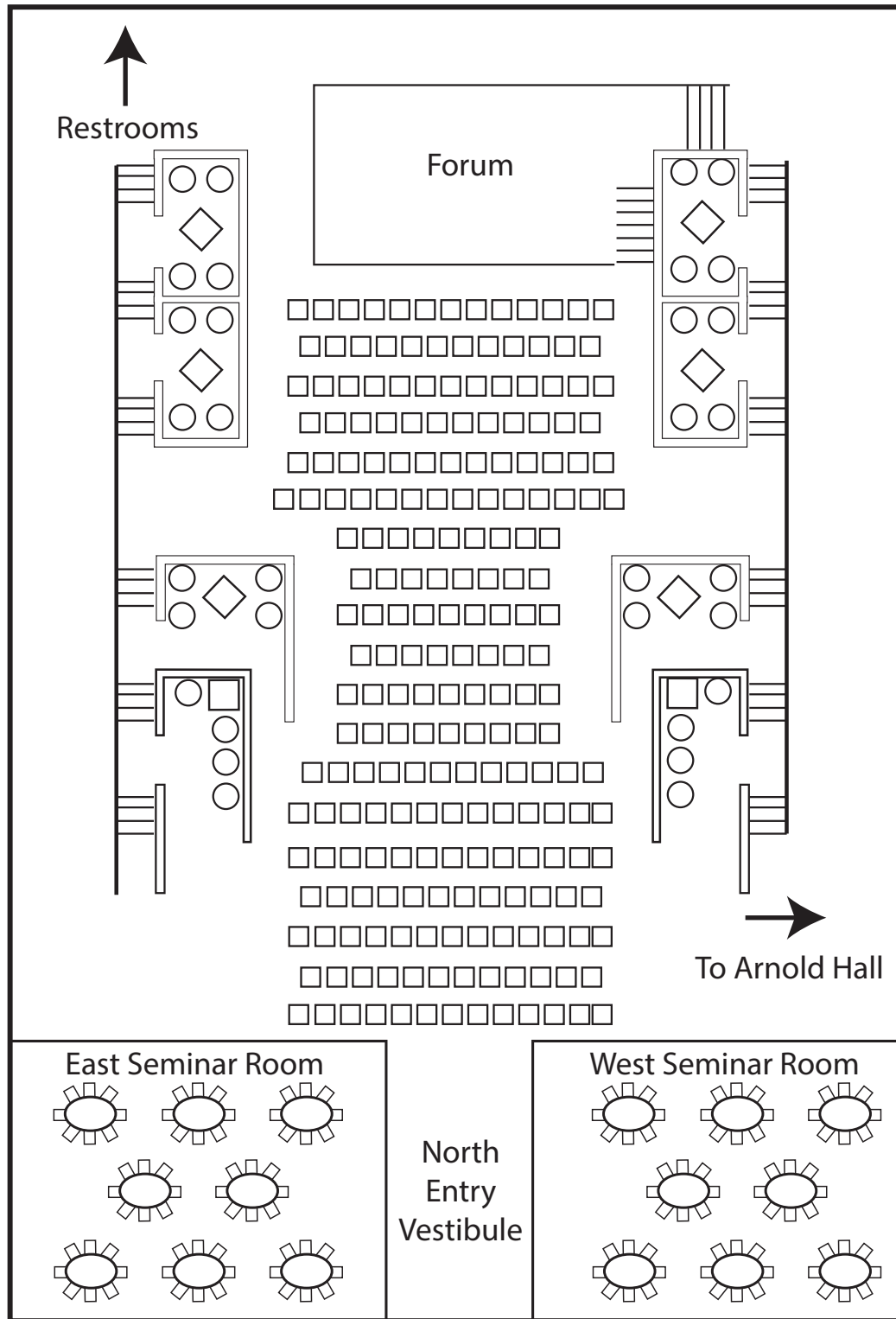


See full map pg. 28

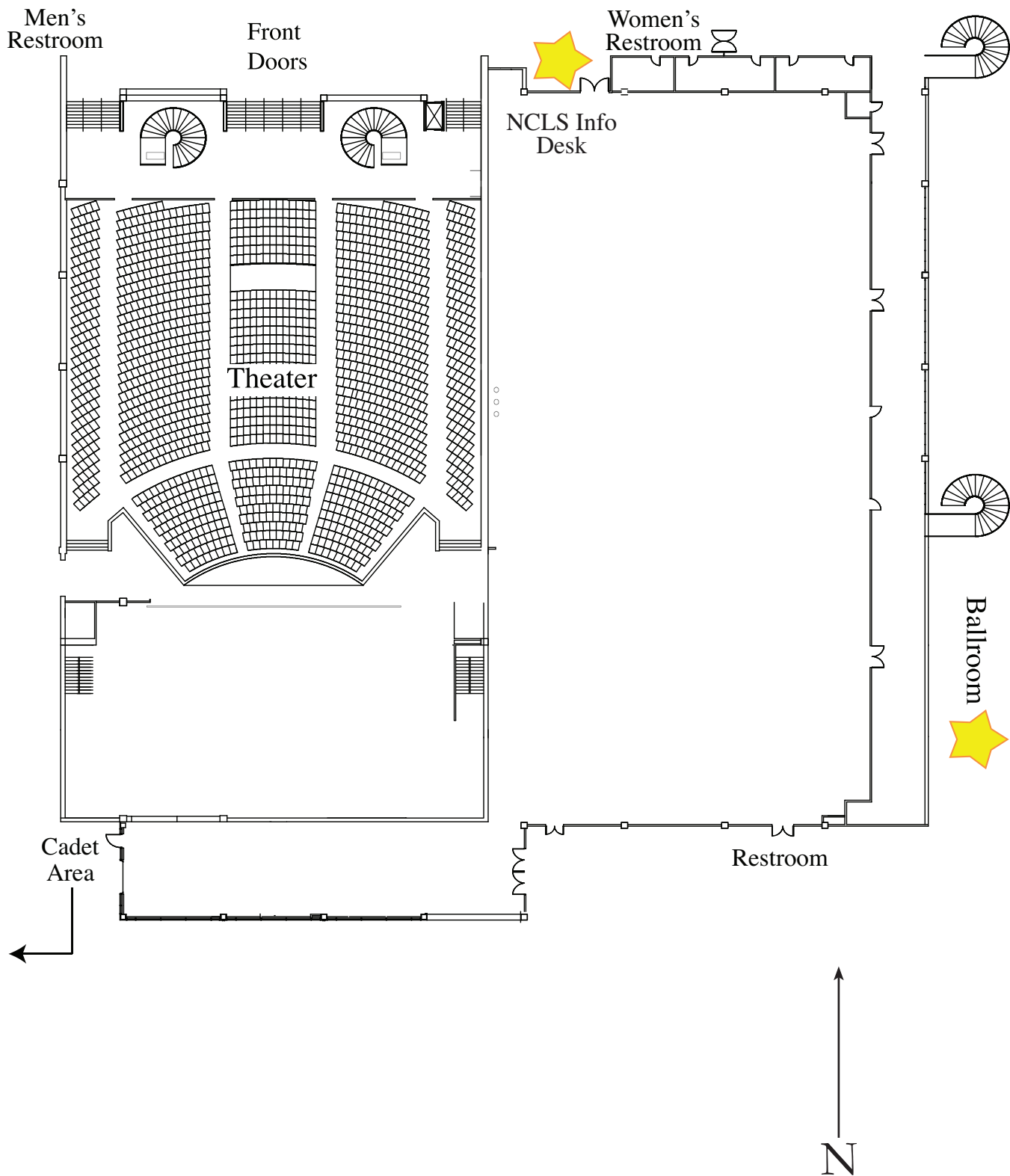
See full map pg. 27

See full map pg. 29

MAP OF POLARIS HALL

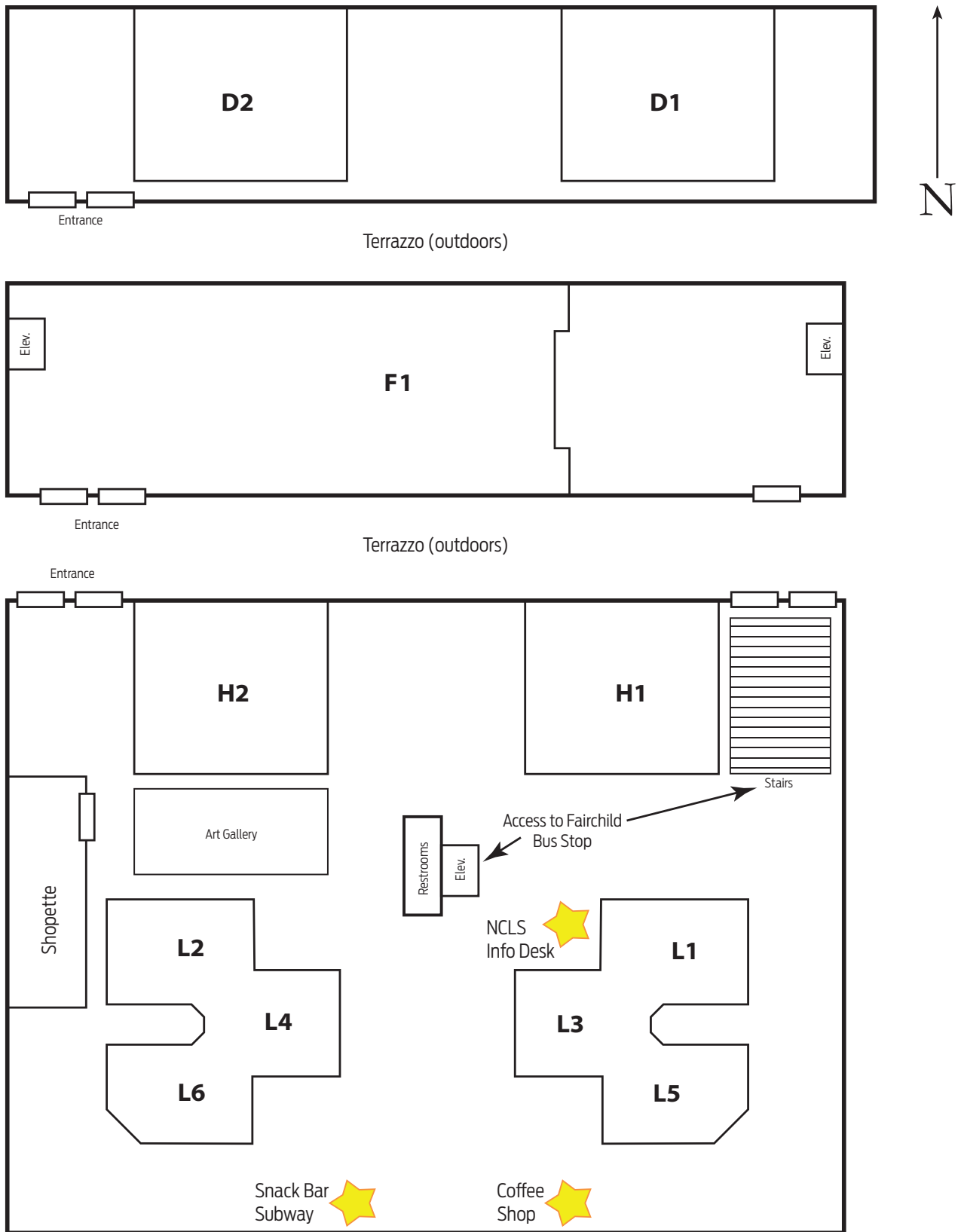


MAP OF ARNOLD HALL



LEADERSHIP, TEAMWORK, AND ORGANIZATIONAL MANAGEMENT

MAP OF FAIRCHILD HALL



NCLS STAFF

Mrs. Danielle Brines, NCLS Program Director

Col Mark Anarumo	Mike Wren	Stover James
Dr. Chris Luedtke	John Rollence	Lt Col Jeremy Gordon
Maj Brian Fash	Irina Damy	Claude Skelton
Rowena Rivest	SMSgt Sadie Chambers	Gina Ackison
Dr. John Abbatiello	Lt Robbie Kishaba	Capt Matthew Chism
Adam Silver	Capt James Baxter	Ashley Murphy
Dr. Douglas Lindsay	Maj Leroy Jackson	Gina Mench
Greg S. Gentry	Maj Aimee Haney	Lt Col Paul Sonstein
Lt Col David Huston	Capt Ivando Arroyo	Maj James George
Lt Col Aaron Teltschik	MSgt Melissa Lange	Capt Zachary Rasmussen
Capt Alexander Butler	Lt. Col Stephani Hunsinger	Kevin Beechwood
Jennifer Jones	SMSgt David Coles	Andrew Hamilton
Danielle Brines	Capt Dillon Small	Dale Gay
MSgt Mealinda Koory	Col Robert Bearden	Danielle Orr
Julie Imada	Col David Kincaid	TSgt Jose Rodriquez
Lt Col Melissa Parent	Lt. Col Daniel Finklestein	
TSgt Kristina Marshall	MSgt Daniel Burkhart	
Terry Pardue	Caharissa Gayou	

Cadet Executive Staff

C1C Meghan VanderMaas, Cadet-In-Charge
C1C Marisa Jacobs-Hofmann, Deputy Cadet-In-Charge

C2C Rao Abdul-Hannan	C1C Jenna Petty
C2C Rosalyn Carlisi	C2C Mary Hood
C2C Benjamin Hofmann	C2C Whitney Hoermann
C3C Jordan Brown	C2C Kate Everts
C1C McKenzie Rosenthal	C2C Nicholas Melville
C2C McKenna Cox	C2C Ben Shu
C1C Caston Casey	C2C Joseph Anand
C2C Spence Chanthavane	C1C Rebecca Gicewicz
C1C Griffin Lorenz	C2C Grace Orahood
C1C Rebecca Layng	C1C Josh Geerinck
C2C Jess Ojala	C2C Nicholas Black
C1C John Twomey	C1C Jennifer Huynh
C2C Mackenzie Claeys	C2C Diana Hare
C2C Sidney Alsager	C1C Avery Chatmon

