

27TH ANNUAL NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM

# VALUING HUMAN CONDITIONS, CULTURES, AND SOCIETIES

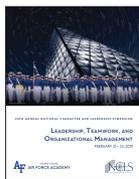
February 20-21, 2020



NATIONAL CHARACTER  
& LEADERSHIP SYMPOSIUM

This year's National Character and Leadership Symposium (NCLS) builds on Air Force core values and leadership principles to focus on valuing human conditions, cultures, and societies. In today's world, we are required to interact successfully with a wide range of individuals, to include those representing cultures and societies different from our own. To foster effective interactions, NCLS strives to further the U.S. Air Force Academy's three-pronged approach to understanding human conditions, cultures, and societies. We examine our own identities as human beings, citizens, and leaders; we examine the identity of others, to include those from cultures and societies different from our own; and we foster constructive engagement with others. Through this process, which is enhanced by our NCLS experience, we are reminded that in our global and interconnected environment, success results from understanding ourselves and others, and teams work best when all members feel valued and respected.

# A LOOK BACK



2019 Leadership, Teamwork and Organizational Management



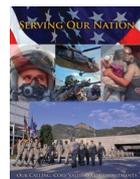
2018 Ethics and Respect for Human Dignity



2017 Warrior Ethos and the American Airman



2016 Professionalism and the Profession of Arms



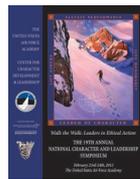
2015 Serving Our Nation Our Calling, Core Values and Commitments



2014 Character Overcoming Conflict: Individual Stories, Global Impact



2013 The Silver Linings: 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



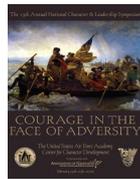
2009 Answering the Nations Call: Our Legacy in the Making



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



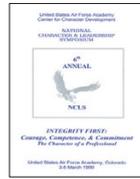
2002 Undaunted Leadership: Unassailable Integrity, Increasing Service, Uncompromising Excellence



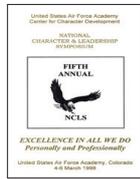
2001 Integrity First: Recollection, Inspiration & Aspiration



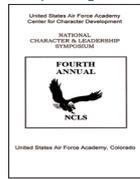
2000 Service Before Self: Heroes, Hymns and Hardiness



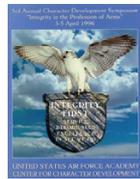
1999 Integrity First: Courage, Competence, & Commitment



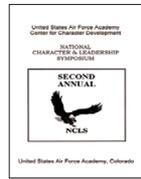
1998 Excellence in All We Do: Personally and Professionally



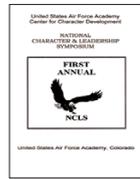
1997 Service Before Self



1996 Integrity in the Profession of Arms



1995 Strength Through Diversity



1994 Women in Leadership



# WELCOME

## TO THE NATIONAL CHARACTER LEADERSHIP SYMPOSIUM

### 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 '77



USAF Academy Class of '93



AIR FORCE ACADEMY  
FOUNDATION

The Falcon Foundation

John and Lyn Muse Education Foundation  
Earl Enix, Class of '77, and Mrs. Candy Enix



The US Air Force Academy  
Association of Graduates (AOG)

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  
USAFA Chaplain Corps  
Aleut Management Services  
Media Fusion

*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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# INSPIRATIONAL & MOTIVATIONAL SESSIONS

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## Opening Ceremony

The Superintendent of the United States Air Force Academy, Lieutenant General Jay Silveria will kick off this year's National Character and Leadership Symposium during the NCLS Opening Ceremony. The theme for the two-day event is Valuing Human Conditions, Cultures, and Societies. This symposium features a variety of speakers who will provide inspiring stories that will allow attendees to reflect and grow as individuals, teammates, and leaders.

## Student Consortium

A dedicated session for visiting students and cadet hosts to process and reflect upon the incredible messages they've heard from the NCLS speakers. Participants will have roundtable discussions focused on applying these messages into their lives. NCLS Speakers, AF Senior Leadership, and high-performing USAFA Cadets will also be in attendance to discuss and determine how we can all apply the lessons of NCLS in our lives and communities. Discussions will be led by trained facilitators.

## Closing Ceremony

The National Character and Leadership Symposium has been an institutional event for 27 years because of the value it brings to each attendee. Ultimately, NCLS serves as a challenge and a call to action, with the hope that what was learned in these two days, proves invaluable to each attendee as they move forward in their lives.

# CLASS OF '59 LEADERSHIP LECTURE



## Major General Michael A. Fantini

Director, Air Force Warfighting Integration Capability, Deputy Chief of Staff for Strategy, Integration and Requirements, Headquarters U.S. Air Force

### *Building a Culture of “Can”*

Maj Gen Mike “Fanman” Fantini will chart a path to creating an organizational culture of “can.” He will share how his career has shaped his perspective to support his current role in leading a team charged with designing the Space and Air Forces needed to fight and win in the face of a very real near-peer threat. Fantini will discuss the importance of knowing oneself and valuing others to build teams that move beyond stagnant organizational cultures. He will describe a clear path to achieving real progress in a complex world where we must “adapt or die.”

Maj. Gen. Michael A. Fantini is the Director, Air Force Warfighting Integration Capability, Deputy Chief of Staff for Strategy, Integration and Requirements, Headquarters U.S. Air Force, Arlington, Virginia. In this position, he leads advanced efforts for design, integration and capability development across the Total Force for multi-domain concepts.

AFWIC identifies prioritized ways and means to guide resourcing priorities improving Air Force lethality and enhancing the joint and coalition fight. General Fantini graduated from Catholic University of America and was commissioned through the ROTC program at Howard University. Following graduation, he served in a variety of operational assignments as an F-16 pilot, instructor pilot and weapons officer. He has commanded a fighter squadron, the 332nd Expeditionary Operations Group in Balad, Iraq, the 82nd Training Wing, Sheppard AFB, Texas, and the 451st Air Expeditionary Wing, Kandahar, Afghanistan. He has served in multiple staff positions, including Chief of the Fighter Weapons Branch, Secretary of the Air Force Office of Special Programs; Operations Officer and Deputy Division Chief of Global Force Management at the Joint Operations Directorate; Director, Combat Force Application and Operational Capabilities Requirements.

In his previous assignment, General Fantini was Commander, Kandahar Airfield (NATO), Kandahar, Afghanistan. As COMKAF, he was responsible for the operational efficiency and readiness of Kandahar Airfield. He acted as Senior Airfield Authority and a task force commander-equivalent in defense of the airfield exercising centralized coordination of airfield operations, logistics, NATO assets and real estate management while leading all force protection actions in defense of nearly 22,000 assigned and attached personnel. General Fantini is a command pilot with more than 3,200 hours in the MQ-9, F-16, T-37 and T-38.



# — CLASS OF '73 JOHN & LYNN MUSE LECTURE —



## **The Honorable Robert M. Gates**

Former Secretary of Defense

### ***A Fireside Chat with Dr. Robert Gates***

In this intimate speaking experience, audiences will hear from Robert Gates on the many facets of his long and storied career. From global politics and U.S. foreign policy to leadership challenges and conflict resolution, Gates offers his candid, measured perspective, laced with humor. Undergirding all his advice is the tenet that great leaders listen and respond to their teams and embrace the power of compromise. In this wide-ranging, unscripted conversation, listeners will benefit from the insight of one of the country's most respected, and influential leaders.

Dr. Robert M. Gates served as U.S. Secretary of Defense from December 2006 to July 2011. Dr. Gates was the only Secretary of Defense in U.S. history to be asked to remain in that office by a newly elected President. President Barack Obama was the eighth president Dr. Gates served. Before becoming the Secretary of Defense, Dr. Gates was the President of Texas A&M University, the nation's seventh largest university. Prior to assuming the Texas A&M presidency, on August 1, 2002, he served as Interim Dean of the George Bush School of Government and Public Service at Texas A&M from 1999 to 2001.

Secretary Gates joined the Central Intelligence Agency in 1966 and spent nearly 27 years as an intelligence professional. During that period, he spent nearly nine years at the National Security Council, The White House, serving four presidents of both political parties. Dr. Gates served as Director of Central Intelligence from 1991 until 1993. He is the only career officer in CIA's history to rise from entry-level employee to Director. He served as Deputy Director of Central Intelligence from 1986 until 1989 and as Assistant to the President and Deputy National Security Adviser at the White House from January 20, 1989, until November 6, 1991, for President George H.W. Bush.

Secretary Gates has been awarded the National Security Medal, the Presidential Citizens Medal, has twice received the National Intelligence Distinguished Service Medal, and has three times received CIA's highest award, the Distinguished Intelligence Medal. He is the author of the memoir, *From the Shadows: The Ultimate Insiders Story of Five Presidents and How They Won the Cold War*, published in 1996. Until becoming Secretary of Defense, Dr. Gates served as Chairman of the Independent Trustees of The Fidelity Funds, the nation's largest mutual fund company, and on the board of directors of NACCO Industries, Inc., Brinker International, Inc. and Parker Drilling Company, Inc. Dr. Gates has also served on the Board of Directors and Executive Committee of the American Council on Education, the Board of Directors of the National Association of State Universities and Land-Grant Colleges, and the National Executive Board of the Boy Scouts of America. He has also been President of the National Eagle Scout Association. A native of Kansas, Secretary Gates received his bachelor's degree from the College of William and Mary, his master's degree in history from Indiana University, and his doctorate in Russian and Soviet history from Georgetown University. In 1967 he was commissioned a second lieutenant in the U.S. Air Force and served as an intelligence officer at Whiteman Air Force Base in Missouri.

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# THE FALCON FOUNDATION

## WILLIAM “BUD” BRECKNER LECTURE

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### Col Kim Campbell, USAF

Chair, Airpower Innovation & Integration, Department of Military and Strategic Studies,  
United States Air Force Academy

### *Piloting High Performing Teams: Vulnerable & Accountable Leadership*

Colonel Campbell will share her story about a life-changing combat experience while weaving in ideas and lessons about leadership, teamwork, and decision-making in stressful environments. As leaders, practicing both vulnerable and accountable leadership allows us to establish an environment of trust and set the example for our team. As a result, our team will be more likely to bring new ideas to the table, to identify small problems before they become big problems for the organization, and be more likely to take smart risks when they understand our intent, ultimately setting the conditions for mission success. We earn trust by being vulnerable, by being open to new ideas, by taking risks, and connecting with our team. Vulnerable and accountable leadership builds deeper relationships, inspires loyalty, and enables teams to perform at their best

Colonel Campbell was commissioned in 1997 as a distinguished graduate of the United States Air Force Academy with a Bachelor of Science degree in space operations. She is a Marshall Scholar with two master's degrees, one in business administration from the University of London, and one in international security studies from the University of Reading, England. She has served as a Squadron Commander, Operations Group Commander, Air Force Senior Fellow at the Atlantic Council, and Military Assistant to the Under Secretary of Defense for Policy in the Office of the Secretary of Defense. She is a command pilot with over 1,700 hours in the A-10, including 375 combat hours. She has flown combat missions in Operation Southern Watch, Enduring Freedom, and Iraqi Freedom.



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# HERITAGE LECTURE

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## Mark Nutsch

Former Green Beret Commander

### *Embracing diversity in the face of battle*

Mark will reveal his behind-the-scenes account of how the capture of the strategic city of Mazar-i-Sharif played out, and the lessons he learned on leadership, teamwork and perseverance. As portrayed by Chris Hemsworth in the film, *12 Strong*, Mark Nutsch shares lessons learned in the now-declassified saga of a U.S. Special Forces team that overcame seemingly insurmountable odds to help achieve a historic military victory. Nutsch shares the true-life story of helping lead the most successful unconventional warfare campaign in modern history, a victory that changed the course of our country and the world.

As portrayed by actor Chris Hemsworth in the major motion picture, *12 Strong*, Mark Nutsch (aka Mitch Nelson in the film) shares lessons learned in the now-declassified saga of a U.S. Special Forces team that overcame seemingly insurmountable odds to help achieve a historic military victory.

Mark Nutsch shares the true-life story of helping lead what is considered the most successful unconventional warfare campaign in modern history, a victory that changed the course of our country and the world.

In October 2001 following the attacks on 9/11, Nutsch led a heroic 12-man team of U.S. Special Forces on a covert mission to Afghanistan, where they would ride to war on horses to fight the enemy-side by side with their Muslim counterparts-capture the strategic city of Mazar-i-Sharif within a matter of weeks, and successfully overthrow the Taliban. Now a consultant to Special Operations Command, he earned a Bronze Star with valor for his bravery. Nutsch, as "Captain Mitch Nelson," is portrayed by actor Chris Hemsworth in the 2018 major motion picture *12 Strong*, based on the best-selling book *Horse Soldiers* by Doug Stanton.

On stage, Nutsch enralls audiences with an edge-of-your-seat, behind-the-scenes account of how this almost unbelievable event played out, impacted the world, and earned them the gratitude of a nation. He also shares perspectives on preparing his team of "guerrilla diplomats" for ever-evolving on-the-ground circumstances, and how resourcefulness, inventiveness, and commitment, along with adaptability, a diverse team, and a capacity to persevere enabled them to successfully accomplish their mission.

# 12 OUTSTANDING AIRMEN OF THE YEAR, 2019

## Class of '93 Sponsored Panel

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. These top performers will share their stories and insights on how valuing human conditions, cultures, and societies has helped them in their service to our country.

Moderated by: CMSgt Sarah Sparks



**SMSgt Sylvetris Hlongwane**  
11th Air Force, Joint Base  
Elmendorf-Richardson, AK



**SMSgt Philip B. McAlpin Jr.**  
5th Civil Engineer Squadron,  
Minot Air Force Base, ND



**SMSgt Andrew J. Kehl**  
99th Civil Engineer Squadron,  
Nellis Air Force Base, NV



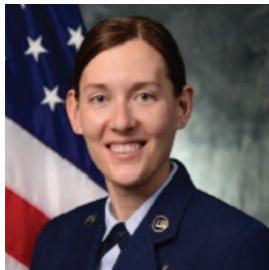
**MSgt Jahara A. Brown**  
78th Security Forces Squadron,  
Robins Air Force Base, GA



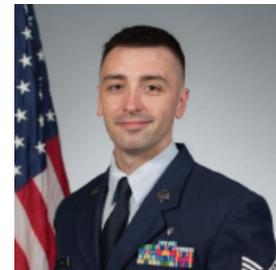
**MSgt Andrew C. Merrylees**  
166th Communications Flight,  
New Castle, DE



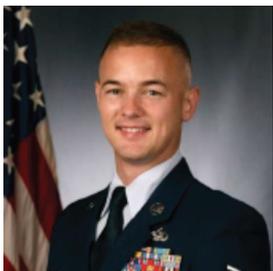
**TSgt Kenneth T. O'Brien**  
320th Special Tactics Squadron,  
Kadena Air Base, Japan



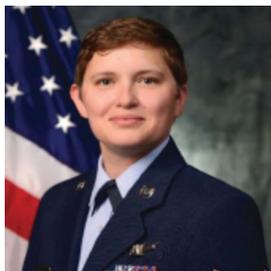
**TSgt Inna A. Lvova**  
50th Comptroller Squadron,  
Schriever Air Force Base, CO



**SSgt Gary G. Jeffrey III**  
81st Medical Support Squadron,  
Keesler Air Force Base, MS



**SSgt Christopher M. Stuebbe**  
628th Logistics Readiness Squadron,  
Joint Base Charleston, SC



**SSgt Caryn N. Frederick**  
19th Space Operations Squadron  
Schriever Air Force Base, CO



**SrA Misty A. Richmond**  
52nd Aerospace Medicine Squadron,  
Spangdahlem Air Base, Germany



**SrA Justin Allen Starks**  
11th Civil Engineer Squadron,  
Joint Base Andrews AFB, MD

VALUING HUMAN CONDITIONS, CULTURES, AND SOCIETIES



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# SPEAKERS

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## **Chaplain, Major General Steven A. Schaick**

*Air Force Chief of Chaplains*

### **The Soulful Leadership**

“Soulful Leaders take care of their soul. They know that a healthy soul will keep them humble in prosperity and strong through adversity. Subordinates trust them and feel safe enough to follow them...anywhere.”

Chaplain, Major General Steven Schaick is the Air Force Chief of Chaplains. He is the senior pastor for more than 685,000 active duty, Guard, Reserve, and civilian forces serving in the US and overseas. He is a native of Oshkosh, Wisconsin and enlisted in the Air Force in 1976, serving four years as an F-15 Integrated Avionics Component Specialist. He is endorsed by the Presbyterian Church, USA and was commissioned in the Air Force Reserves as a chaplain candidate in 1985 and into the active duty chaplaincy in 1988. He has been in military ministry for 33 years and is a visionary leader, preacher, advisor, and innovator. He is grateful to God for many things, namely his beautiful wife Denise, their adult children Nathan and Elizabeth, and their grandsons Gabriel and Cooper.



## **Kaleth O. Wright**

*Chief Master Sergeant of the Air Force*

### **Empowering a Character Culture**

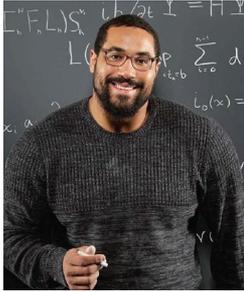
Chief Master Sergeant Wright shares leadership lessons from his tenure as the 18th Chief Master Sergeant of the Air Force and lays out expectations for leaders of Airmen.

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.

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# SPEAKERS

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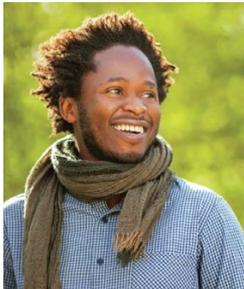
## John Urschel

*Former NFL Lineman and Dean of Science Fellow at the Massachusetts Institute of Technology*

### Dual Threat: Scholar and Athlete

Whether discussing vital math and learning skills, the physical joy and mental satisfaction of playing a football game – or how he manages it all – Urschel revels in his role as an ambassador for the two elite and seemingly incongruous professions he cherishes equally. He will captivate the audience with his stories of hard work and perseverance in the classroom and on the football field.

John Urschel is a mathematician and a former NFL offensive lineman. Urschel attended Penn State University, where he played football and received his bachelor's and master's degrees in mathematics. While at Penn State, he was awarded the Campbell Trophy, commonly known as the "Academic Heisman," and the Sullivan Award, presented to "the most outstanding amateur athlete in the United States." Urschel was drafted by the Baltimore Ravens in 2014, and played three seasons in the NFL. He has published a number of research papers in areas including graph theory, machine learning, and numerical analysis. In 2017, Urschel was named to Forbes' "30 under 30" list of outstanding young scientists, and, in 2019, published a New York Times-bestselling memoir, *Mind and Matter: A Life in Math and Football*. He is currently a fourth-year PhD student in mathematics at MIT.



## Ishmael Beah

*New York Times Best-Selling Author*

### A Long Way Gone: A Story of Redemption and Hope

Ishmael Beah, born in Sierra Leone, West Africa, is the *New York Times* best-selling author of *A Long Way Gone*, *Memoirs of a Boy Soldier* and *Radiance of Tomorrow*, A Novel both published by Farrar Straus & Giroux.

His Memoir has been published in over 40 languages and was nominated for a Quill Award in the Best Debut Author category for 2007. *TIME* Magazine named the book as one of the "Top 10 Nonfiction books of 2007," ranking at number 3. His novel written with the gentle lyricism of a dream and the moral clarity of a fable is a powerful book about preserving what means the most to us, even in uncertain times. Already available in several foreign languages, the *New York Times* finds in his writing an "allegorical richness" and a "remarkable humanity to his [Beah's] characters". His work has appeared in the *New York Times*, *New York Times Magazine*, *TIME* magazine, *International Herald Tribune*, *Globe & Mail*, *Rutgers University Press*, *Vespertine Press*, *LIT*, *The Guardian*, *Parabola magazines* and numerous academic journals. He is based in Los Angeles, California, with his wife and children.



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# SPEAKERS

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## Jocelyne and Monique Lamoureux

*Seven-Time World Champions and Olympic Silver Medal Winners*

### Olympians Making a Difference for Women's Athletics

Monique and Jocelyne will share their journey to Olympic Gold and their influence on the push for equality in athletics.

**Moderated by:** Mr. Wayne Hagin & C1C Kaylee Eskeli

Monique and Jocelyne Lamoureux were instrumental in Team USA's victory over Canada to win the 2018 Olympic Gold Medal in Women's Ice Hockey. To go along with their gold medal, they both have won 2 Olympic Silver Medals, and are 7x World Champions. More importantly, they were leaders in 2017 in their team's battle for more equitable support for the Women's National Team. They are currently a part of the PWHPA in a player led effort to create a sustainable women's professional hockey league, as well as helping others who are less fortunate through their foundation. They have recently come off of maternity leave and are hoping to rejoin Team USA at the 2020 World Championships in hopes of making a 4th Olympic Team in 2022.



## Dr. Anne Rizzo-Fantini

*Governor for the American College of Surgeons.*

### How diverse cultures impact high-stakes medicine

Dr. Rizzo-Fantini will share how understanding and valuing diverse cultures was instrumental to her accomplishments in the medical field.

Dr. Rizzo-Fantini graduated from the State University of New York at Buffalo School of Medicine. She completed her residency in general surgery at the Tulane University New Orleans, Louisiana and her trauma and surgical critical care fellowship at the Washington Hospital Center in Washington DC. She is the president and CEO of Acute Care Surgery Texoma. She is an Air Force Reserve Individual Augmentee, attached to the Uniformed Services University of the Health Sciences. She has been deployed to Afghanistan where she facilitated the initiation of the Afghan trauma system. She is a Professor of Surgery at VCU and USUHS and serves on the medical school admission committee. She founded Acute Care Surgery Texoma, a multi-specialty surgical enterprise to serve emergency general surgery and trauma needs in north Texas. Dr. Rizzo-Fantini has experience working on research grants in the medical and surgical arenas and has been published in numerous professional publications. Dr. Rizzo-Fantini serves on the American Board of Surgery, the American Board of Thoracic Surgery and as a Director for the American Board of Medical Specialties. She is presently the Board Chair for the Trauma/Burns and Surgical Critical care board. Dr. Rizzo-Fantini also chairs the Military Health Surgical Partnership Education Committee with the American College of Surgeons, and has been appointed a Governor for the American College of Surgeons.

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# SPEAKERS

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## Kristen Christy

*2018 Air Force Spouse of the Year, 2019 Women of Influence Legacy Winner*

### Not A Lone Survivor

Kristen will speak about some of the most difficult adversities she has endured, including a stroke at the age of 15 and the devastating aftermath of her first husband's suicide after a deployment. Be inspired by her story and the takeaways to arm yourselves with the weapons needed to combat daily battles and come through them stronger...together.

Named the 2018 Air Force Spouse of the Year, a 2019 Top 30 Women Military Influencer, and the 2019 Colorado Springs Legacy Woman of Influence, Kristen Christy is embedded in all aspects of the US military community. She is an Advisory Board Member of the Mitchell Institute, co-founder of the non-profit National Veterans Vocational Village (NV3), and the first woman and military spouse in 78 years to Chair the Military Affairs Council of the Colorado Springs Chamber of Commerce. An Air Force family member her entire life, Kristen is speaking across the globe about surviving some of the most difficult tests she has endured in her life, including the devastating aftermath of her first husband's suicide. Be inspired by her story and the takeaways to arm yourselves with the weapons needed to combat daily battles and come through them stronger.



## Mike Evans

*Founder, Executive Director of Full Court Peacet*

### Dispelling Cultural Biases Through Sport

Mike will share how his nonprofit, Full Court Peace, has been breaking down stereotypes and bridging cultural gaps.

Mike Evans is the Founder and Executive Director of Full Court Peace, a nonprofit organization dedicated to uniting disparate communities through basketball. Evans, a native of Weston, Connecticut, was an All-State high school basketball player before going on to play Division III basketball at Hamilton College. At Hamilton, Evans set two three-point shooting records that are still intact, propelling him to two years of semi-professional basketball in Belfast, Northern Ireland. While in Belfast, Mike coached basketball at an all-Catholic high school, where he learned of his players' disdain and hatred for their Protestant neighbors. Without telling his Catholic players, Mike began coaching at an all-Protestant high school, and eventually, with the blessing of area paramilitary groups, united the groups of boys to form one team. Mike pioneered a similar program in Havana, Cuba and has since expanded to Juárez, Mexico, Santo Domingo, Dominican Republic, Wind River Indian Reservation in Wyoming and to the poverty stricken neighborhoods of Connecticut cities, where the income and achievement gaps are at their highest nationally. Mike has a Master's in Education from the Harvard Kennedy School and the Graduate School of Education. He teaches Spanish and coaches varsity basketball in Connecticut.



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# SPEAKERS

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## Mastora Arezo

*Working toward equality in Afghanistan*

Listen as Mastora shares her life story. From her upbringing to her adult life, she never looked at obstacles but rather at opportunities. Her account of surviving and thriving in a war-torn country controlled by Taliban extremists is full of lessons of perseverance and determination.

**Moderated by:** Dr. Amanda Metcalf      **Interpreter:** Dr. Mehdi Ghoreyshi

Mastora Arezo recently ran for political office in the heart of extremist-controlled territory in Afghanistan, courageously getting her message of hope and encouragement out and inspiring the young and old as the face of Afghanistan's future. For her outstanding work, she was awarded a Leadership Award by the Laura Bush Foundation and prominently featured in the best-selling book *WE ARE AFGHAN WOMEN VOICES OF HOPE* by the George W. Bush Institute. Mastora was also awarded the Peace Award, and was given the title of Peace Ambassador in 2017 in India. She has a Bachelor's degree in Business Management.



## Brigadier General Zvika Haimovich, IDF, Retired

*Chief Commander of the Israel Air Defense Forces 2015-2018*

### Air Defense Through Cross-Cultural Collaboration

Brigadier General Haimovich will share how his role in keeping Israeli airspace safe depended on understanding the diverse cultures he was working both with and against.

**Moderated by:** Mr. Benjamin Anthony

Brigadier General Zvika Haimovich served as the Chief Commander of the Israel Air Defense Forces from 2015-2018. He was at the helm of the air-defense forces when the David's Sling and Arrow 3 air-defense systems became operational. He served as the Active Defense Wing Commander during Operation Pillar of Defense (2012) and Operation Protective Edge (2014), both of which were carried out primarily in the Gaza Strip. In 2018, Haimovich held senior command of the Juniper-Cobra joint exercise between Israeli and US Forces. Juniper-Cobra simulates a massive ballistic missile attack on the State of Israel, requiring a coordinated and cooperative response by Israeli and American military personnel. Nearly 5,000 soldiers took part in the exercise, approximately half from each military. BG Haimovich is a graduate of the Air War College, USA and the Israel National Defense College.

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# SPEAKERS

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## Dr. Cynthia Willis-Esqueda

*Minority Affairs Committee for American Psychology Law Society*

### **I see this, while you see that: The impact of psychological perspectives on race/ethnic views**

This presentation will focus on the ways that our psychological processes can influence how we perceive the behaviors and outcomes of people from different race or ethnic backgrounds. The focus will be on how our own personal race/ethnic histories can guide our views on race and ethnic groups and their members.

Dr. Cynthia Willis-Esqueda received a PhD in Social Psychology from the University of Kansas. She has been a faculty member at University of Nebraska-Lincoln since 1991, with a joint appointment in the Psychology Department and the Institute for Ethnic Studies. She is a member of the Social Cognitive Program, the Psychology-Law Program, Native American Studies, and Latino/a Studies. Dr. Willis-Esqueda's research and teaching focus on race and ethnicity issues, and she is chair of the Minority Affairs Committee for American Psychology Law Society. Her latest publication, *Bad Characters and Desperados: Latinos and Causal Explanations for Legal System Bias*, will appear in *The UCLA Law Review*.



## Marlene Bjornsrud

*Advocate for equality in sports*

### **Why Women's Sports Matter**

Ms. Bjornsrud will captivate audiences with her examples of how women are breaking barriers and why diversity in athletics is key to winning on and off the field.

Marlene Bjornsrud has been a leader and advocate for women's sports as an athlete, coach and executive for more than 40 years and has been recognized by her peers, the White House and the International Olympic Committee for her accomplishments and vision. As the tennis coach at Grand Canyon University, she led her team to the NAIA National Championship in 1981. As an athletic administrator at Grand Canyon and later at Santa Clara University, she had responsibilities for more than a dozen sports. In 2000, she was named General Manager of the Bay Area team in the first women's professional soccer league in the US and won the championship in 2001. In 2004, she founded the Bay Area Women's Sports Initiative to mobilize female athletes to serve vulnerable children. From 2014-2016, she served as Executive Director of the Alliance of Women Coaches and the NCAA Women Coaches Academy (WCA). Bjornsrud's lifetime work of helping girls and women find full participation in sports was recognized by the International Olympic Committee in 2013 with its prestigious Women and Sport Award for the continent of the Americas. The award was presented in Lausanne, Switzerland in the presence of dignitaries from around the world.



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# SPEAKERS

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## Joel "Thor" Neeb

*CEO of Afterburner, Former F-15 Mission Commander, USAF*

### Diverse Teams as a Competitive Advantage

Diverse teams are more effective teams. But how do you facilitate a meaningful discussion with a diverse team to tap into their different skill sets? Joel Neeb, '99 grad and CEO of Afterburner, will share how to create an inclusive environment through a common mental model for vision and execution. This same model has been used to build alignment for military missions with 25 allied countries as well as build joint ventures between 100-billion dollar companies.

As an F-15 pilot, Joel "Thor" Neeb escorted the U.S. President through the sky and flew missions to ensure the safety of the country after the attacks of 9/11. He was the tactical leader of 300 of the most senior combat pilots in the Air Force and he oversaw the execution of a \$150M/year flight program. Thor was named the Top Instructor Pilot at the Air Force Flight Training Headquarters and he's flown thousands of missions teaching pilots from 25 countries around the world. He received his Bachelor's Degree at the United States Air Force Academy and is a summa cum laude graduate of the McCombs School of Business at the University of Texas. He is Afterburner's expert leadership speaker, sharing his knowledge with organizations across the US.



## Josiah Middaugh

*2015 XTERRA Champion*

### The Key To Success

Often, failure is viewed as the opposite of success, but in reality dealing with and responding to failure is the most important key to any worthwhile accomplishment. The proper mindset is vital to developing grit and viewing obstacles as opportunities. Using his successful athletic career as a metaphor, Josiah will share valuable lessons that can apply to all aspects of life. Topics will include: responding to failure, mindset, grit, optimal challenge, flow channel, and goal setting.

In 2015 Josiah finally reached the pinnacle of his sport, winning the XTERRA World Championship in Maui, Hawaii. His story is not one of instant success, considering his victory in 2015 at age 37 was his 15th consecutive time racing the XTERRA World Championship. Although his career has many highlights, National and World Championship titles, it was his failures and setbacks that strengthened his resolve and tested his grit and determination. Now at age 41, Josiah continues to pursue endurance sports at the highest level recently finishing sixth at the XTERRA World Championship and first American for the 9th consecutive year. Josiah resides in Eagle-Vail, Colorado with his wife Ingrid and three children ages 15, 14, and 9.

# SPEAKERS

## Athletic Panel

The NCLS athletic panel will focus on Valuing Human Conditions, Cultures and Societies as it relates to competition and the athletic environment. By sharing their unique challenges, failures, and victories, these athletes will highlight how leadership in the athletic arena has many similarities to leadership in military and civilian roles. Their examples of tenacity and perseverance will surely be inspirational for all.

Moderated by: Mr. Brian Jerman



**Kelly Naze**  
*Member of the 2015 NCAA  
Division 1 National Championship  
Swim Team and two-time All American*



**J'Den Cox**  
*2016 Olympic Bronze Medalist  
and 2018 & 2019 World Champion*



**Josiah Middaugh**  
*2015 XTERRA Champion*



**Hailey Danz**  
*Silver Medalist in paratriathlon  
at the 2016 Paralympic Games*



**John Urschel**  
*Former NFL Lineman*



**Casey Kreiter**  
*2019 Pro Bowl Selectee,*



**Kara Winger**  
*Three-time Javelin Olympian  
(2008, 2012 & 2016)*



**Brandon Lyons**  
*2020 National Team athlete with  
U.S. Paralympic Cycling*

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# SPEAKERS

## Human Condition Panel

The Human Condition from an Aerial Perspective Panel aims to bring real-world experiences and lessons learned from operators serving in current and ongoing operations. Their perspective will enhance this year's theme of Valuing Human Conditions, Cultures and Societies as they share how they were able to navigate unique and diverse situations to accomplish the mission.

Moderated by: C1C Alex Brown



### Major Katy Tenpenny

*582nd Helicopter Group,  
F.E. Warren Air Force Base*



### Major Nick Kellenbence

*Headquarters Air Force Special Operations Command,  
Hurlburt Field, FL*



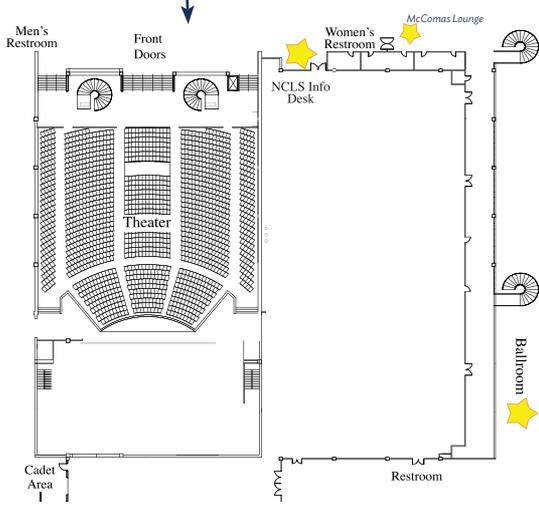
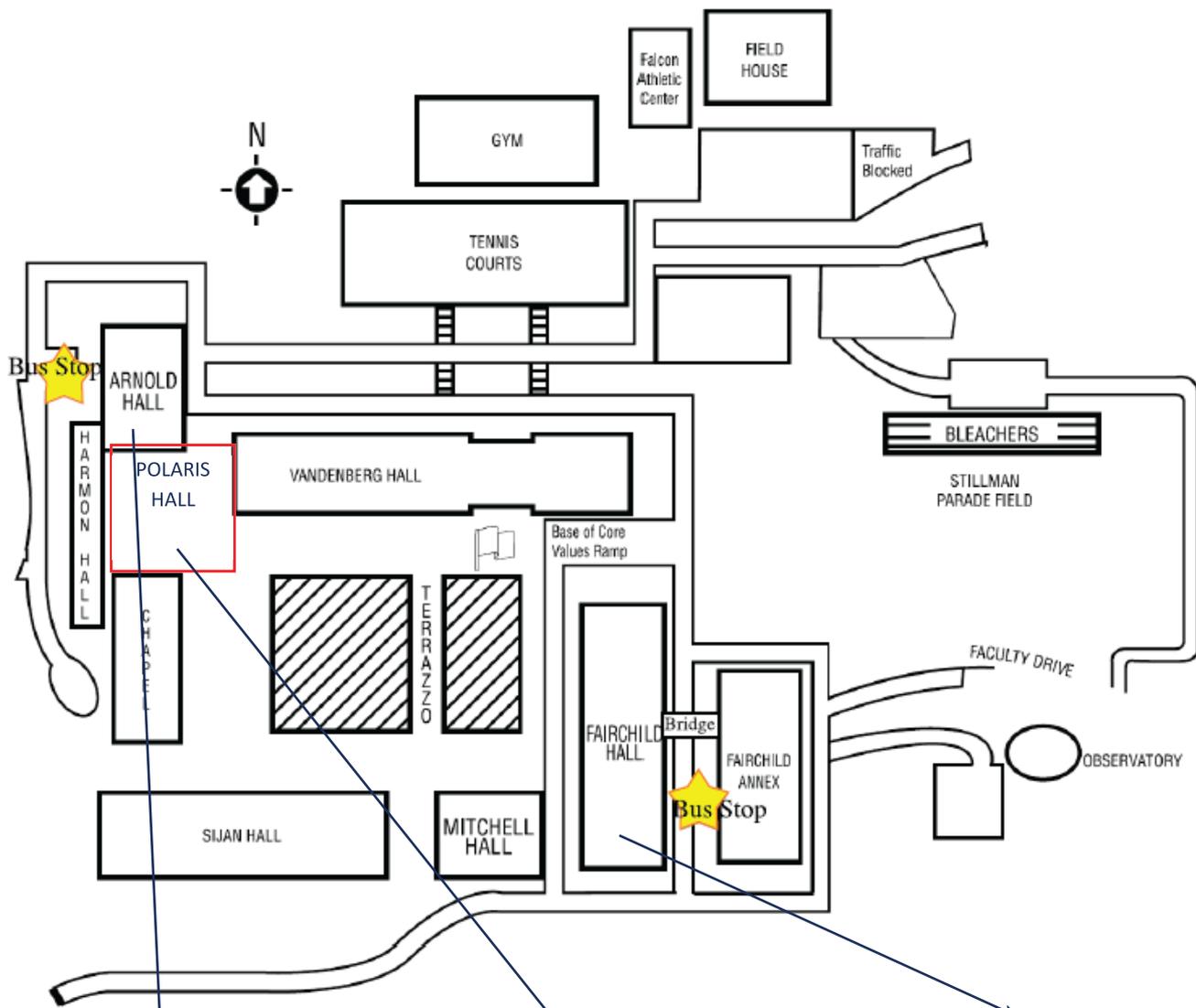
### Major Cristina Kellenbence

*65th Special Operations Squadron  
Hurlburt Field, FL*

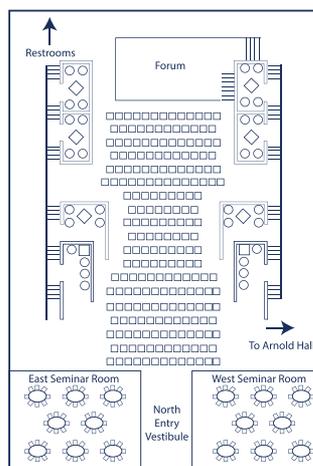


# MAP OF CADET AREA

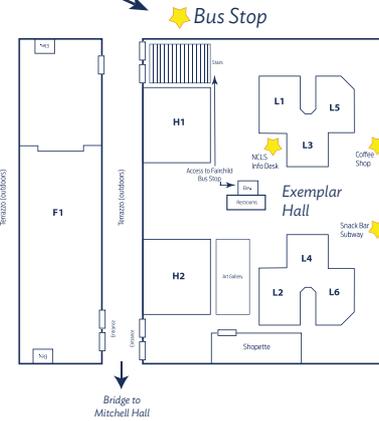
VALUING HUMAN CONDITIONS. CULTURES. AND SOCIETIES



See full map pg. 24

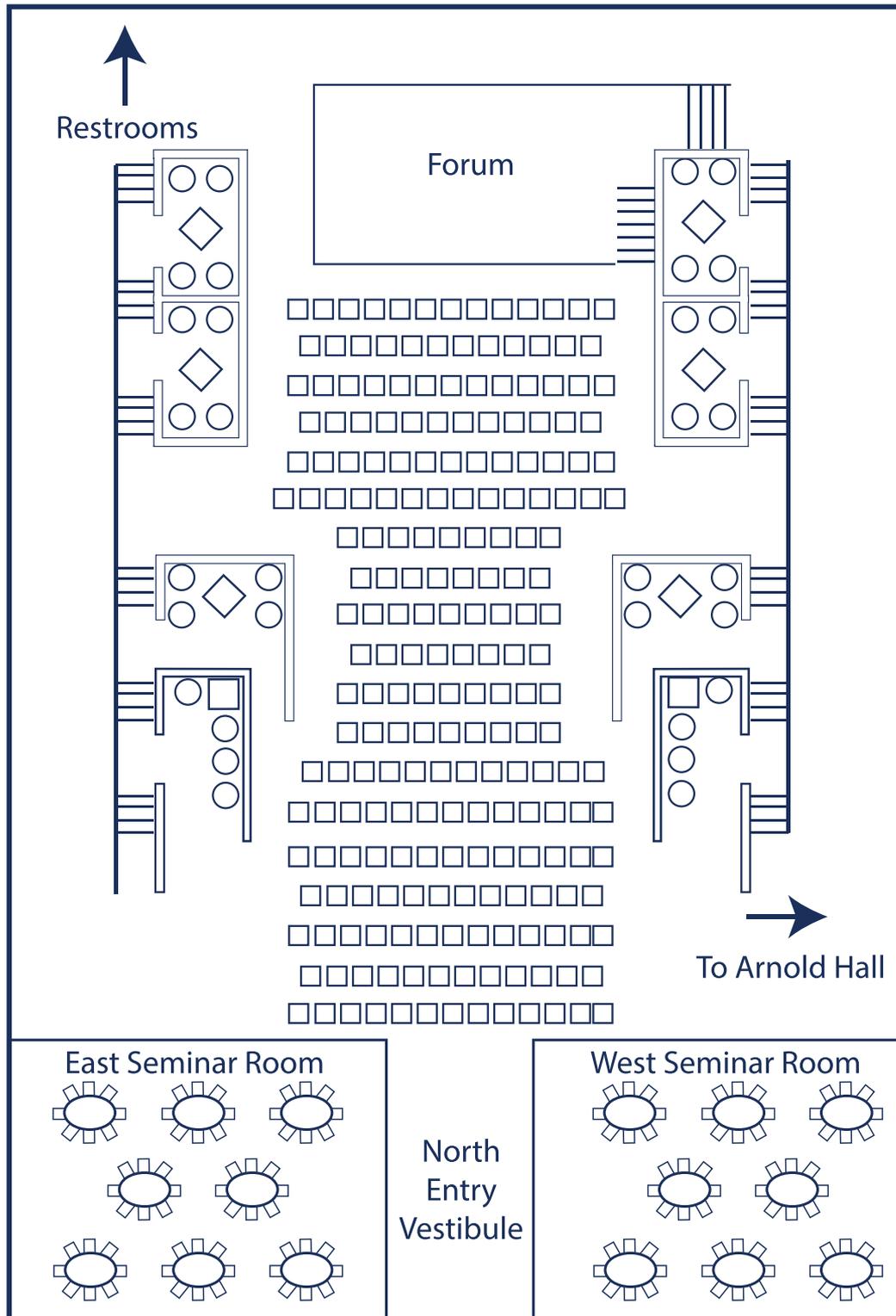


See full map pg. 23



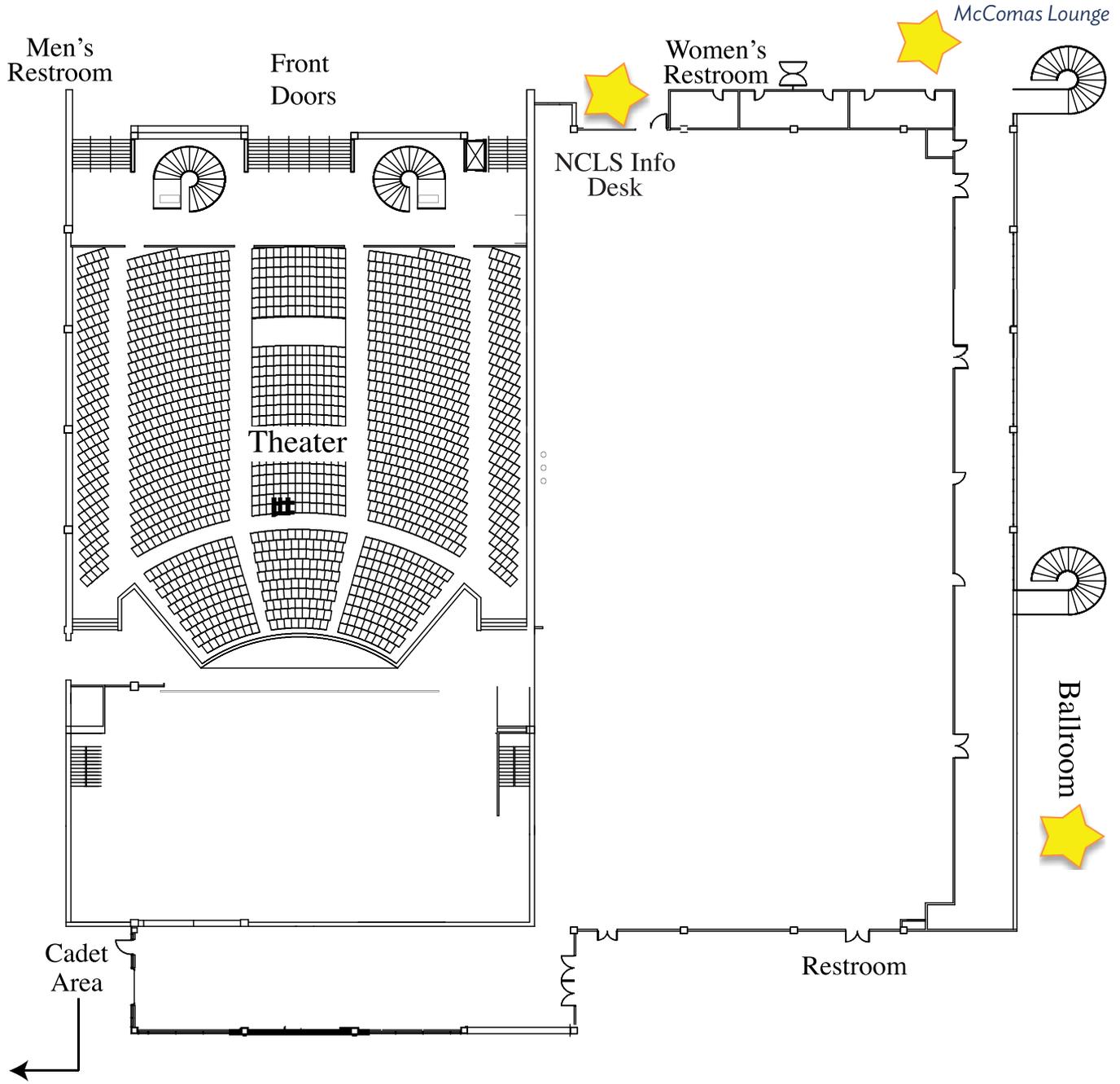
See full map pg. 25

# MAP OF POLARIS HALL

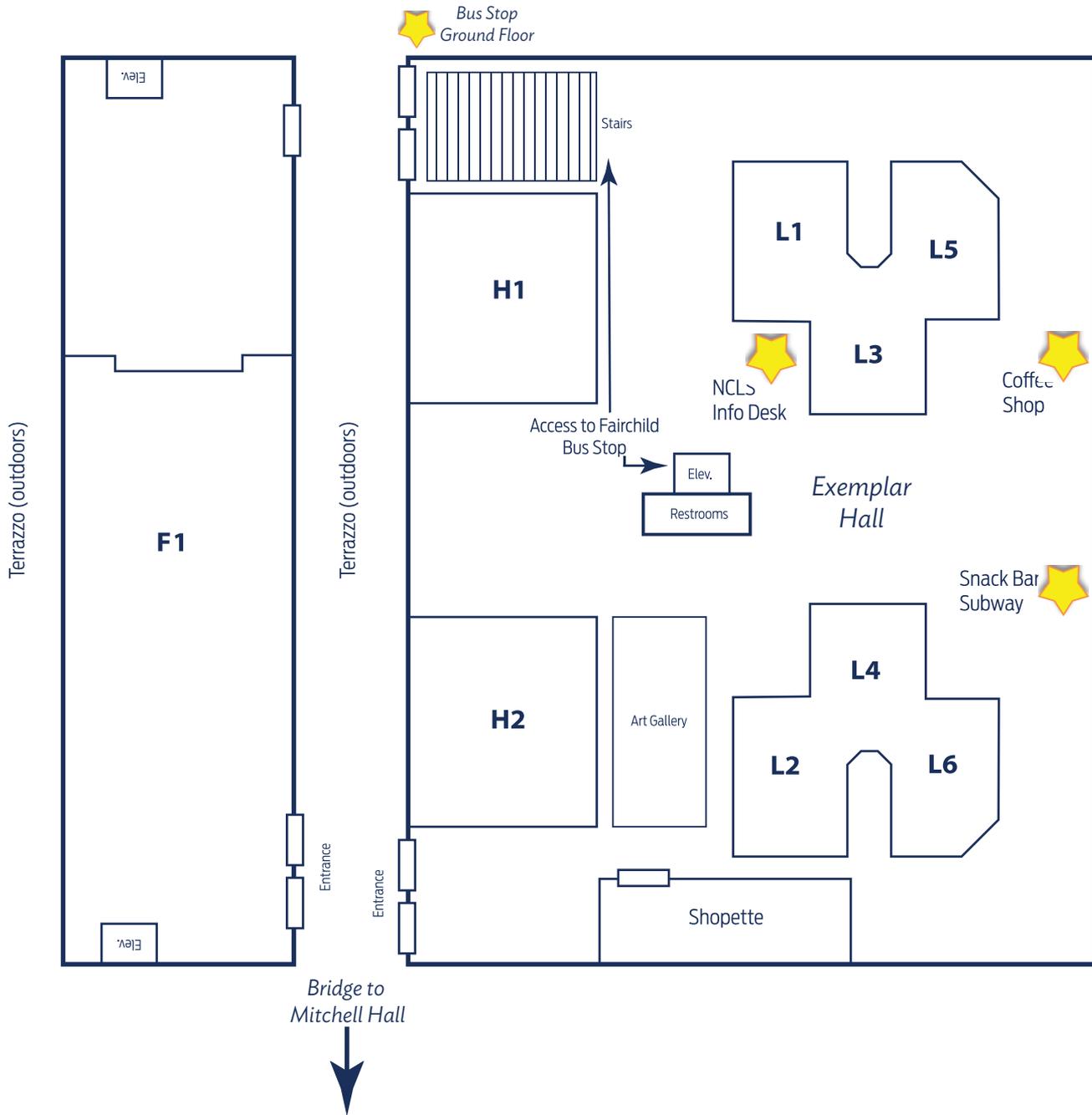


# MAP OF ARNOLD HALL

VALUING HUMAN CONDITIONS, CULTURES, AND SOCIETIES



# MAP OF FAIRCHILD HALL



VALUING HUMAN CONDITIONS, CULTURES, AND SOCIETIES



# NCLS BUS ROUTE



## BUS ROUTE, SCHEDULED PICK UP TIMES AND LOCATIONS

Thursday, 20 February 2020

TIME	DEPART	STOPS / DESTINATION	
0745 - 1600	Falcon CLub	Falcon Club - Arnold Hall - SE Fairchild Hall	Busses will pick up at each stop approximately every 15 minutes
1600 - 2200	Arnold Hall	SE Fairchild Hall - Rampart Lodge - Arnold Hall	Busses will pick up at each stop approximately every 15 minutes

Friday, 21 February 2020

TIME	DEPART	STOPS / DESTINATION	
0745 - 1600	Falcon CLub	Falcon Club - Arnold Hall - SE Fairchild Hall	Busses will pick up at each stop approximately every 15 minutes
1600 - 1700	Arnold Hall	Rampart Lodge - Arnold Hall	Busses will pick up at each stop approximately every 15 minutes

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# NCLS STAFF

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**Danielle Brines, NCLS Program Director**

Col Mark Anarumo  
John Abbatiello  
Maj Jenna Arroyo  
Maj Daniel Castle  
Dwayne Clewell  
Irina Damy  
Leslie Forrester  
Gary Garland  
Charissa Gayou  
Lt Col Jeremy Gordon  
Capt Kelly Griffith  
Capt Nathaniel Hall  
Maj Kristen Hobbs  
TSgt Joshua Holder  
Maj Curtis Holtman  
MSgt Daniel Hurlbert  
Lt Col David Huston

Stover James  
Jennifer Jones  
Maj Alex Jurgemeyer  
MSgt Mealinda Koory  
Michael Kucharek  
MSgt Gloria Kuzmicki  
MSgt Melissa Lange  
Capt David Lore  
Lt Col David Mays  
Ashley Murphy  
Terry Pardue  
Melissa Parent  
Wilma Proctor  
Richard Ramsey  
Steve Jones  
TSgt Breyson Robinson  
Capt Casey Rodriguez

John Rollence  
Maj Marisa Romero  
Scott Saxon  
TSgt Nissi Scholl  
Linda Scott  
Claude Skelton  
Lt Col Paul Sonstein  
TSgt Sean Stantonii  
Lt Col Rouven Steeves  
Capt Kevin Stoll  
Jandy Vilorio  
Maj Tyler Warren  
Maj Wolfgang Weber  
Robin Wells  
David West  
MSgt Kathleen York

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# CADET EXECUTIVE STAFF

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**C1C Mary Hood, Cadet-In-Charge**  
**C1C Mackenzie Claeys, Deputy Cadet-In-Charge**

C2C Julia Rochester  
C2C Winnie Chen  
C2C Lance Chapman  
C1C Joe Anand  
C1C Nicholas Melville  
C2C Caleb Richardson  
C1C Nicholas Black  
C2C Zach Divers  
C1C McKenna Cox  
C2C Gabrielle Topacio  
C2C Rhiannon Townsend  
C2C Camryn Mathis  
C2C Jacqueline Girardin  
C2C Mai Le  
C1C Diana Hare  
C2C Bailey Hopkins

C2C Caleb Ferguson  
C1C Ben Smith  
C2C Abbey Weaver  
C1C Sidney Alsager  
C2C Derrick Dye  
C2C Tyler Christensen  
C2C Sara Johnson  
C1C Kate Everts  
C2C Michael Greisman  
C2C Bryan Agustin  
C1C Ben Shu  
C2C Tessa Barbosa  
C2C Callan Medeiros  
C2C Jason Cohrs  
C2C Annie Rutter



## 2020 NCLC Schedule of Events

	Theatre	Ballroom	Polits	F1	H1	H2	L1	L3	L5
<b>Wednesday 19 Feb</b>	12:00 - 9:30			Arrival of Out of Town Guests (12:00 - 9:30)					
	7:00 - 8:00	Cadet Wing Kick-Off : CMSAF Wright							
<b>Thursday 20 Feb</b>	6:00 - 7:45	NCLC Opening Ceremony: Lt Gen Silveria		Breakfast					
	8:30 - 9:00	Class of '59 Leadership Keynote Lecture: Maj Gen Fantini							
	9:30 - 10:15	Urschel	Christy	Lamoureux	Dr. Willis-Esqueda	Evans			
	10:30 - 11:15				Lunch				
	11:30 - 12:00								
	12:15 - 1:15	Beah	Beah Broadcast	Beah Broadcast	Beah Broadcast				
	1:30 - 2:15	CMSAF Wright	Human Condition Panel	Nutsch	Neeb	Athletic Panel	Dr. Willis-Esqueda		
	2:30 - 3:15	Lamoureux Fireside Chat	Arezo	Brig Gen (ret) Haimovich	Middaugh	Human Condition Panel	Evans	Bjornsrud	Maj Gen Schack
	2:30 - 4:45			OPTIONAL: Book Sign & Speaker Photo Opportunities (Exemplar Hallway located in Fairchild Hall)					
	5:00 - 6:00	Class of '74 Walkin Award & Class of '73, John and Lyn Muse Keynote Lecture: Secretary Gates Fireside Chat							
	6:00 - 6:40		Social Hour						
	6:40 - 7:30				Athletic Panel				
	7:30 - 8:10		Class of '73 Speakers' Dinner						
<b>Friday 21 Feb</b>	6:00 - 7:45	Breakfast							
	8:00 - 9:00	Falcon Foundation Bud Breckner Keynote Lecture: Col Kim Campbell	Brig Gen (ret) Haimovich	Beah	Dr. Willis-Esqueda	Maj Gen Schack	Dr. Rizzo	Neeb	Evans
	9:25 - 10:25	Class of '93: 12 Outstanding Alirmen of the Year Panel	Dr. Rizzo	Illad	Urschel	Athletic Panel	Christy	Brig Gen (ret) Haimovich	Arezo
	10:50 - 11:50	Class of '77, Mr. & Mrs. Enix Heritage keynote lecture: Mark Nutsch	Dr. Willis-Esqueda	Lamoureux	Maj Gen Fantini	Bjornsrud	Neeb	Middaugh	Maj Gen Schack
	12:10 - 1:00	Lunch							
	1:00 - 2:00	Maj Gen Fantini & Dr. Rizzo	Bjornsrud	Arezo	Human Condition Panel	Christy			Evans
	2:00-2:30								
	3:00 - 3:45	Challenge Ceremony: Col Anarumo							
	3:45 - 4:30	OPTIONAL: Book Sign & Speaker Photo Opportunities (McComas Lounge located in Arnold Hall)							
	5:00 - 7:00	Dinner							











**NATIONAL CHARACTER  
& LEADERSHIP SYMPOSIUM**