



NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM

# REIMAGINE LEADERSHIP INSPIRE TEAMWORK

#NCLS2023

FEBRUARY 23-24, 2023



30<sup>TH</sup> | NATIONAL CHARACTER  
& LEADERSHIP SYMPOSIUM

# WELCOME LETTER



## KURT A. WENDT, Colonel, USAF

Director, Center for Character and Leadership Development

On behalf of the 21st Superintendent of the U.S. Air Force Academy, Lieutenant General Richard M. Clark, and our entire Center for Character and Leadership Development team, welcome to the 30th Annual National Character and Leadership Symposium!

NCLS is the U.S. Air Force Academy's premier character and leadership event. It epitomizes the Academy's number one strategic goal to **Develop Leaders of Character** across all aspects of the Academy experience. This year, NCLS explores how to **Reimagine Leadership** and **Inspire Teamwork** as the Academy prepares leaders for the future fight and service to our nation. This theme is rooted in our institutional outcome of Leadership, Teamwork, and Organizational Management, and we are excited to explore these topics with all of you.

Our speaker lineup was carefully crafted from nominations received from across the Academy and beyond. We strive to bring a diverse group of leaders to NCLS from all walks of life, and balance their viewpoints to offer a wide range of topics and perspectives. We challenge you to step out of your comfort zone and listen to at least one speaker who approaches leadership from a different lens. Also, please engage with fellow participants to continue the conversation and challenge each other, and perhaps apply new ideas as part of your own personal and professional development. Your best experiences at NCLS will likely involve engaging with those who don't think like you.

Thank you for taking time to participate in NCLS! For some of you this may be your first—or first in a while—visit to the U.S. Air Force Academy. We hope you enjoy this beautiful location and your symposium experience. Be sure to download the NCLS 2023 app by scanning the QR code in the program for the latest updates, announcements, and schedules. Our NCLS team is standing by to assist you at their command center in the Falcon Club (#719-333-7001) and at information desks in both Arnold Hall and Fairchild Hall. Thanks again for your participation and willingness to **Reimagine Leadership** and **Inspire Teamwork** at #NCLS2023!

KURT A. WENDT, Colonel, USAF  
Director, Center for Character and Leadership Development

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# GENERAL INFORMATION

## CONNECTING TO WIFI

Open your device's WiFi and connect to AF\_ACADEMY\_GUEST network.

## PARKING INFORMATION

Parking in the Cadet Area is restrictive and there is limited public parking available at Arnold Hall. All guests are required to check-in at Falcon Club and take the shuttle into the Cadet Area.

## DOWNLOAD THE NCLS APP



Scan to download the NCLS App

## TRANSPORTATION

Shuttles will run continuously throughout the symposium. Bus stops are located at Arnold Hall, Fairchild Hall, and the Falcon Club. Shuttles will run from 7:15 a.m. until 9:30 p.m. Additionally, there will be shuttle vans on the Terrazzo to transport attendees to and from the various venues.

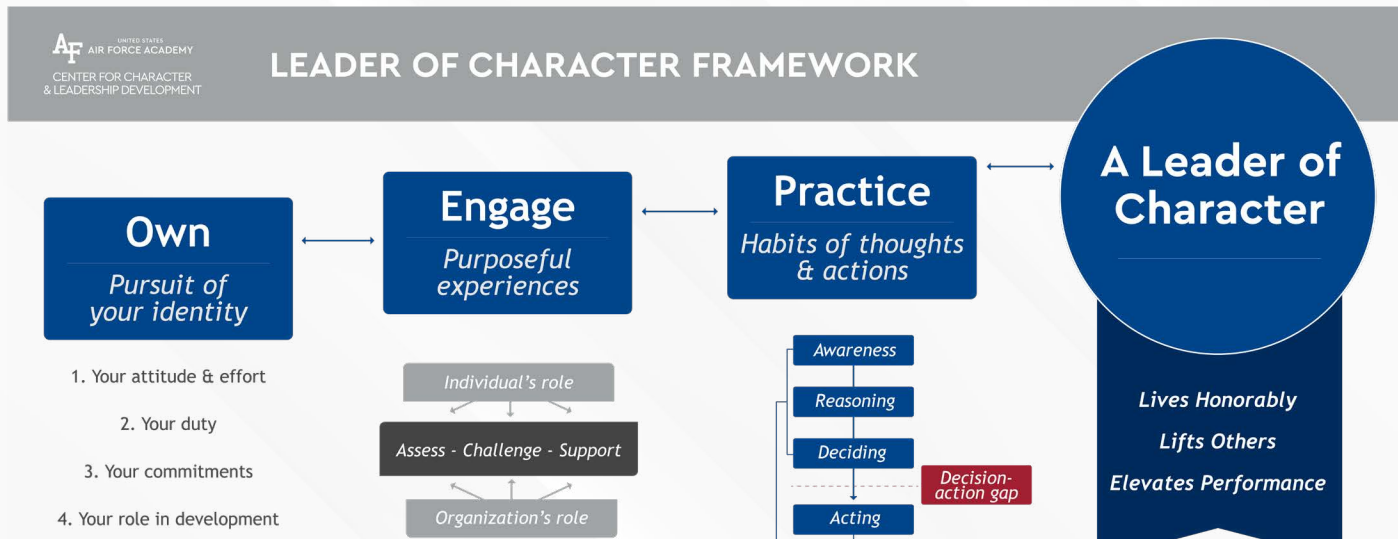
For guest departures on February 24, shuttles will depart from the Arnold Hall Circle and from Base Lodging to the Colorado Springs Airport every 30 minutes from 5 p.m. until 9:00 p.m. For guest departures on February 25, shuttles will depart from the Arnold Hall Circle and from Base Lodging to the Colorado Springs Airport every 30 minutes from 4 a.m. until 11:00 a.m. Please note NCLS provided transportation is not provided to Denver International Airport.



# MAKING THE MOST OF NCLS

## Developing Leaders of Character for the 21st Century at the U.S. Air Force Academy

The mission of the Academy is to educate, train, and inspire men and women to become officers of character motivated to lead Airmen in service to our nation. The Leader of Character Framework is the means (development) by which the Academy accomplishes our mission. Our framework defines what it means to be a leader of character (by practicing our Core Values of Integrity First, Service Before Self, and Excellence In All We Do), and how to go about doing development in this context.



### A leader of character is someone who practices our Core Values by:

1. Living Honorably (integrity first)...our values and associated virtues, serve as a compass which points toward our "true north" and keeps us on a path expected of those who serve in the profession of arms (rooted in the universal value of care for others).
2. Lifting Others (service before self)...to their best possible selves. Each one of us has the capacity to pursue the best of who we are (or want to become), our "best possible selves." Leaders help those around them develop into their best possible selves by caring about them while simultaneously recognizing, supporting, and "lifting" their strengths, passions, and commitments. In short, "lifting others" is about transformational leadership (the work of developing others).
3. Elevating Performance (excellence in all we do)...toward a common and noble purpose. A leader of character goes beyond the minimum standard of expected performance to find ways to transform how things are done in a way that extends beyond one's own narrow self-interest and focuses instead on the common good (at the level of the squadron, Air/Space Force, or world). Always striving to be better, a leader of character continually seeks to find ways to improve the mission (adaptive leadership).

### How we develop as a leader of character:

Development is a process experienced by an individual, but never an end state. Our organization seeks to do the work of development, by engaging leaders of character in purposeful experiences that assess, challenge, and support. In doing so, we influence their identity, and arm them with the competencies to better practice habits of thoughts and actions in the context of the leadership work to be accomplished for their current and future roles.

### Context agnostic:

At the Academy, we utilize this Framework to accomplish our mission. However, we believe it is transferrable and applicable to any context/mission that serves a common and noble purpose.

# NCLS 2023

The NCLS 2023 tagline - “Reimagine Leadership. Inspire Teamwork.” - is rooted in the “Leadership, Teamwork, & Organizational Management” Institutional Outcome and explores the many facets of what it takes to successfully lead diverse teams in today’s complex environment. We will hear from speakers who share their own experiences in executing missions, leading people, managing resources, and positively impacting organizations. We will observe stories of taking risks, tackling unique problems, and leading creatively to face unknown adversaries and challenges. Our hope is that you utilize the following pages to document your observations and lessons learned during NCLS so you may reflect on your overall experience and ultimately grow as a Leader of Character - a leader who lives honorably, lifts others, and elevates performance in every team you encounter. Please watch for testimonial, event survey, and speaker nomination QR codes during NCLS 2023. We welcome your input, feedback, and speaker suggestions which will help us make future NCLS events even better.

## A Look Back



2022  
Ethics and Respect  
for Human Dignity



2021  
Warrior Ethos  
As Airmen and Citizens



2020  
Valuing Human  
Conditions, Cultures,  
and Societies



2019  
Leadership, Teamwork  
and Organizational  
Management



2018  
Ethics  
and Respect for  
Human Dignity



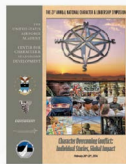
2017  
Warrior Ethos  
and the American  
Airmen



2016  
Professionalism  
and the Profession  
of Arms



2015  
Serving Our Nation  
Our Calling, Core Values  
and Commitments



2014  
Character Overcoming Conflict:  
Individual Stories,  
Global Impact



2013  
The Silver Lining:  
Courage Through Adversity



2012  
Walk the Walk:  
Leaders in Ethical Action



2011  
Strength Within,  
Leadership Throughout



2010  
Guardians of Trust:  
Leaders in the Modern Era



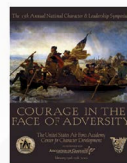
2009  
Answering the Nation's Call:  
Our Legacy in the Making



2008  
Impassioned Citizenship:  
Can One Make a Difference?



2007  
All Created Equal-  
Human Dignity & Respect



2006  
Courage in the Face  
of Adversity



2005  
Leading Positive Change:  
Raising the Standard  
of Excellence



2004  
Teamwork: Working Together  
to Achieve Excellence



2003  
Moral Courage and  
Servant Leadership in  
Modern Times



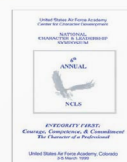
2002  
Undaunted Leadership:  
Unassailable Integrity,  
Increasing Service,  
Uncompromising Excellence



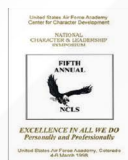
2001  
Integrity First:  
Recollection, Inspiration  
& Aspiration



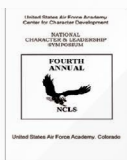
2000  
Service Before Self:  
Heroes, Hymns and Hardiness



1999  
Integrity First:  
Courage, Competence,  
& Commitment



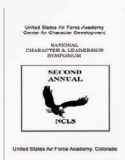
1998  
Excellence in All We Do:  
Personally and Professionally



1997  
Service Before Self



1996  
Integrity in the  
Profession of Arms



1995  
Strength Through  
Diversity



1994  
Women in  
Leadership

# SPECIAL THANKS

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



USAF Academy Class of '59



USAF Academy Class of '73  
NCLS Flagship Sponsor



USAF Academy Class of '74



USAF Academy Class of '77



USAF Academy Class of '93



Defense Orientation Conference Association (DOCA)

Muse Family Foundation

Lt Col (Ret) Earl A. Enix '77 and Mrs. Candy Enix

Land of the Free Foundation

The 30th Annual National Character & Leadership Symposium would not have been possible without the following organizations and individuals who graciously gave their time and talents:

10th Communications Squadron  
10th Civil Engineering Squadron  
10th Force Support Squadron  
U.S. Air Force Academy Strategic Communications  
U.S. Air Force Academy Protocol  
Fairchild Hall Facility and AV Support  
Arnold Hall Facility and AV Support  
U.S. Air Force Academy Admissions  
Mitchell Hall and Staff  
Permanent Party and Cadet Speaker Escorts

U.S. Air Force Academy Preparatory School  
U.S. Air Force Academy Commandant of Cadets  
U.S. Air Force Academy Davis Airfield  
U.S. Air Force Academy Dean of Faculty  
U.S. Air Force Academy Department of Athletics  
U.S. Air Force Academy Chaplain Corps  
Aleut Management Services  
Beechwood Productions  
2nd AV Squadron, Hill AFB

*Contents of the event guide, and the words and presentation materials of the speakers are not the official views of, or endorsed by, the US Government, the Department of Defense, or the Department of the Air Force.*

# NCLS STAFF

## Permanent Party Staff List

Danielle Brines, NCLS Program Director

|                           |                         |                          |                          |
|---------------------------|-------------------------|--------------------------|--------------------------|
| Gina Ackison              | Lt Col Bret Cove        | SMSgt Pat Hunt           | MSgt Stephano Picchietti |
| Edward Adelman            | LTC W. Aaron Cross      | Julie Imada              | Maj Christopher Piha     |
| Lt Col Brenda Arincorayan | Irina Dany              | Dr. Michele Johnson      | Mark Reyes               |
| Maj Kathleen Atanasoff    | Paul Dunbar             | MSgt Zalman Kosofsky     | John Rollence            |
| Kevin Beechwood           | Lt Col Brian Fash       | Keith Lewis              | Adam Silver              |
| Patrick Bennett           | TSgt Teruko Fegurgur    | Glen Loyche              | MSgt Ben Stratton        |
| Capt Alexa Berstler       | SMSgt Caprice George    | Lt Luis Martinez         | James Stover             |
| Lt Christopher Blevins    | MSgt Nathaniel George   | Capt Kay McAmis          | Dr. Peter Swanson        |
| MSgt Ben Bohnenstiehl     | James Gray              | Gina "Nicki" Mench       | TSgt Zachary Vaughn      |
| Blaire Brush              | Donna Haas              | Dean Miller              | TSgt Jermain Walton      |
| Tali Burress              | Sean Hass               | MSgt Andres Moreno-Rojas | Lt Col Taren Wellman     |
| Maj Caroline Cascino      | TSgt Christopher Harner | Maj Ralph Ojeda          | Mary Willis              |
| TSgt Lacie Chavis         | Lt Col Kristen Hobbs    | Terry Pardue             | MSgt Jeffrey Wirgau      |
| Don Comp                  | Lt Col Weldon Hobbs     | Melissa Parent           | Mike Wren                |
| Capt Greg Copeland        | Capt Mark Howell        | Lt Col Justin Pendry     | Sarah Wylie              |



# CADET EXECUTIVE STAFF

## Cadet-in-Charge

C1C Aubrie Kuhrt

## NCOIC

C2C Rachel Parillo

C1C Renee Anderson

C2C Kiana Baruela

C2C Chaid Bingham

C1C Mary Black

C2C Lauren Blackwelder

C2C Holly Boudreau

C1C Lance Campbell

C3C Reginaldo Capati

C3C Charlotte Choo

C3C Rebecca Collins

C2C Sydney Day

C1C Brayden Ford

C2C Kathleen Geyer

C2C Liliana Glancy

C1C Garrett Greenwood

C3C Carmyn Grubbs

C2C Steve Han

C3C Allison Henderson

C2C Saffron Hewitt Quall

C1C Trevor Holley

C3C Daniel Hong

C2C Daniel Jeong

C1C Robert Kersten

C3C Kayla Kim

C2C Regina Kim

C3C Matthew Korte

C2C Tiffany Li

C2C Shira Litman

C1C Anna Little

C1C Juliana McKean

C1C Claire Melton

C2C Ethan Nguyen

C2C Mia Noyola

C3C Michael Park

C2C Payton Rawson

C2C Josie Ratzlaff

C3C Julia Razzino

C2C Vegas Rohaly

C1C Natalie Root

C2C Keeley Shaughnessy

C3C Yujin Shim

C3C Renee Skaggs

C1C Josiah Sterns

C3C Madelynn Streng

C3C Kylie Swartz

C1C Kobe Thompson

C2C Hilary Tran

C3C Samantha Welstead

C2C Hannah Wingo

C2C Austin Woodring

C2C Kelly Yoon

C3C Weiss Yuan

# CADET WING KICKOFF



## ARKAI

**Jonathan Miron** ARKAI, Violinist and Co-Founder

**Philip Sheegog** ARKAI, Cellist and Co-Founder

### In-Sync: Activation Leadership, Collaboration, and Creativity Through a Musical Lens

ARKAI is an award-winning electroacoustic duo that has inspired audiences around the world through their genre-defying string music. Graduates of The Juilliard School, their past engagements have included performances at The MET, Joe's Pub, City Winery, Javits Center, Lincoln Center, Musikfest, Chateau Marmont, and Carnegie Hall. Their electronic debut composition, "Letters from COVID", was featured at TED@PMI for a global audience of over 30,000 people from 182 countries.

As creative collaborators, ARKAI was commissioned by the Museum of Chinese in America to compose a work for their exhibition Responses: Asian Americans Resisting the Tides of Racism. Other commissions have included a piece for Silver Lining Ltd's Impact 5X initiative — a global economic justice project supporting hundreds of small business owners from underserved communities around the world.

ARKAI was selected by the U.S. Department of State and the Association of American Voices to participate in the 2021-22 American Music Abroad season. Through this program, ARKAI has engaged in exchange programs with underserved audiences around the world with little or no access to American music, demonstrating the power of cultural diplomacy as a tool to bring people together.

ARKAI is the winner of the 2021 Astral Artists National Competition.

# CLASS OF '59 LEADERSHIP LECTURE



## LT Jason Redman, USN (Retired)

Navy SEAL and Founder, SOF Spoken

### Get off the X and Learn to Lead

Drawing on his own combat experiences, Jason will speak on one of the biggest challenges in leadership: how to assess a crisis, develop a plan, and move from it. He will provide tools for quick and effective motivation and communication to bring teams to success and confidence. Appropriate for leaders and managers at all levels, this talk will provide tried and true techniques to make stronger leaders and teams.

Jason Redman is a retired U.S. Navy Lieutenant who spent 11 years as an enlisted Navy SEAL and almost 10 years as a SEAL officer. He was awarded the Bronze Star with Valor, the Purple Heart, the Defense Meritorious Service Medal, the Navy Commendation Medal, the Joint Service Achievement Medal, five Navy Achievement Medals, two Combat Action Ribbons, and the U.S. Army Ranger Tab.

After he was severely wounded in Iraq in 2007, Redman returned to active duty before retiring in 2013.

In 2013 he launched a speaking and consulting company which focuses on inspirational presentations about leadership, teamwork and the “Overcome Mindset,” helping individuals, companies and teams to “Get off the X”™ from what he refers to as “life ambushes.” In addition, Redman provides workshops, online programs, executive coaching, and business consulting to businesses around the world and group coaching through his Get off the X™ training and Overcome Army™ coaching programs.

Redman is the author of the New York Times bestselling memoir “The Trident: The Forging and Reforging of a Navy SEAL Leader” and Amazon bestsellers “Overcome: Crush Adversity with the Leadership Techniques of America’s Toughest Warriors” (2019) and “The Pointman Planner”, a guided, motivational productivity journal (2021).

# CLASS OF '93 KEYNOTE PANEL

## 12 Outstanding Airmen of the Year, 2022

### Lessons on Leadership and Teamwork

Join us as the 12 Outstanding Airmen of the Year for 2022 share their perspectives on leadership and teamwork. These Airmen were selected from across the Air Force as enlisted members who exemplify superior leadership, job performance, and personal achievement. Audiences will be inspired to become better teammates and leaders after hearing from these Outstanding Airmen.

*Panelists are subject to change due to individual availability and mission needs.*



(C)MSgt Megan Harper, Air Combat Command

(S)MSgt Kade Forrester, Air Force District of Washington

MSgt Brandon Blake, Air Force Special Operations Command

MSgt Brianne Kelleher, Air Force Reserve Command

TSgt Alexander Messinger, Air Education and Training Command

TSgt Jennifer Thomas, Air Force Materiel Command

SSgt Steven Peters, Air Mobility Command

SSgt Demarion Davis, USAFE-AFACRICA

SrA Monica Figueroa Santos, Air Force Global Strike Command

SrA Christopher Thao, Air Force Material Command

A1C Caden Soper, Pacific Air Forces



# MUSE FAMILY FOUNDATION

## KEYNOTE LECTURE



### Jared Isaacman

CEO, Shift4 Payments

Mission Commander, Polaris Dawn, Inspiration4

### **A fireside chat with Jared Isaacman: How teamwork is changing the future of human spaceflight and exploration**

Join us for a fireside chat with Jared Isaacman where he will share how leadership and teamwork were instrumental in his journey to commanding the world's first all-civilian mission to space and his involvement in the Polaris Program, where he will serve as commander of the Polaris Dawn mission. With expertise in building high-performing teams, Jared will highlight the importance that giving back played in solidifying his teams' culture, commitment and success. He will leave audiences excited for the future of human space exploration and the differences each one of us can make in our own spheres of influence here on Earth.

Isaacman is the CEO of Shift4 Payments, the leader in integrated payment processing solutions. He is an accomplished pilot rated to fly commercial and military aircraft and was the commander of Inspiration4, the world's first all-civilian mission to space.

Isaacman founded Shift4 Payments in 1999 at the age of 16, in the basement of his parent's home. Today, Shift4 handles more than \$200 billion in payments annually for a third of the country's restaurants, hotels, and casinos. Shift4 provides technology solutions for more than 200,000 businesses and has over a dozen offices across the U.S. and Europe. In 2020, Shift4 Payments went public on the New York Stock Exchange and currently trades under the ticker symbol FOUR.

In 2012, Isaacman co-founded Draken International, a provider of tactical aviation services for all branches of the U.S. Military, Department of Defense, and global allied militaries. With a fleet of 150 tactical fighter aircraft, Draken owns and operates the world's largest commercial fleet of ex-military aircraft to support military training objectives around the globe. Isaacman sold the company in 2019 to The Blackstone Group and remained CEO until early 2020.

Inspiration4 took place Sept. 15-18, 2021 marking several important milestones in human spaceflight history. The mission, named Inspiration4 in recognition of the four-person crew's mission to inspire support for St. Jude Children's Research Hospital, sent a humanitarian message of possibility. The journey lasted three days, reached an orbital altitude of approximately 585 km (364 mi) and was the highest of any crewed flight in twenty years. Inspiration4 represented a new era for human spaceflight and exploration while raising over \$240,000,000 for St. Jude Children's Research Hospital.

In February 2022, Isaacman announced an additional three missions planned with SpaceX, called the Polaris Program. He will serve as the mission Commander of the first mission, Polaris Dawn. These three missions will continue to raise funds and awareness for St. Jude Children's Research Hospital.

Isaacman holds several world records, including a Speed-Around-The-World flight to raise money and awareness for the Make-a-Wish Foundation. He has flown in over 100 airshows as part of the Black Diamond Jet Team, dedicating every performance to a charitable cause. As part of Inspiration4's public outreach, Isaacman made a personal \$125 million commitment to St. Jude Children's Research Hospital.

# COLVIN KEYNOTE LECTURE



## Dr. Eddie Glaude, Jr.

Author and Political Commentator

Bestselling Author & Chair of Princeton's Department of African American Studies

### **Race & Democracy: America is Always Changing, But America Never Changes**

America's great promise of equality has always rung hollow in the ears of Black Americans. Today, more than 60 years after the civil rights movement, Dr. Eddie Glaude Jr. says the situation is equally dire — and yet, the promise still lives. Drawing from his landmark book, “Democracy in Black: How Race Still Enslaves the American Soul” and his New York Times bestseller “Begin Again: James Baldwin’s America and its Urgent Lessons for Our Own”, Dr. Glaude presents a picture of race and democracy that is colored by current events and framed by African American history. Bearing witness to the difficult truth in our country today, Dr. Glaude lays bare the tangled web of race, trauma and memory, and what we all must ask of ourselves in order to call forth a new America. He is a member of the American Philosophical Society.

One of the nation's most prominent scholars, Dr. Eddie Glaude, Jr. is an author, political commentator, public intellectual, and passionate educator who examines the complex dynamics of the American experience. His writings, including “Democracy in Black: How Race Still Enslaves the American Soul”, “In a Shade of Blue: Pragmatism and the Politics of Black America”, and his most recent, the New York Times bestseller, “Begin Again: James Baldwin’s America and Its Urgent Lessons for our Own”, takes a wide look at Black communities, the difficulties of race in the United States and the challenges we face as a democracy. In his writing and speaking, Glaude is an American critic in the tradition of James Baldwin and Ralph Waldo Emerson, confronting history and bringing our nation’s complexities, vulnerabilities and hope into full view. Hope that is, in one of his favorite quotes from W.E.B. Du Bois, “not hopeless, but a bit unhelpful.”

Glaude is the James S. McDonnell Distinguished University Professor and Chair of the Department of African American Studies at Princeton. He is also on the Morehouse College Board of Trustees. He frequently appears in the media, as a columnist for TIME Magazine and as an MSNBC contributor on programs like Morning Joe and Deadline: White House with Nicolle Wallace. He regularly appears on Meet the Press on Sundays. Glaude also hosts Princeton’s AAS podcast, a conversation around the field of African American Studies and the Black experience in the 21st century.

A highly accomplished and respected scholar of religion, Glaude is a former president of the American Academy of Religion. His books on religion and philosophy include “An Uncommon Faith: A Pragmatic Approach to the Study of African American Religion”, African American Religion: A Very Short Introduction, and Exodus! Religion, Race and Nation in Early 19th Century Black America, which was awarded the Modern Language Association’s William Sanders Scarborough Book Prize.

Combining a scholar’s knowledge of history, a political commentator’s take on the latest events, and an activist’s passion for social justice, Glaude challenges all of us to examine our collective American conscience, “not to posit the greatness of America, but to establish the ground upon which to imagine the country anew.”

# ENIX HERITAGE KEYNOTE LECTURE

## SENIOR LEADER DISCUSSION PANEL



**Gen. Charles Q. Brown, Jr.**

22nd Chief of Staff of the Air Force

Gen. Brown was commissioned in 1984 as a distinguished graduate of the ROTC program at Texas Tech University. He has served in a variety of positions at the squadron and wing levels, including an assignment to the U.S. Air Force Weapons School as an F-16 Fighting Falcon Instructor. His notable staff tours include Aide-de-Camp to the Chief of Staff of the Air Force; Director, Secretary of the Air Force and Chief of Staff Executive Action Group; and Deputy Commander, U.S. Central Command. He also served as a National Defense Fellow at the Institute for Defense Analyses, Alexandria, Virginia.

Gen. Brown has commanded a fighter squadron, the U.S. Air Force Weapons School, two fighter wings and U.S. Air Forces Central Command. Prior to serving as the Air Force Chief of Staff, Gen. Brown was the commander of Pacific Air Forces, Air Component Commander for U.S. Indo-Pacific Command. Gen. Brown is a command pilot with more than 2,900 flying hours, including 130 combat hours.



**Gen. B. Chance Saltzman**

2nd Chief of Space Operations

Gen. B. Chance Saltzman is the Chief of Space Operations, United States Space Force. As Chief, he serves as the senior uniformed Space Force officer responsible for the organization, training and equipping of all organic and assigned space forces serving in the United States and overseas. As members of the Joint Chiefs of Staff, the Chief of Space Operations and other service chiefs function as military advisers to the Secretary of Defense, National Security Council, and the President.

Gen. Saltzman is a graduate of Boston University and was commissioned in 1991. He has operational experience with missile and space systems, as a Minuteman III launch officer, and as a satellite operator for the National Reconnaissance Office. He also served as the first Chief of Combat Plans for the Joint Space Operations Center, and later, as Chief of Combat Operations.

Gen. Saltzman has commanded at the squadron, group, and wing levels including the 614th Space Operations Squadron and 1st Space Control Squadron at Vandenberg Air Force Base, California; the 460th Operations Group at Buckley AFB, Colorado; and the Aerospace Data Facility-Colorado, Aurora, Colorado. Before serving in his current assignment, Gen. Saltzman was the Deputy Chief of Space Operations for Operations, Cyber, and Nuclear, United States Space Force, the Pentagon, Arlington, Va.

# ENIX HERITAGE KEYNOTE LECTURE

## SENIOR LEADER DISCUSSION PANEL



### **CMSSF Roger A. Towberman**

1st Chief Master Sergeant of the Space Force

Chief Master Sergeant Roger A. Towberman serves at 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 acts as the personal adviser to the Chief of Space Operations and the Secretary of the Air Force on all issues regarding the welfare, readiness, morale, and proper utilization and development of the U.S. Space Force. Chief Towberman is the first chief master sergeant appointed to the highest noncommissioned officer position.

Chief Towberman entered the Air Force in September 1990 and his career has included various duties as a ground and airborne cryptologic language and intelligence analyst. Throughout his career, he filled myriad leadership roles at the squadron, group, wing, Numbered Air Force, Major Command and Combatant Command level, while stateside, overseas and deployed. His deployments supported Operations Joint Forge, Allied Force, Northern Watch, Southern Watch, Iraqi Freedom, Enduring Freedom, and Unified Protector. As a career enlisted aviator, he logged more than 4,500 flying hours. He entered the United States Space Force on April 3, 2020.



### **CMSAF Joanne S. Bass**

19th Chief Master Sergeant of the Air Force

Chief Bass 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. She 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 more than 600,000 Total Force Airmen. Chief Bass is the 19th chief master sergeant appointed to the highest noncommissioned officer position.

Chief Bass was raised as an Army dependent, living in several overseas and stateside locations, prior to entering the Air Force in 1993. Throughout her career, she has held a variety of leadership positions serving at the squadron, group, wing and major command levels. She has significant joint service and special operations experience and has participated in several operations and exercises as well as deployments in direct support of Operations Southern Watch, Enduring Freedom, and Iraqi Freedom.

Prior to this assignment, she served as the Command Chief Master Sergeant, Second Air Force, Keesler Air Force Base, Mississippi.



# THE FALCON FOUNDATION WILLIAM “BUD” BRECKNER LECTURE

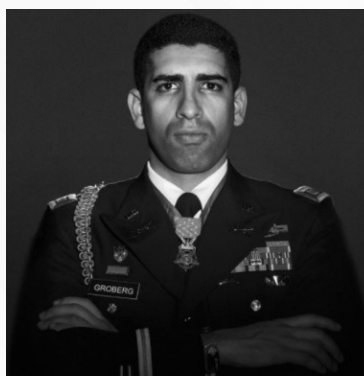
## Medal of Honor Panel

We are honored to host this special panel of Medal of Honor Recipients to share their personal accounts of leadership, teamwork, and character. Their examples of conspicuous courage in the face of extreme challenge remind every one of us that we must be ready to take action in our own testable moments to bring our values to life.

*Panelists subject to change due to individual availability.*



**LTC William Swenson**



**CPT Florent Groberg**



**MCPO Britt Slabinski**



**Cpl Kyle Carpenter**

REIMAGINE LEADERSHIP. INSPIRE TEAMWORK.

# SPEAKERS



## Mustafa Aryan

Security, Gender and Development Institute, Co-founder and Director

### Leadership and Flexibility: Adapting to Unwanted Changes in an Uncertain World

Mustafa Aryan will share his life story about how he adapted to unwanted changes and dealt with uncertainties. From his childhood to his adult life, Mustafa's account of surviving and thriving in a war-torn Afghanistan is full of lessons in perseverance and determination. Mustafa believes that change is unavoidable and that adapting to change requires a flexible leadership approach. His talk will highlight events that shaped him into developing integrity, resilience, adaptability, and a positive mindset, among other important leadership facets.

Mustafa Aryan has over 12 years of combined public and private sector experience in Afghanistan. Prior to the US withdrawal from Afghanistan and the fall of the Afghan government, he served at Afghanistan's High Council for National Reconciliation (HCNR) as the Director of Regional and International Affairs. The HCNR was leading the peace talks with the Taliban on behalf of the Islamic Republic of Afghanistan. After the Taliban takeover of Afghanistan in August 2021, he left the country and is currently residing in Toronto, Canada. At present, Mustafa works at the University of Toronto. He is also the Director of the Security, Gender, and Development Institute, which operates as an international volunteer network of experts producing research and events focused on a gendered analysis of international security topics. Mustafa is a Salzburg Global Seminar Fellow and a Board Member of the Canadian International Council—Toronto Branch. Mustafa often writes op-eds in English and Persian, several of which have been published in well-known international media outlets. Mustafa holds a master's degree in International Security from the University of Reading in the UK. His areas of interest include diplomacy, foreign policy, intelligence, and international security.



## Brig Gen (Sel) Raja Chari

USAF, Colonel, U.S. Air Force Academy 1999 grad

NASA Astronaut

### Peer Leadership and Team Care...In Space

NASA Astronaut and USAF Colonel Raja Chari will discuss his life leading up to his career as a NASA Astronaut, team and leadership training to prepare for his space mission, mission execution in space, leadership lessons and best practices.

Colonel Chari was selected by NASA to join the 2017 Astronaut Candidate Class. He reported for duty in August 2017. The Iowa native graduated from the U.S. Air Force Academy in 1999 with a bachelor's degrees in Astronautical Engineering and Engineering Science. He continued on to earn a master's degree in Aeronautics and Astronautics from Massachusetts Institute of Technology and is a graduate of the U.S. Naval Test Pilot School. He served as commander of the NASA SpaceX Crew-3 mission to the ISS, which launched on November 10, 2021. He served on the International Space Station as part of Expedition 66 and 67 before returning to Earth May 6, 2022, completing the agency's third long-duration commercial crew mission. The international crew of four spent 177 days in orbit.

# SPEAKERS



**Ted Colbert**

Executive Vice President, The Boeing Company

## Lessons on Culture and Leadership with Ted Colbert

Join Ted Colbert, president and chief executive officer of Boeing Defense, Space & Security, for a discussion on the importance of a strong culture in driving strong business results. Colbert will highlight the role leaders play in setting the tone and culture for their teams, and how values such as transparency, empowerment, accountability and inclusion matter in every area of business – from information technology and engineering to executive management.

Ted Colbert is executive vice president of The Boeing Company and president and chief executive officer of Boeing Defense, Space & Security, which provides solutions for defense, government, space, intelligence, and security customers worldwide. Beyond the United States, Defense, Space & Security has prominent operations in Australia, India, Saudi Arabia, and the United Kingdom. Colbert is a member of Boeing's Executive Council.

Previously, Colbert was president and chief executive officer of Global Services with responsibility for leading Boeing's aerospace services development and delivery model for commercial, government and aviation industry customers worldwide, focused on global supply chain and parts distribution, aircraft modifications and maintenance, digital solutions, aftermarket engineering, analytics and training.

Prior to that role, Colbert was chief information officer and senior vice president of Information Technology & Data Analytics. In this role, he led all aspects of information technology, information security, data and analytics. He also supported the growth of Boeing's business through IT and analytics-related revenue-generating programs.

Before his role as CIO, he led the Information Technology Infrastructure organization and was responsible for developing and maintaining network, computing, server, storage, collaboration and infrastructure solutions across the enterprise. Before that, he led the IT Business Systems organization, where he managed the computing application systems that support Boeing Finance, Human Resources, Corporate and Commercial Capital business units as well as the company's internal systems. Before joining Boeing in 2009, Colbert was senior vice president of Enterprise Architecture at Citigroup. Before that, he spent 11 years in Ford Motor Company's Information Technology organization, where he held roles of increasing responsibility in the areas of program management, infrastructure engineering and operations, application development, portfolio management and process reengineering.

Colbert is a member of the Executive Leadership Council (ELC) and serves on the board of directors of the Thurgood Marshall College Fund, the Virginia Tech Innovation Campus Advisory Board, and New Leaders, where he serves as board chair. Additionally, he completed two terms on the Georgia Tech President's Advisory Board. Colbert is also a non-executive board member of Archer Daniels Midland (ADM). In 2022, The Black Engineer of the Year Awards (BEYA) named Colbert Black Engineer of the Year, the organization's top honor. Colbert's additional notable accomplishments include receiving the 2021 Capital CIO of the Year ORBIE award for leadership; recognition as one of the Most Influential Black Executives in Corporate America by Savoy magazine in 2020 and 2021; becoming the first recipient of the Fisher Center prize for Excellence in Driving Transformation from the Fisher Center For Business Analytics at Berkeley; winning the 2018 Forbes CIO Innovation Award; recognition as one of the Most Powerful Executives in Corporate America by Black Enterprise magazine in 2017; 2017 Morehouse College Bennie Leadership Award for Excellence in Business; recognition as the 2016 National Society of Black Engineers Golden Torch Legacy Award winner; recognition as the HMG Strategy 2016 CIO of the Year; and, being named a 2015 Ebony Power 100 honoree. Colbert completed the Dual Degree Engineering Program at the Georgia Institute of Technology and Morehouse College with bachelor degrees in industrial and systems engineering and interdisciplinary science.

# SPEAKERS



## Jen Griswold

BossLady Bio, Founder and CEO

### The Power of Spirit Cheese

Jen Griswold will share how her foundation as a U.S. Air Force Academy cadet and the traditions and customs she learned built a foundation she brought forward to build successful teams and cultures in the business world. She will touch on how to build, grow and nourish culture on teams you build as well as ones you inherit. Cadets will leave with a practical toolkit for the athletic fields, squadron and after graduation.

Griswold is an entrepreneur, author, and retired military officer with a heart for serving her community through teaching entrepreneurship and providing marketing resources to women who want to launch their own businesses.

After retiring from 20 years as an officer in the Air Force, she leaned on her skills and training to start her own home-based business which grew into a multimillion-dollar sales organization. Today, Griswold leads the training, development, and production of a distributed team of over 9,000 entrepreneurs that produces over \$20M in skincare sales annually.

Griswold has been featured on the Today Show, in Arlington Magazine, NextGenMilspouse, and a variety of podcasts about entrepreneurship and performance.

With her military experience and community always close to her heart, Griswold published “Mission Entrepreneur” on applying lessons from military life to modern entrepreneurship. She also founded a website and branding development company dedicated to helping women in business grow their impact through marketing. In the spring of 2021, her company launched a link in bio tool called BossLady Bio that is democratizing women’s access to websites and stands out as the first choice for women who want simple and affordable tech for their business.

Always learning new ways to market and grow the skills of her teams through continual learning, Jen also has an academic background. She graduated as a Distinguished Graduate with a Bachelor of Science in Human Factors Engineering at the U.S. Air Force Academy and a Master of Education degree in Human Resource Development from Colorado State University.



# SPEAKERS



## MAJ Johanna Hipp

U.S. Army Cyber Command, Information Operations Planner

### Following the Colors: Personal Anecdotes from an Army Officer on Life, Leadership, and Loss

MAJ Johanna Hipp describes how the Army maxims of “Following the Colors”, “Taking the High Ground”, and “Embracing the Suck” are applicable to all junior officers seeking balance in life as they begin their military journey. MAJ Hipp’s personal stories of hardships and triumphs -- physically, spiritually, and emotionally -- transcend all military service branches.

MAJ Johanna Hipp is featured in the book “Beyond the Call: Three Women on the Front Lines in Afghanistan,” which highlights her deployment to Zabul Province in 2013 working as a Female Engagement Team Chief for the 3rd Brigade Combat Team, 1st Infantry Division. She was commissioned in the U.S. Army in 2006 as an intelligence officer and has since served in Operations Iraqi Freedom, Inherent Resolve, Enduring Freedom, and Warp Speed. She is currently stationed at Ft. Gordon, Ga. where she works as an information operations planner for the U.S. Army Cyber Command. Hipp holds a Master of Arts in Strategic Intelligence, a Master of Military Art and Science, and a Bachelor of Arts in Communications. Her military awards and decorations include the Presidential Unit Citation award, two Bronze Star Medals, the Meritorious Service Medal, the Joint Service Commendation medal, four Army Achievement medals, three Army Commendation Medals, and the Combat Action Badge.



## Dion Leonard

Author, Inspirer, Ultra Runner

### Achieving the Unachievable

Dion Leonard has achieved the unachievable, competing in the extreme endurance sport of ‘ultra-running’ where race distances begin from 100 miles to 240 miles+ nonstop throughout the planet’s most inhospitable locations. During a 155-mile ultra-marathon across the Gobi Desert a stray dog follows Leonard, and their bond and connection changes their lives forever - and ultimately, achieving the unachievable.

What does it take to become one of the world’s top ultra-athletes running distances from 100 miles to 250+ miles nonstop? Dion Leonard’s lifestyle was killing him. Weighing 250 pounds; Leonard’s uncontrollable eating habits, heavy smoking, and excessive drinking to hide the demons from his abusive and turbulent childhood were leading him to an early grave. Leonard’s iron will and innate ability to survive led him to become one of the world’s top ultra-runners competing in some of the toughest and most extreme ultra challenges across the planet’s most inhospitable locations. One act of kindness would change his life forever during an endurance race in the Chinese Gobi Desert when a stray dog ran with him, forming an unbreakable bond that would become the ultimate challenge of overcoming adversity to achieve the unachievable. His heartwarming and inspiring story will have you wanting more from life. Listen to his incredible life transformation, the ‘Don’t Look Back’ attitude and mindset to become the best you can be and how you too can achieve the unachievable.

# SPEAKERS



## Col Eries L.G. Mentzer, USAF

Headquarters Air Force Special Operations Command, Director, Air Commando Development

### The Freedom To Serve

As our Nation celebrates the 75th Anniversary of the Women's Armed Services Integration Act and Executive Orders 9980 and 9981 that fully integrated Federal Service and the Armed Forces, Colonel Mentzer will discuss Securing the Freedom to Serve: cultivating conditions and removing barriers so all Airmen, Guardians, and their families can rise to their best as part of a fully integrated force.

Colonel Eries L. G. Mentzer is the Commander, 42nd Air Base Wing, Maxwell Air Force Base, Alabama. She leads all base operating, infrastructure and services support for 42,000 active duty, Reserve, civilian, and contract personnel, students, and families at Maxwell and Gunter Annex in direct support of Air University, 908th Airlift Wing, Air Force Materiel Command units, Defense Information Systems Agency and more than 40 other mission partners. As Maxwell's installation commander, she partners with local officials across a three-county, 12-city region with an annual military economic impact of \$1.2 billion.

Colonel Mentzer commissioned in 1997 graduating with academic distinction from the University of Nebraska. She has served as an Air Force Intern for the Deputy Secretary of Defense, a Major Command Legislative Liaison, a Squadron Commander in Southwest Asia, a Joint Staff Planner, an Executive Officer to the Joint Staff Director, Chief Speechwriter to the Air Force Vice Chief of Staff, Executive Officer to the Air Force Chief of Staff, a Woodrow Wilson International Center for Scholars National Defense Fellow, and as the Vice Commander of a Navy-led Joint Base. Prior to her current position, she led the Air Force Transition Team, coordinating all ceremonial and administrative milestones to retire the 21st and appoint the 22nd Air Force Chief of Staff.



## Scott Mercier

Win True, Speaker

### Maintaining your integrity when surrounded by people with none

The Road to the Olympics begins with a dream – a dream fulfilled with dedication, sacrifice, perseverance – and an ability to push beyond what others are willing to do. Mercier made the 1992 US Olympic Cycling Team in Barcelona, after just 15 months of competitive racing. He then began a journey as a professional cyclist that would take him around the world. Ultimately, however, he was faced with a Faustian Bargain; continue to chase his dream, but sacrifice his integrity, or walk away.

Mercier is first and foremost a husband, father, and friend. He works in finance, is a public speaker, writes a cycling column for Carmichael Training Systems, and recently published his book "Win True: How you win matters on and off the bike".

Mercier was valedictorian of his class of 13 from Telluride High School, earned a degree in Economics from U.C. Berkeley, is a Certified Financial Planner™ and is nearly finished with a master's in finance from the Harvard University Extension School. He speaks on grit, ethics, and integrity and is an unofficial part of the Character Development Program at the West Point Military Academy.

He was Telluride, Colorado's 1st Olympian, representing Team USA in 1992 at the Barcelona Games. He competed as a professional cyclist from 1993 to 1997 and finished his career as a member of the infamous U.S. Postal Services Cycling Team.

# SPEAKERS



## Dr. Dillon Small

Chief of Psychological Health, U.S. Air Force Academy

### **Durable Mindset: Leading yourself to optimal performance.**

How can we lead others expertly, when we cannot lead ourselves? Dr. Dillon Small will overview the core tenets to optimal psychological performance, highlighting a training program for building a strong internal framework and durable mindset that is able to withstand the most hostile of stressors. This talk flips traditional mental health on its head – leading with a focus on performance over pathology.

Dr. Small is currently the Chief of Psychological Health at the U.S. Air Force Academy and oversees the Peak Performance Center. He is a high-performance psychologist and has devoted over 10 years to overcoming ordinary by studying and teaming up with high performers as they work collaboratively to elevate their game in athletics, business, academics, and life. He is deeply passionate about optimizing thoughts, behaviors, and emotions for high performance in life. Dr. Small is an Air Force veteran with a Doctorate of Psychology in Clinical Psychology, Master of Arts in Clinical Psychology, and a Master of Arts in Organizational Communication. Dr. Small is also the CEO of an embedded school-based therapy organization, providing in-school therapy to K-12 in the Colorado Springs metro.

He has logged hundreds of hours coaching, mentoring, and training high performance. He is a published author, national speaker, Distinguished Graduate of Squadron Officer School, Certified Executive Coach, and lover of unleaded coffee.



## Col Brittany D. Stewart, USAF

U.S. Defense Attaché Office, Dushanbe, Tajikistan, Senior Defense Official/Defense Attaché

### **Maintaining Mission Focus, Unit Cohesion, and Resilience during the Russian Invasion of Ukraine**

In October 2021, Western intelligence reported Russian intention to invade Ukraine, catapulting it to the forefront of strategic competition. Colonel Stewart was the epicenter of Defense outreach to convince the Zelenskyy administration of the growing threat. Along with a majority of embassy personnel without sufficient clearances, Kyiv remained skeptical until the first bombs fell on February 24. Colonel Stewart will discuss the fluid pre-invasion chaos, challenges in implementing U.S. policy goals while the National Security Council strove to avoid recreating the withdrawal from Afghanistan, and leadership demands of maintaining cohesion of effort in the absence of a common operating picture.

Colonel Brittany Stewart assumed duties of Senior Defense Official/Defense Attaché (SDO/DATT) Dushanbe, Tajikistan, in October 2022. From August 2020, she served as SDO/DATT Kyiv, Ukraine. She led Department of Defense elements in Ukraine during the spring 2021 Russian force build-up and February 24, 2022 invasion until the summer 2022 establishment of a one-star structure to administer security assistance. Col Stewart started her career as an intelligence officer at Aviano Air Base, Italy, during the air war over Kosovo. She is now a foreign area officer with embassy tours in Uzbekistan, Hungary, Ukraine, and Tajikistan. Staff tours include U.S. Air Forces Europe; U.S. European, Africa, and Central Commands; Headquarters Air Force; Defense Intelligence Agency; and Department of Defense Office of Inspector General. She received her commission, along with a Bachelor of Science in history with Russian language minor, from the U.S. Air Force Academy in 1995. She holds a Master of Science of Strategic Intelligence from National Intelligence University and is a graduate of Joint Forces Staff College, Air War College, and the George C. Marshall Center for Strategic Studies. She is published in the Foreign Area Officer Association's Journal of International Affairs and U.S. Transportation Command's TRANSLOG: Defense Transportation System Bulletin.



# SPEAKERS



## Michael Watson, Ph.D.

Author and Co-Founder, Opex Analytics (Coupa)

### What Leaders Need to Know about AI and Machine Learning

Leaders in modern organizations need a good understanding of data, algorithms used to make decisions, and artificial intelligence (AI).

You don't need to know all the details, but you need to know enough to ask the right questions, to not get fooled, and to make good decisions.

In this talk, we'll cut through the buzzwords and give leaders a framework for understanding Artificial General Intelligence, Practical AI, machine learning, optimization, and thinking about data. The talk will have plenty of examples and references for further study.

Watson is the co-founder and former CEO of Opex Analytics, an AI firm that grew from 0 to 140 people from 2013 to 2019 when LLamasoft acquired it. Coupa acquired LLamasoft in late 2020. At Coupa, he led the AI Center of Excellence until December 2021.

He is an adjunct professor at Northwestern University. He teaches Master's-level courses in Operations Excellence, Managerial Analytics, and Optimization.

He is the lead author of the books "Supply Chain Network Design" and "Managerial Analytics."

He writes at <https://MikeTalksAI.substack.com/>.



# U.S. SPACE FORCE LEADERSHIP PANEL

As the newest service, the U.S. Space Force is committed to fostering a culture where Character, Connection, Commitment and Courage are foundational for all Guardians. Leaders in the U.S. Space Force demonstrate these values and the U.S. Space Force has initiatives in place to develop Guardians and ensure team cohesion, individual resilience, and mission readiness. Guardians thrive in an environment where innovation and transparency are rewarded.

*Panelists subject to change due to mission needs and individual availability.*



**Lt Gen DeAnna Burt**

Deputy Chief of Space  
Operations



**Christopher Solee**

Deputy Dir.,  
USSPACECOM/J8



**CMSgt Jacob Simmons**

Senior Enlisted Leader,  
Space Operations  
Command

REIMAGINE LEADERSHIP. INSPIRE TEAMWORK.

# INNOVATIVE WORKSHOPS

Allowing our in-person and virtual audience to experience the first-class workshops our Center for Character and Leadership Development hosts for cadets, staff, and faculty.



## Dr. Kimberly Dickman

Center for Character and Leadership Development

Dr. Kimberly Dickman is an assistant professor in Human Relationships Education in the Center of Character and Leadership Development at the U.S. Air Force Academy. Her work focuses on human connection and emotional intelligence as it relates to developing leaders of character. Additionally, she teaches in the Biology (Human Sex, Reproduction, and Sexuality) and Behavioral Sciences (Applied Positive Psychology) Departments.

An Air Force civilian for over 20 years, she has served in numerous capacities to include at Darnell Army Hospital Department of Psychiatry, Fort Hood, Texas; as an educator/counselor in Yongsan, Korea; Misawa, Japan; and Yigo, Guam; in the Sexual Assault Prevention and Response Programs at Alconbury, UK; Mildren Hall, UK; and Ft Mead, Maryland; as the Chief of Training and Development, Air Force SAPR Program: Head Quarters Air Force, Pentagon; and as an Assistant Professor at the U.S. Air Force Academy.

## Love and Leadership (virtual)

Love is not a word often heard in offices, boardrooms, or war rooms. It often elicits images of roses, chocolates, sweethearts holding hands, and maybe even sex. In a time where technology, strategy, and innovation determine outcomes, what's love got to do with it? Research in the field of positive organizations and positive leadership shows that when we connect with others through love (we'll define this more in the session) we do better in regards to teamwork, outcomes, innovation, and wellbeing. We will explore how love is not a soft, fluffy concept but a prerequisite to organizational success.

## High Quality Connections (in-person)

Researchers describe loneliness as an epidemic that impacts personal wellbeing, organizational functioning, and social division. You can be surrounded by thousands of other people and still be lonely. The antidote? High Quality Connections (HQC). This session will describe the science of how HQCs impact us mentally, physically, psychologically, socially, and cognitively; and how it influences our mission at work. But knowing the science is not enough. Attendees will participate in some of the best-known ways to create HQCs during our session to then take it into their personal and professional lives.

# INNOVATIVE WORKSHOPS

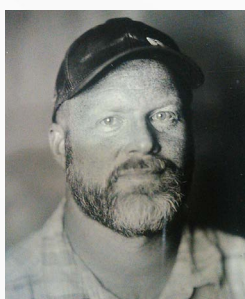
## Experiential Based Learning (EBL) Team



**Kristina A.R. Book**

Center for Character and Leadership Development

Kristina A.R. Book serves as Instructor of Adventure/Experiential Based Learning and Manager of the U.S. Air Force Academy Outdoor Leadership Complex (OLC), U.S. Air Force Academy, Center for Character and Leadership Development (CCLD), where she is responsible for advancing the understanding, sharing, practice and integration of character and leadership development through experiential learning methodology and activities. She manages operations and management of the OLC, staff, and programming that takes place on it.



**Trevor McConnell**

Center for Character and Leadership Development

Trevor McConnell serves as Instructor of Adventure/Experiential Based Learning for the Outdoor Leadership Complex (OLC), U.S. Air Force Academy, Center for Character and Leadership Development. Trevor has served within the DOD for the last 17 years within the Army, Navy and Air Force. During that entire time, he has been based in the outdoors while managing the largest outdoor recreation program in the Army, to further developing Tier 1 Special Operators. McConnell focuses on helping individuals and teams develop their potential with meaningful growth while balancing the needs of the team.



**Jarrid W. Huckfeldt**

Center for Character and Leadership Development

Jarrid W. Huckfeldt holds a M.S. in Outdoor and Environmental Education and currently serves as part of the Experiential Based Learning (EBL) team leading and facilitating groups at the Outdoor Leadership Complex (OLC) within the U.S. Air Force Academy Center for Character and Leadership Development. As part of the EBL team, Huckfeldt has a passion for fostering an environment of growth and development through experiential learning as he helps develop Leaders of Character.

## Connection before Content (in-person and virtual)

When we feel seen, valued and heard in a team we feel psychologically safe which leads to trusting behaviors and greater willingness to collaborate, challenge, and solve complex problems together. Experiential activities can be a powerful way of creating connection. Come learn five amazing activities to foster belonging to solve problems and resources to even more.

# INNOVATIVE WORKSHOPS



## Jacqueline “Jackie” Hooper, Ph.D.

Center for Character and Leadership Development

Dr. Jacqueline “Jackie” Hooper is an educator, organizational development/change management leader, published author, and certified leadership coach who helps individuals, teams, and organizations succeed. She accomplishes this by delivering distinctive skill-building experiences that contribute to a culture of excellence, wellness, and improved engagement. Jackie takes a strengths-based, “what’s right” approach to her work with individuals and teams and believes leveraging individual and collective strengths drives engagement and performance more than merely focusing on “what’s wrong.”

### Emotional Intelligence (in-person and virtual)

Emotional intelligence is a collection of learned skills. It’s widely believed that effective leadership cannot co-exist without effective emotional intelligence. In this Introduction to Emotional Intelligence, participants will familiarize themselves with the 5-part emotional intelligence framework of Dr. Daniel Goleman, identify their own emotional intelligence strengths, and reflect on one action they commit to taking to further enhance their emotional intelligence and leadership effectiveness. Additional resources will be provided, as well as in-session activities designed to foster awareness and actionable insights.



## Paul Huffman

Center for Character and Leadership Development

Paul Huffman currently serves as an Instructor of Professional Development Programs at the U.S. Air Force Academy’s Center for Character and Leadership Development, where he is primarily responsible for facilitating workshops in support of the Academy’s #1 Strategic Goal – Developing Leaders of Character. He also works extensively with cadet leadership teams to enhance their Leader of Character journey and leads teambuilding workshops for other U.S. Air Force Academy permanent party and cadet groups.

Mr. Huffman is an Air Force veteran, commissioned with the U.S. Air Force Academy Class of 1986. During his 28-year active-duty career, he served as an aviator, commander and educator primarily as Northwest Region Commander for AFROTC, as Department Chair, AFROTC Detachment Commander and Professor of Aerospace Studies at the University of Portland, as Vice Wing Commander of the 57th Wing at Nellis Air Force Base, and as Division Chief, Weapons, HQ Air Force Legislative Liaison at the Pentagon.

He has accumulated over 4,000 flight hours primarily in the OV-10, F-15C and F-16 Aggressor aircraft, including 250 combat hours in Southwest Asia.

### Leader of Character Framework (in-person and virtual)

The Leader of Character Framework workshop is the foundational workshop that not only introduces participants to the Framework but also provides opportunities for reflection and discussion involving the three pillars of Living Honorably, Lifting Others and Elevating Performance. Specific topics will revolve around living out the virtues embodied in the Core Values of Integrity First, Service Before Self and Excellence in All We Do and also the sharing of inspiring stories as well as the impact of conversations on culture and trust. Join us for a dynamic, enlightening hour that will leave you internalizing an even deeper commitment to growth on our Leader of Character journey.

# INNOVATIVE WORKSHOPS



## **Dr. Justin Stoddard**

Center for Character and Leadership Development

Dr. Justin Stoddard serves as Assistant Professor and Chief of Innovation and Prototyping at the Center for Character and Leadership Development. Dr. Stoddard enlisted into the United States Army as a combat medic and then commissioned from the Army ROTC program at the University of Colorado, Boulder with a bachelor's degree majoring in both Philosophy and Russian studies. As an Army officer, Dr. Stoddard served in a variety of assignments including rifle platoon leader in Afghanistan, Headquarters Company Commander, and Senior Intelligence Division Chief. Dr. Stoddard earned a master's degree in 2011 from the University of Texas – El Paso in Leadership Studies and Intelligence and National Security Studies, and a PhD in 2019 from the University of Colorado – Colorado Springs in Higher Education Leadership and Research. Dr. Stoddard began instructing at the Academy in 2015 and completed his doctoral research on the resiliency of U.S. Air Force Academy cadets and the important role of adversity in building character. His experience, expertise, and academic research provides the backdrop for his workshops that explore the role of adversity, the process by which we overcome it, and the framework used to build our resiliency as we grow and learn to thrive.

## **Understanding Resiliency: Capitalizing on Adversity (in-person and virtual)**

The last few years of unprecedented global crises have proven the need to develop the ability to overcome adversity and thrive despite chaos at individual, team, and leadership levels. From local to international contexts, significant challenges arise constantly, and the wisdom needed to thrive in this dynamic environment is critically important. This workshop explores the resiliency theory framework focusing on the insights, knowledge, and next steps needed to build resilient habits at the individual, team, and leadership levels. This workshop uses interactive online activities, small and large group discussions, and personal reflections to help participants understand individual, team, and leadership resiliency, and begin building resilient mindsets at each level.



# INNOVATIVE WORKSHOPS



## Lt Col Wellman

Senior Military Faculty and Assistant Professor in the Department of Law, U.S. Air Force Academy

Lt Col Taren Wellman is a Senior Military Faculty and Assistant Professor in the Department of Law at the U.S. Air Force Academy, CO. She teaches the core course, Law for Air Force Officers, and Negotiations. She is also the Director of the Academy's Leadership and Conflict Resolution Program.

Lt Col Wellman received a commission through the Academy in 2006. She served as a Logistics Readiness Officer prior to becoming a judge advocate in 2011 through the Funded Legal Education Program. She has served in various positions at the base legal office at Grand Forks AFB, ND, and JBSA-Lackland, TX, as well as Area Defense Counsel at JBSA-Lackland. Lt Col Wellman earned a Master of Laws (LL.M.) in Labor Law from George Washington University. She then served as a Deputy Branch Chief and Branch Chief, respectively, in the Labor and Employment branches of the Labor Law Field Support Center at Joint Base Andrews, MD. Lt Col Wellman is admitted to practice law before the Supreme Court of Montana, the Court of Federal Claims, the Court of Appeals for the Armed Forces, and the United States Supreme Court.



## Ms. Kim Mlinaz

Department of the Air Force's (DAF) Director of the Negotiation and Dispute Resolution Program

Kimberly "Kim" Mlinaz serves as the Department of the Air Force's Director of the Negotiation and Dispute Resolution Program. Under the oversight of the Deputy General Counsel for Contractor Responsibility and Conflict Resolution, Ms. Mlinaz is responsible for directing DAF conflict management policy, programs, and education. She provides advice and guidance regarding best practices in conflict management and negotiation principles. Further, Ms. Mlinaz is a member of the DAF Coaching Cadre.

After ten years of leadership experience in manufacturing, Ms. Mlinaz earned a Juris Doctor in 2010, and served as a law clerk for the Michigan Senate Majority Policy Office. Ms. Mlinaz's primary area of legal expertise is labor and employment, with a focus on both effective representation and a proactive approach to problem-solving in the workplace. She served DAF in this capacity at Robins Air Force Base, Air Force Materiel Command, and at the Air Force Legal Operations Agency's Labor Law Field Support Center. Building on her practical experience, Ms. Mlinaz added formal training in systems thinking, leadership, and performance coaching to guide leaders toward maximizing performance through effective conflict management in the workplace. Prior to her current position as Director, she served in a career-broadening assignment with the DAF General Counsel's Office, Pentagon, Arlington, Virginia.

## Brain Hacks for Leaders: Facing Conflict and Emotions in Teams (in-person and virtual)

This course explores how leaders can effectively navigate conflict and clear the path for collaboration and innovation by leveraging our most important asset: the brain. How do our brains impact our ability to navigate conflict? How do we process information? How can we navigate emotion-driven conflict more effectively to achieve better outcomes? This course answers these questions by examining how the brain affects our ability to connect, collaborate, and lead through conflict.

# NOTES

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# NOTES

REIMAGINE LEADERSHIP. INSPIRE TEAMWORK.







# SCHEDULE OF EVENTS

| 2023 NCLS Schedule of Events |   |   |   |   |                                |                                 |  |   |   |  |  |  |
|------------------------------|---|---|---|---|--------------------------------|---------------------------------|--|---|---|--|--|--|
|                              |   | Arnold Hall Theater   | Polaris Forum                                 | Fairchild Hall F1   | Fairchild Hall H1              | Fairchild Hall H2               | Arnold Hall Ballroom                               | Polaris Seminar West                                    | Polaris Seminar East                                |  |  |  |
| Wednesday<br>22 Feb          | 8:00 - 12:00  |   | Character Summit                              |   |                                |                                 |  |   |   |  |  |  |
|                              | 12:20 - 1:38  | Cadet Wing Kickoff:<br>ARKAI  |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 7:00 - 9:00   |   |   | Cadet Wing Laser Light Show (Terrazzo; 30 min show on repeat) |                                |                                 |  |   |   |  |  |  |
|                              |   |   |   |   |                                |                                 |  |   |   |  |  |  |
| Thursday<br>23 Feb           | 6:30 - 7:45   | Breakfast (Falcon Club)   |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 8:30 - 9:00   | NCLS Opening Ceremony:<br>Lt Gen Clark  |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 9:30 - 10:15  | Class of '59 Leadership Keynote<br>Lecture: Redman                              |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 10:30 - 11:15   | Chari   | Mentzer                                       | Hipp  | Aryan                          |                                 |  |   |   |  |  |  |
|                              | 11:30 - 12:00   | Lunch (location registration dependent)   |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 12:15 - 1:15  | Class of '93 Keynote Panel:<br>12 OAY   | In-Person Workshop:<br>Emotional Intelligence | Griswold  | Stewart                        |                                 |  | In-Person Workshop:<br>Leader of Character<br>Framework | In-Person Workshop:<br>Connection Before<br>Content |  |  |  |
|                              | 1:30 - 2:15   | ARKAI   | Mercier                                       | MOH Panel   | Col Mentzer and<br>Mr. Mentzer |                                 |  |   |   |  |  |  |
|                              | 2:30 - 3:15   | Leonard   | Small   | Watson  |                                |                                 |  |   |   |  |  |  |
|                              | 3:30 - 4:45   | Book Signing (Arnold Hall Foyer)  |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 5:00 - 6:00   | Class of '74 Wakin Award<br>Muse Family Foundation<br>Keynote Lecture: Isaacman |   |   |                                |                                 |  |   |   |  |  |  |
| Friday<br>24 Feb             | 6:00 - 6:40   | Speaker Social Hour (McComas Lounge)  |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 6:40 - 8:10   | Symposium Dinner (Arnold Hall Ballroom)   |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 8:15-9:00   | Symposium Dinner Laser Light Show (Arnold Hall Circle; 15 min show on repeat)   |   |   |                                |                                 |  |   |   |  |  |  |
|                              |   |   |   |   |                                |                                 |  |   |   |  |  |  |
|                              | Breakfast (Falcon Club)   |   |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 6:30 - 7:45   |   |   |   |                                |                                 |  |   |   |  |  |  |
|                              | 8:00 - 9:00   | Colvin Keynote Lecture:<br>Glaude   | Watson  | Chari   |                                |                                 |  |   |   |  |  |  |
|                              | 9:25 - 10:25  | Colbert   | Hipp  | ARKAI   | Space Force<br>Panel           | CSAF Addresses<br>AFROTC cadets |  |   |   |  |  |  |
|                              | 10:50 - 11:50   | Enix Heritage Keynote Lecture:<br>Senior Leader Discussion Panel                | Aryan   | Mercier   | Leonard                        |                                 |  |   |   |  |  |  |
|                              | 12:10 - 1:00  | Lunch (location registration dependent)   |   |   |                                |                                 |  |   |   |  |  |  |
| 1:00 - 2:00                  | Falcon Foundation Bud<br>Breckner Keynote Lecture:<br>MOH Panel | Griswold  | CSAF Addresses<br>Firsties                    | Small   | CSO Addresses<br>Guardians     |                                 |  |   |   |  |  |  |
| 2:15 - 3:30                  | Redman  | In-Person Workshop:<br>High Quality<br>Connections                              | Stewart                                       | Mentzer   |                                | Student<br>Consortium           | In-Person Workshop:<br>Understanding<br>Resiliency | In-Person Workshop:<br>Brain Hacks for<br>Leaders       |   |  |  |  |
| 3:45 - 4:30                  | Challenge Ceremony:<br>Chief Kwiatkowski                        |   |   |   |                                |                                 |  |   |   |  |  |  |
| 5:00 - 7:00                  | Dinner (Falcon Club)  |   |   |   |                                |                                 |  |   |   |  |  |  |



30<sup>TH</sup>



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