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UNITED STATES
AIR FORCE
ACADEMY

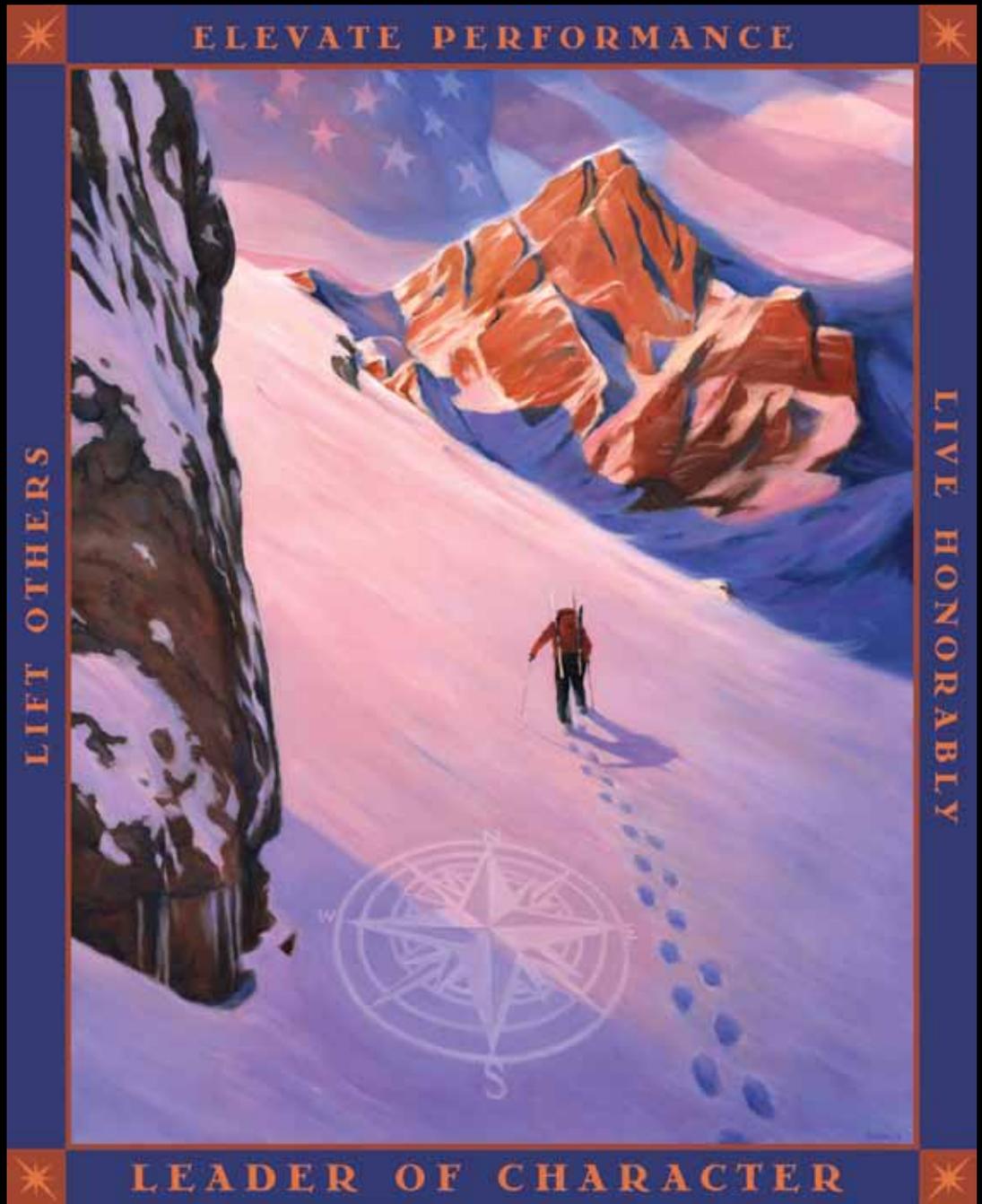
CENTER FOR
CHARACTER
DEVELOPMENT
& LEADERSHIP



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THE UNITED STATES AIR FORCE ACADEMY
ENDOWMENT



Walk the Walk: Leaders in Ethical Action

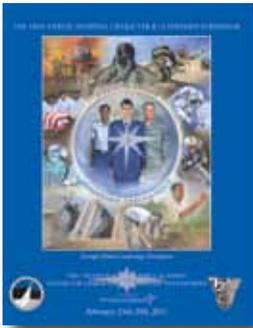
THE 19TH ANNUAL
NATIONAL CHARACTER AND LEADERSHIP
SYMPOSIUM

*February 23rd-24th, 2012
The United States Air Force Academy*

CHANGING LIVES...ONE PERSON AT A TIME

The best leaders tell great stories—to illustrate, to inform, to share. At NCLS we orient leaders to see themselves and their world differently, to see opportunities for character and leadership development, to emerge from being great people to being great leaders whose decisions and actions will shape a better future.

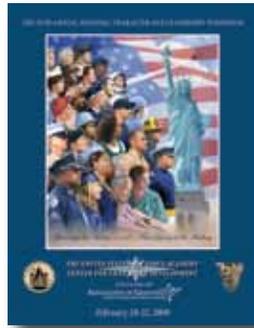
A LOOK BACK



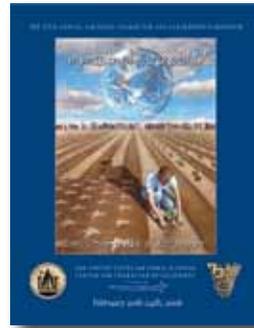
Eighteenth Annual
Strength Within,
Leadership Throughout
Artwork by Chris Hureau



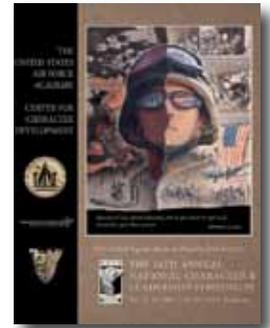
Seventeenth Annual
Guardians of Trust:
Leaders in the Modern Era
Artwork by Chris Hureau



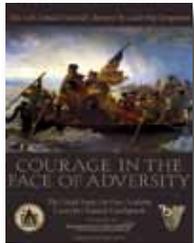
Sixteenth Annual
Answering the Nation's Call:
Our Legacy in the Making
Artwork by Chris Hureau



Fifteenth Annual
Impassioned Citizenship:
Can One Make a Difference?
Artwork by Chris Hureau



Fourteenth Annual
All Created Equal—
Human Dignity & Respect
Artwork by Chris Hureau



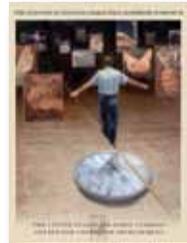
Thirteenth Annual
Courage in the Face of
Adversity



Twelfth Annual
Leading Positive Change:
Raising the Standard of
Excellence
Artwork by Chris Hureau



Eleventh Annual
Teamwork: Working
Together to Achieve
Excellence
Artwork by Chris Hureau



Tenth Annual
Moral Courage and
Servant Leadership in
Modern Times
Artwork by Chris Hureau



Ninth Annual
Undaunted Leadership:
Unassailable Integrity,
Increasing Service,
Uncompromising
Excellence
Artwork by Chris Hureau



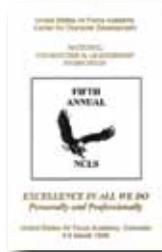
Eighth Annual
Integrity First:
Recollection, Inspiration
& Aspiration
Artwork by Chris Hureau



Seventh Annual
Service Before Self:
Heroes, Hymns and Hardiness
Artwork by Chris Hureau



Sixth Annual
Integrity First:
Courage, Competence,
& Commitment



Fifth Annual
Excellence in All We Do:
Personally and
Professionally



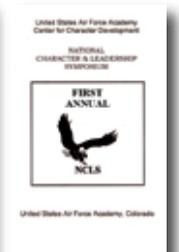
Fourth Annual
Service Before Self



Third Annual
Integrity in
the Profession of Arms



Second Annual
Strength Through
Diversity



First Annual
Women in Leadership

SPECIAL THANKS

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SPEAKERS



Dick Abel

Brigadier General, USAF (Ret)

Dick Abel founded “Leadership is ALL About People” (LIAAP) and currently serves as its president. Dick is an internationally known speaker on family values, military affairs, and moral leadership. He authored *The DNA of Leadership*, which focuses on four essential principles of leadership and eighteen characteristics that form our lives. Dick retired as a Brigadier General in the United States Air Force. While on active duty, he was a pilot, led the Warhawk jet acrobatic team, and was an assistant football coach at the Air Force Academy. During his 30-year career, he was assigned to the staffs of three 4-star Admirals and the Chairman of the Joint Chiefs of Staff. He also made five flights to escort returning POWs from Vietnam. After retiring in 1985, he was on the senior staff of the US Olympic Committee, and later became National President of the Fellowship of Christian Athletes. General Abel is married to the former Ann Voelcker of San Antonio, TX. He is the father of four and grandfather of nineteen.

“Who Are You, REALLY?” - Dick Abel describes characteristics that develop great leaders. Leaders are to be selfless, compassionate, high-principled, and consistent. These ideas can be expanded into practical characteristics that can be applied at work and at home.



Nick Bollettieri

Founder, Nick Bollettieri Tennis Academy

Nick Bollettieri is one of the most influential people in the world of tennis and a legend who has transcended the sport. In 1978, he founded the Nick Bollettieri Tennis Academy (NBTA), the first full-time tennis boarding school to combine intense training on the court with a custom-designed academic curriculum. The Bollettieri approach not only builds athletes on the court, but more importantly, prepares them for a successful life off the court as well. It was this proven method that he used to coach ten #1 players in the world: Agassi, Becker, Courier, Hingis, Jankovic, Rios, Seles, Sharapova, and Venus and Serena Williams—as well as a multitude of other world-class players, including: Haas, Kournikova, Arias and Vaidisova, to name a few. The NBTA quickly became synonymous with tennis excellence and its coaches and students continue to reflect his passion for excellence and the game.

“Identifying Yourself” - Nick Bollettieri has coached ten #1 players in the world: Agassi, Becker, Courier, Hingis, Jankovic, Rios, Seles, Sharapova, and both Venus and Serena Williams. Nick shares some of his life stories and identifies what it takes to be a winner in life.



Ethan Casey

Author, Humanitarian

Ethan Casey is a writer and speaker who is uniquely positioned. As an American traveler who grew up in Wisconsin and a journalist with 15 years exposure to Pakistan, he can help foster historical and geographical perspective, human connections, and conversation between Americans and Pakistanis. He also is concerned to help improve Americans awareness of both the historic and the contemporary situation in Haiti. His book *Bearing the Bruise: A Life Graced by Haiti* will be published in March 2012. His next book, based on travel during the fall of 2012, will be *Home Free: An American Road Trip*. His books *Alive and Well in Pakistan* (2004) and *Overtaken By Events: A Pakistan Road Trip* (2010) have been widely praised.

“Built Strong: leading change through mutual respect and understanding in the global arena” - What do America, Haiti and Pakistan have in common? We are all part of one global community. American communities may have a myopic view of the world. In fact, as leaders we can learn from each other by getting to know one another. Mutual respect may lead to resolution of global conflict and encourage global peace by educating ourselves of the current political situation.



SPEAKERS



Justin Conelli
Captain, USAF
Special Tactics Officer

Captain Justin M. Conelli is a Special Tactics Officer, 724th Special Tactics Group, Air Force Special Operations Command, Pope Field, NC. The 724 STG develops and tests special operations tactics, techniques, and procedures across Air Force Special Operations Command and U.S. Special Operations Command. Captain Conelli received his commission from Officer Training School in 2003, and worked as a Weapons Design Engineer before cross-training into Special Tactics in 2005. He has served as Executive Officer and Flight Commander, and has deployed three times to Afghanistan in support of Operation ENDURING FREEDOM.

“Special Tactics Leadership Inception” - Special Tactics leaders are given the unique opportunity to develop side by side with their enlisted counterparts through years of grueling training. The responsibility of positively shaping an operator’s development is second only to the responsibility these warriors will share on the battlefield.



Willy Driscoll
Commander, USN (Ret)
Vietnam ACE, TOPGUN Instructor

During the Vietnam war, Willy Driscoll became a member of the Navy’s first and only team of Aces and the first all-missile Aces with the shootdown of three enemy jet fighters during his 170th combat mission. As Driscoll and his pilot egressed the target area, their F-4 Phantom was hit by a surface-to-air missile. They were on fire and losing control, still 20 miles over enemy territory. Two MIGs rolled in to finish them. Several minutes later, now completely out of control, Driscoll ejected himself and his pilot from their burning jet. Among Driscoll’s major awards are The Navy Cross, Two Silver Stars, The Purple Heart, Ten Air Medals and Nomination for the Medal of Honor.

“Peak Performance Under Pressure” - Following his combat tour where he and his pilot shot down 5 enemy jet fighters in air combat, becoming the first Aces of the Vietnam War, Willy Driscoll was reassigned to TOPGUN as an Instructor. For the past 24 years he has shared his insights and experience to every graduating class at TOPGUN. Willy will share the four leadership secrets of aces fighter pilots. You’ll also learn how to achieve your most difficult goals, no matter what.



Joe Ehrmann
Former NFL Lineman, Author

Joe Ehrmann was an All-American football and lettered lacrosse player at Syracuse University. Named to their All-Century Football Team, Joe is a recipient of Syracuse’s most distinguished alumni honor for his contributions. He played professional football for 13 years and was the Baltimore Colt’s Man of the Year and the first Ed Block Courage Award Winner. Since 1995, he has been the Defensive Coordinator and Assistant Head Coach at Gilman School in Baltimore. *Parade Magazine* featured him as “The Most Important Coach in America” because of his work to transform the culture of sports by reframing and redefining the social responsibility of coaches, parents and players. Joe is the subject of the New York Times bestseller *Season of Life* by Jeffrey Marx. Ehrmann shares his personal history in his own words, and explains why and how he developed his groundbreaking coaching philosophy in his new book *InSideOut Coaching: How Sports Can Transform Lives*.

“InSideOut Leadership” - Joe Ehrmann, former NFL player and author of *InSideOut Coaching: How Sports Can Transform Lives* will discuss moving from transactional to transformational leadership. Leaders will engage in an InSideOut process, answering these critical questions: “Why do I lead?”, “Why do I lead the way I do?”, and “What does it feel like to be led by me?” Participants will discover their transformational leadership purpose.

For event schedule and locations refer to personal registration on <https://www.ncls2012.net>

SPEAKERS



Tom Enders
CEO, Airbus

Thomas Enders is CEO of Airbus. He is a member of the European Aeronautic Defence and Space Company (EADS) Executive Committee and President of the German Aerospace Industry Association. He has worked in the aerospace & defense industry since 1991. Prior to joining industry, he worked in the German Ministry of Defense and in various foreign policy think tanks. Mr. Enders studied Economics, Political Science and History at the University of California and the University of Bonn where he received his doctorate.

“A Future without Boundaries” - In his time as a German paratrooper, Tom Enders learned the importance of fostering leadership and breaking down barriers. Though subsequent career moves to the German government, EADS and Airbus, he learned that the same principles applied. In a fast moving world where political, educational, cultural, financial and bureaucratic barriers still block the way to wider socio-economic development and lasting security, Tom seeks to share those principles with his own team and the next generation of leaders.



Helen Fisher
Research Professor, Department of Anthropology, Rutgers University

Dr. Helen Fisher is Research Professor in the Department of Anthropology at Rutgers University. She has written five internationally best-selling books on the brain science of human social behavior. She is currently studying the biological basis of personality and is a pioneer in examining the neurochemistry of leadership. Her data and ideas are based on her analysis of four biologically-based personality dimensions in 100,000 people, as well as data from genetics and neurochemistry. Over 10 million people in 40 countries have taken her Fisher Chemistry Test. Dr. Fisher's lectures include speeches at: The World Economic Forum (Davos), TED, Harvard Medical School, American Association for the Advancement of Science, The United Nations, The Salk Institute, The Smithsonian Institution, the American Psychiatric Association, Bank of America, Fortune Magazine, Deloitte and Visa. She has published in many scientific journals and is seen regularly on *The Today Show* and many other networks.

“Biology of Leadership: Character, Chemistry, and How to Use the Latest Neuroscience to Excel” - Biological anthropologist Helen Fisher and psychologist Pamela Paresky present the latest findings in the neuroscience of leadership. Are you neurochemically inclined to be a Charismatic leader, an Authoritative leader, a Commanding leader, or a Diplomatic leader? In this highly interactive session you will learn which neurotransmitters and hormones drive you, what creates your character, and how you can use this knowledge to enhance your abilities as an effective and authentic leader. Bring notebook and pen--and prepare to examine things you never knew about yourself and those around you.



Joe Garcia
Lieutenant Governor, Colorado

Joseph Garcia is the Lieutenant Governor of Colorado and brings a passion for education and public service to the state Capitol. Before he was elected Lieutenant Governor, Joe was president of Colorado State University - Pueblo. While president of CSU-Pueblo, Joe also served as co-chair of the Governor's P-20 Education Task Force, helping guide the development of a significant education reform agenda. Joe has also been actively involved as a board member for many non-profit agencies, to the Hispanic Association of Colleges and Universities. Joe earned a business degree from the University of Colorado and a juris doctorate from Harvard Law School. An avid mountain climber, mountain biker, and snowboarder, Joe could not imagine calling anywhere else his home and is proud to have passed his love of Colorado on to his four children: Mateo, Dolores, Joaquin and Jose.

Lt Governor Garcia will discuss the leadership lessons learned over his many years in public service.

For event schedule and locations refer to personal registration on <https://www.ncls2012.net>



SPEAKERS



Marc Gopin

Director, Center on Religion, Diplomacy and Conflict Resolution, George Mason University

Dr Marc Gopin is the James H. Laue Professor of Religion, Diplomacy and Conflict Resolution, and the Director of the Center on Religion, Diplomacy and Conflict Resolution at George Mason University's Institute for Conflict Analysis and Resolution. Dr. Gopin has trained thousands of people worldwide in peacemaking strategies for complex conflicts in which religion and culture play a role. He has engaged in diplomacy with religious, political and military figures on both sides of conflicts, especially in the Arab/Israeli conflict.

“Leaders in Ethical Action: A Conflict Analysis and Resolution Perspective” - Dr. Gopin discusses ethical dilemmas in conflict situations and how to lead by example in these types of situations.



Will Gunn

Colonel, USAF (Ret)
General Counsel, U.S. Department of Veteran Affairs

Will Gunn is General Counsel of the U.S. Department of Veteran Affairs. Mr. Gunn is a retired Air Force Colonel, having served as a military lawyer in the Air Force Judge Advocate General Corps. In 2003, Gunn was named the first-ever Chief Defense Counsel in the Department of Defense Office of Military Commissions where he assembled a defense team to defend detainees brought before military commissions at the Guantanamo Prison Camp. A native of Fort Lauderdale, Florida, Mr. Gunn graduated from the United States Air Force Academy with honors in 1980. He is a 1986 cum laude graduate of Harvard Law School and while at Harvard, he was elected President of the Harvard Legal Aid Bureau. In 1990, he was selected as a White House Fellow and served in the Executive Office of the President in the Office of Cabinet Affairs. Colonel Gunn retired from the military in 2005 and was named President and CEO of Boys & Girls Clubs of Greater Washington.

“Defending Guantanamo Detainees: Values Based Leadership in Action” - In 2003, Mr Gunn was appointed as the first-ever Chief Defense Counsel in the DoD Office of Military Commission. This session discusses the ethical decisions he faced in accepting that job and in executing his duties once in that role—particularly those duties related to defending Guantanamo detainees.



Derrick Hall

President & CEO, Arizona Diamondbacks

Arizona Diamondbacks President & CEO Derrick Hall is the leader of an organization that has been recognized for its employee culture, exceptional fan experience and as the most positive team in the world by winning the 2010 United Nations NGO Positive Peace Award while also trying to win on the field. Hall has further contributed to his legacy by spurring economic development in the Valley with the team's Salt River Fields training facility, bringing the 2011 MLB All-Star Game to Chase Field and helping revitalize downtown with the Legends Entertainment District.

“On the Field and Off” - This powerful presentation by a Major League Baseball CEO provides rare insights and ideas to create a game plan that produces uncommon results. In this session, you will discover tools to equip you for today's challenging market. The Circle of Success is a proven, results-driven mission that focuses on performance, community, culture, financial efficiency and an unparalleled client experience.

SPEAKERS



Greg Hall

CEO

Chilean Miner rescue designer

Greg Hall is a Graduate of Texas A&M University with a degree in Engineering Technology. Owner of three companies: American Manufacturing-Minnesota, DSI Cypress, TX and DSI-S.A., in Chile. Mr Hall was instrumental in helping design the rescue methods that successfully rescued 33 Chilean miners in 2010.

“If You Don’t Quit, You are Never Beat” - This session details how persistence, ingenuity and faith helped lead to the rescue of 33 miners trapped more than 1/2 mile under solid granite in the Northern Chile desert. Greg Hall describes how his team successfully rescued these men, despite being in a crucible of severe technical challenges, rough living conditions, intense media glare and the added pressure of drilling for people and not for profit.



Carla Harris

Managing Director, Morgan Stanley Investment Management

Carla Harris, Managing Director, heads the Emerging Manager Platform at Morgan Stanley Investment Management and provides investment advice to corporations, public pension plans, foundations and endowments. She was named to *Fortune* magazine’s list of the 50 Most Powerful Black Executives in Corporate America, U. S. Bankers Top 25 Most Powerful Women in Finance (2009, 2010, 2011) and *Black Enterprise* magazine’s Top 75 African Americans on Wall Street (2006, 2011). Ms Harris received an MBA from Harvard Business School, Second Year Honors, as well as an AB in economics from Harvard University, Magna Cum Laude. Carla has also received Honorary Doctorates of laws, humanities, and business from Marymount Manhattan College, Bloomfield College, and Jacksonville University, respectively. Ms Harris is also a recording artist with three CD’s.

“Expect To Win: Proven Strategies for Maximizing Your Success” - Tools for maximizing your success in the workplace. Carla Harris, a 24-year Wall Street Veteran will review some of the key pearls and tools that will help to maximize your success. Key concepts include, Perception is the Co-Pilot to Reality; The Advisor, the Mentor, the Sponsor: Having them All; Leveraging your Voice; and the Importance of Taking Risks.



Mike Hoyt

Colonel, Retired, Army Chaplain Corps

Rev. Mike Hoyt (Army Chaplain Corps, Colonel, Ret.) retired in Feb 2011 completing over 30 years active duty. He currently works as a consultant on matters pertaining to freedom of religion, religious diplomacy, and military religious support. He served as an Armor officer, Military Intelligence and Special Forces officer and Chaplain. He has extensive operational experience in conflict zones deploying to Haiti, Kosovo, Bosnia, and Iraq. He is Ranger and Air Assault qualified and a Master parachutist with 200 military jumps. He currently serves as a member of the Board of Directors and Chaplain for a private non-profit organization transitioning severely wounded service personnel from military treatment facilities to fully integrated civilian independence, “The Wounded In Action Family Foundation.”

Chaplain, Colonel (US Army, Retired), Hoyt’s presentation will describe his personal experiences with peace initiatives between warring factions in Iraq.



For event schedule and locations refer to personal registration on <https://www.ncls2012.net>

SPEAKERS



Julia Hubbel

President, The Hubbel Group, Inc.

Julia Hubbel is an international speaker, trainer, prize-winning entrepreneur, and an expert on relationships and connecting skills. She is the author of *WordFood: How We Feed or Starve Our Relationships* and *Tackling the Titans: How to Sell to the Fortune 500*. Her third book, *Exchange*, approaches how to rebuild intimacy in a world of technology and is due out in spring of 2012. Her client list includes Lockheed Martin, Hewlett Packard, Intel, Intuit, ExxonMobil, Chevron, Archer Daniels Midland, Cargill, Delphi, Southwest Airlines, Dell, Bank of America, Toyota, Southern California Edison, BNSF and many more of American's top corporations.

“WordFood: The Power of Words in Leadership” - WordFood is the diet of language that nurtures ourselves and others every day. Learn how the words you choose uplift, transform, engage and motivate your fellow cadets, your families, peers, superiors, even strangers, but especially yourself. Leave everyone you meet feeling nourished and encouraged. From stories from USAFA cadets, discover how the power of words can develop leaders who lead from the heart.



Qamar-ul Huda

Senior Program Officer, Religion and Peacemaking Center, United States Institute of Peace

Qamar-ul Huda is the scholar of Islam and Senior Program Officer in the Religion and Peacemaking Center at the United States Institute of Peace based in Washington, DC. Dr. Huda is an Adjunct Associate Professor at Georgetown University's Conflict Resolution Program where he teaches Religion, Ethnicity, Identity and Conflict Resolution to graduate students. He taught Islamic Studies and Comparative Religion at Boston College, College of the Holy Cross and Brandeis University. Dr. Huda's area of interest is Islamic intellectual history, ethics, comparative religion, the language of violence, conflict resolution and non-violence in contemporary Islam. His edited book, *The Crescent and Dove: Peace and Conflict Resolution in Islam* (USIP Press, 2010), provides a critical analysis of models of nonviolent strategies, peace building efforts, and conflict resolution methods in Muslim communities. His current research is on Christian-Muslim relationships in conflict zones, and on comparative Sunni-Shiite interpretations of social justice, ethics, and post-conflict reconciliation. Dr. Huda has examined the production of religious knowledge, the diversity of religious practices and religious thought, and peacemaking in Islam. His earlier book, *Striving for Divine Union: Spiritual Exercises for Suhrawardi Sufis* (Routledge) examined the theological, political, and social dimensions of the celebrated Suhrawardi Sufis from Iraq to South Asia.

“Comparative ethics, the language of violence, and conflict resolution in contemporary Islam” - Qamar-ul Huda is a Senior Program Officer in the Religion and Peacemaking Center and a scholar of Islam at U.S. Institute of Peace. His area of expertise is Islamic theology, intellectual history, ethics, comparative ethics, the language of violence, conflict resolution and non-violence in contemporary Islam.



Linell Letendre

Deputy Chief, Trial and Appellate Government Counsel Division at Joint Base Andrews, Maryland
Lieutenant Colonel, USAF

Lieutenant Colonel Linell Letendre presently serves as the Deputy Chief, Trial and Appellate Government Counsel Division at Joint Base Andrews, Maryland, and represents the Air Force in appellate review of all courts-martial. Prior to this, Lt Col Letendre served as the Legal Advisor for the DoD Comprehensive Review Working Group (CRWG) where she advised the Secretary of Defense-appointed working group on a range of legal and policy issues, assessed the implications of a repeal of Don't Ask, Don't Tell, and served as a key author of the report. In previous assignments, she defended the Air Force in an array of federal civil litigation involving military personnel and taught law at the Air Force Academy. Lt Col Letendre is a 1996 distinguished graduate from USAFA with a degree in Astronautical Engineering. When not studying Astro, she flew as a soaring IP, participated on the mock trial team, and served as the Cadet Wing Commander.

“DADT Repeal: Professional Responsibilities vs Personal Convictions” - Will you bear true faith and allegiance to the Constitution if it may clash with your personal beliefs? Do hot-button issues like the recent repeal of Don't Ask, Don't Tell give you any mental reservations? Explore ethical issues facing senior leaders during the review and repeal of Don't Ask, Don't Tell and learn more about the officer oath many of you will soon take.

For event schedule and locations refer to personal registration on <https://www.ncls2012.net>

SPEAKERS



Theresa Melaragno

Nationally recognized speaker, television host and author of *The Integrity Meltdown*

A nationally recognized speaker, television host and author of *The Integrity Meltdown*, Theresa Melaragno brings two decades of executive experience to the stage that empowers and equips others towards extraordinary personal achievement. After a triumphant cancer battle, Theresa is a master of inspiration, teaching others to overcome adversity. Theresa previously held an executive position in the private sector for an international commercial building company, the only female corporate officer in company history. She currently serves on the Board of Directors for Allegiance Consulting, and teaches leadership development to organizations nationwide.

“The Secret Weapon to Leadership Excellence - Integrity” - Leadership is much more than guiding a team. Leadership is influence that inspires others to exceed expectations. The defining mark of a great leader is integrity. Doing things right, in the right way for the right reason, even when no one is looking. Integrity is the hallmark of military professionalism. It defines leadership excellence, it defines us as a nation, and it shapes our future.



Ellen Ochoa

Deputy Director, Johnson Space Center

Selected by NASA in January 1990, Dr. Ochoa became an astronaut in July 1991. Her technical assignments in the Astronaut Office include serving as the crew representative for flight software, computer hardware and robotics, Assistant for Space Station to the Chief of the Astronaut Office, lead spacecraft communicator (CAPCOM) in Mission Control, Acting Deputy Chief of the Astronaut Office, Deputy Director of Flight Crew Operations, and Director, Flight Crew Operations, where she managed and directed the Astronaut Office and Aircraft Operations. A veteran of four space flights, Dr. Ochoa has logged over 978 hours in space. She was a mission specialist on STS-56 (1993), was the Payload Commander on STS-66 (1994), and was a mission specialist and flight engineer on STS-96 (1999) and STS-110 (2002). Dr. Ochoa currently serves as Deputy Director, Johnson Space Center.

“Representing the Flight Crew in Critical Situations”- Dr. Ochoa transitioned from the astronaut corps to management of the flight crew shortly before the Space Shuttle Columbia tragedy. She discusses some of the challenges of representing the flight crew during and after the return-to-flight efforts, in particular during launch countdowns.



Gary Packard

Colonel, USAF

Permanent Professor and Head of the Department of Behavioral Sciences and Leadership, USAF Academy

Colonel Gary Packard graduated from the United States Air Force Academy on 2 June 1982 with a Bachelors of Science Degree in Behavioral Sciences. Colonel Packard attended Michigan State, earning an MA in counseling, then joined the faculty at the United States Air Force Academy where he taught leadership and ethics and was Chief of Leadership Development Programs at the Cadet Counseling Center. From 1996-1999, Colonel Packard attended the University of North Carolina, earning his PhD in Developmental Psychology. In 2003, Colonel Packard was reassigned to the United States Air Force Academy where he currently serves as Permanent Professor and Head of the Department of Behavioral Sciences and Leadership. Colonel Packard leads a diverse faculty of almost 40 psychologists, sociologists, and industrial/organizational and human-factors engineers responsible for teaching 29 undergraduate courses to more than 3,000 cadets annually.

Col Packard will share his personal journey and experiences as a writer on the DoD study of DADT repeal. Scheduled to follow Lt Col Letendre's session on the oath and legal aspects of DADT repeal, Col Packard's story of his journey and growth from 1993 through repeal will focus on how to walk the walk on difficult social issues with integrity. While participants are encouraged to attend both sessions, either can be attended independently.



For event schedule and locations refer to personal registration on <https://www.ncls2012.net>

SPEAKERS



Pamela Paresky

Psychologist/Consultant

Dr. Pamela Paresky is a Social Psychologist and a pioneer in investigating the neural and cognitive correlates of leadership. In collaboration with Dr. Helen Fisher, she examines biologically-based leadership dimensions in conjunction with cognitive psychology and transformative learning. Her earlier research at the National Opinion Research Center focused on positive psychology, relationships, and happiness, all of which she brings to her current work. Her consulting practice, MultiGenerational Consulting Services, advises organizations, individuals, and families regarding matters such as leadership, philanthropy, values, and happiness. Dr. Paresky received her PhD in Human Development & Psychology from the University of Chicago, and holds additional degrees in Clinical Psychology and Anthropology. Her guided journal, *A Year of Kindness*, encourages people to record daily acts of kindness and thoughts of gratitude. For more information see: www.ayearofkindness.com

“Biology of Leadership: Character, Chemistry, and How to Use the Latest Neuroscience to Excel” - Biological anthropologist Helen Fisher and psychologist Pamela Paresky present the latest findings in the neuroscience of leadership. Are you neurochemically inclined to be a Charismatic leader, an Authoritative leader, a Commanding leader, or a Diplomatic leader? In this highly interactive session you will learn which neurotransmitters and hormones drive you, what creates your character, and how you can use this knowledge to enhance your abilities as an effective and authentic leader. Bring notebook and pen--and prepare to examine things you never knew about yourself and those around you.



Ross Perot

Businessman, Public Servant

Ross Perot graduated from the U.S. Naval Academy in 1953. After serving four years at sea on a destroyer and on an aircraft carrier, Mr Perot was honorably discharged. In 1957, he joined IBM as a salesman in the Data Processing Division in Dallas. In 1962, he started Electronic Data Systems (EDS). Over the next 22 years, he built EDS into one of the world's largest technology services firms. In 1988, he founded a new technology services company, Perot Systems Corporation, where he served as Chairman Emeritus until November 2009, when it was acquired by Dell Inc. Mr. Perot's accolades are many and distinct: Medal for Distinguished Public Service, the Department of Defense's highest civilian award; the Winston Churchill Award, presented by Prince Charles and First Lady Nancy Reagan; the Raul Wallenberg Award; and, in 1990, the Patrick Henry Award, both presented by President George H.W. Bush. In 2004, he received the Eisenhower Award in appreciation for his more than 40 years of support for the American military. In January of 2009, for his lifetime of service to veterans and the military, Perot received the Veterans Administration Secretary's Award, presented by Secretary James Peak. Margot and Ross Perot have five children and 16 grandchildren.

Mr Perot will discuss the leadership and character lessons learned from his remarkable life of business and public service.



Leroy Petry

Medal of Honor Recipient

Sergeant First Class, U.S. Army

In September 1999, SFC Petry enlisted in the United States Army from his hometown in New Mexico, something he wanted to do since he was 7-years-old. He then volunteered for the 75th Ranger Regiment because of its reputable history. After completion of One Station Unit Training, the Basic Airborne Course and the Ranger Assessment and Selection Program all at Fort Benning, he was assigned to 2nd Battalion, 75th Ranger Regiment. He served as a grenadier, squad automatic rifleman, fire team leader, squad leader, operations sergeant and a weapons squad leader. He has deployed eight times in support of overseas contingency operations with two tours to Iraq and six tours to Afghanistan. He received the Medal of Honor for his actions surrounding combat engagement in May 2008. SFC Petry enjoys serving in the Army, and has a great opportunity to work with the care coalition; in his words, “If I can't go to the fight, I can help the men who are wounded, injured or ill.” SFC Petry has also been awarded two Bronze Star Medals, a Purple Heart, and three Army Commendation Medals. He and his wife have four children. He plans to retire from the Army after many more years of service.

“Medal of Honor Recipient” - “Every human impulse would tell someone to turn away. Every soldier is trained to seek cover. That's what Sergeant Leroy Petry could have done. Instead, this wounded Ranger, this 28-year-old man with his whole life ahead of him, this husband and father of four, did something extraordinary. He lunged forward, toward the live grenade. He picked it up...and threw it back - just as it exploded.”

- President Obama at the Medal Ceremony for Sergeant First Class Petry

Medal of Honor Recipient Sergeant First Class (U.S. Army) Leroy A. Petry shares his perspectives on leadership.

For event schedule and locations refer to personal registration on <https://www.ncls2012.net>

SPEAKERS



Aron Ralston
Speaker/Presenter

In 2003, Aron Ralston's extraordinary human drama grabbed headlines around the world. Now, his remarkable story is commanding the spotlight again and is captured in the brilliant film, *127 Hours*. An experienced climber and avid outdoorsman, Ralston was descending a remote Utah canyon alone when an 800-pound boulder broke loose, crushing his right hand and pinning him against the canyon wall. After nearly five days -- without water and with no hope of escape -- Ralston made a life-or-death decision. He chose life by severing his arm below the elbow, rappelling a 65-foot cliff out of the canyon, and trekking seven miles to find his would-be rescuers.

"Ethical Reasoning in Extreme Conditions" - Aron Ralston recounts the events surrounding his extraordinary human drama in 2003 when he chose to sever his own arm in order to save his life.



Robin Rand
Lieutenant General, USAF
Commander, 12th Air Force, Davis Monthan Air Force Base, Arizona

Lt. Gen. Robin Rand is the Commander, 12th Air Force, Air Combat Command, and Commander, Air Forces Southern, U.S. Southern Command, Davis-Monthan Air Force Base, Ariz. Twelfth Air Force ensures the readiness of 10 active duty wings and one direct reporting unit for contingency operations, oversees 19 gained Air Reserve Component units, and employs 17 airframes totaling more than 680 combat aircraft with more than 73,900 Airmen. As the air and space component to U.S. Southern Command, Air Forces Southern conduct security cooperation and provide air, space and cyberspace capabilities throughout Latin America and the Caribbean. As the Air Component Commander of U.S. Southern Command, General Rand conducts security cooperation and provides air, space and cyberspace capabilities throughout the 31 nations of Latin America and the Caribbean. General Rand was commissioned in 1979 after graduating from the U.S. Air Force Academy. He is a command pilot with more than 4,970 flying hours, including more than 470 combat hours.

"An Environment of Trust" - Lieutenant General Rand will discuss how a humble leadership style can foster an environment conducive to integrity. He will share personal combat stories how the standard of trust is paramount and when the erosion of ethical behavior is allowed, the repercussions cost lives. His keynote address, "Why I Serve" will share inspiring accounts of Airmen he has served with and how the standard set today becomes tomorrow's legacy.



Angela Salinas
Major General, US Marine Corps

Major General Angela Salinas enlisted into the Marine Corps in May 1974. Following recruit training at Parris Island, S.C., she served as a legal services clerk until 1977 when she was selected for the Enlisted Commissioning Program and commissioned a second lieutenant in December 1977. In June 1989, she became the first woman in the Marine Corps to command a recruiting station. In June 1992, she became the first woman assigned as a combat service support ground monitor, responsible for the assignments of over 1000 senior officers. She was the first female assigned as a plans and policy officer for a major combatant command in 1999, and in May 2001 became the first woman to serve as a recruiting district commanding officer. She is a 1976 graduate of Dominican College of San Rafael, CA. She received her Masters from the Naval War College in 1992. She is a graduate of the Amphibious Warfare School, the Naval War Colleges Command and Staff College and the Army War College

"Commander's Toolbox: A Discussion on Leadership and Ethical Decision Making" - Major General Angela Salinas will recount her experiences as a commander in the United States Marine Corps and provide insight into the leadership and decision making tools necessary to be a commander.



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SPEAKERS



Tony Simons

Professor of management and leadership, Cornell University

Tony Simons is a tenured professor of management and leadership at Cornell University, where he has inspired students, trained executives, and conducted cutting-edge research since 1993. He is the author of *The Integrity Dividend: Leading by the Power of Your Word* (Jossey Bass, 2008), based on his 15 years of survey and interview research into the notion that . Tony has published over 35 journal articles and book chapters for managerial and scholarly audiences. His work has appeared in the *Harvard Business Review*, *The Journal of Business Ethics*, *Organization Science*, *The Journal of Applied Psychology*, and *The Academy of Management Journal*. Tony's speaking is informed by his background as a scholar, a consultant, a psychiatric counselor, and a teacher. He knits these experiences together to entertain, to excite, to challenge, and to offer very practical suggestions for managers and companies.

“Leading by the Power of Your Word” - Dr Simons will discuss his cutting-edge perspectives on a leadership essential: *Word-Action Alignment*. Does a leader's talk match their actions? What strategies can be used to better align words and actions?



Dr. Matthew Spitzer

President, Board of Directors, Doctors Without Borders-USA

Dr. Matthew Spitzer, a family physician, joined MSF in 1999, establishing primary care services and training medical providers in Khampa Tibet, southwestern China. He worked in Sierra Leone as a field coordinator, in a project that gauged the medical needs of asylum seekers in detention in the United States, and in Cambodia, coordinating MSF's response to epidemic dengue. Elected to the Board of Directors of MSF-USA in 2006, he chaired the Program Committee and was elected President in 2008. In addition to his work with MSF, Dr. Spitzer worked for 10 years in San Francisco at the St. Anthony Free Clinic and its affiliated drug rehabilitation program. He also worked providing primary care and acute trauma care in San Quentin State Prison and taught in the case-based curriculum of UC-Berkeley's Joint Medical Program. Now based in New York City, he is Assistant Professor of Clinical Medicine at Columbia University's Center for Family and Community Medicine and Attending Physician at the Farrell Family Health Center in Washington Heights.

“Ethics, Emergencies, and the Delivery of Lifesaving Care” - Since joining Doctors Without Borders, Dr. Matthew Spitzer has completed missions in China, Cambodia, and Sierra Leone, and he now serves as the President of the Board of Directors for the organization's U.S. office. In this talk, he will share his own experiences working in the field and discuss the dilemmas and challenges Doctors Without Borders personnel confront day-in and day-out to deliver emergency medical care in nearly 65 countries around the world, many of them in profound states of crisis.



Ellen Tauscher

Under Secretary of State for Arms Control and International Security

Ellen O. Tauscher is the Under Secretary of State for Arms Control and International Security. Under Secretary Tauscher previously had represented California's 10th Congressional District for 13 years in the U.S. House of Representatives. The district includes San Francisco's suburbs in Contra Costa, Alameda Solano, and Sacramento counties. She chaired the House Armed Services Subcommittee on Strategic Forces since 2007 and she was a senior member of the House Committee on Transportation and Infrastructure. She also chaired the New Democrat Coalition, a group of more than 60 centrist House Democrats. Before winning a seat in Congress, Under Secretary Tauscher spent 14 years working on Wall Street. She was one of the first women to hold a seat on the New York Stock Exchange and later served as an officer of the American Stock Exchange. Under Secretary Tauscher graduated from Seton Hall University.

Undersecretary Tauscher will share her perspectives of the moral and leadership lessons learned as a member of Congress and, more recently, as the Under Secretary of State for Arms Control and International Security.

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SPEAKERS



Obura Samuel Tongoi
Co-Founder, Africa Redefined

Obura graduated from USAFA as an international cadet from Kenya in the Class of 2011. Upon learning that he won't get to serve in his country's military after graduation, Obura co-founded Africa Redefined, an organization committed to transforming Africa in one generation. Obura is part of El Pomar Foundation's Fellowship Class of 2011 and volunteers part time at USAFA's Center for Character and Leadership Development where he works on various programs including one that seeks to build the relationship between service academies in the United States and the Kenyan Military Academy. Obura is an inspirational public speaker and has presented at various forums internationally and across the United States.

"The Last Best Hope: How American Ideals Can Change Kenya and the World" - Obsessed with the ideals that forged America into the great nation that it is today, and alarmed at the rate at which the nation is straying from those ideals, this presentation is my attempt to remind America what makes it so great and why American ideals remain the last best hope on earth.



Sherron Watkins
Former Vice President, Enron Corporation

Sherron Watkins is the former Vice President of Enron Corporation who alerted then-CEO Ken Lay in August 2001 to accounting irregularities within the company, warning him that Enron might implode in a wave of accounting scandals. She testified before Congress about Enron's demise. Ms. Watkins was lauded in the press for her courageous actions. *TIME* magazine named Sherron, along with Coleen Rowley of the FBI and Cynthia Cooper of WorldCom, as their 2002 Persons of the Year, for being people who did right just by doing their jobs right. Ms. Watkins has received numerous honors, including Court TV's Scales of Justice Award, the Distinguished Executive Award from the National Academy of Management and the Women's Economic Round Table's Rolfe Award for Educating the Public about Business and Finance. *Glamour* magazine named her one of its 2002 Women of the Year, and Barbara Walters included her as one of the 10 Most Fascinating People of 2002.

"Leadership Lessons from Enron" - The leadership failures at Enron, once America's 7th largest company, but now the byword for mega-corporate scandal. Ms. Watkins alerted Enron's CEO to accounting problems, concerned that the company might implode. Sherron discusses the toxic label 'whistleblower,' and the need for robust checks and balances, because without them, an organization harboring/cultivating disease relies on whistleblowers, a failsafe that rarely succeeds and often destroys much.



John "Jocko" Willink
Navy SEAL

Jocko Willink was born and raised in a small New England town, enlisted in the Navy at the age of 18, and went directly into Basic Underwater Demolition/SEAL (BUD/S) training. Upon completion of the training, he was assigned to SEAL Team ONE where he served with distinction and was eventually selected for a commissioning as a SEAL Officer. As a SEAL Officer, Jocko completed multiple deployments overseas, including tours to Iraq as a Platoon Commander and a Task Unit Commander. His Task Unit fought in the battle for Ramadi and eventually became the most highly decorated Special Operations Unit from the Iraq war.

"Combat Leadership" - This lecture details the successful employment of Navy SEALs in a counterinsurgency role during the extremely violent battle for the city of Ramadi, Iraq. Working jointly with other units, SEALs used precision lethality to eliminate enemy combatants and help secure the city. Valuable lessons were learned, not only in terms of small-unit tactics, but also in the challenges of leading others in dire situations.



Jerry Yellin
P-51 Pilot, World War II Veteran

Jerry Yellin is an 88-year-old decorated former WWII P-51 pilot. Jerry landed on Iwo Jima on March 7, 1945, strafed Japanese positions for the Marines and flew 19 Very Long Range (VLR) missions over Japan. He and his wife of 62 years, Helene, have four sons and six grandchildren, three who live in America and three who live in Japan. Jerry is a member of The Military Writers Society of America and the author of numerous books, including *Of War and Weddings*, *The Blackened Canteen*, *The Letter and The Resilient Warrior*, *Healing the Hidden Wounds of War*.

"P 51's Over Japan, The Aftermath of War, Living in the Zone" - Mr Jerry Yellin is one of 16 million Americans who served in World War II. Jerry graduated from Luke Field in August 1943, class of 43H with 10 hours in a P-40 Warhawk. He joined the 78th Fighter Squadron on Oahu, Hawaii, and flew P-47's and the P-51 Mustang. He landed on Iwo Jima on March 7, 1945 and flew on the first land-based mission over Japan on April 7, 1945. He later flew 18 more 8-hour similar missions. Mr Yellin shares his experiences during this presentation.



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PANEL



Afghanistan Anticorruption Video Panel

Description: Colonel Timothy Kirk and Captain Felisa Dyrud will discuss Anti-Corruption Efforts in Afghanistan as part of the Counter Insurgency Strategy. Colonel Kirk and Captain Dyrud are currently in Afghanistan, serving in the ISAF Combined Joint Interagency Task Force on Transparency. It will be moderated by Dr. Dilip Joseph.

Moderator: Dilip Joseph, Chief Operating Officer, Morningstar Development

Panelists:

Colonel Timothy R. Kirk. Col Kirk is the senior Afghan Hand in the ISAF Combined Joint Interagency Task Force Shafafiyat (Transparency), the anti-corruption task force. He is also the chief of the civil society branch, responsible for COIN anti-corruption efforts in Afghan civil society. Colonel Kirk graduated from the U.S. Air Force Academy in 1993 with a Bachelor of Science Degree in Biology with a German Language Minor. A career maintenance officer, he has held a variety of positions at the squadron, wing and depot level, including serving as a squadron commander at Eielson Air Force Base, Alaska. Prior to his current position he served as the lead speechwriter for the Chairman of the Joint Chiefs of Staff, Joint Staff, Pentagon and previously as the speechwriter to the Chief of Staff of the Air Force, Headquarters Air Force, Pentagon, in the Secretary of the Air Force and Air Force Chief of Staff Executive Action Group.

Captain Felisa Dyrud. Felisa (Hervey) Dyrud serves as operations officer for the Civil Society Outreach Team on ISAFs Anti-Corruption Task Force, CJIATF-Shafafiyat (Transparency). She plans and executes outside-the-wire missions to engage and partner with Afghan civil society entities such as media, intellectuals, students, artists, rights activists, and womens groups. Together with these partners, she designs anti-corruption campaigns and strategies centered on empowering the Afghan people in a network-based approach. Through the use of language and cultural expertise, she initiates and builds relationships where coalition forces are otherwise never seen, communicating ISAFs commitment to integrity, security and stability in Afghanistan. She has planned and participated in well over 250 missions in the Kabul area, as well as to Panjshir, Herat, Kapisa, and Kandahar. Captain Dyrud was commissioned through the United States Air Force Academy in May, 2006. A cross-cultural diplomat at-large, Dyrud is proficient in Spanish, Kazakh, Russian, Dari, and Persian (Farsi), with a basic level of Arabic.

For event schedule and locations refer to personal registration on <https://www.ncls2012.net>

PANEL



Paralympian Panel & Adaptive Sports Experience

Description: Two-hour session featuring Paralympian panelists in first hour, followed by an interactive Adaptive Sports Experience

Moderator: John Register

Panelists:

John Register. John Register is a dynamic speaker who commands his listeners' attention with a mix of humor, emotion, content, and enthusiasm. He is a four time collegiate All-American in track and field, a Gulf War Veteran Olympic Trials qualifier, and a Paralympic silver medalist in the Long Jump. His above-the-knee amputation may have slowed him down, but not by much. Using sport as a tool for rehabilitation, he established the USOC's Paralympic Military Program which helps injured service members return to a healthy and active lifestyle. John's skill as a speaker and motivator are superior and he has the unique ability through his keynotes and training seminars to empower you to believe that you can do anything you set your mind to!

Kari Miller. After serving with the U.S. Army for stints in Bosnia and Korea, and with a promotion to officer awaiting her, Kari Miller went home to Washington, D.C. in December 1999 to spend the holidays with her friends and family. On the 19th of that month, Miller was hit by a drunk driver, resulting not only in the loss of both of her legs, but the life of her friend that was in the car with her. In 2004, Miller began attending classes at Parkland College and playing on the University of Illinois wheelchair basketball team. It was there that she was introduced to sitting volleyball and, although she knew nothing about the sport previously, she was quickly hooked on the game. Miller was named to the U.S. Paralympics Women's Sitting Volleyball National Team in 2006, just prior to the World Championships in Roermond, The Netherlands, where the U.S. finished fifth.

Justin Widhalm. Justin Widhalm is a retired Sergeant First Class in the United States Army and a member of the U.S. Paralympic Cycling Team. He suffered Traumatic Brain Injury as a result of 14 roadside bombing incidents, suffered a broken back, 2 dislocated knees, and two broken feet. He had surgery to reconstruct both knees, both feet, and a spinal fusion. After his surgeries, the truly difficult part began: two years of speech therapy, cognitive rehab, and daily physical therapy. He was told that he would never be able to walk without his forearm crutches, and that he would never ride an upright bicycle. Determined to push past those predictions, he started training full time on an upright bicycle in 2010. His dream is to represent his country once again, after having done it on the battlefield with distinction. He and his wife Jennifer have two wonderful children Conner Alexander, and Londyn Claire. Londyn is named in reference to where he plans to be this summer for the Paralympic Games.

Tim Willis. When Tim lost his sight, he was determined that was all he would lose. During Tim's competitive career he was ranked as one of the top track athletes in the world with two world records, 12 national records and won a total of five Paralympic Medals. In 1994, he was selected to accompany President Clinton on his morning jog before departing for Lillehammer for the torch relay to open the Olympic Winter Games. In his years at Georgia Southern University, Tim was the first totally blind athlete to compete in NCAA Division I cross-country. Following the 1996 Paralympic Games Tim enrolled in Law School at Mercer University where he continued to train for the 2000 Paralympics. While in law school he continued to be ranked as one of the best blind runners in the world and won two Silver Medals at the 1998 World Championships in Madrid Spain. After graduating from Law School Tim qualified for the 2000 Paralympic Team and won a bronze Medal in the 10,000 meters. Following his competitions while in Sydney Tim received word that he had passed the Georgia Bar Exam on his first attempt. Now that Tim is retired from competitive running, he spends his time with his law career and giving time to organizations with a focus on athletes and individuals with disabilities. Tim lives in Colorado Springs and employed by the U.S. Olympic Committee.



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PANEL



Religion, Respect, and Global Security Panel

Description: Panel members will discuss the crossroads between religion and politics and the potential for explosive results at their intersection. They will discuss the religious-political dichotomy, in relation to global security.

Moderator: Chaplain (Col) Robert Bruno, U.S. Air Force Academy Senior Staff Chaplain

Panelists:

Qamar-ul Huda. Qamar-ul Huda is the scholar of Islam and Senior Program Officer in the Religion and Peacemaking Center at the United States Institute of Peace based in Washington, DC. Dr. Huda is an Adjunct Associate Professor at Georgetown University's Conflict Resolution Program where he teaches Religion, Ethnicity, Identity and Conflict Resolution to graduate students. He taught Islamic Studies and Comparative Religion at Boston College, College of the Holy Cross and Brandeis University. Dr. Huda's area of interest is Islamic intellectual history, ethics, comparative religion, the language of violence, conflict resolution and non-violence in contemporary Islam. His edited book, *The Crescent and Dove: Peace and Conflict Resolution in Islam* (USIP Press, 2010), provides a critical analysis of models of nonviolent strategies, peace building efforts, and conflict resolution methods in Muslim communities. His current research is on Christian-Muslim relationships in conflict zones, and on comparative Sunni-Shiite interpretations of social justice, ethics, and post-conflict reconciliation. Dr. Huda has examined the production of religious knowledge, the diversity of religious practices and religious thought, and peacemaking in Islam. His earlier book, *Striving for Divine Union: Spiritual Exercises for Suhrawardi Sufis* (Routledge) examined the theological, political, and social dimensions of the celebrated Suhrawardi Sufis from Iraq to South Asia.

Marc Gopin. Dr Marc Gopin is the James H. Laue Professor of Religion, Diplomacy and Conflict Resolution, and the Director of the Center on Religion, Diplomacy and Conflict Resolution at George Mason University's Institute for Conflict Analysis and Resolution. Dr. Gopin has trained thousands of people worldwide in peacemaking strategies for complex conflicts in which religion and culture play a role. He has engaged in diplomacy with religious, political and military figures on both sides of conflicts, especially in the Arab/Israeli conflict.

Mike Hoyt. Rev. Mike Hoyt (Army Chaplain Corps, Colonel, Ret.) retired in Feb 2011 completing over 30 years active duty. He currently works as a consultant on matters pertaining to freedom of religion, religious diplomacy, and military religious support. He served as an Armor officer, Military Intelligence and Special Forces officer and Chaplain. He has extensive operational experience in conflict zones deploying to Haiti, Kosovo, Bosnia, and Iraq. He is Ranger and Air Assault qualified and a Master parachutist with 200 military jumps. He currently serves as a member of the Board of Directors and Chaplain for a private non-profit organization transitioning severely wounded service personnel from military treatment facilities to fully integrated civilian independence, The Wounded In Action Family Foundation.

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PANEL

Scholar's Panel

Description: Open forum featuring leading experts from the academic fields of ethical and leadership development

Moderator: Dr. Arthur Schwartz, founding executive director of the Oskin Leadership Institute at Widener University

Dr. Arthur J. Schwartz served for almost two years as the Senior Scholar for the United States Air Force Academy, assigned to the Center for Character and Leadership Development. He is currently the founding executive director of the Oskin Leadership Institute at Widener University, where he also serves as a professor of education. Dr. Schwartz served fourteen years as a senior executive with the John Templeton Foundation.

Panelists:

Bill Gardner. William L. (Bill) Gardner (DBA, Florida State University) is currently the Jerry S. Rawls Professor in Organizational Behavior and Leadership, Director of the Institute for Leadership Studies, and Coordinator of the Area of Management at the Rawls College of Business at Texas Tech University. He has published numerous articles in such scholarly outlets as the *Academy of Management Review*, *Academy of Management Journal*, *Leadership Quarterly*, *Journal of Management*, and *Journal of Organizational Behavior*. His research focuses on authentic and charismatic leadership and the role that cognitive (e.g., leader-member attributions), affective (e.g., leader emotional labor), motivational (e.g., learned helplessness and optimism) and influence (e.g., impression management and politics) processes play within organizations.

Mary Gentile. Mary C. Gentile, Ph.D., is Director of Giving Voice to Values (GVV), a business curriculum launched by Aspen Institute and Yale SOM, now based and funded at Babson College. GVV is a pioneering approach to values-driven leadership that has been featured in *Financial Times*, *Harvard Business Review*, *Stanford Social Innovation Review*, *McKinsey Quarterly*, *BizEd*, etc. and piloted in over 150 business schools and organizations globally. The book *Giving Voice To Values: How To Speak Your Mind When You Know What's Right* is out from Yale University Press (www.MaryGentile.com). Gentile is Senior Research Scholar at Babson College; Senior Advisor, Aspen Institute Business & Society Program; and independent consultant. Previously Gentile was a faculty member and manager of case research at Harvard Business School. While at Harvard Business School (1985-95), Gentile was one of the principal architects of the innovative educational program, Leadership, Ethics and Corporate Responsibility. Gentile co-authored *Can Ethics Be Taught? Perspectives, Challenges, and Approaches* at Harvard Business School.

Judi McLean Parks. Judi McLean Parks obtained her PhD from the University of Iowa in organizational behavior in 1990. In 1995, she joined the Organizational Behavior Group at the John M. Olin Business School, Washington University at St. Louis. She teaches negotiation and conflict resolution, international negotiations and is lead faculty for the Missouri Botanical Garden and Washington University Madagascar Initiative. She has broad international experience and also has taught short courses in a number of countries, such as China and Saudi Arabia. Dr. McLean Parks' research has focused on organizational identity, psychological contracts and the impact of gender, ethnicity and cultural differences on employee

attitudes and behaviors. Recent research has examined the impact of incentive systems on employee fraud and theft, as well as rule breaking and behavioral integrity as predictors of creativity and speaking out in organizations.

Laurie Milton. Dr. Laurie Milton teaches team dynamics, leadership, decision-making and negotiation. She has a strong experience base in public policy research, program design and evaluation and in leading and working with teams, including senior management teams. She regularly presents her research at management and engineering research conferences and to industry audiences. Dr. Milton earned a PhD from the University of Texas at Austin.

Tony Simons. Tony Simons is a tenured professor of management and leadership at Cornell University, where he has inspired students, trained executives, and conducted cutting-edge research since 1993. He is the author of *The Integrity Dividend: Leading by the Power of Your Word* (Jossey Bass, 2008), based on his 15 years of survey and interview research into the notion that word-action alignment is a leadership essential. Tony has published over 35 journal articles and book chapters for managerial and scholarly audiences. His work has appeared in the *Harvard Business Review*, *The Journal of Business Ethics*, *Organization Science*, *The Journal of Applied Psychology*, and *The Academy of Management Journal*. Tony's speaking is informed by his background as a scholar, a consultant, a psychiatric counselor, and a teacher. He knits these experiences together to entertain, to excite, to challenge, and to offer very practical suggestions for managers and companies. He backs up his recommendations with hard numbers and good theory.

Linda Trevino. Linda K. Trevino is Distinguished Professor of Organizational Behavior and Ethics in the Department of Management and Organization in the Smeal College of Business at The Pennsylvania State University, and is the Director of the Shoemaker Program in Business Ethics. She holds a Ph.D. in management which has contributed to her unique focus on business ethics as a management issue. Starting with her 1986 conceptual article proposing a model of ethical decision making in organizations, her pioneering research and writing on the management of ethical conduct in organizations is widely cited and is known internationally. Professor Trevino received the best paper award from the prestigious Academy of Management Review in 1993 for her article on the social implications of punishment in organizations. With coauthors, she has received the best paper award from the Social Issues Division of the Academy of Management three times, was nominated for the best paper award by Academy of Management Journal in 2000, received the best paper award from the Academy of Management Learning and Education in 2007, and was the Connelly Visiting Scholar in Business Ethics at Georgetown University in 1995. In 2007, she was elected a member of the Academy of Management Fellows, a group that recognizes and honors members of the Academy of Management who have made significant contributions to the science and practice of management.



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PANEL



Inside the Lance P. Sijan Story

Description: "Inside the Lance P. Sijan Story" - This session details the combat search and rescue, captivity, torture, death of Captain Lance Sijan, the Air Force Academy's only Medal of Honor recipient. The account is recalled by (then) Captains Guy Gruters and Jim Mack. Gruters was a fellow Prisoner of War with Sijan, and Mack flew overhead during the initial search and rescue attempts.

Moderator: Bryan Huntley, Lt Col, USAF Assistant Director for Honor Center for Character & Leadership Development

Panelists:

Guy Gruters. Guy Gruters was raised in New Jersey, where his favorite interests were camping, hunting and trapping. He graduated from the Air Force Academy with a BS in Engineering Science and completed a Masters Degree in Astronautical Engineering from Purdue University. After Pilot Training and fighter gunnery school, he volunteered for Vietnam and served six years in Vietnam, more than five as a POW. He completed more than 400 combat missions as a FAC, first for the 173rd Airborne Brigade flying O-1 aircraft and then flying F-100s for the MISTY Fast FACS flying over North Vietnam. He was awarded more than 30 combat awards including two Silver Stars, two DFCs, two purple hearts, two bronze stars for valor, a Presidential Unit citation, POW medal, 20 air medals and numerous other medals. He was shot down twice and captured the second time, on December 20, 1967.

Janine Sijan Rozina. Janine Rozina is the younger sister of Lance Sijan. She owns Wisconsin's largest Independent Sound State for films and commercials. She is currently in the development stage of writing a screenplay of Lance's life.

Jim Mack. Captain James E. Mack was born in Viola, Illinois in 1940 and graduated from the United States Air Force Academy in 1962 with a Bachelor of Science Degree in Aeronautical Engineering. He graduated from pilot training at Vance AFB, Oklahoma in 1963 and was assigned to Perrin AFB, Texas for Fighter Interceptor Training flying the F-102. His next assignment was to Tyndall AFB, Florida for F-101 checkout with a follow-on assignment to Lockbourne AFB, Ohio in 1964. In 1965, Captain Mack volunteered for Vietnam. After completing training in the F-100 and SAW O-1, he was assigned as a Forward Air Controller in 1967 working with the Special Operations Group at Kontum, Vietnam supporting missions in Laos. He was later re-assigned to the 25th Infantry Division at CuChi, Vietnam as a Forward Air Controller. Following his assignment there, Mack was assigned to PhanRang, Vietnam as an F-100D pilot and then quickly moved to PhuCat, Vietnam to fly Commando Saber F-100D/F Fast FAC operations, operating over North Vietnam. It was on this assignment that Captain Mack supported the operation to rescue Captain Sijan after Sijan had ejected from his F-4. In 1968, he returned to the U.S., stationed at Suffolk County AFB, New York as a F-101 pilot. In 1969, Captain Mack decided to leave the Air Force and flew commercially for several airlines from 1969 to 1999. After working for the Federal Aviation Administration for 7 years, Jim Mack retired and is now a licensed real estate agent in Colorado Springs, Colorado.

PANEL



World War II Panel

Moderator: Dr. Bob Wettemann, Center of Oral History, Director
Department of History

Panelists:

James Frankosky. Major General (Ret) James O. Frankosky graduated from West Point with 408 classmates on January 19th, 1943. During World War II, from August 1944 to June 1945, General Frankosky served as a squadron commander with the 412th Bombardment Group and later as operations officer with the 95th Bombardment Group in the European Theater of Operations. He completed 22 combat missions, earning two Distinguished Flying Crosses and four Air Medals. He retired from the Air Force on January 31, 1973 as the Vice Commander of Thirteenth Air Force with headquarters at Clark Air Base, Republic of the Philippines. General Frankosky's decorations include three Legions of Merit and two Distinguished Service Medals.



James Harvey III. Lt Col (Ret) James H. Harvey III is a Documented Original Tuskegee Airman. He received his commission as a Second Lieutenant in the Army Air Corps after completing Aviation Cadet Training at Tuskegee Army Air Field. He is a recipient of the World War II Victory Medal, and later became the first Tuskegee Airman to fly combat missions over Korea. In 2007, he received the Congressional Gold Medal for his service.

Marion Rodgers. Lt Col (Ret) Marion Rodgers is a Documented Original Tuskegee Airman. He flew 68 combat missions with the 99th Fighter Squadron during World War II. He currently resides in Colorado Springs.



James Woods. Corporal (USMC) James Woods served in the Pacific Theater, most notably in Guam and Iwo Jima. He fought in the Battle of Iwo Jima, and sustained injuries as a result of those combat operations. James participated in the 2011 Falcon Heritage Forum with the United States Air Force Academy, where he joined USAFA cadets on a trip to Washington D.C. as part of the Rocky Mountain Honor Flight. James now lives in Colorado Springs.

Jerry Yellin. Jerry Yellin is an 88-year-old decorated former WWII P-51 pilot. Jerry landed on Iwo Jima on March 7, 1945, strafed Japanese position for the Marines and flew 19 Very Long Range (VLR) missions over Japan. He and his wife of 62 years, Helene, have four sons and six grandchildren, three who live in America and three who live in Japan. Jerry is a member of The Military Writers Society of America and the author of numerous books, including *Of War and Weddings*, *The Blackened Canteen*, *The Letter* and *The Resilient Warrior*, *Healing the Hidden Wounds of War*.

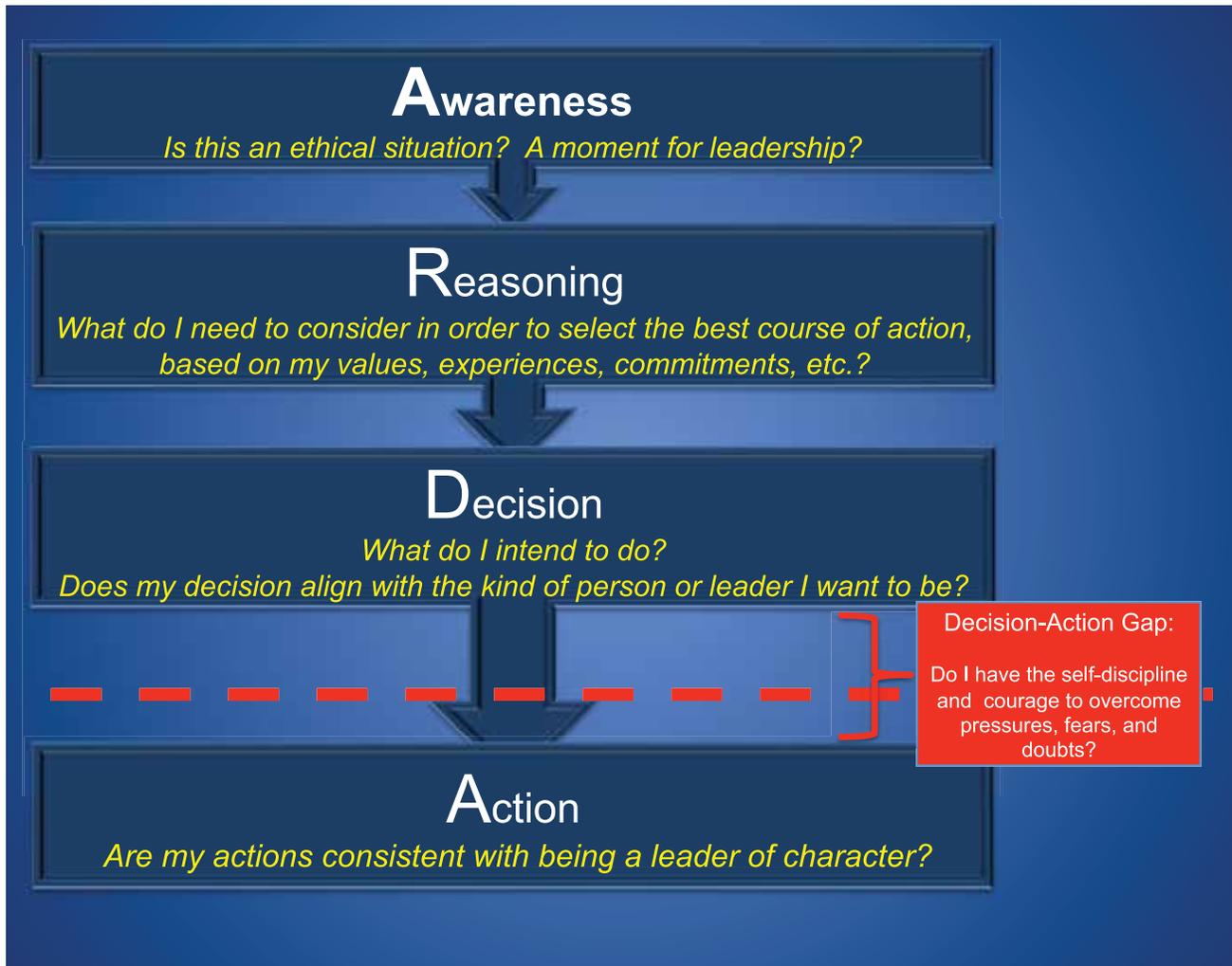


For event schedule and locations refer to personal registration on <https://www.ncks2012.net>

MAKING THE MOST OF NCLS

THE ARDA MODEL

We would like to offer this process model as a framework for listening, reflecting, and applying what you hear at NCLS. This model identifies how we engage with the world as potential leaders and people of character. We can expand these capacities, and better recognize, reason, decide and act in the face of competing interests and influences.



MAKING THE MOST OF NCLS

BE INSPIRED: TAKING ACTION

I am committed to _____

Why is this important/needed? _____

What actions must take place in order for this commitment to happen?

Action _____ Deadline _____

Action _____ Deadline _____

Action _____ Deadline _____

Partners _____

I am committed to _____

Why is this important/needed? _____

What actions must take place in order for this commitment to happen?

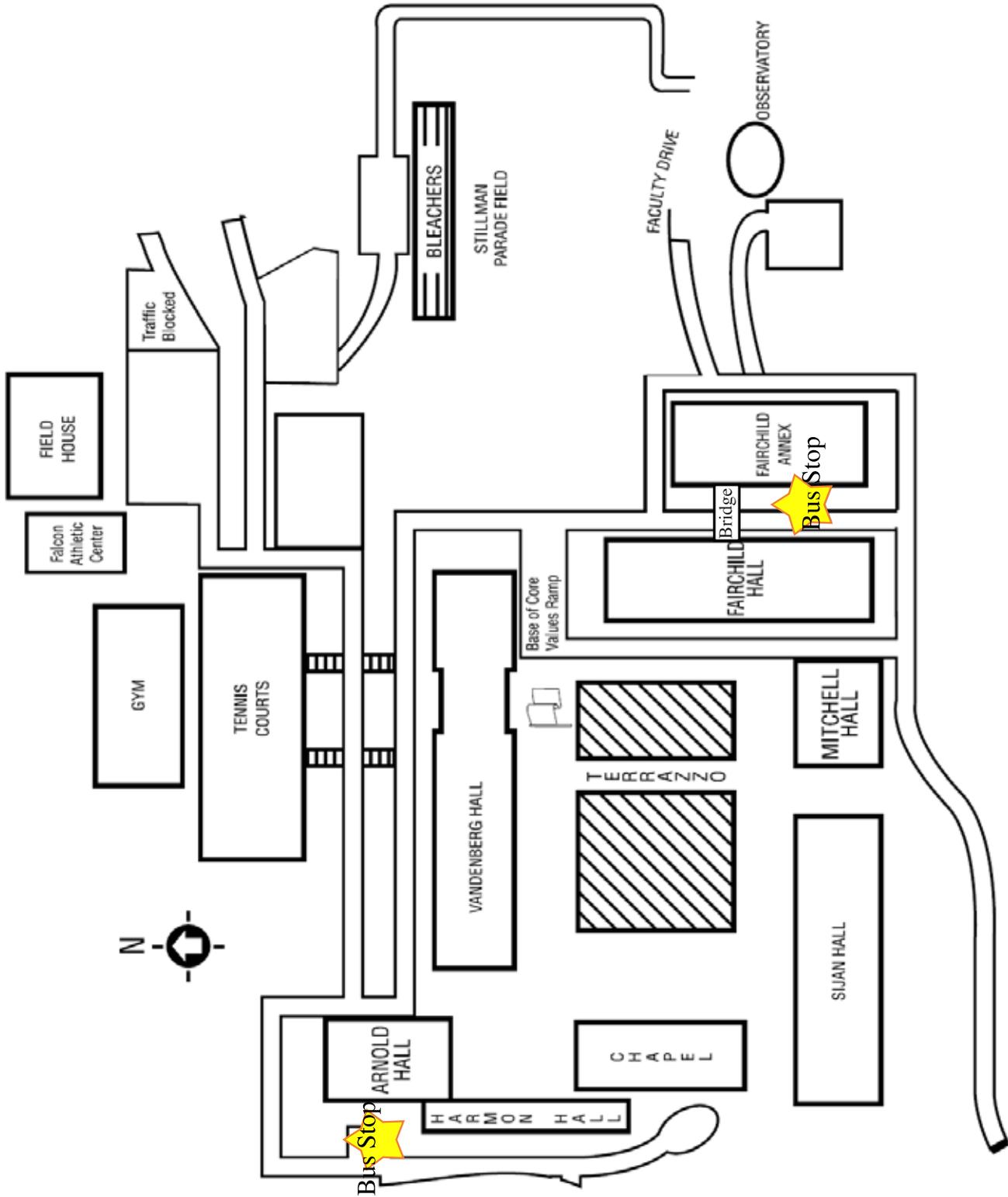
Action _____ Deadline _____

Action _____ Deadline _____

Action _____ Deadline _____

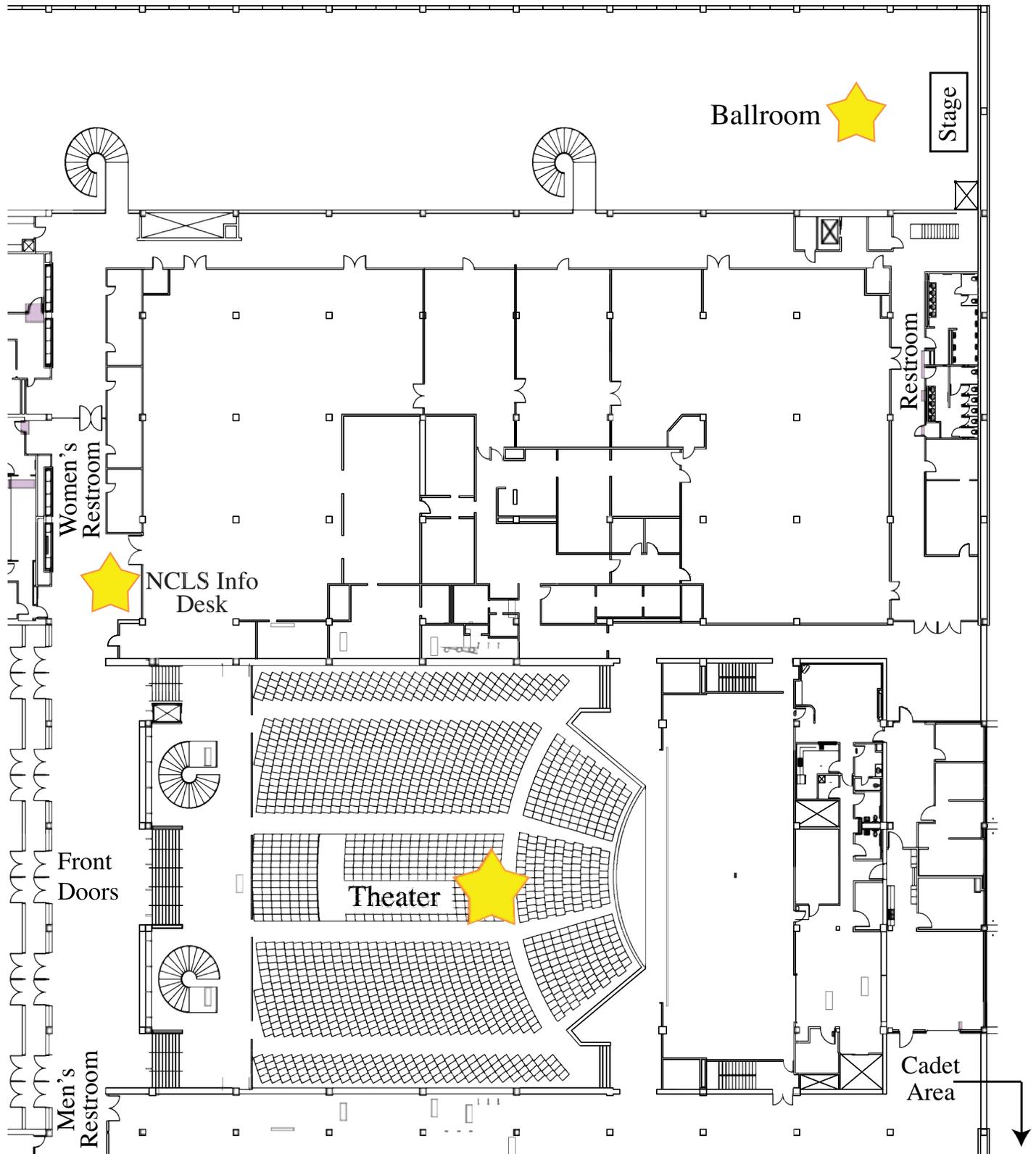
Partners _____

MAP OF CADET AREA



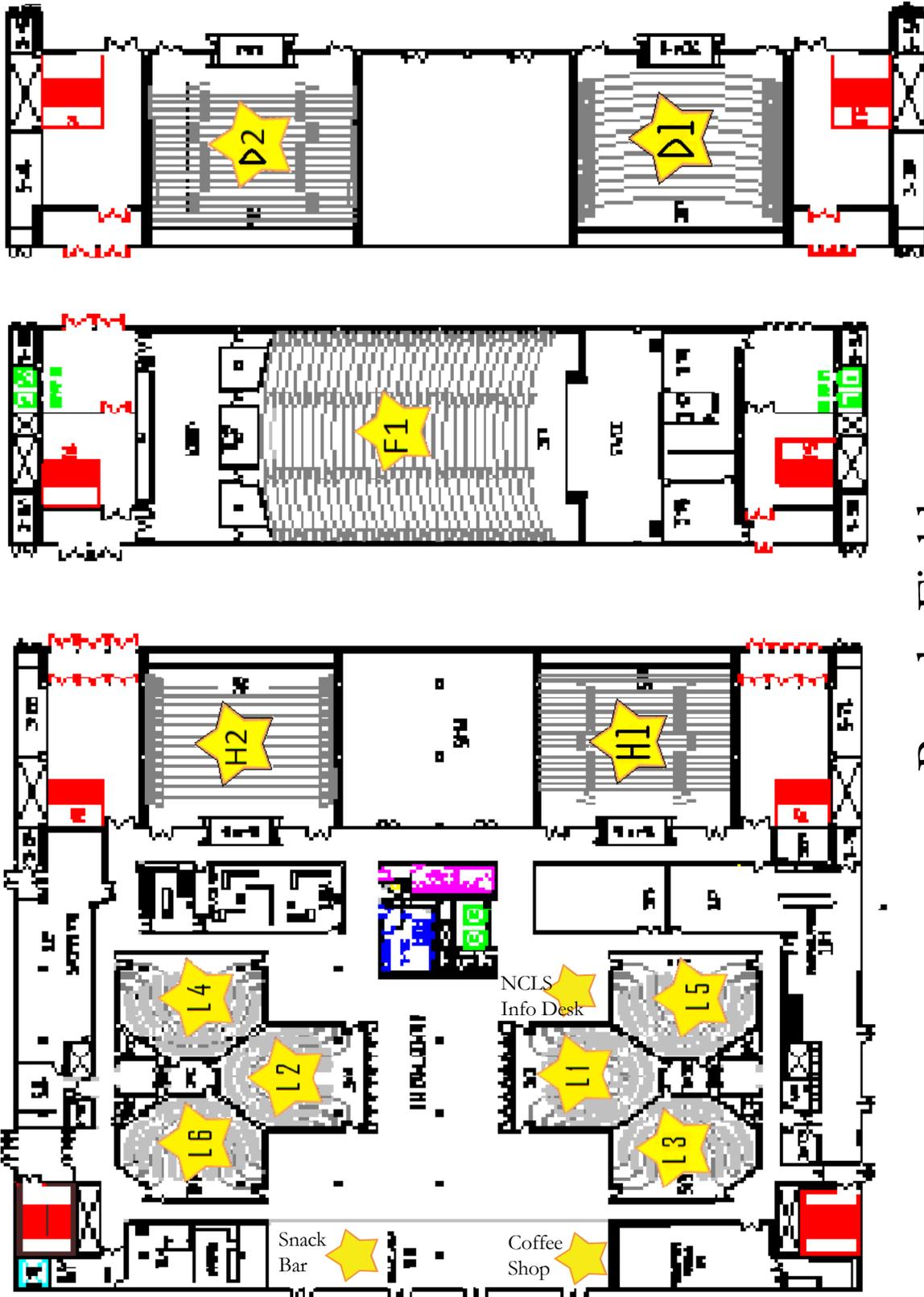
Map of Cadet Area

ARNOLD HALL VENUES



MAP OF FAIRCHILD HALL

Terrazzo



Parade Field



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Ms Danielle Brines, NCLS Event Coordinator

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Maj Dave Huston
Maj Shaune Sanders
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Capt Melissa Johnson

Capt Chris Thompson
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C1C Katy Deiters
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