

THE 20TH ANNUAL NATIONAL CHARACTER & LEADERSHIP SYMPOSIUM

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LEADER OF CHARACTER

The Silver Lining: Courage Through Adversity

THE UNITED STATES AIR FORCE ACADEMY
CENTER FOR CHARACTER & LEADERSHIP DEVELOPMENT



ASSOCIATION OF GRADUATES
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ENDOWMENT

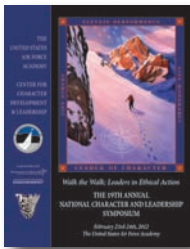
February 20th-22nd, 2013



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



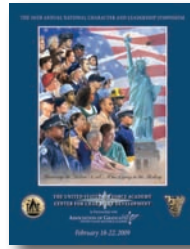
Nineteenth Annual
Walk the Walk:
Leaders in Ethical Action
Artwork by Chris Hureau



Eighteenth Annual
Strength Within,
Leadership Throughout
Artwork by Chris Hureau



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



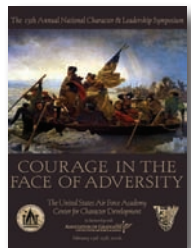
Sixteenth Annual
Answering the Nation's Call:
Our Legacy in the Making
Artwork by Chris Hureau



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



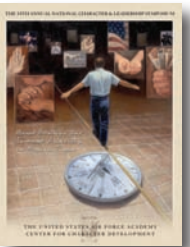
Thirteenth Annual
Courage in the Face of
Adversity



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



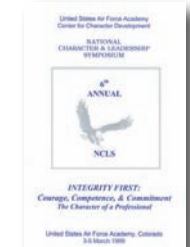
Ninth Annual
Undaunted Leadership:
Unassailable Integrity,
Increasing Service,
Uncompromising
Excellence
Artwork by Chris Hureau



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



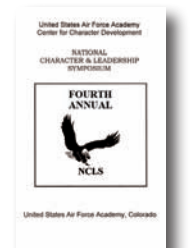
Seventh Annual
Service Before Self:
Heroes, Hymns and Hardiness
Artwork by Chris Hureau



Sixth Annual
Integrity First:
Courage, Competence,
& Commitment



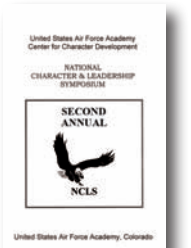
Fifth Annual
Excellence in All We Do:
Personally and
Professionally



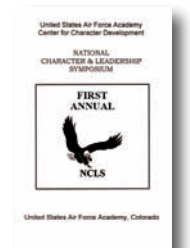
Fourth Annual
Service Before Self



Third Annual
Integrity in
the Profession of Arms



Second Annual
Strength Through
Diversity



First Annual
Women in Leadership

SPECIAL THANKS

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:



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USAF Academy Class of '73



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The Class of '73 John and Lyn Muse Lecture

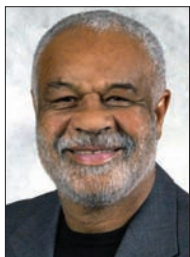
Fireside Chat: Legacies of the US Air Force - A candid “fireside chat” between two unique Americans, General (ret) Chuck Boyd and Flash Wiley (USAFA '65), regarding the pivotal issues that have shaped the nation and world, Post WW II to today.



General (ret) Charles “Chuck” Boyd
First POW to reach the rank of 4-Star General

General Boyd received his Bachelor of Arts Degree from the University of Kansas in 1975, and earned his Master of Arts Degree from the same in 1976. His military education included attending the Air War College, Maxwell Air Force Base, Alabama in 1977. In 1986, he participated in the Program for Senior Executives in National and International Security at Harvard University.

General Boyd was commissioned as a second lieutenant through the aviation cadet program in July 1960 and served in a variety of assignments in Europe, the Pacific, and the Continental United States. A command pilot, with over 2,400 flight hours, he flew F-100s and F-105s in Southeast Asia during the Vietnam War. He was shot down on April 22, 1966 while on his 105th mission. From 1966 to 1973 (2,488 days), he was a prisoner of war, interned in various prisons in North Vietnam. He was released on February 12, 1973 as a part of Operation Homecoming. Boyd was Vice Commander of Strategic Air Command's 8th Air Force, Director of Plans at Headquarters U.S. Air Force, Washington, D.C., and Commander of Air University, Maxwell Air Force Base, Alabama, before becoming Deputy Commander in Chief, U.S. European Command, Stuttgart-Vaihingen, Germany, which was his final assignment.



Fletcher “Flash” Wiley
USAFA Board of Visitors

Mr. Wiley was raised in Indianapolis, Illinois, educated at USAFA('65), a Fulbright Scholar in Paris ('65-'66), and earned his JD/MPP from Harvard ('74). This fifth black graduate of USAFA has been a leading figure in the realms of business, community development, and politics throughout his professional career. Along the way, he has amassed numerous honors including recognition as a “Distinguished Bostonian”, two honorary doctorates, an appointment to the Board of Visitors of both the Air Force Academy and the Air University.

The Class of '59 Leadership Lecture



Brigadier General (ret) Charles “Chuck” Yeager
First Person to break the sound Barrier

General Yeager is one of the most famous and celebrated aviators of all time. In World War II, General Yeager flew P-51 Mustangs. Shot down in France in 1944, General Yeager, after working with the French Resistance, escaped over the virtually impassable area of the Pyrenees into Spain carrying an injured airman. He was awarded the Bronze Star with a V for this. General Yeager petitioned the Allied Supreme Commander, General Eisenhower, to return to flying combat missions in the War, notwithstanding a regulation that prohibited pilots who had escaped from enemy territory to fly in combat missions over the same enemy territory. General Yeager's petition ultimately was granted, and he went on to complete more than 60 successful missions destroying 13 German airplanes including Germany's first jet, the Me 262, during WWII. October 14, 1947, General Yeager becomes the first person to exceed the speed of sound, despite the life-threatening nature of the challenge, reaching the speed of Mach 1.06 in the experimental plane, the Bell X-1. The Collier Trophy Committee, in 1947, lauded the achievement as “an epochal achievement in the history of world aviation - the greatest since the first successful flight of the original Wright Brothers' airplane, 45 years ago.”

General Yeager, at age 90, continues to lead and inspire. He continues to fly fighter jets, light aircraft, hunt, and fish.

Session Title: 71 Years in Air Force Cockpits (1942-today) – An informative 26 min DVD documentary followed by a 25 minute talk with flying pioneer General Chuck Yeager, emceed by Victoria Yeager.



NCLS 2013 Scholars Forum

Courage Applied: An “On the Court” Discussion - This discussion about courage is one that will both inform about the meaning and implications of courage while simultaneously inviting us to explore how it might operate in both our personal and professional lives. This is a forum that seeks your participation and requires your engagement. This session will challenge us to see the operation of courage as something we should aspire to, while realistically acknowledging the challenges offered by the world. A distinguished panel of scholars will provide informative and enlightening insights which may be useful to each of us who seek to understand the use of courage in our everyday lives.



Facilitator, Dr. Martin Cook
Stockdale Chair of Professional Military Ethics

Dr. Martin L. Cook is the Stockdale Chair of Professional Military Ethics at the Naval War College. He has taught previously at the Air Force Academy, the Army War College, Santa Clara University and several other institutions. He is author of *The Moral Warrior: Ethics and Service in the US Military* and *Issues in Military Ethics* (forthcoming) and over fifty scholarly articles. He is co-editor of *The Journal of Military Ethics*.



Dr. Rebecca Johnson
Associate Professor of National Security Affairs

Dr. Johnson is Associate Professor of National Security Affairs at Marine Corps University's Command and Staff College. Prior to joining the faculty in 2009, she taught at The Georgetown Public Policy Institute at Georgetown University and the School of International Service at American University. Dr. Johnson has spoken on topics related to military ethics across the services in the United States and at service schools abroad. She has published numerous articles and book chapters and is currently writing a book on emerging trends in military ethics. Her most recent works are, *“The Wizard of Oz Goes to War: Unmanned Systems in Counterinsurgency”* is forthcoming in Strawser (ed.) and *Killing by Remote Control: The Ethics of an Unmanned Military*.



Dr. Richard Schoonhoven
Associate Professor of Philosophy, USMA

Dr. Schoonhoven is an associate professor of philosophy at the United States Military Academy at West Point. He received his Ph.D. from the University of Michigan in Philosophy. Additionally, he serves as the officer representative to the USMA mountaineering team and is the Program Chair for the International Society for Military Ethics. His publications include: *Invincible Ignorance, Moral Equality, and Professional Obligation*, *In Empowering Our Military Conscience* and *The Ethics of Risk: Exposing Military Personnel*, at Ecoles d'officiers de l'armee de l'air, Salon-de-Provence, France.



Dr. Arthur Schwartz
Professor of Education and founding Executive Director of the Oskin Leadership Institute at Widener University

Dr. Schwartz is a professor of education and founding Executive Director of the Oskin Leadership Institute at Widener University. He previously served as the U.S. Air Force Academy's Senior Scholar, assigned to the Center for Character and Leadership Development. Prior to his appointment, Dr. Schwartz served fourteen years as a senior executive at the John Templeton Foundation. His current research focuses on theories of moral identity and leader development. He received his doctorate from Harvard University.



Michael Stephenson
Author and Independent Military Historian

The author of *Patriot Battles: How the War of Independence Was Fought* (HarperCollins, 2007) and *The Last Full Measure: How Soldiers Die in Battle* (Crown, 2012)



Colonel (ret) Dan Zupan
United States Army

Dan Zupan retired as an Army Colonel. At the time of his retirement, he was head of the philosophy program at the United States Military Academy. Since his retirement, he has taught at USAFA, deployed to Iraq as Program Manager for the COIN Academy, and deployed to Afghanistan as a Team Leader for a Human Terrain Team. He is currently the Senior Leadership Instructor for the US Army's Human Terrain System.



The Falcon Foundation William “Bud” Breckner Lecture



Colonel (ret) Lee Ellis
Vietnam POW

Colonel Lee Ellis is a speaker and the author of *Leading with Honor: Leadership Lessons from the Hanoi Hilton*, in which he shares his experiences as a Vietnam POW and highlights leadership lessons learned during his five and a half years in the camps. As President of Leadership Freedom, a leadership and team development consulting and coaching company, Colonel Ellis consults with Fortune 500 senior executives in the areas of hiring, teambuilding, executive development, and succession planning. For his wartime service, he was awarded two Silver Stars, the Legion of Merit, the Bronze Star with Valor device, the Purple Heart, and POW Medal. Colonel Ellis resumed his Air Force career, serving in leadership roles of increasing responsibility including command of a flying squadron and leadership development organizations before retiring as a colonel. He is a graduate of the Armed Forces Staff College and the Air War College.

Session Title: Leading with Honor - Colonel Lee Ellis uses gripping stories from his five years as a Vietnam POW to illustrate crucial leadership lessons of courage and resilience and then ties them directly to today’s workplace. This presentation will highlight the role of character, courage, and competence in leading with honor.

The Chuck Bush (’63) Memorial Lecture



Major General (ret) Alfred Flowers
Longest Career Airman

General Flowers is a former Air Force Budget Director and the longest serving active duty airman in the history of the USAF, and at the time of retirement, the longest serving African American in the history of the Department of Defense. A Vietnam veteran and USAF Order of the Sword recipient, he currently serves as board member with the Air Force Aid Society, Lackland Fisher Houses, Lackland Heritage Foundation, and The Fallen Warriors Legacy Scholarship Foundation. He is married to Mrs. Ida M. Flowers and they have one son, Lt Col Alfred K. Flowers Jr., USAF Medical Services Corp.

Session Title: Back to Basics Leadership - A realistic discussion of communication and leadership trends and potential effects.

This NCLS Keynote Lecture is dedicated to the memory of the first African American graduate of USAFA, a champion of diversity in leadership, Charles “Chuck” Bush. Fondly referred to as BG-1, Chuck (Class of ’63) served in Vietnam as an intelligence officer, where he was awarded the Bronze Star and the Joint Service Commendation Medal. An engaging NCLS speaker, he devoted his time in retirement to his role as Diversity Commission Advisor to CSAF and as an unwavering supporter of USAFA and the Center for Character and Leadership Development.

“Diversity is a Leadership Issue” was the mission statement that graced every correspondence with his name on it, lest anyone lose sight of what Chuck stood for. He was honored to receive both the Trailblazer and Pathfinder Awards from the AOG WOL committee and the Legacy of Charles Bush lives on in the immeasurable number of lives he touched both directly, and indirectly through his accomplishments.



PANEL

Continuing On: Emerging through Crisis and Tragedy

Panel members will discuss the aftermath of their “survivor” experiences and the crossroads of forging forward despite their significant loss.



Suzanna Ausborn
Spouse of Airman killed in Afghanistan

Mrs. Ausborn retired from the US Air Force Reserves after serving 23 years. She has deployed in support of Operation Iraqi Freedom. Mrs. Ausborn was married to Air Force pilot, Maj Jeff Ausborn, who was killed in Kabul, Afghanistan when a gunman went on a rampage in April 2011.



Darrell Scott
Founder, Rachel's Challenge

Darrell Scott is the founder of the “Rachel’s Challenge” Foundation. Darrell’s daughter Rachel was the first person killed in the Columbine High School massacre on April 20, 1999. Her brother Craig was in the library that day and lost two close friends and narrowly escaped death himself as the only surviving student in the library, the worst of the killing zones. A few weeks after the tragedy, Darrell spoke to a Congressional House Judiciary Committee regarding issues of school violence. His speech has become one of the most widely read on the internet. Shortly afterwards he founded Rachel’s Challenge, a non-violence school program. Rachel’s acts of kindness and compassion coupled with the contents of her six diaries have become the foundation for the most life-changing school program in America. Powerful audio/video footage of Rachel’s Challenge holds audiences spellbound during a presentation that motivates them to positive change in the way they treat others. The universal message of kindness and compassion told by Rachel’s story has been heard by students all around the globe. On two occasions President George W. Bush has written a personal letter recommending Rachel’s Challenge. Mr. Scott has authored three books including the bestseller *Rachel’s Tears*.

PANEL



Wesley Wong
Federal Agent, Retired. Agent in the North Tower, 9/11

Mr. Wong was appointed a Special Agent of the Federal Bureau of Investigation (FBI) in October, 1976. Upon completion of training at the FBI Academy in Quantico, Virginia, Mr. Wong was assigned to the New York Office (NYO). Mr. Wong’s initial responsibilities involved investigations of organized crime and asian gang matters and served in numerous undercover roles. Subsequently, he was assigned to the National Security Division, where he specialized in Foreign Counter-Intelligence (FCI) matters. In August, 1987, Mr. Wong was certified as a Technically Trained Agent and was involved in the Bureau’s covert electronic surveillance program. In June, 1999, Mr. Wong was promoted to Supervisory Special Agent, Technical Branch, Special Operations Division. In October, 2000, Mr. Wong was tasked to head the Technical Branch, where he was responsible for overseeing the NYO’s information systems, Evidence Response Team, Electronic Technicians, Scuba Recovery Team, and the electronic surveillance program. In June, 2002, Mr. Wong was promoted to Assistant Special-Agent-In-Charge, Counter-Intelligence Division, where he provided operational support to the Intelligence Community in carrying out the Nation’s FCI and Counter-Terrorism mission. During his career, Mr. Wong was involved in the investigations of John Gotti, the 1993 World Trade bombing, TWA 800, the 2000 Millennium bomb plot, and 9/11, where he was the senior FBI on-scene commander at Ground Zero. Mr. Wong retired from the FBI in 2006 and is currently a Senior Advisor to the Special Operations Command, headquartered at Macdill AFB, Tampa, Florida. He remains involved with his former organization as a guest speaker at the FBI Academy and is an Adjunct Professor on Counter-Terrorism at the Air Force Special Operations School, Hurlburt AFB, Fort Walton Beach, Florida.



PANEL

The Inception of Special Operations: Operation Eagle Claw

Discussion of USAF Special Operations MC-130E planning, crew rehearsals, and mission execution in the 1980 Iran hostage rescue attempt. Discussion of mission options, factors involved in operational choices, and pitfalls in mission execution.



Colonel (ret) Jerry Uttaro
Crew, Desert One

During Operation Eagle Claw, Colonel Uttaro was assigned to the 8th Special Operations Squadron (SOS), 1st Special Operations Wing (SOW), Hurlburt Field, Florida. At the time he was the 8th SOS's standardization and evaluation officer. He was selected as one of two aircraft commanders in the unit to begin preparations for a possible hostage rescue attempt. Colonel Uttaro was instrumental in the development of such tactics as blacked-out landings and takeoffs, use of night vision goggles for ground and flight operations, communications-out and lights-out in-flight refueling procedures, lights-out formation procedures, and other tactics and procedures used in the operation.



Lieutenant Colonel (ret) Sam Galloway
Crew, Desert One

Lt Col Galloway entered the Air Force in 1970, and retired in 1992. He flew as C-130 and MC-130E Navigator, Instructor, and Evaluator from 1971 through 1987. He also flew missions in Vietnam and was lead navigator in the Desert One operation. From 1983 to 1987, Lt Col Galloway was a Command Navigator for the Military Airlift Command and from 1987 to 1992 was staff officer in USSOCOM J-3 Training and Exercises Division. Subsequently, he worked joint training issues for Special Operations, training MOAs between CINCSOC and USAF Chief of Staff, and was Program Manager for AC-130, USAFSOS, and Language Training for Special Operations.

PANEL



Lieutenant Colonel (ret) Arthur Schwall
Crew, Desert One

Lt Col Schwall ('69) held various assignments to include C-130 pilot during Vietnam, T-38 Instructor Pilot and MC-130E pilot with the 1st Special Operations Squadron during Operation EAGLE CLAW. Lt Col Schwall was an Air Officer Commanding (AOC) at the US Air Force Academy from 1982 to 1985. His last assignment was at Special Mission OT&E Center, Hurlburt Field, Florida. Lt Col Schwall retired in 1989 to fly for Delta Airlines. He retired from Delta Airlines as a Captain in 2004.



Lieutenant Colonel (ret) Russell Tharp
Crew, Desert One

Lt Col Tharp spent over half his military career assigned to special operations units at Hurlburt Field, Florida and in the Philippines. He received a B.S. Degree in Agriculture from Oklahoma State University and a Master's from Troy State University. While assigned to Hurlburt Field as a pilot flying MC-130E (Combat Talon) aircraft, his unit was directly involved in the attempted rescue of 144 Americans held hostage by Islamic extremists in the U.S. Embassy in Tehran, Iran in April, 1980. Lt Col Tharp has over 5000 hours flying time and is currently working as a contract simulator instructor for Lockheed Martin Corporation training Air Force crewmembers in the MC-130H (Combat Talon II) aircraft at Kirtland AFB, New Mexico.



PANEL

The Lt Col Ralph Hartman Memorial Lecture Where the Action Lies: Stories from Combat Veterans

This panel focuses on the experiences of decorated combat veterans and discusses the strength, courage and ultimate commitment required to succeed in the face of danger.



Major Philip Bryant
Silver Star Recipient

Maj Bryant is a 2001 graduate of USAFA and an HH-60G Instructor Pilot. In April 2011, Maj Bryant and his formation accomplished a daring rescue of a downed Army helicopter crew in Afghanistan. Maj Bryant was awarded the Silver Star and he and his formation earned the 2011 Mackay Trophy for the “most meritorious flight of the year” in the US Air Force. Several weeks earlier, Maj Bryant and his crewed safely recovered a severely battle damaged aircraft. He was awarded the Distinguished Flying Cross, and he and his crew earned the 2011 Air Force Chief of Safety Aircrew of Distinction.



Major (ret) John “Lucky” Luckadoo
WWII B-17 pilot

Maj Luckadoo was born in the post-depressions days of the 1920s in Chattanooga, Tennessee. He entered US Army Air Corps soon after Pearl Harbor in 1942. Upon completing flight training as a multi-engine pilot, he was immediately assigned to the “Bloody Hundredth” B-17 Bomb Group. Entering combat in June, 1943, he completed a combat tour of 25 missions in February 1944, flying high altitude formation bombing missions with little or no fighter escort. In 1948, he resigned his commission as Major and returned to school to complete his college education. Later he became a commercial real estate developer specializing in enclosed mall shopping centers throughout the southwestern U.S.

PANEL



Technical Sergeant Robert Gutierrez, Jr.
AF Cross Recipient

TSgt Robert Gutierrez, Jr., is currently an operator at the 125th Special Tactics Squadron, Air Force Special Operations Command, Oregon Air National Guard, Portland Oregon. He enlisted in the Air Force in 2002 and assignments have included the 321st Special Tactics Squadron, the 21st Special Tactics Squadron, and Special Tactics Training Squadrons in Florida and Oregon. As the only qualified Joint Terminal Attack Controller in an operation October 5, 2009, Gutierrez knew the ground situation would be dire if he died. As an armor-piercing round entered his left shoulder and wrought havoc throughout his chest, his focus wasn't on his young family in North Carolina, it was on his team. His heroism earned him the Air Force Cross and his reply was “I may have received this, but this isn't for me, It's for every airman that's fighting, every sacrifice we've given, every one of my fallen teammates – this is them, this is the representation of them. I just get to wear it for them.”

This NCLS Keynote Lecture is dedicated to the memory of USAFA instructor and friend, Lt Col (ret) Ralph Hartman. A decorated Vietnam Veteran, Ralph proudly served the United States Air Force for 32 years and profoundly impacted literally thousands of lives during his long and distinguished career. Most notable was his commitment to USAF Academy cadets inspiring them to become leaders of character.

Ralph's unique spirit and unwavering dedication to the Air Force's future officers was remarkable, as was his desire to recognize the selfless service of our nation's wounded warriors. We name this keynote lecture in his honor as a small gesture of sincere gratitude for a life lived with noble purpose and commitment. Ralph, you are missed.



PANEL

Pakistan Youth Alliance

This discussion, via live video feed from Pakistan, explores the notion of courage from a nonmilitary perspective. It is not uncommon for people to talk about making a difference in the world. This session examines the courage demonstrated by people who are committed to making their community a better place even under perilous circumstances. The Pakistan Youth Alliance will present some of their challenges with working to make Pakistan a better place even when it may be dangerous to do so. This session integrates the ideas of Social Justice, Courage and Commitment. You will leave this session asking yourself; how can I do more to make a difference even in the face adversity?

SPEAKERS



Dr. Marvin Berkowitz
Co-Director, Center for Character and Citizenship, University of Missouri-St. Louis

Dr. Berkowitz, a developmental psychologist, is the inaugural Sanford N. McDonnell Endowed Professor of Character Education and Co-Director of the Center for Character and Citizenship at the University of Missouri-St. Louis (USML). Before arriving at USML, he was the inaugural Ambassador H.H. Coors Professor of Character Development at USAFA (1999), and Professor of Psychology (1979-1999) at Marquette University. His research interests include character education, moral development, adolescent development, and risk-taking. He is author of *Parenting for Good* (2005) and more than 100 book chapters, monographs, and journal articles. He is a board member of the Character Education Partnership and founding co-editor of the Journal for Research in Character Education. In 2006 he received the Sanford N. McDonnell Lifetime Achievement Award from the Character Education Partnership.

Session Title: Leading Schools of Character - Schools, whether at the elementary, secondary, or post-secondary level, have always been obligated to positively impact the character development of students. The most central influence on whether they do so effectively is the school leader. However, many school leaders are not trained for this task. It has always been a challenging task, but is even more difficult in the modern era due to outside negative influences (many of them exacerbated by technological advances), large schools, and declining public support for education as a social force. This session will focus on both the challenges in leading schools of character and what can be done about it.



Jeremy Campbell
Paralympian, Gold Medalist

Mr. Campbell was born with a rare birth deficiency called Fibular Hemimelia, which resulted in the amputation of his right leg. From the beginning, Jeremy has learned how to courageously respond to life which has propelled him into a career of unmatched success and achievements. Born into a very athletic family, Jeremy naturally gravitated towards sports, and has excelled on an elite level. In 2003 he was introduced to the Paralympic Movement and has become one of the most prolific athletes in the sport. A two-time Paralympic Gold Medalist, Jeremy competed at his first Paralympic Games in 2008 where he won two Gold medals, shattering the World Record in the Pentathlon and setting an American record in the Discus. The Pentathlon, an event that is similar to the Olympic Decathlon, labeled Jeremy as “the world’s greatest Paralympic athlete” taking out a record that hadn’t been touched in years.

Session Title: Facing Adversity - Jeremy’s life reveals courage through adversity in many ways. After walking away from his first Paralympic track meet because he did not understand that he needed a disability to compete, he has learned that our problems are not circumstantial but perceptual and this was a valuable lesson. He now uses this lesson and many others to speak publicly to individuals around the country.



SPEAKERS



Muffy Davis
Paralympian, Gold Medalist

Muffy Davis is no stranger to challenge. At 16 years old, her lifelong dream of being an Olympic Champion seemed to shatter when she had a ski racing accident that left her paralyzed. But not one to shy away from challenge, Muffy found a new way to accomplish her goals, as a Paralympic skier. She even surpassed her goal by becoming a winter and summer Paralympic medalist. A graduate of Stanford University, Muffy travels the world sharing her message of triumph through adversity hoping to inspire everyone to surmount their challenges and reach their dreams.

Session Title: Never Give Up and Other Lessons Champions Know! - We all have challenges. No one gets through this lifetime without some form of challenge, but the difference between successful people, champions, and everyone else is they know how to take those challenges and turn them into stepping stones for success!



Major General Sharon Dunbar
Commander, District of Washington

General Sharon K.G. Dunbar is Commander, Air Force District of Washington (AFDW), Joint Base Andrews, Maryland. The AFDW provides the single Air Force voice and component to the Joint Forces Headquarters-National Capital Region, as well as organizes trains and equips combat forces for the aerospace expeditionary forces, homeland operations, civil support, national special security events and ceremonial events. In addition, AFDW serves as Uniform Code of Military Justice authority for more than 40,000 personnel and provides major command-level support for more than 24,000 personnel assigned worldwide. General Dunbar was commissioned in 1982 upon graduation from the U.S. Air Force Academy. She has served in a variety of acquisition, political- military and force support positions. Her commands include a mission support squadron, Air Force Basic Military Training and an air base wing. Prior to her current assignment, General Dunbar served as Director of Force Management Policy, Deputy Chief of Staff for Manpower, Personnel and Services, Headquarters U.S. Air Force, Washington, D.C.

Session Title: Walking a Tight Rope: Realities Behind Balancing Excellence In Work And Family Life. - General Dunbar and her husband, Col (ret) Doug Dunbar (F-111F, F-15C, MD-80 and B- 737 pilot), met Doolie year at the US Air Force Academy. They've been hanging out since and raised two awesome kids: their son is an Army Captain on his 2nd tour in Afghanistan and their daughter is in law school. Her lecture will discuss the hardships, challenges, and realities of being full-time mother, full-time professional and full-time spouse.

SPEAKERS



Chris Errera
Concert Pianist

Chris Errera is a musician, composer, and motivational speaker who also happens to be a diastrophic dwarf. Chris also lost the use of his legs years ago to spinal stenosis and needs crutches to move through life. Chris has begun to share his views of life in the motivational speaking world, talking to teenagers and the corporate world about his experiences. His acceptance of his physical limitations and being different, gives people the inspiration and the desire to deal with what they thought their problems were. The corporate world has also welcomed Chris' message of over-coming obstacles, no matter how drastic those events might be, as it's the choices we make that define us. Chris has become a media favorite, frequently appearing on national talk shows.

Session Title: Living Life in a Tall World - When Life choses to make one's very existence challenging, what choices do we need to make to succeed? How do we know which way to turn, what voice to listen to, which road to follow? Listen as Chris Errera describes what path he chose to follow, and how it has helped him and others on their paths.



Major General Richard Haddad
Deputy Commander, USAFR

General Richard Haddad is Deputy to the Chief of Air Force Reserve, Headquarters U.S. Air Force, Washington, D.C. He assists the Chief of Air Force Reserve who serves as the principal advisor on Reserve matters to the Air Force Chief of Staff. General Haddad was commissioned through the U.S. Air Force Academy and entered active duty in 1981. He has served in a variety of flying and command positions during his career in the Air Force and Air Force Reserve. He has hundreds of hours of combat flying time in operations Iraqi Freedom, Enduring Freedom and Desert Storm. The General was in command of the first gunship over Port-au Prince, Haiti, in support of Operation Uphold Democracy. His flying career includes operations throughout the United States, Canada, the Caribbean, Central America, South America, Southeast Asia, and Southwest Asia.

Session Title: A Reservist's View from the Special Operations Cockpit: Desert Storm, 9/11 & Early Operations in Afghanistan, Operation Iraqi Freedom - Discussion of adversities and successes over a 31-year career as an active duty then reserve member of the Air Force.



SPEAKERS



Lt Gen Susan Helms
First Female USAFA Graduate in Space Program

General Susan J. Helms is Commander, 14th Air Force (Air Forces Strategic), Air Force Space Command; and Commander, Joint Functional Component Command for Space, U.S. Strategic Command, Vandenberg Air Force Base, California. General Helms was commissioned from the U.S. Air Force Academy in 1980. She has served as an F-15 and F-16 weapons separation engineer and a flight test engineer.

Selected by NASA in January 1990, General Helms became an astronaut in July 1991. On January 13, 1993, then an Air Force major and a member of the space shuttle Endeavour crew, she became the first U.S. military woman in space. She flew on STS-54 (1993), STS-64 (1994), STS-78 (1996) and STS-101 (2000), and served aboard the International Space Station as a member of the Expedition-2 crew (2001). A veteran of five space flights, General Helms has logged 211 days in space, including a spacewalk of eight hours and 56 minutes, a world record.

Session Title: Leadership Lessons Learned From Human Space Flight - General Helms will provide an inspirational story of a journey from life as a cadet, to Air Force officer, to NASA astronaut, and as commander of all U.S. military space forces. This is a story of overcoming challenges and achieving one's dream.



Scholar Yeon-soon Ha
Founder, KumGok Academico Cultural Foundation

Born in JinJu, Kyeong nam Province in South Korea, Scholar Ha has been a scholar of Confucianism for over 50 years. He founded the KumGok Academico-Cultural Foundation in 2008 and has publications in multiple international journals. Scholar Ha has given numerous special lectures for country key leaders in South East Asia, EU countries, prestigious universities of the US and Europe as well as in Korea.

Session Title: Forming the Foundation for Eastern Confucianism and Spreading Confucian Values to Address Global Issues



Trish Heller
Executive Director, The Blue Alliance

Tricia A. Heller, Esq., USAFA Class of 1987, is Executive Director of Blue Alliance, a support network of lesbian, gay, bisexual, and transgender (LGBT) alumni, cadets, faculty and allies of the Air Force Academy. She is Compliance Counsel at Magpul International in Erie, Colorado. She was a command pilot with over 3,500 hours in the C-9 and C-141B. She served on the legislative staff of Senator Max Cleland. She lives in Windsor, Colorado with her wife, Regina Brown, M.D., USAFA '85.

Session Title: Living the Core Values - Tricia Heller came to USAFA, succeeded in the Air Force, left the Air Force, and remains connected to USAFA due to a unique focus on honor and strength of character. As an Attorney and Executive Director of Blue Alliance, she leads civilian coworkers and LGBT cadets, alumni, faculty, and allies to overcome adversity and find strength in honorable service and the core values.

SPEAKERS



Jerri Marr
Forest Supervisor of the Pike and San Isabel National Forests

Jerri Marr graduated from the University of Tennessee with a Bachelors of Science in Forestry and Natural Resources Management. Her interest in natural resources started early although she grew up in the Bronx, New York and later in Memphis, Tennessee. Jerri spent summers attending various natural resources leadership camps and judging competitions. Two weeks after her high school graduation, she moved from Memphis to Chiloquin, Oregon and began her career with the U. S. Forest Service in 1985.

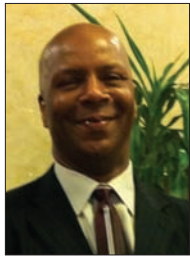
Throughout Jerri's extensive career, she has had the opportunity to work across the country in a variety of positions including: Forester, Public Affairs Specialist, and Liaison Officer to Tuskegee University, District Ranger, and as Deputy Forest Supervisor on the Monongahela National Forest in West Virginia. Jerri became Forest Supervisor of the Pike and San Isabel National Forests, Cimarron and Comanche National Grasslands in December 2010. Her management responsibilities cover nearly 3 million acres of public lands in southeast Colorado and southwest Kansas.

Jerri is also a professional photographer and enjoys spending time with her family.

Session Title: Anchor Point: Authentic Leadership in a Time of Crisis. - Jerri Marr was faced with the most destructive wildfire in Colorado history, the Waldo Canyon Fire. As the Forest Supervisor for the Pike and San Isabel National Forest and the Cimarron and Comanche National Grasslands, she worked with other community leaders to gain control of this fire that ultimately burned 18,247 acres, destroyed 347 homes in Colorado Springs and received world-wide media attention. She will lead an interactive discussion on leadership during crisis situations. She will share her experience on leading with courage, building trust, addressing the hard truths, remaining real and accessible, and making tough decisions.



SPEAKERS



Forest Martin
Author, *With Edwards in the Governor's Mansion*

Forest C. Hammond-Martin, Sr., aka “Saint,” comes from a Jewish-Indian mother/African-American father, born in 1955 in Baton Rouge, Louisiana. He attended Zion City & Park Elementary, Westdale & Valley Park Juniors then Capitol Senior High School. With a football scholarship to Southern Illinois University and three weeks before graduating, this headstrong teenager miscalculated a volatile situation, made a terrible judgment call and wound up accused of murder and sentenced to life in Angola Penitentiary at age seventeen. He became an inmate lawyer, boxing champion and won his case in Federal Court. Louisiana four term Governor Edwin Edwards transferred Saint to the Governor's Mansion where he became the “boxing butler”. Governor Edwards pardoned him in 1980 making him a Free Man. He's married with six children.

“The secret to fighting is to never panic when you suffer a disadvantage.”
—Saint —

Session Title: Obey the Still Small Voice! - The most profound quality imbued within our conscience, like a heartbeat safeguarding against self-destruction, are the daily commands we receive from a still small voice telling you to do or not do; go or not go. Obeying the still small voice is paramount to a good healthy living existence and ultimate survival. Don't be the one left saying: “Something told me ...”



Tony Mendez
The “face behind Argo”, CIA Agent in the Iran Hostage Rescue

Tony Mendez joined the CIA in 1965 in the field of counterfeit and forgery, rising to the position of chief of authentication which included both disguise and documents used to change identities. Tony was responsible for CIA's worldwide deception operations and exfiltration of foreign agents who were in danger. Retired in 1990, he is the author of three books, including *Argo*, on which Ben Affleck based his current, Oscar-nominated movie. Tony is the recipient of the CIA's Intelligence Star and was designated one of CIA's top 50 officers in the agency's first fifty years.

Session Title: Argo: The First Battle Against Terrorism. In 1979 the American Embassy in Tehran was overrun by radical Islamic militants. American hostages were taken and held for 444 days. Six Americans escaped out of a side door. After months in hiding with the Canadians, the CIA's Master of Disguise, Tony Mendez, went into Iran and rescued the six diplomats. This story will amaze you with tales of leadership and courage.

SPEAKERS



Capt Ryan McGuire
First Amputee to earn USAF Wings

Captain Ryan McGuire is a 2008 USAFA graduate and a C-17A Globemaster III pilot in the 4th Airlift Squadron, Joint Base Lewis-McChord. After losing his right leg below the knee in a boating accident while attending pilot training at Laughlin Air Force Base, Captain McGuire accomplished rehabilitation at the Center for the Intrepid in San Antonio, Texas. He contested an ‘unfit for duty’ classification by his medical evaluation board and was reinstated to the Air Force, eventually earning his flying rating and becoming the first amputee to graduate from pilot training. Captain McGuire has flown all over the world, including a combat deployment and multiple combat missions in support of Operation Enduring Freedom. Captain McGuire was recently named as one of the Air Force's nominees for the 2012 DoD Outstanding Service Member with a Disability Award. He currently resides in Puyallup, Washington.

Session Title: Triumph Through Adversity: One-Legged Flight - Resiliency is the ability to overcome challenges that one faces in life. Without the inevitable adversity that we face, one's true potential would never be known. When faced with this adversity, the important thing is to recognize and exploit catalysts that allow one to rise above the hardships and excel. The choice to face the challenge head on is the difference between living life and not.



Dr. Rita Murray
Executive Consultant

Dr. Rita Murray, first generation American, US and Irish citizen, psychologist, Myers Briggs Type Indicator® (MBTI) expert, crew resource management scholar, author, private pilot, and golfer guides positive change and heightened self-awareness for Fortune 500 companies, aviation, government, and military organizations. Rita, as a cognitive scientist, is passionate about translating the latest discoveries and proven techniques in relationship management and multigenerational communication into workable strategies for leaders. A transplanted Oklahoman, originally from Boston, her business career includes top secret classified leadership for General Electric and Lockheed, CEO of a national energy services company, and Chairman of a Hollywood production company. Rita authored five books including *Lost in Generational Translation*, hosted a TV series, and was awarded the Certified Speaking Professional credential.

Session Title: X Factor Courage: Navigating Multi-Generational Millennial Leaders - X Factor courage is critical for achieving career and life visions. AFA Millennial leaders possess character and competence to positively impact the Air Force but may lack emotional intelligence needed to navigate multigenerational minefields and achieve X Factor Courage. Dr. Murray's award winning interactive and impactful multimedia presentation, fast feedback model, and practical communication.



SPEAKERS



Dr. Eric Patterson
Dean of the Robertson School of Government, Regent University

Eric Patterson, Ph.D. is Dean of the School of Government at Regent University and Senior Research Fellow at Georgetown University's Berkley Center for Religion, Peace, and World Affairs, where he previously served for four years. His civilian government experience includes service as a White House Fellow and two stints working at the State Department's Bureau of Political-Military Affairs. He is the author or editor of nine books, including three in the past year: *Ending Wars Well: Just War Thinking and Post-Conflict, Ethics Beyond War's End: Order, Justice and Conciliation in Post-Conflict*, and *Politics in a Religious World: Toward a Religiously Literate U.S. Foreign Policy*. He routinely speaks for military audiences and combatant commands. He is a commander in the Texas Air National Guard and deployed to Southwest Asia in 2011.

Session Title: Yes, More Chai! Culturally-Aware Leadership - From Nigeria to Iraq, why do American leaders abroad poorly understand those we are trying to engage? It's not because we haven't talked enough, but because we are tone deaf to the cultural and religious frames within which they exist. Culturally literate 21st century leaders will champion the best of America while at the same time building authentic relationships with foreign societies.



Cadet Matt Pirrello
Cadet 3rd Class, Ohio University

Cadet Matt Pirrello is a student at Ohio University and a member of the AFROTC Detachment 650 Bobcat Wing. After losing his right leg above the knee during a jump at the Air Force Academy Free Fall School, Cadet Pirrello spent a year of rehabilitation at the Center for the Intrepid in San Antonio, Texas. He then returned to Ohio University and met the physical and academic requirements to continue in the AFROTC program. Cadet Pirrello is awaiting an Exception to Policy ruling to become the first amputee commissioned by the Air Force.

Session Title: Leading Yourself Through Adversity - "Failure isn't falling down, it's remaining where you've fallen." When your intended path is blocked, how will you accept what has happened and stride forward towards success? What will drive you? Cadet Pirrello will share his story of how perseverance and resiliency can help chart your course through a life-changing



Marlon Shirley
Paralympian

Over the years, Marlon Shirley has endured many challenging situations, including many which would have caused an average person to break down. But Marlon Shirley is no average person. In 2000, Marlon became the 100 meter Gold Medalist at the Sydney Paralympic Games. This kicked off an incredible journey that would result in Marlon not only being the fastest amputee in the world but also a world class athlete with two world records...in the 100 meter and long jump. In fact, Marlon not only has become the first amputee to break the 11 second barrier but he has run it in an astounding 10.89 seconds.

Session Title: My greatest opportunities have come from my greatest adversities. Marlon has faced many adversities throughout his life. Those have been from becoming an orphan at age 5, to losing his foot in a traumatic lawn mower accident while living in various orphan homes. The biggest hurdle Marlon would face came at the final race of his career. In 2008 Marlon had not lost a 100M race and was going for a record 3 Paralympic Gold Medals in three consecutive Paralympics. He walked in for what was a simple knee scope, came out fighting for his life after contracting MRSA Staph post operation. What keeps a person motivated to overcome adversity? What gives a person courage when facing the fears of losing something that is meaningful to them?



Rear Admiral Sandra Stosz
Superintendent, United States Coast Guard Academy,
First Female Superintendent of a US Military Academy

Admiral Stosz is a 1982 graduate of the U. S. Coast Guard Academy. She is a career surface operations officer with twelve years at sea including two afloat commands. She has had the distinct honor and privilege of commanding both the Coast Guard's enlisted accession source (boot camp) in Cape May, New Jersey and officer accession source in New London, Connecticut where she currently serves as Superintendent of the Coast Guard Academy. Admiral Stosz earned a MBA from Northwestern University's J. L. Kellogg Graduate School of Management and a Master of National Security Strategy from the National War College.

Session Title: Discovering Your Recipe for Success - Admiral Stosz will discuss her career experiences from the perspective of a line officer and the first female graduate of the Coast Guard Academy to achieve Flag rank. Her presentation will focus on tools for discovering the opportunity in adversity and how to succeed despite the odds.



SPEAKERS



Chief Petty Officer Casey Tibbs
Paralympian, Gold Medalist

Casey Tibbs is a Chief Petty Officer in the U.S. Navy. He was a multi-sport athlete growing up, and when he lost his right leg below the knee as the result of a motorcycle accident. He saw no reason to stop competing and went on to win multiple Paralympic medals, including two gold medals. Chief Tibbs is now training to qualify for his third Paralympic Games. He and wife Robyn together are raising their three children, a 4-year-old son, Taylor, an 18-month-old daughter, Reagan and a 2-month old son, Trent. In 2004, Chief Tibbs made history by becoming the first American active-duty military member to compete in a Paralympic Games. He topped off the achievement with two medals: silver in the pentathlon (P44) and gold in the men's 4x100m relay. At the 2008 Paralympic Games in Beijing, China he captured gold in the 4 x 100m relay (T42-T46) and a bronze in the long jump (F42/F44). Chief Tibbs added a bronze medal to his collection in 2011, earning third place in the men's long jump (F44) at the IPC Athletics World Championships in Christchurch, New Zealand. Chief Tibbs is currently an Aircrewman stationed at Navy Information Operations Command Georgia and was the first amputee to complete Navy SERE (Survival Evasion Resistance and Escape) training, as well as the first amputee to become an Aircrewman through the U.S. Navy Aircrew school.

Session Title: Adversity is a Gift - Chief Tibbs will provide an in-depth discussion on leadership and challenges facing today's military as well as the life of an officer working with enlisted personnel from a senior non-commissioned officer's perspective.



Aaron Thomas
Coach, ESPY Arthur Ashe Courage Award Recipient and Son of murdered football coach

Aaron Thomas is currently the Head Basketball Coach, Athletic Director, Assistant Football Coach and Director of Student Services at Aplington-Parkersburg High School located in central Iowa. Aaron is married to his wife Ellie and together they are raising their three boys. Aaron is a devoted Christian and very active within the Congregational Church. Aaron Thomas and his family accepted the Arthur Ashe Award for Courage at the 2010 ESPY Awards. A book entitled *The Sacred Acre* chronicles the accomplishments of Ed Thomas (Aaron's Father) and examines how the family reacted in the most trying moments of their lives.

Session Title: Overcoming Adversity - What I was called to do - Holding true to what you believe is important in life and it will be tested in the most difficult situations. How will you react when life surprises you with adversity? Aaron will challenge you to look at your life, your family, and your job to see if you are being a difference maker and ultimately realizing the power that one individual can have on the world.



CMDR (ret) Scott Waddle
Former Commander, USS Greenville

Scott Waddle, a native of Austin, Texas, graduated from the United States Naval Academy in May of 1981 earning a Bachelor's of Science Degree in Chemistry. Following graduation he was commissioned an Ensign and embarked on a twenty-year career in the submarine force where he served aboard Atlantic Fleet trident ballistic missile boats Alabama and Kentucky, and Pacific Fleet fast attacks San Francisco and Greenville. In June 1998, after earning a Master's of Science Degree from the National Defense University in Washington D.C., he was handpicked from a highly competitive field of two hundred fifty officers to command the USS Greenville, an improved Los Angeles class fast attack submarine. In March of 1999 he was relieved as the Commanding Officer of the Greenville in Pearl Harbor, Hawaii.

On the fateful day of February 9, 2001, Commander Waddle's life was forever changed when he gave the order to perform an emergency surface maneuver that inadvertently caused the nine-thousand ton submarine to collide with the Ehime Maru, a 500 ton Japanese fishing vessel, killing nine people on board. Against the advice of his attorney and the Navy's direction, he took responsibility for the accident. In October of 2001 he was honorably discharged from the Navy and retired from active duty as a commander. Commander Waddle is an author and inspirational speaker.

Session Title: Failure Is Not Final - In command accountability and responsibility rest squarely on the shoulders of the boss. *Failure is Not Final* discusses events preceding and following the collision between the USS Greenville and Japanese fishery training vessel Ehime Maru that killed nine civilians.



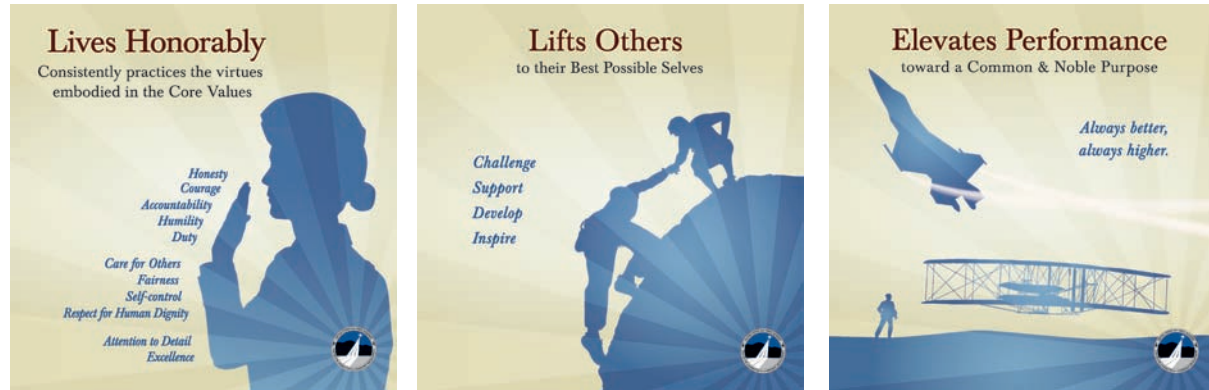
Dr. Robert Wicks
Professor, Loyola University

Dr. Robert Wicks, who received his doctorate from Hahnemann Medical College, was a Marine Corps Officer, and has published over 50 books for professionals and the general public. These include: *Bounce: Living the Resilient Life* and *Riding the Dragon*. In the past several years he has spoken in Johannesburg, Beijing, Hanoi, Budapest, Edinburg, Belfast, Phnom Penh as well as on Capitol Hill, Harvard, Johns Hopkins School of Medicine, the National Naval Medical Center, Walter Reed, and at Whiteman, Dover, McGuire, Travers, Lackland, and Kadena Air Force Bases.

Session Title: Riding the Dragon: Strengthening Your Inner Life - One of the greatest gifts military officers can share with others is a sense of their own inner strength. However, they can't share what they don't have. In this lively presentation, Dr. Wicks, an expert on secondary stress (the pressures experienced in leading and reaching out to others) will offer approaches to maintaining perspective in challenging times without losing your own inner fire.



A LEADER OF CHARACTER....

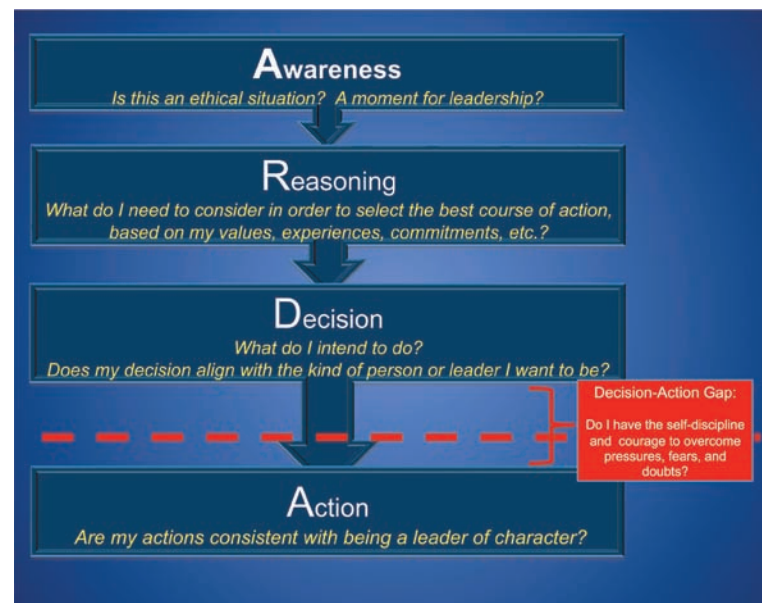


PREPARING TO REFLECT

- What was the most powerful thing you heard or saw? Why?
- Did you hear examples of moral courage? Service? Commitment? Respect?
- Did anything surprise you? Why?
- What insights could be applied to your organization?

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

Did you hear something...

Useful

Interesting

Inspiring

Universally True

Challenging

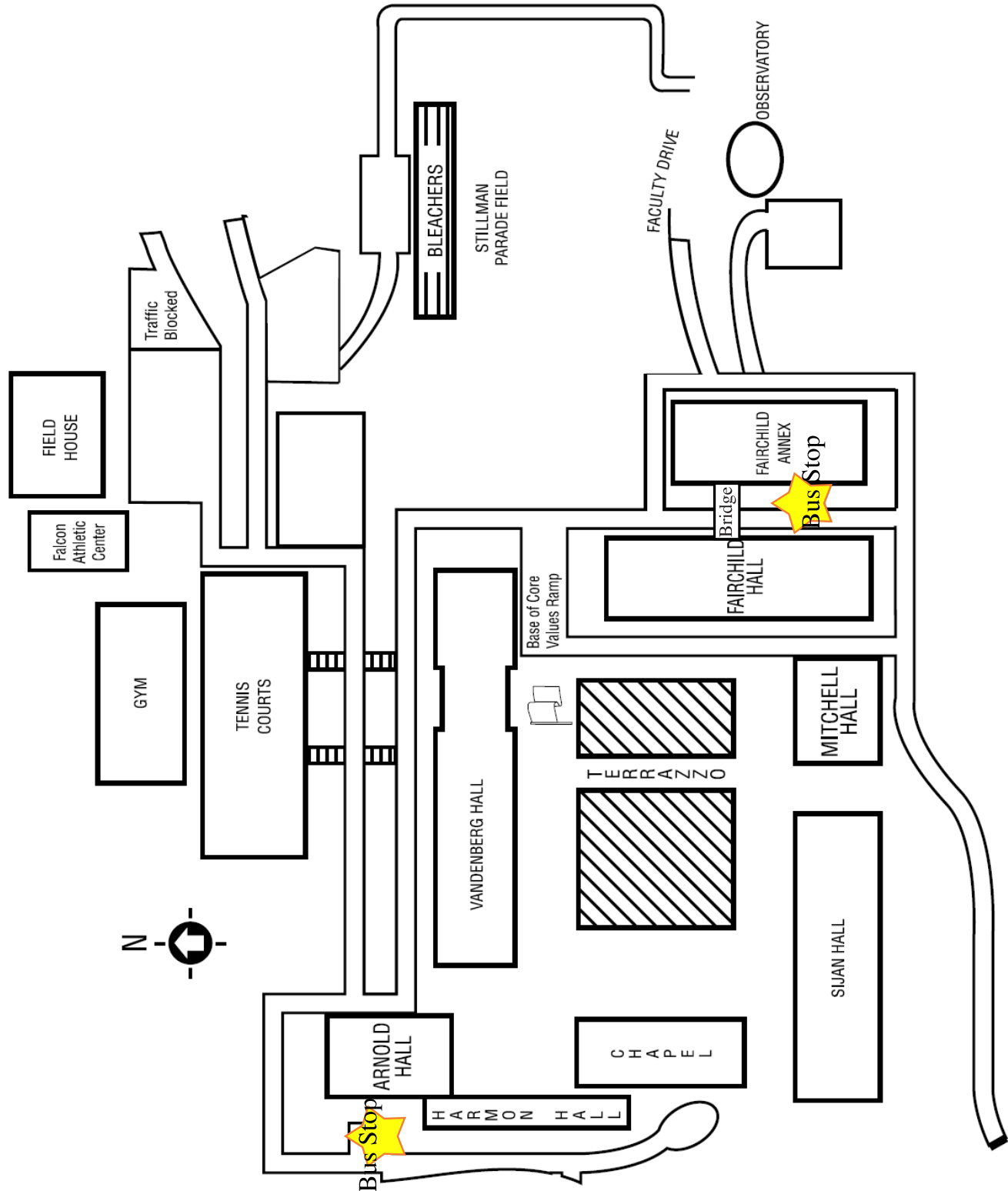
Motivating

Surprising

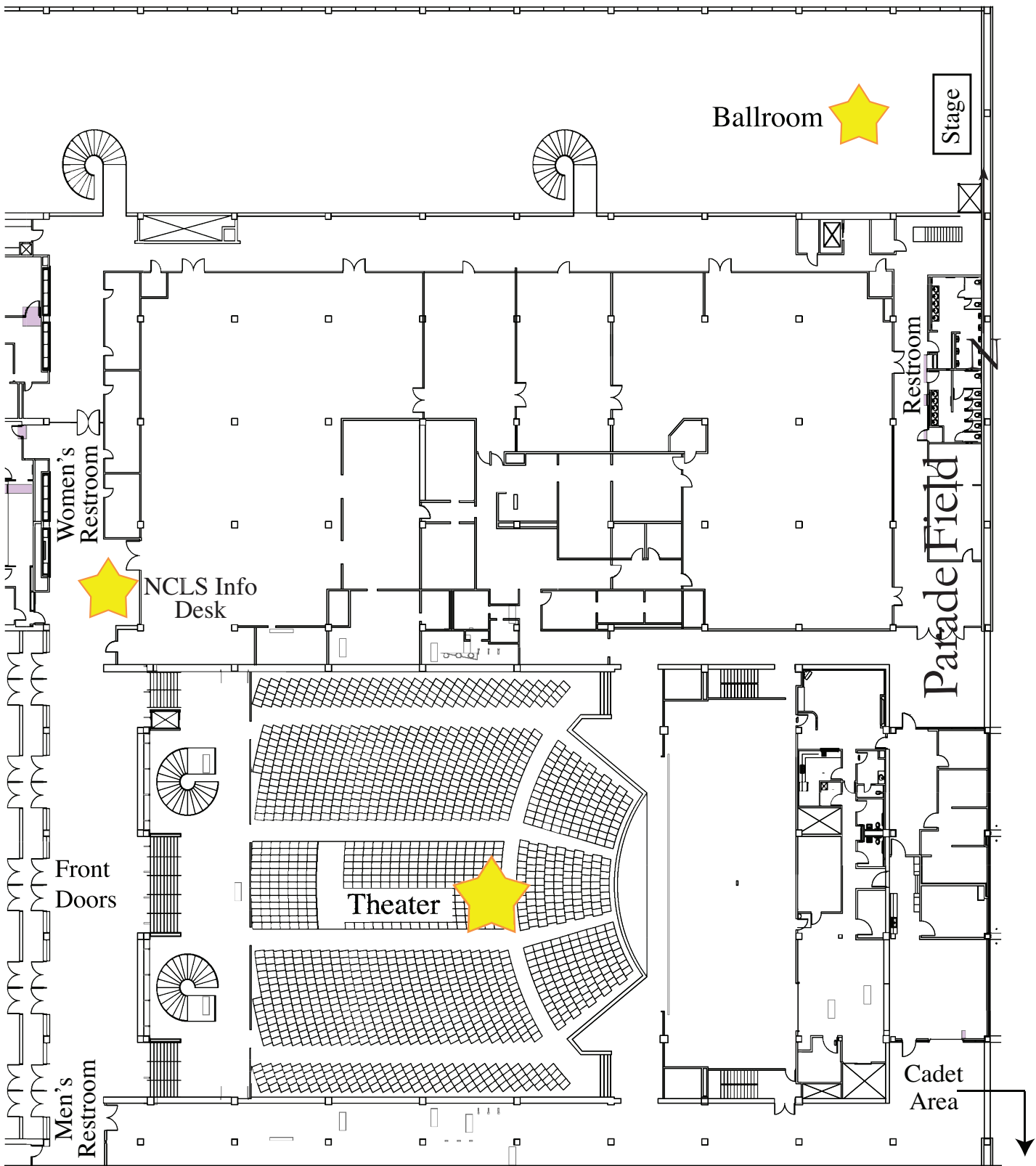
Shocking

Worthy of Action

MAP OF CADET AREA

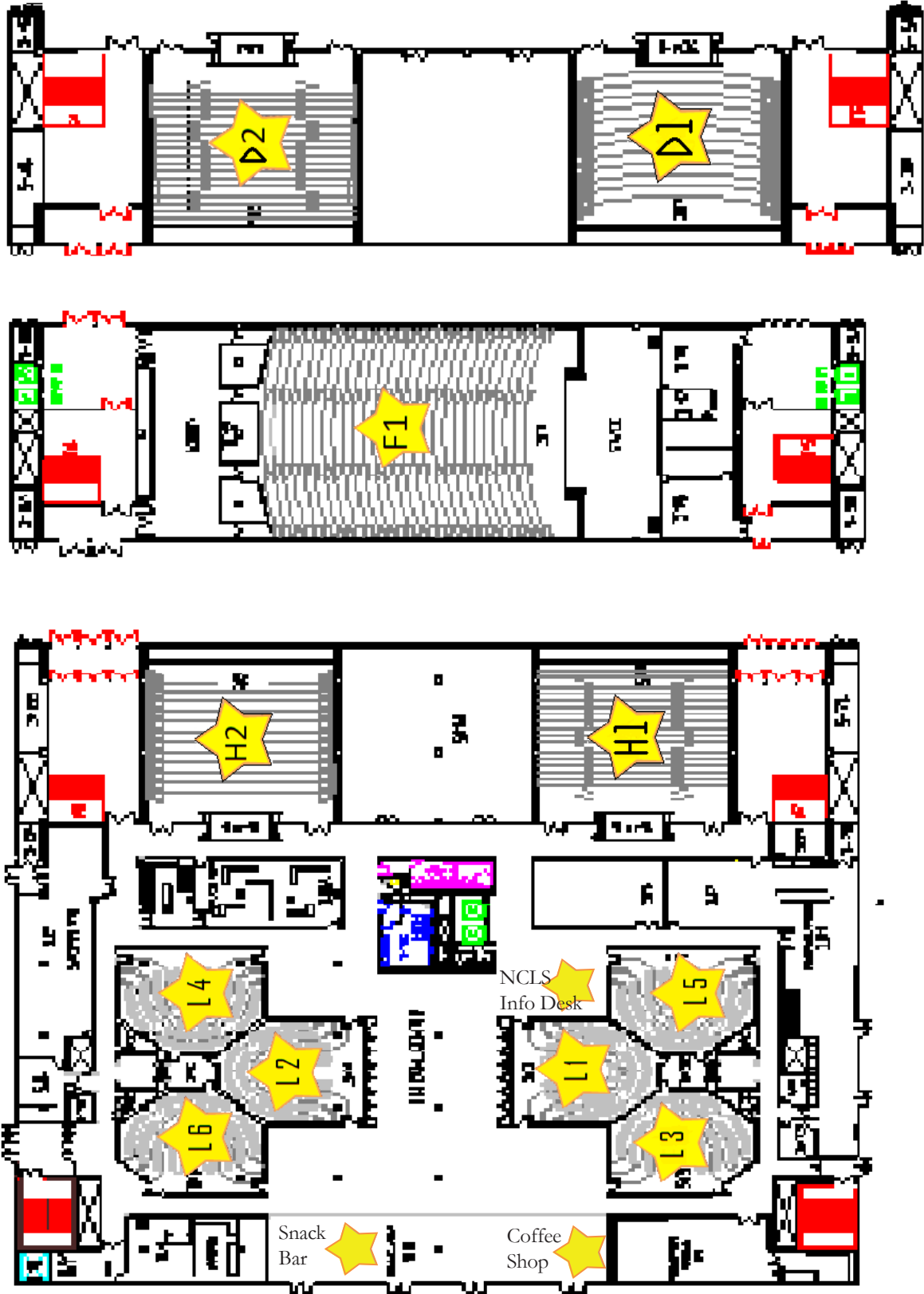


ARNOLD HALL VENUES



MAP OF FAIRCHILD HALL

Terrazzo



NCLS STAFF

Lt Col Kevin Basik, Assistant Director for Cadet Development
Maj Vivien Wu, NCLS Program Director
Mrs. Danielle Brines, Event Coordinator

Col Joe Sanders
Mr. Tom Berry
Lt Col Sheilagh Carpenter
Lt Col Shane Coyne
Lt Col Eric Ecklund
Lt Col Richard Mandeville
Lt Col Charles Rinkevich
Lt Col David Rothenberg
Lt Col Joel Witzel
Maj Daniel Brock
Maj Catherine Giglio

Maj David Huston
Maj Shaune Sanders
Maj Will Tucker
Capt Nathan Boone
Capt Ohn Dickens
Capt Christopher Thompson
Lt Blake Liddle
MSgt Robert Thompson
TSgt Shaila Lane
Dr. Pamela Howard
Dr. Eric Johnson

Dr. Melinda Miller
Dr. Ervin Rokke
Dr. Michael Rosebush
Mr. Eric Banks
Mrs. Tina Erzen
Mr. Mike Lee
Mrs. Kathy Lentz
Mr. Eric Sandoval
Mr. Greg Tate
Mr. Bob Vasquez
Mrs. Lizbeth Williams

CADET EXECUTIVE STAFF

C/Maj Chance Johnstone, Cadet in Charge
C/SMSgt Mahhad Nayyer, Cadet NCOIC

C/Lt Col Tara Harris
C/Maj Patrick Wu
C/Maj Zachary Francis
C/Maj Daniel Frymire
C/Maj Jared Leininger
C/Capt Keyona Sanchez
C/Capt Meghan Vernier
C/Capt Joncarlo Buitrago
C/Capt Tucker Nelson
C/Capt DJ Cherf
C/Capt Maria Phillips
C/Capt Shawn Cagle

C/Capt Carly Allison
C/Capt Ashley Bartmas
C/Capt Joseph Gulat
C/1Lt Stephen Henderson
C/SMSgt Kara Hovseth
C/SMSgt Michael Yam
C/MSgt Joseph Abakunda
C/MSgt Mark Audette
C/MSgt Lindsey Summerlin
C/MSgt Roed Mejia
C/MSgt Seth Rodgers
C/MSgt Chante Barber

C/TSgt Gavin Delphia
C/TSgt Jessica Adams
C/TSgt Megan Haley
C/TSgt Jane Kaufmann
C/TSgt Kaley Sirak
C/TSgt Kyle Cousino
C/TSgt Matt Nelson
C/TSgt Sarah Collins
C/TSgt Jeremy Dimmick
C/TSgt Niko Ruud
C/SSgt Kevin Hemphill
C/SSgt Nick Parker



The US Air Force Academy
Association of Graduates (AOG)



USAF Academy Class of '73



USAF Academy Class of '74



USAF Academy Class of '59

The USAFA Endowment



