

# THE 21<sup>ST</sup> ANNUAL NATIONAL CHARACTER & LEADERSHIP SYMPOSIUM

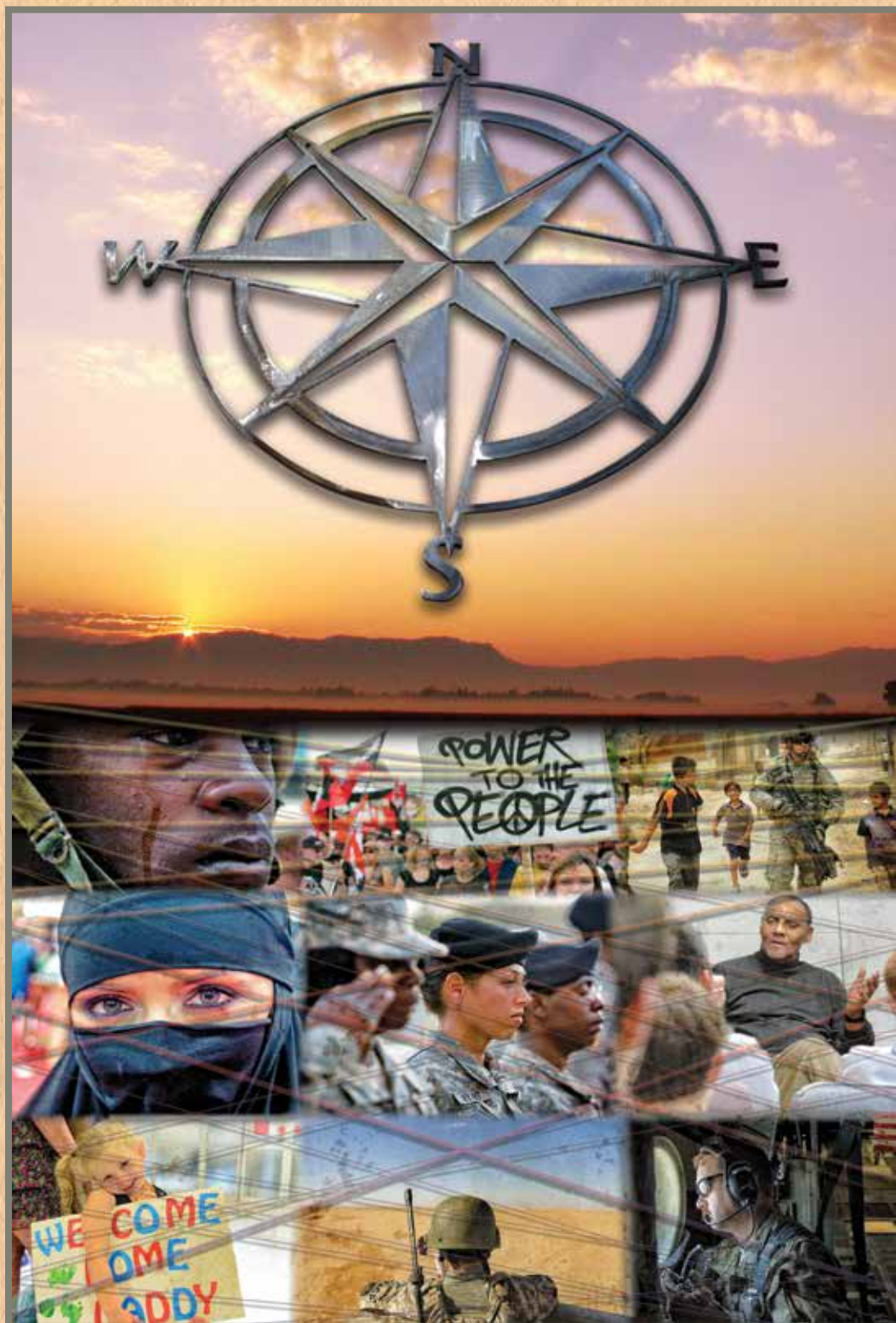
THE  
UNITED STATES  
AIR FORCE  
ACADEMY

CENTER FOR  
CHARACTER &  
LEADERSHIP  
DEVELOPMENT



THE UNITED STATES AIR FORCE ACADEMY  
**ENDOWMENT**

ASSOCIATION OF GRADUATES  
UNITED STATES AIR FORCE ACADEMY



## *Character Overcoming Conflict: Individual Stories, Global Impact*

February 26<sup>th</sup>-28<sup>th</sup>, 2014

# Character Overcoming Conflict: Individual Stories, Global Impact

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



Twentieth Annual  
The Silver Lining:  
Courage Through Adversity



Nineteenth Annual  
Walk the Walk:  
Leaders in Ethical Action



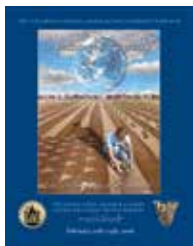
Eighteenth Annual  
Strength Within,  
Leadership Throughout



Seventeenth Annual  
Guardians of Trust:  
Leaders in the Modern Era



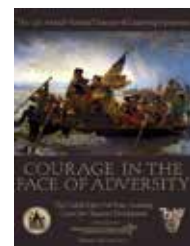
Sixteenth Annual  
Answering the Nation's Call:  
Our Legacy in the Making



Fifteenth Annual  
Impassioned Citizenship:  
Can One Make a Difference?



Fourteenth Annual  
All Created Equal—  
Human Dignity & Respect



Thirteenth Annual  
Courage in the Face of  
Adversity



Twelfth Annual  
Leading Positive Change:  
Raising the Standard of  
Excellence



Eleventh Annual  
Teamwork: Working  
Together to Achieve  
Excellence



Tenth Annual  
Moral Courage and  
Servant Leadership in  
Modern Times



Ninth Annual  
Undaunted Leadership:  
Unassailable Integrity,  
Increasing Service,  
Uncompromising  
Excellence



Eighth Annual  
Integrity First:  
Recollection, Inspiration &  
Aspiration



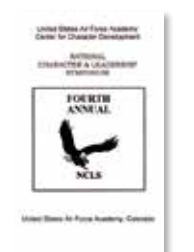
Seventh Annual  
Service Before Self:  
Heroes, Hymns and Hardiness



Sixth Annual  
Integrity First:  
Courage, Competence,  
& Commitment



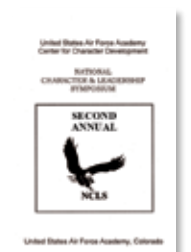
Fifth Annual  
Excellence in All We Do:  
Personally and Professionally



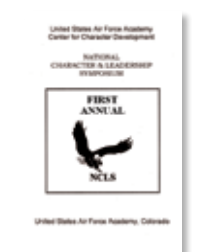
Fourth Annual  
Service Before Self



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:



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

John and Lyn Muse Education Foundation

The Falcon Foundation

The Anschutz Foundation

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The support of the following organizations and individuals who graciously gave of their time helped make the 21st Annual National Character & Leadership Symposium possible:

USAFA Class of '73 Volunteers  
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USAFA Protocol  
USAFA Strategic Communications  
Fairchild Hall Facility & Audiovisual Support  
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USAFA Falcon Club and Staff  
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USAFA Visitors' Center Staff  
USAFA Cadet Honor Guard  
In the Stairwell, USAFA Cadet Singers  
Permanent Party & Cadet Speaker Escorts  
USAFA Center for Oral History

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## The Class of '73 John and Lyn Muse Lecture

**When Character and Officership Collide** - How does one best describe effective officership? How does one discipline a friend or a favored teammate? How does one find the strength to speak truth to power? While describing a range of personal officership vignettes, the thrust of the presentation is to describe the essential attributes of effective leadership in any organizational setting: ethics, integrity, trust, competence, credibility, vision and accountability. These attributes underwrite the reality that leader professionalism profoundly influences unit performance and the fundamental notion that for officers in command at any level, the best of intentions are sometimes not good enough.



### **General (Ret) Norton "Norty" Schwartz**

*President & CEO, Business Executives for National Security, Former USAF Chief of Staff (USAF '73)*

Gen. Norton ("Norty") Schwartz retired as the Chief of Staff of the US Air Force (CSAF) on Oct 1, 2012, after serving over 39 years in the Air Force. A graduate of the US Air Force Academy, Schwartz began his service as a pilot with the airlift out of Vietnam in 1975, and was the first CSAF who piloted special operations transport planes and helicopters as a primary discipline. He helped lead a joint special operations task force during the Gulf War in 1991 and later served as the strategic planner for the Air Force, the second-in-command of the US Special Operations Command and the senior operations officer for the US armed forces. He was the head of US Transportation Command, managing major elements of the Department of Defense transportation system and supply chain, and was appointed CSAF in 2008. Schwartz made a number of innovations during his time as Chief, including shifting emphasis from traditional aircraft to remotely piloted vehicle missions, strengthening execution and oversight of nuclear deterrence activities and a range of still classified efforts. Schwartz assumed duties, effective July 22, 2013, as President/CEO of Business Executives for National Security, a national non-profit organization providing member-driven advice and business solutions to the management challenges facing senior executives in the U.S. Government's national security sector.



## The Class of '59 Leadership Lecture

### Session Title: From Cadet to General, One Airman's Air Force Story -

The Air Force Chief of Staff has remarked that every Airman has a story. Gen Wolfenbarger's Air Force story runs from the USAFA Class of 1980 through over 33 years of active duty experience. In her remarks, she will relate how the experiences she's had throughout that story helped her develop into a leader.



### General Janet Wolfenbarger

*Commander, Air Force Materiel Command (USAFA '80)*

Gen. Janet C. Wolfenbarger was commissioned as an intelligence analyst at Eglin Air Force Base, Fla., upon graduation from the United States Air Force Academy with a Bachelor of Science degree in engineering sciences in 1980. Along with her various duty assignments, she furthered her education with a Master of Science degree in aeronautics and astronautics from the Massachusetts Institute of Technology in 1985 and another Master of Science degree in national resource strategy from Industrial College of the Armed Forces in 1994. She is also a graduate of the Air Command and Staff College. Her major awards and decorations include the Legion of Merit and the Meritorious Service Medal. Wolfenbarger is the U.S. Air Force's highest-ranking woman, a distinction held until Jan. 1, 2010, by Lt. Gen. Terry Gabreski, whom Wolfenbarger succeeded at Wright-Patterson AFB, Ohio.

On Feb. 6, 2012, President Obama nominated Wolfenbarger to become the first woman four-star general for the Air Force. The U.S. Senate confirmed this March 26, 2012, and she assumed her new rank, and became Commander, Air Force Materiel Command, June 5, 2012.





# The Falcon Foundation

## William “Bud” Breckner Lecture

This lecture is dedicated to the memory of Maj Gen William “Bud” Breckner, former fighter pilot, prisoner of war and great friend of the Cadet Wing.

**My Enemy, My Friend, a story of reconciliation from the Vietnam War** - The general will discuss how he developed his leadership and management skills during his career as a fighter pilot in the U.S. Air Force. Additionally he will discuss an intense 1972 dogfight between Dan’s F-4 Phantom and a North Vietnamese MiG-21 and his subsequent meeting and friendship with the MiG pilot, Nguyen Hong My.



### Brigadier General (Ret) Dan Cherry

*Former Commander, Author*

Brigadier General (Ret) Edward Daniel “Dan” Cherry is the author of, *My Enemy... My Friend, a story of reconciliation from the Vietnam War*. This inspiring book chronicles an intense 1972 dogfight between Dan’s F-4 Phantom and a North Vietnamese MiG-21 and his subsequent meeting and friendship with the MiG pilot, Nguyen Hong My. He is also Executive Vice President of Aviation Heritage Park, an educational facility in Bowling Green, Kentucky dedicated to inspiring the youth of today by exhibiting aviation artifacts that represent the careers of distinguished aviators from South Central Kentucky.

Dan developed his leadership and administrative skills during his career as a fighter pilot in the United States Air Force. He entered the Air Force in 1959 as an Aviation Cadet and was commissioned a Second Lieutenant in 1960. His military credentials include flying 295 combat missions during the Vietnam War and shooting down a North Vietnamese MiG-21. During his Air Force career, he held the positions of Commander and Leader of the Air Force Thunderbirds; Commander of Moody Air Force Base, Georgia; Inspector General of the Pacific Air Forces; Commander of the 8th Tactical Fighter Wing flying the F-16 and Commander of the Air Force Recruiting Service. He earned several military awards and decorations including the Distinguished Service Medal, the Silver Star with one oak leaf cluster, the Legion of Merit with two oak leaf clusters, the Distinguished Flying Cross with nine oak leaf clusters and the Air Medal with thirty four oak leaf clusters. He completed his service in the Air Force with the rank of Brigadier General. Dan also served in Kentucky state government as Secretary of the Kentucky Justice Cabinet and was inducted into the Kentucky Aviation Hall of Fame in October 2000.



# NCLS 2014 Scholars Forum and Panel

This forum about character and leadership will feature 6 prominent scholars from across the United States and the United Kingdom. These leaders in their field will present their thoughts and research to answer the question: What are the critical fundamental character and leadership elements that most significantly impact individual and organizational development? This session will seek your engagement in table top discussions and debate. This panel of scholars will provide informative and enlightening insights which may be useful to each attendee who seeks to further their understanding of character and leadership.



## **Achilles Armenakis, Ph.D.**

*Director of the Center for Ethical Organizational Cultures, Auburn University*

Dr. Achilles Armenakis is the James T. Pursell, Sr., eminent scholar in management ethics and the director of the Auburn University Center for Ethical Organizational Cultures. Achilles has been at Auburn University since 1973 serving in professorial and administrative positions. His research on organizational change and ethics has been published in scholarly, as well as practitioner journals, e.g., *Academy of Management Journal*, *Journal of Applied Behavioral Science*, *Journal of Applied Psychology*, *Journal of Business Ethics*, and *Journal of Management*. He has been elected as a fellow of the International Academy of Management and the Southern Management Association. His role in the ethics program in the Department of Management is to influence the conduct and application of ethics research among faculty and Ph.D. students. His curriculum vita can be viewed by accessing the AUCEOC's website: <http://business.auburn.edu/research-centers/centers/center-for-ethical-organizational-cultures/center-staff/>.



## **Paul Carrese, Ph.D.**

*Professor of Political Science, United States Air Force Academy*

Paul Carrese is professor of Political Science at the U.S. Air Force Academy, and co-founder and former director of its honors program. He earned a doctorate from Boston College in political science, and master's degrees from Oxford University in theology and in philosophy & politics as a Rhodes Scholar. He has been a post-doctoral research fellow at Harvard, a Fulbright Scholar at the University of Delhi, and a Visiting Fellow in the James Madison Program, Department of Politics, at Princeton University; he taught at Middlebury College before coming to the Academy in 1998. He teaches and researches in Western and comparative political philosophy, constitutionalism, American political thought and constitutional law, and American foreign policy and grand strategy. He is the author of *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* (Chicago, 2003; paperback, 2013); co-editor of John Marshall's *The Life of George Washington: Special Edition* (2001); and co-editor of *Constitutionalism, Executive Power, and Popular Enlightenment* (SUNY Press, forthcoming 2014). He has published and presented on political philosophy, American political thought and constitutionalism, civic virtue and leadership, and American grand strategy. He has launched a project to co-edit volumes of essays on War, Justice, and Peace in American Political Thought, and has just completed a book manuscript on the philosophy of moderation in constitutional democracies, focusing on Montesquieu, Tocqueville, and the legacy of America's founding principles and statesmanship.




**Jill Derby, Ph.D.**

*Vice Chair of the Board, American University of Iraq*

Dr. Jill Derby lived and worked in the Middle East as a young college graduate, learning Arabic and having the transformative experience of emergence in a foreign culture. She returned to the U.S. completing a Ph.D. in Cultural Anthropology from the University of California, Davis, committed to sharing the insights and understanding cross-cultural study brings to human interaction in an increasingly globalized world. Derby served 18 years on the Nevada Board of Regents, is a higher education governance specialist and currently serves as Vice Chair of the Board of the American University of Iraq, in Kurdistan. She is a popular speaker on topics related to cross-cultural understanding and the Middle East.


**Ghaffar Hussain**

*Head of Research, Quilliam*

Ghaffar Hussain is Head of Research at Quilliam and author of *A Brief History of Islamism and Modern Muslim Political Thought – The Progressive Tradition*. He holds a BSc (HONS) in Psychology from the University of Wales and an MA in Politics (with Distinction) from the University of Sheffield. In his youth, he was a very active supporter of a number of non-violent Islamist organizations in the UK. He now works to challenge extremists' ideas and to promote positive modes of political engagement. Ghaffar regularly travels around the UK, North America, and Europe in order to speak with policy makers and practitioner about radicalization as a phenomenon. His research focuses on analyzing extremist trends in western societies, as well as contributory factors, such as identity, alienation and perceived grievances, that are conducive to their spread. His written work has appeared in *The Guardian*, *The Independent*, *The Times*, *The Daily Telegraph* as well as many other national and international publications. He has also made regular appearances on Sky News, BBC World, Al-Arabiya, Russia Today, France 24 and Brazil's GloboNews.


**Oded Na'aman**

*Philosophy Ph.D. Candidate, Harvard University*

Oded Na'aman is an Israeli writer, essayist, and activist. He served in the Artillery Corps of the Israel Defense Forces from November 2000 to October 2003. During 2003-2004 he was a regular contributor to the literary supplement of Ha'aretz newspaper. In 2005 he joined 'Breaking the Silence', an organization that collects soldiers' testimonies from the Occupied Territories. Oded's articles and essays appeared in *Boston Review*, *The Nation*, *Huffington Post*, *The Guardian*, *Foreign Affairs*, *Ha'aretz*, *Alaxon*, as well as other publications, and were translated into Italian and German. He co-edited *Our Harsh Logic: Israeli Soldiers' Testimonies from the Occupied Territories, 2000-2010*, published by Metropolitan Press. Oded's short fiction has appeared in numerous Hebrew publications, including *Ha'aretz*, *Keshet HaHadasha*, *Masmerim*, and *Maayan*. His *Journal of Absence: New York City, February-June, 2013*, a collection of micro-stories based on visits to art shows and artists' studios in New York City, has recently appeared in Bookieman Publishing. Oded is currently a Philosophy Ph.D. candidate at Harvard University and a graduate fellow at the Edmond J. Safra Center for Ethics. He splits his time between Cambridge, MA and Brooklyn, NY.


**Adam Pelser, Ph.D.**

*Assistant Professor of Philosophy, United States Air Force Academy*

Adam Pelser is Assistant Professor of Philosophy at the United States Air Force Academy. He earned his M.A. and Ph.D. in philosophy from Baylor University and an M.A. in Religion from Wake Forest University. Prior to joining the faculty of USAFA Pelser held the positions of Visiting Assistant Professor of Philosophy at the University of Oklahoma and, most recently, Teacher-Scholar Post-doctoral Fellow of the Character Project at Wake Forest University. As a member of the Character Project team he worked alongside other philosophers, psychologists, and theologians on research funded by the John Templeton Foundation concerning the existence, nature, and development of character traits. Pelser's primary research is in the areas of ethics and moral psychology, focusing on the nature of emotions and the connections between the emotions, virtues and vices, and cognition. His work has been published or is forthcoming in *History of Philosophy Quarterly*, *Faith and Philosophy*, *Southwest Philosophy Review*, *Christian Scholar's Review*, and the *Journal of Moral Philosophy*. He has also recently contributed chapters to the *Handbook of Value and Emotion and Value* (both titles forthcoming with Oxford University Press).

## One in 4000: Profiles in Character

While mesmerized by the remarkable accomplishments of senior military officers, CEOs, and athletes, we often underappreciate the successes of those around us—the younger, less famous cadets. The NCLS Cadet Panel aims to share the stories of current cadets who have overcome many challenges and already achieved so much. The inaugural panel is honored to include: Heather Shepard, who was born into a world of drugs, sex, alcohol, poverty, and delinquency; Joseph Abakunda, a Rwandan international cadet and a refugee his entire life; Mohamed Gallala, a Tunisian international cadet who was pitted against his own countrymen three months after basic training; Yohance Salimu, who was homeless through high school; and Shane Culver, who was told he would never walk again after a football accident. Through their stories the panel members hope to inspire their fellow cadets and all in attendance.

*Featuring C1C Joseph Abakunda, C4C Shane Culver, C3C Mohamed Gallala, C3C Yohance Salimu & C1C Heather Shepard*

*Moderated by C1C John “Jack” Hudgins*



### **C1C Joseph Abakunda**

Joseph is a senior and an international exchange cadet from Rwanda. His is a story of resilience and reconciliation—how genocide victims manage to live side by side with their killers, the complexity of forgiveness and the spirit to fulfill life regardless. As signs of mass slaughter became more evident, Joseph’s parents fled Rwanda in 1982, giving up the hope of ever returning home and making Joseph grow up as a third-generation refugee in next door Uganda. This greatly disturbed him but also ignited his passion to one day wear the uniform. His talk will focus on his personal story of transformation from hate to resolve and how the genocide continues to be the fire that fuels his passion to serve. He served as the squadron commander of CS-18, Nightriders, and is a systems engineering management major. He is also on the class of 2014 Exemplar Committee and one of the four USAFA cadets currently Air Assault qualified. Following graduation he will receive his commission in the Rwanda Defense Force as a helicopter pilot.



### **C4C Shane Culver**

Shane is a freshman and a baby Redeye of CS-25. Hailing from Corpus Christi, Texas, his is a story of willpower and overcoming the impossible. A football accident during his junior year of high school left him with 6 broken vertebrae and extensive nerve damage. After many months in the hospital he was given the news that he would never walk again and that physical therapy was not worth trying. Refusing to give up on his dream of attending the Academy, Shane excruciatingly retaught himself how to walk, went through legal battles, and trained his body back into shape. He aims to one day join Air Force Special Operations as a Special Tactics Officer or a Combat Rescue Officer.



# Panel



## **C3C Mohamed Gallala**

Mohamed is a sophomore and an international exchange cadet from Tunisia. His story is proof that a country's enemies are not always foreigners, but can be the citizenry or political leadership, in the case of Tunisia the president and his family. A mere three months after Gallala finished basic training in his military, a revolution started in Tunisia forcing the president to flee, leaving the country in chaos. This event changed his view of the military. It caused him to realize the hard truth that military members are not always asked to fight just strangers. The Tunisian cadets were ordered to stand in the way of friends and even family members. His talk will focus on his personal story and explore the idea that a threat from inside the country itself can be far more dangerous and challenging than an external one. Mohamed Gallala is a member of CS-25, the Redeyes, and is an aeronautical engineering major. When he returns to Tunisia he hopes to become a fighter pilot.



## **C3C Yohance Salimu**

Yohance is a sophomore from Los Angeles and currently a Knight of CS-30. His story tells of a struggle that most people don't even consider—that of homelessness. After his family lost their apartment following the recent recession, Yohance lived at a homeless shelter far from school. He took trains and buses and stayed with friends. His clothes were stored in six lockers at school. Through all these challenges, Yohance thought of himself as just another kid trying to get through high school. He rejected a direct entry slot to the Academy and instead chose to do a year at the Prep School for the extra pay he could send back to his family. His struggles taught him to appreciate things at a greater level and be thankful for things that most take for granted such as having three meals a day.



## **C1C Heather Shepard**

Heather is a senior and a Mighty War-Eagle from Squadron 15. Originally from Dallas, Texas, Heather's story reflects the definition of resilience through many life conflicts. Until she was 6 years old, Heather lived with her biological mother in a world surrounded by drugs, sex, alcohol, and extreme poverty. She learned to survive on her own while taking care of two siblings. At 7 years old, she was blessed with a new life in an adoptive home, but struggled with the transition. Seen as a troubled child with a future as a child delinquent, Heather struggled through many trials and tribulations before she understood her own ability to succeed at whatever she wanted to in life. After being placed in a boarding school for at risk children her Junior year of high school, Heather made a complete 180 degree turn around, committed to a life of excellence and integrity, and stopped at nothing to get accepted into what she saw as one of the world's finest institutions. Today Heather not only accepts her story, but is proud of it and knows that every step to this day has made her into the future Air Force officer of character she will be. Currently, she serves as one of the Wing PEERs and is on the Track and Field team. She is a legal studies major and hopes to become a Social Work Officer after she gets her Masters.

## Leadership Lessons of the Holocaust: A Cadets' Perspective

### Description:

Last summer seven USAFA cadets traveled to Europe to learn about the Holocaust and related issues. One trip, sponsored by the American Service Academies Program through the Auschwitz Jewish Center Foundation, included four cadets and was conducted as an intensive summer program. Another trip included three USAFA cadets and six Colorado College students as part of a co-institutional course on the political psychology of the region. These USAFA cadets and Colorado College students learned valuable lessons about the significance of the Holocaust and the corresponding leadership issues that military officers face today. Join us for a powerful and emotionally challenging journey as these students explore the lessons of the Holocaust and related issues. See the images, listen to the stories, explore the events that changed how we understand the limits of humanity. Lessons learned will be presented in an open forum led by three USAFA cadets and one Colorado College student. The panel will be moderated by USAFA's Department of Behavioral Sciences.

*Moderated by the Department of Behavioral Sciences*





# Special Presentation

## In Our Own Voice: Women Veterans Tell Their Story



Part theatrical performance and part civilian-military dialogue, the renowned piece of “In Our Own Voice” comes to a military academy for the first time after winning a Mellon Grant to make this performance possible. “In Our Own Voice: Women Veterans Tell Their Story,” is a 90-minute program in two parts: the first is a play-in-monologues, drawn from interviews given by women veterans and those still serving in the Armed Forces; the second part is a discussion with the audience, led by a mental health professional and women veterans. Potential panelists include Dr. Helen Thorpe, wife of Colorado Governor John Hickenlooper, and Bronze Star awarded Capt. Katherine Schifani, an Iraq war veteran. Following the brief monologues, the remainder of the program will use audience participation to foster a civilian military dialogue and bridge this gap that currently exists in our democracy. The panel will be comprised of seven female veterans and several widely respected mental health professionals with backgrounds in war trauma, PTSD, anxiety, depression and relationship problems. Not only will the amazing leadership roles performed in our military by women be highlighted but we will also explore the unique position that women currently occupy in our modern military.



### Beverly Coyle Writer

Beverly Coyle is the author of three novels, each set in her native state of Florida. *In Troubled Waters* (in part about the 1920 racial conflict in Ocoee) was The New York Times “Notable Book” selection and was listed among “The Ten Best Novels of the Year” named by the American Library Association in 1994. Beverly was a full professor at Vassar College and taught there twenty-five years. In 2009, she led workshops for fiction writers and playwrights at Yale University, Yale Divinity School. Her play *The Smoking Gun—a comedy about three families colliding*—is being work-shopped in New York City under the direction of Mr. Drew Barr. She’s recently completed *A Man and A Woman and A Blackbird*, a comedy set in Oviedo, Florida, on the night of a killing freeze. She is co-author with Bill Maxwell of a play called *Parallel Lives*, a study of race relations in Florida in the 50’s.



### Mary Ragan, Ph.D. Project Manager

Mary Ragan, Ph.D. is a licensed clinical social worker and area director at the Psychotherapy & Spirituality Institute, where she has worked as a clinician and supervisor for many years. She is the project manager for “IN OUR OWN VOICE: Women Veterans Tell Their Story.” Mary is an adjunct assistant professor at Columbia University School of Social Work, Hebrew Union College and New York Theological Seminary. In addition to her primary work as a clinician, she functions as a consultant to a variety of religious and secular groups. Her consulting work has given her the opportunity to work with missionaries in Bolivia, Guatemala and Venezuela.

Her doctoral dissertation, *A Case Study of Traumatic Grief: Diagnostic Criteria and Clinical Interventions*, examined the specific contours of traumatic grief, its differences from general bereavement, and the clinical interventions that proved most effective. She has done trauma work with first-responders and family members of 9/11 and volunteered in New Orleans and Lake Charles after Hurricanes Katrina and Rita in 2005.

# Speakers



## **Dori Samadzai-Bonner**

*Author, Former Afghan Refugee*

Dori is an inspirational public speaker and an aspiring writer whose award-winning essay titled “*Red, White, and Blue*” was published in *Direction*, the Pierce College literary magazine in 2009. On August 31, 2010, based on a brief essay about her passion for tennis and her life struggles in Afghanistan, Dori was honored at the U.S. Open Tennis Tournament’s opening night ceremony alongside tennis greats Martina Navratilova, James Blake, and Esther Verger. Dori’s story has been featured by Bloomberg News, the Montgomery Advertiser News, the United States Tennis Association, and University of Maryland University College’s *Achiever* magazine. In addition to homeschooling her two year old son, Dori is currently working on her memoir and pursuing a career in the legal profession. Yet, it is her love for her newfound homeland that she prides herself in the most.

**Session Title: The Lure of Freedom, a patriotic and inspirational story.** - A picture speaks a thousand words; this was especially true for Dori, who as a young child saw a postcard of children at a beach in San Diego, CA making sandcastles, and dreamed of one day joining them. In this heartwarming and riveting presentation, Dori takes the audience through her and her family’s daring escape from the war-torn Afghanistan and ultimately making it to the United States. Hers is a story of struggle, perseverance, and triumph.



## **Commander (Ret) Bill Driscoll**

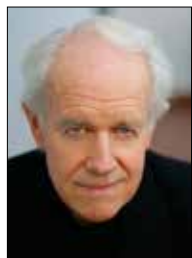
*Naval Flight Officer Ace*

Commander Driscoll has flown 170 combat missions and has 3,300 jet hours, 500 carrier landings and more than 5,200 jet dogfights. He is a member of the Navy’s first and only team of jet missile aces. Additionally, Driscoll is one of the highest decorated living Naval Flight Officers of the past 50 years. Some of his major awards include the Navy Cross, two Silver Stars, Purple Heart, 10 Air Medals, and a nomination for the Congressional Medal of Honor.

**Session Title: Peak Performance Under Pressure.** - Bill will invite you inside the cockpit of today’s highly sophisticated jet fighter airplanes to understand what its really like in one of those real world combat dogfights. Its incredibility intense and only the strong survive. And it has only one rule: There are no rules! But Bill’s message is not about how to fly jet fighters in combat. It’s all about learning the secrets of how ace fighter pilots dealt with the relentless tension, anxiety and stress of air combat. You too can apply these easy-to-learn lessons to your life and learn how to complete your toughest jobs, no matter what. You’ll also learn how to live a more balanced, productive and happy life.



# Speakers



## Mike Farrell

*Social Activist, Actor*

Long before M\*A\*S\*H was a household word, Mike Farrell was involved in issues that were of concern to him. This involvement stems from his belief that being a responsible citizen means being willing to see conditions improve for the ultimate benefit of all. The issues are largely those involving human rights and the death penalty. But Mike is also known to speak out against local injustices, animal rights, environmental issues, etc. Clearly his status as a recognized celebrity from his years with the well-loved show allows for a larger audience, but it is as a citizen rather than an actor that he feels the need to be involved. Since 1979, he has been a spokesperson for CONCERN/America, an international refugee aid and development organization. In this capacity he has visited refugee camps in Asia and Central America and helped disseminate information about CONCERN/America's work across the globe.

Mike served as Co-Chair of Human Rights Watch in California from 1994 to 2004 and remains a member of the committee; serves as President of Death Penalty Focus and as a member of the advisory board of the National Coalition to Abolish the Death Penalty. He was a member of the board of advisors of the now-defunct Cult Awareness Network and founding board member of Peace Studies, ATV, an inmate-developed alternatives to violence program at Augusta Correctional Center in Virginia. After a trip to Somalia and Bosnia on their behalf, Mike was named Good Will Ambassador for the United Nations High Commissioner of Refugees.



## Netra Gurung

*Former Refugee, Caseworker for Southern Sudan Community Association*

Netra Gurung is a former refugee from the Kingdom of Bhutan, which is a landlocked area situated between China and India. As a young boy, Netra and his family experienced much of the tension and harsh conditions that occurred as a result of the Bhutanese oppressing the Nepali culture during the 1990s. When Netra was nine years old, the Gurung family left Bhutan in search of the safety of a refugee camp in Nepal.

While living in the Nepali refugee camp, Netra was quickly faced with new challenges. He and his family arrived without food, extra clothing, or shelter and had to depend on the kindness of the Nepali citizens. Soon after getting situated, Netra began to attend school with other children his age also living in the camp. However, because of his less-than-enthusiastic attitude toward school, his father decided Netra should receive his education in India where there was more structure and fewer distractions. In 2006, Netra received his Bachelor's degree in Commerce from North Bengal University.

In 2010, Netra and his wife were finally called upon to be resettled to Omaha, Nebraska. After a long journey from Nepal to New York and eventually to Omaha, Netra found himself in the city he has since called "his place." Since his arrival, Netra has been faced with, and has overcome, many difficulties, such as perfecting his English and navigating American systems. Today, Netra is a caseworker for the Southern Sudan Community Association, using his valuable insight, knowledge, and skills to assist refugee community members in their transition through resettlement to employment and ultimate self-sufficiency.

**Session Title: Journey from Bhutan-** At a very young age, Netra Gurung began his extensive journey as a refugee from Bhutan, a land-locked country between China and India, to Omaha, Nebraska. Along the way, he has been confronted by many challenges that were caused by social tension and harsh living conditions in his home country. The conditions of Bhutan in the early 1990's forced Netra and his family to leave in search of safety in the neighboring country of Nepal, where they found themselves in a refugee camp. For the next eighteen years, this camp would suffice as the Gurung family's home. However, along with the challenges that were presented to him, Netra also found opportunities to overcome these challenges and find success. Since his arrival in Omaha, Nebraska in 2010, Netra has been using his valuable insight and knowledge as a caseworker for the Southern Sudan Community Association helping other refugees make the transition through resettlement to self-sufficiency.

# Speakers



## **Scott Hines**

*Founder, Chairman and CEO at Hines Global Education (USAFA '92)*

Scott Hines is a 1992 graduate of the United States Air Force Academy. He served for ten years on active duty as an Intelligence Officer; leading clandestine missions throughout Latin America as part of an elite Special Operations team. He ultimately rose to the rank of Major and has served in the Pentagon in the Offices of the Air Force Chief of Staff and the Joint Chiefs of Staff, before leaving the Air Force to pursue a career as a professional musician in Nashville, Tennessee.

Today, Mr. Hines is an education technology entrepreneur and is the Chairman and CEO of Hines Global Education Inc., an education technology company that develops cutting edge online learning platforms and gaming technologies aimed at providing access to high quality education for the world's underserved citizens. Prior to this, he served as the Chief Operating Officer of World Education University. He also founded and successfully sold A to Z In-Home Tutoring, a national company delivering education to low-income and foster care youth.

Scott is also an elected official, serving as most recent Mayor of Rancho Mirage, California where he is currently a member of the City Council. He is passionate about issues related to our most vulnerable members of society including children and youth, the homeless and senior citizens. Scott is also an ardent supporter of renewable energy and related clean technology development.

Scott holds a Bachelor's Degree in Political Science from the United States Air Force Academy, a Master's Degree in Public Management from the University of Maryland and a Master's Degree in Organizational Management from The George Washington University.

**Session Title: Hold 'em or Fold 'em? Playing the Cards you're Dealt and Winning** - Scott Hines is a former foster child who grew up in the impoverished ranching communities of Western Colorado. His appointment to the Air Force Academy set him on a life journey he never imagined. From special operations missions in Latin America, to the Pentagon, to a Nashville record deal to founding education technology companies and eventually into government and politics; this American entrepreneur weaves a tale of escaping from poverty, surviving trauma, enduring abandonment and living as an openly gay man. Scott's philosophy is that if life deals you a bum deck of cards ... bluff. And if all else fails, deal yourself another hand. His inspirational story of compassion, authenticity and perseverance resonates with those wrestling with moral conflict, perceived personal failure and every human's ongoing journey of self-discovery.



# Speakers



## **Razia Jan**

*Founder, Razia's Ray of Hope Foundation and Zibuli Education Center, Afghanistan  
NCLS Opening Ceremony Speaker*

Born in Afghanistan, Razia Jan moved to the United States to attend college in 1970 and has been working for many years to forge connections between Afghans and Americans. The proprietor of a small tailoring business in Duxbury, Massachusetts for 30 years, Jan was profoundly shaken by the Sept. 11 terrorist attacks. She immediately converted her small shop into a launch platform for humanitarian assistance endeavors supporting first responders, victims, U.S. soldiers, and Afghan women and children.

In 2007, Jan founded the Massachusetts-based nonprofit organization, Razia's Ray of Hope to provide an education for girls who never had access to a school. The foundation raised enough money to build the Zabuli Education Center in Afghanistan, which opened in 2008, and has kept its doors open to educate more than 400 girls per year for free despite the constant threat of violence. Jan has received many awards for her humanitarian work, including CNN's 2012 Top 10 Heroes Award.

**Session Title: Doing Positive Work Surrounded by Conflict.** - It's not easy working day after day in an area in conflict. It's even harder to stay positive about that work while there are constant threats around you. However; there are a few things you can do to help yourself stay positive through the toughest of situations. I will share some of my experiences and stories with you.



## **Lieutenant Colonel (Ret) Consuelo Kickbusch**

*Founder, Educational Achievement Services*

Born and raised along the border in a small barrio in Laredo, Texas, Consuelo Kickbusch overcame poverty, discrimination and illiteracy to become the successful community leader she is today. Although she grew up without material wealth, Consuelo was taught by her immigrant parents that she was rich in culture, tradition, values and faith.

While in the military, she broke barriers and set records to become the highest-ranking Hispanic woman in the Combat Support Field of the U.S. Army. In 1996, she retired as a 22 year veteran of the U.S. Army to fulfill her mother's dying wish – for her to return to her roots and become a community leader. In realizing her dream, she founded Educational Achievement Services, Inc. with a mission to prepare tomorrow's leaders.

Consuelo currently shares her story with people of all ages and creeds. She is doing exactly what she preaches - living a legacy. She maintains a strong dedication to saving the youth of America by mentoring students and parents across the United States. Consuelo, is the proud mother of five daughters and currently resides in Las Vegas, Nevada, with her husband, David.

**Session Title: Valuing Diversity** - This session provides participants with the different dimensions of diversity in today's environment. Learning to accommodate cultural differences is important for managers and employees in order to be successful in the work environment. Moreover, it is important in parenting and education as well. Aspects of cultural differences, strengths and challenges will be examined and examples will be provided. LTC Kickbusch will provide her personal story of challenges and triumphs as a child of the "barrio" who succeeded in spite of many cultural, social and educational obstacles. She gently guides her audience to a better understanding of cultural differences and similarities, as she emphasizes that appreciation of diverse cultures and their contributions to today's society is a very important element of team-building and team-work, which makes for a successful, productive work environment. LTC Kickbusch will provide insights on yet another necessity for successful professional development and personal growth. This introspective keynote will force participants to look inward at themselves, their work environments, and communities and motivate them to take action.



# Speakers



## **Brigadier General Yitshak Kreiss**

*Surgeon General, Israel Defense Forces*

Brigadier General Yitshak Kreiss was born in Ramat-Gan, Israel. Graduating from the Hebrew University in Jerusalem in 1990 he was awarded a Doctorate of Medicine and was commissioned as a Lieutenant in the Israel Defense Forces Medical Corps. He was appointed a medical officer in 1991 at the Paratroopers Brigade where he served as a Battalion and Brigade Surgeon. In 1994 he commanded the Medical Officer Course in the Military Medical Academy of the IDF and in 1995 he was appointed as the Chief Surgeon of the Israel Defense Forces (IDF) Special Forces unit. Kreiss completed his Internal Medicine residency training in 1999 at Sheba Medical Center, Tel-Hashomer, Israel. Subsequently he was stationed in the Golan Heights, where he became a Division Surgeon. In 2001 he was appointed as the Head of the Healthcare Branch of the IDF Medical Corps.

From 2003 to 2006 Kreiss served as the Head of the IDF Southern Medical Command and in 2006 he was selected as a Wexner Fellow for a year of studies and at Harvard University in Boston.

His additional academic experience includes a Master of Health Administration (MHA) Degree received from Tel-Aviv University in 2005 and a Master of Public Administration (M.P.A) Degree from Kennedy School of Government at Harvard University in Cambridge, Massachusetts.

From 2007 to 2011 he served as the head of the Planning Department in the Planning Directorate of the IDF General Staff and on October 2011 He assumed the role of Surgeon General in the rank of Brigadier General.

In 1999 he took part in the IDF Medical Corps Humanitarian Mission to the Kosovo refugees in Macedonia as a commander of a medical unit and in January 2010 he served as the Israeli field hospital commander in the humanitarian mission to the earthquake in Haiti.

In 2013, Kreiss was appointed as an Associate Professor in medicine at the Department of Military Medicine, Hebrew University Faculty of Medicine.

He lives in Shoam with his wife Inbal and 3 children.



# Speakers



## **Lisa Leslie**

*WNBA MVP, Olympic Gold Medalist*

Lisa Leslie, the most-recognized player in the WNBA and Team USA, was the most dominant player in the game. In college at the University of Southern California, she was the all-time Pac-10 leader in points, rebounds, and blocked shots. After college, she became a member of the gold-winning U.S. Olympic teams in 1996, 2000, 2004 and 2008, the first team sport athlete to win four consecutive Olympic Gold Medals. In 2001, Leslie was the first WNBA player to win the regular season MVP, the All-Star Game MVP and the playoff MVP in the same season. That year, she also led the Los Angeles Sparks to their first WNBA Championship. In 2002, she became the WNBA all-time leading scorer and was named MVP of the regular season for the second year in a row. She led the Los Angeles Sparks to back-to-back Championships. She would go on to win her third MVP trophy of the WNBA in 2006. Leslie is the first woman to slam-dunk in a professional game. In 2009, Lisa Leslie announced her retirement from the WNBA as she played her last season in front of her family, friends and fans! In Lisa's off-season she became an author, and released her book, *Don't Let the Lipstick Fool You*. As a wife, mom, author, sports analyst, motivational speaker and entrepreneur you can see Lisa Leslie does it all.



## **Michael Lockwood**

*Author, Professional Pilot (USAF '89)*

Captain Michael J. Lockwood has piloted the Boeing 767 internationally for United Parcel Service for 20 years. In 2009 he was nominated as Flight Crew of the Year, for safely landing his 767 after it was severely crippled by numerous avionic malfunctions. Lockwood is also a decorated Air Force veteran who has commanded the C-5 Galaxy on numerous combat missions in the first Gulf War, and earned an Aerial Achievement Medal while on a risky mission into Mogadishu, Somalia. While in Air Force Undergraduate Pilot Training, he accomplished the distinction of being named the top graduate of his class. Lockwood is a graduate of the U.S. Air Force Academy, and was a standout intercollegiate basketball player. Captain Lockwood is also a devoted husband and father of four beautiful children. He is married to Lisa Leslie, a four-time Olympic Gold Medalist. As a father of three girls, he has also added the title of author to his list of accomplishments by writing the national best seller, *Women Have All The Power... Too Bad They Don't Know It. Secrets Every Man's Daughter Should Know*.

**Session Title: CHOICE: Determining Your Destination** - The strong husband and wife duo, Captain Michael J. Lockwood & Lisa Leslie (four-time Olympic Gold Medalist), will take the audience on a journey through life, and explain how choices impact family, career and ultimately success.

# Speakers



## **Dennis Muilenburg**

*Vice Chairman, President and Chief Operating Officer, The Boeing Company*

Dennis Muilenburg is vice chairman, president and chief operating officer of The Boeing Company, effective Dec. 31, 2013. He also serves on the company's Executive Council.

As vice chairman, Muilenburg, 49, manages a number of Boeing-wide processes and activities, driving seamless One-Boeing strategies and execution across the enterprise. As president and COO, he shares in the day-to-day oversight and support of the company's \$81.7 billion aerospace business operations and focuses on specific growth enablers, including important global relationships, leadership initiatives, and development program performance.

With more than 174,000 employees across the United States and in 70 countries, Boeing is the world's largest aerospace company and a top U.S. exporter. It is the leading manufacturer of commercial airplanes, military aircraft, and defense, space and security systems; it supports airlines and U.S. and allied government customers in more than 150 nations. Prior to this assignment, Muilenburg served as president and chief executive officer of Boeing Defense, Space & Security (BDS). This \$33 billion, 58,000-person business unit is a provider of integrated solutions to meet the enduring needs of defense, government, space, intelligence and security customers in the U.S. and around the world.

Before that, Muilenburg was president of BDS's \$8 billion Global Services & Support business and, before that, vice president and general manager of the Boeing Combat Systems division and program manager for Future Combat Systems. Earlier, he was vice president of Programs & Engineering for Boeing Air Traffic Management, director of Weapon Systems for the proposed Boeing Joint Strike Fighter aircraft, and held program management and engineering positions on F-22, Airborne Laser, High Speed Civil Transport and the Condor reconnaissance aircraft, among others. Muilenburg, who joined Boeing in June 1985, has a bachelor's degree in aerospace engineering from Iowa State University and a master's degree in aeronautics and astronautics from the University of Washington. Muilenburg is a member of the board of directors of Caterpillar Inc., the Congressional Medal of Honor Foundation and FIRST (For Inspiration and Recognition of Science & Technology); the council of trustees of the Association of the United States Army (AUSA); and the steering committee of the Defense Industry Initiative. He serves on the National World War II Museum board of trustees, the Washington University (St. Louis) board of trustees, and the St. Louis Science Center board of commissioners. He also is a member of the Aerospace Industries Association (AIA) board of governors and serves on the AIA executive committee.

He is a Fellow of the American Institute of Aeronautics and Astronautics (AIAA), a Fellow of the Royal Aeronautical Society, and the Boeing executive focal for Iowa State University.



# Speakers



## **Tara Roberts**

*Executive Director & Co-founder of girltank*

Tara co-founded girltank, a community hub and digital storytelling platform designed to connect, inspire and fund female social entrepreneurs and innovators from around the world. girltank won the 2010 Utopia Grant from Free Range Studios, the Start-Up Chile fellowship in 2011 and the Newsweek/The Daily Beast & Toyota's Mother of Invention Award in 2013. Tara has also served as the Senior Editor for CosmoGirl magazine and the Lifestyle Editor for Ebony, Essence and Heart & Soul magazines. She published her own internationally distributed magazine, Fierce, which was nominated as best new independent magazine in 2003 by Utne magazine. And she has edited two critically-acclaimed books for girls: *Am I the last Virgin?* and *Ten African American Reflections on Sex & Love* and *What Your Mama Never Told You: True Stories About Sex & Love*. The American Library Association nominated *Am I the Last Virgin?* as one of its Quick Pick for Reluctant Readers Award and the New York Public Library chose it as one of the best books in 1998 for teenagers. Tara is also a cum laude graduate of Mount Holyoke College and a graduate of New York University and the Founder Institute Santiago.

**Session Title: Around the World and Back Again ...** - Former CosmoGirl editor, Tara Roberts, discusses how she sold everything in her NYC apartment and packed her bags to travel around the world for a year and pursue her dreams of helping women and girls. On the road, Tara learned that following your dreams can be tough and lonely. But she also learned that it can give rise to inspirational and life-altering ideas. It was through this journey that Tara birthed the idea for her organization, girltank, which currently supports female changemakers from around the world.



## **General David Rodriguez**

*Commander, U. S. Africa Command (USAFRICOM) (USMA '76)*

**NCLS Challenge Ceremony Speaker**

Gen. Rodriguez has commanded at every level. His previous assignment was Commanding General of the United States Army Forces Command. Additional commands include: the International Security Assistance Force - Joint Command (IJC) in Afghanistan; the 82nd Airborne Division; 2nd Brigade, 82nd Airborne Division; and 2nd Battalion, 502nd Infantry Regiment, 101st Airborne Division (Air Assault). He commanded companies in 75th Ranger Regiment, and 1st Armored Division.

His Army and joint experiences include: Commander, IJC in Afghanistan; Senior Military Assistant to the Secretary of Defense; Commander, Joint Task Force 82 in Afghanistan; Joint Staff Deputy Director, Regional Operations (J3); and Defense Joint Exercise Officer, United Nations Command, United States Forces Korea. Additionally, his combat experiences include: G-3 Planner, XVIII Airborne Corps, Operation Just Cause, 1989-1990; Operations Officer, 1st Battalion, 505th Parachute Infantry Regiment, 82nd Airborne Division, Operation Desert Shield/Desert Storm, 1990-1991; Assistant Division Commander, 4th Infantry Division (Mechanized), 2003; Commander, Multi-National Division-Northwest, 2005; Commander, Joint Task Force-82 in Afghanistan, 2007-2008; and Deputy Commander, United States Forces Afghanistan and Commander, International Security Assistance Force - Joint Command, 2009-2011.

# Speakers



## **Major Dan Rooney**

*Founder, Folds of Honor Foundation*

For his work with Folds of Honor Foundation, Rooney has received the White House's Presidential Volunteer Service Award, the Air National Guard's Distinguished Service Medal, the Ellis Island Medal of Honor, and The PGA of America's Inaugural Patriot Award. He has also been recognized as one of People Magazine's 2008 Heroes of the Year and one of ABC World News Tonight's Persons of the Year for 2008 for founding the Folds of Honor Foundation.

A Major in the Air National Guard and a decorated military aviator, Rooney served three combat tours in Iraq. He is a two-time recipient of the coveted "Top Gun" award and was honored with the "Spirit of Attack" award as a top graduate of F-16 training. He has received many decorations to include the Air Force Commendation Medal, Air Medal, Anti-terrorism Medal, Combat Readiness Medal, and Air Expeditionary Medal.

**Session Title: A Patriot's Calling: Leadership, Teamwork and Sacrifice.** - As a pilot who served three tours of combat in Iraq, Major Dan Rooney knows the importance of working as a team when the stakes could not be higher. Having dedicated his life's mission to founding and running Folds of Honor—Rooney speaks with authority as someone who lives his life in service of those who have served. Speaking with conviction and as a man who has also found success in the military, philanthropy and professional golf, Rooney's life experiences demonstrate lessons of faith, teamwork, trust, compassion and triumph.



## **Monsignor Stephen J. Rossetti**

*President, St. Luke Institute (USAFA '73)*

Monsignor Stephen J. Rossetti PhD DMin is a distinguished graduate of the Air Force Academy class of 1973, having been an NRA All-American captain of the USAFA pistol team, the 37th squadron commander, and awarded the outstanding student in international affairs. He is currently a priest of the Diocese of Syracuse and a licensed psychologist. He was the chair of the Maryland Psychological Association's ethics committee. He was awarded the title of Monsignor and named Chaplain to His Holiness in Nov 2006. In January 2012, as an invited speaker in a Vatican-supported symposium, he spoke to Catholic bishops and other leaders from around the world on "Learning from Our Mistakes." In 2013, Msgr. Rossetti was honored with the Pope John Paul II Seminary Leadership Award from the National Catholic Educational Association and awarded an honorary doctorate from St. Mary's University and Seminary in Maryland. Msgr. Rossetti is currently the President of Saint Luke Institute, clinical associate professor at the Catholic University of America and Visiting Professor at the Gregorian University in Rome, Italy. Msgr. Rossetti lectures internationally including speaking to priests on sexuality, leadership and integrity.

**Session Title: Why Good Leaders Fail: Character, Narcissism, and the Conflict Within** - Often leaders who fail, falling into unethical, unprofessional and/or destructive behaviors, were typically principled, dedicated individuals who worked long and hard to achieve success for their organizations. Nevertheless, these exemplary individuals slid into actions which destroyed their careers, hurt their friends and families, and brought significant harm to the organizations they worked so hard to build. Why did they fail? This presentation will explore such dynamics as the "Bathsheba Syndrome", moving from self-giving to narcissism, and failures in self-care for leaders. Future leaders will be encouraged to respect their own "dark side" and internal conflicts, remain focused on mission guided by their ethical and spiritual values, while maintaining accountability in their lives.





# Speakers



## **Carl E. Schneider, J. D.**

*Author, Chauncey Stillman Professor of Ethics, Morality and the Practice of Law and Professor of Internal Medicine*

Distinguished Visiting Professor Carl Schneider is the Chauncey Stillman Professor of Law and Professor of Internal Medicine at the University of Michigan. He clerked for Judge Carl McGowan of the United States Court of Appeals for the D.C. Circuit and for Justice Potter Stewart of the United States Supreme Court. He has written numerous books, casebooks, and articles about health law, medical ethics, constitutional law, professional ethics, and family law. He has been a visiting professor at Cambridge University, the University of Tokyo, Kyoto University, and the U.S. Air Force Academy.

**Session Title: Developing Character in Three Professions** - The professions of arms, law, and medicine articulate their ethical principles differently, but on examination they turn out to share a common set of core values – “integrity first, service before self, and excellence in all we do.” The three professions differ radically, however, in the ways in which they expect entrants to the profession to learn, embrace, and practice these values. This talk uses Professor Schneider’s experience in educating members of all three professions to ask what can be learned about developing the values the three professions share.



## **Kelly Shackelford**

*President & CEO Liberty Institute*

Mr. Shackelford is a constitutional scholar who has argued before the United States Supreme Court, testified before the U.S. House and Senate on constitutional issues, and has won three state landmark First Amendment and religious liberty cases in the past few years alone. He was recently named one of the 25 greatest Texas lawyers of the past quarter century by Texas Lawyer, and is the recipient of the prestigious William Bentley Ball Award for Life and Religious Freedom Defense for his leadership and pioneering work protecting religious freedom. Mr. Shackelford is on the Board of Trustees of the United States Supreme Court Historical Society and is a graduate of Baylor University.

**Session Title: Religious Freedom: A view from the front lines.** - Mr. Shackelford will describe the current battles ongoing across the country over our founding freedom and will provide true stories of courage and character shown in the midst of conflict and cases over freedom. He will also describe the basic rights of those in the service and American civilians as well.

# Speakers



## **Major (Ret) Carson Tavenner**

*Executive Director, The Tai Initiative (USAFA '91)*

Carson Tavenner is the founder and executive director of The Tai Initiative, a non-profit focused on strengthening subnational leadership for the U.S. and P.R.C. in business and community exchange relationships. A 1991 graduate of USAFA and a 2000 graduate of the University of Washington's Henry M. Jackson School of International Studies, Carson served twenty years in the U.S. Air Force, spending thirteen of those years teaching World and East Asian history at USAFA and serving the Pacific Command at US Forces Japan Headquarters and the Defense Intelligence Agency East Asia Division. He now lectures in China on the US military academy model for developing character-based leaders, is the President of the Washington State Sichuan Province Friendship Association, and is the Deputy Director of Love the World, a non-profit bringing leadership training, English teacher training and medical assistance to needy Chinese communities. His growing list of professional clients in China seeking training in character-based leadership includes Mengniu, Greatview Aseptic, New World China Land (Southern), and the Changsha County government. Carson has spoken to groups on China-related topics since 1998 and continues to speak frequently to a wide variety of audiences, mentoring international relations students and networking American and Chinese sub-national leaders with one another.

**Session Title: Character and Leadership Perspective in China** - In a joint session with Col (Ret) Ed Ward, Mr Tavenner will demonstrate how developing strong character in Chinese and American relations is prerequisite to producing a healthy and mutually beneficial relationship beyond popular contemporary visions. Through the lens of a deep interest in China and her people, Ed and Carson will share their conclusions informed by a love for China and its people, history, and language. Both have recently taught leadership seminars to Chinese professionals, including Communist Party officials.



## **Captain Jim Terbush, MD**

*Private Sector Medical Lead, United States Northern Command*

Captain Terbush currently serves as the medical lead for Innovations and Experimentation in the Science and Technology Directorate, NORAD and United States Northern Command. Dr. Terbush is an honors graduate of Colorado State University and the University of Colorado, School of Health Sciences, where he earned his MD Degree in 1978. During his first assignment as a Flight Surgeon he received the Navy's Flight Surgeon of the Year award for his actions with a search and rescue team in Iceland. In 1991, he volunteered for and was recalled to active duty for Operations DESERT SHIELD/DESERT STORM, where he served as a Casualty Receiving Officer. In 1993, Captain Terbush again returned to service overseas. He was assigned to posts in Asia, the Middle East, the Balkans, Africa and South America. In 2005, Captain Terbush completed his Master's Degree in Public Health at the University of California. From 2006 to 2009, Captain Terbush served as Command Surgeon NORAD and U.S. Northern Command.

**Session Title: Lessons in Servant Leadership** - Moving quickly through several stories about a career in the United States Navy medical corps, he focuses on humanitarian assistance and disaster Response Missions. CAPT Terbush then describes an historical example of servant leadership and relates it to a certain young man's heroic actions when he saved the life of another. It asks the question of "when is it ever appropriate to risk it all in the benefit of another". The talk also focuses on living a life which is "other" centered, and the many opportunities to Serve and Lead while in the military services.



# Speakers



## **D.J. Eagle Bear Vanas**

*Motivational Story Teller, Leadership Expert (USAFA '93)*

D.J. Eagle Bear Vanas is an internationally-acclaimed leadership speaker and author of the celebrated book *The Tiny Warrior*, which is printed in six countries. He recently released *Spirit on the Run*, his first novel.

D.J. is a member of the Ottawa Tribe and former military officer. He shows organizations how to practically apply warrior spirit principles to perform at their best, stay resilient, and thrive in tough environments. For twenty years, he's delivered his dynamic programs in 49 states and overseas to over 5,000 audiences including Walt Disney, NASA, IBM and nearly 500 tribes. He's also been invited to The White House to speak, twice. He holds a B.S. from the U.S. Air Force Academy and an M.S. from the University of Southern California and currently serves as a board member on the National Board of Certified Counselors.

**Session Title: The Warrior Within: A Native American Perspective on Character** - This program will explore the traditional role and path to becoming a warrior, both in ancient and modern times, and how the character and commitment required is often at direct odds with the world around us. D.J. will teach attendees how those warrior spirit principles can protect them from moral dilemmas, create clarity of character and guide them to connecting deeper with those they serve.



## **Col (Ret) Ed Ward**

*Lecturer on Leadership, China and Mongolia*

Colonel Ed Ward, USAF (Ret.) served 28 years on active duty as a commander, comptroller and assistant professor of management at Air War College. He also served in Vietnam. Additionally, he was on the Secretary of the Air Force-sponsored National Security Briefing Team. After retiring from the Air Force, he spent several years as COO of one of the nation's largest churches, and then as a financial advisor. He and his wife, Sally, have been involved in China and Mongolia by teaching leadership, mentoring rising leaders and seeking to strengthen personal relationships through modeling integrity and establishing trust with those with whom they work. Colonel Ward has traveled widely in China and Mongolia and is an enthusiastic student of Chinese and Mongolian history and culture, as well as the Chinese language.

**Session Title: Character and Leadership Perspective on China** - In a joint session with Mr Carson Tavenner, Col Ward will demonstrate how developing strong character in Chinese and American relations is prerequisite to producing a healthy and mutually beneficial relationship beyond popular contemporary visions. Through the lens of a deep interest in China and her people, Ed and Carson will share their conclusions informed by a love for China and its people, history, and language. Both have recently taught leadership seminars to Chinese professionals, including Communist Party officials.

# Speakers



## **Heather Wilson, Ph.D.**

*President South Dakota School of Mines & Technology (USAF '82)*

Heather Wilson, Ph.D., a former member of Congress, began her term in June 2013 as the first female president in the School of Mines' 128-year history. Dr. Wilson served New Mexico in the US Congress from 1998 to 2009, where she was on the House Energy and Commerce Committee and was the chair of the House Subcommittee on Technical and Tactical Intelligence. Wilson is the only Air Force Academy graduate to have served in the Congress.

Before being elected to Congress, Wilson was the cabinet secretary of New Mexico's Children, Youth, and Families Department, where she was chief executive of the state agency which had a \$216 million budget and 2,000 employees. She also served on the National Security Council staff in Washington after she concluded her service as a US Air Force officer. Wilson earned her Bachelor of Science degree from the US Air Force Academy in the third class to include women. At the Academy, she was the first woman to command Basic Cadet Training and was Vice Wing Commander. She completed her master's and doctoral degrees in international relations as a Rhodes Scholar at Oxford University in England.

**Session Title: Character, Leadership and Public Life** - Honor and integrity are woven into the fabric of the Academy and its mission. Is it possible to be a public official in America today, and live up to the high expectations that this institution instills in its graduates? Can you be a politician and still be a person of integrity and were there moments when that character was tested? Most Americans don't believe politicians tell the truth, and approval by the people of Washington hovers close to single digits. Why on earth would a leader of character want to serve in public life? Heather Wilson will talk about some of those times of trial and tell Academy cadets and other young people why they need to consider doing the same.



## **Jake Wood**

*Co-Founder, Team Rubicon*

Team Rubicon (TR) unites the skills and experiences of military veterans with first responders to rapidly deploy emergency response teams. Hundreds of U.S. military veterans, many returning home after fighting 10 years of war, find a renewed sense of purpose for their skills and experiences through TR, which is pioneering a new paradigm in disaster response while redefining the meaning of veteran reintegration into society. On the streets of Port-au-Prince, in the immediate aftermath of the Haiti earthquake, TR's military veterans realized a simple truth – natural disasters present many of the same problems confronting troops in Iraq and Afghanistan: unstable populations, limited resources, horrific sights, sounds and smells. The skills cultivated on those same battlefields – emergency medicine, risk assessment and mitigation, teamwork and decisive leadership – are invaluable in disaster zones.

Jake graduated from the University of Wisconsin and honorably served four years in the United States Marine Corps. He deployed to Iraq in 2007 as an infantry squad leader and to Afghanistan in 2008 as a scout sniper after graduating at the top of his class. He was awarded the Navy and Marine Corps Commendation Medal with "V" for valor in the face of the enemy while in Iraq.

**Session Title: Service Above Self** - Jake has discovered something that has changed his life – and can change yours - PUT OTHERS FIRST. In our "me" driven world, it is often difficult to remember to look outside ourselves to discover the incredible impact we can have on the world. In this inspiring story of a young man's move from self-centered yearnings to a life of service and personal sacrifice, Jake will share with the audience the profound impact of placing service above self. Jake's soul searching will have a profound effect on each attendee.



# Schedule of Events

Capacity		2793	800	1000	390	215
		A-Hall	Ballroom	F1	H1	H2
<b>Wednesday</b>		Breakfast - Visiting Scholars & Professionals: Falcon Club (6:00 - 7:30)				
<b>Scholar's Forum (by Invitation Only)</b>	0800 - 0830	<b>WWW.USafa.EDU/NCLS</b>				
	0830 - 1130					
	1145 - 1300	Lunch - Mitchell Hall Staff Tower				
	1315-1600					
	1700	Dinner - Visiting Scholars & Professionals: Falcon Club or w/USafa Faculty				
<b>Thursday</b>		A-Hall	Ballroom	F1	H1	H2
		Breakfast - Students: Mitchell Hall (5:30 - 8:00) Visiting Speakers & Professionals: Falcon Club (6:00 - 7:30)				
	0800-0850	Opening Ceremony: Razia Jan				
	0910-1025	Falcon Foundation Bud Breckner Lecture: Brig Gen (Ret) Dan Cherry	KRIESS / TERBUSH	ROONEY	FARRELL	SCHNEIDER
	1045-1200	LESLIE / LOCKWOOD	HINES	DRISCOLL	SHACKLEFORD	
	1220-1300	Lunch: Mitchell Hall (Speakers/Cadets/Guests on the main Floor)				
<b>Optional USAFA Tour</b> (Bus will depart the Fairchild bus stop)	1320-1435	DERBY		Special Presentation: In Our Own Voice	FARRELL	ROBERTS
	1500-1615	MUILENBURG			WOLFENBARGER	
	1635-1750	Student Consortium (Arnold Hall, Multiple Venues)				
	1800-1920	Symposium Dinner (Service Dress/Business Attire ) (DVs/Donors/Visiting Faculty/Speakers/Cadet escorts/Staff)				
	1930	The Class of '73 John and Lyn Muse Lecture: Gen (Ret) Norton Schwartz				
	2100	Arnold Hall Speaker Reception				
<b>Friday</b>		A-Hall	Ballroom	F1	H1	H2
		Breakfast - Students: Mitchell Hall (5:30 - 7:30) / Visiting Speakers & Professionals: Falcon Club (6:00 - 7:30 )				
	0800-0915	Class of '59 Leadership Lecture: Gen Janet Wolfenbarger	WOOD	KREISS	WILSON	CHERRY
	0935-1050	SCHWARTZ	GURUNG / BONNER	TAVENNER / WARD	WILSON	SHACKLEFORD
	1115-1200	Lunch: Mitchell Hall (Speakers/Cadets/Guests on the main Floor)				
<b>Optional USAFA Tour</b> (Bus will depart the Fairchild bus stop)	1215-1330	WOOD	DRISCOLL/ CHERRY	ROSSETTI	TERBUSH	ROBERTS
	1400-1530	Closing/Challenge Ceremony: Gen David Rodriguez				
	1700	Dinner - Cadets/Students: Mitchell Hall ( 5:00 - 7:00 ) / Visiting Speakers, Cadet Escorts & Professionals: Falcon Club ( 5:00 - 7:00 )				
	1830	Pub Mingle at Falcon Club (Cadets*, Students, Speakers, Faculty, Other Guests) *Cadets on an SCA may not consume Alcohol				

For the most up to date information during NCLS  
(7 am, 26 Feb – 12 am, 1 Mar) call:

The NCLS Command Post: (719) 333-7001

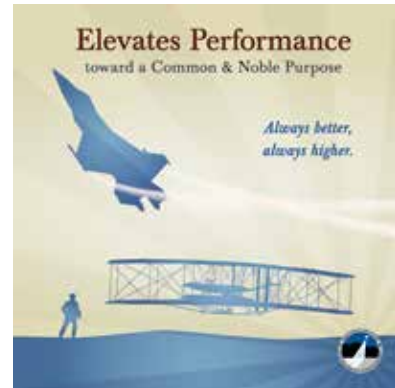
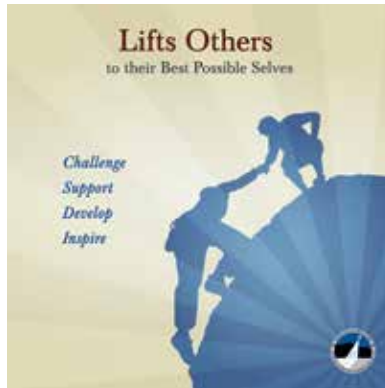
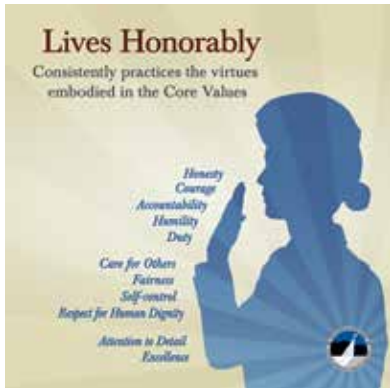


240	390	73	73	73	73		
D1	D2	L1	L2	L4	L5	Library	FAC AUDITORIUM
ing Scholars & Professionals: Falcon Club (7:00 - 8:00)							
					Scholars Forum Opening Ceremony		
					Scholars Forum		
					Scholars Forum /Sr Ldr Outbrief		
D1	D2	L1	L2	L4	L5	Library	AD AUD
1 in 4000 / CADET PANEL		BONNER	GURUNG	VANAS		Scholars Panel	
	KICKBUSCH		ROBERTS	TERBUSH	Holocaust: A Cadets Perspective Panel		
	ROSSETTI	BONNER	GURUNG	KICKBUSCH		Scholars Panel	
JAN	TAVENNER / WARD	ROSSETTI	SHACKLEFORD		HINES		ROONEY
D1	D2	L1	L2	L4	L5	Library	AD AUD
1 in 4000 / CADET PANEL	VANAS	JAN		TAVENNER / WARD	DRISCOLL		
JAN	KICKBUSCH		SCHNEIDER		VANAS		
HINES			FARRELL	SCHNEIDER	BONNER		



# Making the most of NCLS

## *A Leader of Character....*

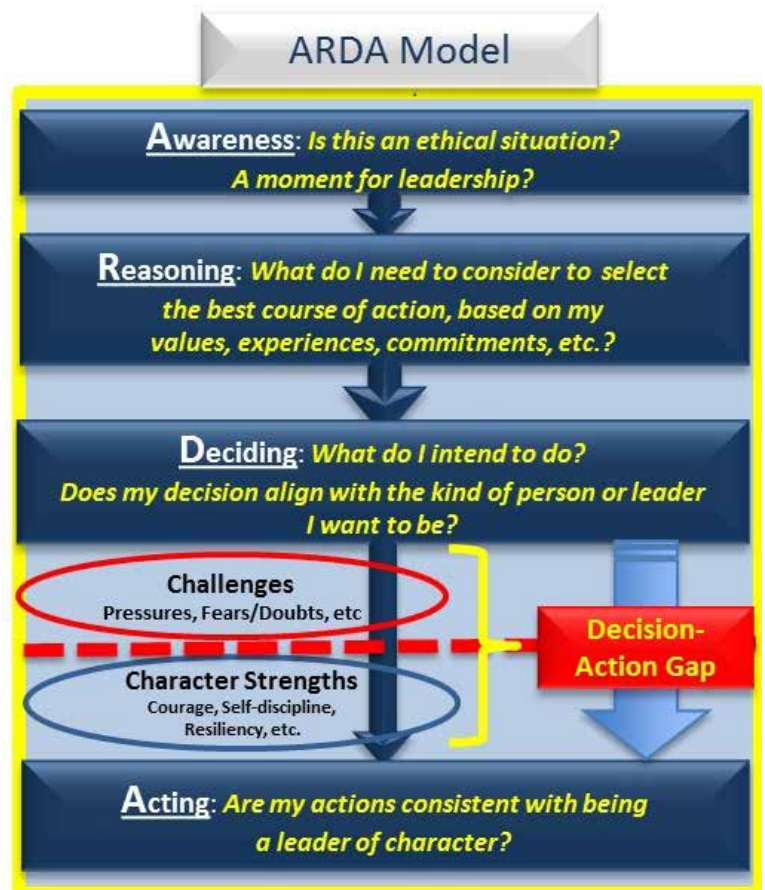


## Preparing to Reflect

- 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 personal/professional context?

## 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

## Universally True

## Surprising

Interesting

## Challenging

## Shocking

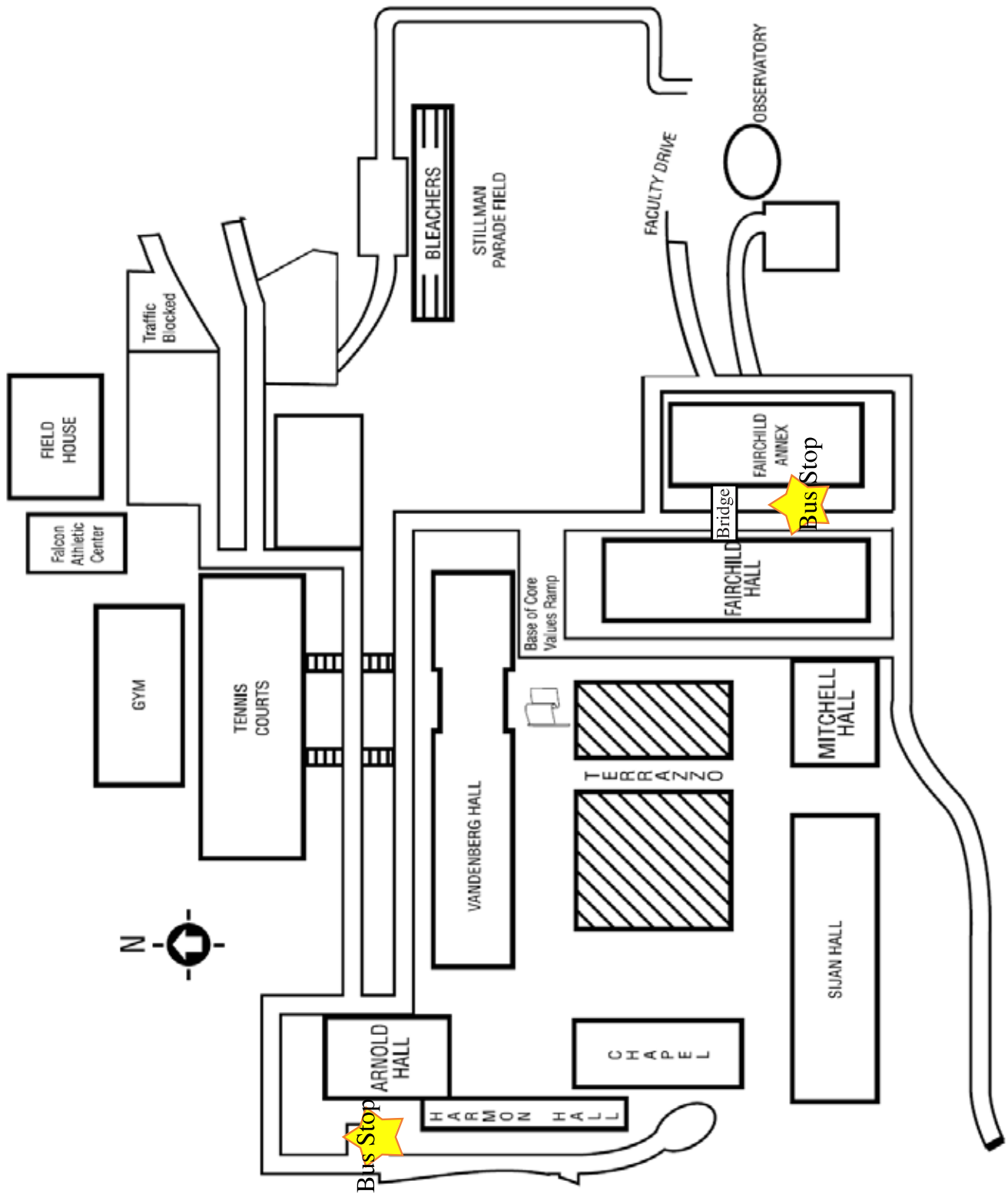
Inspiring

Motivating

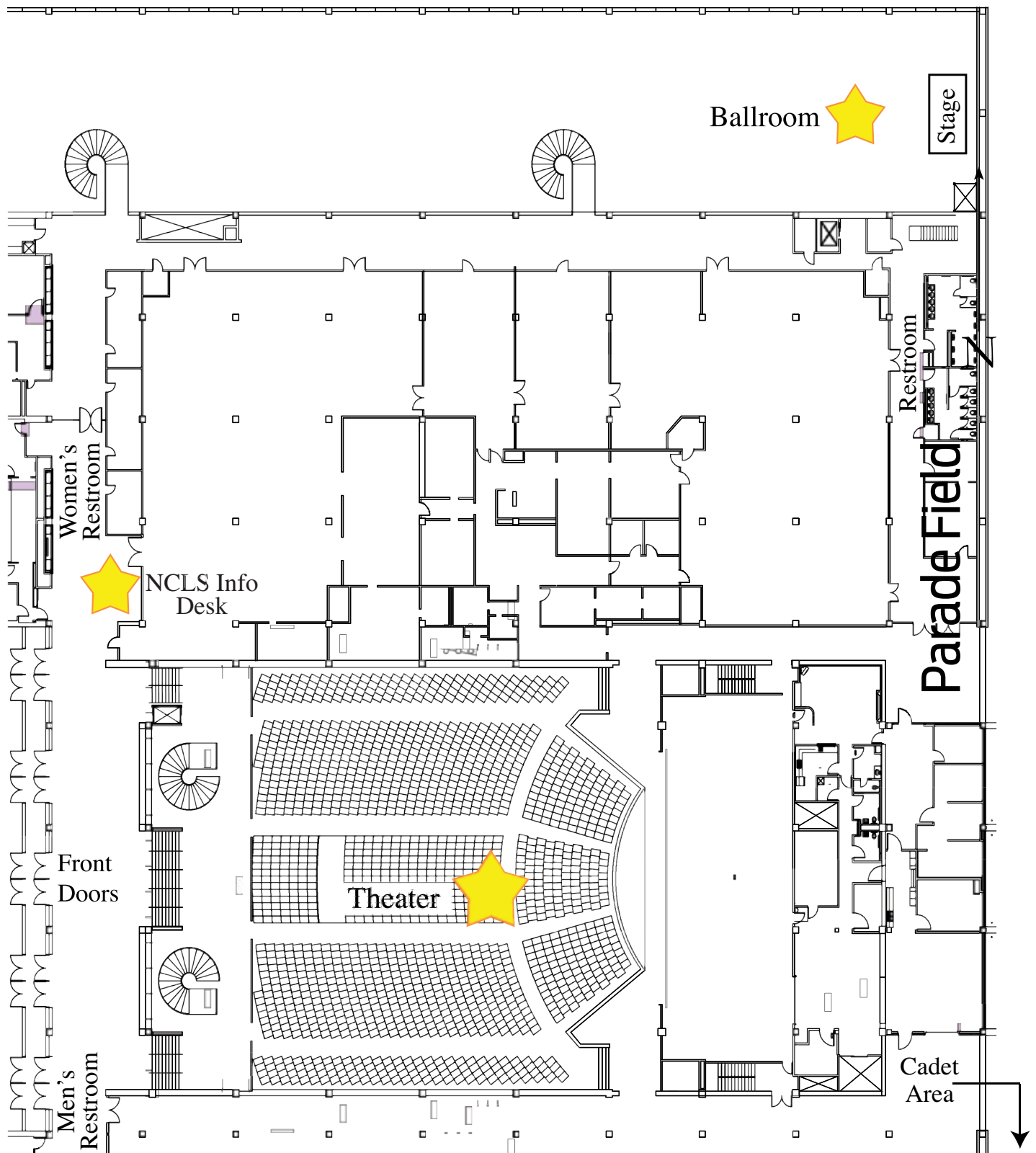
## Worthy of Action

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

# Map of Cadet Area

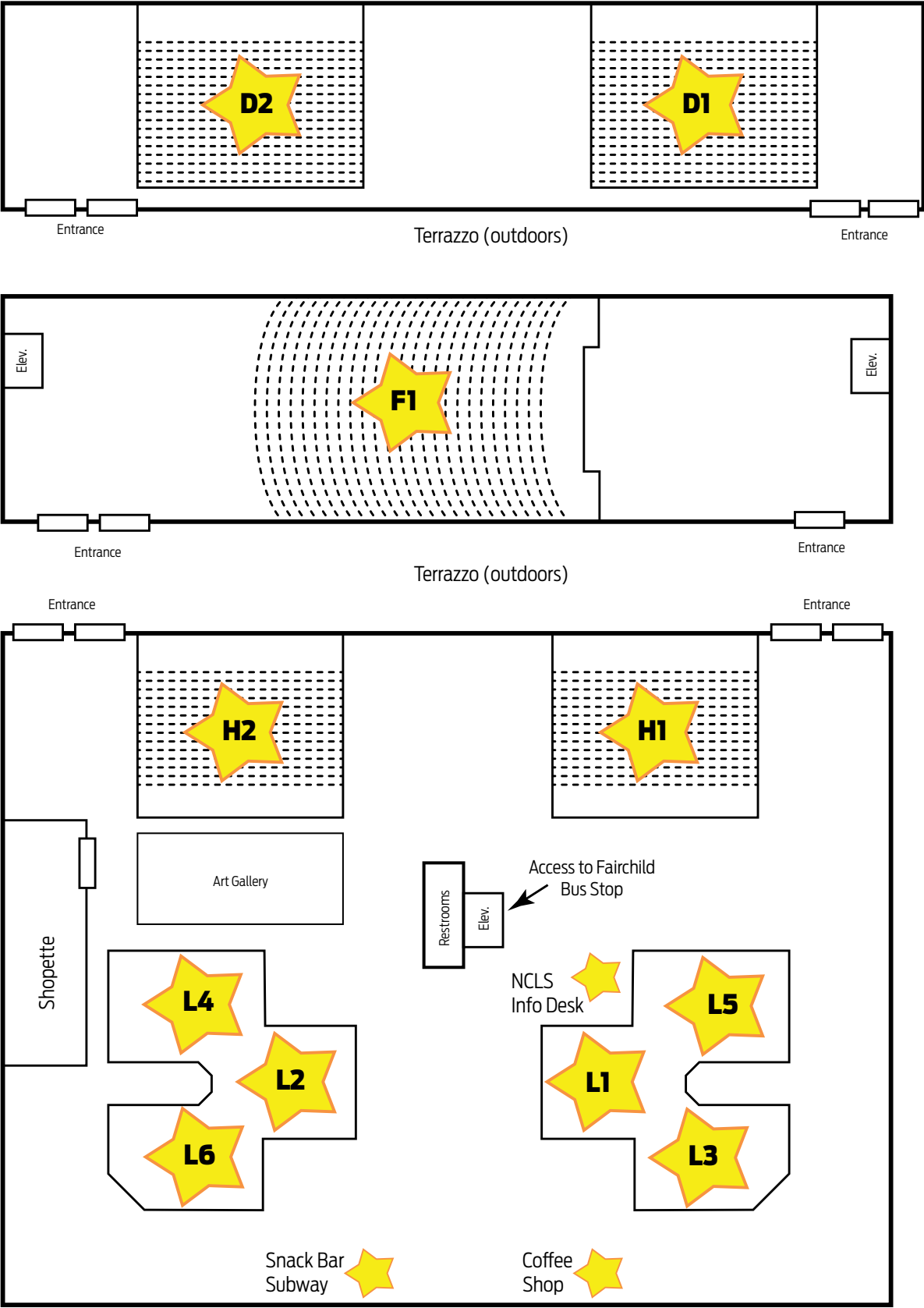


# Arnold Hall Venues





# Map of Fairchild Hall





# NCLS Staff



**Lt Col Kevin Basik, Assistant Director for Cadet Development**  
**Maj Will Tucker, 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  
Lt Col Vivien Wu  
Maj Daniel Brock

Maj Catherine Giglio  
Maj David Huston  
Maj Kimberly Lee  
Capt Nathan Boone  
Capt Sam Dickens  
Capt Christopher Thompson  
Lt Esther Willett  
Lt John Yang  
MSgt Robert Thompson  
TSgt Shaila Lane  
Dr. Pamela Howard

Dr. Melinda Miller  
Dr. Ervin Rokke  
Dr. Michael Rosebush  
Mrs. Tina Erzen  
Ms. Julie Imada  
Mr. Mike Lee  
Mrs. Kathy Lentz  
Mr. Christopher Miller  
Mr. Greg Tate  
Mr. Bob Vasquez  
Mrs. Lizbeth Williams

## Cadet Executive Staff

**C/ Aseef Raihan, Cadet in Charge**  
**C/ Nikki Freeman, Cadet NCOIC**

### Cadet Team Leads

C/ Ryan Bruns  
C/ Scott Cronin  
C/ Jeremy Dimmick  
C/ Jennifer Healy  
C/ Kevin Hemphill  
C/ David Horney  
C/ Jane Kaufman  
C/ Nathan Kruse  
C/ Roed Mejia  
C/ Natasha Rizvi  
C/ Lindsey Summerlin

### Team NCOs

C/ Rebecca Bates  
C/ Angelica Cachro  
C/ Mac Caldwell  
C/ Ally Egan  
C/ Aaron Hartman  
C/ Jonathan Kay  
C/ Nicholas Marco  
C/ Stephanie Sarabia  
C/ Kiersten Schmidt  
C/ Josh Shaffer  
C/ Ryan Vickers  
C/ Brian Yarbrough



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  
John and Lyn Muse Education Foundation

The Falcon Foundation  
The Anschutz Foundation

