

THE 22<sup>nd</sup> ANNUAL NATIONAL CHARACTER & LEADERSHIP SYMPOSIUM • 26-27 FEBRUARY 2015



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

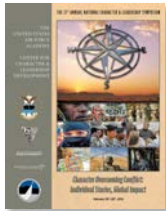




# Serving Our Nation: Our Calling, Core Values and Commitments.

The best leaders tell great stories – to illustrate, to inform, to share. NCLS orients 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.

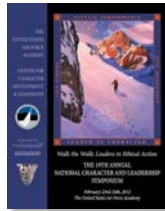
## A Look Back



Twenty-First Annual  
Character Overcoming Conflict:  
Individual Stories, Global Impact



Twentieth Annual  
The Silver Lining:  
Courage Through Adversity



Nineteenth Annual  
Walk the Walk:  
Leaders in Ethical Action



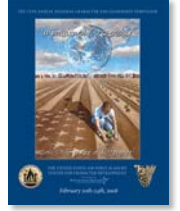
Eighteenth Annual  
Strength Within,  
Leadership Throughout



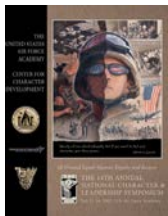
Seventeenth Annual  
Guardians of Trust:  
Leaders in the Modern Era



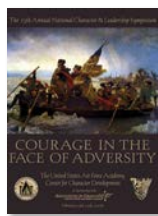
Sixteenth Annual  
Answering the Nation's Call:  
Our Legacy in the Making



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



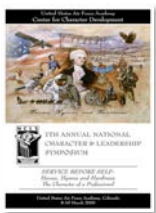
Tenth Annual  
Moral Courage and  
Servant Leadership in  
Modern Times



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



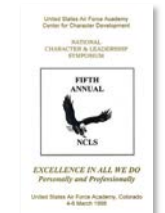
Eighth Annual  
Integrity First:  
Recollection, Inspiration &  
Aspiration



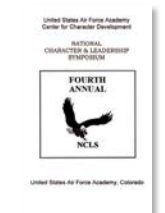
Seventh Annual  
Service Before Self:  
Heroes, Hymns and Hardiness



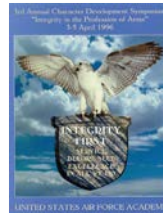
Sixth Annual  
Integrity First:  
Courage, Competence,  
& Commitment



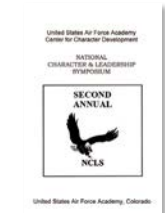
Fifth Annual  
Excellence in All We Do:  
Personally and Professionally



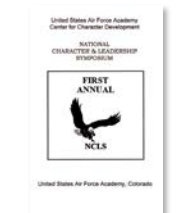
Fourth Annual  
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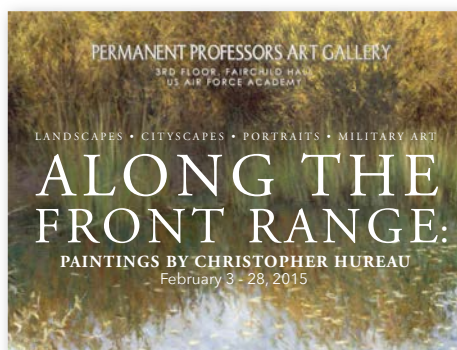
Third Annual  
Integrity in  
the Profession of Arms



Second Annual  
Strength Through  
Diversity



First Annual  
Women in Leadership



Christopher Hureau worked as a Senior Illustrator and Designer at USAFA from 1996 - 2013. Some of his official projects included theme illustrations for the National Character and Leadership Symposium and the formal portrait of 18<sup>th</sup> Superintendent, Lt Gen Mike Gould. Christopher continues to paint landscapes and commissioned works.

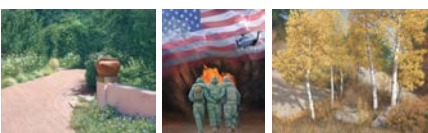
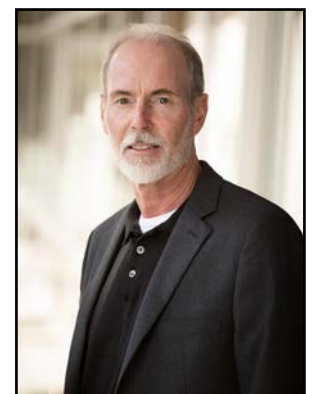


Exhibit curated by: Pam Hureau  
For info: 303-241-1111  
pam.hureau@usa.edu

The opinions expressed in this art exhibit do not reflect the opinion or official position of the U.S. Air Force Academy, the Air Force, DoD, or the U.S. Government

We invite you to visit the USAFA Art Exhibition of esteemed National Character and Leadership Symposium friend and artist Christopher Hureau. For fourteen years Mr. Hureau painstakingly produced original paintings exploring each NCLS theme. This artwork beautifully represented NCLS on our posters, programs and other media from 2000 to 2013. Many of these unforgettable paintings are presented in the USAFA Permanent Professors Art Gallery, located in Fairchild Hall next to the lectinar locations (L1, L2, L3, L4, L5) for NCLS speakers.



Christopher Hureau

# 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  
22nd Annual National Character & Leadership Symposium possible:

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10th Security Forces Squadron  
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USAFA Cadet Honor Guard  
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Dept of English & Fine Arts

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## Opening Ceremony



### **CMSAF James Cody**

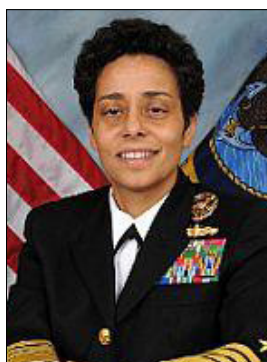
*U.S. Air Force*

Chief Master Sergeant of the Air Force James Cody represents the highest enlisted level of leadership, and as such, provides direction for the enlisted force and represents their interests, as appropriate, to the American public, and to those in all levels of government. He serves as the personal adviser to the Chief of Staff and the Secretary of the Air Force on all issues regarding the welfare, readiness, morale, and proper utilization and progress of the enlisted force. CMSAF Cody is the 17th Chief Master Sergeant appointed to the highest noncommissioned officer position.

CMSAF Cody entered the Air Force in November 1984. He graduated from the air traffic control specialist course at Keesler Air Force Base, MS, in May 1985. His background includes various duties in air traffic control at the unit and major command levels. Throughout his career, he has filled a myriad of roles including additional-duty First Sergeant and Directorate Superintendent. His assignments include bases in New Hampshire, California, Virginia and Florida. The CMSAF also served overseas in Germany, South Korea, Turkey, and deployed in support of Operations SOUTHERN WATCH and ENDURING FREEDOM.



## The Class of '59 Leadership Lecture



### **ADM Michelle Howard**

*U.S. Navy*

Admiral Michelle Howard is a 1982 graduate the U.S. Naval Academy. Her initial sea tours were aboard USS Hunley and USS Lexington. While serving on board USS Lexington, she received the Secretary of the Navy/Navy League Captain Winifred Collins Award in May 1987. This award is given to one woman officer a year for outstanding leadership. She reported to USS Mount Hood as Chief Engineer in 1990 and served in Operations DESERT SHIELD and DESERT STORM. She assumed duties as a First Lieutenant on board the USS Flint in July 1992. In January 1996, she became the Executive Officer of USS Tortuga and deployed to the Adriatic in support of Operation JOINT ENDEAVOR, a peacekeeping effort in the former Republic of Yugoslavia. Sixty days after returning from the Mediterranean deployment, USS Tortuga departed on a West African training cruise, where the ship's Sailors, with embarked Marines and a U.S. Coast Guard detachment, operated with the naval services of seven African nations.

ADM Howard took command of USS Rushmore in 1999, becoming the first African American woman to command a ship in the U.S. Navy. ADM Howard was the Commander of Amphibious Squadron Seven from May 2004 to September 2005. Deploying with Expeditionary Strike Group 5, operations included tsunami relief efforts in Indonesia and maritime security operations in the North Arabian Gulf. She commanded Expeditionary Strike Group 2 from April 2009 to July 2010. In 2009, she deployed to CENTCOM theater, where she commanded Task Force 151, Multi-national Counter-piracy effort, and Task Force 51, Expeditionary Forces. In 2010, she was the Maritime Task Force Commander for BALTOPS, under 6th Fleet. Her shore assignments include: J-3, Global Operations, Readiness and Executive Assistant to the Joint Staff Director of Operations; Deputy Director N3 on the OPNAV staff; Deputy Director, Expeditionary Warfare Division, OPNAV staff; Senior Military Assistant to the Secretary of the Navy; Chief of Staff to the Director for Strategic Plans and Policy, J-5, Joint Staff, Deputy Commander, U.S. Fleet Forces Command, and Deputy Chief of Naval Operations for Operations, Plans & Strategy (N3/N5). She currently serves as the 38th Vice Chief of Naval Operations.







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



### General Darren McDew

*U.S. Air Force*

General Darren McDew is Commander, Air Mobility Command, Scott Air Force Base, IL. Air Mobility Command's mission is to provide rapid, global mobility and sustainment for America's armed forces. The command also plays a crucial role in providing humanitarian support at home and around the world. The men and women of AMC - active duty, Air National Guard, Air Force Reserve and civilians - provide airlift, aerial refueling, special air mission and aeromedical evacuation.

Gen McDew was commissioned in 1982 following his graduation from Virginia Military Institute. He began his flying career at Loring Air Force Base, ME. His staff assignments include serving as a member of the Air Force Chief of Staff Operations Group, Air Force Aide to the President, and Chief of the U.S. Air Force Senate Liaison Division, Washington, D.C. and the Director of Public Affairs, Office of the Secretary of the Air Force, Washington, D.C. As part of the Joint Staff at the Pentagon, Gen McDew also served as Vice Director for Strategic Plans and Policy. He has served as the Vice Commander of the 18th Air Force, Scott Air Force Base, IL, and has commanded at the squadron, group and wing levels as well as an Air Force direct reporting unit. He has deployed in support of ongoing operations in Central and Southwest Asia as an air expeditionary group commander and later as the Director of Mobility Forces. Prior to his current assignment, Gen McDew was the Commander of the 18th Air Force, Scott Air Force Base, IL.





# 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.



### RDML Brian Losey

*U.S. Navy  
USAF '83*

Rear Admiral Brian Losey is a native of Tacoma, Washington. He is a 1983 graduate of the U.S. Air Force Academy. RDML Losey assumed command of Naval Special Warfare Command in Coronado, CA, June 2013. He previously served under U.S. Africa Command as Commander, Combined Joint Task Force Horn of Africa and Commander, Special Operations Command Africa (SOCAFRICA).

His operational assignments have included a full range of duties in Sea, Air, Land (SEAL) Teams, SEAL Delivery Vehicle (SDV) Teams and Special Boat Teams, and deployments to named and contingency operations around the world. He commanded SDV Team One and served as Deputy Commander and Commander of Naval Special Warfare Development Group. He has worked extensively with interagency and international partners in enhancing security cooperation relationships, capabilities and capacities.

Other assignments include: duty as Deputy Commander, Naval Special Warfare Task Group, U.S. 6th Fleet; Maritime Operations Officer and Deputy Chief of Current Operations in the Joint Special Operations Command; and U.S. 7th Fleet Special Warfare Officer in USS Blue Ridge (LCC 19). He served in the Executive Office of the President as a Director on the National Security Council Staff bridging two administrations. Losey holds a master's degree in National Security Strategy from the National War College. He is a graduate of the Defense Language Institute, the Armed Forces Staff College, and Air Command and Staff College.





## Closing Ceremony

### 2015 USAFA Character & Leadership Award Recipient



#### **The Honorable Allison A. Hickey**

*Under Secretary for Benefits, United States Veterans Administration  
USAFA '80*

Allison Hickey was appointed Under Secretary for Benefits in the Department of Veterans Affairs on June 6, 2011. In this position, she leads more than 20,000 employees in the Veterans Benefits Administration (VBA) in the delivery of a wide range of integrated programs of non-medical benefits and service to more than 12 million Veterans, Servicemembers, their families and Survivors. Through a nationwide network of 56 regional offices, special processing centers, and VBA headquarters, she directs the administration of seven distinct lines of business: VA's disability compensation, pension and fiduciary, education, home loan guaranty, vocational rehabilitation and employment, life insurance programs, and transition assistance programs, and an annual budget of more than \$94 billion.

Under Secretary Hickey currently leads a six-year, multi-billion dollar transformation effort at VBA to improve the quality and timeliness with which Veterans' benefits are processed and delivered. Under her leadership, in less than two years, VBA has converted claims processing from a paper-bound process to a digital operating environment where claims for VA benefits and services can be submitted, processed and delivered online, electronically. In addition, she led the transformation of VBA's training and quality management improvements resulting in steady increases in the accuracy of decisions. These initiatives and others have positioned VBA to achieve historical record-breaking production and quality in service to Veterans, their families and Survivors.

Under Secretary Hickey served 27 years in the United States Air Force on active duty, in the Air National Guard, and in the Air Force Reserve, retiring with the rank of Brigadier General as the Director of the Air Force's Future Total Force Office at the Pentagon. In this role, she was responsible for shifting billions of dollars toward new capabilities across the Air Force portfolio and directing new organizational models for a worldwide, 500,000-person organization. Undersecretary Hickey is a 1980 graduate of the U.S. Air Force Academy, the first class to include women.

## Profession of Arms Panel



**Lt Gen (Ret) Ervin Rokke, Ph.D.**

*Profession of Arms Panel*

*USAF '62*

Dr. Ervin Rokke is a Senior Scholar at the U.S. Air Force Academy's Center for Character & Leadership Development. His 35-year military career was distinguished by intelligence, diplomatic, and academic leadership positions. He served as Air Attaché at the American Embassy in London; as Defense Attaché in the former Soviet Union; as Director of Intelligence for the U.S. European Command in Stuttgart, Germany; and as the Air Force's Assistant Chief of Staff for Intelligence in the Pentagon. Dr. Rokke was Dean of Faculty at the Air Force Academy and, in his terminal assignment, President of the National Defense University, Washington, DC. He retired in the rank of lieutenant general. After his retirement from the Air Force in 1997, he served for nine years as President of Moravian College in Bethlehem, PA.



**Lt Gen (Ret) Christopher Miller**

*Profession of Arms Panel*

*USAF '80*

Lieutenant General (Retired) Chris Miller is a distinguished graduate scholar and the executive editor of the Journal of Character & Leadership Integration at the U.S. Air Force Academy's Center for Character & Leadership Development. His military service included leadership as the Air Force's Deputy Chief of Staff for strategic plans and programs; directing plans, policy, and strategy for US homeland and air defense; service as the Senior USAF Commander in Afghanistan; command of the B-2 bomber wing; and multiple operational flying and command assignments in the B-1. He also served as Defense Policy Adviser to the U.S. Ambassador to NATO and as a Military Fellow at the Council on Foreign Relations in New York. Lt Gen Miller is a 1980 distinguished graduate of the Air Force Academy and earned a Masters of Philosophy in International Relations from Oxford University.



**Maj (Ret) Brent J. Talbot, Ph.D.**

*Profession of Arms Panel*

*Professor of Military & Strategic Studies, United States Air Force Academy*

Dr. Brent J. Talbot holds a Ph.D. in International and Comparative Politics from the University of Denver with a concentration in International Security and a particular focus on Middle East Strategy. He has taught a number of MSS courses, including International Threats, Joint Operations Strategy in Global Contexts, Arab-Israeli Wars, Military Strategies of the Greater Middle East, Military Strategies of Europe and Russia, Air, Space and Cyberspace Power, and Civil-Military Relations.

Dr. Talbot also taught in the U.S. Air Force Academy's Political Science department while still in uniform (1992-1994, 1998-2002) and concurrently served as the Deputy Director of the Air Force Institute for National Security Studies (INSS) during 1999-2001. He has lived overseas, including three years in England, two years in Germany, and a year in Korea, and he has traveled throughout the Middle East, including Israel, the United Arab Emirates, Kuwait, Turkey, Syria, and Jordan. He has also taught as an Adjunct Professor at the Korbel School of International Studies, University of Denver (2003-2011), and currently teaches an on-line course in Contemporary Middle East Politics for the Bush School of Government, Texas A&M University.

As an Air Force Officer (Retired Major) and Senior Navigator, he flew aircraft at Mather Air Force Base (AFB), Sacramento, CA; Cannon AFB, Clovis, NM; RAF Upper Heyford in England; and he spent a year at Osan AB, Korea where he served as a joint staff action officer. He has logged over 1500 hours in the F-111 and T-43 aircraft.



# Panel

## Professional Commitment Panel



**Col Gordon Watts**

*Professional Commitment Panel*

*U.S. Air Force*

*USAF '90*

Colonel Gordon “Keith” Watts is the Director of Intelligence, Surveillance and Reconnaissance (ISR) at Headquarters Air Force Space Command, Peterson Air Force Base, CO. He is responsible for developing ISR policy and guidance for the command. He also oversees AFSPC’s ISR requirements development and enables the command’s ability to conduct space and cyber ISR operations.

Col Watts was commissioned in 1990 as a distinguished and honors graduate of the U.S. Air Force Academy. Following two years as a MacArthur Foundation Scholar at the University of Maryland and intelligence training at Goodfellow AFB, TX, he served at both the 612th Air Intelligence Squadron and the 612th Air Intelligence Group at Davis-Monthan AFB, AZ. Col Watts commanded the 27th Intelligence Squadron, where he was responsible for intelligence systems and maintenance operations, intelligence production support and mission-execution focused command and control for the Air Force’s global Distributed Common Ground System in the 480th ISR Wing. Col Watts is a master intelligence officer with a variety of special operations and conventional deployments in Panama, Venezuela, Ecuador, Bosnia-Herzegovina, Germany and Iraq. He and his wife, Michelle, from Hingham, MA, have two sons, Jake, 16, and Will, 14.



**Maj Justin Bañez**

*Professional Commitment Panel*

*U.S. Air Force*

*USAF '04*

Major Justin Bañez is the Assistant Director of Operations, 14th Air Support Operations Squadron, Pope Army Air Field, NC, where he serves as a Joint Terminal Attack Controller and Air Liaison Officer. He is responsible for preparing Tactical Air Control Party (TACP) forces for rapid global employment integrated with the 82d Airborne Division. The 14 ASOS is comprised of over 200 highly-trained personnel capable of integrating air and space power into the ground scheme of fire and maneuver, and conducts forcible entry parachute assaults into denied areas.

Maj Bañez received his commission in 2004 upon graduation from the U.S. Air Force Academy, earning a Bachelor of Science Degree in Aeronautical Engineering. His Air Force service has included several duties as flight commander and operations officer, Wing Executive Officer, and MAJCOM branch chief. Following a rewarding tenure as a Security Forces Officer and a “plankholder” of the Battlefield Airmen-centric 93d Air Ground Operations Wing, Maj Bañez cross-trained to become a career TACP Officer to continue the development of the Air Force’s burgeoning careerfield. He has deployed multiple times in support of Operation IRAQI FREEDOM and Operation ENDURING FREEDOM.





### **Capt Kristopher Juhl**

*Professional Commitment Panel  
U.S. Air Force*

Captain Kristopher Juhl is the Executive Officer to the Director of Intelligence, Surveillance and Reconnaissance (ISR), Headquarters Air Force Space Command (AFSPC), Peterson AFB, CO. His primary duties include assisting the ISR Director in leading command integration of ISR capabilities to enable Space and Cyberspace warfighter effects, aiding MAJCOM SIO in overseeing 400+ intel professionals at HQ at two NAFs and four Centers operating worldwide. Additionally, he leads a team of five executing Director's vision; synchronizing the ISR enterprise through optimized Battlespace Awareness. Furthermore, he supports a diverse 1,000+ person HQ staff; ensuring accurate and timely responses to USAF/DoD/Intel Community queries/tasks.

Capt Juhl entered the Air Force on 5 May, 2005 through the ROTC program at Valdosta State University in Valdosta, GA. After graduating Intelligence Officer School, Capt Juhl was sent to the 820th Security Forces Group, Moody AFB, GA. During his time there, Capt Juhl deployed twice to Iraq and also participated with the relief effort in Haiti. In 2010, Capt Juhl was sent to the 352 Special Operations Group RAF Mildenhall, UK. His primary duty was Chief of Operations and Readiness Intelligence for EUCOMs only special operations airlift unit. Capt Juhl not only deployed to Afghanistan during this time, but he also participated in many multinational NATO Special Operations Forces missions and exercises. Throughout his career Capt Juhl has deployed or participated in Operation IRAQI FREEDOM, Operation ENDURING FREEDOM, Operation UNIFIED RESPONSE, Operation ODDYSEY DAWN/Operation UNIFIED PROTECTOR, and deployed to other locations around the world.



### **1Lt Felicia Racine**

*Professional Commitment Panel  
U.S. Air Force*

Lieutenant Felicia A. Racine is the Operations Officer, 23d Security Forces Squadron, Moody Air Force Base, GA. The 23d Security Forces Squadron's mission is to protect, defend and fight to enable Air Force, joint and coalition missions. 1Lt Racine leads, manages, and trains 131 Airmen to secure 2.2 billion dollars in combat-ready HC-130, A-10, and HH-60 aircraft. Furthermore, she is responsible for safety and security of 65 alarmed facilities and 5,500 personnel situated on 12,000 acres of base property. Most recently, 1Lt Racine was deployed to Bagram Air Field in support of Operation ENDURING FREEDOM as a Sector Commander. While there, she was responsible for a 235-member coalition defense force that vetted 10,000 local nationals daily, and 11 towers that provided security for a 7-mile perimeter.

1Lt Racine was born in Abilene, TX and graduated from Norwich University in 2012. She is married to RJ Racine, a First Lieutenant in the United States Army stationed out of Fort Stewart, GA.



# Panel

## Scholars Forum and Panel



**Dr. Olenda Johnson**

*Scholars Panel: "I Am What I Say I Am": Professional Identity and the Professional Ethic*  
U.S. Naval War College

Dr. Olenda Johnson is Professor of Strategic Leadership and Leader Development at the U.S. Naval War College (USNWC), in the College of Operational and Strategic Leadership. She held previous appointments at the U.S. Army War College and the U.S. Air Force Academy, where she served as the Visiting Professor of Organizational Behavior and the Distinguished Visiting Professor of Management, respectively. Dr. Johnson received both a B.S. and MBA from Florida A&M University's School of Business & Industry. She earned her Ph.D. in Organizational Behavior from the Katz Graduate School of Business at the University of Pittsburgh. At the Naval War College, Dr. Johnson is a lead team contributor to Navy-wide efforts related to leader and ethics development. She also teaches a well-received Critical Thinking course, with an emphasis on leader effectiveness and decision making in complex and uncertain environments.



**Lt Col (Ret) Douglas Lindsay, Ph.D.**

*Scholars Panel: "What Happens If Our Calling and Commitments Aren't Reciprocated?"*  
Pennsylvania State University

Dr. Douglas Lindsay is a Professor in the Department of Psychology at Pennsylvania State University and current Director of the Master's of Professional Studies Degree in the Psychology of Leadership at Work. He spent 22 ½ years as a Behavioral Scientist in the U.S. Air Force where he served in various positions such as research psychologist, deputy squadron commander, inspector general, and executive officer. Dr. Lindsay also deployed to Kabul, Afghanistan during Operation ENDURING FREEDOM where he served as the Deputy Communications Director and Chief of Assessments for the entire area of responsibility in Afghanistan. His culminating assignment was at the U.S. Air Force Academy where he served as Deputy Department Head, Full Professor, Senior Military Professor, and Director of the Warfighter Effectiveness Research Center. Dr. Lindsay is an award-winning researcher and speaker with over 85 publications and presentations to date on topics ranging from leader education and development to followership.



**Dr. Al Pierce**

*Scholars Panel: "Ethics and the Profession of Arms"*  
National Defense University

Since February 2006 Dr. Pierce has served as Professor of Ethics and National Security at the National Defense University (NDU) in Washington, D.C. He also was the first Director of the Institute for National Security Ethics and Leadership, established in the fall of 2007 at NDU. Starting in August 1998, he served as the founding director of the Center for the Study of Professional Military Ethics (now known as the Vice Admiral James B. Stockdale Center for Ethical Leadership) at the U.S. Naval Academy in Annapolis, Maryland. From February 1985 until he assumed his duties at the Naval Academy, he was Professor of Military Strategy at the National War College in Washington, D.C. Prior to joining the War College faculty, Dr. Pierce was a defense correspondent for NBC News. Before that, he was Deputy Director of the Strategic Concepts Development Center (SCDC), an in-house think tank established by Defense Secretary Casper Weinberger. He also served as Assistant to the Secretary of Defense, writing speeches, Congressional testimony, and the Fiscal Year 1982 Annual Report for Secretary Harold Brown. Before moving to the Defense Department, he was with the U.S. Arms Control and Disarmament Agency. Dr. Pierce is a cum laude graduate of the Catholic University of America. He holds an M.A. and a Ph.D. in political science from Tufts University. He is proud to be an Honorary Member of the U.S. Naval Academy Class of 1964.



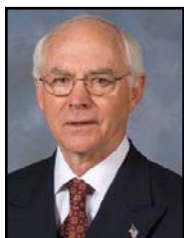
**Lt Col Donald Rhymer, Ph.D.**

*Scholars Panel: "Impeccability: A Look at How a Materials Engineer Views Integrity"*

U.S. Air Force

USAFA '95

Lieutenant Colonel Donald Rhymer, Ph.D. is the Military Assistant to the Chief Scientist, Air Force Space Command, assisting the Command's Chief Scientist as primary advisor to the Commander, Vice Commander, and Executive Director on all scientific and technical matters concerning space and cyberspace research and development programs. He graduated from the U.S. Air Force Academy in 1995 with a Bachelor of Science in Engineering Mechanics, graduated from the Georgia Institute of Technology in 1999 with a Masters of Science and in 2005 with a Ph.D., both in Mechanical Engineering. Lt Col Rhymer taught from 2000-2002 and 2010-2014 at the Academy in the Department of Engineering Mechanics. He most recently held the position as Head of the Department before taking his current position in January 2015. He is a trained Character Coach and has a passion for developing character, integrity, and leadership in the Air Force Academy Cadet Wing.



**COL (Ret) Don Snider, Ph.D.**

*Scholars Panel: "Is it Possible That Our Military Professions Have Too Many Ethics?"*

U.S. Army

Dr. Don Snider is Emeritus Professor of Political Science at West Point, from which he retired in 2008. He serves now as Research Professor of the Army Profession and Ethic in the Strategic Studies Institute at the U.S. Army War College, and as Senior Fellow in the Center for the Army Profession and Ethic (CAPE) at West Point. In his previous military career, Dr. Snider served three combat tours in Vietnam as an infantryman; after battalion command, he served as Chief of Plans for Theater Army in Europe, as Joint Planner for the Army Chief of Staff, as Executive Assistant in the Office of the Chairman of the Joint Chiefs of Staff, and as Director of Defense Policy on the staff of the National Security Council, the White House. He retired from the Army in 1990. After a five-year policy stint on "K Street" in Washington, DC, he was for three years the Olin Distinguished Professor of National Security Studies at West Point, subsequently joining the Military Academy's civilian faculty in 1998.

# Panel

## Building Transformative Organizations Panel



**Mr. Eli Bremer**

*Building Transformative Organizations Panel*

Founder, 5RingInsight

USAFA '00

Eli Bremer graduated from the U.S. Air Force Academy in 2000. Shortly after his graduation and commissioning, Mr. Bremer was assigned to the Air Force's World Class Athlete Program and permitted to train as a full time pentathlete. During the 2000-2004 timeframe, he established himself as a rising star in the sport of pentathlon, winning Nationals in 2002 and placing 3rd in 2001 and 2003. Mr. Bremer represented the USA in the 2008 Olympics, and has worked for NBC as an Olympic commentator. He has also been successful in business and politics. A White House Fellows Finalist, Mr. Bremer ran one of the largest county political operations in the country from 2011-2013 and has advised U.S. Senate and Governor candidates on strategy, PR, and fundraising. Mr. Bremer is a global spokesman for Shaklee where he speaks to over 100,000 people a year around the world. He stood up and runs Shaklee's Olympic sponsorship program which is now one of the largest in the country. He is also an entrepreneur, founding 5RingInsight and co-founding Socon Media and Socon Health. Mr. Bremer's older brother is also a USAFA graduate (1997) and his uncle, Ambassador L. Paul Bremer, oversaw Iraqi reconstruction from 2003-2004.





**Maj Gen (Ret) Larry Stutzriem**

*Building Transformative Organizations Panel  
PEMDAS Technologies and Innovations*

Major General (Retired) Larry Stutzriem served over thirty years in the United States Air Force. At the time of his retirement, he was the Director of Plans, Policy and Strategy, North American Aerospace Defense Command and U.S. Northern Command, Peterson Air Force Base, CO. Maj Gen (Ret) Stutzriem has commanded at the squadron, group and wing levels, including the 355th Wing at Davis-Monthan AFB, AZ. Prior to his assignment at NORAD, he was Director, Chief of Staff of the Air Force Strategic Studies Group, CHECKMATE, Headquarters U.S. Air Force, Washington, D.C.. Maj Gen (Ret) Stutzriem is a command fighter pilot, having flown the F-4 Phantom, the F-16 Fighting Falcon and the A-10 Thunderbolt II. He now works as a national security consultant, a business developer in the aerospace industry, and a volunteer supporting America's wounded warriors.



**Mr. August Turak**

*Building Transformative Organizations Panel  
Self Knowledge Symposium Foundation*

August Turak is a successful entrepreneur, corporate executive and award-winning author who attributes much of his success to living and working alongside the Trappist monks of Mepkin Abbey since 1996. As a frequent monastic guest, he learned firsthand from the monks as they grew an incredibly successful portfolio of businesses. Service and selflessness are at the heart of the 1,500-year-old monastic tradition's remarkable business success. Combining case studies from his thirty-year business career with intimate portraits of the monks at work, Mr. Turak shows how Trappist principles can be successfully applied to secular business settings and to our personal lives as well. He demonstrates that monks, people like Warren Buffett, and other "transformational organizations" are successful not despite their high principles but because of them.



**Dr. John Ullmen**

*Building Transformative Organizations Panel  
UCLA Anderson School of Management  
USAFA '88*

Dr. John Ullmen is on faculty at the UCLA Anderson School of Management where he teaches leadership and related topics across the graduate and Executive Education programs. As an executive coach over the past two decades, his clients span a wide range of Fortune 500 firms and industry leaders. His latest book *Real Influence: Persuade without Pushing and Gain without Giving In* is in print around the world in many languages and was selected as one of the Top 30 Books in Business of the year by the leading business book executive summary firm. His leadership video programs on Lynda.com have hit #1 and been selected for featured lists. Dr. Ullmen holds a B.S. from the U.S. Air Force Academy, a Master of Public Policy from Harvard University, and a Ph.D. in Organizational Behavior from UCLA.



## Outstanding Airmen of the Year



**CMSgt Sarah Sparks**

*12 OAY Panel  
U.S. Air Force*

Chief Master Sergeant Sarah Sparks is the Senior Enlisted Advisor to the Assistant Secretary of the Air Force for Manpower and Reserve Affairs at the Pentagon, Washington D.C. SAF/MR supports the Total Force through policy development and oversight of Air Force manpower, military and civilian personnel; reserve component affairs; equal opportunity and diversity; medical readiness and health programs; family advocacy and readiness programs; and base services, exchanges, commissaries and MWR programs. Chief Sparks was born in Taos, NM, and enlisted in the Air Force in 1992. Her background includes experience at varying levels in the Material Management career field as well as molding our future enlisted leaders as an Airman Leadership School Instructor, First Term Airmen Center Noncommissioned Officer in Charge and Noncommissioned Officer Academy Commandant. Chief Sparks deployed in support of Operation SOUTHERN WATCH and Operation ENDURING FREEDOM. She is married to Senior Master Sergeant Sam Sparks and they have three sons, Logan, Joaquin, and Isaiah.



**SMSgt Boston Alexander**

*12 OAY Panel  
U.S. Air Force*

Senior Master Sergeant Boston A. Alexander successfully directed a 170 member Information Technology Service Management team and oversaw critical assets valued in excess of \$4 billion dollars at Peterson AFB, CO. As the J6 Superintendent, he led 15 projects to provide around the clock full spectrum support for the North American Aerospace Defense and U.S. Northern Command mission. Additionally, he piloted a \$2.8 million dollar Friendly Forces Tracker program of 32-thousand electronic devices which improved Force Protection, homeland defense, and Defense Support to Civil Authorities operations. Finally, SMSgt Alexander drove the Information Technology Equipment certification methodology and managed mission systems worth \$2 million dollars, and ultimately increased NORAD and US NORTHCOM Systems Agencies interoperability.



**TSgt Latoria Ellis**

*12 OAY Panel  
U.S. Air Force*

Technical Sergeant Latoria Ellis led a 25-member team that completed 86 contracts for Wilford Hall Ambulatory Surgical Center, San Antonio, TX, the Air Force's largest medical wing. She spearheaded a \$2 million energy savings acquisition in which 19 buildings were retrofitted with solar panels, reducing the utility bill and saving the Air Force \$6,000 a year. She also steered a \$1.9 million generator efficiency project, replacing 33 percent of defective grids in Military Family Housing, reducing output by 14 percent and saving the Air Force \$24,000 a year. TSgt Ellis completed 223 hours of training at the Non-Commissioned Officer Academy, garnering her Distinguished Graduate and Academic Achievement Awards. She was also named Air Education and Training Command's NCO of the Year, which put her as number 1 out of 13,039 non-commissioned officers.



**TSgt Ryan Gangadeen**

*12 OAY Panel  
U.S. Air Force*

Technical Sergeant Ryan Gangadeen served on a one-year deployment in Afghanistan as the lead Professional Military Education advisor to the Afghanistan Air Force, where he guided the creation of the AAF training regiment. During his deployment, TSgt Gangadeen directed 44 AAF courses for 60 career fields, evaluated four maintenance training contracts worth \$527 million, and revealed six duplicate contractual requirements which saved \$40 million. He quickly responded to a vehicle-borne IED threat ensuring the safe return of 33 coalition and 22 civilians to Kabul International Airport. As a certified convoy vehicle commander, TSgt Gangadeen led seven outside-the-wire NATO mobility missions, securing 18 members with zero incidents.

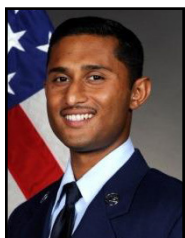



**SSgt David Wallace, III**
*12 OAY Panel*
*U.S. Air Force*

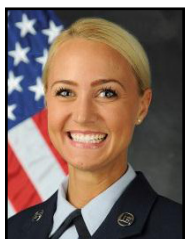
Staff Sergeant David Wallace III is one of the Air Force's 2014 Twelve Outstanding Airmen of the Year and the Air Force's 2013 Security Forces Support Staff Airman of the Year. He is a Security Forces Craftsman assigned to the 91st Security Forces Group as the Non-Commissioned Officer in Charge of Plans and Programs, Minot AFB, ND. SSgt Wallace was selected as an Airman First Class to fulfill the role originally allocated to Staff Sergeant, ensuring the safety and security of 150 Minuteman III Intercontinental Ballistic Missiles. He would later be selected for Senior-Airman-Below the Zone culminating to his promotion of Staff Sergeant in less than 3.5 years. SSgt Wallace completed his Associate's Degree in Police Sciences in 2012, Bachelor's Degree in Criminal Justice in 2013, and is currently pursuing his Master's Degree in Business Administration.


**SrA Aaron Feliciano**
*12 OAY Panel*
*U.S. Air Force*

Senior Airman Aaron Feliciano was instrumental in modernizing the 49th Wing's MQ-9 Reaper drone fleet by successfully upgrading 13 MQ-9s in less than five days, increasing the combat mission readiness of 340 aircrews. He led a five-person remotely-piloted aircraft safety modernization team that upgraded 11 aircraft and reduced processing time from 90 days to less than two weeks with a 100-percent maintenance quality assurance rating. As the avionics section trainer, he certified 99 tasks, trained 11 Airmen and raised the section's qualifications by 35 percent. SrA Feliciano completed his Community College of the Air Force Associate's Degree in avionics systems. Additionally, he re-missioned an MQ-9 training sortie which supported the recovery of an injured German Air Forces Airman stranded in the New Mexico desert.


**SrA Ariful Haque**
*12 OAY Panel*
*U.S. Air Force*

Senior Airman Ariful Haque is a Water and Fuels Systems Maintenance Technician at Yokota Air Base, Japan. He is responsible for maintaining the base's water supply system in support of 12,000 personnel and the Japanese Air Self Defense Force. Additionally, he installs and repairs Yokota's fire protection components, protecting \$4.2 billion infrastructure. SrA Haque also performs preventive maintenance of the installation's vast fuel system delivery network, enabling 8,000 sorties annually. SrA Haque was born in Bangladesh on 17 July 1986 and he enlisted in the United States Air Force on 1 April, 2011. He was one of five Airmen in the United States Air Force history to receive his United States Citizenship at Basic Military Training graduation ceremony. SrA Haque has a loving wife, Tsiring, and is a proud father of two children: Keith, 9, and Alana, 1.


**SrA Shabree Heasell**
*12 OAY Panel*
*U.S. Air Force*

Senior Airman Shabree Heasell was selected as a Tactics and Training Analyst supporting 115 personnel. In this facet, she identified 43 smuggling routes across a 193 square-mile area, leading to the discovery and elimination of 12 terrorist workshops, 20 improvised explosive devices, and 50 weapons caches. Additionally, she developed nine primary and alternate evacuation routes for the Secret Service, which ensured the safety of the President of the United States and 223 staff personnel during the president's \$85 million diplomatic visit to Africa. SrA Heasell volunteered 1,270 hours to 15 organizations, and led 350 volunteers through 53 events, raising more than \$2 million in sales and proceeds that were donated to local schools and charities.

## Sociocultural Perspectives of Female Scholars of Color in the Reserve Officer Training Corps (ROTC)



**Cadet Karina Avila**

*Sociocultural Perspectives Panel  
Northern Illinois University*

Karina Avila is a Cadet Captain, Alpha Company Commander in ROTC. As a scholar at Northern Illinois University who is majoring in Rehabilitation Services, Ms. Avila is very active on campus. She is a member of Deaf pride and holds a home health certificate in assistant nursing. Additionally, she is the recipient of several awards including the Military Order of World Wars-Award of Merit, Cadet Scholar Award, Silver Medal Athlete Award, Bronze Medal Athlete Award, Scholastic Excellence Award, American Legion Award, and Daughters of the American Revolution Award. In summer of 2014, she served as a cultural understanding and language proficiency cadet who attended Guatemala on a task force OSO- Beyond the Horizons mission.



**Cadet Maria Colompos**

*Sociocultural Perspectives Panel  
Northern Illinois University*

Maria Colompos is an Executive Officer, First Lieutenant Cadet in ROTC. She is also a Northern Illinois University scholar who is double majoring in history and sociology and minoring in military science and Latino/Latina American studies. Ms. Colompos is the treasurer of the Pre-law Honors Society, a member of Alpha Kappa Delta International Sociology Honors Society, and a volunteer tutor for foreign exchange students. During the summer of 2014, she was a translator and public affairs officer for a humanitarian mission in Guatemala. She has received a certificate in the training in the Betterment of the Western Hemisphere and received the Beyond the Horizons Excellence Award for her outstanding translation and cultural awareness. Cadet Colompos has studied abroad in Seville, Spain and was the main facilitator for the assimilation of other study abroad students. Additionally, she has earned several scholarships and awards including the Veterans of Foreign Wars Award, Cadet of the Month, Cadet Command Federal Scholarship, Scholastic Excellence Award, Ruth Pollock ROTC scholarship, and the CIEE study abroad scholarship.



**Ms. Sarah Miltz-Frielink**

*Sociocultural Perspectives Panel  
Northern Illinois University*

Sarah Miltz-Frielink is a doctoral candidate in the Curriculum Studies Ph.D. program at the University of Illinois at Chicago and a research assistant/instructor in the College of Education at Northern Illinois University. Ms. Miltz-Frielink has also worked as a special education teacher, a martial arts instructor, a journalist, and an editor with over 300 publications in community-based magazines, newspapers, and academic journals including the *Black History Bulletin*, the *Monthly Aspectarian*, and *Critical Questions in Education*. She also volunteers as a human rights delegate with Austin Tan Cerca de la Frontera, a non-profit organization which seeks to address conditions of social and economic injustice along the Texas/Mexico border. She has presented her research at several national and international conferences.



**Dr. La Vonne Neal**

*Sociocultural Perspectives Panel*  
*Northern Illinois University*

La Vonne I. Neal, Ph.D., is Dean of the College of Education at Northern Illinois University. Dean Neal is a historian and teacher educator whose work in the design and implementation of culturally responsive teaching methods has earned wide recognition both among educators and popular press. For example, her research on the correlation between African American male students' walking styles and their placement in special education courses has been featured globally in mass media. She has over 200 publications and presentations, including her most recent book, *Diversifying the Teacher Workforce: Preparing and Retaining Highly Effective Teachers*.

**Cadet Shanell Walter**

*Sociocultural Perspectives Panel*  
*Northern Illinois University*

Shanell Walter is a Cadet Platoon Sergeant in ROTC. Ms. Walter is majoring in sociology with a Military Science minor. She is also a member of the John Henry Clarke Honor Society, the Chi Alpha Epsilon Honor Society, the Northern Illinois University Law Society, and Deaf Pride. She is the recipient of several awards including the Superior Cadet Decoration Award, First-Year Scholar Award, President Barack Obama Award, two-time Dean's List Award, two-time Honors Award, National Sojourners Award, Bronze Athletic Award, Mae Thomas Award for Excellence in First-Year Composition, and the National Leader Award.



# Special Presentation\*

## Outside the Wire Presents: *Theater of War: A Dramatic Reading & Discussion of Sophocles' Philoctetes*



**Mr. Bryan Doerries**

*Writer*

*Outside the Wire*

Bryan Doerries is a New York-based writer, translator, and director. He is the founder of Theater of War, a project that presents readings of ancient Greek plays to service members, veterans, caregivers and families as a catalyst for town hall discussions about the challenges faced by military communities today. He is also the co-founder of Outside the Wire, a social impact company that uses theater and a variety of other media to address pressing public health issues, such as combat related psychological injury, suicide, end of life care, prison reform, political violence and torture, domestic violence, substance abuse and addiction. He is a self-described 'evangelist' for classical literature and its relevance to our lives today. In addition to his work in the theater, Mr. Doerries lectures on his work at colleges and universities.



**Mr. Brian O'Byrne**

*Actor*

*Outside the Wire*

Irish-born actor Brian F. O'Byrne won a Best Featured Actor Tony for *Frozen* and additional Tony nominations for *The Beauty Queen of Leenane*, *The Lonesome West*, *Doubt* and *The Coast of Utopia*. For TV's *Mildred Pierce*, he was nominated for an Emmy for his performance as Bert Pierce. O'Byrne returned to the Broadway stage in *Outside Mullingar*. Brian has additionally been honored with DRAMA DESK, OBIE, and OCC awards for his New York theatre work. He was a series regular on *Flashforward* and *Brotherhood*. His film work includes *Brooklyn's Finest*, *The International*, *Before the Devil Knows You're Dead* and *Million Dollar Baby*.

***\*This presentation is co-sponsored by the Academy's Department of English & Fine Arts.***



# Speakers



## **Dr. Marvin Berkowitz**

*What Really Impacts One's Character?*  
University of Missouri – St. Louis

Dr. Marvin Berkowitz 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. He has also served as the inaugural Ambassador H.H. Coors Professor of Character Development at the U.S. Air Force Academy (1999), and Professor of Psychology at Marquette University (1979-1999).

He earned his Ph.D. in Life-span Developmental Psychology at Wayne State University in 1977. His scholarly focus and expertise is in character education and development. He is author of *Parenting for Good* (2005), *You Can't Teach Through a Rat: And Other Epiphanies for Educators* (2012), and more than 100 book chapters, monographs, and journal articles. He is founding co-editor of the *Journal for Research in Character Education*.

Dr. Berkowitz was cited as one of Milwaukee's "87 Most Interesting People" in *Milwaukee* magazine (1987), was named Educator of the Year by the St. Louis Association of Secondary School Principals (2005), received the Sanford N. McDonnell Lifetime Achievement Award from the Character Education Partnership (2006), received the Good Works Award from the Association for Moral Education (2010), and honored as the University of Missouri System's Thomas Jefferson Professorship (2011-12). He is co-founder of ComedySportz, a nationally franchised improvisational comedy show, for five years he was author of a weekly newspaper column on parenting for character published in the *Topeka (KS) Capitol-Journal*, is a two-time Missouri State Senior Division Soccer gold medalist (2006, 2007).



## **Ms. Tanya Biank**

*A Woman's Calling: Service to Our Nation*  
Author, Penguin Publishing

Tanya Biank is the author behind Lifetime TV's *Army Wives* and *Undaunted: The Real Story of America's Servicewomen in Today's Military*. Her work has appeared in numerous publications, including *The New York Times* and *The Wall Street Journal*. She has been a guest on Good Morning America, CNN, FOX News, MSNBC, ABC News, and NPR. Her latest book, *Undaunted* is a Penguin Book Club Selection of the Month, and a 2014 Air Force Chief of Staff's Recommended Reading List selection. As a guest speaker she has spoken at many venues across the country and abroad to include West Point, The Army and Navy Club, and The Women's Memorial in Washington, D.C. She is a Fulbright scholar and was honored by her alma mater, Penn State's College of Communications, as its Outstanding Alumni for 2009. Ms. Biank is the daughter, sister and wife of Army colonels. She lives with her family at Fort Meade, MD.

# Speakers



**Dr. Regina Brown**  
*Generations of the Core Values*  
*University of Colorado Health*  
*USAFA '85*

Dr. Regina Brown grew up in Fort Collins and initially followed in her father's, Chief Master Sergeant Louis Brown Jr., footsteps by serving in the Air Force. Chief Brown Jr. was one of the first African-American Chiefs in the Air Force, having enlisted at the age of 17 and served for over 23 years. Dr. Brown received her undergraduate degree and commission from the United States Air Force Academy in 1985. She served as an industrial engineer before becoming a Medical Service Corps Officer in the Air Force Reserve. As she considered her options for an advanced academic degree however, Dr. Brown rekindled a childhood dream and embarked on a career in medicine. She attended Saint Louis University School of Medicine where she received her MD with a distinction in research. Dr. Brown completed her Internal Medicine Residency at Georgetown University and specialized in Oncology. She went on to complete her fellowship at Johns Hopkins School of Medicine, where she also developed and conducted a Phase I clinical trial establishing an innovative technique for the treatment of breast cancer. Dr. Brown has multiple publications and abstracts to her name and is currently an oncologist and Medical Director for the Breast Cancer Services for the University of Colorado Health System in Fort Collins, CO. She lives in Windsor with her wife of 22 years, Tricia Heller (USAFA '87).



**Mr. Christopher Chadwick**  
*Serving Through National Defense*  
*The Boeing Company*

The Boeing Company named Chris Chadwick President and Chief Executive Officer of Boeing Defense, Space & Security (BDS) effective Dec. 31, 2013. This \$33 billion, 56,000-person business is a provider of integrated solutions to meet the enduring needs of defense, government, space, intelligence and security customers in the United States and around the world. Prior to becoming President and CEO, Mr. Chadwick served as President of Boeing Military Aircraft (BMA), BDS's 20,000-employee mobility, surveillance and engagement, global strike, vertical lift, and unmanned aircraft business. Mr. Chadwick was previously Vice President and general manager of Global Strike Systems, responsible for the company's tactical fighter and weapons programs. Before that he was Vice President of the F/A-18 program, following his assignment as that program's Deputy Program Manager. He also served as the Philadelphia-based Program Manager for the Bell Boeing MV-22 Osprey (designed for the U.S. Marine Corps), and as the Program Manager for V-22 Low Rate Initial Production operations for the MV-22 and CV-22, for delivery to U.S. Air Force Special Operations Command.

Mr. Chadwick holds a Bachelor of Science degree in Electrical Engineering from Iowa State University and a Master of Business Administration degree from Maryville University. He is the recipient of the 2012 Professional Achievement Citation in Engineering (PACE) Award given by the College of Engineering, Iowa State University, and the 2011 Marine Corps Law Enforcement Foundation Most Distinguished American Award. Mr. Chadwick serves as the Chairman of the National Board for New Leaders based in New York City, and also serves on the Maryville University Board of Trustees.



# Speakers



**Ms. Lida Citroën**

*How I Serve Those Who Served*  
LIDA360, LLC

Lida Citroën is an international personal branding expert who designs and enhances the identities of executives and business leaders globally. As principal of LIDA360, based in Denver, CO, Ms. Citroën is passionate about serving former military and conducts workshops, training seminars and webinars to enlighten transitioning veterans (and corporate hiring managers) about the challenges, opportunities and advantages to be gained in the civilian sector. Ms. Citroën is an accomplished speaker and writer, often featured in the media, including: MSNBC, *Entrepreneur Magazine*, *Military.com*, *Military Transition News*, *Fortune Magazine*, *Forbes.com*, *Harvard Business Review*, and *CBS Moneywatch*. Her second book, *Your Next Mission: A Personal Branding Guide for the Military-to-Civilian Transition*, is being distributed to thousands of veterans around the world.



**Mr. John Dau**

*Lost Boys of Sudan*  
John Dau Foundation

John Dau has experienced challenges in his life that most people could never imagine. Born in war-torn Sudan, Dau is one of 27,000 “Lost Boys of Sudan,” driven from their villages when the northern Arab government attacked the ethnic minority population of South Sudan in 1987. For the next five years, Mr. Dau led groups of displaced boys across Sudan for hundreds of miles facing starvation, disease, and violence. While living in a Kenyan refugee camp from 1992-2001, Mr. Dau attended school for the first time at the age of 17 and earned a prestigious Kenyan Certificate for Secondary Education. In 2001, he was selected to immigrate to the United States and settled in Syracuse, New York. Following his initial culture shock, Mr. Dau took on two, sometime three jobs, and earned an Associate’s degree and Bachelor degree at Syracuse University.

Mr. Dau is the President of both the John Dau Foundation and the South Sudan Institute. He is an influential part of many efforts to bring hope and peace to the people of South Sudan, has founded four nonprofits, and—with help from volunteer Americans—John raised over \$3 million to build and run Duk Lost Boys Clinic in his home village of Duk Payuel. Mr. Dau is a National Geographic Explorer, winner of over 38 awards, and a social entrepreneur.



**Mr. Chad Hennings**

*Living Excellence*  
Hennings Management Corporation  
USAFA '88

Chad Hennings is a 1988 USAFA graduate. He was a two-time Academic All America and Unanimous All America his senior year when he won the Outland Trophy. He flew the A-10 Thunderbolt II in Europe and in support of Operation PROVIDE COMFORT. After serving his military commitment, he went on to play nine seasons for the Dallas Cowboys, winning three Super Bowl Championships. He has been inducted into several Hall of Fame classes including the Academy’s inaugural Athletic Hall of Fame. Mr. Hennings lives in Flower Mound, TX, where he manages his interests in commercial real estate, management consulting, and philanthropy. Mr. Hennings is married to Tammy and they have two children, Chase and Brenna.



# Speakers



## **The Honorable B. Todd Jones**

*Federal Service*

*Director of the Bureau of Alcohol, Tobacco, Firearms & Explosives*

B. Todd Jones was sworn in as the Director of the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) on August 29, 2013. He became the first ATF Director to receive Senate confirmation on July 31, 2013. The ATF Director is responsible for the unique law enforcement agency within the U.S. Department of Justice with responsibility for enforcing firearms and explosives laws that protect communities from violent criminals and criminal organizations. Prior to his appointment, Director Jones served as the acting ATF Director starting August 31, 2011. While serving as the Acting Director of ATF, he was also the U. S. Attorney for the District of Minnesota, a post he held beginning in 2009. Jones served as both ATF Acting Director and U.S. Attorney until his confirmation as ATF Director. Prior to becoming U.S. Attorney, Director Jones was a partner with a major national law firm in Minneapolis, where his practice focused on complex business litigation. He represented a number of organizations and individuals in criminal and civil regulatory matters. Director Jones is a fellow of the American College of Trial Lawyers. He also has served as special counsel to various boards of public and privately held companies. In that capacity, he led internal investigations and provided guidance on compliance and governance issues.

Director Jones received his Juris Doctorate from the University of Minnesota Law School in 1983 and his B.A. from Macalester College in 1979. Following admission to the Minnesota bar, he went on active duty in the United States Marine Corps, where he was an infantry officer with the First Marine Division and, subsequently, both a trial defense counsel and prosecutor in a number of court martial proceedings. In 1989, he left active duty and returned to Minnesota with his family. He was recalled to active duty in 1991, during Operation DESERT STORM and was stationed at Camp Pendleton, CA, until the cessation of hostilities.



## **Maj Gen (Ret) Duane Jones**

*Tents in the Desert: Leading a "B-Team" to First Place*

*ServiceBravo, LLC*

*USAFA '75*

Major General (Retired) Duane Jones graduated from the U.S. Air Force Academy in 1975. He commanded eight different units including four squadrons, two groups, one wing and the Air Force District of Washington. He also served as Senior Flight Line Maintenance Officer for Air Force One and Executive Officer to the Air Force Vice Chief of Staff. As Director of Logistics for U.S. Central Command Air Forces, he led the logistics planning and execution for Operations ENDURING FREEDOM and IRAQI FREEDOM. He also planned and executed the standup of the new Air Force District of Washington and served as its first commander. Maj Gen (Ret) Jones also served as Deputy Commander for U.S. Southern Command during the response to the 2010 Haiti earthquake relief effort known as Operation UNIFIED RESPONSE. He is currently owner of ServiceBravo LLC.



# Speakers



## **RDML Margaret Klein**

*Elevating 'This Thing of Ours': Thoughts on Strengthening Professionalism*  
U.S. Navy

A native of Weymouth, MA, Rear Admiral Margaret “Peg” Klein was commissioned in May 1981 upon graduation from the U.S. Naval Academy. She earned her Master of Education from the University of Southern Maine in 1999. A naval flight officer, RADM Klein’s operational assignments include multiple tours with the “Ironmen” of Fleet Air Reconnaissance Squadron 3; forward-deployed USS Kitty Hawk Battle Group Staff as N6 during Operations ENDURING FREEDOM and IRAQI FREEDOM; and Chief of Staff for the USS Dwight D. Eisenhower Strike Group. RADM Klein’s command and leadership assignments include command of Fleet Air Reconnaissance Squadron 3; Commander, Task Force 124 and Strategic Communications Wing 1; and 82nd Commandant of Midshipmen at the U.S. Naval Academy. She commanded forward-deployed Expeditionary Strike Group 5 as well as Task Force 64 providing strike assets during Operation ODYSSEY DAWN. She currently serves as Senior Advisor to the Secretary of Defense for Military Professionalism. RADM Klein has over 4,500 flight hours in the EC-130 and the E-6. Her decorations include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, and other personal, unit, and campaign awards.



## **Fire Chief Matthew Love**

*Cultivating Motivation in Leadership*  
Cimarron Hills Fire Department

Fire Chief Matt Love has been serving Colorado communities through emergency services since 1997. Chief Love currently serves as Fire Chief of the Cimarron Hills Fire Department and has worked with many Colorado emergency service agencies to include the City of Colorado Springs Fire Department. Chief Love is one of Colorado’s youngest fire chiefs and has earned the distinguished Chief Fire Officer Designation by the Center for Public Safety Excellence. He is also a proud graduate of the United States Fire Administration’s National Fire Academy Executive Fire Officer Program, and holds three other degrees in emergency services. Chief Love operates with the belief that we can all choose to be leaders, but we stay leaders because we are actually doing it! His career has been strongly focused on training program management and aspects of team motivational environments. He is a strong believer in the power of an organization’s mission, vision and values as guiding principles of servant-leadership.



## **District Attorney Dan May**

*Political Service*  
State of Colorado

After graduating from Creighton School of Law in Omaha, Nebraska, Dan May began his legal career in 1982 as an entry level prosecutor in the 4th Judicial District Attorney’s Office. During his 29 years as a prosecutor he gained experience in virtually every department in the Office. At various times in his career he has been head of Homicide, Vehicular Homicide, Narcotics, Chief Trial Attorney and Assistant District Attorney. Mr. May has tried scores of felony cases, including 18 homicide trials. In 2009, the first Veteran’s Court in the State of Colorado began under Dan’s leadership. This program ensures that our veterans are treated with dignity and respect while receiving necessary therapy and being held accountable for their crimes. As District Attorney, Mr. May oversees and manages a staff of 79 attorneys, 138 staff and a volunteer team of 100-125. He believes in leadership by example and makes it a priority to co-chair trials with young attorneys new to District Court.

# Speakers



## **Detective Steven McDonald**

*Service and Forgiveness  
New York Police Department*

A former U.S. Navy hospital corpsman and third generation police officer, Detective Steven McDonald is a long-time member of the New York Police Department (NYPD). In 1986, Detective McDonald and his partner were on duty in New York City's Central Park investigating reports of park robbery and theft. While questioning three young boys between the age of 13 and 15, he was shot and nearly killed. The bullets paralyzed him from the neck down, rendering him a quadriplegic and requiring the use of a ventilator for breathing. The incident changed his life forever. Several months after his terrible injuries, Detective McDonald reported to the press that he had forgiven his attacker for his actions. He began advocating the power of forgiveness and peace. Detective McDonald has been sharing his inspirational story and speaking out against violence throughout the New York City area for over 25 years. He lives with his wife Patti Ann and his son Conor, who followed in his footsteps by joining the NYPD in 2010.



## **MCPO (Ret) Vincent Patton**

*Defining Leadership in Ps, Cs & Ds  
AFCEA Educational Foundation*

A native of Detroit, MI, and from a family of nine siblings, Master Chief Petty Officer (Retired) Vince Patton retired from with the U.S. Coast Guard after more than 30 years of active service. He holds the distinction of becoming the first African American to achieve the rank as the Master Chief Petty Officer of the Coast Guard, which is the highest enlisted position in the service. His illustrious career included staff and operational assignments throughout the country, both afloat and ashore throughout the United States along with a joint military service assignment in Cuba and Haiti. Among his numerous military awards includes the Distinguished Service Medal which is the nation's highest military peace time recognition for performance of duty. He received his Doctorate of Education degree from The American University, Washington, DC.



## **Lt Gen Stephen Wilson**

*Be The Sun  
U.S. Air Force*

Lieutenant General Stephen W. "Seve" Wilson is Commander, Air Force Global Strike Command, Barksdale Air Force Base, LA. He is responsible for organizing, training, equipping and maintaining all U.S. intercontinental ballistic missile and nuclear-capable bomber forces. The command's mission is to develop and provide combat-ready forces for nuclear deterrence and global strike operations to support the President of the United States and combatant commanders. The command comprises more than 23,000 professionals operating at various locations around the globe. The command's six wings control the nation's entire inventory of Minuteman III intercontinental ballistic missiles, and B-2 and B-52 bomber aircraft. General Wilson received his commission from Texas A&M University in 1981. His contingency and wartime experience include command of the 608th Air Operations Group, which supported Operations SOUTHERN WATCH, NORTHERN WATCH, JOINT GUARDIAN and IRAQI FREEDOM. Later he commanded the 379th Air Expeditionary Wing, Southwest Asia where he led bomber; intelligence, surveillance and reconnaissance; mobility; aeromedical evacuation; and airborne command and control operations supporting IRAQI FREEDOM, ENDURING FREEDOM and Combined Joint Task Force-Horn of Africa. His most recent command was of the Eighth Air Force (Air Forces Strategic), Barksdale Air Force Base, LA, and Joint Functional Component Commander for Global Strike, U.S. Strategic Command, Offutt AFB, NE.



# Schedule of Events\*

Capacity		2793	800	1000	390
		A-Hall	Ballroom	F1	H1
Wednesday	0700 - 0800	Breakfast: Falcon Club (Visiting Scholars & Professionals)			
Scholar's Forum (by Invitation Only)	0800 - 0830				
	0830 - 1130				
	1145 - 1300	Lunch: Mitchell Hall Staff Tower (Visiting Scholars & Professionals)			
	1315-1600				
	1700	Dinner: Falcon Club (Visiting Scholars & Professionals)			
		A-Hall	Ballroom	F1	H1
Thursday		Breakfast: Mitchell Hall (Cadets/Visiting Students) (0530-0800) / Falcon Club (Speakers)			
	0800-0850	Opening Ceremony: CMSAF James Cody			
	0910-1025	Class of '59 Leadership Lecture: ADM Michelle Howard		CODY	Outstanding Airmen of the Year
	1045-1200	B. JONES		Special Presentation: Outside the Wire	Outstanding Airmen of the Year
	1220-1300	Lunch: Mitchell Hall Main Floor (Speakers/Cadets/All Paid Participants)			
Optional USAFA Tour* (Bus will depart the Fairchild bus stop)	1320-1435	WILSON		Special Presentation: Outside the Wire	McDONALD
	1500-1615	DAU		HENNINGS	McDONALD
	1635-1750	Student Consortium: Arnold Hall/Multiple Venues (Visiting Students/Cadet Delegates)			
	1800-1920	Symposium Dinner: Arnold Hall (DVs/Donors/Visiting Faculty/Speakers/Cadet Escorts/ (Service Dress/Business Attire)			
	1930	Wakin Award Presentation and Class of '73 John & Lyn Muse Lecture: Gen Darren McDew			
	2100	Speaker Reception: Arnold Hall (Open to All)			
		A-Hall	Ballroom	F1	H1
Friday		Breakfast: Mitchell Hall (Cadets/Visiting Students) (0530-0800) / Falcon Club (Speakers)			
	0800-0915	Falcon Foundation Bud Breckner Lecture: RDML Brian Losey		McDEW	Profession of Arms
	0935-1050	CHADWICK	DAU	CODY	Outstanding Airmen of the Year
	1115-1200	Lunch: Mitchell Hall (Speakers/Cadets/All Paid Participants)			
	1215-1330	HENNINGS	D. JONES	LOSEY	
	1400-1530	Closing Ceremony: USAFA Character and Leadership Award Recipient, The Honorable Allison A. Hickey			
	1700	Dinner: Mitchell Hall (Cadets/Visiting Students) (1700-1900) / Falcon Club (Speakers/V			

\*For the most up to date information or assistance during NCLS call the NCLS Command Post: (719) 333-7001.

215		240		390		73		73		73		73	
H2		D1		D2		L1		L2		L4		L5	
												Scholars Forum Opening Ceremony	
												Scholars Forum	
												Scholars Forum / Sr Ldr Outbrief	
H2		D1		D2		L1		L2		L4		L5	
Makers/Visiting Faculty/Cadet Escorts/Staff/Paid Participants) (0600-0730)													
n	Building Transformative Organizations	BIANK			Scholars Panel	KLEIN	D. JONES					PATTON	
n	MAY	BROWN			Scholars Panel	CITROËN	Profession of Arms						
	KLEIN	LOVE			D. JONES	MAY	BERKOWITZ					Building Transformative Organizations	
	Professional Commitment			LOVE	Sociocultural Perspectives			BROWN				BIANK	
es)													
orts/Staff)													
H2		D1		D2		L1		L2		L4		L5	
Makers/Visiting Faculty/Cadet Escorts/Staff/Paid Participants) (0600-0730)													
s	Building Transformative Organizations			PATTON	BIANK	CITROËN	BERKOWITZ					MAY	
n	Professional Commitment			LOVE	BROWN							Sociocultural Perspectives	
		CITROËN			MAY	Professional Commitment						PATTON	
ers/Visiting Faculty/Cadet Escorts/Staff) (1700-1900)													

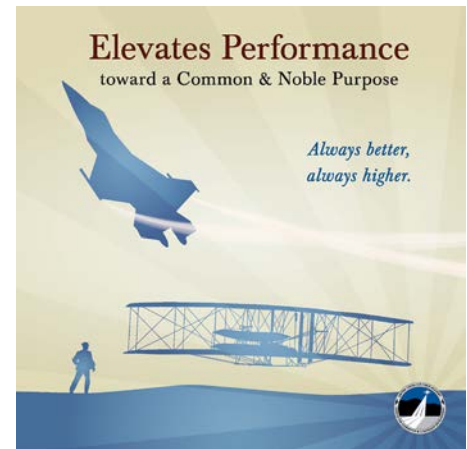
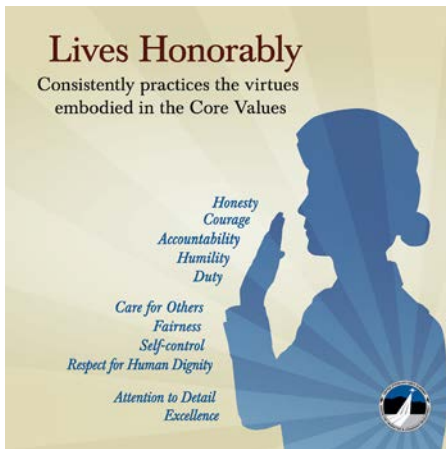




# Making the most of NCLS

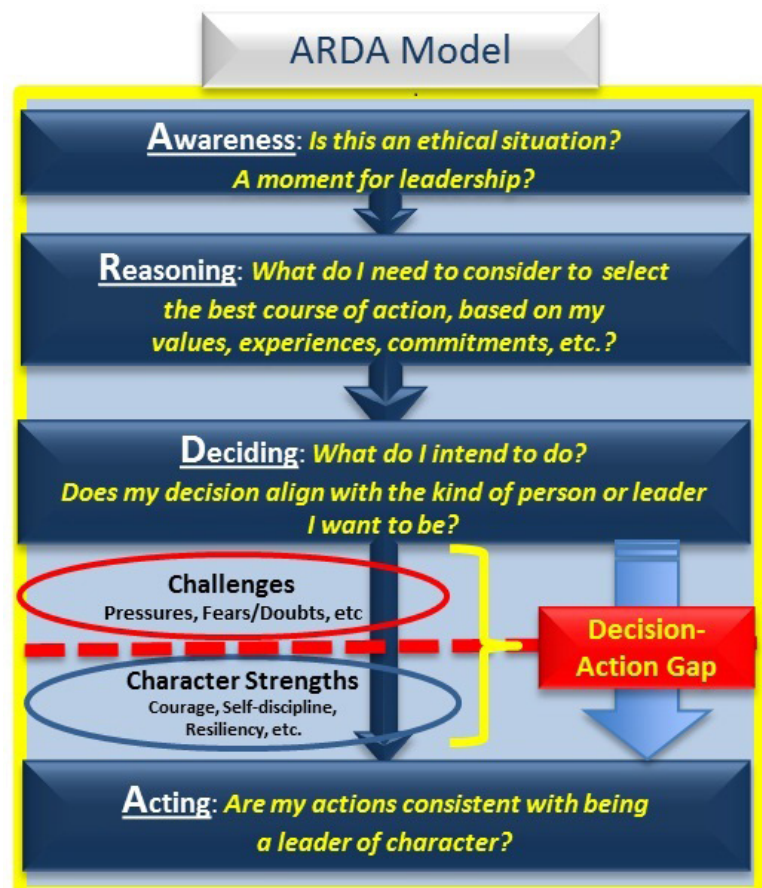
NCLS is designed to be a learning and development opportunity whereby you gain inspiration, think about where you currently stand with regard to character and leadership strengths, and then commit to take action toward your further development. To better facilitate this, please consider the tools below and then use the next page to capture your reflections on your NCLS experience.

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



## 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

To facilitate your thinking, inspiration, and further development of your character and leadership strengths, this space has been provided for you to capture what you hear and think about during your NCLS experience. In the coming days you will be given the opportunity to share your responses to the developmental objectives listed below. It is our hope that you will use this note page to capture your reflections on your NCLS experience, and that you will then share your responses with us online (via a survey link that you will receive by email shortly after NCLS) so that we may benefit from your input about this symposium as a developmental experience.

**Please consider the following:**

**A. The importance of alternative perspectives and testing of one's own assumptions of others**

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**B. Your understanding of the unique moral expectations placed on those in the Profession of Arms**

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**C. How speaker insights apply in your life**

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**D. Insights from NCLS as you recall a moment of ethical reasoning & action**

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**E. Explain the role of ethics & character development**

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**F. Reflect on your own ability to act with courage**

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**G. Insights on what it is to be a professional military officer**

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**H. Qualities of a leader in today's complex world**

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**I. The role of the Air Force Core Values (Integrity, Service, Excellence) in the Profession of Arms**

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**Other notes:**

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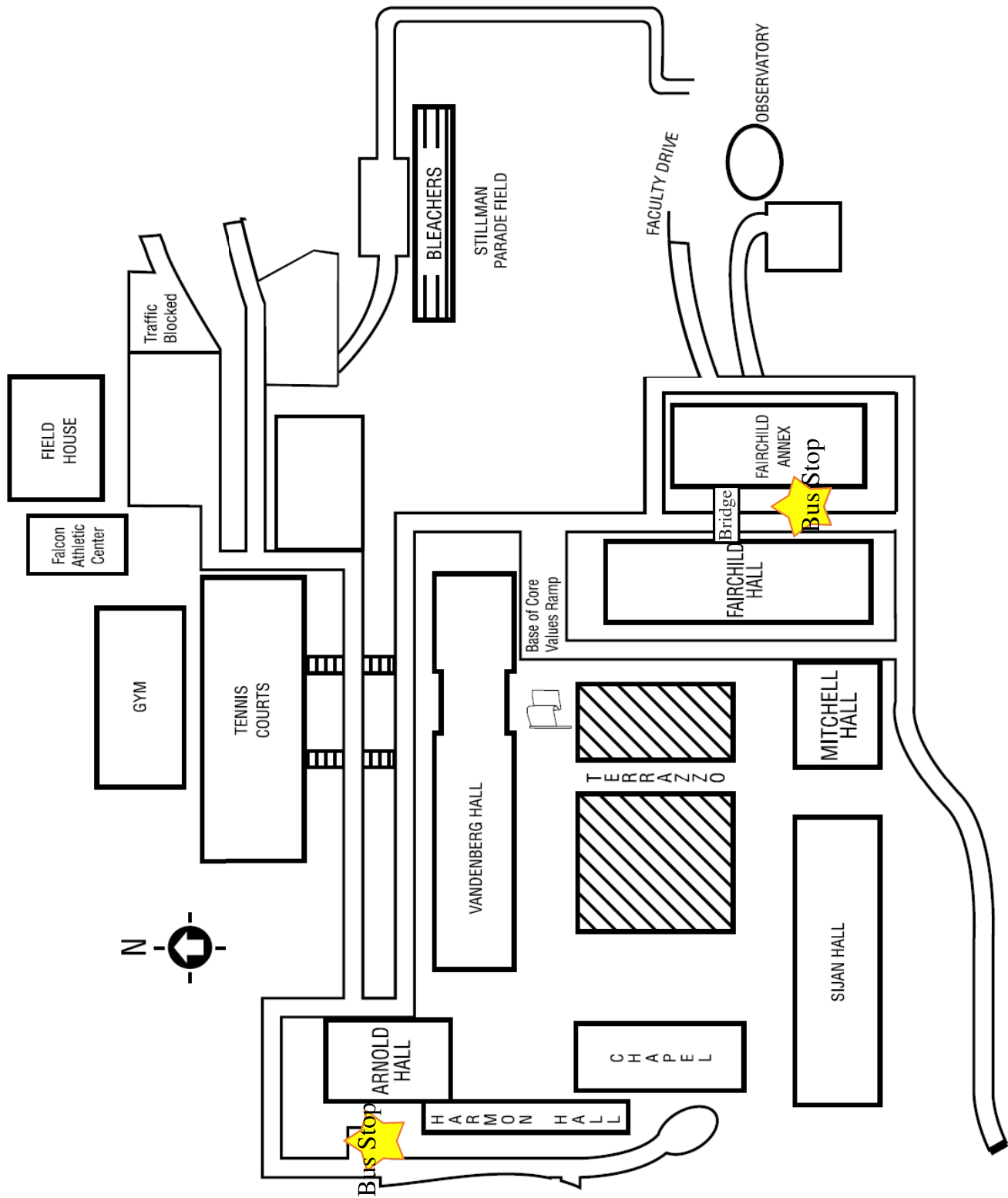
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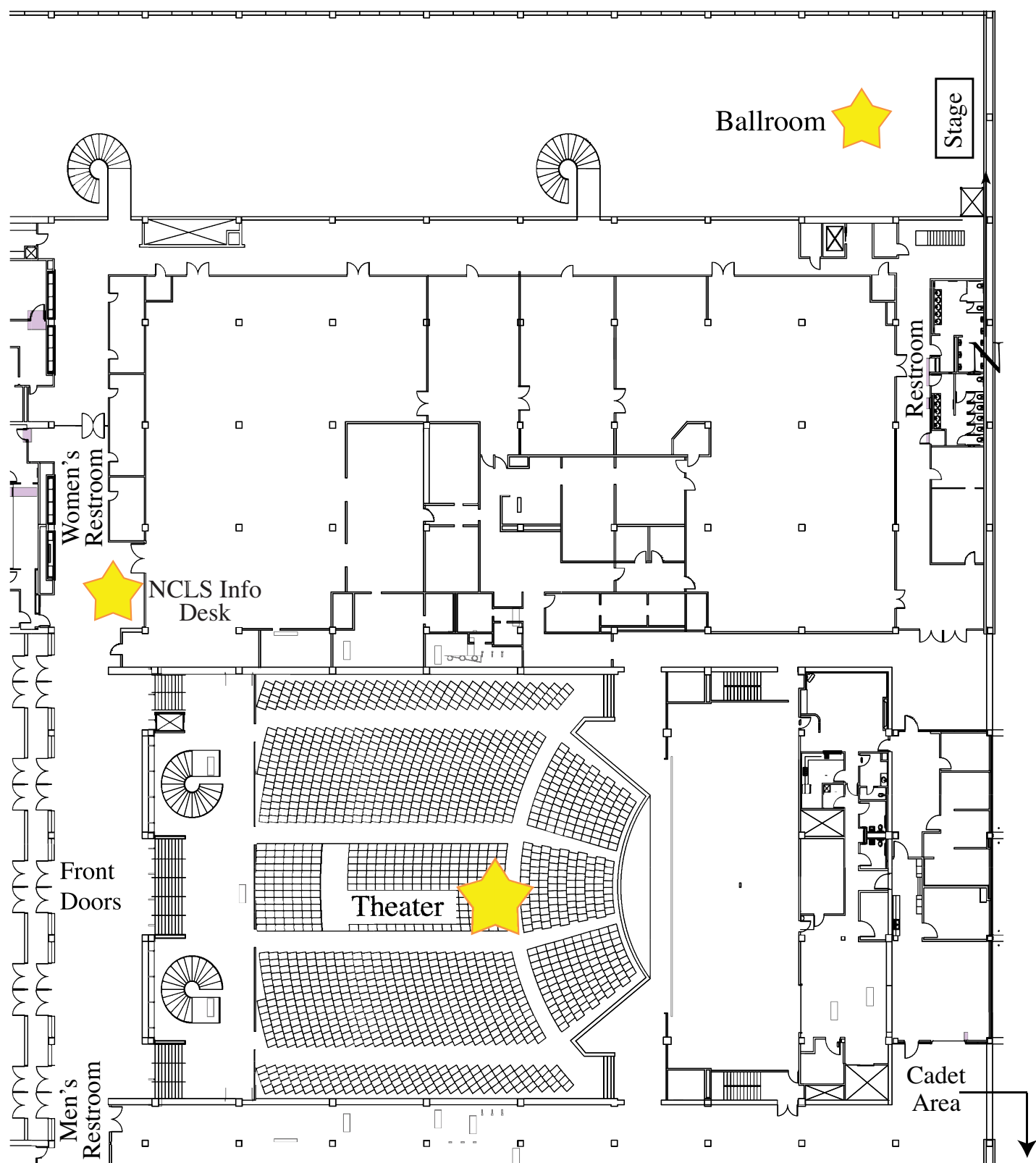
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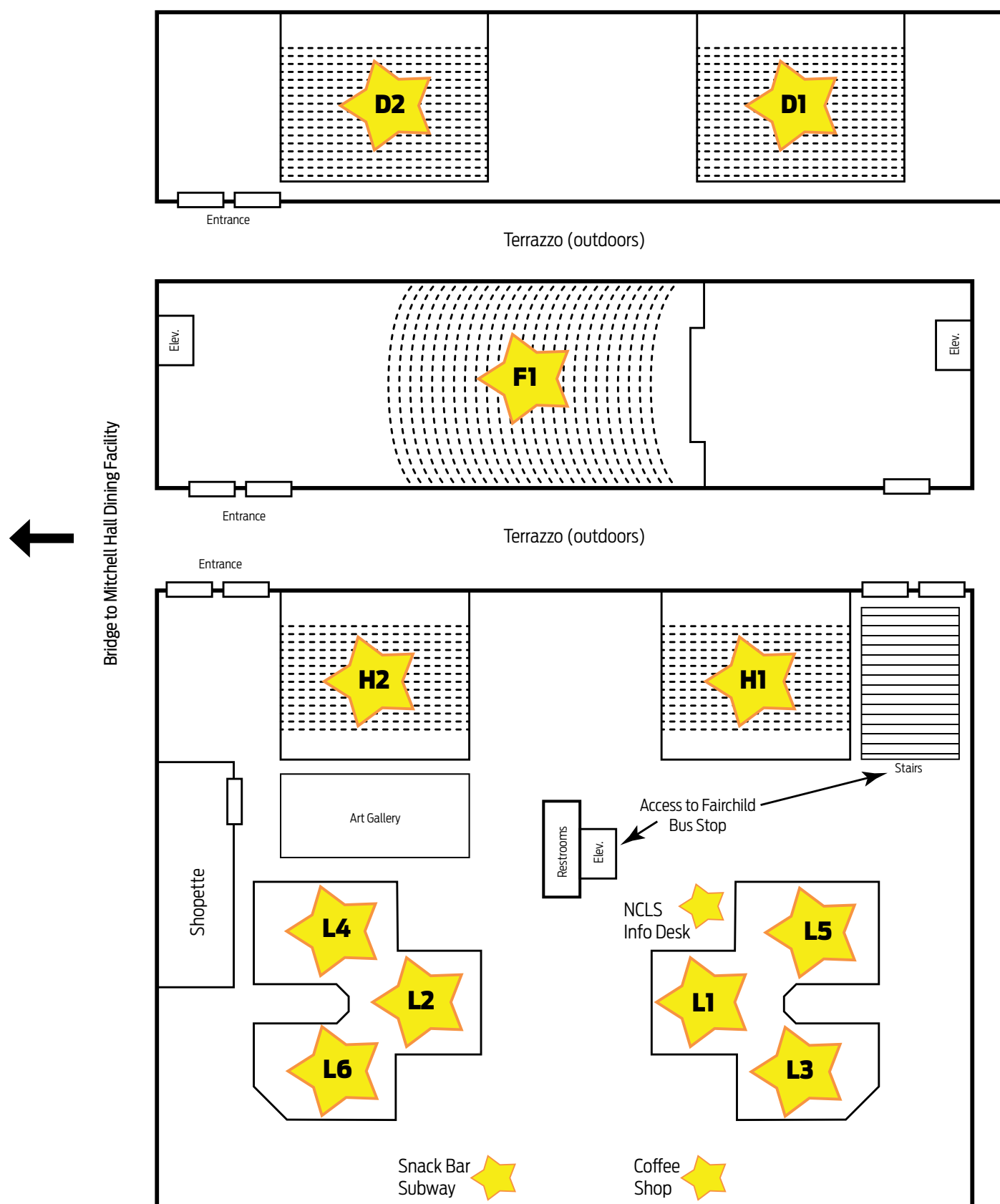
# Map of the Cadet Area



# Map of Arnold Hall Venues



# Map of Fairchild Hall







# NCLS Staff



**Lt Col Shane Coyne, NCLS Program Director**  
**Mrs. Danielle Brines, Event Coordinator**  
**CDR Scott Bell, USN, Assistant Director for Cadet Development**

**Col Joseph Sanders III, Ph.D.**

**Col (Ret) Thomas Berry, (USAFA '71)**

Lt Col Sheilagh Carpenter (USAFA '86)  
Lt Col Jeffrey DeMuth  
Lt Col Eric Ecklund (USAFA '90)  
Lt Col Joel Witzel, Ph.D. (USAFA '88)  
Maj (Ret) Betina Erzen (USAFA '88)  
Maj (Ret) Jason Kiker (USAFA '98)  
Capt Nathan Boone

Capt Bernadette Ramsey (USAFA '06)  
2Lt Jonathan Monsalve (USAFA '14)  
MSgt John Grijalva  
TSgt Shaila Lane  
CMSgt (Ret) Bob Vasquez  
Ms. Julie Imada

## Cadet Executive Staff

**C2C John Kornahrens, Cadet in Charge (CIC)**

### Team CICs

CIC Gregory Copeland  
CIC Nikki Freeman  
CIC Matthew Jacobs  
CIC Blake Kidd  
CIC Ryan Vickers  
C2C Logan Braadt  
C2C Miranda Bray  
C2C Spencer Crowe  
C2C Johnathan Eno  
C2C Caitlin Faimon  
C2C Nicholas Marco  
C2C Nathanael Szuch  
C2C Adam Tarantino

### Team NCOs

C2C Lauren Brooks  
C2C Daniel Butcher  
C2C Mark Caldwell  
C2C Staci Colbacchini  
C2C Rachael Ferguson  
C2C Matthew Medara  
C2C Kassandra Prusko  
C2C Mark Talan  
C3C Katie Brechbuhl  
C3C Clayton Davis  
C3C Collette Foster  
C3C Thomas Golding  
C3C Kaitlyn Kent  
C3C Linzi Thomas

*Thank you once again to the following groups for their generous support of NCLS.*



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



**The United States Air Force Academy**  
**Center for Character & Leadership Development**  
[www.usafa.edu/ncls](http://www.usafa.edu/ncls)