

LOYALTY \* TRUST \* COMMITMENT

"I (STATE YOUR FULL NAME) THE  
IN THE UNITED STATES AIR FORCE  
THAT I WILL SUPPORT AND DEFEND THE CONSTITUTION OF  
THE UNITED STATES OF AMERICA AGAINST ALL ENEMIES, FOREIGN AND DOMESTIC  
THAT I WILL BEAR TRUE FAITH AND ALLEGIANCE TO THE  
OFFICE UPON WHICH I AM ABOUT TO ENTER  
SO HELP ME GOD."

# Professionalism and the Profession of Arms

NELS  
NATIONAL CHARACTER & LEADERSHIP SYMPOSIUM

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

Twenty-Third Annual Character and Leadership Symposium

# Professionalism and the Profession of Arms

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



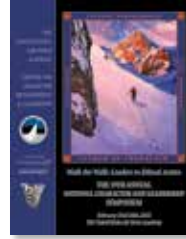
**Twenty-Second Annual**  
Serving Our Nation:  
Our Calling, Core Values and  
Commitments



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



**Twentieth Annual**  
The Silver Lining:  
Courage Through Ad-  
versity



**Nineteenth Annual**  
Walk the Walk:  
Leaders in Ethical Action



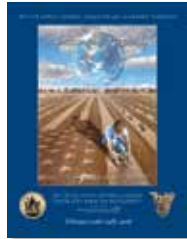
**Eighteenth Annual**  
Strength Within,  
Leadership Throughout



**Seventeenth Annual**  
Guardians of Trust:  
Leaders in the Modern  
Era



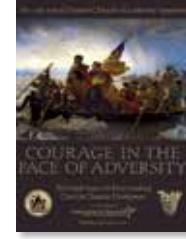
**Sixteenth Annual**  
Answering the Nation's  
Call:  
Our Legacy in the Making



**Fifteenth Annual**  
Impassioned Citizenship:  
Can One Make a Differ-  
ence?



**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



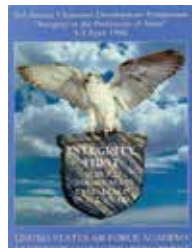
**Sixth Annual**  
Integrity First:  
Courage, Competence,  
& Commitment



**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 US 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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# ***In Remembrance of Dr. Robert J. Jackson***



***1955 – 2015***

Jeff Jackson was born April 23, 1955 in Bitburg, Germany. He spent much of his career as a US Air Force Academy Professor and was responsible for the annual preparation of 20 Air Force Majors to take command of cadet squadrons.

When those who knew Jeff discuss his life, three themes always emerge: excellence, balance, and love.

**Excellence:** Regardless of the task, Jeff excelled. He graduated cum laude from Duke University. He received a PhD in Psychology from Loyola University. He joined the United States Air Force, became a Clinical Psychologist and retired as a Lieutenant Colonel. While in the Air Force, and after, Jeff taught at the US Air Force Academy, eventually becoming a full professor. He focused his teachings on leadership, and was both an academic and a practitioner...leading and instructing by example.

**Balance:** Jeff excelled professionally but his personal relationships were just as successful. No matter how busy, he always made time to lend a hand, offer a kind word of encouragement or simply listen. He was a loving husband, an exemplary father, a loyal brother and a model son. His extraordinary character made a profound impact on all who knew him, and traces of Jeff's influence will be noticeable for years to come, both inside and outside the gates of the Academy.

**Love:** Jeff lived his life to the fullest. Whether he was playing basketball in the gymnasium or educating in the classroom, his passion for the excitement of living and growing was an inspiration. But most of all, he loved his family and friends. With selfless enthusiasm and the kind of courage that made the hard work seem easy he'll be remembered as the creator of bonds that will never be broken and memories that will never fade.

Jeff is survived by his loving wife of 40 years, Connie Brand Jackson; his three children, Douglas Jackson, Ricky Jackson, and Kristin Jackson; his parents, Richard and Janet Jackson; and his four brothers (and their spouses), Keith (Debbie) Jackson, Tim (Jody) Jackson, Scott (Lisa) Jackson, and Joe (Chris) Jackson. He is also survived by his many nieces and nephews.



U.S. AIR FORCE  
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## Opening Ceremony



### **Dr. Jeffrey Smith, Colonel, USAF, Retired**

*Senior Executive Advisor to the Profession of Arms Center of Excellence (PACE)*

#### **Shaping the Future Force Through Targeted, Identity-Based, Affective Learning**

*Humans all share in the need to belong to something greater than themselves. All of us seek in-groups where we can find a sense of self and grow/shape our desired identities. Using this basic human need, identity-based education seeks to shape healthy behavior through self-reflection, values-based decision making, and personal choice.*

Dr. Jeffrey Smith is the Senior Executive Advisor to the Profession of Arms Center of Excellence. Dr. Smith retired from the Air Force in July 2015 as a Colonel, having served as a Commander, Scholar, and pilot covering a near-30 year career. He is the author of the 2013 book, *Tomorrow's Air Force, Tracing the Past, Shaping the Future* where he examines the real and predicted organizational changes of the Air Force from 1907 through 2030. His expertise is in the areas of political psychology, intuitionism, and organizational change. His publications range from strategic planning, airpower theory, and organizational change. As a prior Mathematics professor at USAFA, Department Chair at Air War College, and Commandant of the School of Advanced Air and Space Studies, Dr. Smith brings a unique quantitative and qualitative approach to character and leadership development initiatives.





## ***The Class of '59 Leadership Lecture***



### **Mr. Simon Sinek**

*Author & Optimist*

#### **Leaders Eat Last**

*When the conditions in our organizations are right, we naturally trust each other and cooperate. But when leaders neglect the environment in which their people must work, politics, silos, cynicism and self-interest prevail; all things that make it even more difficult for us to work together. The best leaders know how to build those conditions and the best organizations are the ones in which the people work together to confront danger and seize opportunities. Mr. Simon will explain what it takes to create an environment in which people work as they were designed - together. It is under these conditions we are at our natural best.*

Described as “a visionary thinker with a rare intellect,” Sinek teaches leaders and organizations how to inspire people. With a bold goal to help build a world in which the vast majority of people go home every day feeling fulfilled by their work, Mr. Sinek is leading a movement to inspire people to do the things that inspire them.

A trained ethnographer, he is the author of two books: the global best seller, *Start With Why: How Great Leaders Inspire Everyone to Take Action* and his newest book, the New York Times and Wall Street Journal best seller, *Leaders Eat Last: Why Some Teams Pull Together and Others Don't*.

He is best known for popularizing the concept of “Why” and for the talk he gave on the subject that became the third most watched talk of all time on TED.com. Mr. Sinek’s unconventional and innovative views on business and leadership have attracted international attention and have earned him invitations to meet with an array of leaders and organizations, including: 3M, Costco, Deckers, Ernst & Young, HSM, JetBlue, KPMG, Pfizer, NBC/Universal, the military, government agencies and entrepreneurs.

Mr. Sinek has also had the honor of sharing his ideas at the United Nations, the US Congress and with the senior leadership of the US Air Force, US Marine Corps, and US Army. Mr. Sinek shares his optimism with all who will listen. He speaks around the globe and has commented for local and national press, including The New York Times, Inc. Magazine, NPR, Business Week. Mr. Sinek is active on Twitter and writes his own blog, [simonsinek.com](http://simonsinek.com).

Mr. Sinek is an adjunct staff member of the RAND Corporation, one of the most highly regarded think tanks in the world. He is also active in the arts and not-for-profit world, working with charity: water, an organization devoted to helping bring clean water to the over 700 million people around the world who don't yet have it. He also serves on the board of the Tami Stronach Dance Company. He lives in New York.





## ***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.



#### **Mr. Sal Giunta, former Staff Sergeant, USA**

*Medal of Honor Recipient and author of Living with Honor*

#### **Teamwork, Leadership, Service and Patriotism**

*Mr. Sal Giunta is the first living Medal of Honor recipient since the Vietnam War. He was cited for saving his squad from the Taliban during a deadly ambush in Afghanistan. Mr. Giunta shares—with unassuming humility—his courageous story and the importance of teamwork, selflessness and leadership.*

Mr. Salvatore “Sal” Augustine Giunta was born on January 21, 1985 in Clinton, IA, and served eight years in the US Army. A valiant leader, former US Army Staff Sergeant Giunta was introduced by President Barack Obama as being “as humble as he is courageous” when he was presented with our nation’s highest military decoration—the Medal of Honor—for his heroic actions during combat in the Korengal Valley of Afghanistan. After Mr. Giunta’s unit was ambushed and pinned down by at least a dozen Taliban fighters, who fired shots from two sides simultaneously at close range, Mr. Giunta was hit twice while running into enemy fire to pull his fellow soldiers to cover. After insurgents began carrying away a fellow soldier, Mr. Giunta engaged the enemy, provided medical aid to his wounded comrade and ultimately saved a soldier from being taken by the enemy. His courage and leadership while under extreme enemy fire were integral to the team’s survival and led to his selection of being the first living recipient of the Medal of Honor since the Vietnam War. A true American hero and the author of *Living with Honor*, Mr. Giunta inspires audiences with his story of unwavering courage, dedicated teamwork and decisive leadership.





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



Staff Sergeant Spencer Stone, USAF  
*France's Legion of Honor Recipient*

### **Those Unexpected Critical Moments**

Staff Sergeant Spencer J. Stone garnered international headlines in August 2015 when he and two friends thwarted a terrorist attack on a Paris-bound train, subduing and disarming a man wielding an assault rifle, pistol and box cutter. Exposing himself to the man's line of fire, Stone charged, tackled and restrained the individual. During the struggle, the gunman slashed Stone several times lacerating his head, neck and thumb. Despite his injuries, Stone then provided life-saving care to a man who received a gunshot wound to his throat during the attack. Stone applied pressure to the wounded man's neck to stop the life-threatening bleeding. For his heroic and selfless actions, Stone was presented with France's highest recognition, the Legion of Honor.

Stone is a pediatric medical technician assigned to the 60th Medical Operations Squadron, 60th Medical Group, Travis Air Force Base, CA. In his current capacity, Stone collaborates and assists five physicians and four nurses to provide medical care to more than 4,800 empanelled pediatric beneficiaries. His duties include preparing and administering oral and intramuscular medication under the direct supervision of pediatricians; performing diagnostic and therapeutic procedures; administering prescribed medications and breathing treatments. He maintains a current certification in Basic Life Support and National Registry of Emergency Medical Technician.

Stone grew up in Sacramento, CA, where he attended and graduated from Del Campo High School. He joined the US Air Force in October 2012.

# ***Air Force Academy Character & Leadership Award Presentation***

Sponsored by the Anschutz Foundation and the USAFA Endowment



## **General Michael V. Hayden, USAF, Retired**

*Former Director, Central Intelligence Agency*

As Director of the Central Intelligence Agency, General Hayden was responsible for overseeing the collection of information concerning the plans, intentions and capabilities of America's adversaries; producing timely analysis for decision makers; and conducting covert operations to thwart terrorists and other enemies of the United States.

At Chertoff Group, Gen Hayden uses his broad geographic and political knowledge to brief clients on intelligence matters worldwide – including developments in cybersecurity – that may affect their businesses.

"The best defense is knowing what your enemies are up to, before they know you know it. For today's CEOs," he adds, "there is also the challenge of figuring out who and where your enemies are."

Before becoming Director of the CIA, Gen Hayden served as the country's first Principal Deputy Director of National Intelligence and was the highest-ranking intelligence officer in the armed forces. Earlier, he served as Commander of the Air Intelligence Agency, Director of the Joint Command and Control Warfare Center, Director of the National Security Agency and Chief of the Central Security Service.

Gen Hayden graduated from Duquesne University with a Bachelor's Degree in history in 1967 and a Master's Degree in modern American history in 1969. He also did postgraduate work at the Defense Intelligence School conducted by the Defense Intelligence Agency. He is currently a Distinguished Visiting Professor at George Mason University.





U.S. AIR FORCE  
ACADEMY

## Challenge Ceremony



### **Mr. Bennett Crosswell**

*President, Pratt & Whitney Military Engines Division*

#### **Integrity First: Lessons from the Shop Floor to the C-Suite**

*Mr. Crosswell offers leadership lessons from his career building the world's most advanced fighter engines. Mr. Crosswell will share his philosophy on leadership and its intersection between industry and the military.*

Mr. Bennett Crosswell is President of Pratt & Whitney's Military Engines business, where he oversees development, production and support of the company's military offerings. Mr. Crosswell is responsible for the 5th generation F119 and F135 engines for the F-22 and F-35 fighters, the F100 for the F-15/F-16, the F117 for the C-17, the PW4062 for the KC-46A, as well as the Small Military Engine and Advanced Engine Program sectors.

## Professionalism and the Profession of Arms







## Fighter Lead-In Panel

### Enhancing Human Capital - Squadron Level Impact, 435th Fighter Training Squadron

*Examining how the Profession of Arms Center for Excellence's message directly impacted the 435th's vision & mission.*

*Many if not all of the speakers at NCLS will tell you that leaders must develop the human capital on their teams. The details of how to actually go about doing that are often frustratingly vague. The 435th Fighter Training Squadron will present a model for implementation of this concept at the squadron level and highlight some of the benefits achieved thus far.*



#### **Lieutenant Colonel Mark Schmidt, USAF**

*435th Fighter Training Squadron Commander*

Lieutenant Colonel Mark Schmidt was born in Great Falls, MT. He grew up on the family farm in Sawyer, ND. He earned his undergraduate degree at Olivet Nazarene University in 1995. After college, Schmidt worked as a Nuclear Laboratory Assistant at Argonne National Labs. He then worked as a Research Scientist and earned his graduate degree in oceanography in 1998. Lt Col Schmidt then joined the Air Force and flew as an F-15E WSO, pilot & F-16 pilot. Lt Col Schmidt has flown 69 combat sorties and has over 2,200 hours in fighter aircraft.



#### **Lieutenant Colonel Jason Earley, USAF**

*435th Fighter Training Squadron Director of Operations*

Lieutenant Colonel Jason Earley is a graduate of the University of Michigan's College of Engineering. He holds a Masters Degree in business from Tourou University and a Masters Degree of Military Arts & Sciences from the Army's School of Advanced Military Studies (SAMS). Lt Col Earley is currently the Director of Operations for the 435th Fighter Training Squadron. He is a Command Pilot with experience in the F-15C and T-38.



#### **Captain Dave "Schwartz" Clementi, USAF**

*Chief of Weapons - Introduction to Fighter Fundamentals*

Captain Dave Clementi is the Chief Instructor in Air Education and Training Command's premier Introduction to Fighter Fundamentals Training Program. He leads a cadre of 56 instructors overseeing the training of approximately 120 students and 20 instructors per year. Capt Clementi's previous assignment was in the A-10C where he served as the Chief of Plans and Programs; he has 330 combat hours in support of Operation ENDURING FREEDOM. Capt Clementi graduated from Florida State University with a Bachelor of Science Degree in Biomedical Mathematics and a minor in Chemistry.



#### **Captain Christopher K. Umphres, USAF**

*Introduction to Fighter Fundamentals Training Squadron Flight Commander*

Captain Christopher K. Umphres is a Flight Commander and instructor pilot in the 435th Fighter Training Squadron, The Deadly Black Eagles. Previously, he served as an A-10C pilot in the 74th Fighter Squadron and flew more than 100 combat sorties while deployed to Afghanistan in support of Operation ENDURING FREEDOM. He is a proud graduate of the University of Virginia and is completing a Masters from Stanford University.

## Astronaut Panel

Astronaut Panel administrated by USAFA staff or faculty member



### General Kevin P. Chilton, USAF, Retired, USAFA '76

*Former Commander of US Strategic Command and NASA Astronaut*

General Chilton completed a 34 1/2 year Air Force career as Commander of US Strategic Command from 2007 to 2011, where he was responsible for the plans and operations for all US forces conducting strategic deterrence and the Department of Defense's Space and Cyberspace Operations. Prior to this assignment, Gen Chilton commanded at the wing, numbered air force, major command, and unified combatant command levels including serving as Commander of Air Force Space Command from 2006 to 2007. He flew operational assignments in the R-4C and F-15 and, as an Air Force Test Pilot, conducted weapons testing in various models of the F-4 and F-15. He also served 11 years as a NASA astronaut, where he flew as the Commander of STS-76, his third Space Shuttle mission, and served as the Deputy Program Manager for Operations for the International Space Station Program. Gen Chilton is a Distinguished Graduate of the US Air Force Academy, with a Bachelor of Science Degree in Engineering Sciences, a Columbia University Guggenheim Fellow with a Master of Science Degree in Mechanical Engineering, and a Distinguished Graduate of the US Air Force Pilot Training and Test Pilot Schools. He also was awarded an honorary Doctor of Law Degree from Creighton University.



### Colonel Fred Gregory, USAF, Retired, USAFA '64

*Retired Deputy Administrator of NASA*

After graduating from the US Air Force Academy in 1964, Gregory entered pilot training and attended undergraduate helicopter training at Stead Air Force Base, NV. He received his wings in 1965 and was assigned as an H-43 helicopter rescue pilot at Vance AFB, OK, from October 1965 until May 1966. In June 1966, he was assigned as an H-43 combat rescue pilot at Danang Air Base, Vietnam.

Col Gregory was selected as an astronaut in January 1978. A veteran of three Shuttle missions he has logged over 455 hours in space. He served as pilot on STS-51B, April 29 to May 6, 1985, and was the Spacecraft Commander on STS-33, November 22-27, 1989, and STS-44, November 24 to December 1, 1991. Col Gregory resigned from NASA in October 2005.



### Lieutenant General Susan Helms, USAF, Retired USAFA '80

*Former Commander of the 14<sup>th</sup> Air Force and NASA Astronaut*

Lieutenant General Susan J. Helms, USAF, Retired, is the former Commander, 14th Air Force (Air Forces Strategic), Air Force Space Command; and Commander, Joint Functional Component Command for Space, US. Strategic Command, Vandenberg Air Force Base, CA. As the US Air Force's operational space component to USSTRATCOM, General Helms led more than 20,500 personnel responsible for providing missile warning, space superiority, space situational awareness, satellite operations, space launch and range operations. As Commander, JFCC SPACE, she directed all assigned and attached USSTRATCOM space forces providing tailored, responsive, local and global space effects in support of national, USSTRATCOM and combatant commander objectives.

Selected by NASA in January 1990, General Helms became an astronaut in July 1991. On January 13, 1993, then an Air Force major and a member of the space shuttle Endeavour crew, she became the first US military woman in space. She flew on STS-54 (1993), STS-64 (1994), STS-78 (1996) and STS-101 (2000), and served aboard the International Space Station as a member of the Expedition-2 crew (2001). A veteran of five space flights, General Helms has logged 211 days in space, including a spacewalk of eight hours and 56 minutes, a world record. General Helms commanded the 45th Space Wing at Patrick AFB, FL. Her staff assignments included tours at Headquarters Air Force Space Command, Air Education and Training Command, and US Strategic Command.



### Colonel Terry W. Virts, USAF, USAFA '89

*NASA Astronaut*

Colonel Terry W. Virts, USAF, Retired graduated with Academic Distinction from the US Air Force Academy and Embry-Riddle Aeronautical University. He has logged over 4,300 flight hours in more than 40 different aircraft. During his time at NASA, he worked as a Capsule Communicator (CAPCOM) from Expeditions 8 to 19 as well as STS-115 to STS-126, communicating with station and shuttle crews from Mission Control in Houston. He also served as the lead Ascent and Entry CAPCOM, Chief of the Astronaut Office Robotics Branch and Lead Astronaut for the Space Launch System heavy lift booster.



# Presentation

## Special Operations Presentation

### Turning Airmen into Air Commandos and the Special Operations Ethos

*The expectations and demands of the Special Operations mission not only require commitment, maturity, expertise, creativity and trust, but also the ability to lead across the joint environment. As a result, we must deliberately develop leaders based on a common ethos that complement our service values and institutionalize this expectation for a career of learning. Through proactive engagement with our force, we not only provide formal and informal mentorship opportunities, but also provide a springboard for Identity Based Education that reinforces the values we hold as an Air Force and as the Air Component to USSOCOM.*



#### Colonel David H. Tabor, USAF

*Commander of the Air Force Special Operations Air Warfare Center*

Colonel David H. Tabor is Commander of the Air Force Special Operations Air Warfare Center located at Hurlburt Field and Duke Field, FL. He is responsible for the training and education of Air Force Special Operations Forces and AFSOC's Irregular Warfare program, as well as innovation development and operational testing in support of AFSOF throughout the world. The Center's mission includes non-standard aviation in support of Army, Navy, Air Force, Marine and allied special operations forces. His units are responsible for mission qualification training in SOF aviation platforms to include AC-130U, AC-130W, U-28, MQ-1, MQ-9, C-145, C-146 as well as Small Unmanned Aerial Systems (SUAS).

Col Tabor was commissioned through the Reserve Officer Training Corps (ROTC), graduating from Birmingham-Southern College, and earned his pilot rating at Columbus AFB, MS in September 1994. He has spent his career as a SOF Aviator, participating in Operations JOINT ENDEAVOR, ALLIED FORCE, ENDURING FREEDOM, and IRAQI FREEDOM. He is a command pilot with more than 2,300 hours in T-37, T-38, UH-1H/N, MH-60, MH-53J/M, Mi-17, C-130, and C-145A aircraft. He has commanded special operations forces at the squadron and group levels, both in garrison and in combat. Col Tabor was born in Decatur, GA and is married to the former Jane Young of Burlington, NC. The Tabors have three children, Sarah (9), Hank (7) and Peyton (6).



#### Chief Master Sergeant William C. Markham, USAF

*Command Chief Master Sergeant, Air Force Special Operations Air Warfare Center*

Chief Master Sergeant William C. Markham is the Command Chief Master Sergeant, Air Force Special Operations Air Warfare Center, Hurlburt Field, FL. He advises the Commander on enlisted priorities including training and education of Air Force Special Operations Forces as well as AFSOC's Irregular Warfare Program, Innovation Development and Operational Testing in support of AFSOF throughout the world. The Center's mission includes aviation foreign internal defense in support of Army, Navy, Air Force, Marine and Allied Special Operations Forces. His units are responsible for mission qualification training in SOF aviation platforms to include AC-130U, AC-130W, U-28, MQ-1, MQ-9, C-145, C-146 as well as Small Unmanned Aerial Systems (SUAS).

CMSgt Markham enlisted in the Air Force in June 1986. He began his career in Security Forces and retrained into Combat Control in 1992. CMSgt Markham has an extensive operational background to include advanced skills as a Joint Terminal Attack Controller, Freefall, Static Line Jump Master and Combat Dive Supervisor. He has deployed in support of numerous contingencies and Special Operations missions during Operations RESOLUTE SUPPORT, FREEDOM SENTINEL, ENDURING FREEDOM, NEW DAWN, IRAQI FREEDOM, ENDURING FREEDOM-Philippines, Joint Endeavor, Provide Promise and Provide Comfort. Prior to assuming his current position, he was the Command Chief, Combined Joint Special Operations Air Component – Afghanistan / 1<sup>st</sup> Expeditionary Special Operations Wing.

## Cadet Panel: Three Stories

*The NCLS Cadet Panel aims to share the stories of current cadets who have overcome unbelievable challenges. The panel is honored to include: C1C Veronica Morthorpe, whose story covers abandonment, cancer, drugs, and a discovery of faith; C1C Collin Hills, an original member of the class of 2013, who was diagnosed with non-Hodgkin's Lymphoma after his Junior year, battled cancer for 2 years, and now has the immune system of a small child; and C1C Joshua Waugh, who was physically and sexually abused in the foster care system, and raised his little brother on Ramen and potatoes by working odd-jobs. Through their stories the panel members hope to inspire their fellow cadets and all in attendance.*



**C1C Veronica Morthorpe, Cadet Squadron 22**



**C1C Collin Hills, Cadet Squadron 5**



**C1C Joshua Waugh, Cadet Squadron 15**



# Speakers



## **Colonel Mark "Buzz" August, USAF, USAFA '93**

*Chief of Staff, Directorate for Logistics (J4), Joint Staff*

### **Combat, Peace and Military Professionalism**

*MacArthur's famous quote "yours is the profession of arms..." is a calling and a warning for all new professionals. Commanders and leaders have high expectations for their new lieutenants. Understanding these expectations through the lessons learned from combat and preparation for combat is the first step toward starting a career in the profession of arms.*

Colonel Mark "Buzz" August is a 1993 USAFA graduate who commanded and led Airmen at the squadron, group, and wing level in combat, humanitarian assistance and disaster relief; building partnership capacity and garrison operations. As a new lieutenant and pilot, he began his profession at Ramstein Air Base, Germany and, four months after arrival, found himself engaged in operations in Bosnia. Preparing for combat and engagement around the globe foreshadowed the rest of August's career that includes operations across Europe, Africa, Central America, the Middle East and the Pacific. A passionate professional and warrior-scholar, Col August is a graduate of the USAF Weapons School, School of Advanced Air and Space Studies and National War College. He is currently serving on the Joint Staff at the Pentagon.



## **Chief Master Sergeant José Barraza, USAF**

*Command Chief Master Sergeant, 12th Air Force, Air Forces Southern*

### **Professionalism and the Profession of Arms**

*Chief Barraza draws upon his 26 years in the Air Force to offer unique perspectives on the Profession of Arms in this invigorating session*

Chief Master Sergeant José A. Barraza is the Command Chief Master Sergeant, 12th Air Force (Air Forces Southern), Davis-Monthan Air Force Base, AZ. He advises the commander on all issues regarding the health, welfare, morale, and effective utilization of assigned enlisted personnel. 12th Air Force ensures the readiness of eight active duty wings and one direct reporting unit for contingency operations and oversees 17 gained Air Reserve Component units totaling more than 600 aircraft with more than 55,000 Airmen. As the air and space component to U.S. Southern Command, Air Forces Southern conducts security cooperation and provides air, space and cyberspace capabilities throughout Latin America and the Caribbean. Barraza grew up in San Pedro, CA, and entered the Air Force in July 1989. Throughout his career, he has served in various positions within the jet engine career field. He has also served as an additional-duty First Sergeant and a myriad of roles within the Air Force Senior Noncommissioned Officer Academy. His assignments include bases in California, Nevada, Alabama, and Alaska. Chief Barraza also served overseas in Korea, Okinawa and Italy, and deployed in support of Operations ENDURING FREEDOM, IRAQI FREEDOM, INHERENT RESOLVE, FREEDOM'S SENTINEL and RESOLUTE SUPPORT. Prior to assuming his current position, he served as the Command Chief of the 386th Air Expeditionary Wing, Southwest Asia.



# Speakers



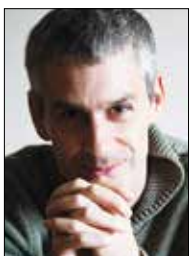
## Lieutenant Colonel Kevin Basik, USAF, USAFA '93

*Air Force Representative to Secretary of Defense's Senior Advisor for Military Professionalism*

### Your Big Issues as Seen from the Pentagon and 2-Star Experience

*In this session, Rear Admiral Margaret "Peg" Klein and her Air Force representative for Professionalism, Lt Col Kevin Basik, will provide a unique view on the gender issues and policies from the Senior Military and DOD perspective. RADM Klein is the Senior Advisor to the Secretary of Defense on Military Professionalism and brings a wealth of insight with regard to policy, practice, leadership and life issues. A decorated senior leader, aviator, commander, mother, spouse and officer, RADM Klein will explore current topics that matter to you and our nation, and share lessons learned from her successful career in the Profession of Arms.*

Lieutenant Colonel Kevin Basik is one of the Air Force's most respected thought leaders in the area of character-based leadership development. He's a 1993 graduate of the Air Force Academy, received his Masters in Industrial/Organizational Psychology from Virginia Tech with focus on small team leadership, and earned his PhD in Organizational Behavior from Florida State University. He's a published author, scholar, and most importantly, a proven leader and practitioner in elevating character and leadership capabilities in individuals and organizations. He's an award-winning instructor, and has led numerous highly recognized teams and programs, to include being the Chief of National Training for Air Force ROTC, overseeing military and leadership training for 16,000 officer candidates and 500 staff across 900 universities. From 2010 to 2014, Lt Col Basik directed all developmental programs at the Air Force Academy's Center for Character and Leadership Development, and is currently assigned to the Pentagon as the Air Force representative to the Secretary of Defense's Senior Advisor for Military Professionalism.



## Dr. Aaron Belkin

*Director, Palm Center*

### Here Today, Gone Tomorrow: Why the US Military's Transgender Ban Unraveled So Quickly

*From 1778, when George Washington drummed a gay soldier out of the Continental Army for sodomy, it took 232 years for the military to allow gays and lesbians to serve openly. After only two years of discussion, the military is in the process of lifting its ban on service by transgender personnel. In this lecture, I will explain how and why the transgender ban is toppling so fast.*

Dr. Aaron Belkin is a scholar and advocate who has written more than twenty five articles, chapters and books, including *Bring Me Men: Military Masculinity and the Benign Façade of American Empire*, published by Columbia University Press in 2012. Since 1999, Dr. Belkin has served as Founding Director of the Palm Center, which the Advocate named as one of the most effective gay rights organizations in the nation. He designed and implemented much of the public education campaign that eroded popular support for military anti-gay discrimination, and when "don't ask, don't tell" was repealed, Harvard Law Professor Janet Halley said of Dr. Belkin that, "Probably no single person deserves more credit for the repeal of 'don't ask, don't tell.'" He has delivered more than 30 lectures at Service Academies and War Colleges, including eight at the US Air Force Academy.



# Speakers



## **Colonel Kim "KC" Campbell, USAF, USAFA '97**

*Military Assistant, Under Secretary of Defense for Policy*

### **A Hawg Driver's Lessons Learned**

*On April 7, 2003, troops in Baghdad needed the massive and powerful close-air support that the A-10 Warthog could deliver. Flying to their aid was A-10 fighter pilot, then Captain Kim Campbell. During the close air support battle, Capt Campbell's A-10 was hit by enemy fire, severely damaging the aircraft. Capt Campbell will share her story and lessons learned about flying in combat, supporting our ground troops, and her thoughts on being a part of the profession of arms.*

Colonel Kim N. Campbell is the Military Assistant to the Under Secretary of Defense for Policy. She was commissioned in 1997 as a Distinguished Graduate of the US Air Force Academy with a Bachelor of Science Degree in Space Operations. Col Campbell is a Marshall Scholar with two Masters Degrees, one in Business Administration from the University of London, and one in International Security Studies from the University of Reading, England. She is qualified as an instructor pilot and flight examiner in the A-10, a ground attack and close air support aircraft. Her operational assignments include duty as a Flight Commander, A-10 Test Program Manager and Division Commander, Director of Operations, and Squadron Commander. She is a senior pilot with over 1,600 hours in the A-10, including 375 combat hours. She has flown combat missions in Operations SOUTHERN WATCH, ENDURING FREEDOM, and IRAQI FREEDOM.



## **Colonel Scott Campbell, USAF, USAFA '95**

*Afghanistan Country Director, Office of the Undersecretary of Defense for Policy*

### **Lives on the Line**

*In the Profession of Arms, we often talk about life and death decisions. While many of us are ready to give our own lives, we may not be as ready to commit the lives of others. Col Campbell discusses the challenge of moral decision-making in the combat arena; taking, saving and sacrificing lives – sometimes with seconds to decide and incomplete information.*

Colonel Scott C. Campbell is the Afghanistan Country Director, Resources and Transition, Office of the Undersecretary of Defense for Policy. Col Campbell earned his commission in 1995 from the US Air Force Academy. He has commanded at the squadron and group level, and served as an Aide-de-Camp and weapons school instructor. A command pilot with over 3,000 hours, Col Campbell led the first A-10 missions into Afghanistan, earning three Distinguished Flying Crosses during Operation ANACONDA. He is a graduate of the USAF Weapons School, US Army Command and General Staff College, and Distinguished Graduate of the National War College. Prior to his current assignment, Col Campbell commanded the 451st Air Expeditionary Group, Kandahar Airfield, Afghanistan.



## **Mr. Chris Chadwick**

*President and Chief Executive Officer of Boeing Defense, Space & Security*

Chris Chadwick is President and Chief Executive Officer of Boeing Defense, Space & Security (BDS) and a member of the Executive Council of The Boeing Company. Named BDS President and CEO in December 2013, Mr. Chadwick leads the \$31 billion business that provides integrated solutions to meet the enduring needs of defense, government, space, intelligence, and security customers in the United States and around the world.

# Speakers



## General Kevin P. Chilton, USAF, Retired, USAFA '76

*Former Commander of US Strategic Command and NASA Astronaut*

### Leadership and Problem Solving

*Examining small team leadership and problem solving in the context of Shuttle Mission STS-49*

General Chilton completed a 34 1/2 year Air Force career as Commander of US Strategic Command from 2007 to 2011, where he was responsible for the plans and operations for all US forces conducting strategic deterrence and the Department of Defense's Space and Cyberspace Operations. Prior to this assignment, Gen Chilton commanded at the wing, numbered air force, major command, and unified combatant command levels including serving as Commander of Air Force Space Command from 2006 to 2007. He flew operational assignments in the R-4C and F-15 and, as an Air Force Test Pilot, conducted weapons testing in various models of the F-4 and F-15. He also served 11 years as a NASA astronaut, where he flew as the Commander of STS-76, his third Space Shuttle mission, and served as the Deputy Program Manager for Operations for the International Space Station Program. Gen Chilton is a Distinguished Graduate of the US Air Force Academy, with a Bachelor of Science Degree in Engineering Sciences, a Columbia University Guggenheim Fellow with a Master of Science Degree in Mechanical Engineering, and a Distinguished Graduate of the US Air Force Pilot Training and Test Pilot Schools. He also was awarded an honorary Doctor of Law Degree from Creighton University.



## Chaplain, Major General Dondi E. Costin, USAF, USAFA '86

*Air Force Chief of Chaplains*

### Go Pro or Go Home

*Who you are--rather than simply what you do--determines competitive advantage. Since losing can be devastating in the profession of arms, the Nation deserves professional warriors who embody the highest standards. Using contemporary research and military examples, this talk demonstrates the link between personal character, professional competence, and organizational effectiveness. Because the stakes are astronomically high, warrior wannabes should "go pro" or go home.*

Chaplain, Major General Dondi E. Costin is the Air Force Chief of Chaplains, Headquarters, US Air Force, the Pentagon, Washington, DC. As a member of the Special Staff of the Chief of Staff, he establishes guidance and provides advice on all matters pertaining to the religious and moral welfare of Air Force personnel. He is responsible for establishing effective programs to meet the religious needs of Air Force members and their dependents. As Chief of Chaplains, he is the senior pastor for more than 664,000 active-duty, Guard, Reserve, and civilian forces serving in the United States and overseas. He leads an Air Force Chaplain Corps of approximately 2,000 Chaplains and Chaplain Assistants from the active duty and Air Reserve components. As a member of the Armed Forces Chaplain Board, he and his colleagues advise the Secretary of Defense and the Joint Chiefs of Staff on religious, ethical and quality-of-life concerns.



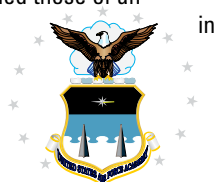
## Technical Sergeant Israel "DT" Del Toro, USAF

*World Class Athlete*

### Through these Flames, I am Stronger...

*TSgt Del Toro will discuss the tremendous adversities he faced as a teenager, when injured, and his recovery and healing process. In addition, he will explain the importance of commitment, not giving up and having a great support team. Finally, he will talk about the invaluable impact of being a World Class Athlete and representing all Wounded Warriors around the globe.*

Technical Sergeant Israel "DT" Del Toro joined the US Air Force in 1997, and later completed one of the Air Force's most challenging schools to become a Tactical Air Control Party (TACP) Apprentice. Mastering his craft, he assumed greater responsibility as a Battalion Air Liaison Trainer, instructing Air Force officers in tactics, techniques and procedures in the ground employment of air power. TSgt Del Toro is also a qualified Jumpmaster and Master Parachutist with more than 115 jumps. In December 2005, while deployed to Afghanistan, his Humvee exploded when it rolled over a buried pressure-plate mine. Over 80 percent of his body was burned, and he spent three months in a coma and was given less than a 15 percent chance of survival. Despite his severe injuries, and enduring over 130 surgeries, his spirit remained those of an Air Force warrior and on February 8<sup>th</sup> 2010, he became the first 100% disabled Airman to re-enlist the Air Force. He is currently assigned to the US Air Force Academy as a World Class Athlete and is the US Ambassador for the 2016 Invictus Games.



# Speakers



## **Ms. Amelia Earhart**

*Pilot and Earthrouser*

### **Recreating the Flight of Famed Aviatrix, Amelia Earhart**

*In 2014, Ms. Amelia Earhart flew a Pilatus PC12-NG 28,000 miles, crossing the equator six times, through fourteen countries to complete a circumnavigation of the globe. Her parents, sharing the Earhart surname, wanted their daughter to have a name that would inspire her to live a life of passion and adventure. Ms. Earhart's story will inspire you to push your own limits of what's possible and leave you ready to embark on your own journey toward your biggest goals.*

Ms. Amelia Earhart is the President of the Fly With Amelia Foundation, a non-profit organization that grants flight-training scholarships to young women, aged sixteen to eighteen. The Fly With Amelia Foundation also fosters aviation and aerospace opportunities for people of all ages through aviation-based educational Science, Technology, Engineering, and Math (STEM) opportunities, in partnership with Wings Over the Rockies Air and Space Museum in Denver, Colorado. Ms. Earhart has been a passionate aviatrix since her first flight lesson at the age of twenty-one, a seeker of all things adventurous and is an accomplished public speaker, spending the last eight years working as a television news anchor, covering breaking news, traffic and weather in Denver and Los Angeles. Ms. Earhart was given the Amelia Earhart Pioneering Achievement Award in 2013 and in 2014 was named by the Jaycees as one of the "Top Ten Young Americans".



## **Mr. Jay Feely**

*National Football League Kicker and CBS Analyst*

### **The Fear of Failure**

*The life of an National Football League (NFL) kicker has its highs and lows, but it is never boring. Very few jobs have more pressure and less room for error. Jay Feely describes his journey from college national champion at Michigan to the NFL to CBS team for the Superbowl.*

Mr. Jay Feely is an NFL kicker who has played for the Atlanta Falcons, New York Giants, Miami Dolphins, Kansas City Chiefs, New York Jets, Arizona Cardinals and Chicago Bears. He has been a Pro Bowler and voted onto the all-rookie team. Before his NFL career he played at the University of Michigan, winning a National Championship and receiving all Big Ten honors. He was undrafted and unsigned out of college, initially starting his professional career with the Florida Bobcats of the Arena Football League.



## **Ms. Luisa Graff**

*Child of War*

### **Insights Gained From Escaping a War-Torn Country as a Child**

*Ms. Graff will describe escaping a war torn dictatorship in Peru alone at the age of 12 and the journey to assimilate in the American culture and lead a productive life. This lecture will focus on the challenges of the journey from anger to acceptance to gratefulness for living in this amazing country and the joy of giving back.*

Born in Lima, Peru to an American father and a Peruvian mother, Ms. Luisa Graff escaped the country by herself at age 12 when the government was overthrown and all the major industries were nationalized by then dictator "Juan Velasco".

Ms. Graff earned honors as the first female Graduate Gemologist in the Western United States certified by the Gemological Institute of America (GIA). Gaining valuable experience as a minority partner at the same store where she worked as a young girl, Ms. Graff ventured out on her own in 1999, and established "Luisa Graff Jewelers." In 2008 Luisa Graff Jewelers was awarded the Excellence in Customer Service award by the Better Business Bureau, and most recently was named Best Jeweler in Colorado Springs, an honor they have celebrated for 16 years in a row!

# Speakers



## **Colonel Mike "Adrian" Guidry, USAF, Retired**

*General Manager, Eglin Test and Training Complex*

### **Always an Airman**

*Thousands of Airmen have answered our Nation's call. But what exactly is that call? What are we called to do as Airmen? We are not Soldiers, Sailors or Marines. We are Airmen. So why are we "called" and what is our Calling? Our calling, our mission, our job is to understand airpower, develop airpower and properly employ airpower*

Colonel Michael J. "Adrian" Guidry, USAF, Retired is currently the General Manager of the Eglin Test and Training Complex. He entered the Air Force in 1985, after graduating from the University of Louisiana at Lafayette, Summa Cum Laude, as the top mechanical engineering student and Distinguished Graduate from Reserve Officer Training Corps (ROTC). He conducted operational and development test tours as both an F-111 and F-15E experimental flight test Weapon Systems Officer after graduating as a Distinguished Graduate from USAF Test Pilot School, Edwards AFB, CA. In 2011, he culminated a 26 year career in the United States Air Force, having commanded a Flight Test Squadron and Operations Group with over 3,000 hours in the F-111 and F-15E, including 68 combat sorties. Col Guidry is currently a Multi-Engine, Instrument-rated Commercial Pilot with over 600 hours in general aviation aircraft.



## **First Lieutenant Shaye L. Haver, USA, USMA '12**

*First Female Graduate of Ranger School*

### **Rise to the Challenge**

*Professionals should continually seek opportunities to stretch and strengthen themselves. In this session, 1Lt Haver will describe her opportunity of a lifetime to challenge what she knew about leadership and herself while earning her Ranger tab. Her story is not only about perseverance and dedication to servant leadership, but also the privilege of being an ambassador of women in the profession of arms.*

1LT Shaye Haver attended the United States Military Academy and graduated in 2012 with an undergraduate degree in International Legal Studies. After commissioning, she attended Flight School at Fort Rucker, Alabama where she graduated in the fall of 2013 and became an AH64D pilot. Currently she is stationed at Fort Carson, Colorado as a Platoon Leader in Alpha Troop, 6-17th CAV ARS.



## **Rear Admiral Margaret "Peg" Klein, USN, USNA '81**

*Senior Advisor for Military Professionalism*

### **Your Big Issues as Seen from the Pentagon and 2-Star Experience**

*RADM Klein is the Senior Advisor to the Secretary of Defense on Military Professionalism who brings a wealth of insight with regard to policy, practice, leadership and life issues. A decorated senior leader, aviator, commander, mother, spouse and officer, RADM Klein will explore current topics that matter to you and our nation, as well as share lessons learned from her successful career in the Profession of Arms. In this session, she and her Air Force representative for Professionalism (Lt Col Kevin Basik, USAF, USAFA '93) will provide a unique view on the gender issues and policies, from the Senior Military and DoD perspective.*

A native of Weymouth, MA, Rear Admiral Margaret "Peg" Klein was commissioned in May 1981 upon graduation from the US Naval Academy. Command and leadership assignments include command of Strategic Communications Wing One and 82nd Commandant of Midshipmen at the US Naval Academy. She commanded forward-deployed Expeditionary Strike Group Five as well as Task Force 64 providing strike assets during Operation ODYSSEY DAWN. RADM Klein's staff assignments include Brookings Legislative Fellow for Senator Olympia Snowe; Chief of Staff, US Cyber Command; and Chief of Staff, J5, on the Joint Staff. RADM Klein currently serves as Senior Advisor to the Secretary of Defense for Military Professionalism.





# Speakers



## **Colonel Douglas Macgregor, USA, USMA '76, PhD**

*Soldier-Scholar, Author, Vice President of Burke-Macgregor Group*

### **Courage: the Cardinal Virtue in War and Peace**

*Courage is rightly esteemed the first of human qualities because it is the quality which guarantees all others. Unfortunately, it is an unending struggle: the passion for conventional wisdom on the one side and the courageous voice of truth on the other. But without courage, without the ability to sacrifice, to withstand pain, physical or psychological, nothing of enduring value can be achieved.*

Colonel Douglas Macgregor, USA, Retired is a decorated combat veteran, the author of five books, a PhD and the Executive Vice President of Burke-Macgregor Group LLC, a defense and foreign policy consulting firm in Reston, VA. He was commissioned in the Regular Army in 1976 after four years at West Point and one year at Virginia Military Institute. Mr. Macgregor retired with the rank of Colonel in 2004, after 28 years of service. Col Macgregor is a soldier-scholar who is widely known in military circles inside the United States, Europe, Israel, China and Korea for both his leadership in the Battle of the 73 Easting, the U.S. Army's largest tank battle since World War II and his books. His new book, *Margin of Victory*, will be available from Naval Institute Press in 2016.



## **Mr. Daniel "Colt" McCoy**

*National Football League (NFL) Quarterback*

Mr. Daniel "Colt" McCoy is a quarterback for the Washington Redskins of the National Football League (NFL). He was drafted by the Cleveland Browns in the third round of the 2010 NFL Draft, after playing college football for the University of Texas. Mr. McCoy was the starting quarterback for the Texas Longhorns from 2006–2009 and won the 2008 Walter Camp Award, was the 2008 Heisman Trophy runner-up and was a 2009 Heisman finalist. Mr. McCoy is second to Boise State's Kellen Moore in games won by a NCAA Division I quarterback. In his senior year, he won 13 of the top 15 major college player awards including Quarterback of the Year, Offensive Player of the Year and Outstanding Football Player of the Year.



## **Colonel John C. McCurdy, USAF, USAFA '88**

*Director, Center for Character and Leadership Development*

### **Knowing Yourself and Finding Fulfillment in Your Professional Life**

*This discussion, led by Colonel John C. McCurdy, Director, USAFA Center for Character and Leadership Development, will examine how people generally find fulfillment through identity formation, social interaction, and by acting in ways that make us feel good about ourselves. As Air Force leaders, this equates to taking on our identities as Airmen, living a life that embodies our core values and leading others in a way that engenders a strong sense of trust, loyalty and commitment. In short, being authentic Airmen who are leaders of character. Growing in each of these three areas requires deep self-knowledge and humility. If we are where we ought to be, however, we will naturally thrive and find a life that is deeply rewarding and fulfilling.*

Col McCurdy is a 1988 graduate of the US Air Force Academy. He attended Undergraduate Pilot Training at Williams Air Force Base, AZ, where he remained as a T-37 Instructor Pilot. After Williams, Col McCurdy was a T-41 Instructor Pilot with the 557th Flying Training Squadron, and the US Air Force Academy's Chief of Honor and Ethics Training. As such, he was instrumental in calling for the development of a new Center for Character Development. Next, Col McCurdy was stationed at Dover Air Force Base, DE, where he flew the C-5 Galaxy. In 2002, he moved to the 99th Flying Training Squadron to fly the T-1 Jayhawk at Randolph AFB and served as Squadron Executive Officer and Chief, AETC Command Center. His next assignment was flying the Global Hawk unmanned high-altitude surveillance and reconnaissance aircraft as Director of Operations, 12th Reconnaissance Squadron, Beale AFB, CA. While at Beale, Col McCurdy spent six months in command of the 12<sup>th</sup> RS. Following Beale Col McCurdy spent a year in Kabul, Afghanistan as the Commander of the 738th Air Expeditionary Advisor Squadron where he was charged with building a military university and training center for the Afghan Air Force. He implemented an innovative strategy based on partnering with and developing private indigenous commercial, logistical and technical enterprise. Col McCurdy is married to his USAFA classmate, Georgia; and they have two children, Lizzie (16) and Luke (14).

# Speakers



## **Captain Ryan McGuire, USAF, USAFA '08**

*C-17A Globemaster III Instructor Pilot*

### **Resiliency Through Adversity: One-Legged Flight**

*Resiliency is the ability to bounce back and overcome the challenges that one faces in life. From tragedy comes a renewed determination to live life to the fullest and help/mentor others going through similar experiences. Without adversity one's true potential might never be known.*

Captain Ryan McGuire is a 2008 US Air Force Academy graduate and a C-17A Globemaster III Instructor Pilot in the 535th Airlift Squadron, Joint Base Pearl Harbor-Hickam, HI. After losing his right leg below the knee in a boating accident while attending pilot training at Laughlin AFB, McGuire accomplished rehabilitation at the Center for the Intrepid in San Antonio, TX. He contested an 'unfit for duty' classification and was reinstated in the Air Force, eventually earning his flying rating and becoming the first amputee to graduate from pilot training. Capt McGuire has flown over 1,800 hours, including four combat deployments and multiple combat missions, and was the recipient of the 2012 DoD Outstanding Service Member with a Disability Award. Capt McGuire currently resides in Honolulu, HI and serves as a mentor to fellow amputees who wish to return to service.



## **Mr. Wes O'Donnell**

*CEO of Warrior Lodge Media Group, Professor of Applied Leadership, Author of RISE*

### **Veteran Nation: Veteran Leadership in a New American Century**

*The US Military is the best anvil on the planet to forge a remarkable civilian leader. Our finest leaders inspire others to greatness, think creatively and can handle ambiguity with ease. As a by-product of their military training, veterans have the discipline, the laser focus, the patriotism, the intelligence and the unrelenting drive for self-improvement that will make the 21st Century, the Veteran Century. Whether it's politics, business or entrepreneurship, prepare yourself for a new era of Leadership.*

Mr. Wes O'Donnell is a Professor of Applied Leadership, Predictive Analytics and Professional Speaking at Baker College, MI. Mr. O'Donnell is also the founder of Warrior Lodge Media Group, the host of the upcoming Our American Legacy TV series and the author of RISE: The Veteran's Field Manual for Starting Your Own Business. Mr. O'Donnell is a veteran of both the US Army Infantry and the US Air Force (he switched when he found out the food was better) and loves motivational speaking so much, he just might do it full-time.



## **Lieutenant General Robert Schmidle, Jr., USMC**

*Principal Deputy Director, Cost Assessment & Program Evaluation, Office of the Secretary of Defense*

### **Leadership and Moral Paradigms**

*Exploring how geography and environment shape moral choices.*

Lieutenant General Robert E. Schmidle, Jr., USMC, was appointed as the Principal Deputy Director of Cost Assessment and Program Evaluation, Office of the Secretary of Defense in March of 2014. In his current appointment, Lt Gen Schmidle is responsible for analyzing and evaluating plans, programs, and budgets in relation to United States defense objectives and resource constraints. His command assignments include: Commanding General, First Marine Aircraft Wing; Commanding Officer, Special Purpose Marine Air-Ground Task Force (Experimental); and Commanding Officer, Marine Fighter/Attack Squadrons 251 and 115. Previous operational assignments include multiple tours flying the F-4 and F/A-18 aircraft as well as serving as the operations officer and air officer of an Infantry Battalion, First Battalion, 9th Marines.



# Speakers



## **Mr. Alex Sheen**

*Founder/CEO, Because I Said I Would*

### **Because I Said I Would**

*Mr. Alex Sheen believes that every individual has the strength to become a person of their word. In this session, Mr. Sheen shares his insights and actionable ways to become better at fulfilling commitments. He inspires others to become more accountable to their promises through compelling and real-life examples from the "Because I Said I Would" movement.*

Mr. Alex Sheen is the Founder of Because I Said I Would, the international social movement and nonprofit dedicated to the betterment of humanity through promises made and kept. Sparked by the loss of his father, Mr. Sheen began sending promise cards to anyone who requested them at no cost. Since his father's passing on September 4, 2012, "Because I Said I Would" has sent over 3.1M promise cards to over 150 countries. Mr. Sheen's commitment to the betterment of humanity has inspired millions around the world. The story of his promises has been shared virally throughout social media and international news.



## **Corporal CJ Stewart, USA, Retired**

*Executive Director of Camp Down Range, 101st Airborne Division (Ret)*

### **The Way of the Warrior - Beyond the Battlefield**

*Corporal Stewart, US Army, Retired, will explore the common traits and experiences shared by warriors through the ages. In doing so, he will show how combat leadership principles can be applied to the mission of life.*

Corporal CJ Stewart, USA, Retired is a combat-wounded veteran of the 101st Airborne Division. In 2010, while serving as a medic in the 502nd Infantry Regiment on a deployment that would earn the famed "Strike Brigade" its 5th Presidential Unit Citation, CPL Stewart was nearly killed by an enemy-fired rocket when insurgents attacked his combat outpost. Following forty surgeries and an eighteen-month recovery at Walter Reed in DC, CPL Stewart was medically retired at age 22. He started a non-profit that runs a military-themed, outdoor and adventure camp for teenage boys in his home state of Mississippi. CPL Stewart is currently finishing his Masters Degree in Marriage & Family Counseling and is married to his former Occupational Therapist from Walter Reed, Danielle. CPL Stewart speaks to thousands annually on leadership, mental toughness, resiliency, patriotism, faith and perspective in the lessons of life he has learned through his experiences.



## **Mr. Faisal Niaz Tirmizi**

*Consul General of Pakistan*

### **Challenges in Life as a Diplomat**

*Mr. Tirmizi will describe his experience as a diplomat and the challenges he has faced during his career*

A post graduate of the Quaid-e-Azam University, Islamabad and School of Oriental and African Studies, University of London, Mr. Faisal Niaz Tirmizi joined the Foreign Service of Pakistan in 1993. He has handled bilateral, multilateral, consular and administrative assignments both in the Ministry of Foreign Affairs and abroad. He served in the Ministry of Foreign Affairs as Desk Officer of Middle East, Central Asia, Afghanistan, India as well as Director of Personnel, Protocol and Foreign Secretary's Office. Mr. Tirmizi has held various diplomatic assignments in Pakistan Missions abroad in Ashgabat, Turkmenistan (1996-1999), Permanent Mission of Pakistan to the United Nations, Geneva, Switzerland (2003-2007) and Abu Dhabi, United Arab Emirates (2007-2010). He presently serves as Consul General of Pakistan, Chicago (USA) since September 2013. He is married with two children.

# Speakers



## **Rear Admiral David Titley, USN, Retired, PhD**

*Professor of Meteorology*

### **Speaking Truth to Power**

*Speaking truth to power sounds simple whenever it's discussed in a classroom, but is normally more complicated and nuanced in the real world. As a naval meteorologist and oceanographer, I had plenty of opportunities to deliver news that was not always welcome by my bosses. How to tell the truth, and do so in a way that your seniors continue to listen to you, even when your news is not great, is a skill that can be applied far beyond the weather and ocean forecasting communities. I'll talk about how these skills ultimately helped steer the Navy into a leadership role on climate change and security.*

Dr. Titley is a Professor of Practice in the Department of Meteorology at the Pennsylvania State University and the Founding Director of Penn State's Center for Solutions to Weather and Climate Risk. Dr. Titley served as a naval officer for 32 years and rose to the rank of Rear Admiral. Dr. Titley's career included duties as Oceanographer and Navigator of the Navy and Deputy Assistant Chief of Naval Operations for Information Dominance. He initiated and led the US Navy's Task Force on Climate Change. After retiring from the Navy, Dr. Titley served as the Deputy Undersecretary of Commerce for Operations, the Chief Operating Officer at the National Oceanic and Atmospheric Administration. Dr. Titley holds a PhD in Meteorology from the Naval Postgraduate School. He is a member of numerous advisory boards and National Academies of Science committees. Dr. Titley was elected a Fellow of the American Meteorological Society in 2009. He was awarded an honorary Doctorate Degree from the University of Alaska Fairbanks in 2011.



## **Mrs. Dee Ann Turner**

*Vice President, Chick-fil-A, Inc. and Author, It's My Pleasure: The Impact of Extraordinary Talent and a Compelling Culture*

### **Creating a Compelling Culture Among Those You Lead**

*In this session, Ms. Turner will explain how to create and grow a culture that engages team members to support the organization in achieving desired outcomes. Included are the principles of Practicing Servant Leadership, Cultivating an Abundance Mentality, Nurturing Commitment Instead of Commanding Compliance, Leveraging Loyalty and Fostering Dreams. The principles have proven to be successful in creating a compelling culture within Chick-fil-A, which has been foundational in achieving success, retaining employees and being named as one of America's most beloved brands.*

Mrs. Dee Ann Turner has worked for Chick-fil-A for more than 30 years and currently serves as Vice President, Corporate Talent. Over the years, she has played an intricate role in growing Chick-fil-A's unique and highly regarded culture while overseeing recruitment, selection, and retention of corporate staff and the recruitment and selection of Chick-fil-A Franchisees. Ms. Turner's insightful knowledge and applicable tools to building an incredible and influential company culture are revealed in her recently released book, *It's My Pleasure: The Impact of Extraordinary Talent and A Compelling Culture*. Ms. Turner attended Cincinnati Christian University in Cincinnati, OH, majoring in Journalism and Christian Education. She later completed her education at Clayton State University in Atlanta with a degree in Management. She received further certifications at Goizueta School of Business at Emory University, Darden School of Business at the University of Virginia, Kenan-Flagler Business School at University North Carolina Chapel Hill, and she completed the prestigious Advanced Management Program at Harvard Business School. Ms. Turner serves as a Board member for the Kenya Project, an organization that provides education, homes, food and spiritual growth for children in Kenya. Ms. Turner and her husband, Ashley, have been married for over 30 years and they have three sons, Trenton, Trevor and Trey.



# Speakers



## **Mr. Mike Viti, USMA '08**

*Army West Point Football Director of High School and Alumni Relations*

### **Born Again Civilian - Mike's Hike For Heroes**

*Mr. Viti will focus his presentation on the transfer of skills learned and honed in the military to the civilian sector. Of note, Mr. Viti will share his experiences during "Mike's Hike For Heroes", a cross country trek where he walked one kilometer for every service member killed in action in the Global War on Terror. He concluded the walk covering 7,100 kilometers or 4,400 miles beginning in Washington State and wrapping up at the Army-Navy Game in Baltimore, MD.*

Former fullback Mr. Mike Viti, a 2008 West Point graduate, joined the Army West Point football staff as the Director of High School and Alumni Relations. As a cadet, Mr. Viti earned four varsity letters and in addition to his role as team captain, he also served as a Regimental Commander during his senior year. Following graduation, Mr. Viti served a deployment in Afghanistan in support of Operation ENDURING FREEDOM. After leaving the Army as a captain, Mr. Viti embarked on Mike's Hike For Heroes.



## **Brigadier General Malham M. Wakin, USAF, Retired**

*Professor Emeritus of Philosophy at the US Air Force Academy*

### **"I Can't Do That!"**

*The presentation examines the concept of professional integrity (as distinguished from "personal integrity") and attempts to clarify how being a member of an important profession like the military, or teaching, or the legal and medical professions, or the clergy or any other of the professions that serve society, involves accepting constraints on one's behavior imposed by that particular profession in addition to the personal moral rules that one adopts as an ordinary citizen of any human community.*

Brigadier General Malham M. Wakin, USAF, Retired is the Professor Emeritus of Philosophy at the US Air Force Academy in Colorado Springs. He has taught at the Air Force Academy from 1959 to 2016. He served on active duty with the Air Force from 1963 to 1995, including early tours as an Air Rescue Navigator and a combat tour in Vietnam in 1968. He holds a number of military decorations including the Distinguished Service Medal, and three Legions of Merit.



## **Major General Margaret "Maggie" Woodward, USAF, Retired**

*Former Combined Forces Air Component Commander (CFACC) for Operation ODYSSEY DAWN*

### **Operational Leadership in the Libyan Air Campaign**

*Operation ODYSSEY DAWN is the Air Campaign that executed the United Nations' directed no fly zone and protection of Libyan citizens during the Arab Spring. Combined Forces Air Component Commander, Maj Gen Woodward offers a series of vignettes detailing the shift from relative peace to full combat operations, all within a matter of weeks. The presentation covers the spectrum of tactical to strategic and ends with operational leadership lessons.*

Major General Margaret Woodward, USAF, Retired, retired after 32 years in the US Air Force. During her career, she served as a pilot and commander at various levels in both staff and operational positions. She flew and commanded in Operations JUST CAUSE, NORTHERN WATCH, SOUTHERN WATCH, ALLIED FORCE, ENDURING FREEDOM, and IRAQI FREEDOM. Maj Gen Woodward served as the first female Combined Forces Air Component Commander (CFACC) for Operation ODYSSEY DAWN. She retired as the Director of the Sexual Assault Prevention and Response Office under the Air Force Vice Chief of Staff.



# Schedule of Events\*

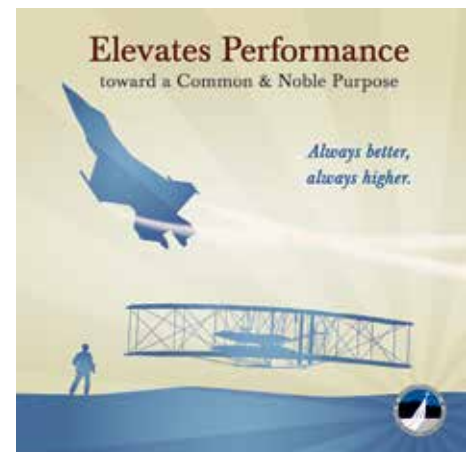
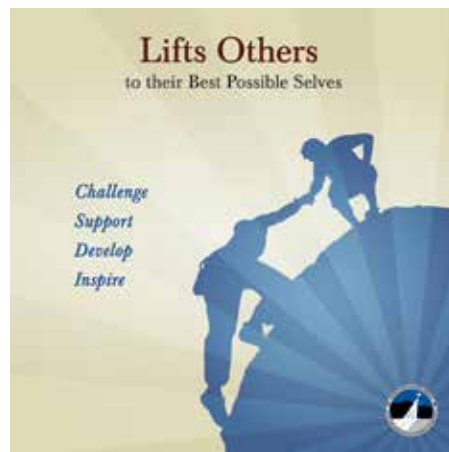
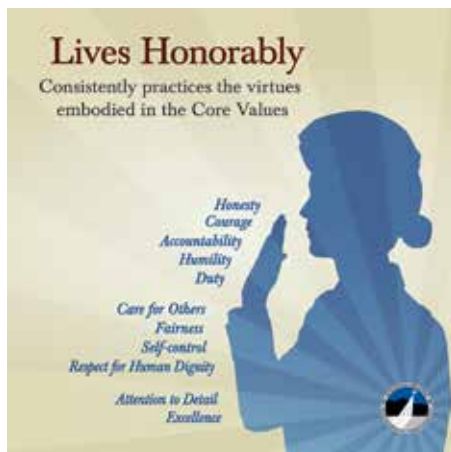
	Venue	Arnold Hall Theater	Ballroom	F1	H1	H2	D2	L1	L2	L4	L5
Thursday, February 25th	5:30 - 7:30										
	8:00 - 8:50	NCLS Opening Ceremony: Smith									
	9:10 - 10:25	Class of '59 Leadership Lecture: Sinek	Schmidle	Helms	Graff	August	Titely	O'Donnell	Earhart	Macgregor	Feely
	10:45 - 12:00	Woodward	Sinek	Chilton	Sheen	Del Toro	Feely	Guidry	Earhart	Barraza	McGuire
	12:20 - 13:00				Lunch: All Participants with Meals Package @ Mitchell Hall						
Optional Tours: Chapel or Airfield	1:20 - 2:35	Baker Botts Lecture: Fighter Lead-In Panel		Campbells	Haver	Schmidle	Cadet Panel	Guidry	Viti	Barraza	O'Donnell
	3:00 - 4:15	Astronaut Panel		Special Ops Presentation	Sheen	Campbells	McCoy	McCurdy	Tirmizi	Stewart	Costin
	6:00 - 7:15				Dinner: Speakers, Professionals, Non-student Participants with Dinner Package @ Arnold Hall Ballroom / Students @ Mitchell Hall						
	7:30 - 8:30	Class of '73 John & Lyn Muse Lecture: Stone									
	8:30 - 9:00				Speaker Reception @ McComas Lounge Arnold Hall						
Friday, February 26th	5:30 - 7:30										
	8:00 - 9:15	Anschutz Award Presentation: Hayden	Viti	Stone	Stewart	Tirmizi	Haver	Graff	McGuire	Macgregor	Belkin
	9:35 - 10:50	Chadwick	Turner	Special Ops Presentation	Earhart	Woodward	McCoy		O'Donnell	Del Toro	Smith
	11:15 - 12:00				Lunch: All Participants with Meals Package @ Mitchell Hall						
	12:15 - 1:30	Falcon Foundation Bud Breckner Lecture: Giunta	Fighter Lead-In Panel	Turner	Costin	Campbells	Special Ops Presentation	Wakin	August	Belkin	Titely
	2:00 - 3:30	Challenge Ceremony: Croswell									
	3:45 - 5:45				Student/Delegate Summit: Fairchild Hall						
	5:00 - 7:00				Dinner: Speakers & Professionals @ Falcon Club (5:00 - 7:00) / Students @ Mitchell Hall (5:00 - 7:00)						

\*For the most up to date information or assistance during NCLS call the NCLS Command Post: (719) 333-7001 or check [www.usafa.edu/NCLS](http://www.usafa.edu/NCLS)

# Making the most of NCLS

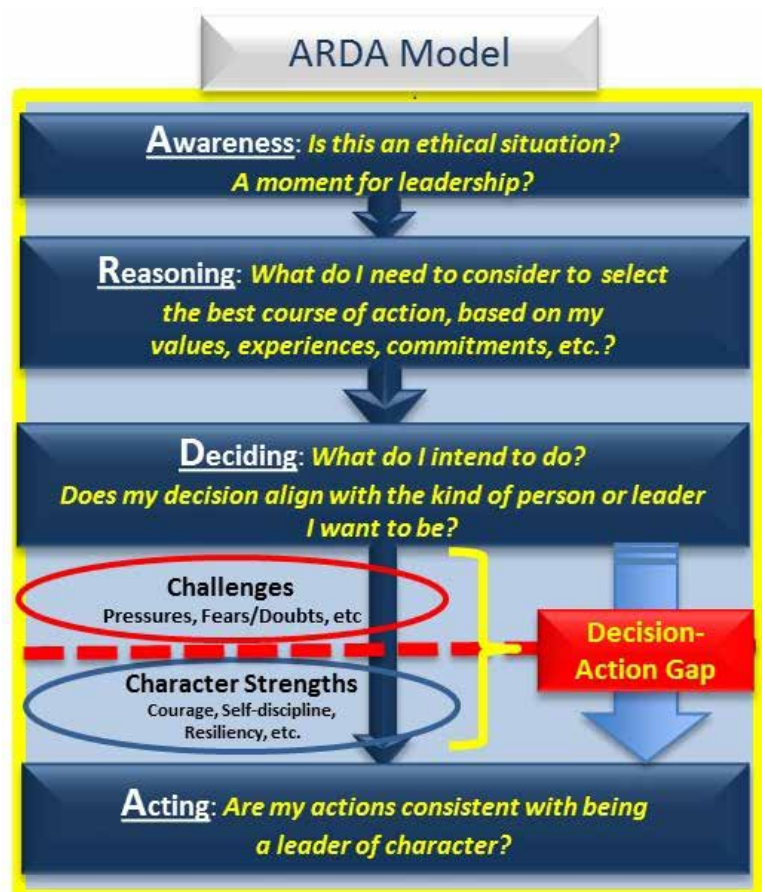
NCLS is designed to be a learning and development opportunity whereby you gain inspiration, think about where you currently stand with regard to character and leadership strengths, and then commit to take action toward your further development. To better facilitate this, please consider the tools below 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 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 Core Values (Integrity, Service, Excellence) in the Profession of Arms**

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**Other notes:**

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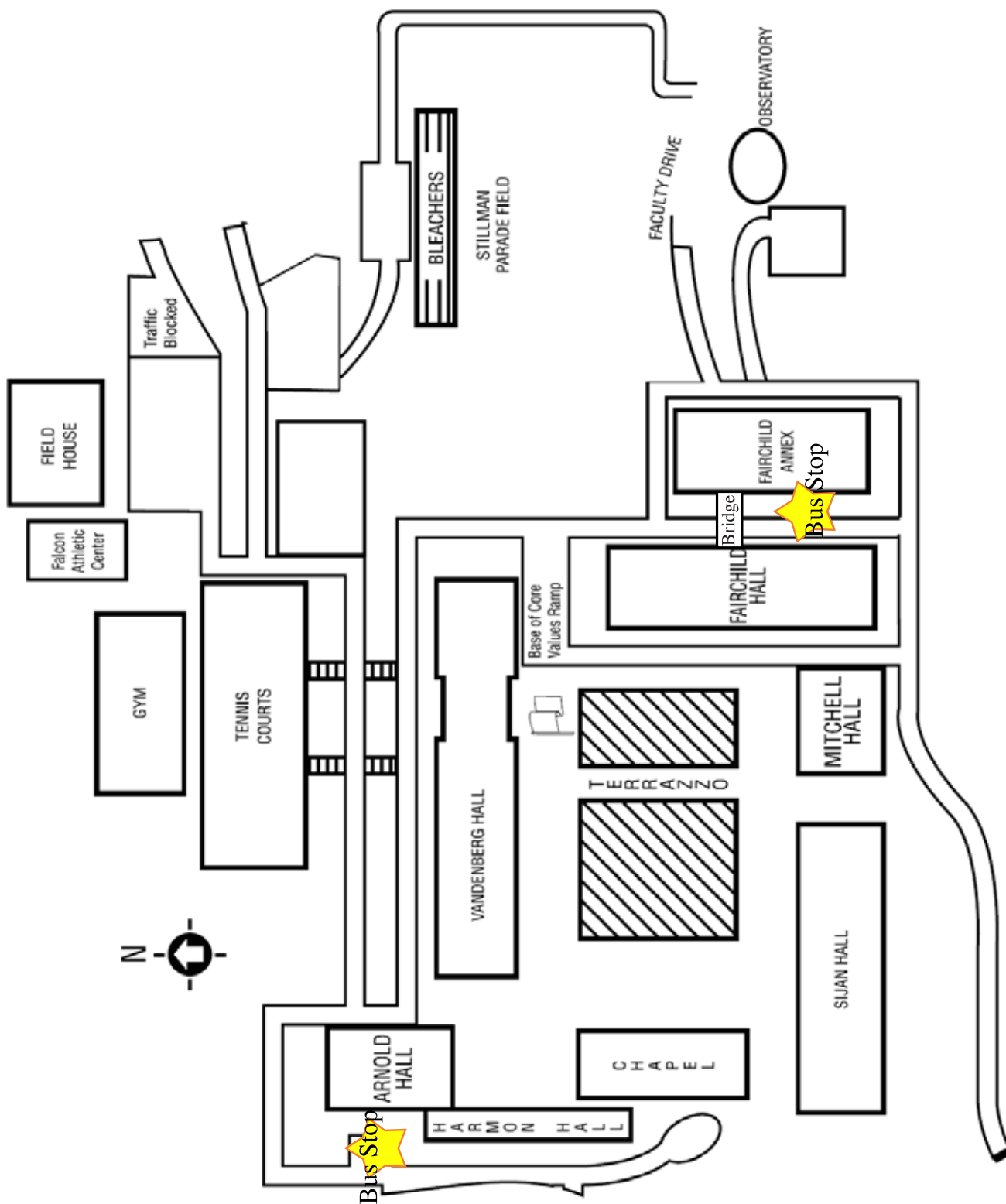
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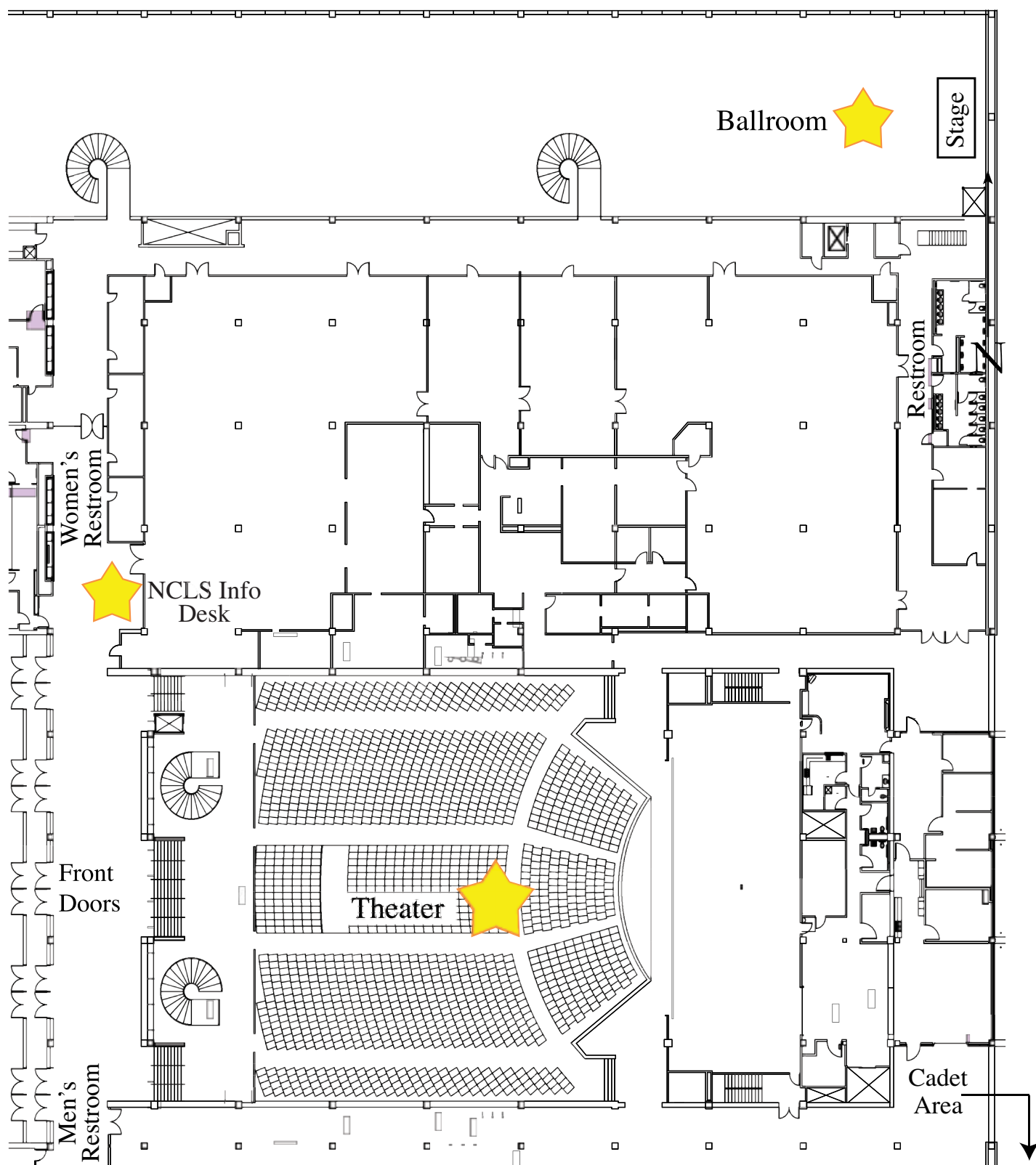
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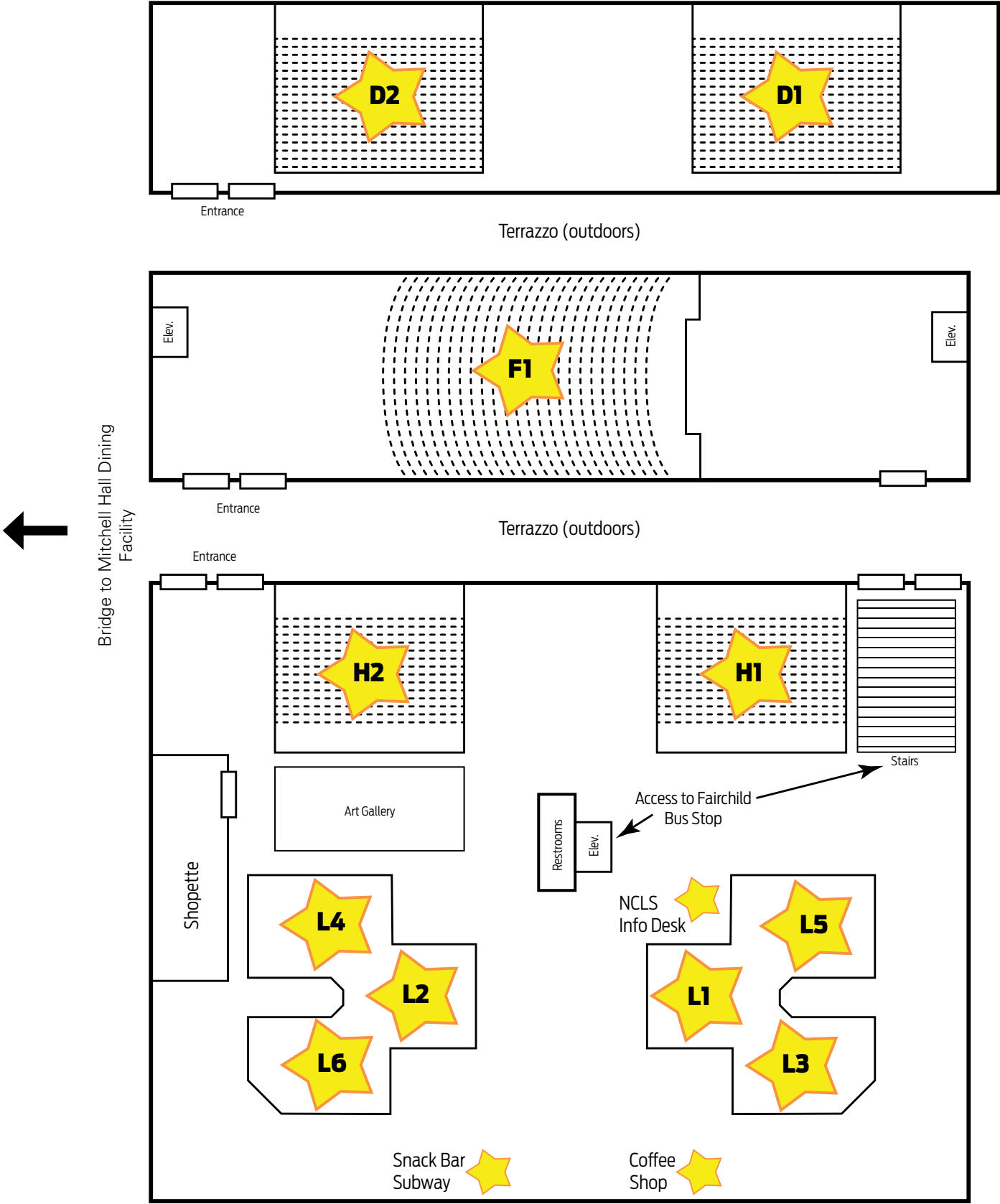
# Map of the Cadet Area



# Map of Arnold Hall Venues



# Map of Fairchild Hall







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ACADEMY

# NCLS Staff

**Mrs. Danielle Brines, NCLS Program Director**



Col John McCurdy, (USAFA '88)

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

Lt Gen (Ret) Christopher Miller USAFA '80  
Lt Col Sheilagh Carpenter USAFA '86  
Lt Col Shane Coyne  
Lt Col Eric Ecklund USAFA '89  
Lt Col (Ret) Daniel Hites USAFA '68  
Lt Col Richard Mandeville USAFA '88  
Lt Col Aaron Teltshick  
Lt Col Brian Tichenor  
Maj John Agnew USAFA '01

Maj Brian Fash USAFA '04  
Maj James George USAFA '02  
Maj Joseph Tuzzolino  
Capt Brian Boardman USAFA '08  
Capt Christopher Brown  
Capt Sean Purio USAFA '10  
Capt Bernadette Ramsey USAFA '06  
Capt Chris Thomsen USAFA '08  
2Lt James Dimmick USAFA '15

CMSgt (Ret) Bob Vasquez  
MSgt John Grijalva  
TSgt Vernon Thompson  
Tina Erzen USAFA '88  
Julie Imada  
Kathy Lentz  
Jason Kiker USAFA '98  
Melinda Miller  
Gina Marino USAFA '02

## Cadet Executive Staff

**C1C John Kornahrens, Cadet in Charge (CIC)**

### Team CICs

C1C Staci Colbacchini  
C1C Spencer Crowe  
C1C William Hatton  
C1C Matthew Jacobs  
C1C Danielle Kaufman  
C1C Stephen Keisler  
C1C Caleb Kiesow  
C1C Nicholas Marco  
C1C Nolan Mayhew  
C1C Matthew Medara  
C1C Erin Oetting  
C1C Stephanie Sarabia  
C1C Nathanael Szuch

### Team NCOs

C2C Nicholas Brandt  
C2C Shane Culver  
C2C Eric Zielen-Ersing  
C2C Jonathan Fernandez  
C2C Lily Forlini  
C2C Zachary Hodges  
C2C Alexandra Hutchinson  
C2C Jay Kaslon  
C2C Kaitlyn Kent  
C2C Tawnie Kerr  
C2C Alex Kronberger  
C2C Dena McFadden  
C2C Peyton Milligan  
C2C Meghan Plunkett  
C2C Andrew Resweber  
C2C Riley Richards  
C2C Daniel Wiesz  
C3C Nathan Ziegler  
C3C Oluwayemisi Orikogbo

## 2016 Department of Defense Professionalism Summit (Scholars Forum) Staff

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Stephen Shambach, Col (Ret) USMA '74  
LTC Rich Ramsey  
1Lt Jennifer Smith

2Lt Kevin Hemphill, USAFA'15  
MSgt Paul Wilcox  
Dr. Derek Varble, Maj (Ret) USAFA '92



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