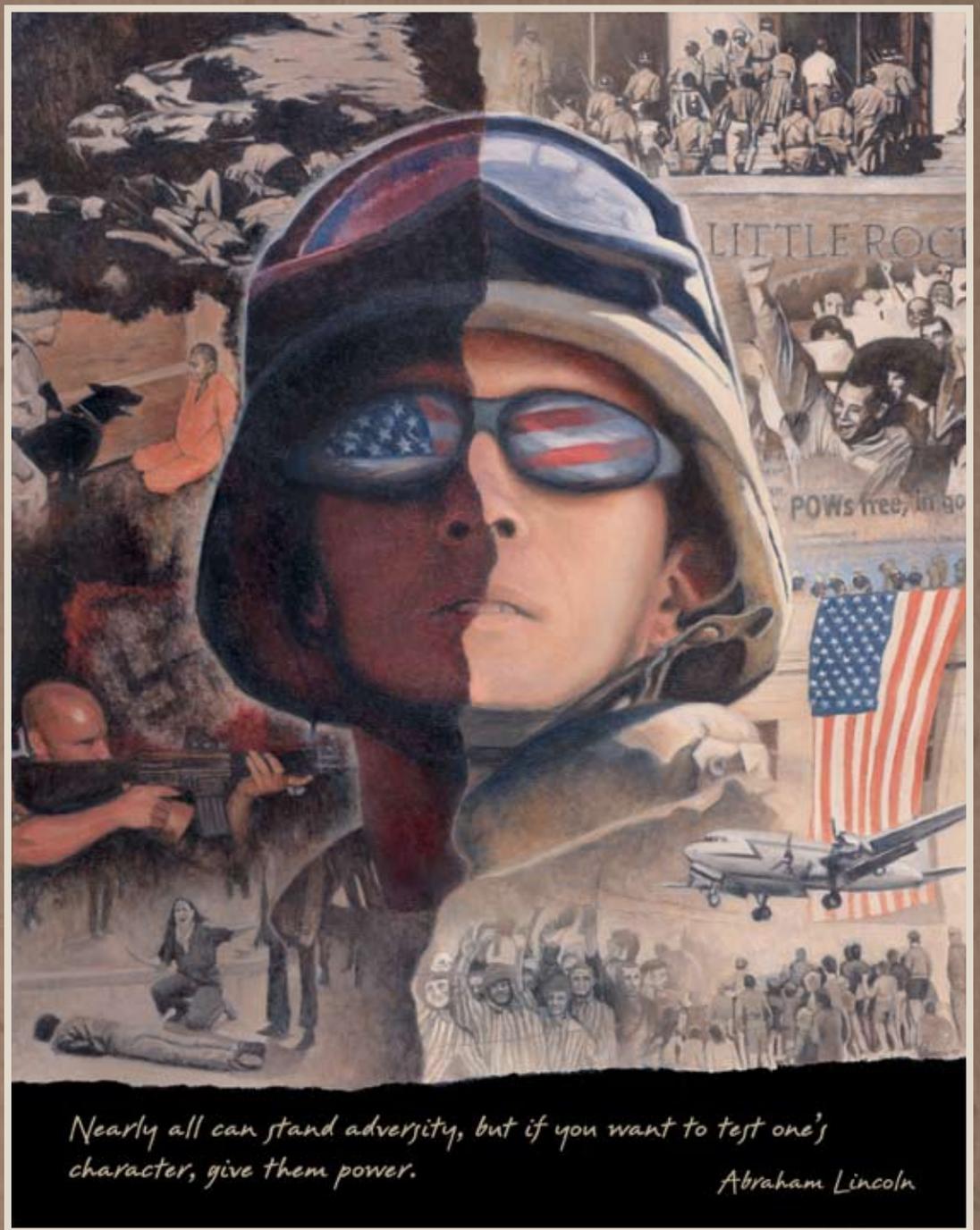
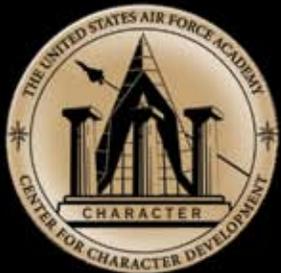


THE  
UNITED STATES  
AIR FORCE  
ACADEMY

CENTER FOR  
CHARACTER  
DEVELOPMENT



*Nearly all can stand adversity, but if you want to test one's  
character, give them power.*

*Abraham Lincoln*

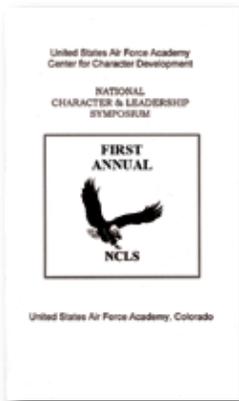
*All Created Equal—Human Dignity and Respect*



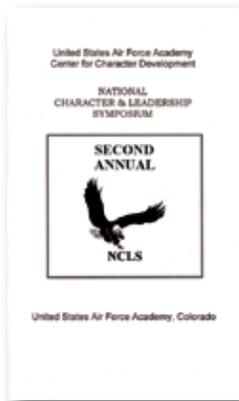
THE 14TH ANNUAL  
NATIONAL CHARACTER &  
LEADERSHIP SYMPOSIUM

Feb 22-24, 2007 U.S. Air Force Academy

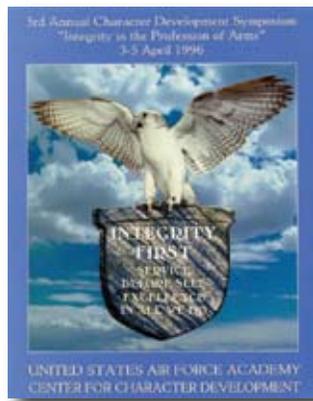
# NCLS: A Look Back



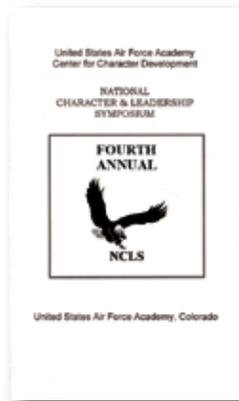
First Annual  
1994



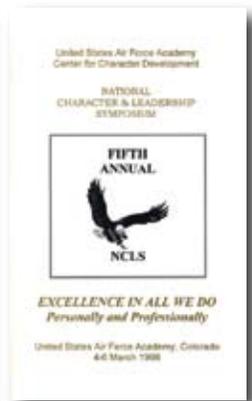
Second Annual  
1995



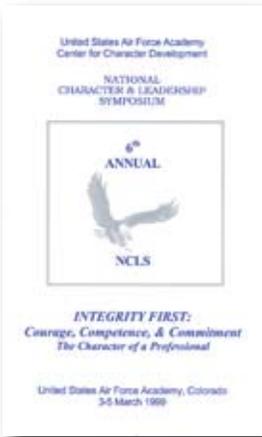
Third Annual  
Integrity in  
the Profession of Arms



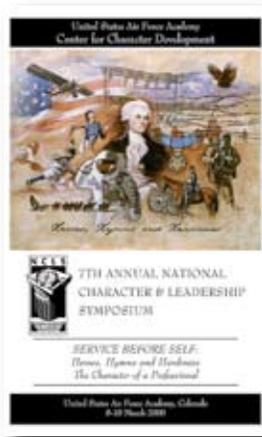
Fourth Annual  
1997



Fifth Annual  
Excellence in All We Do:  
Personally and Professionally



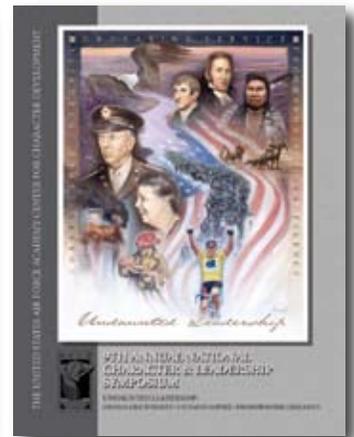
Sixth Annual  
Integrity First:  
Courage, Competence,  
& Commitment



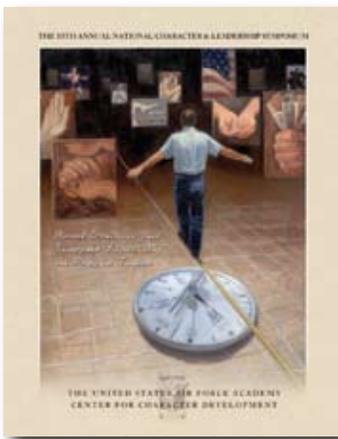
Seventh Annual  
Service Before Self:  
Heroes, Hymns and Hardiness  
Original Artwork by Chris Hureau



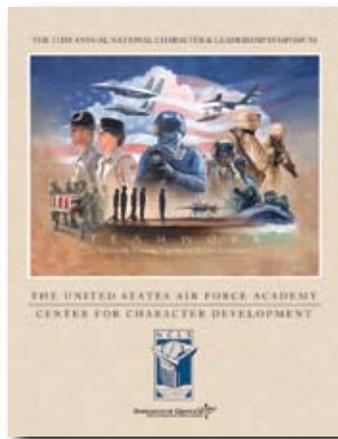
Eighth Annual  
Integrity First: Reflection,  
Inspiration & Aspiration  
Original Artwork by Chris Hureau



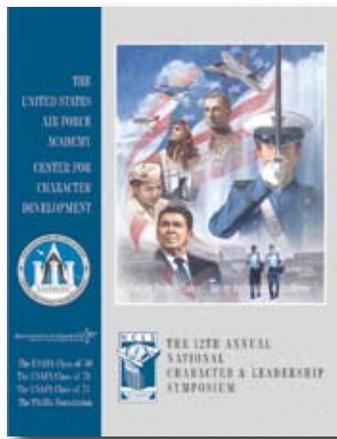
Ninth Annual  
Undaunted Leadership: Unassailable  
Integrity, Increasing Service,  
Uncompromising Excellence  
Original Artwork by Chris Hureau



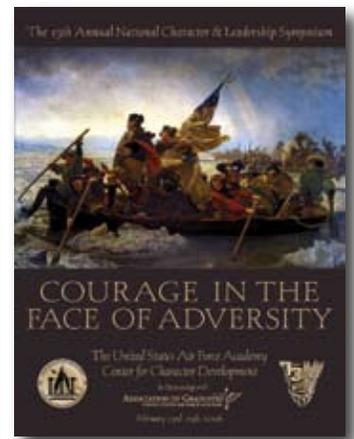
Tenth Annual  
Moral Courage and Servant  
Leadership in Modern Times  
Original Artwork by Chris Hureau



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



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



Thirteenth Annual  
Courage in the Face of Adversity  
Cover Design by Chris Hureau

# 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 '59



USAF Academy Class of '74

## The Phillis Foundation

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The support of the following organizations and individuals who graciously gave of their time helped make the 14th Annual National Character and Leadership Symposium possible:

Wayne Kellenbence, AOG  
Leslie Frank, AOG  
Brenda George, AOG  
Dale Duncan, USAFA Protocol  
Teri Glavan, USAFA Protocol  
Jami Buckhouse, USAFA Protocol  
Major Deana Hall, CW Protocol  
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Stu Stewart, Arnold Hall Support  
Willie Smith, Arnold Hall Facilities  
Chris Hureau, Original Artwork and Coin Design  
Lisa Allison, Graphics  
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Fredie Layberger, Multimedia  
Sonny Taylor, Web Services  
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Dan McKee, Web Services  
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Dr. Evelyn Patterson, Faculty POC  
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Rohman Joint Venture Video Specialists  
Major Roy Haley, Graphic Art Support  
Captain Catherine Beck, Scheduling  
Leann Nelson, Admissions  
The US Air Force Academy Band  
Deb Lawless, Officers' Club  
Officers' Club Staff  
Mitchell Hall Staff  
Rampart Lodge Staff  
Outdoor Recreation Staff  
AAFES Bookstore Staff  
Academy Bowling Lanes Staff  
10 ABW Transportation  
10th Security Forces Squadron  
10 MSG Contracting  
USAFA Training Devices  
USAFA Visitors' Center  
Captain Sara Cooper, Vocalist  
Master Sergeant Randy Ward, Vocalist  
Technical Sergeant Todd Gustafson, Pianist  
USAFA Cadet Honor Guard  
USAFA Cadet Sabre Drill Team

# Quick-Reference Schedule

Speaker	Day	Time	Venue	Speaker	Day	Time	Venue
Al-Mubarak	Thu	9:50 am	L-2	Malachowski	Fri	7:50 am	F-1
	Thu	10:50 am	L-2		Sat	9:15 am	AH
	Fri	9:50 am	L-6	Mirandette	Thu	10:50 am	H-1
	Sat	10:30 am	H-2		Fri	8:50 am	D-1
Berkowitz	Thu	8:50 am	L-2	Fri	9:50 am	D-1	
	Fri	10:50 am	L-6	Reed, G.	Thu	9:50 am	H-2
	Sat	11:45 am	Ballroom		Fri	9:50 am	L-2
Thu	1:30 pm	Ballroom	Sat		9:15 am	L-2	
Book Signing	Thu	1:30 pm	Ballroom	Reed, L.	Thu	8:50 am	H-1
Clark	Fri	8:50 am	F-1		Thu	9:50 am	H-1
	Fri	12:30 pm	AH		Fri	9:50 am	L-10
Clayton-Pedersen	Fri	8:50 am	L-8	Resnicoff	Thu	8:50 am	L-6
	Fri	10:50 am	D-1		Fri	10:50 am	L-2
Cloud	Thu	12:30 pm	F-1	Salum	Fri	8:50 am	L-10
	Fri	9:50 am	F-1		Sat	8:00 am	L-10
Faculty Consortium	Fri	1:30 pm	Banquet Rm		Schaffer	Sat	8:00 am
	Thu	10:50 am	F-1	Schlappi	Thu	7:50 am	F-1
Friedman	Fri	10:50 am	F-1	Seiler	Thu	8:50 am	L-8
	Thu	12:30 pm	AH		Fri	8:50 am	L-4
Gonzales	Thu	9:50 am	L-10		Sat	8:00 am	L-4
Gozeh	Sat	10:30 am	L-2	Stillings	Thu	8:50 am	L-4
	Thu	7:10 pm	F-1		Fri	8:50 am	L-6
	Fri	10:50 am	H-2		Sat	8:00 am	L-2
Graham	Sat	8:00 am	AH	Stone	Fri	8:50 am	H-1
	Fri	10:50 am	H-1		Fri	9:50 am	H-1
	Thu	8:50 am	H-2	Student Consortium	Fri	1:30 pm	Ballroom
Fri	10:50 am	L-4	Sullivan		Thu	10:50 am	H-2
Sat	10:30 am	H-1	Fri		9:50 am	H-2	
Gunn	Fri	10:50 am	H-1	Taulbert	Sat	9:15 am	F-1
Harrell	Thu	8:50 am	H-2		Thu	8:50 am	L-10
	Fri	10:50 am	L-4		Thu	10:50 am	L-10
	Sat	10:30 am	H-1	Vann	Thu	9:50 am	L-4
Thu	7:10 pm	AH	Fri		10:50 am	L-10	
Fri	8:50 am	L-2	Sat		8:00 am	L-6	
Howard	Sat	8:00 am	H-2	Vásquez	Thu	10:50 am	L-4
	Sat	9:15 am	H-2		Sat	8:00 am	L-8
	Thu	9:50 am	L-8		Sat	9:15 am	L-8
Jones	Thu	9:50 am	L-8	Victor	Thu	8:50 am	F-1
	Thu	10:50 am	L-8		Fri	8:50 am	H-2
	Fri	10:50 am	L-8		Watts	Sat	10:30 am
	Sat	9:15 am	L-6	Wood		Thu	9:50 am
King	Thu	8:50 am	D-1	Thu	10:50 am	L-6	
	Thu	9:50 am	D-1	Fri	9:50 am	L-4	
	Fri	9:50 am	L-8	Sat	9:15 am	L-4	
Koestner	Sat	9:15 am	H-1	Wood	Thu	9:50 am	L-6
	Fri	12:30 pm	F-1		Fri	9:50 am	L-4
LaNier	Thu	9:50 am	F-1	Sat	9:15 am	L-4	
Lee	Sat	8:00 am	H-1				
	Sat	10:30 am	F-1				

AH = Arnold Hall

Ballroom and Banquet Room are located in Arnold Hall

# Master Schedule

Keynote

Location

	Arnold Hall	F-1	H-1	H-2	L-2	L-4	L-6	L-8	L-10	D-1
<b>Thursday, February 22</b>										
7:50–8:43		Schlappi								
8:50–9:43		Victor	Reed, L.	Harrell	Berkowitz	Stillings	Resnicoff	Seiler	Taulbert	King
9:50–10:43		LaNier	Reed, L.	Reed, G.	Al-Mubarak	Vann	Wood	Jones	Gozeh	King
10:50–11:43		Friedman	Mirandette	Sullivan	Al-Mubarak	Vásquez	Wood	Jones	Taulbert	
12:00–12:20	Mitchell Hall: Lunch									
12:30–1:20	Gonzales	Cloud								
1:30–2:23	Ballroom: Meet the Speakers/ Book Signing									
2:00–3:30	USAFA Tours									
5:00 pm	Ballroom: Symposium Dinner									
7:10 pm	Honoré	Graham								
8:00 pm	Ballroom: Speaker Reception									
<b>Friday, February 23</b>										
7:50–8:43		Malachowski								
8:50–9:43		Clark	Stone	Victor	Howard	Seiler	Stillings	Clayton-Pedersen	Salum	Mirandette
9:50–10:43		Cloud	Stone	Sullivan	Reed, G.	Wood	Al-Mubarak	King	Reed, L.	Mirandette
10:50–11:43		Friedman	Gunn	Graham	Resnicoff	Harrell	Berkowitz	Jones	Vann	Clayton-Pedersen
12:00–12:20	Mitchell Hall: Lunch									
12:30–1:20	Clark	Koestner								
1:30–3:30	Ballroom: Student Consortium Banquet Rm: Faculty Consortium									
3:30–5:00	USAFA Tours									
6:00 pm	Officers' Club: Visiting Faculty and Speaker Dinner • Free Time: Dinner — Visiting Students									
7:00 pm	Officers' Club: CWC Character Seminar for Visiting Faculty — Optional									
<b>Saturday, February 24</b>										
8:00–8:50	Graham	Schaffer	Lee	Howard	Stillings	Seiler	Vann	Vásquez	Salum	
9:15–10:05	Malachowski	Sullivan	King	Howard	Reed, G.	Wood	Jones	Vásquez		
10:30–11:20	Watts	Lee	Harrell	Al-Mubarak	Gozeh					
11:45	Ballroom: Closing Luncheon									
<b>Sunday, February 25</b>										
6:15–6:00	Ski Outing — Optional									

# Thursday, February 22

7:50 am

F-1

United States Air Force Academy Band performance by Solaris

Opening Ceremonies

Morning Keynote

**Mike Schlappi**

Four-Time Paralympic Medalist in USA Men's Wheelchair Basketball

"If You Can't Stand Up, Stand Out!"

Paralyzed from the waist down in a childhood accident, Mike Schlappi's spine and dreams were shattered, but he gained a precious and elusive secret of life that he will share with you!

8:50 am

F-1

Susan Wanggaard Community and Citizenship Lecture

**Stephani Victor**

2006 Paralympic Gold Medalist, 2002 Bronze Medalist, World Champion

"Triumph of the Human Spirit"

Can you imagine losing both of your legs? No one can, but Stephani Victor did when she was hit by an out of control car while standing in the driveway. Hear her remarkable story about how, after losing her legs, she decided to recreate herself as an alpine ski racer and her rise to the top to become number one in the world.

H-1

**Lawrence W. Reed**

President, Mackinac Center for Public Policy

"Character and the Free Society"

Character is critical not only to personal development but also to the survival of a free society. It's something over which every responsible, thinking adult has total, personal control and yet millions of people every year sacrifice it for very little. Examples of men and women with character set the standards of speech and conduct for all of us.

H-2

**Major General (Retired) Elizabeth Ann Harrell**

Former Director of Maintenance and Logistics, Air Combat Command, Langley Air Force Base, Virginia

"Common Sense – Use It"

General Harrell will reflect on a 30 year Air Force career and the mission that is never complete – people. She will highlight some examples of what worked, what didn't, and why it matters.

L-2

**Dr. Marvin W. Berkowitz**

Sanford N. McDonnell Professor of Character Education

"Democracy, Empowerment and Respect for Equality and Human Dignity"

No democracy can long endure if it does not socialize each subsequent generation to develop the competencies and dispositions necessary for a self-governing society. Schools play a critical role in this.

L-4

**Jennifer L. Stillings**

Leadership Coach and Consultant, Former EA-6B Naval Flight Officer

"Identity and Equality: Respecting the Differences that Count"

A desire for equality often becomes a pursuit of conformity, but in order to lead successful teams in an era of individuality, leaders must take a new approach. Jennifer will share her experiences as a combat aviator and facilitate a discussion about leading a new generation of diverse teams under pressure.

L-6

**Rabbi Arnold E. Resnicoff**

Retired Line Officer and Navy Chaplain, Former Special Assistant to the Secretary of the Air Force, Former AJC National Director of Interreligious Affairs

“Life Worthy of Life”

The Holocaust was the ultimate example of hatred taken to its most extreme form: the idea that some human beings are “life unworthy of life.” The first step down the slippery slope of hatred is thinking that there are any others - based on color, gender, faith, or ethnicity - whose life is worth less than our own. What lessons can we learn from the nightmares of yesterday to ensure we keep alive the dreams of tomorrow?

L-8

**Dr. Stefan Seiler**

Head of Leadership and Communication Studies, Swiss Military Academy

“Developing Responsible Leaders”

The importance of developing responsible leaders for crisis situations is obvious; recurrent misconduct among leaders is unfortunately a reality. Therefore, military training in general, as well as during the preparation phase for peace-keeping interventions in particular, should focus on developing morally competent servicemen at all levels.

L-10

**Clifton L. Taubert**

Author, *Eight Habits of the Heart*

“A Revolution in Consciousness: Embracing our Shared Humanity”

“The Eight Habits of the Heart were for me a revolution in consciousness,” according to Thomas G. Russell, Stanford University Graduate and Missouri Judge. Sometimes, a revolution in our consciousness is necessary to truly embrace valuing others. Taubert experienced these habits while growing up in the Mississippi Delta. He will talk about the selflessness embodied in the *Eight Habits of the Heart*. These habits will empower, transform and assist you in building community beyond yourself. They will call for a community defined by respect, affirmation and inclusion.

D-1

**Major Jonathan King**

Close Air Support Liaison to Special Forces in Iraq and Afghanistan

“Inter-cultural Warfare (The War Stories)”

Major King will share his experiences while deployed with Special Forces teams in Iraq and Afghanistan. He will address the challenges of fighting in a joint environment, as well as the unique cultural aspects of living, working, and fighting among the people in those countries.

**9:50 am**

F-1

**Carlotta LaNier**

The Youngest Member of the “Little Rock Nine”

“The Burden of Being First”

Carlotta LaNier will take her audience back 50 years or more and tell her story. It is a unique story describing her upbringing and the reason she is one of the collective “Little Rock Nine.”

H-1

**Lawrence W. Reed**

President, Mackinac Center for Public Policy

“Character and the Free Society”

Character is critical not only to personal development but also to the survival of a free society. It’s something over which every responsible, thinking adult has total, personal control and yet millions of people every year sacrifice it for very little. Examples of men and women with character set the standards of speech and conduct for all of us.

H-2

**Colonel George Reed, Ph.D.**

Director of Command and Leadership Studies, US Army War College

“Extremism in the Military”

As a microcosm of American society, the military must be prepared to deal with a virulent racist sub-culture that can appear in our units. Colonel Reed relates his experience as a criminal investigation supervisor and researcher in combating hate groups in the military.

L-2

**Captain Abdullah Hamza Al-Mubarak**

Chaplain, US Air Force Academy, Colorado

“The Universality of Human Dignity and Respect From the Perspective of a Muslim Chaplain”

The first Muslim Chaplain in the USAF will share his life experiences after 9/11 both stateside and abroad, including Mississippi, Qatar, Oman, Pakistan, Afghanistan, Cuba, and Germany. He will discuss overcoming the wave of suspicion he faced as the predecessor of the former chaplain who was arrested at GITMO on charges of espionage and sedition. He will emphasize the fact that respect for the universality of human dignity cuts across all of America’s cultural focus areas, and that respect for self and others is inherent in our civilized society.

L-4

**Paul Lawrence Vann**

Motivational Speaker and Author of *Living on Higher Ground*

“Diversity: Inclusion Improves Your Organization’s Bottom Line”

With the US population exceeding 300 million people, leaders from every institution in America acknowledge diversity is a business imperative. Mr. Vann will talk about how this affects our military institutions.

L-6

**Donald K. Wood, MD, FACS, DS**

Senior Surgical Oncologist, University of Illinois College of Medicine at Chicago

“How Do You See the World?”

Everyone has a “worldview.” James Shire said, “A worldview is a set of presuppositions (or assumptions) which we hold (consciously or unconsciously) about the basic makeup of our world.” Exploring examples of three of the most commonly held world views will bring to light a clearer picture and understanding on how you view the world. This in turn will determine how you think, act and react throughout life.

L-8

**Lieutenant Colonel David Jones**

Special Assistant to the Commandant, Systems and Planning, US Military Academy

“Culture, Ethics and Leadership: A Candid Discussion About Incidents in Iraq”

Lieutenant Colonel Jones will lead an open discussion about the impact of incidents in Iraq, addressing culture, ethics and leadership, as well as 2nd and 3rd order effects of individual actions on our military and the nation. The Military Ethical Decision Making Model and several example case studies will be offered in this engaging and thought provoking session.

L-10

**Bakhtiar Gozeh**

Building Manager, Douglass Valley Elementary, US Air Force Academy, Colorado

“A Kurdish Survivor’s View For Peace”

After surviving Saddam Hussein’s chemical weapons genocide campaigns against Iraq’s Kurdish population, Bakhtiar Gozeh was one of several thousand Kurds brought to the United States and granted citizenship. He will describe his survival experience under a dictator’s control and discuss his life as a Kurdish-American during the global war on terror.

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Major King will share his experiences while deployed with Special Forces teams in Iraq and Afghanistan. He will address the challenges of fighting in a joint environment, as well as the unique cultural aspects of living, working, and fighting among the people in those countries.

10:50 am

F-1

**Norbert Friedman**

Holocaust Survivor, Author of Memoir *Sun Rays at Midnight*, Gallery Educator, Museum of Jewish Heritage

“When All Seemed Lost, Man’s Nobility of Spirit Prevailed”

Mr. Friedman discovered that the integrity of one person could be life-saving even in that quagmire-like, suffocating existence of the concentration camps. He knows that the experiences of compassion are the exceptions, the all-too-rare instances when dignity and honor and faith rose above the odorous vapors of evil, but they shone through the darkness and offered rays of hope.

H-1

**Cadet Erik Mirandette**

Author, *The Only Road North*

“Living with No Holds Barred”

We each have a destiny, a legend that only we can live. To embrace it is dangerous and many choose not to. Erik discusses his experiences in Africa working as a humanitarian in 13 countries before falling victim to a terrorist attack that nearly cost him his life. Now, almost two years later, after having overcome hopeless odds, Erik discusses why we must live boldly with purpose.

H-2

**Steve Sullivan**

Author, *Remember This Titan*

“Panacea: The Leaders Performance Blueprint”

In a world awash with noise, Steve Sullivan’s Performance Blueprint establishes what is needed to meet the issues, threats, challenges and opportunities that confront any leader looking to excel.

L-2

**Captain Abdullah Hamza Al-Mubarak**

Chaplain, US Air Force Academy, Colorado

“The Universality of Human Dignity and Respect From the Perspective of a Muslim Chaplain”

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L-4

**Bob Vásquez**

VECTOR Program Director, US Air Force Academy, Colorado

“Respect and Response Ability”

One of our basic human needs is respect. We all want to be respected for who we are and for what we contribute. The key to being respected is being respectful. As the sage once said, “To know but not to do is not to know.” This session will ask you not just to consider the concept of respect but to develop an action plan that will empower you to be more respectful - you will know and you’ll be able to do. Do it now! Do it right!

L-6

**Donald K. Wood, MD, FACS, DS**

Senior Surgical Oncologist, University of Illinois College of Medicine at Chicago

“How Do You See the World?”

Everyone has a “worldview.” James Shire said, “A worldview is a set of presuppositions (or assumptions) which we hold (consciously or unconsciously) about the basic makeup of our world.” Exploring examples of three of the most commonly held world views will bring to light a clearer picture and understanding on how you view the world. This in turn will determine how you think, act and react throughout life.

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Author, *Eight Habits of the Heart*

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**12:00 pm**

Mitchell Hall

Lunch

**12:30 pm**

Arnold Hall

United States Air Force Academy Band performance by Galaxy Brass

Afternoon Keynote

**Alberto R. Gonzales**

Attorney General

“Liberty and Justice for All”

The nation’s first Hispanic Attorney General gives his perspective on the uniquely American philosophy regarding equality and civil rights.

F-1

United States Air Force Academy Band performance by Solaris

Afternoon Keynote

**Dr. Henry Cloud**

Clinical Psychologist

“Integrity: The Courage to Meet the Demands of Reality”

Drawing on experiences from his work with Fortune 500 companies, nonprofits, and individual leaders, Dr. Henry Cloud, a clinical psychologist and nationally syndicated radio host, shows how our character can keep us from achieving all we want to (or could) be.

**1:30 pm**

**Thursday, February 22**

Arnold Hall Ballroom  
Meet the Speakers and Book Signing

**2:00 pm**

US Air Force Academy Tours (Optional, sign up at Registration Desk)

**5:00 pm**

Arnold Hall Ballroom  
United States Air Force Academy Band performance by Pianist TSgt Todd Gustafson and Vocalist MSgt Randy Ward  
Symposium Dinner

**7:10 pm**

Arnold Hall Theater  
United States Air Force Academy Band performance by Galaxy Brass  
Presentation of the Wakin Award  
Sponsored by the USAFA Class of 1974  
Evening Keynote

**Lieutenant General Russel L. Honoré**

Commanding General, First United States Army, Fort Gillem, Georgia  
“Military Support to Civil Authorities in Hurricane Katrina”

LTG Honoré will share his reflections on Hurricane Katrina and the role of the military in civil relief operations.

F-1

United States Air Force Academy Band performance by Rampart Winds  
Evening Keynote

**Akuyoe Graham**

Actor/Writer/Author of the One-Woman Play *Spirit Awakening* and *The Little Book of Transformation/7 days to a Brand New You*  
“Spirit Awakening: The Power of Authentic Expression”

Akuyoe will give an excerpt of the critically acclaimed one-woman show *Spirit Awakening*. The performance will be followed by a lively discussion about the power of authentic expression and end with audience participation.

**8:00 pm**

Arnold Hall Ballroom  
United States Air Force Academy Band performance by Pianist TSgt Todd Gustafson  
United States Air Force Academy Cadet Sabre Drill Team performance  
Speaker Reception

# Friday, February 23

**7:50 am**

F-1

**Major Nicole Malachowski**

Thunderbird #3, Right Wing

“Teamwork: The Power of Believing in Others”

Norman Shidle put it best when he said, “A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of others.” Being part of our Air Force team requires each of you to be an expert in your career field, to be accountable to your team, and to have the grace to applaud the strengths of those around you. Only through these fundamental characteristics can we fight and win our nation’s wars.

**8:50 am**

F-1

**Dan Clark**

Professional Speaker and NY Times Best Selling Author

“The Answers Are Still in the Box”

We’re told to think outside the box. What if the answers are still in the box? Most people complicate their lives and never fulfill their destiny because they think it’s the responsibility of their community and their job to make life exciting and meaningful. They think success and happiness are found outside themselves, instead of within. Consequently, too many are in search of new answers when what they really need are the right answers. You can’t get right answers from wrong questions and the answers to the right questions are already within you!

H-1

**Nikki Stone**

1998 Winter Olympic Gold Medalist

“Only Some Want to Fly: Striving for Excellence by Spreading Your Wings to Reach Success”

How do individuals find the drive for what they do? How do they conquer their greatest obstacle? How do they take the appropriate risks to make sure their business skyrockets? Nikki relates how clients can answer these questions through her incredible “Turtle Effect” philosophy.

H-2

**Stephani Victor**

2006 Paralympic Gold Medalist, 2002 Bronze Medalist, World Champion

“Triumph of the Human Spirit”

Can you imagine losing both of your legs? No one can, but Stephani Victor did when she was hit by an out of control car while standing in the driveway. Hear her remarkable story about how, after losing her legs, she decided to recreate herself as an alpine ski racer and her rise to the top to become number one in the world.

L-2

**Dr. Chris Howard**

Vice President, Strategic and Leadership Initiatives, The University of Oklahoma

“Crucible Experiences in Creating Community and Respecting Human Dignity”

There is perhaps no better way to overcome seemingly insurmountable differences than a crucible experience. Ultimately, crucibles can forge communities whereby members respect the dignity inherent in all team members and allow for effective discourse when human dignity has been tread upon.

L-4

**Dr. Stefan Seiler**

Head of Leadership and Communication Studies, Swiss Military Academy

“Developing Responsible Leaders”

The importance of developing responsible leaders for crisis situations is obvious; recurrent misconduct among leaders is unfortunately a reality. Therefore, military training in general, as well as during the preparation phase for peace-keeping interventions in particular, should focus on developing morally competent servicemen at all levels.

L-6

**Jennifer L. Stillings**

Leadership Coach and Consultant, Former EA-6B Naval Flight Officer

“Identity and Equality: Respecting the Differences that Count”

A desire for equality often becomes a pursuit of conformity, but in order to lead successful teams in an era of individuality, leaders must take a new approach. Jennifer will share her experiences as a combat aviator and facilitate a discussion about leading a new generation of diverse teams under pressure.

L-8

**Dr. Alma Clayton-Pedersen**

Vice President, Office of Education and Institutional Renewal, Association of American Colleges and Universities

“Using Multimedia to Build Intercultural Communication Skills”

The Diversity Opportunity Tool (DOT) is an innovative problem-solving multimedia tool to improve the ability of students, faculty, and staff to deal with acts of intolerance on their campuses. User selection of an incident triggers a brief video depicting a typical incident of intolerance. Users can consider a number of alternative responses to the incident and select among them; selection triggers a vignette of the likely outcome of the response. The computer provides information and resources that would help in dealing with incidents of the kind being considered. Portions of DOT will be presented and a discussion about race and ethnic relations in higher education held.

L-10

**Carlos Salum**

Performance Architect (Business, Sports, Arts)

“Beyond Personal Best”

The capacity to “produce future” is a remarkable function of the human brain. Carlos Salum connects his experiences in Argentina under military dictatorships with becoming a US citizen and flourishing as an international tennis coach, playwright, film producer and corporate consultant. Salum reflects on equality, human dignity and respect by decoding the thinking patterns and value scales that can help us design a better future.

D-1

**Cadet Erik Mirandette**Author, *The Only Road North*

“Living with No Holds Barred”

We each have a destiny, a legend that only we can live. To embrace it is dangerous and many choose not to. Erik discusses his experiences in Africa working as a humanitarian in 13 countries before falling victim to a terrorist attack that nearly cost him his life. Now, almost two years later, after having overcome hopeless odds, Erik discusses why we must live boldly with purpose.

F-1

**Dr. Henry Cloud**

Clinical Psychologist

“Integrity: The Courage to Meet the Demands of Reality”

Drawing on experiences from his work with Fortune 500 companies, nonprofits, and individual leaders, Dr. Henry Cloud, a clinical psychologist and nationally syndicated radio host, shows how our character can keep us from achieving all we want to (or could) be.

H-1

**Nikki Stone**

1998 Winter Olympic Gold Medalist

“Only Some Want to Fly: Striving for Excellence by Spreading Your Wings to Reach Success”

How do individuals find the drive for what they do? How do they conquer their greatest obstacle? How do they take the appropriate risks to make sure their business skyrockets? Nikki relates how clients can answer these questions through her incredible “Turtle Effect” philosophy.

H-2

**Steve Sullivan**Author, *Remember This Titan*

“Panacea: The Leaders Performance Blueprint”

In a world awash with noise, Steve Sullivan’s Performance Blueprint establishes what is needed to meet the issues, threats, challenges and opportunities that confront any leader looking to excel.

L-2

**Colonel George Reed, Ph.D.**

Director of Command and Leadership Studies, US Army War College

“Extremism in the Military”

As a microcosm of American society, the military must be prepared to deal with a virulent racist sub-culture that can appear in our units. Colonel Reed relates his experience as a criminal investigation supervisor and researcher in combating hate groups in the military.

L-4

**Donald K. Wood, MD, FACS, DS**

Senior Surgical Oncologist, University of Illinois College of Medicine at Chicago

“How Do You See the World?”

Everyone has a “worldview.” James Shire said, “A worldview is a set of presuppositions (or assumptions) which we hold (consciously or unconsciously) about the basic makeup of our world.” Exploring examples of three of the most commonly held world views will bring to light a clearer picture and understanding on how you view the world. This in turn will determine how you think, act and react throughout life.

L-6

**Captain Abdullah Hamza Al-Mubarak**

Chaplain, US Air Force Academy, Colorado

“The Universality of Human Dignity and Respect From the Perspective of a Muslim Chaplain”

The first Muslim Chaplain in the USAF will share his life experiences after 9/11 both stateside and abroad, including Mississippi, Qatar, Oman, Pakistan, Afghanistan, Cuba, and Germany. He will discuss overcoming the wave of suspicion he faced as the predecessor of the former chaplain who was arrested at GITMO on charges of espionage and sedition. He will emphasize the fact that respect for the universality of human dignity cuts across all of America’s cultural focus areas, and that respect for self and others is inherent in our civilized society.

# Speakers

## Keynote Speakers



Attorney General **Alberto R. Gonzales** was sworn in as the nation's 80th Attorney General on February 3, 2005. Prior to serving at the Department of Justice, he was commissioned as Counsel to President George W. Bush in January of 2001. Prior to serving in the White House, he served as a Justice of the Supreme Court of Texas. Before his appointment to the Texas Supreme Court in 1999, he served as Texas' 100th Secretary of State from December 2, 1997 to January 10, 1999. Among his many duties as Secretary of State, Gonzales was a senior advisor to then Governor Bush, chief elections officer, and the Governor's lead liaison on Mexico and border issues. He is a graduate of Texas public schools, Rice University, and Harvard Law School. Gonzales served in the United States Air Force between 1973 and 1975, and attended the United States Air Force Academy between 1975 and 1977.



**J.C. Watts** is the chairman of the J.C. Watts Companies. He was elected to the United States Congress from the fourth district of Oklahoma in 1994. In 1998, he was elected by his peers to serve as chairman of the Republican Conference, the fourth-ranking leadership position in the majority party in the United States House of Representatives, and a position once held by Dick Cheney, Jack Kemp and Gerald Ford. In this capacity, Mr. Watts provided daily counsel to the Speaker of the House, and participated in bi-weekly meetings with the President of the United States. While at the University of Oklahoma, Watts was quarterback for the Sooners, leading them to two consecutive Big Eight Championships and Orange Bowl victories. He was voted the Most Valuable Player in the 1980 and 1981 Orange Bowls. From 1981 to 1986, he started for Ottawa and Toronto in the Canadian Football League and was voted the Most Valuable Player of the Grey Cup, the CFL's Super Bowl, during his rookie season.



**Bob Schaffer** is vice-president for business development at a Denver-based energy company. He is one of seven elected members of the Colorado State Board of Education. From 1997 until early 2003, Schaffer represented Colorado's Fourth Congressional District in the United States House of Representatives. Prior to serving in Congress, Schaffer served nine years in the Colorado State Senate where he was Chairman of the Senate Finance Committee, Chairman of the State Veterans and Military Affairs Committee, and Vice-Chairman of the Senate Education Committee. Upon his retirement from the Congress, Schaffer was awarded the Benemerenti Medal by His Holiness John Paul II. Bob is Chairman of the Leadership Program of the Rockies, president of the Parents' Alliance for Choice in Education, president of AMDG LLC and president of DreamSoft Colorado LLC.



Lieutenant General **Russel L. Honoré** is the Commanding General of First United States Army headquartered at Fort Gillem, Georgia. General Honoré previously served as the Commanding General, 2d Infantry Division, Korea; Vice Director for Operations, J-3, The Joint Staff, Washington, D.C.; Deputy Commanding General/Assistant Commandant, United States Army Infantry Center and School, Fort Benning, Georgia; and the Assistant Division Commander, Maneuver/Support, 1st Cavalry Division, Fort Hood, Texas. He has also served as the Brigade Commander, 1st Brigade, 3rd Infantry Division, Fort Stewart, Georgia; Senior Mechanized Observer/Controller, "Scorpion 07", National Training Center (25 Rotations); and Commander, 4th Battalion, 16th Infantry Brigade, 1st Infantry Division, Germany. In his last assignment, General Honoré served as Commander, Standing Joint Force Headquarters-Homeland Security, U.S. Northern Command until 1 June 2004. While serving as the Commanding General First U.S. Army, General Honoré recently commanded Joint Task Force - Katrina, leading the Department of Defense response to Hurricanes Katrina and Rita in Alabama, Mississippi, and Louisiana.



**Dan Clark** is an internationally recognized speaker, New York Times best selling author and adventurer. Dan has flown fighter jets twice the speed of sound, raced automobiles in Germany, has been the keynote speaker at the United Nations World Congress, conducted UN leadership training in Europe, Asia and Russia, worked with Fortune 500 companies and was honored to carry the Olympic Torch in the 2002 Winter Games. Dan is the primary contributing author to the *Chicken Soup for the Soul* series and author of twenty of his own best selling books. Dan has been published in more than 30 million books in 30 languages worldwide and has spoken to over 4,000 audiences, more than 3 million people, in all 50 states and 35 countries. One of Dan's greatest honors was speaking to the troops in Iraq and Afghanistan. Achievers North America and Achievers Europe named Dan "One of the Top Ten Speakers in the World."



Dr. **Henry Cloud** is a psychologist, communicator and entrepreneur who brings a unique perspective to his speaking and writing. For over twenty years, his practice has focused on working with leaders in a wide range of organizations and corporations, from family held firms to Fortune 25 companies. He has an extensive executive coaching background and experience as an organizational and leadership consultant, speaking regularly across the U.S. and internationally at corporate and leadership events. He has written or co-written 20 books, including the break out million seller *Boundaries* and most recently *Integrity: The Courage To Meet The Demands of Reality*. He has appeared on numerous television and radio shows, including ABC News, and Fox News, and contributed to many magazines and publications bringing his message of equipping people with tools to realize their personal and professional goals.



**Akuyoe Graham** was born in Ghana, West Africa. She went to secondary school in London and moved to the United States to continue her studies as an actor. Recent roles include co-starring opposite Marisa Tomei in the film *Danika*, she has been in numerous films and television shows including the classic comedy *American Pie* as the choir teacher. Currently, Akuyoe's one-woman play *Spirit Awakening* is in development to be made into a feature film. Akuyoe founded the charitable organization Spirit Awakening Foundation as a way to give back to America by working with "at-risk" youth and teens in the juvenile system. She is the recipient of numerous awards including "Angel of the Year" by the Children's Life Saving Foundation and a "Local Hero" by both A Season For Non-Violence, Los Angeles, and the Pasadena Police and Fire Department.



**Katie Koestner** is the first victim of date rape to speak out nationally about her experience at The College of William and Mary. She appeared on the cover of *TIME Magazine* in June of 1991. HBO made a movie about her story in 1993. Ms. Koestner has appeared on The Oprah Winfrey Show, Geraldo, NBC Nightly News, CNBC Talk Live, Larry King Live, Good Morning America, Later Today, Entertainment Tonight, MTV, and dozens of other programs. Her appearance and press conference on Capitol Hill with Congressman Jim Ramstad helped to encourage Congress, and later President Bush, to pass the Campus Sexual Assault Victim's Bill of Rights into law in 1992. Katie's story got the nation talking about the under-reported crime of violence against women. Katie has inspired over one million students with her message of strength through adversity and mission to promote respectful relationships.



Major **Nicole Malachowski**, in her second season with the U.S. Air Force Air Demonstration Squadron, "Thunderbirds", flies the Number 3 jet as the right wing pilot in the diamond formation. She made history as the first female officer to be selected to fly and perform as a "Thunderbird". Major Malachowski entered the Air Force in 1996 upon graduation from the U.S. Air Force Academy. Before her assignment to the team, Major Malachowski served as an F-15E Instructor Pilot and Flight Commander with the 494th Fighter Squadron, Royal Air Force Lakenheath, United Kingdom. She has logged more than 1,900 hours as an Air Force pilot, with more than 1,700 hours in the F-15E and F-16C/D.



**Mike Schlappi** is a four-time Paralympic medalist in USA Men's Wheelchair Basketball and two-time World Champion in Wheelchair Basketball. He was the Olympic Torch Bearer for the 2002 Winter Olympic Games and Monaco Placard Bearer for Opening Ceremonies. Mike was honored by the State of Utah as one of its Top 50 Athletes of the Century and is the only wheelchair basketball player in the USA to be a member of the past four Paralympic teams. He was honored by his peers as a member of the all-world wheelchair basketball team. Mike is the author of two inspirational books, *Bulletproof Principles for Personal Success* and *Motivational Leaders*. He is the founder and director of the Wheelchair Sports Foundation, providing sports and recreation opportunities for disabled athletes.



**Stephani Victor**, actress, film maker, motivational speaker, US Disabled Ski Team member and 2-time US Paralympian, is the reigning Paralympic Gold Medalist and World Champion, 2-time Overall World Cup winner in Slalom, 2002 Paralympic Bronze Medalist, and 6-time US National Champion with 10 career World Cup victories. She graduated with honors from the University of Southern California's highly competitive School of Cinema-Television. Shortly after graduation, Stephani was the victim of a devastating accident. In order to save her life, doctors had to amputate both of her legs. Suddenly her life's worst tragedy became the backdrop for her documentary about her recovery, *The Lengths I Will Go*. Stephani's film and ski racing accomplishments have been the subject of many television shows including ABC's 20/20, The View, The Life, The Best Damned Sports Show Period and E! News. General John A. Weida made Stephani an honorary Wing Commander of Hill AFB after her moving presentation to over 3,000 Airmen that resulted in the longest period of no reported DUI incidents.

## Concurrent Speakers and Consortium Moderators



Captain **Abdullah Hamza Al-Mubarak** is a Muslim Chaplain currently assigned at the United States Air Force Academy. He is the first Muslim Chaplain ever to serve in the US Air Force. Captain Al-Mubarak completed his seminary degree in 1999 from the Graduate School of Islamic and Social Science in Leesburg, Virginia. He holds a Masters Degree in Islamic Law and Religious Practice. His previous assigned duty locations include Mississippi, Qatar, Oman, Pakistan, Afghanistan, Uzbekistan, Cuba, and Germany.



Dr. **Marvin W. Berkowitz** is the inaugural Sanford N. McDonnell Endowed Professor of Character Education at the University of Missouri-St. Louis and was the inaugural Ambassador Holland H. Coors Professor of Character Development at the United States Air Force Academy. He has taught at various institutions throughout the United States, Canada, and Europe with research interests in character education, moral development, adolescent development, and risk-taking. He is the author of more than 70 book chapters, monographs, and journal articles, including a study of "What Works in Character Education" funded by the John Templeton Foundation grant, and a US Department of Education grant to establish a national resource center in character education.



Dr. **Alma Clayton-Pedersen's** work at the Association of American Colleges & Universities (AAC&U) focuses on developing collaborative campus leadership to enhance student and organizational learning. Her responsibilities include grant-funded projects and AAC&U's ongoing programs—the Network for Academic Renewal conferences and the Greater Expectations Institute. She also directs AAC&U's work with the Pathways to College Network, a consortium of organizations and philanthropies that seek to increase college access and success for underserved students. Her work with Pathways is in the College Success focus area. She served as an administrator in both student and academic affairs positions during her fifteen years at Vanderbilt University. She is a co-author of *Enacting Diverse Learning Environments: Improving the Climate for Racial/Ethnic Diversity in Higher Education*, and several publications that resulted from a six year project designed to assist 28 California campuses in building their internal capacity to evaluate their diversity initiatives funded by the James Irvine Foundation.



**Norbert Friedman** was born in Krakow, Poland in 1922. During World War II, Norbert was imprisoned in 11 concentration camps. He was liberated by the American Army in May 1945 and worked for the 35th Tank Battalion as an interpreter. In 1946, he entered the Johann Wolfgang Goethe University in Frankfurt, Germany, to study with an eye toward a career in journalism. He immigrated to the United States in 1950 and was married in 1955. In 1996, Norbert became affiliated with the Museum of Jewish Heritage, A Living Memorial to the Holocaust, in New York City. In 2001, the New York State Board of Regents awarded Mr. Friedman the Louis E. Yavner Citizen Award, given in recognition of his outstanding contributions to education about the Holocaust and other violations of Human Rights. He is the author of memoir *Sun Rays at Midnight*.



Chaplain, Major **James M. Glass** is a student at the Air Command and Staff College, Air University, Maxwell Air Force Base, Alabama. He received his commission from the US Air Force Academy in 1977 and served as a Communications Officer until he separated from the Air Force in May 1982. After receiving Master of Divinity and Doctor of Philosophy degrees at Southwestern Baptist Theological Seminary, he pastored churches in Alabama and taught at the University of Mobile and Central Alabama Community College. In March 1998, he re-entered the Air Force as a chaplain and most recently served as the Chief, Excellence Division of the USAFA Center for Character Development where he was responsible for the National Character and Leadership Symposium, the Falcon Heritage Forum, Core Values Education, and Cadet Service Learning.



**Bakhtiar Gozeh** is the Building Manager of Douglass Valley Elementary at the United States Air Force Academy. He was brought to the United States and granted citizenship after surviving the chemical weapons attacks on the Kurdish people in Northern Iraq and supporting the Kurdish uprising against Saddam Hussein's regime. His survival in Iraq is subject of part of the PBS documentary, *The Genocide Factor: The Human Tragedy*, detailing the Kurdish experience.



Colonel (retired) **William A. Gunn** is CEO of the Boys and Girls Clubs of Greater Washington (BGCGW), a youth services organization providing after-school academic, character building, and athletic activities for children throughout the National Capital Region. Gunn joined BGCGW in 2005 after serving as an attorney in the Air Force JAG Corps during a distinguished Air Force career. Colonel Gunn ended his career as Chief Defense Counsel in the DoD Office of Military Commissions where he oversaw the defense of detainees brought before military commissions at Guantanamo Bay, Cuba. Colonel Gunn is a former White House Fellow (1990-91), a 1986 Harvard Law School graduate, and a 1980 Air Force Academy Graduate. He also holds a Masters Degree from the Industrial College of the Armed Forces and a Masters of Law degree in Environmental Law from George Washington University.



Major General (retired) **Elizabeth Ann Harrell** is the former Director of Maintenance and Logistics, Air Combat Command (ACC), Langley Air Force Base, Virginia. She was responsible for policy, budget and oversight of the command's maintenance, supply, contracting, transportation and munitions activities. She provided logistics direction and oversight to the more than 43,000 logistics personnel assigned to 93 ACC combat and combat logistics support units worldwide supporting 2,840 fighter, bomber and special mission aircraft. The general led a staff of more than 350 people and controlled a budget of \$4.6 billion. In addition, she supervised three special staff agencies comprising more than 440 people providing the command's regional supply support, command-wide contracting activities, and program management of the radar surveillance systems dedicated to protecting the nation's borders. General Harrell retired 1 October 2006 after a distinguished 30 year career.



Lieutenant Colonel (retired) **Ralph Hartman** is currently a Civil Service Employee at the United States Air Force Academy. He retired from active duty at the Air Force Academy in 1998 where he was the Deputy Department Head for Behavioral Sciences and Leadership and Director of the Organizational Consulting and Leadership Development. Following his Air Force career, he spent five years in the corporate world where he was the Leadership and Organizational Development Advisor for the USAA Regional Office in Colorado Springs. In this key role he was the Leadership Advisor to the Regional Senior Vice President and his senior staff, and was the primary High Performance Team/Culture Trainer, Facilitator, and Organizational Consultant for over 1,200 employees including directors, managers, and front-line employees in the region. Hartman returned to the Air Force Academy in 2004 as an Instructor and Assistant Professor in the Behavioral Sciences and Leadership Department. In February 2006, he joined the USAFA Center for Character Development where he is currently the Program Director for the first-class (senior) cadet ACES (Academy Character Enrichment Seminar) Program.



Dr. **Christopher B. Howard** is the Max and Heidi Berry International Programs Chair, Associate Director of the International Programs Center, Vice President for Strategic and Leadership Initiatives, and Director of the Honors College Leadership Center at The University of Oklahoma. He is a 1991 Distinguished Graduate of the US Air Force Academy where he received a B.S. in Political Science. Howard served as Class President, Group Commander, and a Center for the Study of the Presidency Fellow at the Academy. He also garnered 1st Team Academic All-American Honors as the starting running back on the football team that upset Ohio State University in the 1990 Liberty Bowl. Upon graduating, Howard was named a Rhodes Scholar. While attending Oxford University, he wrote his doctoral dissertation on congressional behavior during instances when the US has used military force from 1975-1991, and was elected Vice President of the Strategic Studies Group and President of the St. Anne's College Middle Common Room. Howard served as a UH-1 "Huey" helicopter pilot and an Intelligence Officer where he graduated first in his class from Intelligence Officer School. His final active duty military assignment was as the Officer-in-Charge, 24th Special Tactics Squadron (part of the elite US Special Operations Command). Howard is the Chairman and Founder of the Impact Young Lives Foundation, a not-for-profit organization that provides scholarship and travel opportunities for South African students of color.



Lieutenant Colonel **David Jones** is a 1985 graduate of the United States Military Academy. He is an infantry officer with over 22 years of peacetime and combat experience. In 1991, he served in Desert Shield/Desert Storm with the 101st Airborne Division (Air Assault) in combat operations in Iraq and later with the 1st Cavalry Division in Kuwait as a Task Force Executive Officer in 2001. He has taught and authored Leadership and Ethics courses at both the undergraduate and graduate level, and earned Instructor of the Year honors in 2003 at the US Army Command and General Staff College. Lieutenant Colonel Jones has presented in numerous national college conferences and directs the National Conference on Ethics in America (NCEA) annually at West Point.



Major **Jonathan King** graduated from the United States Air Force Academy in 1996. His first assignment following graduation was to Columbus AFB, Mississippi for Specialized Undergraduate Pilot Training. After pilot training, Major King was assigned to the B-52H at Barksdale AFB, Louisiana. He flew the B-52 for 3 years before volunteering to be an Air Liaison Officer to US Army Airborne and Special Forces units. During this assignment he deployed twice in support of Operations Enduring Freedom and Iraqi Freedom. His subsequent assignment sent him to Vance AFB, Oklahoma where he served as a T-38C Instructor Pilot and the Assistant Director of Operations for the 25th Flying Training Squadron. He is a Senior Pilot with more than 1,500 hours and is currently flying the B-52H at Barksdale AFB.



**Carlotta Walls LaNier**, a graduate of the University of Northern Colorado, has been a realtor in the Denver area for over thirty years. She stepped into history, however, in September of 1957 when she was one of nine black students to integrate Central High School in Little Rock, Arkansas. In the greatest domestic crisis of President Dwight Eisenhower's administration, he called out the country's elite force, a thousand troopers of the 101st Airborne, to escort the nine students into a mob-ringed school. Today, LaNier heads the Little Rock Nine Foundation, a non-profit agency that provides scholarships for at-risk students. Her many community services in a trustee capacity have earned her many honors. She is the only recipient in the state of Colorado to have received a Congressional Gold Medal of Honor, and one of 300 in our country's history. The Little Rock Nine have also been honored with a postal stamp issued in August 2005 and will have a commemorative silver dollar in their honor in 2007, the 50th

anniversary of the integration of Central High.



**Gus Lee** is a nationally recognized ethicist, leadership expert, business author, and novelist. Raised by YMCA boxers, he has been a corporate VP, senior executive, lead trainer for California's prosecutors, senior deputy district attorney, acting deputy attorney general, assistant dean, JAG officer, ethics whistleblower, paratrooper and drill sergeant. He has authored four best-selling novels and a memoir that have been named NY Times, Chicago Tribune and American Library Best books. He has consulted in ethics and high core values leadership to Fortune 500s such as Whirlpool, Kaiser Permanente, Levi Strauss and Fisher Hamilton, spoken at scores of colleges, addressed the National Conference of Supreme Court Justices, the Smithsonian, Young Presidents, has been on CNN and CBS This Morning, consulted with the FBI and Department of Justice; written for *Time* and *Encyclopedia Britannica* and has had three of his books in film development.

He co-wrote *Courage: The Backbone of Leadership*, which is endorsed by General H. Norman Schwarzkopf, Gus' West Point mentor; Warren Bennis; General Fred Franks; CEOs, college presidents, non-profits and FBI special agents.



Cadet **Erik Mirandette**, a state champion pole-vaulter in high school, went on to attend the United States Air Force Academy in Colorado. He spent two years at the Academy before taking time off to serve as a volunteer humanitarian in Morocco. Mirandette worked for a Christian nonprofit organization there for almost two years, initiating a relief effort to sub-Saharan war refugees living illegally in Morocco and taking much-needed supplies to earthquake victims in a neighboring region. After his time in Morocco, Mirandette took on the adventure of a lifetime. He traveled 9,000 miles from Cape Town, South Africa to Cairo, Egypt on a dirt bike stopping to volunteer at various missions along the way. On April 7, 2005, as Erik walked through a marketplace in Cairo, he fell victim to a terrorist attack which nearly cost Erik his life. Now, just two years later, Erik has overcome overwhelming odds to return to the Academy and is still a competitive collegiate athlete.



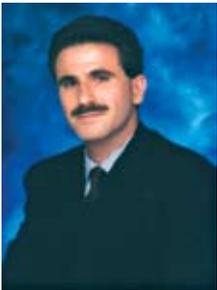
Colonel **George Reed**, Ph. D., is the Director of Command and Leadership Studies and faculty member at the U.S. Army War College. He holds a Ph.D. from Saint Louis University in Public Policy Analysis and Administration, a Master of Forensic Science Degree from The George Washington University, and a Bachelor of Science in Criminal Justice Administration from Central Missouri State University. He has over twenty-six years of experience as an Army military police officer that includes the 82d Military Police Company (Airborne) and 10th Military Police Battalion (Airborne)(CID). He is a lecturer at the University of San Diego and he will retire from active duty in April 2007 to assume a position there as an Associate Professor in the School of Leadership and Education Sciences.



**Lawrence W. Reed** is the President of the Mackinac Center for Public Policy, one of the most highly-acclaimed think tanks in the world. The Center's mission is to equip citizens and other decision-makers to better evaluate public policy options and to do so from a perspective that enhances freedom and opportunity for all citizens. Reed's championship of free enterprise ideas have taken him to some 67 countries since 1985 and involved many first-hand experiences with underground, anti-communist movements behind the Iron Curtain. Reed has authored more than a thousand articles and columns and his work has been translated into at least a dozen languages. His numerous awards include an honorary Ph.D. from Central Michigan University.



Rabbi **Arnold E. Resnicoff** is a consultant on interfaith values and interreligious affairs, a retired Navy chaplain, a former National Director of Interreligious Affairs for The American Jewish Committee, and a former Special Assistant (Values and Vision) to the Secretary and Chief of Staff of the U.S. Air Force. His military career began as a line officer in the rivers of the Mekong Delta and assignments with Naval Intelligence in Europe, before he left the Navy to attend the Jewish Theological Seminary, where he was ordained. Returning to the Navy as a chaplain following ordination, his 25 years in the Chaplain Corps included the assignment as Command Chaplain for the U.S. European Command (USEUCOM). In that role, he served as principal advisor on religion, ethics, and morals, to the USEUCOM Commander in Chief, General Wesley K. Clark; coordinated religious support for more than 100,000 U.S. military personnel and families, and served as liaison to chaplaincies and militaries throughout the USEUCOM area of responsibility: 83 nations covering 13 million square miles. From June 2005 through June 2006, in his role as Special Assistant (Values and Vision) to the Secretary and Chief of Staff of the U.S. Air Force, he helped AF leadership create a values-based vision that linked USAF core values to the military oath in a way that strengthened the link of the oath to the constitution.



**Carlos Salum** is the President of Salum International Resources, Incorporated, a management consulting firm based in Charlotte, North Carolina. He focuses on Performance Architecture for Business, Sports and the Arts. His clients are located in the United States, Europe and Latin America in the private banking, information technology, medical, business consulting and insurance industries. He has participated in ground-breaking research in peak performance training with Dr. Jim Loehr, Dr. Nick Hall, Dr. Jack Groppe and Pat Etcheberry, some of the world's leading sport scientists. This work, which involved some of the world's top athletes, inspired him to expand a specific curriculum for corporate executives. As a peak performance coach, Salum contributed to the careers of outstanding tennis players such as Gabriela Sabatini (U.S. Open champion, 1990) and Sergi Bruguera (French Open champion, 1993-94), the Italian Davis Cup Team (1991-92), among many others.



Dr. **Stefan Seiler** studied education and psychology at the University of Freiburg and at the University of Leeds. Since 2006, he has been working as Head of Leadership and Communication Studies at the Swiss Military Academy at ETH Zurich. His team's research efforts include leadership development, conflict management, leadership ethics, and intercultural leadership. From 2002 to 2006, Seiler was part of the Senior Management staff for Credit Suisse in Zurich and New York. He was the project leader for the implementation of a bank-wide Human Capital Management process in America and Asia. Seiler serves in the Army in the rank of a major and, as a reserve (militia) officer, is a member of the military science workgroup in support of the Chief Land Forces. Before taking up his current military function, he was company commander and then chief of staff of a pioneer battalion.



**Jennifer Stillings** is a leadership coach, consultant and author of a biweekly column on practical leadership for an on-line military-affiliated publication called *The Gouge*. She is a graduate of the United States Naval Academy and spent 10 years as an EA-6B Prowler Naval Flight Officer. She flew over 40 combat missions over Iraq and Afghanistan off of the aircraft carrier *USS Abraham Lincoln*. She was awarded the Air Medal with Valor and the Navy Commendation Medal with Valor for missions flown in the opening days of Operation Iraqi Freedom. As her final tour in the Navy, she had the pleasure of serving as the Human Relations Director for the Brigade of Midshipmen and taught leadership courses at the US Naval Academy. Most recently, she founded the company worldAWAKE to pursue her passion for developing leaders.



**Nikki Stone** became America's first-ever Olympic Champion in the sport of inverted aerial skiing at the 1998 Olympic Winter Games in Nagano, Japan. What made this performance so unbelievable was the fact that less than two years earlier a chronic spinal injury prevented her from standing, much less walking or skiing off a 12-foot tall snow jump that launches aerialists 50 feet into the air. In addition to her skiing endeavors, Nikki is also a Magna Cum Laude graduate of Union College in New York and a 4.0 Summa Cum Laude graduate of the University of Utah in the field of Sports Psychology. Her aerial retirement from competitive skiing is less than restful as she trains other Olympic athletes in speaking skills, hosts group skiing adventures, and sits on 8 different Olympic and Sports Committees. Nikki's main passion is devoting time to her favorite charities: Breast Cancer Research, Right To Play and Make a Wish. Stone now travels around the world working as a sought-after inspirational speaker, sharing her secrets to success. She encourages and inspires her audiences to "Spread their wings."



**Steve Sullivan** began his career as an Army Ranger and spent six years in a variety of military assignments. After leaving the military, he entered the business world. In the twenty-two years he spent in corporate America, he carried a number of management titles. Sullivan is an internationally recognized authority on Sales, Leadership, and Performance issues. He is the author of six books, two of which, *Selling At Mach 1* and *Leading At Mach 2* were business bestsellers. *Leading At Mach 2* was a Business Book of the Year Selection. His videos on Selling and Leadership are Vision Award winners. His most recent book, *Remember This Titan*, is the best-selling acclaimed biography of celebrated coach Bill Yoast. It was recently selected in the Wall Street Journal as one of the top five football books of all-time. Sullivan holds a Bachelor of Arts in International Relations from the University of Florida and a Masters in Systems Management from the University of Southern California.



**Clifton L. Taulbert** is the President and Founder of the Building Community Institute, a Pulitzer nominated author, and a recognized thought leader on the power of community. He is the author of *Eight Habits of the Heart* which is the foundation for the Institute's lectures and workshops on the subjects of Leadership, Diversity, Character and Mentoring. At the turn of the millennium, Taulbert was among the voices chosen by CNN to represent "community." He served in the United States Air Force's prestigious 89th Presidential Wing and was recently inducted in the "Enlisted Airmen's Hall of Fame." Taulbert addresses multiple audiences including Bank of America, Lockheed Martin, Harvard University's International Educational Symposiums, the University Nationale in Costa Rica, and NATO employees in Brussels, Belgium.



**Paul Lawrence Vann** retired in October 2002 as a Lieutenant Colonel after a very successful 20 year military career in the United States Air Force. He served over 12 consecutive years in the Pentagon and worked in various leadership positions for the USAF, Air National Guard, and the National Guard Bureau. He graduated from Shaw University in Raleigh, North Carolina with a Bachelor of Arts Degree in Business Management. He holds a Master of Arts Degree in Business Administration from Central Michigan University and received a Master of Science Degree in Contracts and Acquisition Management from Florida Institute of Technology. In 2000, Vann received a Certificate in Legislative Studies, from the Government Affairs Institute at Georgetown University. Today, Paul Lawrence Vann is President and CEO of Laurel Wreath Communications Incorporated, a professional speaking and publishing company located in the metropolitan Washington, DC area. Vann is a motivational speaker and leadership and diversity expert who leads organizations and individuals to maximize their potential and improve their bottom line.



Chief Master Sergeant (retired) **Bob Vásquez** is currently the Course Director for the US Air Force Academy Center for Character Development's freshmen seminar, VECTOR! (Vital Effective Character Through Observation and Reflection!). He served in the US Air Force for more than 31 years before retiring on 1 November 2002. Twenty-four of his 31 years were invested in USAF Bands throughout the world. He was also Commandant of the Noncommissioned Officer Academy at March Air Force Base, California, Senior Enlisted Advisor to the Commander of the 92nd Airlift Wing at Fairchild Air Force Base, Washington, Deputy director of the Family Support Center at Ramstein Air Base, Germany and Superintendent for the 86th Mission Support Group at Ramstein Air Base, Germany. Vásquez is an adjunct professor at the University of Colorado at Colorado Springs. He is the author of *Heirpower! Eight Basic Habits of Exceptionally Powerful Lieutenants*, recently published by Air University Press.



Dr. **Don Wood** is a cancer surgeon in academic surgery at the University of Illinois at Chicago. He has taught students, residents and post graduates for over 36 years. His research has been in basic science and clinical aspects of cancer diagnosis and treatment. He has participated in national and international outreach programs as a surgeon, teacher and academic consultant. Service on various non-profit organizations is a large part of his life. His interest in bioethics and critical thinking needed in the field of medicine lead him to study, lecture and engage in discussion with a broad spectrum of the public. Wood serves on the North American editorial board of the *Journal of Ethics and Medicine* and is on the advisory board of the Center for Bioethics and Human Dignity. His interest in ethics lead to an examination of "worldview" as it impacts individuals in their thoughts and actions.

L-8

**Major Jonathan King**

Close Air Support Liaison to Special Forces in Iraq and Afghanistan

“Inter-cultural Warfare (The War Stories)”

Major King will share his experiences while deployed with Special Forces teams in Iraq and Afghanistan. He will address the challenges of fighting in a joint environment, as well as the unique cultural aspects of living, working, and fighting among the people in those countries.

L-10

**Lawrence W. Reed**

President, Mackinac Center for Public Policy

“Character and the Free Society”

Character is critical not only to personal development but also to the survival of a free society. It's something over which every responsible, thinking adult has total, personal control and yet millions of people every year sacrifice it for very little. Examples of men and women with character set the standards of speech and conduct for all of us.

D-1

**Cadet Erik Mirandette**

Author, *The Only Road North*

“Living with No Holds Barred”

We each have a destiny, a legend that only we can live. To embrace it is dangerous and many choose not to. Erik discusses his experiences in Africa working as a humanitarian in 13 countries before falling victim to a terrorist attack that nearly cost him his life. Now, almost two years later, after having overcome hopeless odds, Erik discusses why we must live boldly with purpose.

**10:50 am**

F-1

**Norbert Friedman**

Holocaust Survivor, Author of Memoir *Sun Rays at Midnight*, Gallery Educator, Museum of Jewish Heritage

“When All Seemed Lost, Man's Nobility of Spirit Prevailed”

Mr. Friedman discovered that the integrity of one person could be life-saving even in that quagmire-like, suffocating existence of the concentration camps. He knows that the experiences of compassion are the exceptions, the all-too-rare instances when dignity and honor and faith rose above the odorous vapors of evil, but they shone through the darkness and offered rays of hope.

H-1

**Will A. Gunn**

President and CEO of Boys and Girls Clubs of Greater Washington

“Defending the Guantanamo Detainees: Why Does Our Conduct Matter?”

Colonel (Retired) Gunn, former Chief Defense Counsel, Office of Military Commission, will discuss the obligations of the United States military service members and the United States as a nation in ensuring fair treatment for alleged members of Al-Qaeda who are detained at Guantanamo, Cuba.

H-2

**Akuyoe Graham**

Actor/Writer/Author of the One-Woman Play *Spirit Awakening* and *The Little Book of Transformation/7 days to a Brand New You*

“Spirit Awakening: The Power of Authentic Expression”

Akuyoe will give an excerpt of the critically acclaimed one-woman show *Spirit Awakening*. The performance will be followed by a lively discussion about the power of authentic expression and end with audience participation.

L-2

**Rabbi Arnold E. Resnicoff**

Retired Line Officer and Navy Chaplain, Former Special Assistant to the Secretary of the Air Force, Former AJC National Director of Interreligious Affairs

“Life Worthy of Life”

The Holocaust was the ultimate example of hatred taken to its most extreme form: the idea that some human beings are “life unworthy of life.” The first step down the slippery slope of hatred is thinking that there are any others - based on color, gender, faith, or ethnicity - whose life is worth less than our own. What lessons can we learn from the nightmares of yesterday to ensure we keep alive the dreams of tomorrow?

L-4

**Major General (Retired) Elizabeth Ann Harrell**

Former Director of Maintenance and Logistics, Air Combat Command, Langley Air Force Base, Virginia

“Common Sense – Use It”

General Harrell will reflect on a 30 year Air Force career and the mission that is never complete – people. She will highlight some examples of what worked, what didn't, and why it matters.

L-6

**Dr. Marvin W. Berkowitz**

Sanford N. McDonnell Professor of Character Education

“Democracy, Empowerment and Respect for Equality and Human Dignity”

No democracy can long endure if it does not socialize each subsequent generation to develop the competencies and dispositions necessary for a self-governing society. Schools play a critical role in this.

L-8

**Lieutenant Colonel David Jones**

Special Assistant to the Commandant, Systems and Planning, US Military Academy

“Culture, Ethics and Leadership: A Candid Discussion About Incidents in Iraq”

Lieutenant Colonel Jones will lead an open discussion about the impact of incidents in Iraq, addressing culture, ethics and leadership, as well as 2nd and 3rd order effects of individual actions on our military and the nation. The Military Ethical Decision Making Model and several example case studies will be offered in this engaging and thought provoking session.

L-10

**Paul Lawrence Vann**

Motivational Speaker and Author of *Living on Higher Ground*

“Diversity Team-Building for Diverse Groups”

This session helps its participants to value diversity on teams and work groups. The facilitator leads an exercise titled, “Increasing Cross-Cultural Sensitivity.” This exercise is a feedback tool for team effectiveness. The 10 open-ended statements are designed to increase your cultural sensitivity and awareness, and to clarify your thinking about any issues that impact team performance on a diverse team.

D-1

**Dr. Alma Clayton-Pedersen**

Vice President, Office of Education and Institutional Renewal, Association of American Colleges and Universities

“Using Multimedia to Build Intercultural Communication Skills”

The Diversity Opportunity Tool (DOT) is an innovative problem-solving multimedia tool to improve the ability of students, faculty, and staff to deal with acts of intolerance on their campuses. User selection of an incident triggers a brief video depicting a typical incident of intolerance. Users can consider a number of alternative responses to the incident and select among them; selection triggers a vignette of the likely outcome of the response. The computer provides information and resources that would help in dealing with incidents of the kind being considered. Portions of DOT will be presented and a discussion about race and ethnic relations in higher education held.

**12:00 pm**

**Friday, February 23**

Mitchell Hall  
Lunch

**12:30 pm**

Arnold Hall Theater  
United States Air Force Academy Band performance by Galaxy Brass  
Afternoon Keynote: USAFA Class of 1959 Leadership Lecture

**Dan Clark**

Professional Speaker and NY Times Best Selling Author

“The Answers Are Still in the Box”

We're told to think outside the box. What if the answers are still in the box? Most people complicate their lives and never fulfill their destiny because they think it's the responsibility of their community and their job to make life exciting and meaningful. They think success and happiness are found outside themselves, instead of within. Consequently, too many are in search of new answers when what they really need are the right answers. You can't get right answers from wrong questions and the answers to the right questions are already within you!

F-1

Afternoon Keynote  
United States Air Force Academy Band performance by Academy Winds

**Katie Koestner**

Executive Director, Campus Outreach Services

“No-Yes”

Katie discusses her journey from victim to survivor. Interweaving her own story with vignettes from survivors across the country, Katie offers a three-fold message of appropriate gender communication, responsibility in the use of drugs and alcohol, and respect for self and for peers. Seeing sexual assault through Katie's eyes enables students to challenge stereotypes and confront conventional beliefs and behaviors. Her emotionally charged talk creates an environment of understanding, and helps to lay the groundwork for proactive, long-term behavioral transformation

**1:30 pm**

Arnold Hall Ballroom  
Student Consortium (Required for all Cadet Delegates and Visiting Students)

Moderator: **Lieutenant Colonel (Retired) Ralph Hartman**

“Human Dignity and Respect: Thought Provoking Questions and Guided Discussions”

Arnold Hall Banquet Room  
Faculty Consortium (For all Visiting Faculty)

Moderator: **Chaplain, Major Jim Glass**

“A Case Study on the Alleged Attacks at Guilford College: Could It Happen At Your Institution?”

**3:30 pm**

US Air Force Academy Tours (Optional; sign up at registration desk)

**6:00 pm**

Officers' Club  
Visiting Faculty and Speaker Dinner (Optional; sign up at registration desk)

**6:00 pm (cont'd)**

**Friday, February 23**

Visiting Students' Free Time & Dinner

Visiting Students' and Cadet Delegates' Team Building (Optional, sign up at registration desk)

**7:00 pm**

Officers' Club

Character Development Seminar for Visiting Faculty (Optional; sign up at registration desk)

Moderators: **Lieutenant Colonel (Retired) Ralph Hartman, Major Sheilagh Carpenter, and Chief Master Sergeant (Retired)**

**Bob Vásquez**

The USAFA Center for Character Development will showcase the "best of the best" of their cadet character development seminars.

# Saturday, February 24

8:00 am

Arnold Hall

United States Air Force Academy Band performance by Stellar Brass

Morning Keynote

**Akuyoe Graham**

Actor/Writer/Author of the One-Woman Play *Spirit Awakening* and *The Little Book of Transformation/7 days to a Brand New You*  
“Spirit Awakening: The Power of Authentic Expression”

Akuyoe will give an excerpt of the critically acclaimed one-woman show *Spirit Awakening*. The performance will be followed by a lively discussion about the power of authentic expression and end with audience participation.

F-1

United States Air Force Academy Band performance by Solaris

Morning Keynote

**Bob Schaffer**

Vice-Chairman, Colorado State Board of Education, Former US Congressman from Colorado

“Our Lives, our Fortunes and our Sacred Honor”

The last line of the Declaration of Independence underscores the sacrifices every American must be prepared to make in order to preserve the rights upon which the United States of America was founded. The Declaration is a universal statement of equality and human dignity guiding all legitimate leaders in their professional and private lives.

H-1

**Gus Lee**

Author, *Courage: The Backbone of Leadership*

“Courage and Cowardice, Leadership and Diversity”

We live in the land bravely secured by Washington, but suffer the daily slings and arrows of fear in our studies, work and professions. We innately know the five behaviors of The Pentafecta of Fear, but must intentionally adopt the four behaviors of moral courage which are the hallmark of principled leaders – leaders who can also inspire all persons to their best selves, regardless of background.

H-2

**Dr. Chris Howard**

Vice President, Strategic and Leadership Initiatives, The University of Oklahoma

“Crucible Experiences in Creating Community and Respecting Human Dignity”

There is perhaps no better way to overcome seemingly insurmountable differences than a crucible experience. Ultimately, crucibles can forge communities whereby members respect the dignity inherent in all team members and allow for effective discourse when human dignity has been tread upon.

L-2

**Jennifer L. Stillings**

Leadership Coach and Consultant, Former EA-6B Naval Flight Officer

“Identity and Equality: Respecting the Differences that Count”

A desire for equality often becomes a pursuit of conformity, but in order to lead successful teams in an era of individuality, leaders must take a new approach. Jennifer will share her experiences as a combat aviator and facilitate a discussion about leading a new generation of diverse teams under pressure.

L-4

**Dr. Stefan Seiler**

Head of Leadership and Communication Studies, Swiss Military Academy

“Developing Responsible Leaders”

The importance of developing responsible leaders for crisis situations is obvious; recurrent misconduct among leaders is unfortunately a reality. Therefore, military training in general, as well as during the preparation phase for peace-keeping interventions in particular, should focus on developing morally competent servicemen at all levels.

L-6

**Paul Lawrence Vann**

Motivational Speaker and Author of *Living on Higher Ground*

“Managing Diversity Skill-Building Session”

This session increases your knowledge about the impact of diversity on work behavior. Attendees gain skills in dealing effectively with staff of all backgrounds. Attendees will learn the greatest challenges and greatest rewards in managing a diverse staff. Attendees will practice four feedback techniques useful in intercultural communication. They will also learn feedback methods that can lower the risk of loss of face.

L-8

**Bob Vásquez**

VECTOR Program Director, US Air Force Academy, Colorado

“Respect and Response Ability”

One of our basic human needs is respect. We all want to be respected for who we are and for what we contribute. The key to being respected is being respectful. As the sage once said, “To know but not to do is not to know.” This session will ask you not just to consider the concept of respect but to develop an action plan that will empower you to be more respectful - you will know and you’ll be able to do. Do it now! Do it right!

L-10

**Carlos Salum**

Performance Architect (Business, Sports, Arts)

“Performance Architecture: Excellence through Possibility”

Why do some individuals overcome monumental challenges while others give up? How can we all achieve our full potential? How can we motivate ourselves and others by aspiration instead of fear? How can we lead by example and leave a path for others to follow? Peak Performers show us that we need to focus our brain on possibility and take ownership of our future.

**9:15 am**

Arnold Hall

United States Air Force Academy Band performance by Stellar Brass

Morning Keynote: USAFA Class of 1973 Character and Leadership Lecture

**Major Nicole Malachowski**

Thunderbird #3, Right Wing

“Teamwork: The Power of Believing in Others”

Norman Shidle put it best when he said, “A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of others.” Being part of our Air Force team requires each of you to be an expert in your career field, to be accountable to your team, and to have the grace to applaud the strengths of those around you. Only through these fundamental characteristics can we fight and win our nation’s wars.

F-1

**Steve Sullivan**

Author, *Remember This Titan*

“Panacea: The Leaders Performance Blueprint”

In a world awash with noise, Steve Sullivan’s Performance Blueprint establishes what is needed to meet the issues, threats, challenges and opportunities that confront any leader looking to excel.

H-1

**Major Jonathan King**

Close Air Support Liaison to Special Forces in Iraq and Afghanistan

“Inter-cultural Warfare (The War Stories)”

Major King will share his experiences while deployed with Special Forces teams in Iraq and Afghanistan. He will address the challenges of fighting in a joint environment, as well as the unique cultural aspects of living, working, and fighting among the people in those countries.

H-2

**Dr. Chris Howard**

Vice President, Strategic and Leadership Initiatives, The University of Oklahoma

“Crucible Experiences in Creating Community and Respecting Human Dignity”

There is perhaps no better way to overcome seemingly insurmountable differences than a crucible experience. Ultimately, crucibles can forge communities whereby members respect the dignity inherent in all team members and allow for effective discourse when human dignity has been tread upon.

L-2

**Colonel George Reed, Ph.D.**

Director of Command and Leadership Studies, US Army War College

“Extremism in the Military”

As a microcosm of American society, the military must be prepared to deal with a virulent racist sub-culture that can appear in our units. Colonel Reed relates his experience as a criminal investigation supervisor and researcher in combating hate groups in the military.

L-4

**Donald K. Wood, MD, FACS, DS**

Senior Surgical Oncologist, University of Illinois College of Medicine at Chicago

“How Do You See the World?”

Everyone has a “worldview.” James Shire said, “A worldview is a set of presuppositions (or assumptions) which we hold (consciously or unconsciously) about the basic makeup of our world.” Exploring examples of three of the most commonly held world views will bring to light a clearer picture and understanding on how you view the world. This in turn will determine how you think, act and react throughout life.

L-6

**Lieutenant Colonel David Jones**

Special Assistant to the Commandant, Systems and Planning, US Military Academy

“Culture, Ethics and Leadership: A Candid Discussion About Incidents in Iraq”

Lieutenant Colonel Jones will lead an open discussion about the impact of incidents in Iraq, addressing culture, ethics and leadership, as well as 2nd and 3rd order effects of individual actions on our military and the nation. The Military Ethical Decision Making Model and several example case studies will be offered in this engaging and thought provoking session.

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Arnold Hall

United States Air Force Academy Band performance by Stellar Brass

Morning Keynote: Secretary of the Air Force Lecture

**J.C. Watts**

Former US Congressman from Oklahoma, Former College and Professional Quarterback

“Leadership Lessons from the Sidelines and the Aisles of Congress”

J.C. Watts shows audiences that no matter what their particular situation, they too can be a leader. Replete with anecdotes and personal stories, Watts’ powerful message of self-determination and teamwork takes audiences to the next level of awareness. Drawing from his experiences as congressman and chairman of the House Republican Conference, quarterback of the Oklahoma Sooners and ordained minister, Watts explores everyday leadership practices and tactical steps that anyone can use to achieve their goals and dreams.

F-1

Phillis Foundation Moral Courage Lecture

**Gus Lee**

Author, *Courage: The Backbone of Leadership*

“Courage and Cowardice, Leadership and Diversity”

We live in the land bravely secured by Washington, but suffer the daily slings and arrows of fear in our studies, work and professions. We innately know the five behaviors of The Pentafecta of Fear, but must intentionally adopt the four behaviors of moral courage which are the hallmark of principled leaders – leaders who can also inspire all persons to their best selves, regardless of background.

H-1

**Major General (Retired) Elizabeth Ann Harrell**

Former Director of Maintenance and Logistics, Air Combat Command, Langley Air Force Base, Virginia

“Common Sense – Use It”

General Harrell will reflect on a 30 year Air Force career and the mission that is never complete – people. She will highlight some examples of what worked, what didn’t, and why it matters.

H-2

**Captain Abdullah Hamza Al-Mubarak**

Chaplain, US Air Force Academy, Colorado

“The Universality of Human Dignity and Respect From the Perspective of a Muslim Chaplain”

The first Muslim Chaplain in the USAF will share his life experiences after 9/11 both stateside and abroad, including Mississippi, Qatar, Oman, Pakistan, Afghanistan, Cuba, and Germany. He will discuss overcoming the wave of suspicion he faced as the predecessor of the former chaplain who was arrested at GITMO on charges of espionage and sedition. He will emphasize the fact that respect for the universality of human dignity cuts across all of America’s cultural focus areas, and that respect for self and others is inherent in our civilized society.

L-2

**Bakhtiar Gozeh**

Building Manager, Douglass Valley Elementary, US Air Force Academy, Colorado

“A Kurdish Survivor’s View For Peace”

After surviving Saddam Hussein’s chemical weapons genocide campaigns against Iraq’s Kurdish population, Bakhtiar Gozeh was one of several thousand Kurds brought to the United States and granted citizenship. He will describe his survival experience under a dictator’s control and discuss his life as a Kurdish-American during the global war on terror.

11:45 am

Saturday, February 24

Closing Luncheon

Arnold Hall Ballroom

United States Air Force Academy Band performance by Stellar Brass and vocalist Captain Sara Cooper

**Dr. Marvin W. Berkowitz**

Sanford N. McDonnell Professor of Character Education

“All Created Equal—Human Dignity and Respect”

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## Sunday, February 25

6:15 am

Ski Outing (Optional)

This event departs from the base of the Core Values Ramp.

## Notes

# NCLS Staff

Maj David Higginbotham, Program Director  
SMSgt Danielle Brines, Deputy Program Director  
Chaplain, Maj George Youstra, Chief, Excellence Division  
Col John Norton  
Col (ret) Tom Berry  
Col Dave DiVesta  
Lt Col Bonnie Burckel  
Lt Col AJ Scott  
Lt Col (ret) Ralph Hartman  
Chaplain, Lt Col Bob Leivers  
Maj Sheilagh Carpenter  
Maj Shane Coyne  
Maj Eric Ecklund  
Maj Edie Edmondson

Maj Tina Erzen  
Maj Jason Johnson  
Maj Jeff Sandrock  
Maj Patrick Stovall  
Maj Andy Travnicek  
Chaplain, Maj Rives Duncan  
Chaplain, Capt Dieter Rademacher  
CMSgt (ret) Bob Vasquez  
MSgt George Poli  
MSgt Craig Telford  
TSgt Heather Brandenburg  
Ms Helen Holland  
Mrs Kathy Lentz

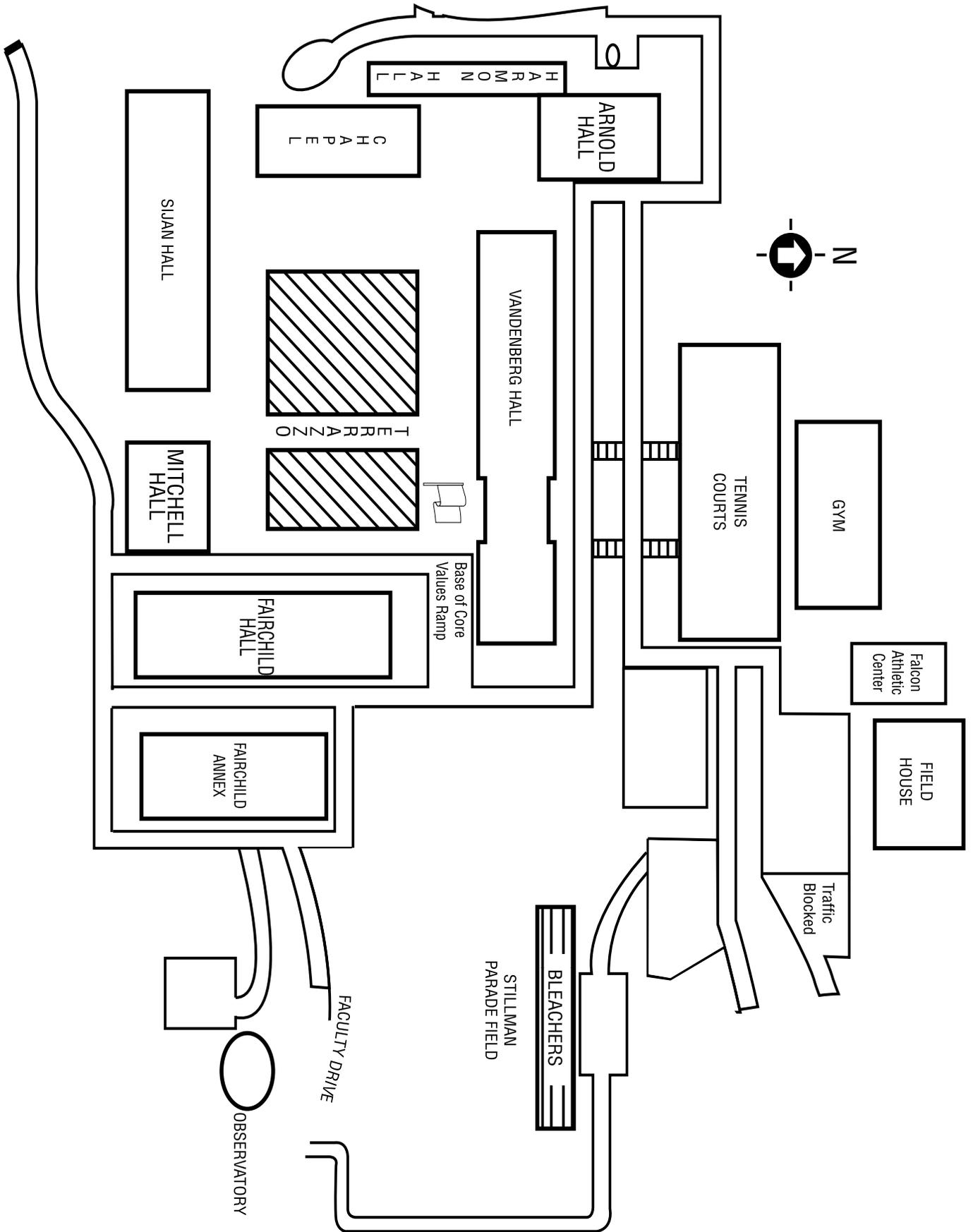
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# NCLS Cadet Staff

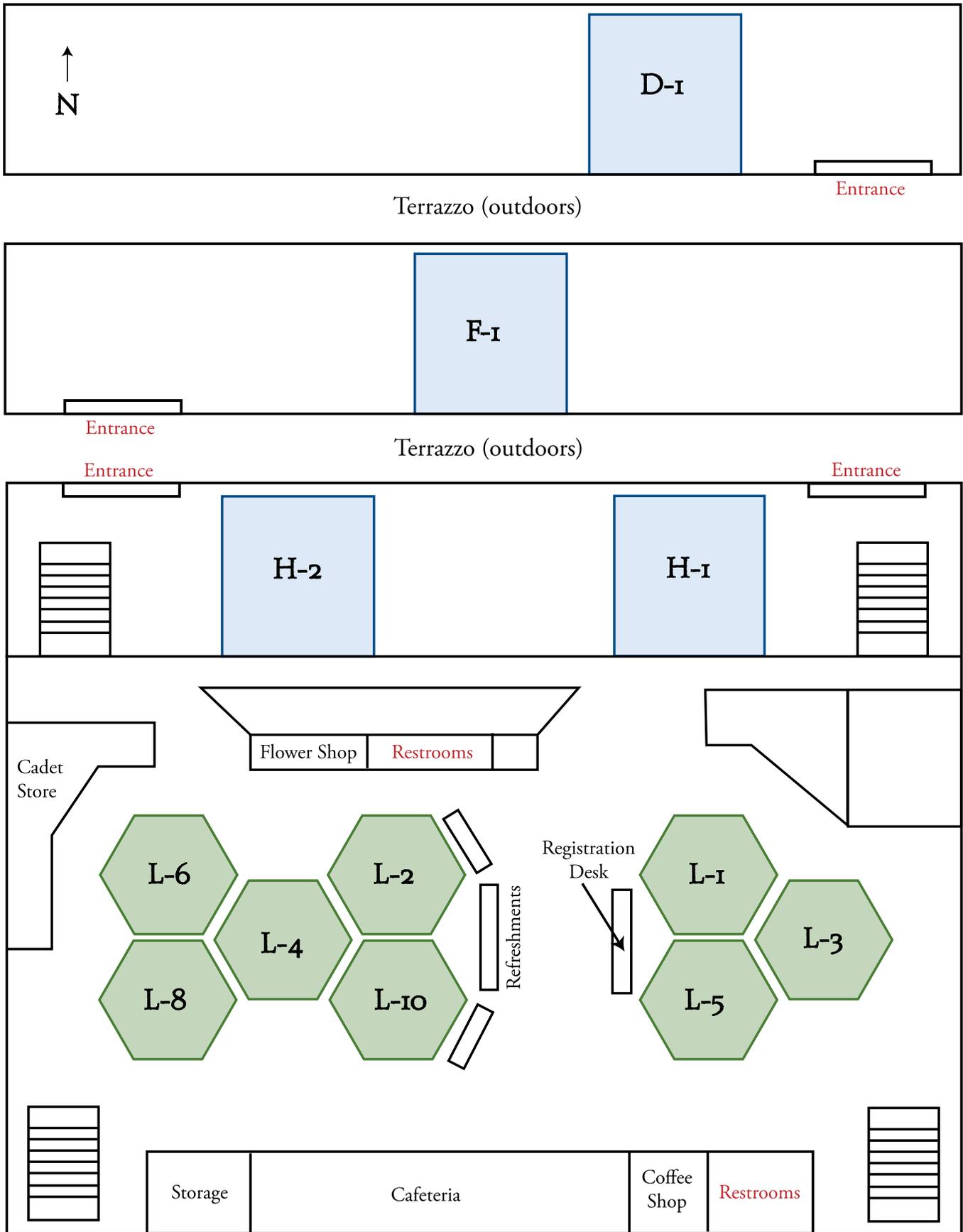
C1C Zachary Sumner, Cadet-In-Charge  
C1C Michelle Dieringer, Cadet-In-Charge  
C1C Ken Ackerson  
C1C Abby Barger, Cadet-In-Charge, Public Affairs  
C1C Rob Belkowski, Cadet-In-Charge, Public Affairs  
C1C Kristan Bird  
C1C Carl Corvin  
C1C Sarah Craycroft  
C1C Dave Gribbin  
C1C Bjorn Langefeld  
C1C Sean McCarthy  
C1C Colin McDonald, Cadet-In-Charge, Transportation  
C1C Andrew Nation, Cadet-In-Charge, Logistics  
C1C Chris Odell, Cadet-In-Charge, Recreation  
C1C Erica Olson, Cadet-In-Charge, Speaker Escorts  
C1C Lauren Robillard, Cadet-In-Charge, Protocol  
C1C Eric Smith, Cadet-In-Charge, Student Delegates  
C1C Megan Togni  
C1C Aleksey Vlasov  
C1C Mike Wetherbee  
C1C Reed Wildman  
C1C Mary Zinnel  
C2C Amanda Altman  
MDN Justin Bardin, Visiting Midshipman  
C2C Liz Belleau  
C2C Dan Bradfield  
C2C Maria Brooks, Cadet-In-Charge, Hospitality  
C2C Josh Cutino  
C2C Kemery Gies

C2C Mary Harvey  
C2C Derek Haun, Cadet NCOIC  
C2C Joshua Needham, Cadet-In-Charge, Activities  
C2C David Nelson  
C2C Chris Reynolds  
C2C Trenton Reeves  
C2C Drew Rimelspach  
C2C Mauri Slater  
C2C Ashley Snyder  
C3C Adam Bunker  
C3C Stefanie Culp  
C3C Bradley Dewees  
C3C Josh Heffernen  
C3C Genelle Martinez  
C3C Benjamin McCorkle  
C3C Josh Miller  
C3C Daniel Montilla  
C3C Kevin Mulligan  
C3C Gregory Rettler  
C3C Ramiro Rios  
C3C Jack Rufus  
C3C Emily Schaffer, Cadet Clerk  
C3C Charles Scholfield  
C3C Joseph Spitz  
C3C Kate Staples  
C3C Clayton Strickland  
C3C Jessica Wissner  
C4C Timothy Truong

# Map of USAFA Cadet Area



# Map of Fairchild Hall Lectinars





*Nearly all can stand adversity, but if you want to test one's character, give them power.*

*Abraham Lincoln*