

U.S. Naval Academy Leadership Conference

Leadership Beyond Barriers



**3-6 February 2008
Annapolis, Maryland**

Welcome

The United States Naval Academy, the Department of Leadership, Ethics and Law, along with the Harts and the USNA Class of '38, are proud to sponsor the 2008 Leadership Conference at the Naval Academy in Annapolis, Maryland February 3-6, 2008.

Mission Statement

The U.S. Naval Academy Leadership Conference's mission is to bring together the best minds in the practice and study of leadership to exchange ideas, experiences and methodologies with both military and civilian students.

Background

Since 1984, the Naval Academy has hosted an annual leadership conference for senior cadets and midshipmen from each of the service academies. In 2002, the conference expanded to include students from civilian universities and broadened its scope to include leadership topics relevant to government, business, and academia, as well as the military. Made possible through the generous support of the Class of '38 and Mitch and Linda Hart, the USNA Leadership Conference now includes more than 200 participants from 26 military and civilian colleges. In 2006, the Leadership Conference incorporated a student generated and professionally published conference report that addressed key issues related to the conference theme. In recent years, the Leadership Conference has varied presentation formats and increased the amount of small group interaction and discussion in order to foster learning experiences among attendees.

Theme for 2008

The conference theme of "*Leadership Beyond Barriers*" acknowledges the importance of diversity in organizations. It emphasizes the key role leaders play in building and maintaining a culture that accomplishes the mission and achieves goals, yet one that values and promotes the potential of all. The ever-changing nature of society creates an imperative that leaders recognize and work beyond traditional social and cultural boundaries of race, gender, and ethnicity in organizations. However, frequent examples serve as reminders that both military and civilian leaders continually fail to realize the potential of people and their organization because of long-held beliefs and behaviors, or barriers to excellence. If the ideal is the achievement of excellence in goals and the development of human capital, then one may identify effective organizational and leader strategies, competencies, and behaviors, but also important underlying values and beliefs that promote positive organizational and personal outcomes.

The 2008 USNA Leadership Conference addresses this issue through the words and presence of experienced leaders from military, government, business, and academia. Through the activities, interactions, and perspectives of conference attendees—future leaders of business, government, academia, and the military—provide a voice in this growing conversation and body of research.

SCHEDULE OF EVENTS

SUNDAY, FEBRUARY 3

| | | |
|-----------|---|--------------------|
| TBD-1800 | Shuttle from Airport to Hotel | Hotel |
| 1500-1900 | Conference Registration | Hotel Lobby |
| 1830-2030 | Conference Reception, Small Group Icebreaker and Interaction Exercise | Hotel Banquet Room |

MONDAY, FEBRUARY 4

| | | |
|-----------|--|------------------------------|
| 0715-0750 | Shuttle from Hotel to USNA | Hotel Lobby |
| 0730-0815 | Breakfast | King Hall |
| 0830-0845 | Transit to Mitscher Hall | |
| 0845 | Seated in Mitscher Hall | Mitscher Auditorium |
| 0855-0900 | Open Remarks VADM Jeffrey L. Fowler, USN, <i>Superintendent, U.S. Naval Academy</i> | |
| 0905-0930 | Small Group Breakout Session I | Mitscher Concourse |
| 0930-1015 | Panel Discussion I <i>Moderator: Dr. Donnie Horner, USNA Class of '61 Leadership Chair</i> <i>Participants: MIDN 1/C Zerbin Singleton, USN, United States Naval Academy</i> <i>Cadet 2/C Drew Anderson, University of Texas (Austin) ROTC</i> <i>Mr. Richard Hillen, University of Pennsylvania, Wharton School of Business</i> <i>Ms. Sarah Santos, University of Nebraska-Lincoln</i> | Mitscher Auditorium |
| 1015-1045 | Break | Mitscher Lobby |
| 1045-1145 | Panel Discussion II <i>Moderator: Dr. Donnie Horner, USNA Class of '61 Leadership Chair</i> <i>Participants: MGEN Charles F. Bolden, Jr., USMC (Ret.)</i> <i>Dr. Mady W. Segal</i> <i>Dr. Gama Perruci</i> <i>CMDCM (AW/SW) Evelyn "Vonn" Banks, USN</i> | Mitscher Auditorium |
| 1145-1200 | Transit to Tecumseh Court | |
| 1200-1215 | Observe Tecumseh Court Formation | |
| 1215-1230 | Transit to King Hall | |
| 1230-1300 | Lunch | King Hall |
| 1300-1315 | Transit to Mitscher Hall | |
| 1315-1345 | Small Group Breakout Session II | Mitscher Concourse |
| 1345-1530 | Yard Tours/Activities Period | |
| 1530-1700 | Shuttles to/from Hotel | |
| 1725 | Seated in Memorial Hall | |
| 1730-1745 | Welcoming Remarks CAPT Margaret D. Klein, USN, <i>Commandant of Midshipmen, U.S. Naval Academy</i> | Memorial Hall |
| 1745-1900 | Dinner Buffet (Conference Participants & Staff) Dinner (Select Staff, Faculty & Guests) | Smoke Hall Buchanan House |
| 1910-1920 | Transit to Alumni Hall (Bus from Buchanan House) | |
| 1925 | Seated in Alumni Hall | |
| 1930-2030 | Brigade Forrestal Lecture Dr. Samuel Betances, <i>Diversity Consultant and Trainer, Educator, Author and Media Personality</i> | Alumni Hall Auditorium |

SCHEDULE OF EVENTS

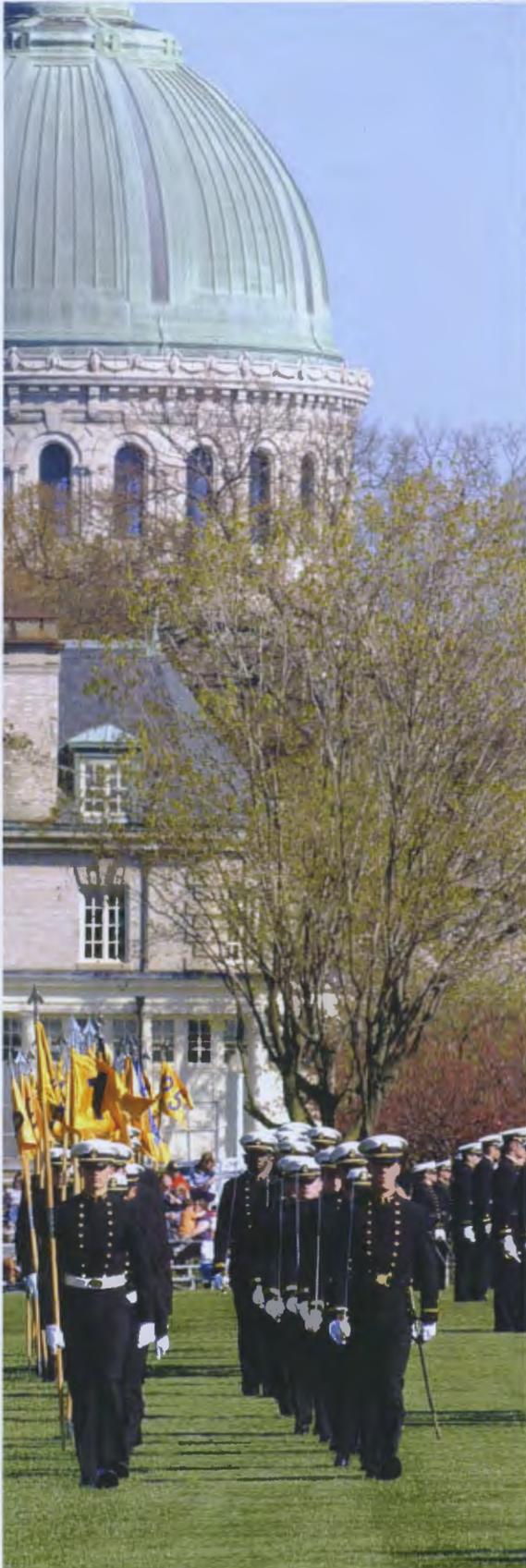
TUESDAY, FEBRUARY 5

| | | |
|-----------|--|--------------------------------|
| 0715-0750 | Shuttle from Hotel to USNA | Hotel Lobby |
| 0730-0815 | Breakfast | King Hall |
| 0830-0845 | Transit to Mitscher Hall | |
| 0845-0930 | Small Group Breakout Session III | Mitscher Concourse |
| 0930-1000 | Break | Mitscher Lobby |
| 1000-1115 | Morning Guest Speaker <i>Mr. Byron F. Marchant, Executive Vice President, General Counsel and Chief Administrative Officer, Black Entertainment Television, Inc.</i> | Mitscher Auditorium |
| 1115-1145 | Group Picture | Tecumseh Court alt. Rotunda |
| 1145-1245 | Lunch | King Hall |
| 1300-1415 | Luncheon Guest Speaker <i>Mr. Emmit J. McHenry, Founder, Chairman and CEO, NetCom Solutions International, Inc.</i> | Mitscher Auditorium |
| 1415-1500 | Small Group Breakout Session IV | Mitscher Concourse |
| 1500-1515 | Break | Mitscher Lobby |
| 1515-1630 | Panel Discussion III <i>Moderator: Dr. George Lucas, Director of Navy & National Programs, Vice Admiral James B. Stockdale Center for Ethical Leadership</i> <i>Participants: RADM Michael Holmes, USN (Ret.) RADM Marsha Evans, USN (Ret.) Dr. Harris Sussman LT Daniella Kolodny, CHC, USN</i> | Mitscher Auditorium |
| 1630-1730 | Shuttle from USNA to Hotel | |
| 1830-1930 | Shuttle from Hotel to Buddy's Restaurant | Loews Lobby |
| 1900-2100 | Buffet Dinner | Buddy's Restaurant |
| 2100-2200 | Shuttle to Hotel | |

WEDNESDAY, FEBRUARY 6

| | | |
|-----------|---|---------------------|
| 0715-0750 | Shuttle from Hotel to USNA (bring luggage if necessary) | Hotel Lobby |
| 0730-0815 | Breakfast | King Hall |
| 0830-0845 | Transit to Mitscher Hall | |
| 0845-0930 | Small Group Wrap-up Session | Mitscher Concourse |
| 0930-1000 | Conference Report and Highlights | Mitscher Auditorium |
| 1000-1015 | Break | Mitscher Lobby |
| 1015-1100 | Final Conference Speaker <i>COL Arthur J. Athens, USMCR, Interim Director, Vice Admiral James B. Stockdale Center for Ethical Leadership</i> | Mitscher Auditorium |
| 1100-1130 | Closing Remarks <i>Conference Staff and Conference Sponsors</i> | Mitscher Auditorium |
| 1130-1200 | Lunch | King Hall |
| 1130-TBD | Shuttle from USNA to Airport | |

2008 Leadership Conference Attendees



Boston College
Colgate University
Duke University
Harvard University
Lehigh University
Maine Maritime Academy
Marietta College
Massachusetts Institute of Technology
Penn State University—Engineering Leadership Program
Penn State University—Schreyer Honors College
Rensselaer Polytechnic Institute
Rice University ROTC
Royal Military College of Canada
Siena College
Tufts University
U.S. Coast Guard Academy
U.S. Merchant Marine Academy
U.S. Military Academy
U.S. Naval Academy
University of Maryland—Smith School of Business
University of Nebraska—Lincoln
University of North Carolina
University of Pennsylvania—Fox Leadership Program
University of Pennsylvania—Wharton School of Business
University of Richmond
University of Texas
University of Texas ROTC
Virginia Tech

Sponsors of the Leadership Conference 2008

THE CLASS OF 1938

438 Graduates / 120 Non-Graduates

Of the Class of 1938 graduates:

- 34 retired as flag/general officers (five 3-stars)
- 220 retired as Captain/Colonel
- 421 served in World War II
- 4 were interred as POW's
- 43 died as the result of enemy action (42 in WWII, 1 in Korea)
 - in the battles at Pearl Harbor, Midway, Java Sea, Coral Sea, Okinawa, Solomon Island, Savo Island, and Kahili
 - in the sinking of the *Wasp*, *Cisco*, *Amberjack*, *Jarvis*, *Houston*, *Helena*, *Pillsbury*, *Grampus*, *Pickerel*, *Chemung*, *Capelin* and *Corvina*
- in action on the *Truxton*, *Monaghan*, *Hazlewood*, *Sea Dragon*, *Cushing*, *Turner*, *Bunker Hill* and *Barbel*
- 1 in the Fukuoka POW Camp
- 20 died in the line of duty
- 86 served through three wars: WWII, Korea, and Vietnam
- 78 served 30 years or more (the longest career was 38 years)
- They were awarded a total of: 24 Navy Crosses, 70 Silver Stars, 146 Bronze Stars and 44 Distinguished Flying Crosses

The Class of 1938 also sponsors the U.S. Naval Academy's Midshipman Leadership Library.



Leadership Conference 2008 *From the Class of 1938*

Rear Admiral Maurice H. Rindskopf, USN (Ret.)
Class President, World War II Submarine Skipper,
Former Director of Naval Intelligence
and Distinguished Graduate Awardee 2007



Leadership Beyond Barriers

The era from 1938 until 1972 when the Class of 1938 was fully engaged, commencing as young officers and concluding as members of the Navy's senior leadership, presented us with a challenge different from that faced by those who are starting their careers today in or out of the service.

We lived within a culture that treasured freedom and rewarded people for their achievements. We were faced with enemies who espoused precisely the opposite, forcing their peoples to live under controlled conditions which ensured their everlasting subservience to their leaders.

Today, the multi-cultural world in which we live, challenges us to utilize organizational excellence and leadership competency to capitalize upon our own diversity. The Class of 1938 envies your glorious opportunity to lead America into the 21st century.

Rear Admiral Robert W. McNitt, USN (Ret.)
Former Class President, Former Superintendent Naval Postgraduate School,
Former U. S. Naval Academy Dean of Admissions
and Distinguished Graduate Awardee 2003



Diversity Works

Admiral Arleigh Burke, the only person to serve three terms in the Navy's top position as Chief of Naval Operations, once said in his typical direct fashion, that you could run the Naval Academy for ten midshipmen if you knew which ones would become your best future leaders. Since we don't know how to make that choice we depend on diversity, drawing candidates from every corner of the country who represent the ethnic and cultural heritage of all our citizens.

Most of these midshipmen will grow and thrive under the competitive programs at the Academy. Then after graduating and becoming officers, some will stand out among their peers under the unforgiving demands of naval service. Of these a few will have the fortunate combination of sturdy health, further education, and assignments that will demand and reward exceptional performance.

In both military and civilian careers, diversity at the start gives the best likelihood that the eventual top leaders will be those proven in service to be best-fitted, and who will represent the same proportion of race, ethnicity, and culture as the men and women they will have the opportunity to lead.



Captain Dennett K. Ela, USN (Ret.)
Former Class Secretary and Engineering Duty Officer
(Massachusetts Institute of Technology Postgraduate School)
Leadership Conference Supporter Extraordinaire

6 April 1915-11 November 2005

Sponsors of the Leadership Conference 2008

HART FOUNDATION

Milledge A. Hart, III "Mitch"
Chairman, Hart Group, Inc.

Milledge A. Hart, III a native Texan, is a 1956 graduate of the United States Naval Academy. Following service in the U.S. Marine Corps, Mr. Hart joined IBM Corporation as a marketing representative. In 1962, Mr. Hart joined Ross Perot as one of the founders of Electronic Data Systems Corp. In 1969, he became Executive Vice President of the company and became President in 1970, the position he held until his retirement in 1977.

Later in 1978 Mr. Hart founded, and remains, Chairman of the Board of Rmax, Inc., which manufactures rigid isocyanurate insulation. Rmax currently has plants in Dallas, Texas; Greenville, South Carolina; and Reno, Nevada. Its products include residential sheathing and residential and commercial roof insulation, as well as other specialty products.

In 1983, he formed Hart Group, Inc., a diversified group of companies involved in insulation manufacturing and investments. Subsequently, Hart Group, Inc. was founded in 1988.

In addition to being Chairman of the Board of the Hart Group, Inc. and Rmax, Inc., Mr. Hart serves on the following outside boards:

- The Home Depot, Inc. (one of the original founders), also serves as a member of the Executive Committee and Chairs the Information Technology Advisory Council.
- Docucorp International (Chairman of the Board, Compensation Committee and member of the Governance and Nominating Committee and Ex-Officio member of the Audit Committee)
- Lyco Energy Corporation (member of the Board of Directors, Audit Committee and Chairman of the Compensation Committee)
- Southern Methodist University Board of Trustees and various standing Committees of the Board (Executive Board, Academic Policy Trustee Committee and Chairman of the Investment Committee)
- Southern Methodist University Willis M. Tate Distinguished Lecture Series and Nominating Committee, Hart Global Leaders Forum (endowed and funded) and sponsorship of the Hart Presidential Scholars
- Episcopal School of Dallas, Member of the Board of Trustees, Chairman of the Endowment Committee (Former Chairman of the Board and Founding Director)
- Duke University, Board of Trustees (Trustee Emeritus), Sanford Institute Board of Visitors. Terry Sanford Institute of Public Policy and Hart Leadership Program benefactor (endowed this undergraduate program in 1986)
- Recipient of the National Society of Fund Raising Executives - Dallas Chapter 1999 Outstanding Philanthropist
- Claridge Association (President)
- Strawberry Park Home Owners Association, President (Beaver Creek, Colorado)
- Beaver Creek Property Owners Association

Mr. Hart is also a member of World Presidents' Organization, Chief Executives' Organization, Inc., and was also selected as a member of *Who's Who in American Business* and *Who's Who in Texas*.



Sponsors of the Leadership Conference 2008

HART FOUNDATION

Linda Wertheimer Hart
Vice-Chairman and Chief Executive Officer,
Hart Group, Inc.

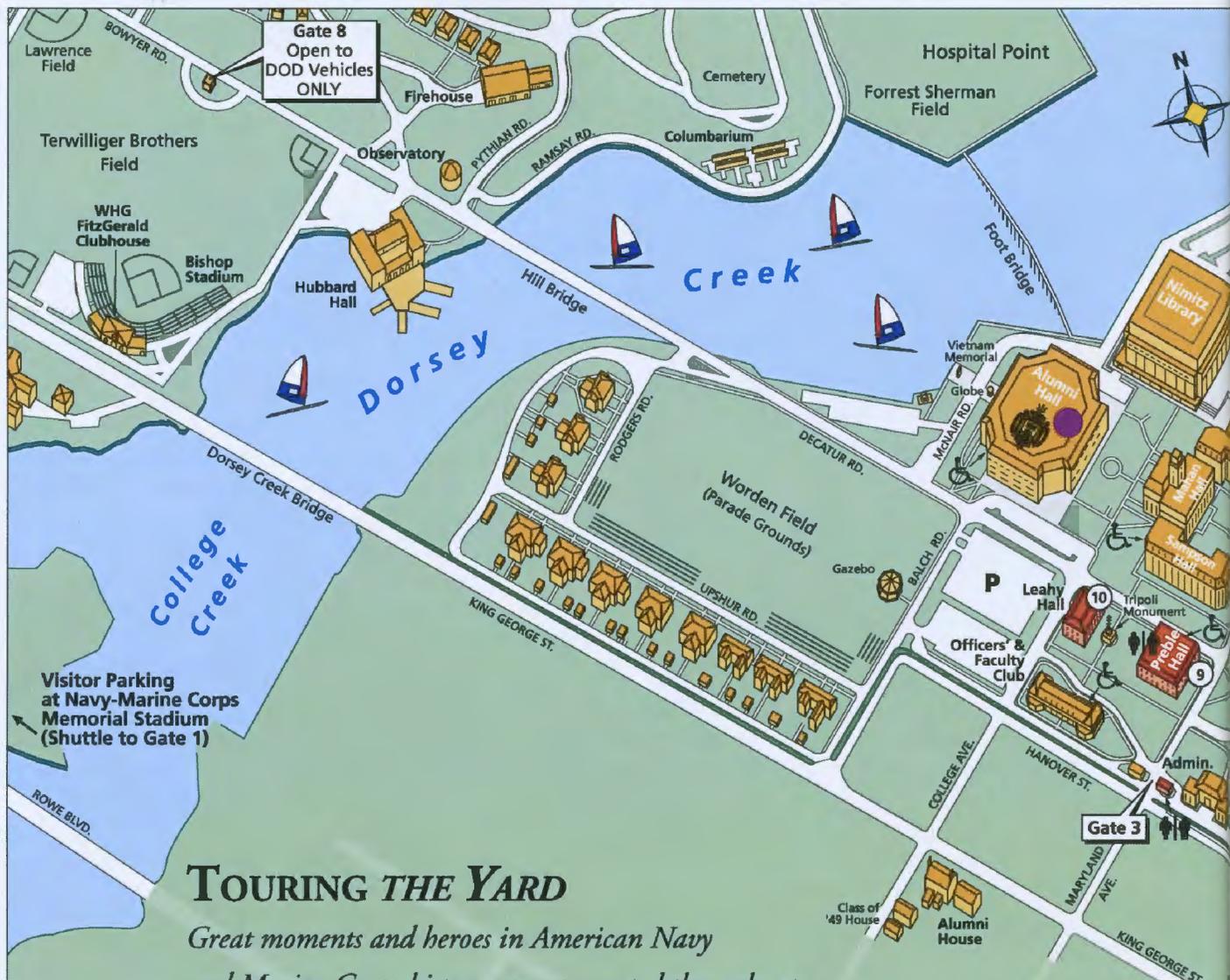
Linda Wertheimer Hart is Vice-Chairman and Chief Executive Officer of Hart Group, Inc., a diversified group of companies involved in insulation manufacturing and investments.

In addition to being a director of each of the Hart Group companies, Ms. Hart is currently or has been a member of a variety of outside Boards, including the following:

- Imation Corp. (*Chairman, Nominating and Governance Committee; member, Compensation Committee*)
- Conner Peripherals, Inc. (*Chairman, Audit Committee; member, Compensation Committee*)
(*Conner Peripherals, Inc. sold to Seagate Technology*)
- WordPerfect Corporation (*Chairman, Compensation Committee; member, Audit Committee*)
(*WordPerfect Corporation sold to Novell, Inc.*)
- SICPA Industries of America, Inc.
- New York Stock Exchange Legal Advisory Committee (*Former Chairman; Ex-Officio member*)
- Women's Leadership Board, Harvard University, Kennedy School of Government
- DFW Directors Roundtable Advisory Board
- Southern Methodist University Hart E-Center Advisory Board
- Southern Methodist University Tate Lecture Series Board (*Former Chairman*)
- Southern Methodist University School of Law and Cox School of Business Executive Boards
- Southern Methodist University Hart Global Leaders Forum Board
- The University of Texas at Dallas School of Management Advisory Board (*Former Chairman*)
- The University of Texas at Dallas Development Board
- The University of Texas at Dallas Management School Foundation (*Former Chairman*)
- The University of Texas Southwestern Health System Board of Visitors (*Charter Member*)
- Dallas Citizens Council Board
- Dallas Symphony Association, Inc. (*Former Chairman of the Board*)
- Duke University Terry Sanford Institute of Public Policy
- Greater Dallas Chamber of Commerce Board
- Texas National Research Laboratory Commission Board (*Texas Agency-Superconducting Super Collider*)
- International Women's Forum Leadership Foundation Board
- Dallas Women's Foundation (*Chairman, Advisory Council*)
- Susan G. Komen Breast Cancer Foundation National Advisory Board
- Dallas/Fort Worth Regional Film Commission Board
- Vail Valley Music Festival Executive Board
- National Trustee, National Symphony Orchestra

For the 24 years prior to joining the Hart Group in 1990, Ms. Hart was engaged in the private practice of law in Dallas, Texas, specializing in corporate and securities matters. While continuing her legal practice in Dallas, Ms. Hart also served as outside consultant to the Securities and Exchange Commission, Washington, D.C. and as a Visiting Professor at Stanford Law School. She is a graduate of the University of Pittsburgh (B.S. *cum laude* 1962) and Southern Methodist University Law School (L.L.B. 1965). Ms. Hart has been a member of the American Bar Association House of Delegates and has written and lectured frequently throughout the country on corporate and securities law subjects.

Ms. Hart served on the NYSE Special Study on Self Regulation, is Chairman Emeritus of the University of California Securities Regulation Institute, has been a member of the Legal Advisory Committee of the National Center on Financial Services of the University of California at Berkeley, the Trade and Investment Task Force of the Dallas Commission on International Development and the Executive Committee of the U.S. Government Business Forums on Capital Formation and was selected as an International Business Fellow. She is a member of the Committee of 200 and is Past President of International Women's Forum – Dallas.



TOURING THE YARD

Great moments and heroes in American Navy and Marine Corps history are represented throughout the Yard in statues, paintings, ship models and artifacts. Enjoy your visit!

- ① **YOU ARE HERE.**
The Armel-Leftwich Visitor Center
- ② *Ricketts Hall, NAAA Ticket Office*
- ③ *Lejeune Physical Education Center*
- ④ *The Commodore Uriah P. Levy Center and Jewish Chapel*
- ⑤ *Dahlgren Hall*



- ⑥ *Tecumseh Court*
- ⑦ *Bancroft Hall*
- ⑧ *The Chapel, The Crypt of John Paul Jones*
- ⑨ *U.S. Naval Academy Museum, Preble Hall*
- ⑩ *Leahy Hall*

Monday Night:

- 1730 (5:30 p.m.) Memorial Hall: Commandant's Remarks
- 1930 (7:30 p.m.) Alumni Hall: Forrestal Lecture

United States Naval Academy

Annapolis, Maryland

Entrances for handicapped

Restrooms with facilities for handicapped

Dining open to public (No picnics on the Yard)

Buildings on USNA walking tour and/or open to public

Closed to public

P Parking for vehicles with DOD stickers

Restrooms



The USNA Mission

"To develop midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities of command, citizenship and government."

Monday, Tuesday and Wednesday:

Mitscher Hall: Conference

0 100 200 300 400 500 ft.
Map © International Mapping Associates, Ellicott City, MD



Vice Admiral Jeffrey L. Fowler, USN
Superintendent
U.S. Naval Academy

Vice Admiral Jeffrey L. Fowler became the 60th Superintendent of the United States Naval Academy on 8 June 2007. Raised in Bismarck, North Dakota, he received his commission from the U.S. Naval Academy in 1978 and immediately commenced training in the Navy's Nuclear Propulsion program.

Vice Admiral Fowler has served at sea in *USS Bremerton* (SSN 698), *USS Alaska* (SSBN 732) (BLUE), and as Executive Officer for the Pre-commissioning Unit *Montpelier* (SSN 765) and *USS Hyman G. Rickover* (SSN 709). He commanded *USS Charlotte* (SSN 766) and Submarine Squadron THREE, responsible for eight fast-attack, nuclear-powered submarines.

Vice Admiral Fowler has deployed to the Atlantic, Pacific, Indian and Arctic oceans, and the Arabian Gulf.

Ashore, Vice Admiral Fowler served as a submarine tactics instructor at Naval Submarine Training Center, Pacific; as a junior member on the Nuclear Propulsion Examining Board on the staff of the Commander in Chief, U.S. Atlantic Fleet; as the Head, Submarine Programs Section of the Programming Division (N80) on the staff of the Chief of Naval Operations; Deputy Executive Assistant to the Deputy Chief of Naval Operations (N8) and the Vice Chairman, Joint Chiefs of Staff; the Pacific Submarine Force Prospective Commanding Officer Instructor; and as the Executive Assistant to the Commander, U.S. Strategic Command.

Following selection to Flag Officer, Vice Admiral Fowler has served as Commander, Navy Recruiting Command and Director, Naval Forces Europe/SIXTH Fleet Plans and Operations; Deputy Commander, SIXTH Fleet; Commander Submarines, Allied Naval Forces SOUTH; Commander, Submarine Group EIGHT; and Commander, Task Forces 164/69.

In addition to earning a Bachelor of Science degree in Mechanical Engineering with distinction from the Naval Academy, Vice Admiral Fowler's education includes Master's degrees in Business Administration from Chaminade University of Honolulu and in Public Administration from the John F. Kennedy School of Government at Harvard University. He is also a graduate of the Syracuse University National Security Studies program and was a Military Fellow on the Council on Foreign Relations, where he is now a lifetime member.

Vice Admiral Fowler has been awarded the Defense Superior Service Medal, the Legion of Merit (4 awards), the Meritorious Service Medal, the Joint Service Commendation Medal, the Navy Commendation Medal (5 awards), the Navy Achievement Medal, and various campaign and unit awards.



**Captain Margaret D. Klein, U.S. Navy
Commandant of Midshipmen
U.S. Naval Academy**



Captain Klein became the 82nd Commandant of Midshipmen in December 2006 and is responsible for the military and professional development of the Brigade of Midshipmen. She was born in Weymouth, Massachusetts, was commissioned in 1981 and designated a Naval Flight Officer in 1983. She is a graduate of the U.S. Naval Academy, with a Bachelor of Science and a 1999 graduate of the University of Southern Maine with a Masters of Education.

After her winging in 1983, she reported to the "Ironmen" of Fleet Air Reconnaissance Squadron THREE in Barbers Point, Hawaii. There she qualified as Mission Commander and Airborne Communications Officer in the EC-130Q. In 1987, she reported to the Staff of Commander, Naval Air Forces, U. S. Atlantic Fleet working enlisted personnel readiness. In 1988, Captain Klein transferred to the Naval Military Personnel Command, where she served as Aviation Initial Assignments Officer and VQ Detailer.

In 1991, Captain Klein checked back in with the Ironmen for her department head tour, flying the E-6A as the squadron moved from Hawaii to Tinker Air Force Base in Oklahoma City. From Oklahoma, she was selected to serve in the White House Military Office in the Presidential Contingency Plans Directorate. She then screened for aviation command. Captain Klein was selected as a Brookings Legislative Fellow in 1997 and served on the staff of Senator Olympia Snowe briefing defense issues.

In 1999, Captain Klein returned to the Ironmen for a third tour to serve as Executive Officer and Commanding Officer. The Ironmen won the Battle E and the Maintenance Excellence Award during her command tour. After leaving squadron command, Captain Klein served aboard the USS Kitty Hawk Battle Group as the Carrier Group N6. During her tour on the Carrier Group FIVE staff, the Battle Group participated in Operation Enduring Freedom, hosting Task Force Sword in the North Arabian Sea and in Operation Iraqi Freedom.

Captain Klein returned to Oklahoma to serve as Deputy, then Wing Commander of Task Force 124 and Strategic Communications Wing ONE. Upon completion of major command, she was assigned to the staff of Commander, Carrier Strike Group EIGHT where she served as the Chief of Staff for the Eisenhower Strike Group until her selection as the 82nd Commandant of Midshipmen at the U.S. Naval Academy.

Captain Klein's personal awards include the Legion of Merit (two awards), the Defense Meritorious Service Medal, the Meritorious Service Medal (three awards), the Navy Marine Corps Commendation Medal (three awards) and the Navy Marine Corps Achievement Medal.





Samuel Betances, Ed.D.
Diversity Consultant and Trainer,
Educator, Author and Media Personality

Dr. Samuel Betances is a diversity consultant and trainer, with vast experiences in facilitating workshops, delivering standing-ovation quality presentations, and designing curriculums to assist organizations to improve their bottom line and achieve their mission through diversity strategies.

He is an educator, a published author and a media personality. Dr. Betances is a subject matter expert in the field of diversity, mentoring, team building, race relations and on how seminar leaders can make presentations on sensitive and controversial issues without causing injuries to participants or glossing over urgent issues that cannot be ignored.

He has also developed media products for the resource kits of diversity practitioners, HR and EO specialists in search of solutions to the challenge of creating inclusive, diverse work teams in organizations.

Dr. Betances is a bilingual, bicultural, biracial citizen of the world. He has worked in all fifty states, all of the U.S. territories and the District of Columbia. He has also worked in Latin America, Europe, Asia and the Pacific region of Micronesia and Polynesia.

As a consultant to the National Guard, Dr. Betances has contributed to preparation of training tools and staff development strategies for the both the ANG and the ARNG. He has also consulted as a diversity-training specialist with the USAF, and the Chaplain Service of two branches of the military.

Dr. Betances holds two graduate degrees from Harvard University. He completed his postdoctoral studies at the University of Wisconsin in the field of Urban Social Institutions. He is the Senior Faculty Member at the Workforce Diversity Institute of Northeastern Illinois University in Chicago. He is an honorary Colonel, Chief Master Sergeant and Brigadier General in the ARNG.



Byron F. Marchant
Executive Vice President, General Counsel
and Chief Administrative Officer
Black Entertainment Television, Inc.



Byron F. Marchant is the Executive Vice President, General Counsel and Chief Administrative Officer of BET Networks. Reporting directly to the Chairman and CEO Debra L Lee, Marchant's leadership ability and experience has earned him the role of administrator of several departments. He successfully oversees legal affairs, human resources, computer information systems, broadcast operations, satellite operations, telecommunications, facilities, real estate and corporate purchasing departments for BET Networks (BET) and its subsidiaries.

Prior to joining BET Networks, Byron was a Partner with Patton Boggs, LLP. Other positions for Marchant include, Senior Vice President and General Counsel for TeleCommunication Systems, Inc. of Annapolis, Maryland, Senior Legal Advisor to former FCC Commissioner Andrew Barrett and an attorney with the law firm Sidley & Austin.

Byron is a member of the New Jersey Bar, the U.S. Supreme Court Bar, the Federal Communications Bar Association, and the American Bar Association. He serves on the board of directors of TeleCommunication Systems, Inc. of Annapolis, Maryland, Cable Positive, American Red Cross of the Washington Metropolitan area, and the U.S. Naval Academy Foundation. He is also a member of the Advisory Committee to the Sallie Mae Foundation. Marchant was appointed in 2003 by Virginia Governor Mark Warner to serve a four-year term on the Board of Visitors at George Mason University (2003 -2007). Byron also serves on the University of Virginia Campaign Executive Committee through 2011, the Board of Managers of the UVA Alumni Association (July 2007-June 2010) and has been an adjunct professor at the University of Virginia School of Law.

Mr. Marchant has written numerous articles on telecommunications and media matters. Some articles include: *On-line on the Internet: First Amendment and Intellectual Property Uncertainties in the On-line World*, Howard University Law Journal, Spring 1996; *The Federal Communications Commission of the USA*, Encyclopedia of Telecommunications, 1992; and with Helen Diesenhaus, *In Search of Revenues: The Impact of the Modification of Final Judgment on Regional Bell Companies Abroad*, International Practice Handbook, FCBA, 1991.

A native of Chicago, Mr. Marchant received his law degree from the University of Virginia, and his undergraduate degree in Engineering and Political Systems from the United States Naval Academy.





Emmitt J. McHenry
Founder, Chairman and CEO
NetCom Solutions International, Inc.

Emmitt J. McHenry is the founder, chairman and CEO of NetCom Solutions International, Inc. NetCom Solutions is a Total NetWorks solutions provider that focuses on deploying next generation networks for their client-partners. Their service offerings include engineering, installation, repair and maintenance of wireline, wireless, and optical network infrastructures. NetCom Solutions also provides logistics and material management services in support of supply chain management requirements.

NetCom Solutions has over \$260 million in sales and more than 225 employees, with facilities in Chantilly, Virginia and Oklahoma City, Oklahoma. NetCom Solutions is ranked #10 on Black Enterprise magazine's list of the most successful Black-owned firms in the United States.

Recommended by AT&T Corporation for NMSDC's Corporate Plus Program, NetCom Solutions has proven capable of doing business on a national basis. The company's clients include AT&T Corporation, GE Medical Systems and International Business Machines Corporation.

Prior to founding NetCom Solutions International, Inc. in 1995, Mr. McHenry was a founder of Network Solutions, Inc., the Internet domain name service provider. Mr. McHenry has held management positions with IBM, Connecticut General, Union Mutual and Allstate Insurance Company, where he served in several positions including regional vice president for five northwestern states (Idaho, Oregon, Washington, Alaska and Hawaii).

NetCom Solutions has been recognized for outstanding quality and technical excellence through awards and recognition such as AT&T's 1995 Business Partner of the Year Award; Lucent Technologies' 1997 Partner in Excellence Award; NMBC's 1999 Outstanding Technology Firm Award; and the FastTrack 2000 Award for being one of the fastest growing companies in the Washington, D.C. metropolitan area.

Emmitt McHenry currently serves on the Executive Committee for the Council on Competitiveness and the Board of Directors for James Martin Government Intelligence and Global Technology, L.L.C. He is the Chairman of the Board for NetCom Solutions South Africa.

Mr. McHenry has a B.A. in communications from the University of Denver, passed the qualifying exam for a Ph.D. after receiving his M.A. in communications from Northwestern, and holds an honorary Ph.D. from Shaw University.



Colonel Arthur J. Athens, USMCR
Interim Director, Vice Admiral James B. Stockdale
Center for Ethical Leadership
U.S. Naval Academy



The Superintendent of the United States Naval Academy appointed Colonel Athens as the Interim Director for the Academy's Vice Admiral James B. Stockdale Center for Ethical Leadership on 2 July 2007.

Born and reared in Huntington, New York, Colonel Athens attended the U.S. Naval Academy where he served as Brigade Commander, lettered on the varsity lacrosse team, and received both the Alumni Association Award and the Coaches' Calvert Award. He graduated with distinction in 1978 and was commissioned in the U.S. Marine Corps. During his active duty career, he held significant staff and command positions in the 1st, 2nd, and 3rd Marine Aircraft Wings.

Colonel Athens also served as the Antiair Warfare Instructor and Academic Dean at Marine Aviation Weapons and Tactics Squadron-1 and taught Computer Science at the U.S. Naval Academy where he received the Clements Award as the outstanding military educator. While assigned to the Naval Academy, he became a White House Fellow and served at the National Aeronautics and Space Administration.

Colonel Athens earned a master's degree in Information Systems from the Naval Postgraduate School, where he stood first in his graduating class, as well as a master's in Military Arts and Sciences from the U.S. Army's School of Advanced Military Studies.

Colonel Athens left active duty in 1994 to serve as the Executive Director of OCF, a worldwide organization assisting military officers integrate their personal faith and professional responsibilities. After leading OCF for five years, Colonel Athens assumed responsibilities as the Commandant of Midshipmen at the U.S. Merchant Marine Academy, one of the Nation's five federal service academies. He remained as Commandant until his selection as the Naval Academy's first Lakefield Family Foundation Distinguished Military Professor of Leadership. Colonel Athens continues to serve in the Lakefield Chair while he executes his duties at the Stockdale Center.

When Colonel Athens resigned his active duty commission, he transferred to the Marine Corps Reserves and has been a Space Operations Officer for the U.S. Space Command, the Commanding Officer of Marine Air Control Squadron 24, and a Strategic Analyst at Headquarters Marine Corps. His current reserve assignment is Special Assistant to the President, Marine Corps University.

In 2005, Colonel Athens volunteered to coach the Northern High School Boys' Lacrosse Team and led the team to their first Regional Championship and a third place finish in the state of Maryland. The *Washington Post* selected Colonel Athens as their Coach of the Year.



Leadership Conference Panel II

Moderator: *Dr. Donnie Horner, USNA Class of '61 Leadership Chair*



MGEN Charles F. Bolden, Jr., USMC (Ret.)

A 1968 graduate of the United States Naval Academy, Charles F. Bolden received this commission as a 2nd Lieutenant in the United States Marine Corps. Over the course of his military career, he has logged more than 6,000 hours of flight time. He is a former NASA astronaut as well as the former commanding general of the Third Marine Aircraft Wing. MGEN Bolden is currently serving as the Senior Vice President of TechTrans International, Inc.



photo by John T. Consoli

Dr. Mady W. Segal

Mady Wechsler Segal earned her Ph.D. at the University of Chicago. She is currently serving as a Professor of Sociology at the University of Maryland, and Associate Director of the Center for Research on Military Organization. Her recent research has focused on military personnel issues, with particular attention to military women and military families.



Dr. Gama Perruci

A native of Brazil, Gama Perruci has his doctorate in political science from the University of Florida's Center for Latin American Studies, and a master's degree in international journalism (1986) from Baylor University in Texas. His main teaching and research area is the impact of globalization on leadership education. Dr. Perruci is a member of the Board of Directors of the International Leadership Association and Director of the McDonough Center for Leadership and Business at Marietta College, Ohio.



CMDCM (AW/ISW) Evelyn "Vonn" Banks, USN

Born in Memphis, Tennessee, Master Chief Evelyn Banks enlisted in the United States Navy on January 28, 1984. During her 24 years of service, she earned an Associates of Arts in General Studies Management from the University of Phoenix and is a graduate of both the Air Force Senior Non-Commissioned Officer Academy as well as the Navy Senior Enlisted Academy. Master Chief Banks is currently assigned as the Command Master Chief for the United States Naval Academy.

Leadership Conference Panel III

Moderator: *Dr. George Lucas, Director of Navy & National Programs,
Vice Admiral James B. Stockdale Center for Ethical Leadership*

RADM Michael Holmes, USN (Ret.)

Rear Admiral Michael Holmes is a Native American Lumbee Indian, born in Lumberton, North Carolina. He earned a degree in mathematics from Pembroke State University. The Admiral entered the Navy and was commissioned in 1973. He earned his pilot wings from the Aviation Officer Candidate School in 1974. His command tours include Patrol Squadrons TWENTY-FOUR and THIRTY. In 2003, Rear Admiral Holmes assumed duties as Commander, Patrol and Reconnaissance Group.



RADM Marsha Evans, USN (Ret.)

Rear Admiral Marsha Evans was a career officer in the United States Navy, retiring as a Rear Admiral in January 1998. She headed the Navy's worldwide recruiting organization from 1993 to 1995 and served as the superintendent for the Naval Postgraduate School in Monterey, California from 1995 to 1998. RADM Evans served as President and Chief Executive Officer of the American Red Cross from August 2002 to December 2005. She also serves on the Advisory Boards for the Ladies Professional Golf Association and the Pew Partnership for Civic Change.



Dr. Harris Sussman

As Director of Workways Consulting, Dr. Sussman has been an adviser, guide, and coach to management teams in public and private institutions throughout the United States and internationally. His interdisciplinary education includes a M.A. degree from the Cambridge-Goddard, Graduate School for Social Change, and a Ph.D. in Work and Learning from the Union Institute. He has written numerous articles and the handbook, *How Diversity Works*.

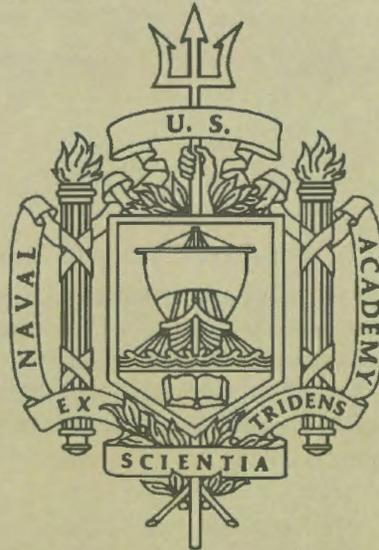


LT Daniella Kolodny, CHC, USN

Chaplain Daniella Kolodny was born on 16 January 1966 in Jerusalem, Israel. She was ordained as a rabbi in 2004 at the Jewish Theological Seminary in New York City. Chaplain Kolodny was commissioned as a Chaplain Candidate Program Officer in 2000 and entered the U.S. Navy Chaplain Corps in 2004 as the first female Rabbi. Rabbi Kolodny served at the National Naval Medical Center in Bethesda, Maryland from 2004-2007 and is currently a member of the Chaplain Corps at the United States Naval Academy.



LEADERSHIP CONFERENCE 2008



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Midshipman 1/C Lauren Griebel—*Conference Vice Chairman*
Midshipman 1/C Kristin Lowd—*Operations Officer*
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