

U.S. Naval Academy Leadership Conference

Generational Leadership



25-28 January 2009
Annapolis, Maryland



Welcome

The United States Naval Academy, the Department of Leadership, Ethics and Law, along with the Hart Foundation and the USNA Class of '38, are proud to sponsor the 2009 Leadership Conference at the Naval Academy in Annapolis, Maryland January 25-28, 2009.

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 30 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 2009

The conference theme of "Generational Leadership" responds to the changing dynamic of the workplace; the "top-down" business leadership structure is being replaced, and many young college graduates find themselves leading men and women of different generations who have different perspectives towards work ethic, communication, and how to "get the job done." As the transfer of power from the Baby Boomers to the next generation occurs, diverse challenges will affect nearly every aspect of individual and organizational life.

How can we recruit, motivate and retain younger generations? How do we lead across generational gaps, and do core leadership characteristics stand against the test of time? While great leaders often have radically different approaches to leadership and personal interaction, there are also common traits that link all effective leaders. These universal traits, along with the different types of leadership style, are just some of the issues that will be discussed at the USNA Leadership Conference in 2009.

The United States Naval Academy Leadership Conference of 2009 hopes to better prepare you for the challenges that are present in any workplace, civilian or military, by exploring these questions through discussion, group interaction, and learning from men and women who have experience in leading diverse groups of people towards success.

SCHEDULE OF EVENTS

SUNDAY, JANUARY 25

TBD-1800	Shuttle from Airport to Hotel	Hotel
1500-1900	Conference Registration	Hotel Lobby
1800-2000	Conference Reception, Small Group Icebreaker and Interaction Exercise	Hotel Banquet Room

MONDAY, JANUARY 26

0730-0820	Breakfast	Hotel Dining Area
0820-0835	Shuttle from Hotel to USNA Mitscher Hall	Hotel Lobby
0845	Seated in Mitscher Hall	Mitscher Auditorium
0850-0855	Opening Remarks VADM Jeffrey L. Fowler, USN, <i>Superintendent, U.S. Naval Academy</i>	
0855-0940	Opening Speaker Mr. W. Stanton Smith, <i>National Director of Cross Generation Initiatives, Deloitte LLP</i>	
0945-1030	Small Group Breakout Session 1	Mitscher Concourse
1035-1045	Break	Mitscher Lobby
1045-1055	Small Group Breakout Session 1 Debrief	Mitscher Auditorium
1055-1150	Panel Discussion 1— Strategy and Action: Perspectives on Generational Leadership <i>Moderator: Dr. George Lucas, Director of Navy & National Programs, Vice Admiral James B. Stockdale Center for Ethical Leadership</i> <i>Participants: RADM Mike Miller, USN, Chief of Legislative Affairs</i> <i>LT Dave Schopler, USN, Instructor, Leadership, Ethics and Law Department, U.S. Naval Academy</i> <i>Mr. Hart Cunningham, Entrepreneur, Founder & CEO of Social Networking internet site PerfSpot</i> <i>The Honorable Martin A. Russo, CEO & Vice Chariman, Cassidy & Associates; Former U.S. Representative from Illinois</i>	Mitscher Auditorium
1150-1200	Transit to Tecumseh Court	
1205-1215	Observe Tecumseh Court Formation	
1215-1240	Lunch	King Hall
1245-1330	Luncheon Guest Speaker Mr. Walter P. Havenstein, <i>COO & Member, Board of Directors, BAE Systems, plc; CEO & President, BAE Systems, Inc.</i>	Mitscher Auditorium
1335-1405	Small Group Breakout Session 2	Mitscher Concourse
1410-1430	Small Group Breakout Session 2 Debrief	
1445-1600	USNA Yard Tour with Mid Store Visit	
1500-1730	Shuttles to/from Hotel	
1745-1900	Dinner (Students, Faculty, Staff, & Guests)	Officer & Faculty Club
1910-1920	Transit to Alumni Hall	
1925	Seated in Alumni Hall	
1930-2030	Brigade Forrestal Lecture The Honorable Martin J. O'Malley, <i>Governor of Maryland</i>	Alumni Hall Auditorium
2030-2130	Reception	Bo Coppedge Room
2130-2200	Shuttles back to Hotel	

SCHEDULE OF EVENTS *(continued)*

TUESDAY, JANUARY 27

0730-0825	Breakfast	Hotel Dining Area
0825-0835	Shuttle from Hotel to USNA Mitscher Hall	Hotel Lobby
0845	Seated in Mitscher Hall	Mitscher Auditorium
0850-0900	Welcoming Remarks CAPT Matthew L. Klunder, USN, <i>Commandant of Midshipmen, U.S. Naval Academy</i>	Mitscher Auditorium
0900-1000	Panel Discussion 2— <i>Recruiting, Retaining, and Building Generational Leaders</i> <i>Moderator: Dr. Joseph Thomas, Distinguished Military Professor of Leadership, Lakefield Family Foundation</i> <i>Participants: RADM Joseph Kilkenny, USN, Commander Navy Recruiting Command</i> <i>Mr. Wayne W. Wielgus, Senior Vice President of Marketing, Celebrity Cruises</i> <i>Mr. Brian Hackett, Founding Partner, Apex Performance</i> <i>Mr. Willie Harrison, Deputy Program Director, USAJobs, Office of Personnel Management</i>	Mitscher Auditorium
1000-1030	Small Group Breakout Session 3	Mitscher Concourse
1030-1045	Break	Mitscher Lobby
1045-1145	Panel Discussion 3— <i>Why Leaders Serve: Generational Perspectives on Leading with Purpose</i> <i>Moderator: Dr. Donnie Horner, USNA Class of 1961 Leadership Chair</i> <i>Participants: The Honorable Charlie Wilson, Former U.S. Representative from Texas</i> <i>Ms. Laura McKechnie, Columbia Desk Office, USAID</i> <i>Dr. Eric Greitens, LT, USNR, Author, Founder, Non-profit Organization "Citizen Leadership"</i> <i>Captain Tim Strabbing, USMC, Senior Instructor, Political Science Department, U.S. Naval Academy</i>	Mitscher Auditorium
1150-1240	Lunch	King Hall
1150-1240	Staff Working Lunch	Mitscher Hall
1245-1345	Luncheon Guest Speaker <i>VADM Ann Rondeau, USN, Deputy Commander, U.S. Transportation Command</i>	Mahan Auditorium
1345-1425	Group Picture	Tecumseh Court alt. Rotunda
1430-1445	Break	Mitscher Lobby
1445-1515	Small Group Breakout Session 4	Mitscher Concourse
1515-1530	Small Group Breakout Session 4 Debrief	Mitscher Auditorium
1530-1600	Shuttle from USNA to Hotel	
1830-1930	Shuttle from Hotel to Buddy's Restaurant	Hotel Lobby
1900-2100	Buffet Dinner	Buddy's Restaurant
2100-2200	Shuttle to Hotel	

WEDNESDAY, JANUARY 28

0730-0830	Breakfast and checkout	Hotel Dining Area
0830-0840	Shuttle from Hotel to USNA (bring luggage if necessary)	Hotel Lobby
0845	Seated in Mitscher Hall	
0845-0900	Conference Sponsors' Remarks <i>RADM Maurice H. Rindskopf, USN (Ret.), President, Class of 1938</i>	Mitscher Auditorium
0900-0930	Conference Report and Highlights	Mitscher Auditorium
0930-1000	Small Group Conference Debrief and Critiques/Feedback	
1000-1015	Break	Mitscher Concourse
1015-1100	Final Conference Speaker <i>COL Arthur J. Athens, USMCR, Director, Vice Admiral James B. Stockdale Center for Ethical Leadership</i>	Mitscher Auditorium
1100-1130	Closing Remarks from Conference Staff	Mitscher Auditorium
1130-TBD	Shuttle from USNA to Airport	

Sponsors of the Leadership Conference 2009

THE CLASS OF 1938

438 Graduates / 120 Non-Graduates

Of the Class of 1938 graduates:

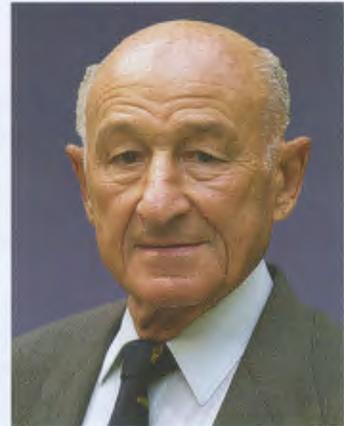
- 34 retired as flag/general officers (five 3-stars)
- 220 retired as Captain/Colonel
- 421 served in World War II
- 4 were interred as POW's
- 43 died as the result of enemy action (42 in WWII, 1 in Korea)
 - in the battles at Pearl Harbor, Midway, Java Sea, Coral Sea, Okinawa, Solomon Island, Savo Island, and Kahili
 - in the sinking of the *Wasp*, *Cisco*, *Amberjack*, *Jarvis*, *Houston*, *Helena*, *Pillsbury*, *Grampus*, *Pickrel*, *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 2009 *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



Generational Leadership

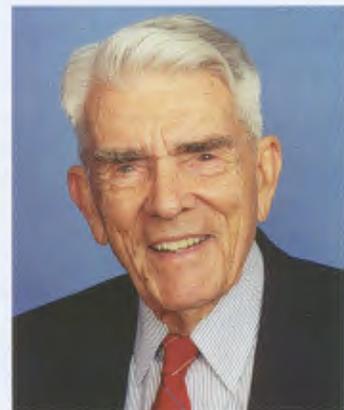
In 2009, the Class of 1938 has no problem with this topic. Everyone is younger! But, if I go back to my entry into the Fleet, I can cite two excellent examples which address the conference topic.

The first takes me back to June 1938 when I reported to my first ship, the Battleship *Colorado*, as an ensign not yet 21. I was assigned to the Anti-aircraft Division of some 100 men. The oldest was a venerable Warrant Officer who had been in the Navy longer than I had been alive. There were also perhaps five senior enlisted petty officers older than I, and of course, a goodly number of young sailors in their teens. This was a learning period during which I listened carefully to and watched the performance of these older men as I developed technical skills along with a confidence in my leadership abilities. I left the ship with gratification of a job well done.

The second example took place during World War II when I found myself all of 26 years old and a Commanding Officer of a wartime submarine. Here again, I had a few senior enlisted older, some my age and many younger. I was no longer in a learning mode. I was the mentor charged with carrying out our mission of sinking Japanese ships and bringing my submarine and its crew of 75 home safely. My technical competence, leadership skills developed under several commanding officers, and a clear demonstration of caring for my crew led them, to a man, to bid me farewell, "as the best skipper we have ever had."

Generational leadership is a challenge to be sought!

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



Same versus Equal

Here's a thought to ponder as you discuss the theme of this Conference. It is a wise bit of advice given to the Naval Academy Admissions Office by a senior executive in the federal government who had many years of experience as a respected university professor.

He said: "Treating people the same, does not mean you are treating them equally." He explained that treating people the same often overlooks differences in upbringing, education and experience. Treating them equally requires understanding these differences, and taking them into account in leadership decisions so that strengths are strengthened, and shortcomings are overcome.

Which will you choose?

Sponsors of the Leadership Conference 2009

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*.



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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. The Naval Academy is accessible through the Gate 1 pedestrian gate on Prince George Street. Visitors 16 and older must show a photo ID. Once on the Yard, proceed to the Visitor Center. Enjoy your visit!

1 Armel-Leftwich Visitor Center

The center, located on the seaward side of Halsey Field House, features the official Naval Academy Guide Service, a theater with inspirational film, an information center, exhibits and the Naval Academy Gift Shop.

2 Ricketts Hall, NAAA Ticket Office

The building contains offices of the Naval Academy Athletic Association (NAAA), a varsity athletic training complex and football locker room. Tickets for Navy athletics are sold here.

3 Lejeune Physical Education Center

The Athletic Hall of Fame, an Olympic-size pool and a wrestling arena are located here.

4 The Commodore Uriah P. Levy Center and Jewish Chapel

The Levy Center supports the moral development of midshipmen with a beautiful Chapel in the East Wing and a Character Learning Center in the West Wing. It also provides a fellowship hall and places of study and reflection for midshipmen of all faiths.

5 Dahlgren Hall

Midshipmen social activities are held here. Note the Navy-Wright B-1 Flyer at the top of the stairs. The Drydock Restaurant is open to the public.

6 Tecumseh Court

The Indian Warrior Tecumseh stands watch over the site of noon meal formations for the Brigade of Midshipmen at 12:05pm weekdays during the academic year unless otherwise announced.

7 Bancroft Hall

The stairs from the rotunda lead up to Memorial Hall, which is dedicated to USNA alumni and those who died in operational activities. Located off the Rotunda, across from the Main Office, is a sample Midshipmen's Room.

8 Main Chapel

Located on a high point in the Yard with a sweeping view of the Severn River, the Chapel was dedicated in 1908 and conducts Catholic and Protestant services which are open to the public. Beautiful stained glass windows were designed by Tiffany and Gorham Studios.

9 The Crypt of John Paul Jones

One of the greatest Revolutionary War naval heroes, Jones is enshrined beneath the Chapel. His remains, brought to America in 1905 after 113 years of obscurity in a Parisian cemetery, were found by General Horace Porter, U.S. Ambassador to France.

10 U.S. Naval Academy Museum, Preble Hall

When the Museum reopens in fall 2009, it will contain historic treasures including paintings, prints and artifacts depicting naval history. The Class of 1951 Gallery will feature spectacular models of bone and wood from the 17th century to modern times.

Leamy Hall

The office of admissions is open to candidates interested in applying to the academy.

Pick up a copy of USNA's *Trident* weekly newspaper available at the Visitor Center and Dahlgren Hall.



10 Monday Night:

● 1930 (7:30 p.m.) Alumni Hall: Forrestal Lecture

The USNA Mission

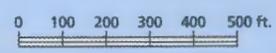
"To develop midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities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



United States Naval Academy
Annapolis, Maryland

Gate 1 Visitor Entrance
Proceed to Armel-Leftwich Visitor Center

- Entrances for handicapped
- Restrooms with facilities for handicapped
- Dining open to public (No picnics on the Yard)
- Open to public
- Parking for vehicles with DoD stickers
- Restrooms



Map © International Mapping Associates, Ellicott City, MD 350.12



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 Matthew L. Klunder, U.S. Navy
Commandant of Midshipmen
U.S. Naval Academy**



Captain Matthew L. Klunder, a native of Alexandria, Virginia, graduated from the United States Naval Academy in 1982. After completing a short assignment at the Naval Research Laboratory in Washington D.C., he entered pilot training and received his "Wings of Gold" on 26 September 1984, in Meridian, Mississippi.

Captain Klunder's first squadron tour was with VAW-112 from May 1985 to May 1988. While a member of the "Golden Hawks," he made two Western Pacific/Indian Ocean Deployments aboard *USS Kitty Hawk* (CV 63), including an around-the-world cruise.

Assigned to VAW-110, in May 1988, Captain Klunder served as flight instructor, Pilot NATOPS Officer, and COMNAVAIRPAC Evaluator. During this time he was awarded the "1988 Hawkeye of the Year." In June 1989, he reported to Patuxent River, MD where he completed one year at the U.S. Naval Test Pilot School and two years with the Force Warfare Test Directorate. During this assignment, he was awarded the "1991 Test Pilot of the Year," established 21 world flying records, and obtained a Masters in Aerodynamics and Aviation Systems from the University of Tennessee. From October 1992 to February 1995, he served in Japan as the Safety Officer and Maintenance Officer for the "Liberty Bells" of VAW-115. His tour included one Operation SOUTHERN WATCH deployment and multiple surge operations to the Western Pacific. He next served as the Senior Operations Officer and SIOP Officer for the Joint Staff J-3/National Military Command Center in the Pentagon. During this tour, he was involved in such operations as JOINT ENDEAVOR, DESERT STRIKE, and the O'Grady Rescue.

In October 1997, Captain Klunder again reported to Japan and VAW-115 as Executive Officer and continued with command of the "Liberty Bells" from January 1999 to May 2000. During his command tour, VAW-115 received the Battle E, AEW Excellence and Golden Anchor awards. Following command, he reported to the National War College and graduated with a Masters in Strategic Studies in June 2001.

Captain Klunder was then assigned as a Joint Staff Liaison Officer to the U.S. State Department. There he was the Middle East Section Chief for Political-Military Affairs and heavily involved in diplomatic and coalition efforts for Operations ENDURING FREEDOM and IRAQI FREEDOM. During this tour, he received the "2002 George C. Marshall Statesman" award and screened for command of CVW-2. He completed an assignment as CAOC Deputy Director from August 2003 to November 2003 at Al Udeid AB in Qatar and reported as Deputy Commander, Carrier Air Wing TWO in November 2004. He assumed command of Carrier Air Wing TWO on 24 February 2006. During his tour, he completed two CVW-2 Western Pacific/Indian Ocean deployments with highlights including Tsunami and Hurricane Katrina Relief and Exercises VALIANT SHIELD, FOAL EAGLE, RIMPAC, and JADED THUNDER.

In September 2007, Captain Klunder reported to OPNAV staff where he served as Deputy Director for Information, Plans and Security under N3/5. In May 2008, he was selected as the 83rd Commandant of Midshipmen at the U.S. Naval Academy.

Captain Klunder has accumulated over 5,800 flight hours and 750 arrested landings while flying over 45 different aircraft. His awards include the Legion of Merit, Defense Meritorious Service Medal (2), Meritorious Service Medal (2), Joint Commendation Medal (2), Navy Commendation Medal (4), and various unit and campaign awards.





The Honorable Martin J. O'Malley Governor of Maryland

Martin O'Malley is a fearless, intelligent public servant who puts people before politics. He spent six years working tirelessly as mayor of Baltimore City to make it a more beautiful, cleaner city where people want to live and businesses want to invest. Today, he brings that knowledge, energy, and experience to the State of Maryland as Governor, where he is bringing people together in the fight to protect the priorities that the citizens of Maryland hold dear.

In 1963, Martin was born to parents Tom and Barbara O'Malley, and he spent his childhood in Bethesda and Rockville absorbing an appreciation for the importance of public service and political leadership. He was a member of the renowned Eagle program at Gonzaga College High School and during his years at Catholic University Martin joined the Gary Hart for President Campaign. After finishing college, Martin attended the University Of Maryland School Of Law, taking time off in 1986 to work as a field director for Barbara Mikulski's historic United States Senate campaign.

After serving as an Assistant State's Attorney in Baltimore City and spending two terms on the Baltimore City Council, Martin O'Malley was elected Mayor of Baltimore at the age of 36, receiving 91% of the vote in the general election. As Mayor, O'Malley believed that the foundation of Baltimore's comeback would begin with a strong commitment to public safety, making every neighborhood a safer place to call home.

To achieve these results, then-Mayor O'Malley championed an innovative computerized tracking system known as CitiStat that fundamentally shifted Baltimore's way of "doing government" from an antiquated, patronage-based system to a contemporary, high-tech, performance-based system that zeroes in on areas of underperformance by tracking targets and measuring results. For the first time, department managers were required to attend weekly meetings and were brought to task for their outputs with stunning results. *Governing* magazine wrote that the Mayor's Administration was tracking performance on a scale never before seen in local government, and in 2004 CitiStat won the prestigious Harvard Kennedy School of Government Innovations in American Government award. CitiStat continues to improve the lives of Baltimore residents today.

In 2006, Martin O'Malley was elected Governor of Maryland where he has partnered with citizens throughout the State in bringing about historic progress even as the nation faces difficult economic times. The *Baltimore Sun* editorialized that his Administration accomplished more in one year than most administrations accomplish in four. During his first two years, Governor O'Malley and Lt. Governor Anthony Brown successfully led the charge for a \$5.3 billion investment in public education, the largest in Maryland's history – and an historic \$741 million investment in school construction. His Administration's efforts on public education helped bring about dramatic progress in K-12 education. In early 2009, *Education Week* affirmed that Maryland has the best public schools in America, and the previous year Maryland elementary and middle school students achieved their best test scores ever.

Throughout his time in office, Governor O'Malley has fought hard to assist hard-working Maryland families. Even in a difficult fiscal climate he froze tuition at in-state colleges and universities for three years in a row, established Maryland as a national leader in combating the national foreclosure crisis, expanded health care access to 100,000 previously uninsured Marylanders, closed the Medicare donut hole so that seniors can have access to low cost prescription drugs, and offered State assistance to small businesses to help them provide health insurance to their employees.

Even while making important investments in Maryland's future, the O'Malley-Brown Administration has been able to restore fiscal responsibility to state government, reducing spending by \$2.2 billion and retaining Maryland's status as one of only seven states to earn a AAA Bond Rating.

With the guidance of the Governor's StateStat initiative – based on the core tenets of CitiStat – the O'Malley-Brown administration has worked with local government and law enforcement partners to make substantial progress for public safety in Maryland and in 2008 homicides decreased statewide by 12%.

The O'Malley-Brown Administration has also implemented an initiative called BayStat to help measure performance and efficiently target resources for clean-up and restoration of the Chesapeake Bay – helping establish Governor O'Malley as a national leader in environmental protection and promotion of alternative energy. His Administration passed landmark Clean Cars legislation, created incentives for homeowners and businesses to install green energy systems, implemented historic smart growth strategies, led the charge for the first-in-the-nation auction of greenhouse gas emission credits, reformed Maryland's Critical Areas laws for the first time in a quarter century and set some of the most ambitious goals in America for reducing energy consumption.

Martin and his wife Katie, a District Court Judge, have two daughters, Grace and Tara, and two sons William and Jack. They are members of St. Francis of Assisi Catholic Church.

Mr. W. Stanton Smith
National Director of Cross Generation Initiatives
Deloitte LLP



W. Stanton Smith is currently National Director, Cross Generation Initiatives (CGI) at Deloitte LLP. Mr. Smith joined Deloitte as a principal in 1998. Since then he has served in a number of senior HR roles. In 2001 Mr. Smith was asked by Deloitte's CEO to study generational differences then beginning to manifest in the workplace. With a strong commitment from Deloitte leadership, Mr. Smith has grown CGI into a key strategic initiative with tangible positive business impact over the past eight years.

Mr. Smith's charge is to research demographic and workforce attitudes with the intention of creating and implementing innovative initiatives that foster an environment to which the best talent is attracted and will want to stay and grow. The key innovations that have emerged from CGI are Deloitte Coaching & Career Connections, the Talent Market Series and the Deloitte Pre-College Outreach program.

Mr. Smith has appeared on the Lehrer NewsHour on PBS as a generational issues expert. His views are sought out by major news magazines such as *TIME*, *BusinessWeek* and *Forbes* as well as newspapers such as the *Wall Street Journal*. In June, 2007, Mr. Smith was the recipient of the Work/Life Legacy Award sponsored by the Families & Work Institute. His book, "*Decoding Generational Differences: Fact, Fiction...or Should We Just Get Back to Work?*" was released in February, 2008.

Prior to joining Deloitte, Mr. Smith held a variety of senior HR positions in the professional services, executive recruiting and energy businesses.

Mr. Smith is a native of Houston, Texas. He received a B.S. in Economics from the Wharton School, University of Pennsylvania, and an M.B.A. from the University of Texas at Austin.

He has been married to his wife Roz for 30 years. They currently reside near Greenville, South Carolina. He and his wife are opera and classical music fans and both enjoy choral singing. In addition, Mr. Smith enjoys mentoring young people and developing the people who work for him.





Walter P. Havenstein
COO & Board of Directors Member, BAE Systems, plc;
President, BAE Systems, Inc.

Walt Havenstein is Chief Operating Officer and member of the Board of Directors for BAE Systems plc, a \$31 billion global defense and aerospace company; and President and Chief Executive Officer of BAE Systems, Inc., the company's wholly-owned U.S. subsidiary which employs some 55,000 employees in the United States, United Kingdom, Sweden, Israel, Germany, Mexico, Switzerland and South Africa and generates annual sales in excess of \$15 billion.

Prior to Mr. Havenstein's current appointment in January 2007, he served as president of the Electronics & Integrated Solutions Operating Group within BAE Systems. Before that, he was President of BAE Systems' Information and Electronic Warfare Systems (IEWS) business unit. Mr. Havenstein previously served first as executive vice president and then as president of Sanders, a Lockheed Martin Company, and remained as president of the unit after it was sold to BAE Systems in November 2000. Before joining Sanders in February 1999, he had been vice president and general manager of the Strategic Systems Division for Raytheon at Falls Church, Virginia.

Mr. Havenstein joined Raytheon (E-Systems) in 1991 as director of business development for the Communications Manufacturing Division and later became vice president and general manager of the Surveillance and Control Division and vice president for Tactical Data Systems. He began his defense industry career at the ITT Aerospace and Communications Division in business development and program management roles.

Walt holds a bachelor's degree in aerospace engineering from the U.S. Naval Academy and a master's degree in electrical engineering from the Naval Postgraduate School. He served on active duty in the U.S. Marine Corps from 1971 to 1983, specializing in tactical communications and systems acquisition management, and completed his career in the Marine Corps Reserve in 1999.

Mr. Havenstein is a member of the Marine Corps Association, Navy League, and the Armed Forces Communications and Electronics Association. He serves on the Board of Directors of FIRST — For Inspiration and Recognition of Science and Technology; and on the Board of Advisors for the University of New Hampshire, Whittemore School of Business. He is also a member of the Defense Advisory Board for Employee Support of the Guard and Reserve (ESGR).



Vice Admiral Ann E. Rondeau, USN
Deputy Commander
U.S. Transportation Command



Vice Admiral Ann E. Rondeau is Deputy Commander, United States Transportation Command. USTRANSCOM is the single manager for global air, land and sea transportation and distribution for the Department of Defense. As the DOD Distribution Process Owner, USTRANSCOM is responsible for overseeing the overall effectiveness, efficiency and alignment of DOD-wide distribution activities, including force projection, sustainment and redeployment/retrograde operations.

Vice Admiral Rondeau graduated with a degree in history in 1973 from Eisenhower College, where she was selected by the Board of Trustees as "Most Distinguished Graduate" and received the Groben Award for Leadership. She has a master's degree in comparative government from Georgetown University. She has served in leadership, staff and command assignments in myriad mission areas: fleet operations (anti-submarinewarfare, air operations, operations, intelligence, maritime transportation and sealift), strategy and policy, training and education, business enterprise and shore installations. She has served as a White House Fellow and as a Chief of Naval Operations Fellow. Vice Admiral Rondeau is Surface Warfare qualified, earning qualifications on both MSC Merchant Marine vessels and U.S. Navy combatants. She holds subspecialty qualifications in political-military affairs, operational intelligence, operations analysis, strategy and planning and military transportation and is a licensed private pilot. Vice Admiral Rondeau is a permanent member of the Council on Foreign Relations and is currently pursuing a doctoral degree from Northern Illinois University. She has been conferred an honorary doctoral degree in public service from Carthage College, Kenosha, Wisconsin, and received the New York City USO 2008 Woman of the Year award.

Her major awards and decorations include the Navy Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit (4), Defense Meritorious Service Medal (2), Navy Meritorious Service Medal (3), and Navy Commendation Medal (3).





Colonel Arthur J. Athens, USMCR
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 Director for the Academy's Vice Admiral James B. Stockdale Center for Ethical Leadership on 4 February 2008, after having served as Interim Director from 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.

When Colonel Athens resigned his active duty commission, he transferred to the Marine Corps Reserves and served as 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. He then served as Special Assistant to the President, Marine Corps University. He retired from U.S. Marine Corps Reserves effective 1 July 2008.

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 1—Strategy and Action: Perspectives on Generational Leadership

Moderator:

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

RADM Michael H. Miller, USN

Rear Admiral Mike Miller, a native of Minot, N.D., was commissioned at the United States Naval Academy in 1974. A career carrier Naval Aviator flying the S-3A/B Viking, he currently serves as the Navy's Chief of Legislative Affairs. Some of his previous assignments include Deputy Chief of Staff for Global Force Management & Joint Operations (N3/N5), U.S. Fleet Forces Command (2007); Commander, *USS Ronald Reagan* Strike Group (2005); Deputy Assistant to the President and the first-ever active duty Director of the White House Military Office (2002); and Commanding Officer of John F. Kennedy (1999), Coronado (1995) & VS-24 (1990).



Lieutenant Dave Schopler, USN

Born in Chapel Hill, N.C., Lieutenant Schopler earned a B.S. degree from Brown University and graduated from Officer Candidate School in October of 1999. He reported to BUD/S and graduated in October 2000. Lieutenant Schopler served at SEAL Team ONE through 2003, Naval Special Warfare Unit ONE in Guam until September 2004, and SEAL Team TWO. He also served in the Philippines, Iraq, and Afghanistan. He is currently an instructor of Naval Leadership and SEAL program coordinator in the Leadership, Ethics and Law Department at the U.S. Naval Academy.



Mr. Hart Cunningham

Founder and CEO of Social Networking internet site PerfSpot, Mr. Hart Cunningham launched his first global company at 24. His firms have been featured nationwide in over 75 major newspapers, including the *The Harvard Independent*, *Wall Street Journal*, the *New York Times*, and the *San Diego Union Tribune*. He authored, *Maximizing Me, 30 Lessons on the Journey to Self-Empowerment*, which gives insight to the dynamic learning process to self-empowerment. Mr. Cunningham was an Ernst & Young Entrepreneur of the Year finalist for two consecutive years. Concurrent to this prestigious nomination, Mr. Cunningham was honored to sit as the youngest member of the esteemed Chamber of Commerce CEO Roundtable Board. Those same leadership and organizational skills are currently expressed when he serves as a motivational speaker for multiple executive M.B.A. university classes.



The Honorable Martin A. Russo

Former Illinois Congressman Marty Russo is CEO and Senior Vice Chairman of Cassidy & Associates. He is this year's recipient of the 2008-2009 DePaul University Distinguished Alumnus Award. From 2003-2006 he served as President of Washington Golf Charities, a nonprofit organization which hosted the Booz Allen Classic, the Washington area's biggest annual professional sporting event and the single largest charitable contributor of its kind in the metropolitan region. Immediately prior to joining the firm in 1993, he served for 18 years in the U.S. House of Representatives from Chicago, Illinois' Third District. Mr. Russo's tenure was distinguished by his involvement in a broad range of public policy issues facing America's businesses, including tax policy, federal budgets, health care, energy and environmental policy, transportation, crime, immigration, trade, telecommunications, and small business issues. A native Chicagoan, Russo received his Juris Doctorate from the DePaul University College of Law in 1967 and his Bachelor of Arts degree from DePaul in 1965.



Leadership Conference Panel 2—Recruiting, Retaining, and Building Generational Leaders

Moderator: Dr. Joseph Thomas, Distinguished Military Professor of Leadership, Lakefield Family Foundation



RADM Joseph Kilkenny, USN

Rear Admiral Joseph F. Kilkenny was raised in Philadelphia, Pa. A 1977 graduate of The Citadel, he received his commission through the Navy ROTC Program and was designated a naval flight officer in December 1978. He began his career flying the A-6 "Intruder" and later flew the EA-6B "Prowler" and F-14 "Tomcat." At sea he served in squadrons, ship's company and afloat staff assignments with Attack Squadrons, Carriers, Carrier Air Wings and Carrier Battle Groups. He commanded Attack Squadron One Nine Six embarked in *USS Carl Vinson*; he later commanded Carrier Air Wing Three embarked in *USS Harry S Truman*. He has logged more than 800 carrier-arrested landings and 3500 flight hours in tactical jets. Rear Admiral Kilkenny assumed his current position as Commander, Navy Recruiting Command in June 2006. His awards include the Legion of Merit, Distinguished Flying Cross, Defense Meritorious Service Medal, Meritorious Service Medal, Air Medal, Navy Commendation Medal, Army Commendation Medal and various campaign, service and unit awards.



Mr. Wayne W. Wielgus

Hospitality executive Wayne Wielgus joined Azamara Cruises and Celebrity Cruises in April 2008, as senior vice president of marketing. In his new role, Wayne is responsible for the two brands' overall marketing efforts, including brand strategy and development, advertising, web marketing and research. Wayne has worked in the hospitality industry for more than 25 years. Previously, he was executive vice president and chief marketing officer for Choice Hotels International, where he provided strategic leadership for global marketing and reservations for more than 5,300 hotels in over 42 countries. Earlier, he was vice president of marketing for Best Western International, where he coordinated efforts at more than 4,100 hotels in 84 countries. Wayne received an M.B.A. from Memphis University in Memphis, Tennessee, and a B.S. in Marketing from Fairfield University in Fairfield, Connecticut. An avid golfer, Wayne enjoys the Florida weather year-round. Wayne and his wife Maureen have four children.



Mr. Brian Hackett

Brian Hackett is the co-founder of APEX Performance and the Director of the Learning Forum. The Learning Forum is a network of over 120 senior executives from G500 companies. These forums are member-driven, high trust, executive peer networks that focus on enhancing the strategic role of the Human Resources and Leadership Development functions. He is an independent author, researcher, and advisor to senior executives. He has more than 25 years experience in HR research, management consulting, and executive education. He holds an ILR degree from Cornell University. He is currently a member of the editorial board of The University of Michigan's HR Management Journal.



Mr. Willie A. Harrison

Willie A. Harrison has more than 38 years of Human Resource, leadership and management experience in the Federal government, of which over 28 years was as an Army Officer with experience in Personnel Programs Management, Recruiting and Assessments in the Military. His extensive experience also includes over five years in the private sector as a Senior consultant in Strategic Human Strategies. Mr. Harrison joined the Office of Personnel Management and the USAJOBS® Program Office in 2004. He has been the Deputy Program Director since 2006, and has been responsible for the continued growth and success of one of the most visible E-Government Presidential Initiatives in the federal government.

Leadership Conference Panel 3—Why Leaders Serve: Generational Perspectives on Leading with Purpose

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

The Honorable Charlie Wilson

The Honorable Charlie Wilson started his career in politics at the young age of 13 by defeating his neighbor in a local city council election. After graduating from the U.S. Naval Academy in 1956, he served four years in the Navy before being sworn in as a Texas state representative. During the next 12 years as a state representative, he battled for the rights of the poor before being elected to the U.S. House of Representatives from the Second District of Texas in 1972. He served in Congress for 23 years. During this time, he was most known for his support of the Afghan Mujahideen against the Red Army. In 2007, the movie, *Charlie Wilson's War*, portrayed his funding of the anti-Soviet Afghan war.



Ms. Laura McKechnie

Laura McKechnie has served as the Colombia Desk Officer for the U.S. Agency for International Development for a year and a half, where she is the D.C. Liaison for U.S. assistance in the areas of alternative development, democracy and internally displaced persons in Colombia, South America. Previously, she spent two years working for the Department of State in the Narcotics and Law Enforcement Bureau where she served as a policy analyst and delegate for meetings with the United Nations and the European Union. Previous to her time in government, Ms. McKechnie worked for a non-profit that provided affordable housing for low-income elderly in Washington, D.C. She has also served as a volunteer for a micro-credit bank in Peru and an international volunteer Honduras. Ms. McKechnie has joint Master's degrees in Public Administration and International Relations from Syracuse University and a Bachelor's degree in Journalism from the University of Maryland.



Dr. Eric Greitens

Eric Greitens, Ph.D., is a Navy SEAL officer and currently serves with a reserve unit at Special Operations Command. His personal military awards include the Combat Action Ribbon, the Purple Heart, and the Bronze Star. In 2005-2006, he was appointed by the President to serve as a White House Fellow. It is considered America's most prestigious fellowship for leadership and public service. Eric currently serves as volunteer Chairman and CEO of the Mission Continues, which empowers wounded and disabled veterans to continue lives of public service here at home. He founded it with his combat pay from Iraq. In October 2008, the President personally awarded Eric the President's Volunteer Service Award in recognition of his inspiring and national leadership on his work with wounded and disabled veterans. He teaches on public service, ethics, and leadership as a Senior Fellow at the University of Missouri and Washington University in St. Louis.



Captain Timothy R. Strabbing, USMC

Captain Strabbing graduated from the Naval Academy and was commissioned as a 2nd Lieutenant in the Marine Corps in May 2001. He went on to earn his Master's degree from Oxford University in Russian and European Studies. He later served for 12 months as a line platoon commander, deploying to Al Anbar, Iraq for seven months and taking part in Operation AL FAJR, the assault on Fallujah in November 2004. Reassigned as the Company Executive Officer for India Company 3/1 in April 2005, Captain Strabbing again deployed to Al Anbar, Iraq, and completed the deployment as the Battalion Assistant Operations Officer. In July 2006, he reported to the U.S. Naval Academy as an instructor in the Political Science Department, where he currently teaches U.S. irregular warfare and global strategic studies.





2009 Leadership Conference Participation

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United States Merchant Marine Academy
United States Military Academy
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