

U.S. Naval Academy Leadership Conference



Leadership Under Stress: Transforming Crises into Opportunities



24-27 January 2010
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 2010 Leadership Conference at the Naval Academy in Annapolis, Maryland January 24-27, 2010.

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 undergraduate students of leadership.

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 over 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 2010

The USNA 2010 Leadership Conference "*Leadership Under Stress: Transforming Crises into Opportunities*" challenges you to be ready to lead in a crisis and transform it into an opportunity for success and positive change. We will all be called to lead, motivate and manage in times of crisis in all aspects of our lives. The USNA 2010 Leadership Conference will introduce you to the concepts, ideas and skills necessary to succeed as a leader during crisis situations.

Some of the important questions and issues addressed at this year's conference: How do we turn a crisis into an opportunity? How do we resolve ethical dilemmas as they occur? What leadership skills can be developed that will be most useful in a crisis? How do we interact with the media? While each situation is different, it is possible to train for crisis leadership?

At the USNA 2010 Leadership Conference, you will learn from military, business, diplomatic, and community leaders who have successfully overcome obstacles and transformed crises into extraordinary opportunities. In interactive sessions, you will challenge yourself to practice what you have learned and apply the lessons to your life. We are happy to have you join us in this unique opportunity to grow as a leader.

SCHEDULE OF EVENTS

SUNDAY, JANUARY 24

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 25

0730-0820	Breakfast	Hotel Dining Area
0820-0845	Shuttle from Hotel to USNA Mitscher Hall	Hotel Lobby
0845-0900	Opening Remarks VADM Jeffrey L. Fowler, USN, <i>Superintendent, U.S. Naval Academy</i>	
0900-0945	Opening Keynote Speaker Mr. William W. George, <i>Professor of Management Practice, Harvard Business School and former Chairman and Chief Executive Officer, Medtronic, Inc.</i>	Mitscher Auditorium
0945-1000	Break	Mitscher Lobby
1000-1145	Panel Discussion 1—<i>Planning & Preparing for Crisis: Not If, But When</i> <i>Moderator:</i> CAPT Mark H. Adamshick, USN, <i>Director, Division of Leadership, Education and Development, U.S. Naval Academy</i> <i>Participants:</i> CAPT Shoshana S. Chatfield, USN, <i>PRT Commander, Farah Province, Afghanistan</i> Dr. Jeff Sternlicht, <i>Chairman of the Emergency Department, Greater Baltimore Medical Center</i> RADM Marsha J. ("Marty") Evans, USN (Ret.), <i>Former CEO, American Red Cross</i> CAPT Brent W. Jett Jr., USN (Ret.), <i>Director, Flight Crew Operations, Johnson Space Center</i>	Mitscher Auditorium
1145-1200	Transit to Tecumseh Court to view the Brigade of Midshipmen noon meal formation	
1210-1230	Lunch	King Hall
1245-1345	Luncheon Guest Speaker The Honorable Joseph Kernan, <i>former Governor of Indiana, Vietnam POW</i>	Mitscher Auditorium
1345-1400	Break	
1400-1530	Panel Discussion 2—<i>Voicing Crisis: The Role of Leader Communication</i> <i>Moderator:</i> Professor W. Brad Johnson, <i>Leadership, Ethics, & Law Department, USNA</i> <i>Participants:</i> RDML Dennis Moynihan, USN, <i>Chief of Naval Information, U.S. Navy</i> Mr. Ari Fleischer, <i>President, Ari Fleischer Communications, Inc.</i> Mr. Paul Dabbar, <i>Managing Director, Global Mergers & Acquisitions, J.P.Morgan</i> Ms. Kathleen Troia "KT" McFarland, <i>National Security Commentator</i>	Mitscher Auditorium
1500-1730	Shuttles to/from Hotel	
1530-1730	Yard Tour/Mid Store visit	
1745-1900	Dinner (Students, Faculty, Staff, & Guests)	Naval Academy Club
1905-1915	Transit to Alumni Hall	
1920	Seated in Alumni Hall	
1930-2030	Brigade Forrestal Lecture Mr. Tom Brokaw, <i>NBC News Special Correspondent</i>	Alumni Hall Auditorium
2030-2130	Reception	Bo Coppedge Room
2030-2200	Shuttles back to Hotel	

SCHEDULE OF EVENTS *(continued)*

TUESDAY, JANUARY 26

0730-0820	Breakfast	Hotel Dining Area
0820-0845	Shuttle from Hotel to USNA Mitscher Hall	Hotel Lobby
0845-0900	Welcoming Remarks CAPT Matthew L. Klunder, USN, <i>Commandant of Midshipmen, U.S. Naval Academy</i>	Mitscher Auditorium
0900-1030	Panel Discussion 3—<i>Stress & Crisis: Physiological & Emotional Challenges</i> <i>Moderator:</i> CDR Anthony P. Doran, MSC, USN, <i>Leadership, Ethics & Law Department, USNA</i> <i>Participants:</i> Dr. Charles R. Carlson, <i>Professor, Psychology & Dentistry, University of Kentucky</i> COL Christopher P. Hughes, USA, <i>Chief of Army Liaison to U.S. House of Representatives</i> RDML Terry B. Kraft, USN, <i>Director of ISR Capabilities</i> Dr. Roberta Vasko Kraus, <i>Senior Faculty Associate, Center for Creative Leadership</i>	Mitscher Auditorium
1030-1045	Conference Sponsors' Remarks Mr. Milledge "Mitch" A. Hart, III, <i>Chairman, Hart Group, Inc.</i>	Mitscher Auditorium
1045-1100	Break	Mitscher Lobby
1100-1150	Breakout Session #1 (Conference Discussion & Questions)	Mitscher Concourse
1200-1230	Lunch	King Hall
1245-1345	Luncheon Guest Speaker VADM James W. Houck, USN, <i>Judge Advocate General of the Navy</i>	Mitscher Auditorium
1345-1400	Break	Mitscher Lobby
1400-1530	Panel Discussion 4—<i>Ethical Dilemmas of Crisis: Leader Values, Character, and Moral Courage</i> <i>Moderator:</i> Professor Joseph Thomas, <i>Distinguished Military Professor of Leadership, Lakefield Family Foundation, USNA</i> <i>Participants:</i> Mr. Jeff Neufeld, <i>VP/CIO, Fidelity Investments</i> Dr. Charles Beadling, <i>Colonel USAF (Ret.), Center for Disaster & Humanitarian Assistance Medicine, USUHS</i> LCDR Denise Wallingford, USN, <i>CHC, 4th Battalion Chaplain, USNA</i> Col William R. Costantini, USMC, <i>Commander, Weapons Training Battalion, Quantico, VA</i>	Mitscher Concourse
1530-1600	Group Picture	Tecumseh Court weather alt.: Rotunda
1600-1630	Shuttle from USNA to Hotel	
1830-1930	Shuttle from Hotel to Buddy's Restaurant	Hotel Lobby
1900-2100	Buffet Dinner	Buddy's Restaurant
2030-2130	Shuttle to Hotel	

WEDNESDAY, JANUARY 27

0730-0830	Breakfast and checkout	Hotel Dining Area
0830-0845	Shuttle from Hotel to USNA (bring luggage if necessary)	Hotel Lobby
0845-0900	Conference Sponsors' Remarks RADM Maurice H. Rindskopf, USN (Ret.), <i>President, Class of 1938</i>	Mitscher Auditorium
0900-1000	Breakout Session #2 (Conference Discussion, Conclusions & Critiques)	Mitscher Concourse
1000-1015	Break	Mitscher Concourse
1015-1100	Final Conference Speaker Col Arthur J. Athens, USMCR, (Ret.) <i>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/Train Station	

Sponsors of the Leadership Conference 2010

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 2010 *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



The class of 1938 has traditionally addressed the conference theme from a “back-then” viewpoint.

Crisis can come in all shapes and sizes, and they can present themselves quickly or gradually. The communications involved in crises will impact the response and the outcome.

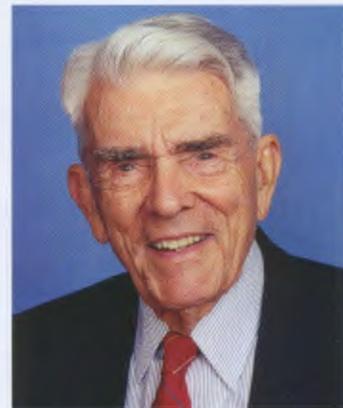
Take a look at communications in the early days of the Republic—six weeks to Europe, and six weeks back; a week from Massachusetts to this fledgling nation’s capital. It was under these conditions that our leaders addressed the War of 1812. Outcome positive!

Now, fast forward to World War II. That’s when the Class of 1938 entered upon the scene. The war in Europe, a crisis by any definition, was trumpeted by radio and newsprint. In spite of that, I vouchsafe that few amongst my class saw it coming, let alone appreciated the chaos and mayhem which ensued.

But, President Roosevelt, with a clarion call, led a nation, along with its allies, to victory in four long years. There were heroes in Generals Eisenhower, Patton, and the Brit Montgomery. There were Admirals like King, Nimitz, and Halsey; and industry responded as never before.

The Class of 1938 fought from the shores of Europe to the far reaches of the Pacific—surface sailors, submariners, aviators, and Marines. The crisis put them in command at a very early age with many performing with valor, but of the 400 who graduated, 52 did not survive.

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



One Intrepid Leader, a Crisis and an Opportunity

On 16 May, 1565, Europe faced a crisis. The Ottoman Empire was at its peak. The Sultan of Turkey, having conquered Constantinople, Belgrade, Baghdad and Hungary, attacked the Island of Malta near Sicily to establish a base for the invasion of Europe. This was a huge amphibious operation with 180 ships and 30,000 soldiers, outnumbering the defenders three to one.

The Turkish army commander, after a long summer of costly attacks against fiercely defended forts, began a final assault on Fort St. Angelo. The Maltese defenders, led by 600 Knights of Malta, were wounded and sick, nearly out of ammunition, food and water, and were prepared to surrender. The Turkish sappers blew a breach in the 8-foot thick stone wall. As the exultant Turks stormed over the rubble, all seemed lost. It would have been, except for one man.

The Grand Master of the Knights, Jean Parisot de La Valette, who had survived a year as a galley slave chained to an oar on a Turkish ship while a prisoner of war, buckled on his helmet, seized his sword, and by himself, at the age of 71, charged the onrushing enemy. The other Knights rallied around their intrepid leader, hurled the invaders off the parapets, broke the momentum of the attack, and as it turned out, defeated the invasion itself. Within three weeks, the invaders boarded their ships to return home before the winter storms began. One determined leader transformed a desperate crisis into an opportunity for Malta and all of Europe to escape the dangerous embrace of the Ottoman Empire.

Sponsors of the Leadership Conference 2010

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 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.

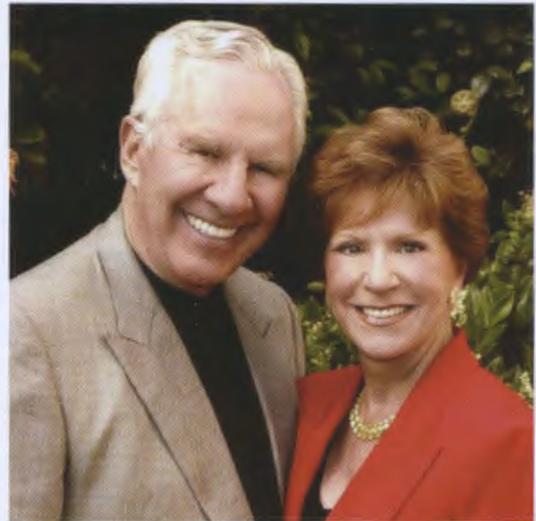
Later in 1978 Mr. Hart founded, and remains Chairman of the Board of Rmax, Inc., which manufactures rigid isocyanurate insulation. Rmax currently has plants in Dallas, Texas; Greenville, South Carolina; and Reno, Nevada. Its products include residential sheathing and residential and commercial roof insulation, 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; retired from Board in 2008 after 30 years of service), served on the following Committees: Executive Committee and Chairman of the Information Technology Advisory Council
- Docucorp International, Chairman of the Board and served on the following Committees: Compensation, Governance and Nominating Committee Chair, and Audit Ex-Officio
- Southern Methodist University former Board of Trustee, Campaign Leadership Council, and various Committees of the Board: Executive, Academic Policy Trustee and Investment Committee Chairman
- Southern Methodist University Willis M. Tate Distinguished Lecture Series: Nominating Committee (former Chairman)
- Southern Methodist University Hart Global Leaders Forum (endowed and funded) and sponsorship of the Hart Presidential Scholars
- Southern Methodist University Lyle School of Engineering Executive Board Member and Campaign Steering Committee
- Episcopal School of Dallas, Board of Trustees and Chairman of the Endowment Committee (Former Chairman of the Board and Founding Director)
- Duke University, Trustee Emeritus, Sanford Institute Board of Visitors. Terry Sanford Institute of Public Policy and Hart Leadership Program benefactor (endowed this undergraduate program in 1986)
- Baylor Health Care System Foundation Board
- 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 2010

HART FOUNDATION

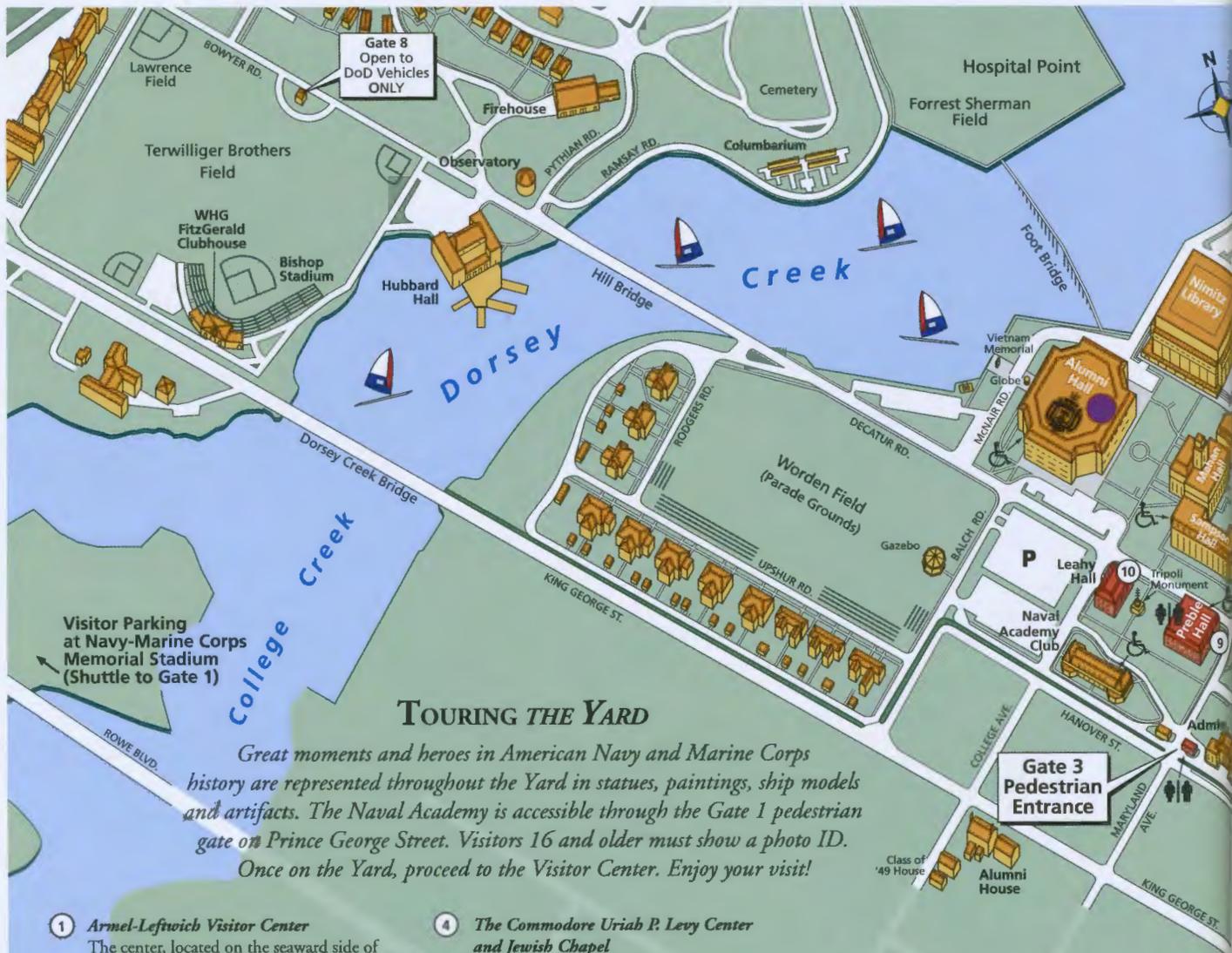
Linda Wertheimer Hart
Vice-Chairman and Chief Executive Officer
Hart Group, Inc.

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. She is also Chairman of Imation Corp. (NYSE: IMN), a global digital storage products, audio and video electronics and accessories company. In addition to being a director of each of the Hart Group companies and Chairman of Imation, Ms. Hart is currently, or has been, a member of a variety of outside Boards, including the following:

- Imation Corp. (*Non-Executive Chairman of the Board; Former Lead Director; member and Former 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 (*merged*) - (*Chairman, Compensation Committee; member, Audit Committee*)
(*WordPerfect Corporation sold to Novell, Inc.*)
- SICPA Industries of America, Inc.
- Center for Strategic & International Studies, Washington D.C. (*CSIS*) *Board of Trustees (Member, Executive Committee; Chairman, Real Estate Committee)*
- World Affairs Council of Dallas/Fort Worth Board of Advisors
- New York Stock Exchange Legal Advisory Committee (*Former Chairman; Ex-Officio member*)
- Women's Leadership Board, Harvard University, Kennedy School of Government
- Southwestern Medical Foundation Board of Trustees
- 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 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*)
- Dallas Opera Board (*Member, Finance Committee*)
- Duke University Terry Sanford Institute of Public Policy
- Greater Dallas Chamber of Commerce Board
- AFI Dallas International Film Festival 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
- Vail Valley Music Festival Executive Board

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 Arnel-Lefwisch 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.

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.

9 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.

10 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, which is available at the Visitor Center and Dahlgren Hall.



10 Monday Night:

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

The USNA Mission

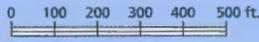
"To develop Midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to graduate leaders who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities 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

Monday, Tuesday and Wednesday:
● Mitscher Hall: Conference



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, USN 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.

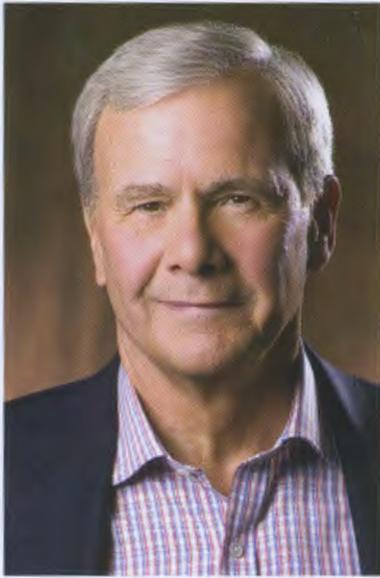
In October 1997, Captain Klunder again reported to Japan and VAW-115 as Executive Officer and continued with command of the "Liberty Bells" from January 1999 to May 2000. During his command tour, VAW-115 received the Battle E, AEW Excellence and Golden Anchor awards. Following command, he reported to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





Mr. Tom Brokaw

NBC News Special Correspondent

Tom Brokaw, one of the most trusted and respected figures in broadcast journalism, is a special correspondent for NBC News. In this role, he reports and produces long-form documentaries and provides expertise during election coverage and breaking news events for NBC News. Currently, Brokaw is traveling across the country, reporting on the changing face of the nation for his upcoming documentary, *American Character Along Highway 50*, airing in January 2010 on USA Network. In addition, he is reporting on the baby boomer generation for a documentary set to air in March 2010 on CNBC.

Previously, Brokaw served as interim moderator of NBC's top-rated Sunday morning public affairs program, *Meet the Press*, from June 2008 until December 2008, after the untimely death of Tim Russert.

On December 1, 2004, Brokaw stepped down after 21 years as the anchor and managing editor of *NBC Nightly News*. He has received numerous honors, including the Edward R. Murrow Lifetime Achievement Award, the Emmy Award for Lifetime Achievement, and he was inducted as a fellow into the prestigious American Academy of Arts and Sciences. In addition, Brokaw has received the Records of Achievement Award from The Foundation for the National Archives; the Association of the U.S. Army honored him with their highest award, the George Catlett Marshall Medal, first ever to a journalist; and he was the recipient of the West Point Sylvanus Thayer Award, in recognition of devoted service to bringing exclusive interviews and stories to public attention. His insight, ability and integrity have earned him a dozen Emmys and two Peabody and duPont awards for his journalistic achievements. In 2003, *NBC Nightly News* was honored with the prestigious Edward R. Murrow Award for Best Newscast, representing the program's fourth consecutive win in this category.

Over the years at NBC, while anchoring *NBC Nightly News* and *Today*, Brokaw also reported on 25 documentaries on subjects ranging from race, AIDS, the war on terror, Los Angeles gangs, Bill Gates, literacy, immigration and the evangelical movement. In addition to his long form documentaries, *Tom Brokaw Reports*, he has collaborated with NBC News' Peacock Productions for Discovery's Emmy-winning documentary *Global Warming: What You Need to Know with Tom Brokaw*, and History Channel's two-hour documentaries, *1968 with Tom Brokaw* and *KING*.

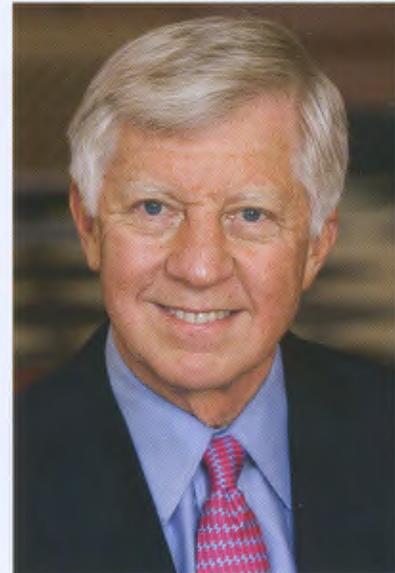
He has an impressive series of additional "firsts," including the first exclusive U.S. one-on-one interview with Russian President Mikhail Gorbachev, earning an Alfred I. duPont-Columbia University Award. Brokaw was the first and only anchor to report from the scene the night the Berlin Wall fell, and was the first American anchor to travel to Tibet to report on human-rights abuses and to conduct an interview with the Dalai Lama.

The NBC News anchor also has a distinguished record as a political reporter. He has interviewed every president since Lyndon Baines Johnson and has covered every presidential election since 1968. Brokaw was NBC's White House correspondent during the national trauma of Watergate (1973-1976). From 1984 to 2004, he anchored all of NBC's political coverage, including primaries, national conventions and election nights, and moderated nine primary and/or general election debates.

In 1998, Brokaw became a best selling author with the publication of *The Greatest Generation*. Inspired by the mountain of mail he received from his first book, Brokaw wrote *The Greatest Generation Speaks* in 1999. His third book, *An Album of Memories*, was published in 2001. In November 2002, Brokaw's fourth best selling book *A Long Way from Home*, a reflective look about growing up in the American Heartland, was released. In his fifth best-selling book, *BOOM! Voices of the Sixties*, Brokaw shares a series of remembrances and reflections of the time based on his experiences and over 50 interviews with a wide variety of well known artists, politicians, activists, business leaders, and journalists, as well as lesser known figures, including a daughter of a former Mississippi segregationist governor, Vietnam veterans, civil rights activists, health care pioneers, environmentalists, and war protesters.

Brokaw began his journalism career in 1962 at KMTV in Omaha, Nebraska. He anchored the late evening news on Atlanta's WSB-TV in 1965 before joining KNBC-TV in Los Angeles. Brokaw was hired by NBC News in 1966 and from 1976-1981 he anchored NBC News' *Today* program.

Mr. William W. George
Professor of Management Practice,
Harvard Business School and former Chairman
and Chief Executive Officer, Medtronic, Inc.



Bill George is a professor of management practice at Harvard Business School, where he has taught leadership since 2004. He is the author of four best-selling books: *7 Lessons for Leading in Crisis*, *True North*, *Finding Your True North*, and *Authentic Leadership*.

Mr. George is the former chairman and chief executive officer of Medtronic. He joined Medtronic in 1989 as President and Chief Operating Officer, was Chief Executive Officer from 1991-2001, and Chairman of the Board from 1996 to 2002. Under his leadership, Medtronic's market capitalization grew from \$1.1 billion to \$60 billion, averaging 35% per year. Earlier in his career, he was an executive with Honeywell and Litton Industries and served in the U.S. Department of Defense.

Mr. George currently serves as a director of ExxonMobil and Goldman Sachs, and also recently served on the board of Novartis and Target Corporation. He is also currently a trustee of the Carnegie Endowment for International Peace, World Economic Forum USA and the Guthrie Theater. He has served as chair of the board chair of Allina Health System, Abbott-Northwestern Hospital, United Way of the Greater Twin Cities, and Advamed.

He has been named one of "Top 25 Business Leaders of the Past 25 Years" by PBS; "Executive of the Year-2001" by the Academy of Management; and "Director of the Year-2001-02" by the National Association of Corporate Directors. Mr. George has made frequent appearances on television and radio, including: The Charlie Rose Show, The Today Show, The News Hour with Jim Lehrer, NOW, CNBC, Bloomberg News, and NPR. His articles have appeared in *Wall Street Journal*, *Business Week*, *Fortune*, *Harvard Business Review*, and numerous other publications.

Mr. George received his BSIE with high honors from Georgia Tech, his MBA with high distinction from Harvard University, where he was a Baker Scholar, and honorary PhDs from Georgia Tech and Bryant University. During 2002-03 he was professor at IMD International and Ecole Polytechnique in Lausanne, Switzerland, and executive-in-residence at Yale School of Management.

He and his wife Penny reside in Minnesota. They have two sons: Jeff George, who lives in Munich, Germany with his wife Renee Will and daughter Dylan; and Jon George, MD, who lives in San Francisco with his wife Jeannette Lager, MD, and son Freeman.





The Honorable Joseph Kernan

Former Governor of Indiana, Vietnam POW

Joe Kernan's lifetime commitment to service continues today as he fulfills numerous roles as a business executive, community leader, lecturer, consultant, and former governor. Kernan is the President and owner of South Bend Enterprises, Inc., a community and business development consulting firm. He is an Adjunct Professor at the University of Notre Dame, where he teaches Public Policy and the Executive Branch. And he is the Managing Investor and President of the South Bend Silverhawks, the Single A affiliate of the Arizona Diamondbacks. Kernan and his wife, Maggie, reside on the north side of South Bend, where they have lived since 1976.

Kernan, the oldest of nine children, was born in Chicago in 1946 and later moved to South Bend, Indiana, where he graduated from St. Joseph's High School. A catcher for the Fighting Irish, he graduated from the University of Notre Dame in 1968 with a degree in government. Kernan returned to Notre Dame 30 years later as the Commencement speaker for the Class of 1998, where he was also awarded an honorary doctorate.

In 1969, Kernan entered the U.S. Navy and served as a Naval Flight Officer aboard the *USS Kitty Hawk*. In May 1972, he was shot down over North Vietnam and was held as a prisoner of war. Kernan was repatriated in 1973 and continued on active duty until December 1974. Kernan's military awards include the Navy Commendation Medal, two Purple Hearts, and the Distinguished Flying Cross.

When he returned home, Kernan married Maggie McCullough in 1974. After leaving the Navy, Kernan spent several years as a business manager and executive at various South Bend companies, in addition to a four year term as City Controller for South Bend. In 1987, Kernan was elected Mayor of South Bend, and re-elected in 1991 and again in 1995. He is credited with investing in long-term job creation efforts, improving public safety, and strengthening the city's financial standing.

In 1996, Kernan was elected Lt. Governor of Indiana on the same ticket as Gov. Frank O'Bannon. Both were re-elected in 2000. As Lt. Governor, he played a central role in strengthening Indiana's business climate, leading efforts to attract new and expanding businesses, building the research and technology sector, and protecting homeowners and businesses by restructuring Indiana's tax system.

Joe Kernan was sworn in as Indiana's 48th governor on September 13, 2003, immediately following the death of Gov. O'Bannon. Amid a tragic transition and ongoing recession, Kernan provided strong leadership, initiating critical efforts to get Indiana's economy back on track, including strengthening job training for workers and promoting Hoosier businesses, realigning Indiana's education system, bolstering early learning opportunities, expanding veterans' assistance, and developing the most sweeping government reform proposals in more than 30 years. *Governing Magazine* rewarded these efforts by naming Indiana the most competitive business climate of any state in the country.

Kernan and Indiana Supreme Court Justice Randall T. Shepard served as Co-Chairs of the bipartisan Indiana Commission on Local Government Reform in 2007, which recommended steps for leaner, more efficient government. Kernan has also been a featured speaker at various panels, conferences, and symposia. His volunteer activities range from umpiring Little League games to overseeing the development of the State of Indiana's Vietnam and Korean War memorials. Other affiliations include United Way, Special Olympics, Boys & Girls Club, Notre Dame Monogram Club, Kroc Community Center Campaign, and St. Joseph County Community Foundation.



Vice Admiral James W. Houck, USN
Judge Advocate General's Corps
United States Navy Judge Advocate General



Vice Admiral James W. Houck became the 41st judge advocate general (JAG) of the Navy, Aug. 14, 2009. As the judge advocate general, Houck is the principal military legal counsel to the secretary of the Navy and chief of Naval Operations. He leads the attorneys, enlisted legalmen, and civilian employees of the worldwide Navy JAG Corps community.

Following graduation from the United States Naval Academy, Houck qualified as a Surface Warfare officer aboard the destroyer *USS Caron* (DD 970). He then entered the Navy's Law Education Program and graduated from the University of Michigan Law School. He later earned a Master of Laws (International and Comparative Law) from the Georgetown University Law Center.

Houck served from 2006-2009 as the deputy JAG of the Navy and commander, Naval Legal Service Command. As deputy JAG, Houck served as the deputy Department of Defense Representative for Ocean Policy Affairs (REPOPA).

Before his appointment to flag rank, he served as special assistant for Legal and Legislative Matters to the secretary of the Navy and later as special counsel to the chief of Naval Operations. He also served as the senior staff judge advocate for the commander, U.S. Fleet Forces Command/U.S. Atlantic Fleet as well as the commander, U.S. Naval Forces Central Command/U.S. 5th Fleet in Bahrain. In command, he served as commanding officer, Naval Legal Service Office, North Central.

Houck's other assignments include service in the Office of the Legal Counsel to the chairman of the Joint Chiefs of Staff, the Navy Office of Legislative Affairs, and in the Office of the Judge Advocate General of the Navy, both as executive assistant to the JAG and as special assistant for Transformation, the JAG Corps' lead strategic planner. He began his legal career first as a trial counsel (prosecutor) and then as a defense counsel at Naval Station Mayport, Fla.

Houck's personal decorations include the Navy Distinguished Service Medal, the Defense Superior Service medal, the Legion of Merit (five awards), the Defense Meritorious Service Medal and the Meritorious Service Medal (three awards), the Navy Commendation Medal (two awards) and the Navy Achievement Medal.





Colonel Arthur J. Athens, USMCR, (Ret.)
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 Anti-air 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—Planning & Preparing for Crisis: Not If, But When

Moderator: CAPT Mark H. Adamshick, USN, Director, Division of Leadership, Education and Development, U.S. Naval Academy

CAPT Shoshana S. Chatfield, USN

Captain Chatfield graduated from Boston University in 1987 with a Bachelor of Arts degree in International Relations and French Language and Literature and received her Commission as a Naval Officer through NROTC in 1988. Winged in 1989, she was assigned to West Coast Helicopter Combat Support Squadrons, eventually commanding HSC-25. In 1997 she earned her Masters of Public Administration from the Harvard Kennedy School. She served as an Assistant Professor of Political Science at USAFA and a Deputy Executive Assistant to the Chief of Naval Operations, and then commanded a Provincial Reconstruction Team in Farah Province, Afghanistan in 2008. In 2009, she completed her doctorate in Leadership Studies from the University of San Diego. Her next assignment will be Deputy Commodore, Helicopter Sea Combat Wing (Pacific). Her personal awards include the Legion of Merit, Bronze Star Medal, Meritorious Service Medal, Joint Service Commendation Medal, Navy Commendation Medal (3), Army Commendation Medal, Air Force Commendation Medal, Joint Service Achievement Medal, Navy Achievement Medal, and various unit awards.



Dr. Jeff Sternlicht, M.D., F.A.C.E.P.

Dr. Sternlicht grew up in Long Island, NY. After graduating with Distinction in Research in 1994 from SUNY Downstate, he completed a residency in Emergency Medicine at Eastern Virginia Medical School in Norfolk, VA in 1998. Immediately following residency he became an emergency department attending physician at Greater Baltimore Medical Center (GBMC), where he was appointed Chairman of the Department in 2007. While at GBMC, he developed an interest in disaster preparedness at the hospital level based on events such as 9/11, SARS, Katrina, and H5N1 influenza among others; this resulted in his establishment of the hospital's emergency preparedness committee which he co-chairs. Dr. Sternlicht completed FEMA's Healthcare Leadership Course in 2005. In spring of 2009, all the preparation for a community health disaster was tested as the H1N1 pandemic reached Maryland. During the spring and fall, the hospital initiated "Code Yellow" and Dr. Sternlicht was the Medical Director for the H1N1 response.



RADM Marsha J. ("Marty") Evans, USN (Ret.)

Marsha J. Evans' career has combined military service and leadership of the nation's premier non-profit organizations. During her nearly 30-year career in the U.S. Navy, assignments included Chief of Staff, U.S. Naval Academy, and chair of the committee that developed a strategy to address the gender-based issues that gave rise to the Tailhook situation. Her command tours included Treasure Island Naval Station, The George C. Marshall Center (Garmisch, Germany), Navy Recruiting and the Naval Postgraduate School. She retired in 1998. Admiral Evans then served as the CEO of Girl Scouts of the USA from 1998 to 2002 and as the President and CEO of the American Red Cross from 2002 through 2005. Most recently she has been the Acting Commissioner of the Ladies Professional Golf Association. She is a director of several public corporations and the U.S. Naval Academy Foundation.



CAPT Brent W. Jett Jr., USN (Ret.)

NASA astronaut and retired Navy Captain Brent W. Jett Jr. is a Michigan native. Jett graduated first in his class from the U.S. Naval Academy where he studied aerospace engineering (1981). In 1989, Jett received a Master of Science in aeronautical engineering from the U.S. Naval Postgraduate School. In 1983, Jett was designated a Naval Aviator in Fighter Squadron (VF) 74, flying the F-14 Tomcat. After attending Navy Fighter Weapons School and serving as a test pilot for several years, Jett returned to the operational Navy in 1991. In 1992, Jett was selected by NASA as an Astronaut Candidate. He is now a veteran of four space shuttle missions (STS-72, STS-81, STS-97 and STS-115). In all, Jett has traveled over 17 million miles and logged over 40 days in space. Currently, Jett is serving in a management position at NASA's Johnson Space Center as Director, Flight Crew Operations, responsible for directing activities of the directorate, including the Astronaut Corps and aircraft operations at Ellington Field.



Leadership Conference Panel 2—Voicing Crisis: The Role of Leader Communication

Moderator: Professor W. Brad Johnson, Leadership, Ethics, & Law Department, USNA



RDML Dennis Moynihan, USN

As the U.S. Navy's Chief of Information (CHINFO), Rear Adm. Moynihan serves as principal spokesman for the Department of the Navy and provides strategic communication counsel to the secretary of the Navy and the chief of Naval Operations. He leads the Navy's public affairs community of more than 2,500 active and reserve officer, enlisted, and civilian communication professionals. Moynihan's most recent assignment was as chief public affairs officer for NATO's Allied Command Transformation and director of public affairs, U.S. Joint Forces Command in Norfolk, Va., from 2006 to 2009. He has served in the public affairs community since 1993. From 2003 to 2005, he was special assistant for public affairs on the staff of the chief of Naval Operations. He served in similar capacities for the chief of Naval Personnel and commander, Naval Surface Force, U.S. Atlantic. Moynihan also was the director for the Navy Office of Information, Southwest in Dallas, Texas. Moynihan served at sea as public affairs officer in *USS Enterprise* (CVN 65) and commander, Enterprise Battle Group from 1996 to 1998. He served his first public affairs assignment in the Office of Information from 1993 to 1996 as aide to the chief of Information and as action officer on the Navy news desk. Moynihan is a 1986 graduate of the U.S. Naval Academy. He received a M.A. degree in communication from the University of Oklahoma and a M.S. degree in national security strategy from the National War College.



Mr. Ari Fleischer

Ari Fleischer was the White House press secretary for President Bush from 2001 to 2003, after having served as the spokesman for the 2000 Bush presidential campaign. He served as spokesman during the presidential recount, September 11, two wars and the anthrax attack. His best selling book, *Taking Heat*, details his years in the White House and reached #7 on the New York Times best-seller list. Previously, Mr. Fleischer was the communications director for Elizabeth Dole's presidential campaign; the communications director for the House Committee on Ways and Means; and the press secretary to New Mexico Senator Pete Domenici. He also served as press secretary to two members of Congress from New York, and worked on several political campaigns. He is a native of Pound Ridge, New York, and a 1982 graduate of Vermont's Middlebury College. He is now president of his own firm, Ari Fleischer Communications Inc. — a firm that provides advice to corporations and sports organizations on how to handle the press.



Mr. Paul M. Dabbar

Paul Dabbar is a Managing Director for Global Mergers & Acquisitions at J.P. Morgan Chase & Co. He has been financial advisor on over \$250 billion in M&A transactions, including corporate mergers, government privatizations, and unsolicited corporate transactions for companies in the energy, industrial, and financial institutions sectors around the world. Mr. Dabbar is also appointed by the Secretary of Energy to the DOE Environmental Management Advisory Board which advises on the management of DOE's nuclear weapons and waste sites. Additionally, Mr. Dabbar was a nuclear submarine officer, serving on board *USS Pintado* (SSN-672) out of Mare Island, CA, and Pearl Harbor, HI. He also worked at the Johns Hopkins Applied Physics Laboratory conducting U.S. Department of Defense research. Mr. Dabbar has a B.S. from the U.S. Naval Academy and a M.B.A. from Columbia University. He is married to Andrea Dabbar, they have a daughter and a son, and reside in Scarsdale, NY, and Nantucket, MA.



Ms. Kathleen Troia "KT" McFarland

Kathleen Troia "KT" McFarland is a national security commentator and columnist who has held national security posts in the Nixon, Ford and Reagan Administrations, and received the Defense Department's highest civilian award. She was a Republican candidate for the U.S. Senate from New York in 2006. Ms. McFarland's government career began during her freshman year at George Washington University, working part-time in the White House Situation Room typing the President's Daily Brief and became a member of Dr. Henry Kissinger's National Security Council Staff. She studied at Oxford University and MIT with concentrations on nuclear weapons, China and the Soviet Union. She returned during the Reagan Administration as a member of the Senate Armed Services Committee staff. In 1982 Ms. McFarland became the speechwriter to Secretary of Defense Caspar Weinberger, and later the Principal Deputy Assistant Secretary of Defense for Public Affairs and Pentagon Spokesman. Ms. McFarland is the host of the national security video blog, DEFCON-3 by KT, and writes a weekly opinion column for FOX News's online newspaper and regularly appears in the national media.

Leadership Conference Panel 3—Stress and Crisis: Physiological and Emotional Challenges

Moderator: CDR Anthony P. Doran, MSC, USN, Leadership, Ethics & Law Department, USNA

Dr. Charles R. Carlson

Dr. Charles R. Carlson, Ph.D., ABPP, obtained his Ph.D. in clinical psychology from Vanderbilt University in 1983. He completed a residency in behavioral medicine at the University of Mississippi Medical Center in 1984 and began his academic career as an assistant professor of psychology at Wheaton College. He established a program of clinical research at Wheaton that involved undergraduate and graduate student collaborators in the study of self-regulation strategies for persons experiencing chronic muscle tension and anxiety. In 1988, he moved to the Department of Psychology at the University of Kentucky where he is the Robert H. and Anna B. Culton Professor of Psychology and Dentistry. He is currently serving as chair of the Psychology Department and also as the Director of Behavioral Medicine and Research at the Orofacial Pain Center in the University's College of Dentistry. Dr. Carlson has been awarded the diplomate in clinical health psychology from the American Board of Professional Psychology and the Navy's Civism Award in 2001. His research and clinical interests over the past 25 years have focused on the management of pain and anxiety disorders. He has published extensively with his graduate students in psychology and dentistry during this period, with articles appearing in journals such as *Pain*, *Journal of Consulting and Clinical Psychology*, and *Journal of Orofacial Pain*. His active research projects are primarily focused towards exploring the role of self-regulation strategies for the long-term management of chronic pain in the head and neck regions. Recently, however, he has extended his research on self-regulation to examine the roles of religiosity and spirituality in young adults' sexuality and substance use.



COL Christopher P. Hughes, USA

Colonel Hughes graduated ROTC at Northwest Missouri State University in 1983. He has a B.S. in Political Science, a M.A. in Business Management from Webster University, and is a Distinguished Graduate with a M.S. in National Strategic Studies from the National Defense University. His military education includes the Armed Forces Staff College, and the National War College. COL Hughes has also served for Army Lessons Learned, the United States Army Pacific Command, the 1st Bn, 21st Infantry, the 2nd Brigade, 25th Infantry Division, and the Deputy Directorate for Combating Terrorism. COL Hughes relinquished command of 2nd Battalion, 327th Infantry, 101st Airborne Division June 2003 and was assigned to the Pentagon to the Army Initiatives Group and the Army Chief of Current Operations. He commanded Joint Task Force Bravo Honduras and was the U.S. Southern Commands commander for Central America from 2006-2007. COL Hughes' awards include the Defense Superior Service Medal, Bronze Star Medal, Defense Meritorious Service Medal and the Army Meritorious Service Medal. He is also the winner of the 2008 Army Historical Foundation's Distinguished Writing Award for Excellence.



RDML Terry B. Kraft, USN

Rear Admiral Terry Kraft graduated from the U.S. Naval Academy in 1981 and received his Naval Flight Officer wings of gold in 1982. Kraft served as an A-6 Intruder bombardier/navigator in Attack Squadron (VA-55) and VA-115. He was an instructor with VA-128 and executive officer of VA-95. Kraft transitioned to the EA-6B Prowler and served as executive officer and commanding officer of Electronic Attack Squadron (VAQ-131). Kraft served as executive officer aboard *USS Theodore Roosevelt* (CVN-71) and then commanded *USS Shreveport* (LPD-12) from 2002-2005. In November of 2005, Kraft assumed command of *USS Ronald Reagan* (CVN-76). Shore tours included the Air Command and Staff College and J3 Directorate, U.S. Pacific Command. In July 1999, Kraft served as a federal executive fellow at Harvard University. In August 2008, Kraft reported to the Pentagon and is currently serving as the Director of ISR Capabilities on the staff of the Chief of Naval Operations.



Dr. Roberta Vasko Kraus

Dr. Roberta Kraus is a Senior Faculty Associate for the Center for Creative Leadership in Colorado Springs, CO. She specializes in helping individuals and teams to develop mental strategies that lead to a consistent peak performance. World champion coaches and athletes, leaders in business and government, educators, students and parents, have used these strategies successfully. Her international reputation comes from extensive experience with designing and implementing specific mental training programs on the subject of peak performance, team leadership, group dynamics, communications, motivation and burnout. Her involvement with world-class coaches and athletes helped those individuals and teams earn numerous medals in both world and national championships. She received her undergraduate degree in higher education from Montclair State College. She has a M.A. degree in education from the University of Northern Colorado, a M.S. degree in sports psychology from the University of Arizona and a Doctorate degree in Communications from the University of Denver, specializing in its application to individual performance and team effectiveness within the athletic arena. Roberta was an alternative to the U.S. Women's Olympic Basketball team and maintains the best record in doubles in tennis while in college.



Leadership Conference Panel 4—Ethical Dilemmas of Crisis: Leader Values, Character, and Moral Courage
Moderator: Professor Joseph Thomas, Distinguished Military Professor of Leadership, Lakefield Family Foundation, USNA



Mr. Jeff Neufeld

As an executive at Fortune 100 companies for more than two decades, Jeff Neufeld has motivated and developed leaders and built organizations where technology and science intersect with business. His versatility won him key positions in both financial services and high-tech industries and brought him leadership roles in a wide range of disciplines, including general management, information technology, systems engineering, and service & manufacturing operations. Over the last eight years, Mr. Neufeld served as Chief Information Officer for two Fidelity Investments businesses: the Fidelity Brokerage Company and the Fidelity Institutional Services Company. At Citigroup, he led the European Consumer Banking IT organization and the global Human Resources IT & Operations organization. At Lockheed Martin, his team successfully launched two high-tech NASA satellites which earned them a NASA commendation. In eight years at GE Aerospace, Mr. Neufeld led both engineering and IT organizations. Jeff served over nine years as an U.S. Marine Corps officer, including leading an R&D division involved in the development of the computer-to-communications interface for the early Arpanet/Milnet. Mr. Neufeld holds an M.S. in computer science from the Naval Postgraduate School in 1981 and a B.S. in systems engineering from the United States Naval Academy in 1976.



Dr. Charles Beadling

Doctor Charles W. Beadling is currently the Director, Center for Disaster and Humanitarian Assistance Medicine (CDHAM), in the Department of Military and Emergency Medicine, Uniformed Services University of the Health Sciences. The CDHAM serves as a focal point of expertise for the Department of Defense in the medical aspects of humanitarian assistance and disaster response, which are critical components of the evolving missions in Security, Stability, Transition and Reconstruction Operations. Dr. Beadling was commissioned in the Air Force in 1975 after completing his Bachelor of Science degree in Life Sciences at USAFA. In 1980, he entered the Uniformed Services University of Health Sciences in Bethesda, MD. After completing medical school, he had numerous operational, leadership and command assignments until his retirement from the U.S. Air Force, as a Colonel, effective 1 March 2009. His deployment experience includes Operations DESERT SHIELD, DESERT STORM, ENDURING FREEDOM and IRAQI FREEDOM.



LCDR Denise Wallingford, CHC, USN

Chaplain Denise Wallingford first enlisted in the Navy in May, 1980 and was then awarded an NROTC scholarship to the University of Mississippi. She graduated in 1985 with a Bachelor's degree in physics. Chaplain Wallingford resigned her commission in 1990 to attend seminary. After graduating Multnomah Biblical Seminary in 1993 with a Graduate Certificate in Bible and a Master of Arts in Pastoral Studies she spent time as a missionary in the Nazarene Church in Asahikawa, Hokkaido and the Fukuoka Jo Gakkuin, Japan. LCDR Wallingford returned to America and attended Midwestern Baptist Theological Seminary where she earned a Master of Divinity in 2002. In 2003, she attended the Navy Chaplain Basic Course and reported to Marine Corps Base Camp Lejeune, N.C. for 36 months. In 2006, Chaplain Wallingford received orders to the *USS Theodore Roosevelt* where she served as Command Religious Ministries Department Division officer and Principal Assistant when she deployed in support of Operation Enduring Freedom. She returned in April 2009 and reported to the U.S. Naval Academy in June 2009 to serve as 4th Battalion Chaplain.



Col William R. Costantini, USMC

Colonel William R. Costantini, USMC, graduated from the U.S. Naval Academy, Annapolis, MD in May 1985. Col Costantini spent the next six years serving as Platoon Commander and Company Executive Officer, Company L, 3rd Battalion, 8th Marines, Camp Lejeune, NC and Tactics Instructor and as the Company Commander, Enlisted Instructor Company, The Basic School, Quantico, VA. From 1993-1994, he was attached to UN Iraq-Kuwait Observation Mission as Military Observer. From 1994-1996, he served as Company Commander, Company E, 2^d Battalion, 6th Marines, Camp Lejeune, NC. He was then assigned to 1st Battalion, 2^d Marines where he served as Battalion Operations Officer, and Battalion Executive Officer until 1998. Colonel Costantini attended Naval Postgraduate School, Monterey, CA from 1998-1999 and Arabic Basic Course, Defense Language Institute, Monterey, CA until 2000. He then completed Foreign Area Officer training with an assignment to the U. S. Embassy, Cairo, Egypt. In 2002, Col Costantini was assigned as Strategic Analyst, Strategic Initiatives Group, Headquarters Marine Corps, Washington, DC. Col Costantini took command of 1st Light Armored Reconnaissance Battalion, 1st Marine Division, Camp Pendleton in 2003. In 2005, he was assigned to attend Industrial College of the Armed Forces, National Defense University, Washington, DC and was further directed to the Joint Staff, Pentagon, Washington, DC in 2006. In August 2008, Col. Costantini assumed command of Weapons Training Battalion, Quantico, VA.

2010 Leadership Conference Participation

Military Leadership Programs

United States Naval Academy
United States Air Force Academy
United States Coast Guard Academy
United States Merchant Marine Academy
United States Military Academy
Maine Maritime Academy
Royal Military College of Canada

Civilian Leadership Programs

American University
Auburn University
Boston College
Boston University
Bucknell University
Case Western University
Christopher Newport University
Colgate University
Duke University
Hampton University
Harvard University
Hollins University
Lehigh University
Louisiana State University at Shreveport

Massachusetts Institute of Technology
Marietta College
North Carolina State University
Notre Dame University
Pennsylvania State University
Pennsylvania State University Schreyer Honors College
Rensselaer Polytechnic Institute
Siena College
Southern Methodist University
Texas A&M University
Tufts University
University of California at Los Angeles
University of Maryland
University of Nebraska
University of North Carolina
University of Pennsylvania Fox Leadership Program
University of Pennsylvania, Wharton School of Business
University of Richmond
University of Southern California
University of Texas
Virginia Polytechnic Institute & State University



LEADERSHIP CONFERENCE 2010



*Sponsored by
Mitch and Linda Hart
and
USNA Class of '38*

DEPARTMENT OF LEADERSHIP, ETHICS AND LAW

Captain Steve Trainor, USN, Chair

Lieutenant Michael Saunders, USN, Conference Coordinator

Lieutenant Bryan Kendris, USN, Conference Assistant Coordinator

Midshipman 1/C Branden Behne—Conference Chair

Midshipman 1/C Meredith Meehan—Conference Vice Chair

Midshipman 1/C Andrew Ward—Operations Officer

Midshipman 1/C Mia Hencinski—Logistics Officer

Midshipman 1/C Claire Clancy—Curriculum Officer

Midshipman 1/C Keith Hollis—Communications Officer

Midshipman 1/C Kyle Rosen—Technology Officer

U.S. NAVAL ACADEMY · Annapolis, Maryland