

# U.S. Naval Academy Leadership Conference



## *Leader Development: The Cycle of Success*



January 30-February 2, 2011  
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 2011 Leadership Conference at the Naval Academy in Annapolis, Maryland January 30-February 2, 2011.

## *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 40 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 2011*

### *“Leader Development: The Cycle of Success”*

The success of any organization depends on a host of complex and dynamic factors, yet leader development, often overlooked or disregarded, plays a critical role. In an era of increasing competition and growing opportunity, yet also a time of decreasing resources and greater organizational challenges, the role of human resources and the intangible qualities of leadership become vital to every organization.

Often regarded as a hallmark of leader development programs, the U.S. Armed Forces also face challenges to improve organizational leadership and build its leaders. The USNA Leadership Conference attendees will investigate these issues by hearing from experts and experienced senior leaders who have made leader development a priority in their organizations.

Issues for discussion include: the relationship between leader development and organizational success; the most important organizational and individual elements of leader development (best and worst practices and the role of consultants vs. internal programs); the obstacles and factors preventing organizations and leaders from placing more emphasis on leader development; the ways in which leaders create and build a culture of leader development in organizations; and the changes and priorities required for effective leader development in response to future demands and challenges.

We are happy to have you join us in this unique opportunity to grow as a leader.

## SCHEDULE OF EVENTS

### SUNDAY, JANUARY 30

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 31

0600-0820	Breakfast	Hotel Dining Area
0820-0845	Shuttle from Hotel to USNA Mitscher Hall	Hotel Lobby
0845-0900	<b>Opening Remarks</b> <i>VADM Michael H. Miller, USN, Superintendent, U.S. Naval Academy</i>	
0900-0945	<b>Opening Keynote Speaker</b> <i>Mr. Marcus Buckingham, Leadership Author and Consultant</i>	Mitscher Auditorium
0945-1000	Break	Mitscher Lobby
1000-1145	<b>Panel Discussion 1—<i>The Origins of Leadership</i></b> <i>Moderator: Professor Brad Johnson, Leadership, Ethics &amp; Law Department, USNA</i> <i>Panelists: Dr. Kathie-Ann Joseph, MD, MPH, Director, Breast Services, NYU Langone Medical Center</i> <i>Col Bryan P. McCoy, USMC, author of The Passion of Command</i> <i>BG Howard T. Prince, USA (Ret.), Director, LBJ School of Public Policy, UT Austin</i> <i>Mr. Ryan Setzer, VRE Training, Inc., Leadership Author</i>	Mitscher Auditorium
1200-1230	Lunch	King Hall
1245-1345	<b>Luncheon Guest Speaker</b> <i>The Honorable Thomas J. Ridge, Former Governor of Pennsylvania, Former Secretary, U.S. Department of Homeland Security, CEO, Ridge Global</i>	Mitscher Auditorium
1345-1400	Break	
1400-1415	<b>Conference Sponsor Remarks</b> <i>Mr. Milledge "Mitch" A. Hart III, Chairman, Hart Group, Inc.</i>	Mitscher Auditorium
1420-1530	<b>Breakout Session #1</b>	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	

### TUESDAY, FEBRUARY 1

0600-0820	Breakfast	Hotel Dining Area
0820-0845	Shuttle from Hotel to USNA Mitscher Hall	Hotel Lobby
0845-0900	<b>Welcoming Remarks</b> <i>CAPT Robert E. Clark II, USN, Commandant of Midshipmen, U.S. Naval Academy</i>	Mitscher Auditorium

## SCHEDULE OF EVENTS *(continued)*

0900-1030	<b>Panel Discussion 2—<i>Developing a Culture of Leadership</i></b> <i>Moderator: Professor Joseph Thomas, Distinguished Military Professor of Leadership, Lakefield Family Foundation, USNA</i> <i>Panelists: CAPT Angela Cyrus, USN, Ph.D., Director of Admissions, U.S. Naval Academy</i> <i>Mr. Ari Fleischer, Communications Expert, Former White House Press Secretary</i> <i>Mrs. Deirdre Gehant, Assistant VP, Chicago Federal Reserve Bank</i> <i>Mr. Walt Havenstein, CEO, SAIC</i>	Mitscher Auditorium
1030-1045	Break	Mitscher Lobby
1045-1150	<b>Breakout Session #2</b>	Mitscher Concourse
1045-1150	Faculty Seminar on USNA Model of Leader Development	Mitscher Auditorium
1200-1230	Lunch	King Hall
1245-1345	<b>Luncheon Guest Speaker</b> <i>VADM Dirk J. Debbink, USN, Chief of Navy Reserve, Commander, Navy Reserve Force</i>	Mitscher Auditorium
1345-1400	Break	Mitscher Lobby
1400-1530	<b>Panel Discussion 3—<i>Best Practices &amp; Future Opportunities in Leader Development</i></b> <i>Moderator: CAPT Mark Adamshick, USN, Director, Division of Leadership, Education &amp; Development, USNA</i> <i>Panelists: Mr. Dave Brandt, U.S. Naval Academy Men's Soccer Coach</i> <i>CDR Keith Hoskins, USN, Battalion Officer, USNA</i> <i>RADM Robert H. Shumaker, USN (Ret.), Vietnam POW, Former Superintendent of the Naval Postgraduate School</i> <i>Mr. Tim Sullivan, Managing Director, Madison Dearborn Partners, LLC</i>	Mitscher Auditorium
1530-1730	Shuttles to/from Hotel	
1530-1730	Yard Tour/Mid Store visit	
1745-1900	<b>Dinner (Students, Faculty, Staff, &amp; Guests)</b>	Naval Academy Club
1905-1915	Transit to Alumni Hall	
1920	Seated in Alumni Hall	
1930-2030	<b>Brigade Forrestal Lecture</b> <i>Mr. Daniel F. Akerson, General Motors Chairman and Chief Executive Officer</i>	Alumni Hall Auditorium
2030-2130	Reception	Bo Coppedge Room
2030-2200	Shuttles to/from Hotel	

## WEDNESDAY, FEBRUARY 2

0600-0820	Breakfast and checkout	Hotel Dining Area
0820-0845	Shuttle from Hotel to USNA (bring luggage if necessary)	Hotel Lobby
0845-0900	<b>Conference Sponsors' Remarks</b> <i>RADM Robert W. McNitt, USN (Ret.), Former President, Class of 1938</i>	Mitscher Auditorium
0900-0915	Break	Mitscher Concourse
0915-1015	<b>Final Conference Speaker</b> <i>Col Arthur J. Athens, USMCR, (Ret.) Director, Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy</i>	Mitscher Auditorium
1015-1100	<b>Breakout Session #3 (Conclusion to the Conference &amp; Critiques)</b>	Mitscher Concourse
1100-1130	Closing Remarks from Conference Staff	Mitscher Auditorium
1130-TBD	Shuttle from USNA to Airport/Train Station	

# Sponsors of the Leadership Conference 2011

## 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 2011 *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.*

### ***Leader Development: The Cycle of Success***

I have devoted my remarks in this short piece more than once to stating that, in my years at the Academy, leadership was learned by experience rather than through formal course structure. This deserves re-statement, but I emphasize that Leadership Development was neither overlooked or disregarded. Its value was unappreciated.

Strippers rose to positions of leadership by demonstrating a grasp of broader responsibilities. Our interplay with senior enlisted personnel had to await our arrival in the Fleet. Then, when it really mattered, we were thrust into leading perhaps 100 men, demanding an acute appreciation of the consequences of misjudgment.

Without the benefit of formal training, as all of you whether headed to a military or civilian career will enjoy, I note that I reached command in six years, albeit under wartime conditions. What difference would attendance at a Leaders’ Conference in 1938 have made?



**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

The U.S. Navy in 1803 was only 28 years old and was still learning how to be an effective fighting force. The officer who led this effort to establish many of the Navy’s procedures, rules and regulations was Commodore Edward Preble who commanded the 3rd Squadron with the USS Constitution as his flagship during the First Barbary War against the pirates in the Mediterranean.

The young officers who benefited from Commodore Preble’s firm leadership and training became successful fighting sail captains and influential leaders of our young Navy for the next half century. They included over 15 famous officers like Isaac Hull, Stephen Decatur, William Bainbridge, David Porter, and Thomas Macdonough, all of whom proudly claimed the unofficial title of “Preble’s Boys.” This is our Navy’s earliest example of the importance of the “Cycle of Success” resulting from effective leader development.



# *Sponsors of the Leadership Conference 2011*

## **HART FOUNDATION**

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

**M**illedge 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.

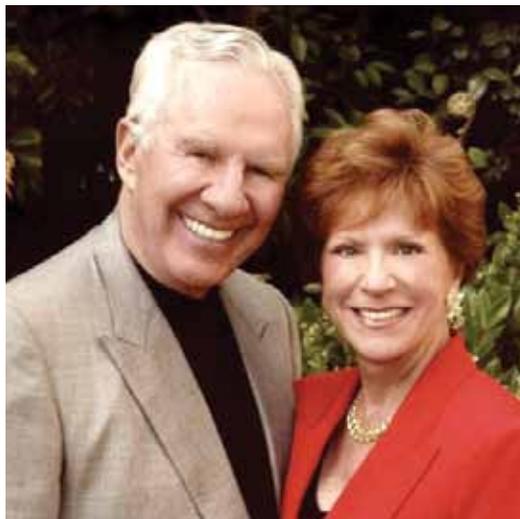
Later in 1978 Mr. Hart founded, and remains Chairman of the Board of Rmax, Inc., which manufactures rigid isocyanurate insulation. Rmax currently has plants in Dallas, Texas; Greenville, South Carolina; and Reno, Nevada. Its products include residential sheathing and residential and commercial roof insulation, 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 2011*

## **HART FOUNDATION**

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

**L**inda 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-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.

### 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 of Ship Models will feature spectacular models of bone and wood from 17th century to modern times.

### 10 Leahy 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.

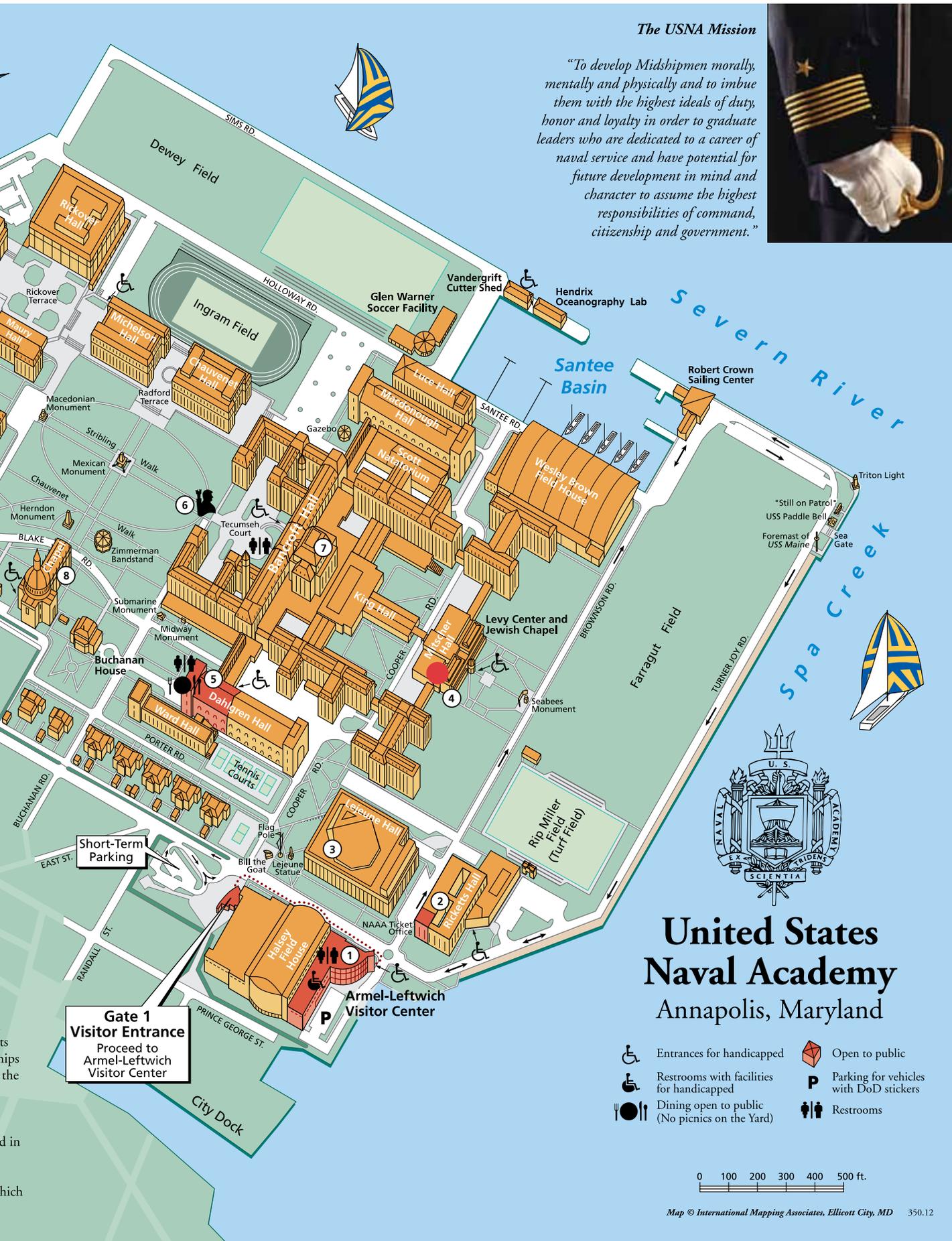


10 Monday Night:

● 1930 (7:30 p.m.) Alumni Hall: Forrester 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."*



**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 Michael H. Miller, USN Superintendent U.S. Naval Academy

Vice Admiral Michael H. Miller became the 61st Superintendent of the United States Naval Academy on August 3, 2010. A native of Minot, North Dakota, he was commissioned at the United States Naval Academy in 1974, and earned his “Wings of Gold” at Pensacola in January 1976. Subsequent flying tours were primarily out of Naval Air Station Cecil Field, Florida, flying the S-3A/B Viking on carrier deployments around the world, including combat operations against Libya, the Achille Lauro terrorist incident and squadron command in the Persian Gulf during Desert Shield/Desert Storm.

Vice Admiral Miller’s shore assignments include duty as flag lieutenant and aide to the deputy commander in chief, U.S. Atlantic Fleet (1979), chief staff officer to Sea Strike Wing One (1986), and executive assistant to the commander, Naval Air Pacific (1994).

Vice Admiral Miller has served at sea as air operations officer for commander, Group 8, executive officer onboard USS John F. Kennedy (CV 67), and in command of the 3rd Fleet Flagship, USS Coronado (AGF 11). During this tour, he was responsible for a state-of-the-art technology infusion into the command ship for the eastern Pacific.

Following Coronado, Vice Admiral Miller was assigned as the operations officer for 7th Fleet on board USS Blue Ridge (LCC 19), home ported in Yokosuka, Japan. He returned to John F. Kennedy in August of 1999 as commanding officer and left immediately for an extended deployment to the Persian Gulf. He reported for duty as deputy director of the White House Military Office in November 2000. Vice Admiral Miller was commissioned as a deputy assistant to the president and the first-ever active duty director of the White House Military Office in November 2002. He next assumed command of Carrier Strike Group 7/USS Ronald Reagan Strike Group in April 2005 and subsequently led the Reagan Strike Group on its maiden deployment to the Persian Gulf and Western Pacific in 2006.

In April 2008, Vice Admiral Miller reported as the chief of legislative affairs following a tour as the deputy chief of staff for Global Force Management & Joint Operations (N3/N5), U.S. Fleet Forces Command (2007).

Vice Admiral Miller’s personal decorations include the Defense Distinguished Service Medal, the Distinguished Service Medal, the Legion of Merit (6 awards), the Bronze Star, three Air Medals, the Meritorious Service Medal (3 awards), the Joint Service Commendation Medal, the Navy Commendation Medal (2 awards), Navy Achievement Medal and various service and campaign awards.



## Captain Robert E. Clark II, USN Commandant of Midshipmen U.S. Naval Academy



Captain Robert E. Clark II is a resident of West Chester, Pennsylvania, and a 2007 inductee into the West Chester East High School Hall of Fame. A 1980 graduate of the Naval Academy Preparatory School and 1984 graduate of the United States Naval Academy, he became the 84th Commandant of Midshipmen at the U. S. Naval Academy in April 2010.

His sea tours include assignments on board USS Batfish (SSN 681) as a division officer and Combat Systems Officer, during which time he was named USS Batfish's 1988-89 Junior Officer of the Year; Navigator and Operations Officer aboard USS Dallas (SSN 700), after receiving the David Lloyd Award for Tactical Excellence while attending the Submarine Officer Advanced Course; Submarine Operations Officer for Commander Cruiser Destroyer Group EIGHT (COMCRUDESGRU 8), including support of an emergent deployment to Haiti as part of Joint Task Force 120 (Operation Support Democracy); and Executive Officer aboard USS Grayling (SSN 646) and USS Hampton (SSN 767).

Captain Clark commanded USS Connecticut (SSN 22) from August 2001 through September 2003. Under his command, Connecticut completed two operations under the Arctic ice pack (LANTSUBICEX 1-02 and 1-03), as well as the ship's highly successful inaugural deployment to the North Atlantic. During his tour, Connecticut was awarded consecutive Submarine Squadron FOUR Tactical "T's" in recognition of tactical and operational excellence in 2001 and 2002, several Retention Honor Roll awards, and back-to-back unit awards recognizing Connecticut's performance during operations of significant importance to the national security of the United States while deployed to the North Atlantic and Arctic. Of note, these were the first unit awards presented to a Seawolf Class submarine.

Captain Clark's most recent command tour was as the Commodore of Submarine Squadron FOUR from June 2008 through April 2010. At times the largest fast attack submarine squadron in the Navy, Submarine Squadron FOUR was the Submarine Force's center of excellence for the operational development of the Virginia Class submarines. In addition to deploying world wide in support of Theater and National objectives, Submarine Squadron FOUR submarines consistently led the Submarine Force in retention, and six Submarine Squadron FOUR submarines received the 2009 Fleet Forces Command Retention Excellence Award. Captain Clark's shore assignments include an action officer tour in the Operations Directorate of Commander-in-Chief, U.S. Atlantic Command (CINCUSACOM); Executive Officer of the COMSUBLANT Tactical Readiness and Evaluation Team, during which time he also served as the Deputy Undersea Warfare Commander for the George Washington Battle Group for five months; Special Assistant to the Director of Submarine Warfare for Plans, Liaison, and Assessments; and Deputy Executive Assistant to the Vice Chief of Naval Operations.

Captain Clark holds a Bachelor of Science degree in engineering from the U.S. Naval Academy and a Master of Science degree in national security affairs from the Naval Postgraduate School, where he received the Naval Institute Award for his thesis work. Additionally, he completed the Air Force's Air Command and Staff College Seminar course and attended the Armed Forces Staff College. As a result of completing a Joint tour of duty and all formal Joint training requirements, he received the designation of Joint Specialty Officer (JSO). Captain Clark's awards include several personal decorations, but he is most proud of the Meritorious Unit Commendation and the Navy Unit Commendation that were awarded to the warriors of Connecticut while he was the Commanding Officer.





## **Mr. Daniel F. Akerson**

### **General Motors Chairman and Chief Executive Officer**

**D**aniel F. Akerson became GM Chairman effective January 1, 2011 after serving as CEO since September 1, 2010. Prior to joining General Motors, Akerson was a managing director of The Carlyle Group and the head of global buyout. He served on the firm's executive committee and was based in Washington, D.C. He joined the GM board of directors July 24, 2009.

Akerson is a seasoned executive with extensive operating and management experience, having served as chairman, chief executive officer, or president of several major companies, including General Instrument, MCI, Nextel, and XO Communications. His corporate management experience, private equity track record, and deep understanding of Carlyle's global operation provided a strong foundation for his leadership of Carlyle's buyout activities in Asia, Europe, Financial Services, Infrastructure, Japan, and the United States.

Prior to joining Carlyle, Akerson served in several key roles at MCI Communications Corporation from 1983-1993 including executive vice president and chief financial officer from 1987-1990 and president and chief operating officer from 1992-1993. During his tenure, Akerson formulated and executed MCI's global strategy.

In 1993, Akerson became a general partner of private equity firm Forstmann Little & Company, during which time he served as chairman and chief executive officer of General Instrument Company from 1993-1995. While at General Instrument, he led a successful effort to develop and deploy the first digital video, satellite, and cable systems domestically and internationally.

Akerson served as chairman from 1996-2001 and as chief executive officer of Nextel Communications, Inc., from 1996-1999, where he transitioned the company from a regional analog walkie/talkie provider into a national digital wireless competitor. From late 1999 until January 2003, Akerson served as chairman and chief executive officer of XO Communications, Inc. where he led the successful restructuring of the company.

In addition to serving on GM's Board, Akerson also serves on the Boards of the American Express Company and the U.S. Naval Academy Foundation.

Akerson graduated from the U.S. Naval Academy in 1970 with a Bachelor of Science in engineering. He earned his Master's of Science in economics from the London School of Economics.



## Mr. Marcus Buckingham

### Leadership Author and Consultant



**I**n a world in which efficiency and competency rule the workplace, where do personal strengths fit in?

Marcus Buckingham has dedicated his career to addressing this complex issue. Using his nearly two decades of experience as a Senior Researcher at Gallup Organization, he has challenged entrenched preconceptions about achievement to get to the core of what drives success. The definitive treatment of strengths in the workplace can be found in Buckingham's best-selling books: *First, Break All the Rules* (coauthored with Curt Coffman; Simon & Schuster, 1999); *Now, Discover Your Strengths* (coauthored with Donald O. Clifton; The Free Press, 2001); *The One Thing You Need to Know* (The Free Press, 2005); *Go Put Your Strengths To Work* (The Free Press, 2007); and *The Truth About You* (Thomas Nelson, 2008). His newest book, *Find Your Strongest Life* (Thomas Nelson, 2009), addresses the numerous studies revealing a drastic decline in female happiness over the last 40 years, and offers strategies for reversing this disturbing trend. Buckingham's work provides important insights into maximizing strengths, understanding the crucial differences between leadership and management, and fulfilling the quest for long-lasting personal satisfaction in work and in life.

The goal is to move companies toward greater success and productivity by creating a workplace in which employees spend more than 75% of each day on the job using their strongest skills and engaged in their favorite tasks, basically doing exactly what they want to do. Companies that focus on cultivating employees' strengths rather than simply improving their weaknesses stand to dramatically increase efficiency while allowing for maximum personal growth.

If such a theory sounds revolutionary, that's because it is. Buckingham calls it the "strengths revolution," and he founded The Marcus Buckingham Company (TMBC) in 2005 to help jump start a worldwide conversation about how to get people focused on their strengths.

As he addresses more than 250,000 people around the globe each year, Buckingham touts this strengths revolution as the key to finding the most effective route to personal achievement and the missing link to the efficiency, competence, and high performance for which companies constantly strive. He challenges conventional wisdom and shows the correlation between engaged employees and business fundamentals such as turnover rates, customer satisfaction, profits and productivity.

In his role as an author, independent consultant and speaker, Marcus Buckingham has been the subject of in-depth profiles in *The New York Times*, *Fortune*, *Fast Company*, *Harvard Business Review*, *USA Today* and *The Wall Street Journal*. He has appeared on numerous television programs, including "The Today Show" and "The Oprah Winfrey Show," and is routinely lauded by such corporations as Toyota, Coca-Cola, Master Foods, Wells Fargo, Microsoft and Disney as an invaluable resource in informing, challenging, mentoring and inspiring people to find their strengths and sustain long-lasting personal success.

Marcus Buckingham graduated from Cambridge University in 1987 with a master's degree in social and political science.





## The Honorable Thomas J. Ridge

**Former Governor of Pennsylvania, Former Secretary,  
U.S. Department of Homeland Security, CEO, Ridge Global**

**T**he Honorable Tom Ridge is the president and CEO of Ridge Global. As the company's chief executive, Ridge leads a team of international experts that help businesses and governments address a range of needs throughout their organizations, including risk management, global trade security, emergency preparedness and response, strategic growth, infrastructure protection, technology integration, crisis management and other issues that encompass a diverse portfolio.

Following the tragic events of September 11, 2001, Tom Ridge became the first Assistant to the President for Homeland Security and, on January 24, 2003, became the first Secretary of the U.S. Department of Homeland Security. The creation of the country's 15<sup>th</sup> Cabinet Department marked the largest reorganization of government since the Truman administration and another call to service for the former soldier, congressman and governor of Pennsylvania.

During his tenure, Secretary Ridge worked with more than 180,000-plus employees from a combined 22 agencies to create an agency that facilitated the flow of people and goods, instituted layered security at air, land and seaports, developed a unified national response and recovery plan, protected critical infrastructure, integrated new technology and improved information sharing worldwide. Tom Ridge served as Secretary of this historic and critical endeavor until February 1, 2005.

Before the events of September 11, Tom Ridge was twice elected Governor of Pennsylvania. He served as the state's 43<sup>rd</sup> governor from 1995 to 2001. Known for his commitment to high standards and results, Governor Ridge delivered on his promise to make Pennsylvania "a leader among states and a competitor among nations." Governor Ridge's aggressive technology strategy helped fuel the state's advances in economic development, education, health care and the environment.

Born August 26, 1945, in Pittsburgh's Steel Valley, Ridge was raised in a working-class family in veterans' public housing in Erie. He earned a scholarship to Harvard, graduating with honors in 1967. After his first year at The Dickinson School of Law, he was drafted into the U.S. Army, where he served as an infantry staff sergeant in Vietnam, earning the Bronze Star for Valor, the Combat Infantry Badge and the Vietnamese Cross of Gallantry. After returning to Pennsylvania and to Dickinson, he earned his law degree and was in private practice before becoming assistant district attorney in Erie County. Tom Ridge was elected to Congress in 1982. He was one of the first Vietnam combat veterans elected to the U.S. House of Representatives and was overwhelmingly re-elected by Pennsylvania voters five times.

An engaging and dynamic speaker, Secretary Ridge regularly addresses audiences throughout the world on issues, such as security, terrorism, global engagement, leadership, technology and more. Additionally, the first U.S. secretary of Homeland Security serves on the boards of the Institute for Defense Analyses, the Center for the Study of the Presidency and Congress and other private and public entities, and since 2005, has served as chairman of the National Organization on Disability. Secretary Ridge continues to contribute to matters concerning our nation's veterans and, along with Gen. Tommy Franks (Ret.), serves as national co-chairman of the Flight 93 Memorial Fundraising Campaign.

Throughout his public and private sector career, Tom Ridge has received numerous honors, including the Woodrow Wilson Award, the Veterans of Foreign Wars' Dwight D. Eisenhower Award, the John F. Kennedy National Award, the Ellis Island Medal of Honor, the American Bar Association's John Marshall Award, the National Guard's Harry S. Truman Award, the Pennsylvania Wildlife Federation's Conservationist of the Year Award, U.S.-Mexico Chamber of Commerce's Good Neighbor Award, the American Cancer Society's prestigious National Medal of Honor, the Mister Rogers Award, the Champion of Public Television Award, the Intrepid Freedom Award and the Esperanza Leadership Award. Secretary Ridge has also been awarded honorary degrees and awards from many national and international academic institutions.



## Vice Admiral Dirk J. Debbink, USN

### Chief of Navy Reserve Commander, Navy Reserve Force

Vice Admiral Dirk J. Debbink graduated from the U.S. Naval Academy with a Bachelor of Science in systems engineering in June 1977. He completed his master's in business administration at the University of Chicago in June 1990.

During his initial period of active service, he served aboard USS Fanning (FF-1076) and as Flag Aide to Commander, U.S. Naval Forces Japan in Yokosuka, Japan.

Debbink transitioned to the Reserve Component in 1983. During the next 19 years, he was assigned to numerous selected reserve billets, supporting Navy and Joint Forces Active Component commands in the United States and overseas.

Selected for flag rank in 2002, he has served in Reserve Component flag billets in the Pacific and Navy Region Midwest, including Reserve Deputy Commander and Chief of Staff, U.S. Pacific Fleet. He was called to active duty as Deputy Chief of Navy Reserve in October 2007. Additionally, he served on the Secretary of Defense Reserve Forces Policy Board from August 2006 to July 2008.

Debbink became the Chief of Navy Reserve on the staff of the Chief of Naval Operations in Washington, D.C. on 22 July 2008.

As a drilling Navy Reserve Sailor prior to his call to active duty, he was chairman of a regional design/build general contracting firm in Oconomowoc, Wisconsin.





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

**T**he 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 Discussion 1—*The Origins of Leadership*

Moderator: Professor Brad Johnson, Leadership, Ethics and Law Department, USNA

### **Dr. Kathie-Ann Joseph**

**D**r. Kathie-Ann Joseph is a breast surgeon at NYU Langone Medical Center where she serves as Director of Breast Services of the South Manhattan Network of the NYC Health and Hospitals Corporation. She is a graduate of Harvard College and received her medical degree from Columbia University. She completed her general surgery residency training at NYU Medical Center and her breast oncology fellowship at Columbia University. Dr. Joseph holds several grants for breast cancer research from such organizations as the American Cancer Society, the National Institutes of Health, the Breast Cancer Alliance and Women at Risk. She is the recipient of the Joanne Masin Breast Cancer Alliance Young Investigator Award, a National Institutes of Health (NIH) supplement grant. Kathie-Ann is dedicated to improving access to screening in underserved populations and communities. Awards include: Southwest Oncology Group Young Investigator and the 2004 AACR Minority Scholar Award in Cancer Research. She was selected by Crain's *New York Business* weekly as a 2006 40 under Forty rising star in New York City, Black Enterprise's top doctors in America, *Essence* magazine's Most Influential African Americans 2009 and received the Susan G. Komen Greater NYC Gay Clark Stoddard Compassionate Care Award.



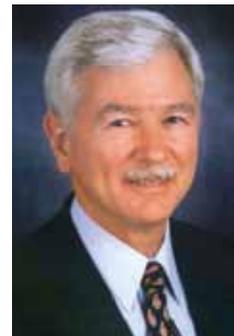
### **Col Bryan P. McCoy, USMC**

**C**olonel B.P. McCoy was the Commanding Officer of the 3rd Battalion, 4th Marine Regiment from May 2002 through July 2004 and led his Battalion through two combat tours in Operation Iraqi Freedom. His unit was the first Marine unit to enter Baghdad on 7 April 2003 and was the unit to pull down the Saddam Statue in Firdos Square on 9 April 2003. During the second tour 3rd Battalion 4th Marines saw action during Operation Vigilant Resolve the first battle for Fallujah during April and May of 2004. His awards include the Legion of Merit with Combat "V" with gold star in lieu of second award, the Bronze Star with Combat "V", the Purple Heart and the Combat Action Ribbon with gold star in lieu of second award. Throughout his career, Colonel McCoy has served primarily in Infantry and Light Armored Reconnaissance Units as platoon commander, company commander and operations officer and commanding officer at the battalion and regimental levels. He was the winner of the 2003 Navy League "General John A. Lejuene Inspirational Leadership Award" and has been the subject of articles in *Time* magazine, *Outside* magazine, and *New York Times* magazine. In 2004, Colonel McCoy also testified to the United States Congress, House Armed Services Committee on the situation in Iraq. He is a published author on combat leadership and is the subject of the book by embedded reporter John Koopman, *McCoy's Marines*. He is a distinguished graduate from the National War College, National Defense University, Washington D.C. and is currently the Chief of Operations, United States Central Command.



### **BG Howard T. Prince, USA (Ret.)**

**D**r. Prince is the Director of the Center for Ethical Leadership in the Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin. Dr. Prince is a 1962 honor graduate of West Point and also holds the master of arts degree in international relations from American University. He studied at the University of Bonn in Germany as an Olmsted Scholar, and earned the Ph.D. in psychology from the University of Texas at Austin in 1975. Before joining the University of Texas he served as founding dean of the Jepson School of Leadership Studies and Professor of Leadership Studies at the University of Richmond. Dr. Prince was professor and head of the Department of Behavioral Sciences and Leadership at the U.S. Military Academy from July 1978 through September 1990. Upon his retirement from the U.S. Army, he was advanced on the Army retired list to the rank of Brigadier General and awarded the Distinguished Service Medal. While on active duty, he also served in the 82nd Airborne and 1st Cavalry divisions. His other military awards and decorations include two awards of the Purple Heart for combat wounds, two Bronze Stars for valor, the Bronze Star for service, the Distinguished Flying Cross for valor, the Silver Star for valor, and the Combat Infantryman's Badge. He was also an Army Ranger and a senior parachutist. In 2006 he was selected for the highest honor given by West Point to its alumni, the Distinguished Graduate Award.



### **Mr. Ryan Setzer**

**R**yan Setzer is a leadership development specialist, and the co-author of *The Ultimate Medical Manager; Leadership for Results*. He has conducted over a thousand seminars in the U.S. and abroad, in industries ranging from healthcare to professional athletics. His exposure and experience have helped him understand that many issues within organizations are created by people who have been trained technically, but even after promotion, have received little or no leadership, team, or people development training. His leadership philosophy has been presented to over 6,500 attendees in 46 states and nine countries. His theories, put into practice, have resulted in successful implementation in a variety of industries. His most recent project has had an immediate and direct positive impact on 55 retail locations within the Metro D.C. area. Coupled with his previous experience as a manager and trainer of pro-athletes and as a professional athlete himself, Ryan's insights have transformed audience perspectives and polished their skills. Setzer's ability to translate theory into practical application, coupled with his unique perspective on performance development and enhancement have made him a sought after speaker, trainer and consultant with well over 30,000 stellar testimonials to his credit.



## Leadership Conference Panel Discussion 2—*Developing a Culture of Leadership*

Moderator: *Professor Joseph Thomas, Distinguished Military Professor of Leadership, Lakefield Family Foundation, USNA*



### ***CAPT Angela Cyrus, USN***

Captain Cyrus is director of admissions for the United States Naval Academy. She was commissioned a fleet support officer in the Unrestricted Line in 1984 and is qualified in installation management, with a subspecialty in information systems. She has a degree in computer science from Mississippi State University, a M.S. in information management systems from Naval Postgraduate School, and a Ph.D. in public administration from Old Dominion University. She was executive officer, Naval Weapons Station, Yorktown; commanding officer, Navy Recruiting District, Philadelphia; flag secretary to commander, Fleet Forces Command and to president, Board of Inspection and Survey; executive assistant to director, Shore Activities, Fleet Forces; deputy political advisor, Joint Forces Command; deputy dean, Academic Affairs and director of college operations at the Joint Forces Staff College. Her awards include the Defense Superior Service Medal, Defense Meritorious Service Medal, and three Meritorious Service Medals.



### ***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.



### ***Mrs. Deirdre Gehant***

Deirdre Gehant has had diverse career experiences in the fields of education and corporate America, with a focus on Leadership Development for more than 20 years with the Federal Reserve System (FRS). Deirdre is presently the director of the FRS Leadership Initiatives. In this role she is responsible for overseeing executive conferences for senior leadership through emerging leaders, the FRS Speaker Series and the System's Talent Exchange. Each of these initiatives have been designed to support the development and engagement of leaders across the organization. She has also had responsibility for Employee Engagement, Cultural Change, Succession Planned and Executive Development for the Federal Reserve Bank of Chicago. Deirdre graduated from Saint Mary's College, Notre Dame where she earned a Bachelor of Arts degree in education and English. She later earned her MBA from Northwestern University. She has attended and taught sessions with the Center for Creative Leadership, Aspen Institute and other human resources forums. She is married to "a real" banker, looks forward to her son's graduation from college this May and enjoys writing poetry, walking her dogs, snowmobiling and spying on her friends on Facebook.



### ***Mr. Walt Havenstein***

Walt Havenstein joined Science Applications International Corporation (SAIC) as CEO in September 2009. He is also a member of SAIC's board of directors. Havenstein previously served as chief operating officer and member of the board of directors for BAE Systems plc, a \$34 billion global aerospace and defense company; and president and CEO of BAE Systems Inc., the company's wholly owned U.S. subsidiary. Havenstein was president of the Sanders defense electronics business prior to it being acquired by BAE from Lockheed Martin in 2000, and has held management roles at Raytheon and ITT. He served on active duty in the U.S. Marine Corps from 1971 to 1983, and completed his career in the Marine Corps Reserve in 1999 retiring as a colonel. He received 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.

## Leadership Conference Panel Discussion 3—*Best Practices & Future Opportunities in Leadership Development*

*Moderator: CAPT Mark Adamshick, USN, Director, Division of Leadership, Education & Development, USNA*

### **Mr. Dave Brandt**

Navy men's soccer coach Dave Brandt has as impressive a resume as you'll find in NCAA men's soccer. Prior to coming to the Naval Academy in December 2008 to rebuild a struggling Navy program, Brandt fashioned a 246-25-14 record over 12 seasons at Division III Messiah College (PA), appearing in eight NCAA Final Four tournaments in his last nine years at the helm and winning six of them. His .888 winning percentage and six national championships at Messiah are both all-time NCAA highs and firmly established that program as the most successful in NCAA history at any level. Witness to the culture and legacy Brandt left at Messiah, his top assistant took over the program upon Brandt's departure to Navy and has promptly won two more championships, giving that program eight national championships and 10 final four's in the last 11 years. Brandt's teams are known not only for winning, but for developing players and for consistently adhering to the highest standards for sportsmanship and fine play.



### **CDR Keith Hoskins, USN**

CDR Keith Hoskins is a native of Parkville, MO. He graduated from Missouri Western State University with a Bachelor of Science in electrical engineering technology in 1988. He was commissioned after completion of Aviation Officer Candidate School in September of 1989 and was designated a naval aviator in February of 1992 in Kingsville, TX. CDR Hoskins sea assignments include duties in VFA-86 Sidewinders onboard the *USS America* (CV-66), where he flew several combat missions in support of Operations DECISIVE EDGE and SOUTHERN WATCH. He later served with VFA-25, the Fist of the Fleet onboard the *USS Abraham Lincoln*. During his tour with the Fist, he completed an extended deployment flying combat missions in support of Operations ENDURING FREEDOM, SOUTHERN WATCH, and IRAQI FREEDOM. He completed his command tour with The Valions of VFA-15 onboard the *USS Theodore Roosevelt* in support of Operation ENDURING FREEDOM. CDR Hoskins staff assignments include duties at the Naval Military Personnel Command in Washington, D.C. for a one-year tour of duty as an assistant aviation commander detailer. He was an instructor pilot for the Gladiators of VFA-106. He was selected to the Naval Flight Demonstration Squadron, the "Blue Angels" as a demonstration pilot. During his Joint tour at Offutt AFB, NE, he served as aide de camp to the Commander, United States Strategic Command. CDR Hoskins is currently serving as the 3rd battalion officer at the U.S. Naval Academy. CDR Hoskins has accumulated over 3,400 flight hours and 570 arrested landings. His personal decorations include the Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Air Medal (three awards with combat "V"), Navy Commendation Medal (three awards with combat "V"), Navy Achievement Medal (two awards), and numerous unit commendations and awards.



### **RADM Robert H. Shumaker, USN (Ret.)**

Rear Admiral Bob Shumaker graduated from the U.S. Naval Academy in 1956 and subsequently earned two master's degrees and a doctorate. After flight training, he flew the F-3 Crusader, but was unfortunately shot down on a mission over North Vietnam in February 1965. As a POW in Hanoi for eight years, he is held in high regard by his fellow POW's for his resistance, leadership and communication skills during imprisonment. He served as a major project manager for precision guided munitions, as superintendent of the Naval Postgraduate School, and as a research coordinator at the Pentagon. His civilian career included jobs at George Washington University and the University of North Dakota. His passion for aviation resulted in a homebuilt airplane which he and his wife have flown to such far away places as Alaska. Admiral Shumaker's military decorations include the Distinguished Service Medal, two Silver Stars, four Legions of Merit, the Distinguished Flying Cross, a Bronze Star, and two Purple Hearts. He and Lorraine, his wife of 47 years, now live in Fairfax Station, Virginia.



### **Mr. Tim Sullivan**

Tim Sullivan is a founder and managing director of Madison Dearborn Partners, LLC (MDP), which specializes in management buyouts and special equity investing. MDP manages over 18 billion dollars of committed capital and portfolio investments. Prior to co-founding MDP in 1993, Mr. Sullivan was with First Chicago Venture Capital for three years after having served in the U.S. Navy. Mr. Sullivan concentrates on investments in the healthcare sector and serves on the Board of Directors of Sirona Dental Systems, Inc. and VWR International, Inc. He also serves on the Board of Trustees of Northwestern University, Northwestern Memorial Hospital, Stanford Business School Trust, and is the chairman of Northlight Theatre. Additionally, he serves on the Finance and Investment Committee of the Archdiocese of Chicago as well as the Investment Committee for Cristo Rey Jesuit High School. He holds a B.S. from the U.S. Naval Academy; an M.S. from the University of Southern California and an M.B.A. from the Stanford University Graduate School of Business. Tim and his wife, Sue, live in Wilmette, Illinois, with their four children, Peter, Matthew, Shannon and Christopher.



## Questions for Consideration

### Breakout Session #1

- Are leaders born or bred, or some combination of the two?
- Is leadership situation-dependent, or universal?
- If leaders are born, how can organizations identify and recruit the “right” people?
- If leaders can be built, which basic skills and traits should organizations focus? For instance, which is more important, competitiveness or compassion; efficiency or creativity?
- What are the implications of individuals or organizations having a particular stance, as discussed above, in terms of their investment in cultivating leaders?

### Breakout Session #2

- In what ways can organizations foster cultures that reward and enhance leader development?
- How do the methods used (e.g., formal programs vs. informal mentorship pairings) affect the outcomes of such programs?
- What effect do “crucible” and “trial by fire” experiences have on the short and long-term development of leaders?
- Should organizations focus on “tried and true” methods of personnel development or should they adapt their programs to the personalities of their employees?

### Breakout Session #3

- How can an individual leader’s enthusiasm and motivation to succeed best be perpetuated throughout the organization?
- How can organizations ensure continuity in the quality of their leadership over the long-term?
- What is the relationship between strong leadership and success?

# 2011 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  
The California Maritime Academy  
Citadel, Krause Center for Leadership and Ethics  
École Navale  
Maine Maritime Academy  
Polish Naval Academy  
Royal Military College of Canada

Massachusetts Institute of Technology,  
Gordon Engineering Leadership Program  
Morehouse College  
North Carolina State 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 at Lincoln  
University of the Pacific  
University of Texas at Austin  
University of Richmond, Jepson School of  
Leadership Studies  
University of Southern California  
University of Pennsylvania, Fox  
Leadership Program  
University of Pennsylvania, Wharton  
School of Business  
University of Virginia  
Virginia Tech  
Yale University

## Civilian Leadership Programs

American University  
Auburn University  
Boston University  
Bucknell University  
Case Western University  
Christopher Newport University  
Colgate University  
College of the Ozarks  
Duke University  
Hampton University  
Louisiana State University at Shreveport  
Marietta College  
Marquette University  
Massachusetts Institute of Technology



# LEADERSHIP CONFERENCE 2011



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