

# U.S. Naval Academy Leadership Conference

## *Visionary Leadership*

*Navigating Through Uncharted Waters*



January 29-February 1, 2012  
Annapolis, Maryland

# This Year's Conference is Dedicated to the Memory of Rear Admiral Maurice H. Rindskopf, USN (Ret.)



*“Lives of great men all remind us  
We can make our lives sublime,  
And, departing, leave behind us  
Footprints on the sands of time;  
Footprints, that perhaps another,  
Sailing o’er life’s solemn main,  
A forlorn and shipwrecked brother,  
Seeing, shall take heart again.”*

*By Henry Wadsworth Longfellow*



Rear Admiral Maurice H. Rindskopf, USN (Ret.), was born on 27 September 1917 in Brooklyn, NY. At the age of 16, he graduated from Poly Prep Country Day School, immediately traveling to Annapolis for induction into the Naval Academy Class of 1938. As a midshipman, Admiral Rindskopf demonstrated leadership in the classroom and on the athletic fields, graduating in the top 7% of his class and competing on the 1938 National Championship lacrosse team.

After graduation from the Naval Academy, Admiral Rindskopf was assigned to serve two years aboard USS COLORADO (BB-45). He then attended Submarine School in New London, CT, where he met and married his wife, Sylvia Lubow. Graduating near the top of his class, he served in R-4 (SS-81), before being ordered to commission USS DRUM (SS-228) in Portsmouth, NH, a month before the declaration of World War II. He served on the DRUM for three years, completing nine war patrols as torpedo, gunnery and then executive officer, and two patrols as commanding officer, the youngest to command a Fleet submarine (age 26). The DRUM was credited with sinking 11 ships and damaging 15 more. For his service on the DRUM, Admiral Rindskopf received the Navy Cross, the Silver Star, the Bronze Star with Combat V, and the Navy Commendation Medal with Combat V.

After the war, Admiral Rindskopf worked closely with developers to modernize submarine firing tactics and control. During the Cold War, Admiral Rindskopf commanded two flotillas and developed hydrofoil craft as part of his harbor defense strategy for the Navy. Returning to land, Admiral Rindskopf served as an intelligence director and an assistant chief of staff of intelligence for the Commander of the Pacific Fleet. Retiring from active duty, Admiral Rindskopf took a position at Westinghouse in the Oceanic Division.

Admiral Rindskopf continued to serve his *alma mater* as the Class of 1938 president. Under the leadership of Admiral Rindskopf, the Class of 1938 decided to provide the Naval Academy with a “living memorial with a practical purpose” for their 50th Anniversary Reunion Gift. They established the first “Leader’s Forum” in 1984, and, by 1988, the Class of 1938 was able to present the Naval Academy with an Endowment Gift Fund. In 2007, the Naval Academy Alumni Association awarded Admiral Rindskopf with its highest honor, the U.S. Naval Academy Alumni Association Distinguished Graduate Award, in recognition of his contributions to the Navy, the nation and the Naval Academy.

Admiral Rindskopf passed away on 27 July 2011, survived by his granddaughter, Amy Kathryn Rindskopf; two great grandsons; and his daughter-in-law, Elizabeth Rindskopf Parker. Admiral Rindskopf’s lifetime of service will continue to inspire generations of leaders who attend the Naval Academy Leadership Conference, and we dedicate this year’s conference and program to his life.

## *Welcome*

The United States Naval Academy, the Division of Leadership Education and Development, along with Linda and Mitch Hart and the USNA Class of '38, are proud to sponsor the 2012 Leadership Conference at the Naval Academy in Annapolis, Maryland January 29-February 1, 2012.

## *Mission Statement*

The mission of the U.S. Naval Academy Leadership Conference 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 midshipmen and cadets 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.

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.

Made possible through the generous support of Linda and Mitch Hart and the Class of '38, the USNA Leadership Conference now includes more than 200 participants from over 45 military and civilian colleges.

## *Theme for 2012*

### *“Visionary Leadership: Navigating Through Uncharted Waters”*

In the complex and dynamic nature of society in the twenty-first century, it is easy to become overwhelmed by the imminent issues and urgent problems of the moment. In these constantly changing times, simply utilizing temporary or conventional solutions can cause detrimental repercussions to an organization's employee and customer loyalty, efficiency, and long term goal accomplishment. Visionary leaders, however, focus on the future of an organization and provide a unique vision that reinforces the why of what they do. Through their vision, they instill purpose, meaning and focus, empower and motivate followers, allow for growth and establishment of new ideas, and create organizations that are more adaptable and resilient.

The USNA Leadership Conference will explore the challenges and issues that leaders and organizations face in changing times and why visionary leadership is essential for future success. Participants will hear from and interact with experts and senior leaders who have knowledge and experience leading through “uncharted waters.”

# 2012 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  
Auburn and Tuskegee NROTC Consortium  
California NROTC Consortium — University  
of Southern California, University of California  
at Los Angeles  
Citadel, Krause Center for Leadership and Ethics  
Columbian Naval Academy  
George Washington University ROTC  
Maine Maritime Academy  
Marquette University ROTC  
MIT NROTC Consortium — Boston University,  
Harvard, Massachusetts Institute of Technology,  
Tufts University  
North Carolina NROTC Consortium — Duke  
University, North Carolina State, University of  
North Carolina at Chapel Hill  
Pennsylvania State University ROTC  
Polish Naval Academy  
Royal Military College of Canada  
Texas A&M University ROTC  
University of Memphis ROTC  
University of South Florida ROTC  
University of Texas ROTC  
University of Virginia NROTC  
Villanova University ROTC  
Virginia Polytechnic Institute & State  
University ROTC

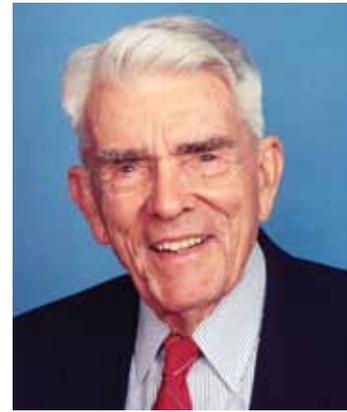
## Civilian Leadership Programs

American University  
Bucknell University  
Case Western University  
Christopher Newport University  
Colgate University  
College of the Ozarks  
College of William and Mary  
Delaware State University  
Hampton University  
Hiram College  
Lafayette College  
Louisiana State University at Shreveport  
Marietta College  
Massachusetts Institute of Technology,  
Gordon Engineering Leadership Program  
Morehouse College  
Pennsylvania State University  
Siena College  
Southern Methodist University  
Tufts University  
University of Maryland  
University of Nebraska at Lincoln  
University of Pennsylvania, Fox  
Leadership Program  
University of Pennsylvania, Wharton  
School of Business  
University of Richmond, Jepson School of  
Leadership Studies  
Yale University



# Sponsors of the Leadership Conference 2012

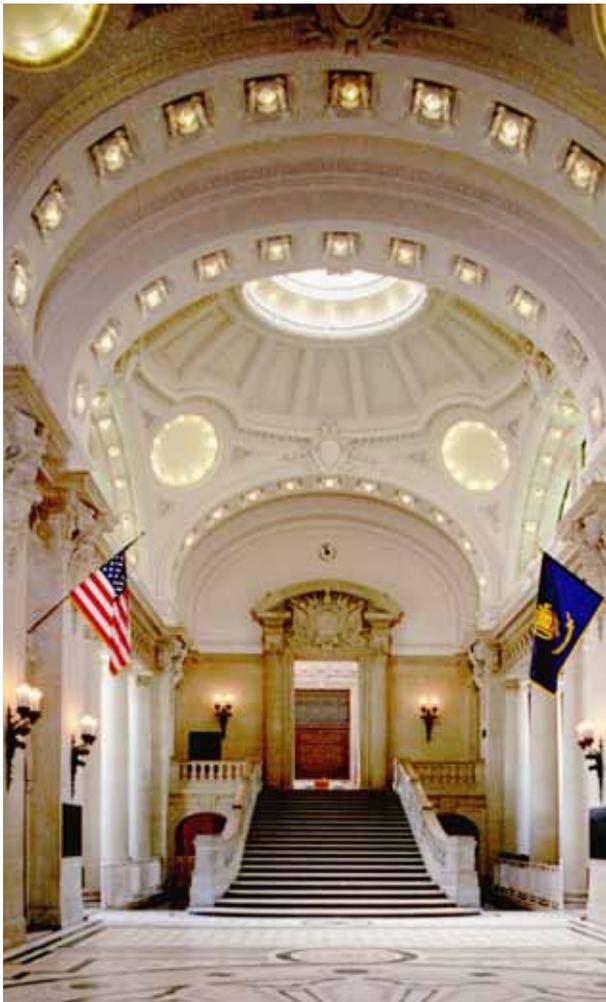
**Rear Admiral Robert W. McNitt, USN (Ret.)**  
Former Class President, Former Superintendent of the Naval Postgraduate School, Former U.S. Naval Academy Dean of Admissions and Distinguished Graduate Awardee 2003



Visionary Leadership is an excellent conference theme because it links the unique quality of vision with its practical execution. The most effective example of this rare ability in my experience was Admiral Arleigh Burke, USN, the only officer to serve three terms as the Chief of Naval Operations.

Admiral Burke's foremost vision in his first term was to combine the newly emergent technologies of nuclear propulsion and nuclear weapons for use in submarines and surface ships. He was able to persuade the civilian and officer leaders of the Navy to share his vision. He then chose Rear Admiral Raborn to organize this effort to develop the Fleet Ballistic Missile. His instruction to Admiral Raborn was a marvel of simplicity and effectiveness. It stated that if Raborn "runs into any difficulty with which I can help, I want to know about it at once, along with his recommended course of action....If there is anything that slows this project up beyond the capacity of the Navy and the department, we will immediately take it to the highest level."

The remarkable success of the Fleet Ballistic Missile program is largely due to the timely vision of Admiral Burke and his effectiveness in making it happen.



## THE CLASS OF 1938 438 Graduates

Of the Class of 1938 graduates:

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

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

## *Sponsors of the Leadership Conference 2012*

### **LINDA & MITCH HART**

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

Milledge A. Hart, III a native Texan, is a 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.

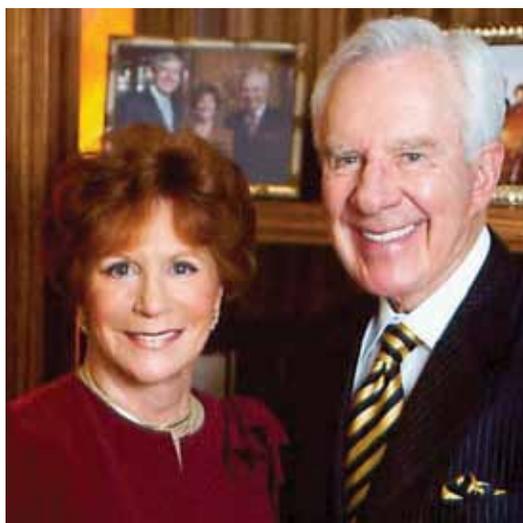
Later in 1978 Mr. Hart founded, and remains Chairman of the Board of Rmax Operating LLC, which manufactures rigid isocyanurate insulation. Rmax currently has plants in Dallas, Texas; Greenville, South Carolina; and Reno, Nevada. Its products include residential sheathing and residential and commercial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

In 1983, he formed Hart Group, 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 Operating, LLC, Mr. Hart serves/has served 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
- Southern Methodist University Hart Center for Engineering Leadership (funded) Board Member
- 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 Fundraising Executives - Dallas Chapter 1999 Outstanding Philanthropist
- Claridge Association (President)
- Strawberry Park Home Owners Association, President (Beaver Creek, Colorado)
- Beaver Creek Property Owners Association, Executive Committee

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 2012*

## **LINDA & MITCH HART**

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

Linda Wertheimer Hart is Vice-Chairman, President and Chief Executive Officer of Hart Group, Inc., a diversified group of companies involved in insulation manufacturing and investments. She is also the former Chairman of Imation Corp. (NYSE: IMN), a global technology company focused on storing, protecting, and connecting a digital world. In addition to being a director of the Hart Group companies, Ms. Hart is currently, or has been, a member of a variety of outside Boards, including the following:

- Imation Corp. (*Former Non-Executive Chairman of the Board; Former Lead Director; member and Chairman, Nominating and Governance Committee; member, Compensation Committee*)
- Conner Peripherals, Inc. (*Former Chairman, Audit Committee; member, Compensation Committee*)  
(*Conner Peripherals, Inc. sold to Seagate Technology*)
- WordPerfect Corporation (*merged*) - (*Former 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
- Southern Methodist University Hart Center for Engineering Leadership (funded) Board Member
- 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: Member, Board of Governors: Member, Executive Board*)
- Dallas Opera Board (*Member, Finance Committee and Nominating 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.

## SCHEDULE OF EVENTS

*\* The attire for all events will be business casual for civilians and service dress for military unless otherwise indicated.*

### SUNDAY, JANUARY 29

TBD-1800	Shuttle from Airport to the Westin Annapolis Hotel	Westin Annapolis Hotel
1500-1900	Conference Registration	Westin Lobby
1800-2000	Conference Reception, Small Group Icebreaker and Interaction Exercise	Westin Capitol Ballroom

### MONDAY, JANUARY 30

0600-0800	Breakfast	Westin Dining Area
0800-0830	Shuttle from Westin to USNA	Westin Lobby
0830-0845	<b>Opening Remarks</b> <i>Vice Admiral Michael H. Miller, USN, Superintendent, U.S. Naval Academy</i>	Mahan Hall
0845-0900	<b>Conference Dedication</b> <i>Mr. Milledge A. "Mitch" Hart III, Chairman, Hart Group, Inc.</i>	Mahan Hall
0900-1000	<b>Opening Keynote Speaker</b> <i>Mr. Guy Kawasaki, Co-founder of Alltop.com and Founding Partner at Garage Technology Ventures</i>	Mahan Hall
1000-1015	Break	Mahan Hall Lobby
1015-1145	<b>Panel Discussion 1</b> — <i>Trailblazing: What is Visionary Leadership?</i> <i>Moderator: Dr. Joseph A. Thomas, USNA Class of 1961 Chair and Distinguished Professor of Leadership Education</i> <i>Panelists: Mr. Herman Boone, Former T.C. Williams High School Titans Football Head Coach</i> <i>Lieutenant Colonel Julie L. Nethercot, USMC, Former 9th Communication Battalion Commander</i> <i>Dr. Albert Pierce, Director of the Institute for National Security Ethics and Leadership, National Defense University</i> <i>Rear Admiral Ray Smith, USN (Ret.), Former Commander of Navy SEAL Force, Leadership and Peak Performance Expert</i>	Mahan Hall
1145-1200	Transit from Mahan Hall to King Hall	
1200-1245	Lunch	King Hall
1245-1400	Yard Tours Midshipman Store Visit	Midshipman Store
1400-1530	<b>Breakout Session 1</b> ( <i>Visiting Students and Faculty and Designated Escorts</i> )	Bo Coppedge Room
1530-1540	Transit from Bo Coppedge Room to Main Chapel	
1540-1600	Group Picture	Main Chapel
1600-1630	Shuttle from USNA to Westin Hotel	Main Chapel
1630-1730	Break	
1730-1800	Shuttle from Westin Hotel to USNA	Westin Lobby
1800-1910	Dinner ( <i>Visiting Students and Faculty</i> )	Naval Academy Club
1910-1920	Transit from Naval Academy Club to Alumni Hall	
1920	Seated in Alumni Hall	
1930-2030	<b>Brigade Forrestal Lecture</b> <i>General James N. Mattis, USMC, Commander, U.S. Central Command</i>	Alumni Hall
2030-2130	Reception ( <i>Visiting Students and Faculty and Designated Escorts</i> )	Bo Coppedge Room
2030-2200	Shuttle from USNA to Westin Hotel	Alumni Hall

### TUESDAY, JANUARY 31

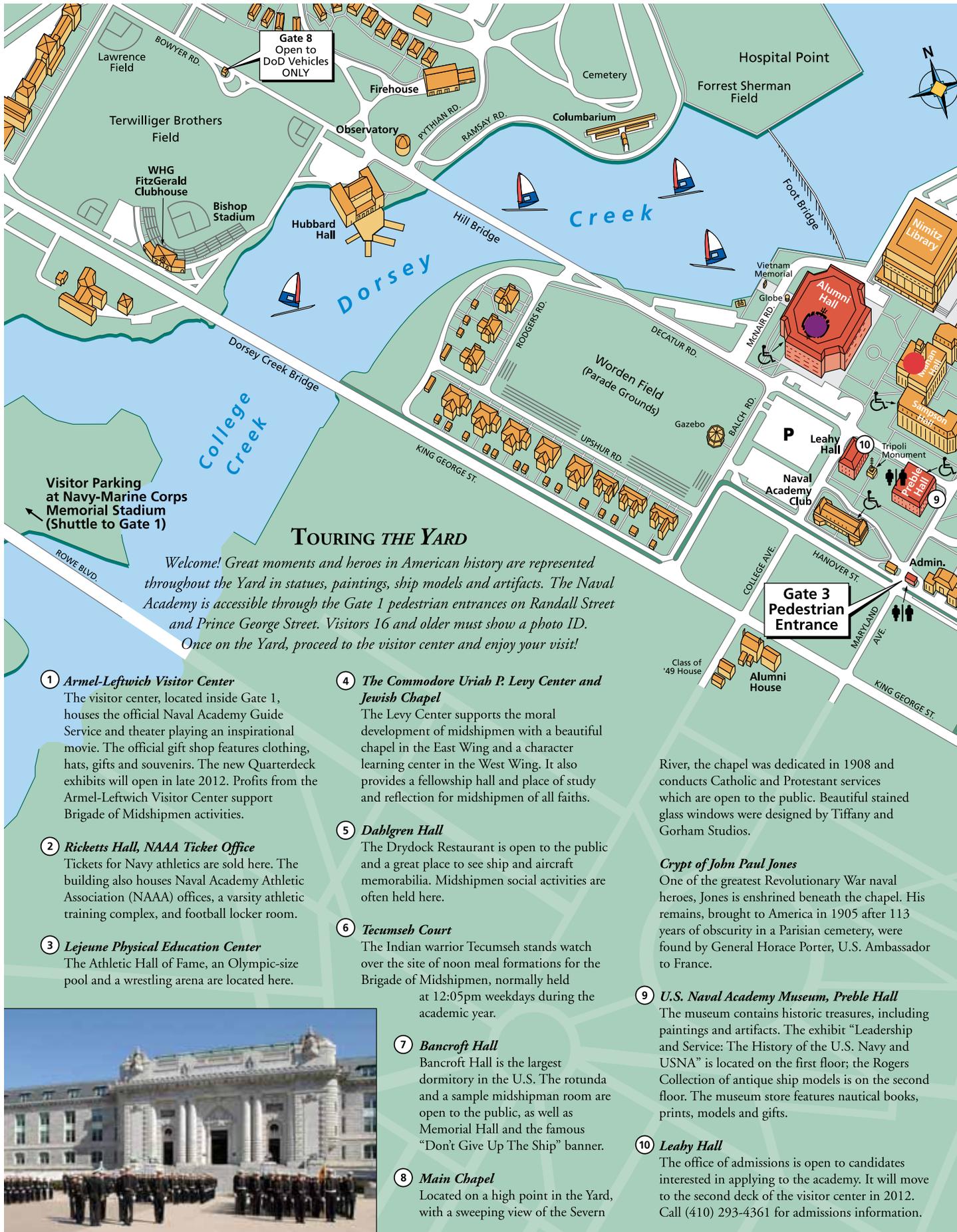
0600-0800	Breakfast	Westin Dining Area
0800-0845	Shuttle from Westin Hotel to USNA	Westin Lobby

## SCHEDULE OF EVENTS *(continued)*

0845-0900	<b>Welcoming Remarks</b> Captain Robert E. Clark II, USN, <i>Commandant of Midshipmen, U.S. Naval Academy</i>	Mahan Hall
0900-1000	<b>Keynote Speaker 2</b> Mr. Howard Putnam, <i>Former CEO of Southwest Airlines</i>	Mahan Hall
1000-1015	Break	
1015-1145	<b>Panel Discussion 2</b> — <i>Navigating: Leading Through Vision</i> <i>Moderator:</i> Mr. Jeffrey A. Neufield, <i>Class of 1968 Senior Military Instructor of Leadership, Division of Leadership Education and Development</i> <i>Panelists:</i> Ambassador Paula J. Dobriansky, <i>Distinguished National Security Chair (USNA)</i> Mr. Anson Dorrance, <i>University of North Carolina Women's Soccer Head Coach</i> Brigadier General Thomas V. Draude, USMC (Ret.), <i>President and CEO of the Marine Corps University Fund</i> Rear Admiral Robert Smith III, USN (Ret.), <i>President &amp; Chief Operating Officer, Texas A&amp;M University-Galveston</i>	Mahan Hall
1145-1200	Transit from Mahan Hall to King Hall	
1200-1245	Lunch	King Hall
1245-1300	Transit from King Hall to Bo Coppedge Room	
1300-1415	<b>Breakout Session 2</b> ( <i>Visiting Students and Faculty and Designated Escorts</i> )	Bo Coppedge Room
1415-1430	Transit from Bo Coppedge Room to Mahan Hall	
1430-1530	<b>Keynote Speaker 3</b> Ms. Lynette Lewis, <i>Author, Corporate Speaker and Consultant, and Founder of StopChildTraffickingNow.org</i>	Mahan Hall
1530-1545	Break	Mahan Hall Lobby
1545-1700	<b>Panel Discussion 3</b> — <i>Charting the Course: Visionary Leadership in the Future</i> <i>Moderator:</i> Dr. W. Brad Johnson, <i>Professor of Psychology, Division of Leadership Education and Development</i> <i>Panelists:</i> Mr. Charles T. "Tom" Burbage, <i>Lockheed Martin Executive Vice President and General Manager, F-35 Program Integration</i> Vice Admiral Joseph W. Dyer, USN (Ret.), <i>Chief Operating Officer of iRobot</i> Ms. Catherine Clark Mosbacher, <i>President and CEO of the Center for Houston's Future</i> Lieutenant General John F. Sattler, USMC (Ret.), <i>Distinguished Leadership Chair of the Vice Admiral Stockdale Center for Ethical Leadership</i>	Mahan Hall
1700-1730	Shuttle from USNA to Westin Hotel	Alumni Hall
1730-1830	Break	
1830-1900	Shuttle from Westin Hotel to Restaurant	Westin Lobby
1900-2100	<b>Dinner</b> ( <i>Visiting Students and Faculty and Designated Escorts; business casual for all hands</i> )	Buddy's Restaurant
1930-2030	<b>Dinner Speaker</b> Captain Mark H. Adamshick, USN (Ret.), <i>Class of 1969 Chair for the Study of Officership at the Simon Center for the Professional Military Ethic, U.S. Military Academy</i>	Buddy's Restaurant

### WEDNESDAY, FEBRUARY 1

0600-0800	Breakfast and Checkout	Westin Dining Area
0800-0830	Shuttle from Westin Hotel to USNA ( <i>bring luggage if necessary</i> )	Westin Lobby
0830-1000	<b>Breakout Session 3</b> ( <i>Visiting Students and Faculty and Designated Escorts</i> )	Bo Coppedge Room
1000-1015	Transit from Bo Coppedge Room to Mahan Hall	
1015-1115	<b>Final Conference Speaker</b> Colonel Arthur J. Athens, USMCR (Ret.), <i>Director, Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy</i>	Mahan Hall
1115-1130	Remarks from Conference Sponsors	Mahan Hall
1130-1200	Closing Remarks from Conference Staff	Mahan Hall
1200-TBD	Shuttle from USNA to Airport/Train Station	Alumni Hall



### TOURING THE YARD

Welcome! Great moments and heroes in American history are represented throughout the Yard in statues, paintings, ship models and artifacts. The Naval Academy is accessible through the Gate 1 pedestrian entrances on Randall Street and Prince George Street. Visitors 16 and older must show a photo ID. Once on the Yard, proceed to the visitor center and enjoy your visit!

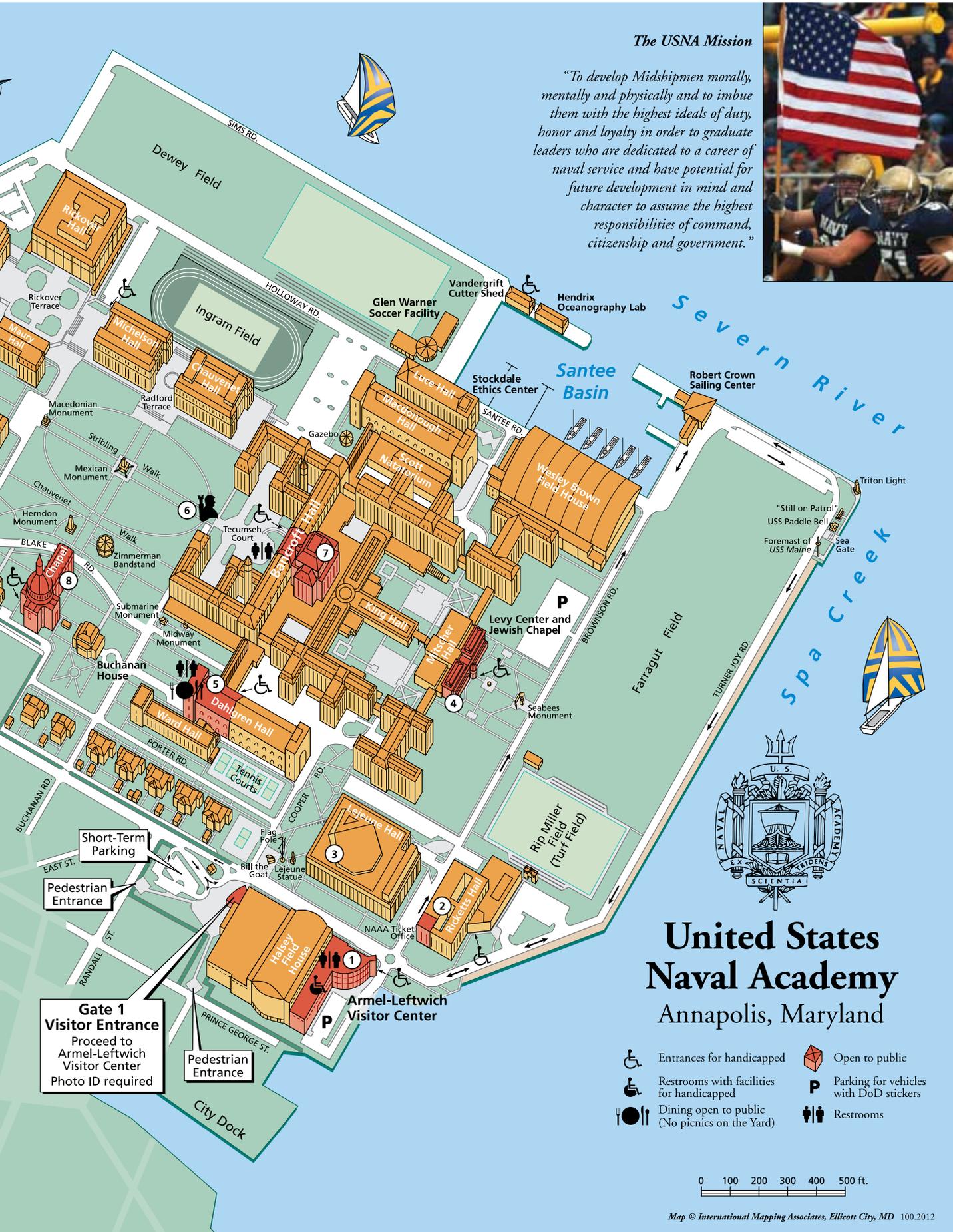
- 1 **Armel-Lefwich Visitor Center**  
The visitor center, located inside Gate 1, houses the official Naval Academy Guide Service and theater playing an inspirational movie. The official gift shop features clothing, hats, gifts and souvenirs. The new Quarterdeck exhibits will open in late 2012. Profits from the Armel-Lefwich Visitor Center support Brigade of Midshipmen activities.
- 2 **Ricketts Hall, NAAA Ticket Office**  
Tickets for Navy athletics are sold here. The building also houses Naval Academy Athletic Association (NAAA) offices, a varsity athletic training complex, and football locker room.
- 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 place of study and reflection for midshipmen of all faiths.
- 5 **Dahlgren Hall**  
The Drydock Restaurant is open to the public and a great place to see ship and aircraft memorabilia. Midshipmen social activities are often held here.
- 6 **Tecumseh Court**  
The Indian warrior Tecumseh stands watch over the site of noon meal formations for the Brigade of Midshipmen, normally held at 12:05pm weekdays during the academic year.
- 7 **Bancroft Hall**  
Bancroft Hall is the largest dormitory in the U.S. The rotunda and a sample midshipman room are open to the public, as well as Memorial Hall and the famous "Don't Give Up The Ship" banner.
- 8 **Main Chapel**  
Located on a high point in the Yard, with a sweeping view of the Severn
- 9 **U.S. Naval Academy Museum, Preble Hall**  
The museum contains historic treasures, including paintings and artifacts. The exhibit "Leadership and Service: The History of the U.S. Navy and USNA" is located on the first floor; the Rogers Collection of antique ship models is on the second floor. The museum store features nautical books, prints, models and gifts.
- 10 **Leamy Hall**  
The office of admissions is open to candidates interested in applying to the academy. It will move to the second deck of the visitor center in 2012. Call (410) 293-4361 for admissions information.

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.

**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.

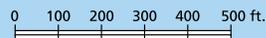
**The USNA Mission**

*"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

- 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 100.2012



## 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.





## General James N. Mattis, USMC Commander, U.S. Central Command

General James N. Mattis serves as commander, U.S. Central Command (USCENTCOM), located in Tampa, Florida.

General Mattis has commanded at multiple levels. As a lieutenant, he served as a rifle and weapons platoon commander in the 3rd Marine Division. As a captain, he commanded a rifle company and a weapons company in the 1st Marine Brigade.

As a major, he commanded Recruiting Station Portland. As a lieutenant colonel, he commanded 1st Battalion, 7th Marines, one of Task Force Ripper's assault battalions in Operations Desert Shield and Desert Storm. As a colonel, he commanded 7th Marines (Reinforced).

Upon becoming a brigadier general, he commanded first the 1st Marine Expeditionary Brigade and then Task Force 58, during Operation Enduring Freedom in southern Afghanistan. As a major general, he commanded the 1st Marine Division during the initial attack and subsequent stability operations in Iraq during Operation Iraqi Freedom.

In his first tour as a lieutenant general, he commanded the Marine Corps Combat Development Command and served as the deputy commandant for combat development. He also commanded the I Marine Expeditionary Force and served as the commander of U.S. Marine Forces Central Command. Previous to this assignment, he served as both NATO's Supreme Allied Commander Transformation from 2007-2009 and as commander, U.S. Joint Forces Command from 2007-2010.

General Mattis, a native of the Pacific Northwest, graduated from Central Washington State University in 1972. He is also a graduate of the Amphibious Warfare School, Marine Corps Command and Staff College, and the National War College.



**Mr. Guy Kawasaki**  
**Co-founder of Alltop.com and**  
**Founding Partner at Garage Technology Ventures**

Guy Kawasaki is the author of *Enchantment: The Art of Changing Hearts, Minds, and Actions*. He is also the co-founder of Alltop.com, an “online magazine rack” of popular topics on the web, and a founding partner at Garage Technology Ventures. He is also a columnist for the Open Forum of American Express. Previously, he was the chief evangelist of Apple.

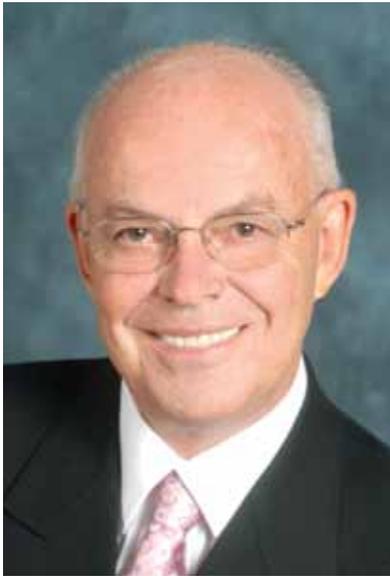
In addition to *Enchantment*, Mr. Kawasaki is the author of nine other books, including *Reality Check*, *The Art of the Start*, *Rules for Revolutionaries*, *How to Drive Your Competition Crazy*, *Selling the Dream*, and *The Macintosh Way*.

Guy Kawasaki has a B.A. from Stanford University and an MBA from UCLA as well as an honorary doctorate from Babson College.

Of his time with Apple Computer Inc., Mr. Kawasaki says, “When I saw what a Macintosh could do, the clouds parted and the angels started singing. For four years I evangelized Macintosh to software and hardware developers and led the charge against worldwide domination by IBM. I also met my wife Beth at Apple during this timeframe—Apple has been very good to me. Around 1987, my job with Apple was done. Macintosh had plenty of software by then, so I left to start a Macintosh database company called ACIUS. It published a product called 4th Dimension. I did this for two years and then left to pursue my bliss of writing, speaking, and consulting.”

Mr. Kawasaki's in-depth knowledge of the high-tech industry combined with his years of management experience enables him to address a wide range of audiences. His particular strength is the ability to quickly understand diverse industries and incorporate his pre-existing knowledge into a highly relevant and customized speech. He routinely gets rave reviews from clients including trade associations, packaged goods companies, service providers, insurance companies, educational institutions, and technology companies. He has spoken for organizations including Nike, Audi, Wal-Mart, Sprint, Hewlett-Packard, IBM, Saturn, Stanford University, TIE, Calgary Flames, The Body Shop, MIT, Forbes, and Aveda.





## Mr. Howard Putnam

### Former CEO of Southwest Airlines

Howard Putnam's ultimate objective is "bottom line improvement." He believes that cultures that place "people" as their #1 priority have the greatest long-term impact and success.

He is the former CEO of the highly successful Southwest Airlines whose foundation and culture placed people first. Later, when recruited to be the CEO of failing Braniff International, he was the first CEO to successfully restructure a major airline into, through, and out of Chapter 11. Earlier he spent over 20 years with United Airlines, his final position being Group VP of Marketing.

He has been an entrepreneur and has served as a director of several startup technology companies. He is an author, speaker and advisor on business issues, change, leadership and ethics. HarperCollins published his first book, *"The Winds of Turbulence."* Harvard University wrote a case study on his Braniff experiences, *"The Ethics of Bankruptcy."* He has an MBA in marketing from the University of Chicago and attended Harvard's Advanced Management Program.

Howard grew up on an Iowa farm and learned to fly out of a pasture. His wife, Krista, is a native of Ohio and a former flight attendant. Their son, Mike, is an airline Captain based in Charlotte, and daughter, Sue, is in public relations and advertising in Reno. Howard and Krista live in the mountains near Reno and Lake Tahoe.



**Ms. Lynette Lewis**  
**Author, Corporate Speaker and Consultant, and**  
**Founder of StopChildTraffickingNow.org**



Lynette Lewis has been inspiring men and women on issues of vision and purpose for over 20 years. She travels extensively, addressing audiences from 30 to 15,000 on topics including, “*The Power of Purpose*,” “*Building Personal Brand and Eminence*,” and many more. She is one of John C. Maxwell’s Maximum Impact Speakers.

A frequent panelist and often-quoted expert on career development, marketing, and branding, Lynette’s eclectic 28-year career has taken her from PR and fundraising at a major university to the senior marketing leader for the National Women’s Initiative at Deloitte & Touche in New York City. She worked with some of the firm’s largest client teams including GE, Pfizer, Johnson & Johnson, and others.

Her popular book, *Climbing the Ladder in Stilettos*, has been published in several languages receiving recognition from numerous sources including *The Wall Street Journal*, *The New York Post*, and *The Dallas Morning News*. Lynette has appeared frequently on radio and television programs including *The Today Show* and *Martha Stewart Living Radio*.

A passionate advocate for vulnerable children, she is the founder of StopChildTraffickingNow.org and the visionary behind its annual walks in several countries, 45 cities, and on 80 college campuses nationwide. A graduate of Oral Roberts University, she now serves on its Board of Trustees.

Lynette is founder and host of the annual PureLife women’s conference in New York City, drawing hundreds of women from the U.S. and abroad.

She and her husband, Ron Lewis, live in New York City and Cary, North Carolina. They have four grown sons.





**Captain Mark H. Adamshick, USN (Ret.)  
Class of 1969 Chair for the Study of Officership at  
the Simon Center for the Professional  
Military Ethic, U.S. Military Academy**

Captain Mark Adamshick, USN (Ret.), is the Class of 1969 Chair for the Study of Officership at the Simon Center for the Professional Military Ethic, United States Military Academy, West Point, NY. From 2007 to 2011 he was the Director, Division of Leadership Education and Development and senior military professor of leadership and ethics at the United States Naval Academy.

A graduate of the Naval Academy class of 1981, he was a commissioned officer in the United States Navy for thirty years. He is a resident of Cornwall-On-Hudson, NY, along with his wife and three children.

Captain Adamshick is a Naval Flight Officer and Naval Test Pilot School graduate (Class 93) and has accumulated over 3000 flight hours in over 25 different aircraft. A “TOPGUN” graduate, he has over 1000 carrier arrested landings in fighter aircraft and has flown over 100 combat missions over Libya, Iraq, Afghanistan and the former Yugoslavia. He has commanded an F-14D “Tomcat” squadron (VF-213) and an F-18E/F “Super Hornet” squadron (VFA-122) and was the operations officer of the nuclear powered aircraft carrier USS Theodore Roosevelt CVN-70. He has served in a variety of high level staff positions including the deputy flag officer assignment officer to the Chief of Naval Personnel and the head aviation warfare policy officer to the Chief of Naval Operations in the Pentagon.

Captain Adamshick has a master's degree in public administration from the Harvard Kennedy School of Government and earned his Ph.D. in policy studies, specializing in management, finance and leadership, from the University of Maryland, School of Public Policy.



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



Colonel Athens is the Director of the U.S. Naval Academy's Vice Admiral James B. Stockdale Center for Ethical Leadership and a member of the Academy's Senior Leadership Team.

Colonel Athens retired from the Marine Corps in July 2008 with over 30 years of combined active duty and reserve service. As a Marine Officer, he commanded units in the 3rd and 4th Marine Aircraft Wings, served with the U.S. Space Command and instructed at Marine Aviation Weapons and Tactics Squadron 1, the Marine Corps' equivalent of the Navy's Top Gun School. Additionally, he was a White House Fellow under President Ronald Reagan, the Special Assistant to the NASA Administrator following the Space Shuttle Challenger accident, the Executive Director of OCF, a worldwide non-profit organization helping military personnel integrate their faith and profession, the Commandant of the United States Merchant Marine Academy, and the Naval Academy's first Distinguished Military Professor of Leadership.

Aside from his professional responsibilities, Colonel Athens has been a volunteer lacrosse coach at the high school and collegiate levels and the *Washington Post* recognized him as their High School Coach of the Year.

Colonel Athens holds a bachelor's degree in operations research from the Naval Academy where he lettered in lacrosse and served as the Brigade Commander, the senior ranking midshipman at the Academy. He also earned masters' degrees from the Naval Postgraduate School and the Army's School of Advanced Military Studies. He is married to the former Mistina Root of Williamsburg, Virginia, and they have 10 children.



# Topics of the 2012 Panel Discussions

## ***Panel One: Trailblazing: What is Visionary Leadership?***

A visionary leader operates on unbroken ground, trailblazing through uncharted territory. This panel will explore what defines visionary leadership. Can one develop the ability to provide visionary leadership and how does this differ from traditional leadership and management in an organization? An innovative and original vision cannot rely on instructions or contingency plans to function because examples do not exist. Visionary leaders must set the precedent for how they operate as the first in their field. How does one muster the strength to defend the validity or merit of the vision? How can a visionary leader reconcile the creativity of the vision with the requirements of one's job?

## ***Panel Two: Navigating: Leading Through Vision***

Visionary leadership requires resolute confidence from the leader in both the vision and one's ability to accomplish it. This panel will explore the most important methods and application of visionary leadership. In disseminating the vision to an organization, what methods of communication can be employed by the visionary leader to articulate the concepts and ideas? As the visionary leader begins to chart his course towards vision realization, how does one overcome adversity or opposition? In what ways can the visionary leader inspire and empower his subordinates to come up with creative and innovative solutions?

## ***Panel Three: Charting the Course: Visionary Leadership in the Future***

In our rapidly changing world, improved communications, technology, and the globalization of organizations have created new cultural and ethnic barriers. This predicament forces the leader to convey a message that can transcend these boundaries while upholding the vision as the main focal point. This panel will explore how visionary leaders tackle the most significant challenges that exist today and in the future. Should a leader have to compromise his original vision to satisfy the interests of the organization or internal interest groups? In what ways can visionary leaders utilize modern technology to disseminate their vision more effectively? What are the most significant challenges to visionary leadership in the future?



## Leadership Conference Panel Discussion 1—*Trailblazing: What is Visionary Leadership?*

Moderator: *Dr. Joseph A. Thomas, USNA Class of 1961 Chair and Distinguished Professor of Leadership Education*

### *Mr. Herman Boone*

In 1971, Herman Boone faced the challenge of a lifetime, and his inspirational story was captured in the Disney film *Remember the Titans* starring Academy Award-winner Denzel Washington. In 1971, racial tensions ran high in Alexandria, VA, as three schools were newly integrated to form the T.C. Williams High School. It was from this union that the Titan football team was created. The former rivalries between the schools coupled with the strain between the black and white players resulted in a team that was far from united. Tensions only escalated when Boone, assistant coach of the former T.C. Williams High School, was named head coach of the Titans, passing over Bill Yoast, the local favorite and successful head coach of the former white Hammond High. Remarkably, the two coaches were able to put aside their prejudices, and in doing so they unified their players to form a team whose common vision was to respect each other and win football games. At the same time, through the game of football, Boone and Yoast were able to help their small Virginian community put aside their intolerance and join together to support their children. The Titans became one of the best teams in Virginia, compiling a 13-0 record and went on to win the state championship. Boone is now retired but continues to motivate and inspire audiences with presentations on respect, teamwork, community involvement and importance of character, among others.



### *Lieutenant Colonel Julie L. Nethercot, USMC*

Lieutenant Colonel Julie Nethercot was commissioned in May of 1993 after graduating from Midland University with a bachelor of science degree in biology and natural science. Her operational tours include: 1995-1997: Marine Wing Communications Squadron-28 as a Platoon Commander, Company Executive Officer and Company Commander; 1997-2000: The Basic School as a Tactics Instructor. She served as a Staff Platoon Commander for three companies and then took command of Mike Company; 2001-2004: Company Commander for 8th Communication Battalion in Camp Lejuene. Her battalion was deployed to Helmand Province, Afghanistan for a year. Schools include: Weapons and Tactics Instructor Course, Command and Control Systems School, Naval Command and Staff College and the Maritime Advanced Warfighting School. She holds a master of arts degree in National Security and Strategic Studies from the Naval War College. Personal decorations include: the Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal (Gold star in lieu of second award), Navy and Marine Corps Commendation Medal (Gold stars in lieu of fourth award) and the Navy Achievement Medal. She was the recipient of the 2010 Major Megan McClung award for Visionary Leadership.



### *Dr. Albert C. Pierce*

Dr. Pierce is the first Director of the Institute for National Security Ethics and Leadership, established in the fall of 2007 at the National Defense University (NDU) in Washington, D.C. Starting in August 1998, he served as the founding director of the Center for the Study of Professional Military Ethics (now known as the Vice Admiral James B. Stockdale Center for Ethical Leadership) at the U.S. Naval Academy in Annapolis, Maryland. From February 1985 until he assumed his duties at the Naval Academy, he was Professor of Military Strategy at the National War College in Washington, D.C. Prior to joining the War College faculty, Dr. Pierce was a defense correspondent for NBC News. Before that, he was Deputy Director of the Strategic Concepts Development Center (SCDC), an in-house think tank established by Defense Secretary Casper Weinberger. He also served as Assistant to the Secretary of Defense, writing speeches, Congressional testimony, and the Fiscal Year 1982 Annual Report for Secretary Harold Brown. Before moving to the Defense Department, he was with the U.S. Arms Control and Disarmament Agency. Dr. Pierce is a *cum laude* graduate of the Catholic University of America. He holds an M.A. and a Ph.D. in political science from Tufts University. He is proud to be an Honorary Member of the U.S. Naval Academy Class of 1964.



### *Rear Admiral Ray Smith, USN (Ret.)*

Admiral Smith enlisted in the Navy in January 1962. While attending Electronic Technician A School, he was selected to the Naval Academy Prep School where he was awarded an appointment to the Naval Academy in 1963, graduating in 1967. In 1969, while serving on the USS Floyd B. Parks, DD884, he volunteered for Navy SEAL training. He graduated from BUD/S in March 1970, and served as a platoon commander in Vietnam. Between 1981 and 1983, CDR Smith served as Director of SEAL training achieving the highest graduation rate in the history of the school. He was assigned as Executive Assistant to the Assistant Secretary of Defense (ISA), Richard Armitage, USNA '67. Between 1985 and 1987, CDR Smith served as CO of SEAL Delivery Team ONE. In 1990 CAPT Smith deployed to Saudi Arabia with 350 Navy SEALs and support forces. During Operation Desert Storm, his force successfully completed 270 combat missions incurring no injuries. CAPT Smith was assigned to the Chief of Naval Operations Strategic Studies Group. Between 1992 and 1996, Admiral Smith commanded the entire SEAL force of 2300. In 1996, he was assigned to USSOCOM as Director of Resources, and ultimately became Deputy Commander in Chief of the 47,000 US SOF forces. Admiral Smith's last assignment was at N81 on the OPNAV Staff. Admiral Smith's awards include the Defense Distinguished and Superior Service medals, five Legion of Merit awards, and the Bronze Star and Navy Commendation Medal (4 awards) with V's.



## Leadership Conference Panel Discussion 2—*Navigating: Leading Through Vision*

Moderator: Mr. Jeffrey A. Neufield, Class of 1968 Senior Military Instructor of Leadership,  
Division of Leadership Education and Development



### ***Ambassador Paula J. Dobriansky***

Ambassador Paula J. Dobriansky served as Under Secretary of State for Democracy and Global Affairs (longest serving in history) from May 2001 to January 2009. In February 2007, she was appointed the President's Special Envoy to Northern Ireland. Presently, she holds the Distinguished National Security Chair at the U.S. Naval Academy. Other government positions, during her almost 22 years of government service, include serving on the Presidentially-appointed U.S. Advisory Commission on Public Diplomacy and as Director of European and Soviet Affairs at the National Security Council, the White House. Prior to her Presidential appointments, she was Senior Vice President and Director of the Washington Office of the Council on Foreign Affairs and was the Council's first George F. Kennan Senior Fellow for Russian and Eurasian Studies. Ambassador Dobriansky received a B.S.F.S. *summa cum laude* in International Politics from Georgetown University School of Foreign Service and an M.A. and Ph.D. in Soviet political/military affairs from Harvard University. She is a Fulbright-Hays scholar, Ford and Rotary Foundation Fellow, a member of Phi Beta Kappa and a recipient of various honors, including the Secretary of State's highest honor, the Distinguished Service Medal, and high-level international recognition such as the Commander Cross of the Order of Merit of Poland, Poland's Highest Medal of Merit, Grand Cross of Commander of the Order of the Lithuanian Grand Duke Gediminas, National Order "Star of Romania", Hungary's Commander's Cross Order of Merit and Ukraine's Order of Merit. She has also received three Honorary Doctorates of Humane Letters and one Honorary Doctorate of Laws.



### ***Mr. Anson Dorrance***

Head Coach Anson Dorrance is in his 33rd season as the Tar Heels' women's soccer head coach. His teams have an all-time record of 728-44-26 (.929). Under Dorrance, UNC has won 20 NCAA Tournament championships, one AIAW National Tournament championship, 20 ACC regular-season championships, 20 ACC Tournament championships, appeared in 30 NCAA Tournaments and advanced to 25 of the previous 30 NCAA College Cups. During his tenure, Dorrance's teams are 153-15-5 (.899) in ACC regular-season games, 58-1-4 (.952) in ACC Tournament matches and 110-8-2 (.928) in NCAA Tournament games. UNC is 308-17-8 in home games in its history and 419-27-17 in games played on the road and at neutral sites. Under Dorrance, UNC has won 92.9 percent of its games overall, 89.9 percent of its ACC regular season games, 95.2 percent of its ACC Tournament games, 92.8 percent of its NCAA Tournament games, 93.7 percent of its home games and 92.3 percent of its road and neutral site games. In 798 games, the Tar Heels have outscored their opponents 3,125 to 398, a margin of 2,727 goals.



### ***Brigadier General Thomas V. Draude, USMC (Ret.)***

Brigadier General Tom Draude served in the United States Marine Corps for 30-1/2 years, retiring on 1 January 1993. His career included serving three times in Vietnam as an infantry platoon and company commander, and as an advisor to the Vietnamese Marines. He served as the Assistant Division Commander of the First Marine Division during Desert Shield and Desert Storm; he also was responsible for the Marine deception operations in the combat theatre. He retired as the Director of Public Affairs for the Marine Corps and served on the Presidential Commission on the Assignment of Women in the Armed Forces. He received two Distinguished Service Medals and ten personal awards for combat, including two Silver Star Medals and the Purple Heart Medal. Today, General Draude serves as the President and Chief Executive Officer of the Marine Corps University Foundation and the General Robert H. Barrow Distinguished Chair of Military Studies at the Marine Corps University. General Draude joined the Foundation in September 2004 and teaches an elective course at the Marine Corps Command and Staff College in Information Operations. General Draude graduated with distinction from the United States Naval Academy. He was awarded a Master's degree in Military Arts and Sciences and was an honor graduate of the U.S. Army Command and General Staff College. He is also a graduate of the National War College.



### ***Rear Admiral Robert Smith III, USN (Ret.)***

Robert Smith III was born in Dallas, Texas, on October 18, 1939. He received his bachelor of science degree in agricultural economics from Texas A&M University in 1961 and is a graduate of the School of Banking of the South at Louisiana State University. He also attended the John F. Kennedy School of Government at Harvard University, completing studies in national and international security. Admiral Smith was selected and attended the United States Naval War College, Newport, Rhode Island, and completed the junior and senior level command and staff courses. He participated in numerous other assignments in both the Pacific and Atlantic Fleets, including assignments on the Navy Staff in Washington, D.C. Admiral Smith was selected a Rear Admiral (lower half) in December 1987 and earned his second star in June 1991. He retired from the Navy on November 1, 1996 as chief of staff to Commander, U.S. Pacific Fleet, Pearl Harbor, Hawaii following almost 35 years of continuous service. Mr. Smith was employed by the Federal Reserve Bank in 1968 and worked in the Research, Loan, and Bank Services departments prior to his promotion to Public Information Officer and Assistant Secretary of the Board on January 1, 1971. He was promoted to Assistant Vice President on January 1, 1974, and to Senior Vice President on January 1, 1987 until April, 2011.

## Leadership Conference Panel Discussion 3—*Charting the Course: Visionary Leadership in the Future*

*Moderator: Dr. W. Brad Johnson, Professor of Psychology, Division of Leadership Education and Development*

### *Mr. Charles T. "Tom" Burbage*

Charles T. Burbage is executive vice president of Lockheed Martin Aeronautics Company and general manager of F-35 Lightning II Program Integration. He is responsible for ensuring that all requirements are fulfilled for the program's United States and international customers as well as its industrial partners around the world. Mr. Burbage received a bachelor's degree in aerospace engineering from the U.S. Naval Academy and holds master's degrees in aeronautical systems from the University of West Florida and Business Administration from UCLA. From 1969 to 1980, Mr. Burbage served on active duty in the U.S. Navy. He completed the Navy Test Pilot School in 1975 and has more than 3,000 hours in 38 types of military aircraft. He retired as a captain in the Naval Reserve in 1994. Mr. Burbage joined the then-Lockheed Corporation in 1980 in Business Development. Over the past 32 years, Mr. Burbage has played a key role in the management, operations and development of naval aircraft, including the C-130J Super Hercules Airlifter, the C-5 Galaxy Strategic Airlifter, the F-22-derived AFX strike aircraft, the F-22 Raptor air dominance fighter, and currently, the F-35 Joint Strike Fighter. Mr. Burbage has received numerous industry awards, including the inaugural U.S. Naval Academy/Harvard Business Review Award for Ethical Leadership in 2007; the 2006 Society of Automotive Engineers Leadership in Aerospace Award; the Donald C. Burnham Award from the Society of Manufacturing Engineers, Silver Knight Award from the National Management Association, three *Aviation Week Magazine* Laurels Awards and the Aerospace Industry Personality of the Year for 2002. He is a member of the Society of Experimental Test Pilots and is a Fellow of the Royal Aeronautical Society in the United Kingdom.



### *Vice Admiral Joseph W. Dyer, USN (Ret.)*

Joe Dyer oversees operations at iRobot. Previously, he served as president of the Government and Industrial Robots division. Dyer came to iRobot in 2003 from a career in the U.S. Navy. He last served as the commander of the Naval Air Systems Command, where he was responsible for research, development, test and evaluation, engineering and logistics for naval aircraft, air launched weapons and sensors. Dyer's naval career also included positions as naval aviation's chief engineer, commander of the Naval Air Warfare Center, Aircraft Division and F/A-18 program manager. Earlier in his career, he served as the Navy's chief test pilot. Dyer holds a bachelor's degree in chemical engineering from North Carolina State University and a master's degree in finance from the Naval Postgraduate School in Monterey, California. He is an elected fellow in the Society of Experimental Test Pilots and the National Academy of Public Administration. Dyer chairs NASA's Aerospace Safety Advisory Panel.



### *Ms. Catherine Clark Mosbacher*

After working as an attorney, public affairs consultant, and community volunteer, Catherine Clark Mosbacher joined the Center for Houston's Future as President and CEO in October, 2008. Before coming to the Center, Catherine served as Board Chair of the Texas Department of Protective and Regulatory Services in Austin (child and adult protective services, child care licensing, and prevention and intervention). She served as an Adjunct Professor at the University of Houston Law Center for eight years. She is the founder of BEAR, Be a Resource for CPS Kids, a nonprofit that provides help and hope to abused and neglected children. Catherine was Legislative Counsel to Texas Eastern Corporation in Houston and Assistant Counsel to the United States Senate Legislative Counsel in Washington, D.C. She is a member of the Bar of the District of Columbia, and the Bar of Texas. Catherine has served on numerous nonprofit boards, including the Houston Area Women's Center, St. Luke's Health Charities, Houston Metropolitan YMCA, and The Alley Theatre. She is a graduate of the Center for Houston's Future Leadership Forum, Senior Fellow of the American Leadership Forum, and a former trustee of St. John's School. Honors include the Depelchin Award for Community Leadership, the Anti-Defamation League's Torch of Liberty Award, and the Center for Public Policy Priorities Legacy Award.



### *Lieutenant General John F. Sattler, USMC (Ret.)*

Lieutenant General John F. Sattler earned a bachelor of science degree in economics from the U.S. Naval Academy in 1971. He graduated with honors from the Marine Corps Amphibious Warfare School, the Marine Corps Command and Staff College, and the Industrial College of the Armed Forces. LtGen Sattler served as the Director of Strategic Plans and Policy (J5) the Joint Staff from September 2006 until his retirement in August 2008. Prior to joining the Joint Staff, he was the Commanding General of the First Marine Expeditionary Force and Commander, Marine Corps Forces Central Command from September 2004 to August 2006. Prior to Commanding I MEF, he was the Director of Operations (J3) for Central Command from August 2003 to July 2004. In November 2002, he commanded the initial Combined Joint Task Force-Horn of Africa and established the headquarters in the country of Djibouti. He commanded the Second Marine Division, Camp Lejeune, N.C. prior to sailing to the Horn of Africa. In addition to the normal tours as a junior infantry officer, LtGen Sattler served three years as an acquisition officer and four years as the Marine Corps Congressional Liaison Officer to the House of Representatives. Since his retirement in August 2008, LtGen Sattler spent over 200 days each year as a senior mentor with both the Marine Corps and Joint Forces Command. In this capacity he taught and coached Commanders, their staffs and students across the United States and around the world. He left the mentoring program in November 2010. He brings 37 plus years of Marine Corps experience in leadership, command and staff positions, jointness, interagency coordination, strategic planning, congressional liaison, strategic communication and team building.



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