

U.S. NAVAL ACADEMY LEADERSHIP CONFERENCE

COURAGEOUS LEADERSHIP: BOLD ACTION IN THE FACE OF ADVERSITY



USNA L C 2013

**January 27-30, 2013
Annapolis, Maryland**

This Year's Conference is Dedicated to the Memory of Rear Admiral Robert Waring McNitt, USN (Ret.)



*"All we have of freedom, all we use
or know—This our fathers bought
for us long and long ago."*

By Rudyard Kipling



Rear Admiral Robert Waring McNitt, USN (Ret.), died on 12 August 2012 in Annapolis, MD. He was 97 years old. "Bob" McNitt was born on 29 July 1915 to Robert Joseph and Dora Waring McNitt in Perth Amboy, NJ. He entered the Naval Academy from Perth Amboy High School and graduated in 1938.

After a year aboard the heavy cruiser Chicago (CA-29) and three years as chief engineer of the destroyer Rhind (DD-404), he completed five successful World War II war patrols as executive officer of the submarine Barb (SS-220), receiving two Silver Star medals. After obtaining an MS in mechanical engineering at the Massachusetts Institute of Technology, he served as gunnery officer in the aircraft carrier Midway (CVB-41) and helped design the Navy's first underwater atomic weapon at the Naval Ordnance Laboratory. Commands at sea thereafter included the destroyer Taylor (DDE-468) during the Korean War, Destroyer Division 322 and Destroyer Squadron 25. Shore assignments included the Bureau of Ordnance Research Division, the Industrial College of the Armed Forces, Director, ASW Tactical School and the Naval Academy, where he was responsible for the academic program, led a major curriculum revision and recruited the first civilian academic dean to replace himself.

Admiral McNitt's flag officer assignments were Deputy Chief of Staff for Plans, CinC Allied Forces Mediterranean, and Commander NATO Submarines Mediterranean; Cruiser Destroyer Flotilla Four; Superintendent Naval Postgraduate School, where he was awarded the Distinguished Service Medal; and Assistant Deputy CNO (Manpower).

After his wife, Barbara MacMurray, died in 1971, he retired from active service, was appointed Dean of Admissions at the Naval Academy and in 1973, married Patricia Hicks Miller. He retired after 13 years, having twice been awarded the Distinguished Civilian Service Medal as Dean of Admissions. He was elected president of the Naval Academy Alumni Association, with responsibility for raising the money to build Alumni Hall. He was given the USNA Distinguished Graduate Award in 2003. As a member of the Class of '38 and former President, he was instrumental to the evolution of the Naval Academy's Leadership Conference—facilitating the transition from a small exchange among service academies to the international forum it is today, hosting more than 50 colleges and universities.

Rear Admiral McNitt is survived by his eight children and ten grandchildren. He will be remembered for his innovative, courageous and selfless leadership and for his lifetime of service to our country, our Naval service and the United States Naval Academy.

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 2013 Leadership Conference at the Naval Academy in Annapolis, Maryland January 27-30, 2013.

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 more than 50 military and civilian colleges across the nation.

Theme for 2013

"Courageous Leadership: Bold Action in the Face of Adversity"

In an interconnected and global marketplace of ideas, products, and services, today's government and business leaders are making difficult decisions each day affecting millions of people worldwide. In these conditions, leaders must deal with ill-defined problems, react quickly to shifting trends fueled by social media, and take bold action when clear answers are elusive. But there is a fine line between bold action and reckless risk-taking. Our political, military, and economic leaders are confronted with extraordinary challenges, yet some manage to create opportunity out of hardship. Leading is difficult even when conditions are favorable, but in strong winds and heavy seas, how do leaders weather the storm to overcome adversity? How does a leader inspire rebirth and rejuvenate an organization that is waning? When and how do leaders take the big risk and be the catalyst for change within an organization?

2013 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
Boston NROTC Consortium — Boston University,
Harvard, Massachusetts Institute of Technology,
Tufts University
California NROTC Consortium — University
of Southern California, University of California
at Los Angeles
The Citadel, Krause Center for Leadership and Ethics
Maine Maritime Academy
Marquette University ROTC
North Carolina NROTC Consortium — Duke
University, North Carolina State, University of
North Carolina at Chapel Hill
Norwich University
Pennsylvania State University ROTC
Princeton University ROTC
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
Boston College, Jenks Leadership Program
Bucknell University
Case Western Reserve University
Catholic University
Christopher Newport University
Colgate University
College of the Ozarks
College of the Holy Cross
Cornell University
Delaware State University
Georgia Institute of Technology
Hampton University
Hiram College
Lafayette College
Lehigh University
Marietta College
Massachusetts Institute of Technology, Gordon
Engineering Leadership Program
Pennsylvania State University Schreyer Honors College
Pennsylvania State University Engineering Leadership
Program
Rensselaer Polytechnic Institute
Siena College
Southern Methodist University
Southern Methodist University Hart Leadership Program
Stanford University
Tufts University
University of Illinois at Urbana-Champaign
University of Maryland
University of Michigan, Gerald R. Ford School of
Public Policy
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



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*, *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 2013

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

DIVISION OF LEADERSHIP EDUCATION AND DEVELOPMENT

Captain Steve Trainor, USN, Director, Leadership Education and Development

Commander Wesley Huey, USN, Chair, Leader Development and Research

Commander Kevin Haney, USN (Ret.), Faculty Advisor

Lieutenant Commander Kelly Welsh, USN, Conference Coordinator

Lieutenant Walter Point, USN, Conference Assistant Coordinator

Midshipman 1/C Daphne Williams—Conference Chair

Midshipman 1/C Troy Trauber—Conference Vice Chair

Midshipman 1/C Caroline Lopez—Operations Officer

Midshipman 1/C Brittany Fruin—Logistics Officer

Midshipman 1/C Michael DeLong—Curriculum Officer

Midshipman 1/C Charlotte Hauser—Speaker Officer

Midshipman 1/C Chloe Staab—Schools Officer

Midshipman 1/C Sean Sweeney—Technology Officer

U.S. NAVAL ACADEMY · Annapolis, Maryland

Sponsors of the Leadership Conference 2013

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 Board of Trustees, 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 2013

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 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 Chairman; 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 - (Former Chairman, Compensation Committee; member, Audit Committee)
(WordPerfect Corporation sold to Novell, Inc.)
- Center for Strategic & International Studies, Washington D.C. (CSIS) Board of Trustees (Member, Executive Committee; Chairman, Real Estate Committee)
- SICPA Industries of America, Inc.
- 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
- Tate Lecture Series Board (Former Chairman);
- Dedman School of Law and Cox School of Business Executive Boards
- Hart Global Leaders Forum Board
- Hart Center for Engineering Leadership 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)
- Woodall Rogers Park Foundation Board
- 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

SUNDAY, JANUARY 27

0730-0800	Shuttle from Airport to Loews Hotel	Loews Hotel
1500-1900	Conference Registration	Loews Hotel Lobby
1800-2000	Conference Reception, Small Group Icebreaker and Interaction Exercise	Loews Hotel Banquet Room

MONDAY, JANUARY 28

0600-0745	Breakfast	Loews Hotel Dining Area
0730-0800	Shuttle from Loews Hotel to USNA	Loews Hotel Lobby
0830-0845	Opening Remarks <i>Vice Admiral Michael H. Miller, USN, Superintendent, U.S. Naval Academy</i>	Mahan Hall
0845-0900	Conference Dedication <i>Mr. Milledge A. "Mitch" Hart III, Chairman, Hart Group, Inc.</i>	Mahan Hall
0900-1000	Opening Keynote Speaker <i>The Honorable Louis J. Freeh, Former Director of FBI from 1993-2001; Partner, Pepper Hamilton LLP</i>	Mahan Hall
1000-1015	Break	Mahan Hall Lobby
1015-1145	Panel Discussion 1—Crisis Leadership: At the Helm in Heavy Seas <i>Moderator: Colonel Arthur J. Athens, USMCR (Ret.), Director, Vice Admiral James B. Stockdale Center for Ethical Leadership, U.S. Naval Academy</i> <i>Panelists: Ms. Anuradha Bhagwati, Executive Director and Co-Founder of Service Women's Action Network</i> <i>Major Russell Lewis, British Army, Parachute Regiment, Author of Company Commander</i> <i>Mr. Jonathan D. Messinger, Creator, Inventor and Writer; Former Executive Manager of Exxon during 1989 Exxon Valdez Oil Spill</i> <i>Mr. Benjamin Sliney, FAA National Operations Manager stepped into role on 9/11; Partner, Leventhal, Sliney and Mullaney, LLP</i>	Mahan Hall
1145-1200	Transit from Mahan Hall to King Hall	
1200-1245	Lunch	King Hall
1245-1400	Yard Tours Midshipmen Store Visit	Midshipman Store
1400-1530	Breakout Session 1 (<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 Loews Hotel	Main Chapel
1630-1730	Break	
1730-1800	Shuttle from Loews Hotel to USNA	Loews Hotel Lobby
1800-1910	Dinner (<i>Students, Faculty, Staff and Guests</i>)	Naval Academy Club
1910-1915	Transit from Naval Academy Club to Alumni Hall	
1915	Seated in Alumni Hall	
1930-2030	Brigade Forrestal Lecture <i>Coach Dale Brown, Author, Motivational Speaker and Retired Hall of Fame Basketball Coach, Louisiana State University</i>	Alumni Hall
2030-2130	Reception (<i>Visiting Students and Faculty and Designated Escorts</i>)	Bo Coppedge Room
2030-2200	Shuttle from USNA to Loews Hotel	Alumni Hall

TUESDAY, JANUARY 29

0600-0800	Breakfast	Loews Hotel Dining Room
0745-0815	Shuttle from Loews Hotel to USNA	Loews Hotel Lobby

SCHEDULE OF EVENTS (continued)

0845-0900	Welcoming Remarks <i>Captain Robert E. Clark II, USN, Commandant of Midshipmen, U.S. Naval Academy</i>	Mahan Hall
0900-1000	Keynote Speaker 2 <i>Ms. M. Susan Chambers, Executive Vice President, Global People Divison, Walmart Stores, Inc.</i>	Mahan Hall
1000-1015	Break	
1015-1145	Panel Discussion 2—Building a Foundation of Success on the Heels of Failure <i>Moderator: Dr. Joseph A. Thomas, USNA Class of 1961 Chair and Distinguished Professor of Leadership Education</i> <i>Panelists: Mr. Salvatore Cassano, New York City Fire Commissioner</i> <i>Lieutenant Commander Meagan Varley Flannigan, USN, F/A-18F Super Hornet Instructor Pilot, VFA-106</i> <i>Sergeant Major Carlton W. Kent, USMC (Ret.), 16th Sergeant Major of the Marine Corps, April 2007-June 2011</i> <i>Colonel John "J.V." Venable, USAF (Ret.), Former Commander USAF Thunderbirds, Cancer Survivor</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	Breakout Session 2 (<i>Visiting Students and Faculty and Designated Escorts</i>)	Bo Coppedge Room
1415-1430	Transit from Bo Coppedge Room to Mahan Hall	
1430-1530	Keynote Speaker 3 <i>Mr. Ronald Spears, Senior Executive Vice President-Executive Operations, AT&T</i>	Mahan Hall
1530-1545	Break	Mahan Hall Lobby
1545-1700	Panel Discussion 3—Eluding Failure, The Catalyst for Change <i>Moderator: Dr. W. Brad Johnson, Professor of Psychology, Division of Leadership Education and Development</i> <i>Panelists: Dr. Rodrigo Canales, Assistant Professor of Organizational Behavior, Yale University</i> <i>Mr. David Gardner, Co-Founder and Advisor of the Motley Fool, a Multimedia Financial Services Company</i> <i>Mr. Craig Malloy, CEO of Bloomfire, a Communication and Knowledge Sharing Company</i> <i>Lieutenant Colonel John Nagl, USA (Ret.), PhD, Minerva Research Fellow, U.S. Naval Academy, and Author</i>	Mahan Hall
1700-1730	Shuttle from USNA to Loews Hotel	Alumni Hall
1730-1830	Break	
1830-1900	Shuttle from Loews Hotel to Restaurant	Loews Hotel Lobby
1900-2100	Dinner (<i>Uniform: business casual for all hands</i>)	Buddy's Crabs & Ribs
1930-2030	Dinner Speaker <i>Lieutenant Bradley Snyder, USN, Wounded Warrior, Paralympian and Gold Medalist Swimmer</i>	Buddy's Crabs & Ribs

WEDNESDAY, JANUARY 30

0600-0745	Breakfast and Checkout	Loews Hotel Dining Area
0745-0815	Shuttle from Loews Hotel to USNA (<i>bring luggage if necessary</i>)	Loews Hotel Lobby
0830-1000	Breakout Session 3 (<i>Visiting Students and Faculty and Designated Escorts</i>)	Bo Coppedge Room
1000-1015	Transit from Bo Coppedge Room to Mahan Hall	
1015-1115	Final Conference Speaker <i>Lieutenant General John F. Sattler, USMC (Ret.), Distinguished Leadership Chair, Vice Admiral Stockdale Center for Ethical Leadership</i>	Mahan Hall
1115-1200	Closing Remarks	Mahan Hall
1200-TBD	Shuttle from USNA to Airport/Train Station	Alumni Hall Lobby



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-Leftwich 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-Leftwich 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 Dablgren 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

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.

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.

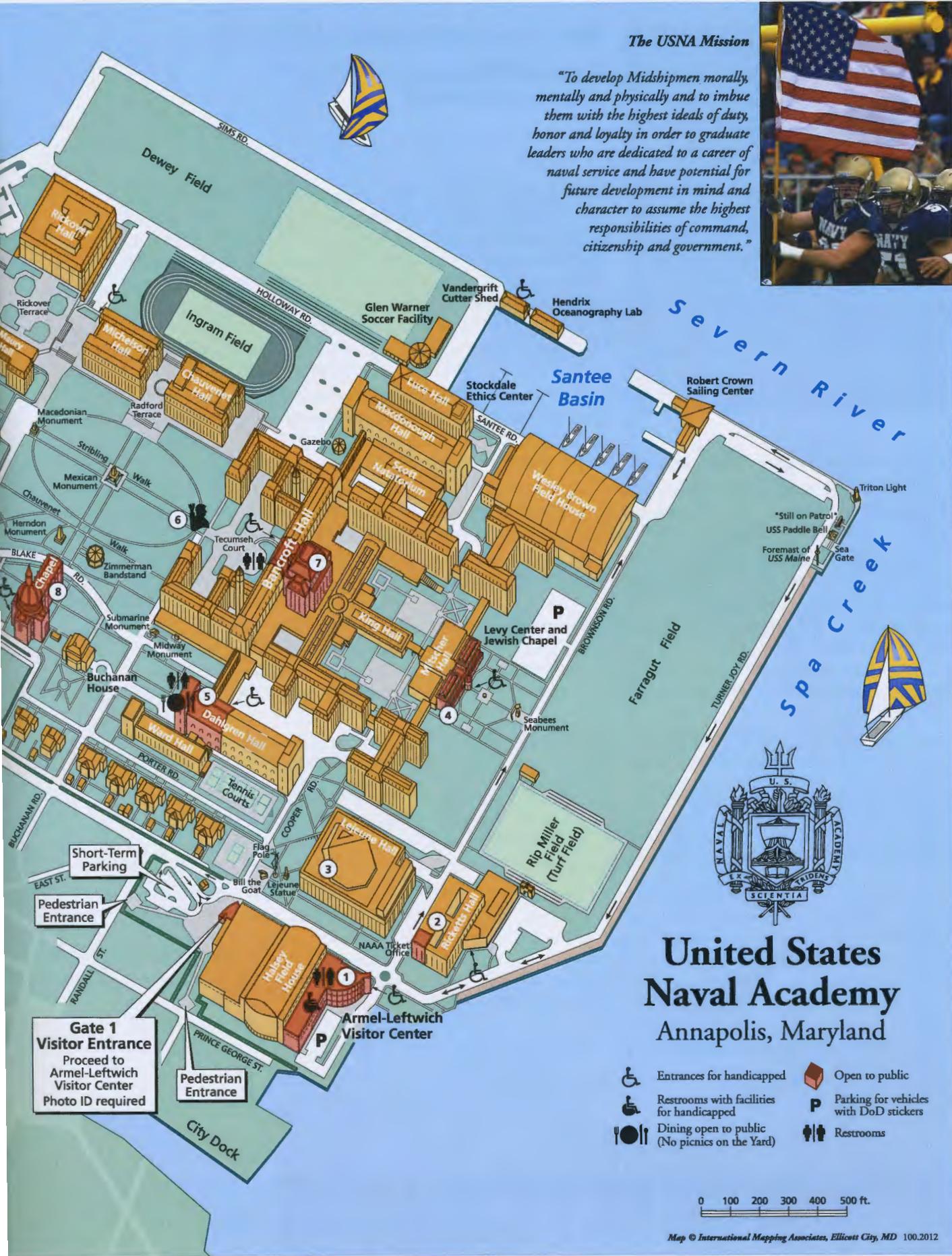
10 Leamy Hall

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.



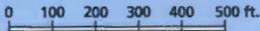
The USNA Mission

"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 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.

USNALC2013

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.

USNA LC 2013



Coach Dale Brown
Author, Motivational Speaker and
Retired Hall of Fame Basketball Coach
Louisiana State University

When Dale Brown arrived in Baton Rouge, Louisiana in March, 1972, he arrived with a dream that was perceived by many who knew the Louisiana State University basketball program as impossible. The dream was to make basketball a fan favorite in Tiger Country and to make it a nationally respected program as well.

Dale Brown's straightforward, determined approach, combined with his knowledge of the game, excellent recruiting skills, and his positive philosophy made his dream a reality. Equally amazing was his 25-year career as the Tiger's head coach. He is the winningest coach in LSU basketball history and the second winningest coach in SEC history. 104 of 160 of Coach Brown's players received their college degrees and those that attended LSU for four years had a graduation rate of 84%.

He began his coaching career as a high school coach in North Dakota where he coached basketball, wrestling, football and track and field. He was an assistant coach at Utah State for five years and one year at Washington State before becoming the head coach at LSU in 1972.

In high school in North Dakota, Coach Brown was the state's leading scorer in basketball and set the school record in the 440 yard dash.

Coach Brown earned 12 letters in basketball, football and track at Minot State University, making him the school's only athlete to achieve that goal. In 1957, he received a B.S. degree from Minot State University, and in 1964, he received a M.S. degree from the University of Oregon.

Coach Brown is a member of the North Dakota and Louisiana Sports Hall of Fame and the North Dakota and Louisiana Basketball Coaches Hall of Fame. The SEC honored Coach Brown by inducting him as an SEC Living Legend.

Coach Brown was a basketball coach for 44 years and now is a motivational speaker and author.

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**The Honorable Louis J. Freeh
Partner, Pepper Hamilton LLP, and
Chairman of Freeh Group
International Solutions, LLC**

The Honorable Louis Freeh, age 62, is a Partner at Pepper Hamilton LLP, a law firm. Mr. Freeh is Chairman of Freeh Group International Solutions, LLC, a consulting firm. Mr. Freeh served as Vice Chairman, General Counsel, Corporate Secretary and Ethics Officer to MBNA Corporation, a bank holding company. He served as FBI Director from 1993 to 2001 and previously as a U.S. District Judge, Assistant U.S. Attorney and FBI Special Agent. Mr. Freeh also served as a U.S. JAG Corps Army Officer.

He currently serves as court-appointed monitor for Daimler AG, Chapter 11 Bankruptcy Trustee for MF Global Holdings Ltd. and an advisor to Millennium Partners, L.P. Mr. Freeh is also a board member of the U.S. Naval Academy Foundation.



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Ms. M. Susan Chambers
Executive Vice President
Global People Division
Walmart Stores, Inc.

With over 26 years of experience in the manufacturing and retailing industries, M. Susan Chambers serves as the executive vice president of the Global People Division for Wal-Mart Stores, Inc. (Walmart). She is responsible for managing, attracting and retaining the nation's largest private workforce.

Susan worked for 14 years with Hallmark Cards, Inc. where she was the director of applications development before joining Walmart in 1999. She trained for six months in the field as a store and club manager before advancing to senior positions across multiple corporate functions, starting in the information systems division. There she served as a vice president for applications and development merchandising and then as senior vice president of risk and benefits. She was promoted to the role of executive vice president of risk management and benefits administration, with additional responsibilities for global security and aviation. In 2006, Susan was promoted to her current position as executive vice president of the Global People Division. She reports directly to President and CEO Mike Duke.

Today, Susan oversees compensation, recruiting, development and retention initiatives as well as benefits and communications for more than 2 million Walmart associates worldwide. Additionally, her responsibilities include human resource technology, culture, and regulatory issues. She is also responsible for Walmart's Global Diversity Office. Five years in a row she was named to Fortune magazine's list of the "50 Most Powerful Women in Business."

Susan's role at Walmart also extends beyond traditional human resources responsibilities. Her position at one of the world's largest private employers allows her the opportunity to be involved in multiple arenas, including workforce development and education.

Susan currently serves on the Board of Trustees at Wm Jewell College in Liberty, MO and Duke University, Board of Visitors of The Fuqua School of Business.

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Mr. Ronald E. Spears
Senior Executive Vice President
Executive Operations
AT&T Inc.



As Senior Executive Vice President, Executive Operations, Ron Spears is responsible for implementation of the One AT&T integration project, merger transition, corporate flight operations and executive support. He was appointed to his current position in September 2010.

Previously, Mr. Spears was president and chief executive officer, AT&T Business Solutions, where he was responsible for leading the company's sales, marketing and customer service operations for retail business, government and wholesale customers of AT&T worldwide. AT&T Business Solutions is focused on delivering the industry's most globally consistent portfolio of networking products and services to businesses ranging from small companies to the world's leading multinational firms.

Before assuming that role, Mr. Spears was group president, Global Business Services, where he was responsible for leading sales, marketing and customer service operations for a \$34 billion business within AT&T serving mid-sized, large and global retail companies, government and wholesale customers. Other positions he has held at AT&T include executive vice president-Business Sales, where he was responsible for developing and executing AT&T's retail sales strategy across multiple market segments, and senior vice president-Signature Client Group, where he led the sales effort on behalf of AT&T's largest multinational customers.

Prior to joining AT&T in March 2002, Mr. Spears was chairman of Vaultus, Inc., which provides mobility application solutions for enterprise customers. Before that, he served as president and chief executive officer of CMGI Solutions, an enterprise-focused Internet solutions provider, and as president and chief operating officer of e.Spire Communications, an integrated communications provider.

Mr. Spears has served as corporate vice president at Citizens Utilities, where he managed the company's independent telephone company operations in 13 states. A pioneer in the competitive long distance industry, Mr. Spears managed MCI's Midwest division, where he helped create a national account sales effort that led to MCI's first sales to major corporate customers. He began his telecommunications career as a manager with AT&T Long Lines in 1978 after eight years as an officer in the U.S. Army.

Mr. Spears is a graduate of the United States Military Academy at West Point and holds a master's degree in public service from Western Kentucky University.

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Lieutenant Bradley Snyder, USN Wounded Warrior, Paralympian and Gold Medalist Swimmer

Bradley Snyder is a 2006 graduate of the U.S. Naval Academy. After graduation, he attended the Navy's Bomb Disposal School in Ft. Eglin, FL. In a career that spanned six years, he deployed to both Iraq and Afghanistan in support of OPERATION IRAQI FREEDOM and OPERATION ENDURING FREEDOM, respectively.

In the fall of 2011, while conducting combat operations in Afghanistan, Lieutenant Snyder was severely injured when he initiated an improvised land mine. He was able to quickly recover from his wounds. However, the blast permanently rendered him blind.

Lieutenant Snyder has spent the last year adjusting to his new life, and is working towards a new career in the corporate sector. As part of his transition, Lieutenant Snyder competed in the 2012 Paralympics. He swam seven events, yielding two Gold medals, and one Silver. Lieutenant Snyder currently resides in Baltimore, Maryland with his brother, where he interns with RedOwl Analytics and the COMMIT Foundation.

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**Lieutenant General John Sattler, USMC, (Ret.)
Distinguished Leadership Chair, Vice Admiral James
B. Stockdale Center for Ethical Leadership
U.S. Naval Academy**



Lieutenant General John F. Sattler earned a B.S. Degree in Economics from the United States 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. During this period, he commanded all forces in Al Anbar Province in Iraq from September 2004 through March 2005. 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 stood up and 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, NC prior to sailing to the Horn of Africa.

LtGen Sattler served in three other positions as a junior general officer. He was the assistant Division Commander, Second Marine Division from June 1997 to August 1998. He reported to the Joint Staff in September 1998 and served as the Deputy Director for Operations (Combating Terrorism) J-34 until July 2000 when he reported to Marine Corps Headquarters where he served for one year as the Director for Marine Corps Public Affairs.

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. 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 to the Team.

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 USA and around the world. He left the mentoring program in November 2010.

He was born in Monroeville, PA on 21 March 1949.

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Topics of the 2013 Panel Discussions

Panel One: Crisis Leadership: At the Helm in Heavy Seas

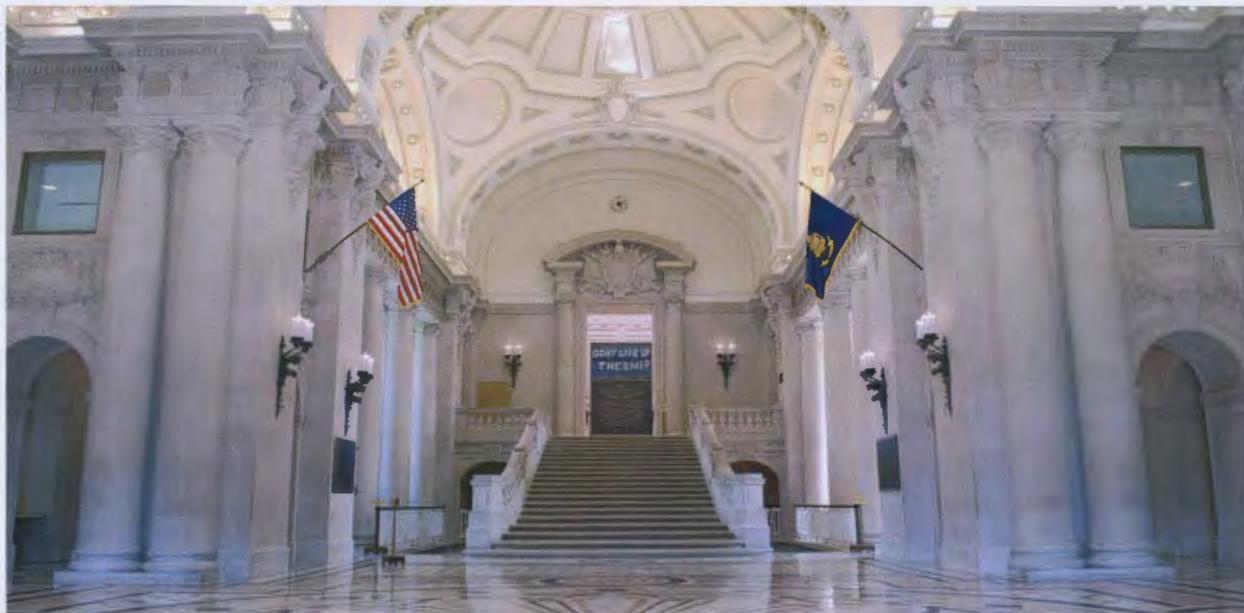
Today's leaders must be prepared to deal with crisis. In a complex and interconnected world, events and reactions in one country or region have implications worldwide. Over the past decade, the world has faced economic, political and social challenges demanding critical and decisive action from its leadership. While some leaders succumb to the circumstances and pressure surrounding adversity, others thrive—becoming stronger, bolder and in some cases, seemingly superhuman. In the chaos of crisis, how does a leader maintain order and manage resources to overcome adversity and accomplish the mission? What skills or attributes are necessary to lead during crisis? Can a leader who prospers in adverse situations anticipate hardships and preempt them, and how is it done?

Panel Two: Building a Foundation of Success on the Heels of Failure

Our world is filled with failed organizations that dissolved because organizational leaders could not overcome failure or adversity. Some of these organizations survive through the appointment of new leadership. There is great risk involved in taking command of an organization deemed unsalvageable. It takes a unique leader and convincing vision to renew vigor and revitalize an organization on the eve of destruction. What are the key components to rebuilding an organization after failure? How does a leader inspire members of an organization to remain loyal and dedicated in the aftermath of defeat? What challenges do an organization and its leadership face in this type of environment?

Panel Three: Eluding Failure, the Catalyst for Change

Our ever-changing global environment requires successful organizations to remain steps ahead of the threats to their viability, if not to their existence. These organizations are powered by leadership willing to move in a different direction from the mainstream—relying on innovation, inspiration and reinvention to evade failure altogether. But, there is great risk involved in deviating off track. When does it make sense for a leader to be a game changer versus playing it safe? How does a leader gauge whether the risk is worth the reward when deviating off course? How does a leader overcome traditional and inherent resistance to organizational change?



Leadership Conference Panel Discussion 1—Crisis Leadership: At the Helm in Heavy Seas

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

Ms. Anuradha Bhagwati

Ms. Bhagwati is the Executive Director of Service Women's Action Network (SWAN), an advocacy organization dedicated to securing equal opportunity and the freedom to serve in uniform without the threat of harassment, discrimination, intimidation or assault, and to securing exceptional health care and equal benefits for all service members, veterans, and their families. Anu is a former Marine Corps Captain and the second woman to complete the Marine Corps Martial Arts Program instructor trainer school, earning a black belt in close combat techniques. Under Anu's leadership, SWAN has inspired a national movement to end military rape, sexual assault, sexual harassment, and domestic violence, and to eliminate all barriers to equal opportunity for servicewomen. Anu has testified before Congress, advised the White House and the United Nations, and has spoken to countless audiences on challenges faced by military women, including the Combat Exclusion policy, Military Sexual Trauma, the Don't Ask, Don't Tell policy, and the VA health care and benefits system. A regular contributor to the media, Anu has been featured on *Piers Morgan Tonight*, the *CNN Situation Room*, *MSNBC*, *NBC Nightly News*, *NPR*, the *BBC*, the *New York Times*, the *Washington Post*, *Time* and *Newsweek*. Anu founded and still teaches free weekly yoga and meditation classes to veterans in New York City. She has a Bachelor of Arts in English from Yale University and a Master's of Public Policy from the Kennedy School of Government, where she focused on international human rights policy. Anu is a 2010 Petra Fellow.



Major Russell Lewis

Major Russell Lewis was commissioned into the British Army's Parachute Regiment in 1994. His operational experience includes tours of Northern Ireland, Kosovo and Iraq. In 2008 he commanded B Company, 2 PARA in Afghanistan. His company was based just outside of Sangin, where for six brutal months they fought a determined and aggressive enemy. In 2009 he was awarded a Military Cross for his leadership and gallantry. He has written the book, *Company Commander*.



Mr. Jonathan D. Messinger

Jonathan D. (J.D.) Messinger began his adult life as a fireman, and moved on to be the former CEO of Ernst & Young Consulting, Singapore. One of 37 Distinguished Graduates from the United States Naval Academy, a nuclear submarine officer, television and radio show creator, producer and host, and the Exxon executive who helped supervise the Valdez Oil spill cleanup. Nominated for the CNBC Asian CEO of the year, he was the Channel News Asia IT Person of the week, and a senior advisor to the Singapore Prime Minister, members of parliament in Great Britain, China, Brunei, Australia and Malaysia on corporate, national and industrial evolution, innovation and energy. He is the recipient of numerous corporate and national presidential awards and his position papers have been distributed to three U.S. Presidential candidates and dignitaries around the world. Mr. Messinger is the best selling author of *11 Days in May: The Conversation That Will Change Your Life* and is currently the CEO of The Messinger Group



Mr. Benjamin Sliney

Mr. Sliney graduated from Dowling College, with a B.S. in professional studies in 1974 and was graduated from St. John's University School of Law with a J.D. in 1978. He began his career with the Federal Aviation Administration in 1969 and retired in 2006 having been in and out of the FAA several times. He resigned first in 1982, one year after the PATCO strike which resulted the termination of some 13,000 air traffic controllers fired by President Reagan for striking against the government. Mr. Sliney returned to active air traffic control as did many managers in the absence of the fired controllers. After resigning, he then represented 25 fired controllers in the legal process to appeal their removal. He returned to the FAA, while continuing his law practice, in 1985 for one year, then 1988 for one year. On both occasions he returned to assist the implementation of traffic flow management practices. In 2000 he returned to the FAA as a traffic flow manager at the Command Center. His first day as National Operations Manager for the Federal Aviation Administration at the Air Traffic Control System Command Center, which encompasses all the airspace in the United States, was September 11, 2001. In 2006, Mr. Sliney portrayed himself in the movie *United 93*, which depicts the events of 9-11 and dramatizes the heroic actions of the passengers of that flight. He is a partner in the law firm Leventhal, Sliney and Mullaney, LLP, which is located in New York, although not actively practicing law at this time. Mr. Sliney married Irene Lynch Ahern on May 14, 1966 and they have three children and two grandchildren.



Leadership Conference Panel Discussion 2—Building a Foundation of Success on the Heels of Failure

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



Mr. Salvatore Cassano

Salvatore J. Cassano was appointed Fire Commissioner by Mayor Michael R. Bloomberg on January 1, 2010. He is the 32nd Fire Commissioner in the FDNY's 145-year history and heads the world's largest fire department with over 15,000 fire, EMS and civilian members and an annual budget of \$1.6 billion. Prior to his appointment, Commissioner Cassano served as the FDNY's Chief of Department—the highest-ranking uniformed officer—from 2006-2010. From 2001-2006, he served as Chief of Operations—a position he was appointed to immediately after Sept. 11, 2001. Both as Chief of Operations and Chief of Department, Commissioner Cassano played a crucial role in rebuilding the Department in the wake of Sept. 11 and the loss of 343 members of the Department. Commissioner Cassano's 43 year-career with the FDNY began with his appointment as a firefighter on Nov. 29, 1969. He rose through the ranks with promotions to lieutenant (1977), captain (1984), battalion chief (1987), deputy chief (1993), deputy assistant chief (1999) and assistant chief (2001). He has been cited for bravery five times, each time for rescuing New Yorkers from burning buildings. Commissioner Cassano served in the U.S. Army from 1965 to 1967 and was deployed to Vietnam in 1966. He has a Bachelor degree in Fire Science from John Jay College of Criminal Justice. Commissioner Cassano grew up in Brooklyn and is a lifelong resident of New York City. He and his wife, Theresa, reside in Staten Island. They have five children and six grandchildren.



Lieutenant Commander Meagan Varley Flannigan, USN

Lieutenant Commander Meagan V. Flannigan was raised in Pittsburgh, PA and graduated from Fox Chapel High School in 1998. She is a 2002 graduate of the U.S. Naval Academy, receiving a Bachelor of Science degree in aerospace engineering. LCDR Flannigan reported to NAS Pensacola for flight training in June 2002. In January 2004, she was designated a naval aviator and ordered to the "Grim Reapers" of VF-101, the Fleet Replacement Squadron at NAS Oceana for training in the F-14D Tomcat. Following FRS training, LCDR Flannigan received orders to the BLACKLIONS of VF-213 in NAS Oceana. The squadron deployed to the Arabian Gulf onboard the USS Theodore Roosevelt (CVN-71) in support of OPERATION IRAQI FREEDOM from September 2005 to March 2006. In October 2006 she completed a transition syllabus to the F/A-18F Super Hornet with the "Gladiators" of VFA-106. In May 2008 LCDR Flannigan reported to the staff of Commander, Navy Region, Mid-Atlantic where she served as Flag Aide to RADM Mark Boensel. She then returned to VFA-106 as an instructor pilot where she is currently serving. LCDR Flannigan has accumulated over 1250 hours and over 180 arrested landings. Her personal awards include the Strike/Flight Air Medal, Navy and Marine Corps Commendation Medal, Navy and Marine Corps Achievement Medal, as well as various unit awards. She currently resides in Norfolk, VA with her husband and daughter.



Sergeant Major Carlton W. Kent, USMC (Ret.)

Sergeant Major Kent served 36 years as a United States Marine until retiring as the 16th Sergeant Major of the Marine Corps in June 2011. Sergeant Major Kent has served at numerous levels as a Noncommissioned Officer and Staff Noncommissioned Officer. Some of his billets include: Drill Instructor, Chief Instructor at Noncommissioned Officers/Tactics School, Platoon Sergeant, Company Gunnery Sergeant, Company First Sergeant, and numerous Carbondale and currently enrolled in Trident University International in the MBA Program. After serving 36 years as a United States Marine, Sergeant Major Kent is currently the Director, Veteran Support, and Development Office for CACI International Incorporated. His awards include the Navy Distinguished Service Medal, Legion of Merit with Gold Star in lieu of second award, a Bronze Star, Meritorious Service Medal with Gold Star in lieu of second award, Navy and Marine Corps Commendation Medal with Gold Star in lieu of second award, and the Navy and Marine Corps Achievement Medal with Gold Star in lieu of second award, and the Combat Action Ribbon. He is the recipient of the General Gerald C. Thomas Award for inspirational leadership and the recipient of the Marine Corps League's "Military Order of the Iron Mike" award. Sergeant Major Kent holds a Bachelor's Degree in workforce education and development (*magna cum laude*) from Southern Illinois University.



Colonel John "J.V." Venable, USAF (Ret.)

Colonel Venable was commissioned in 1981 through the Air Force Reserve Officer Training Corps program at The Ohio University, Athens, OH. He is a Fighter Weapons School graduate who has commanded at both the Squadron and Group levels. In his last command, he led the 379th Expeditionary Operations Group during Operations Iraqi and Enduring Freedom; a command that encompassed 1,100 personnel and \$5 billion in aircraft assets based at three different geographic locations, each engaged in combat. Colonel Venable is a fighter. In 1996, he was diagnosed with cancer and told, among other things, that he would never fly again. Through sheer will and determination, he beat the disease and the ensuing medical board and went on to perhaps his most notable assignment as the Commander and Demonstration Leader of the U.S. Air Force Air Demonstration Squadron, the "Thunderbirds." He has served on three continents through 16 different assignments, holds masters' degrees in aeronautical sciences from Embry Riddle and strategic studies from the Air War College, and is a Command Pilot with over 350 combat and 4,400 total hours in the F-16 and OV-10 aircraft.

Leadership Conference Panel Discussion 3—Eluding Failure, the Catalyst for Change

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

Dr. Rodrigo Canales

Rodrigo Canales researches the role of institutions in entrepreneurship and economic development. Specifically, Rodrigo's work seeks to understand how individuals purposefully enact organizational and institutional change. In particular, Rodrigo explores how individuals' backgrounds, professional identities, and organizational positions affect how they relate to existing structures and the strategies they pursue to change them. His work builds on the different traditions of institutional theory and contributes to a deeper understanding of the mechanisms that allow institutions to operate and change. Rodrigo has done work in entrepreneurial finance and microfinance. As he continues his work on microfinance he is also conducting research in the institutional complexities of renewable energy and the institutional implications of the Mexican war on drugs. Rodrigo teaches the Innovator Perspective at Yale SOM; he sits in the steering committee of the Dalai Lama Center for Ethics and Transformative Values at MIT; and he advises several startups in Mexico that seek to improve the financing environment for small firms.



Mr. David Gardner

David Gardner is co-founder and chief rule breaker of The Motley Fool, one of the country's most respected and trusted sources on investing. He co-founded The Motley Fool with his brother, Tom, in 1993. As chief rule breaker, David Gardner wears many hats including innovator, stock picker, author, lecturer, and media personality. Gardner graduated as a Morehead Scholar from the University of North Carolina at Chapel Hill in 1988, and wrote for Louis Rukeyser's Wall Street newsletter before starting The Motley Fool. He has received the university's prestigious "Distinguished Young Alumni Award." Since 1999, David has been a member of the NYSE's Individual Investors Advisory Committee. Since 2004, David has served on the Board of Governors of the Folger Shakespeare Library in Washington, D.C. Among his many accomplishments at The Motley Fool, David is perhaps most proud of his conception and development of Motley Fool CAPS.



Mr. Craig Malloy

Craig Malloy has been the co-founder/CEO of Bloomfire, Inc. since January 2012. Bloomfire is a privately held company in Austin, Texas, which developed a web-based application of the same name for those who grow killer sales teams. It is used for ramping up new hires, archiving knowledge, facilitating questions and answers, and anything else that has to do with knowledge-sharing. Craig also co-founded LifeSize Communications and served as the CEO from 2003 to 2011. He is currently an advisor to the LifeSize leadership team. LifeSize, a division of Logitech since 2009, is the first company to develop and deliver high definition video communications products. LifeSize was named "Videoconferencing Company of the Year" in 2007 by *Videoconferencing Insight*. Its award winning solutions combine exceptional quality, user simplicity and administrator manageability to make video communications a productive, true-to-life experience. LifeSize is located in Austin, TX with regional offices throughout Europe and Asia Pacific, and a network of channel partners reaching more than 80 countries. Craig is a graduate of the United States Naval Academy, Class of 1983.



Lieutenant Colonel John Nagl, USA (Ret.)

Dr. John Nagl is a Non-Resident Senior Fellow at the Center for a New American Security and the Minerva Research Fellow at the U.S. Naval Academy as part of the Department of Defense Minerva Initiative program. Dr. Nagl was a Distinguished Graduate of the U.S. Military Academy Class of 1988 who served as an armor officer in the U.S. Army for 20 years. His last military assignment was as commander of the 1st Battalion, 34th Armor at Fort Riley, Kansas, training Transition Teams that embed with Iraqi and Afghan units. He led a tank platoon in Operation Desert Storm and served as the operations officer of a tank battalion task force in Operation Iraqi Freedom, earning the Combat Action Badge and the Bronze Star medal. Nagl taught national security studies at West Point's Department of Social Sciences and in Georgetown University's Security Studies Program and served as a Military Assistant to two Deputy Secretaries of Defense. He earned his Master of the Military Arts and Sciences Degree from the U.S. Army Command and General Staff College, where he received the George C. Marshall Award as the top graduate, and his doctorate from Oxford University as a Rhodes Scholar. Dr. Nagl is the author of *Learning to Eat Soup with a Knife: Counterinsurgency Lessons from Malaya and Vietnam* and was on the writing team that produced the *U.S. Army/Marine Corps Counterinsurgency Field Manual*.





USNA L C 2013

**January 27-30, 2013
Annapolis, Maryland**