Followership

UNITED STATES MILITARY ACADEMY

14 - 15 November 2022
Class of 1970 National Conference on Ethics in America (NCEA) 2022

On behalf of Lieutenant General Steven W. Gilland, the 61st Superintendent of the United States Military Academy, welcome to the National Conference on Ethics in America at West Point, New York. Recent themes have included Grit, Selflessness, The Harder Right, and Honor Communities. This year’s theme of “Followership” elevates the identity and purpose of the subordinate. While there is much literature and professional discussion about leadership, we often overlook that without followers there are no leaders. In this way, ethical followership is critical to any group dynamic, but most especially within the Profession of Arms.

Participants should expect to discuss enduring and contemporary issues surrounding followership, loyalty, and ethics. We will form a working definition of followership and identify some of the roles and challenges associated with being ethical followers. The desired outcome is that participants will depart with tools to steward ethical followership within their organizations and carry the dialogue forward.

The NCEA is an annual conference sponsored by the West Point Class of 1970, whose motto is, “Serve with Integrity.” The NCEA features a broad array of military and civilian guests. We welcome distinguished guests and are thankful to host cadets from across the service academies and Reserve Officer Training Corps Brigades, as well as civilian college students and faculty. West Point graduates from the Class of 1970 are also joining us and we appreciate their generosity. Without the outstanding support from the Class of 1970, this forum would not exist.

We charge you to make the most of your time here and have an enriching experience. Thank you for making time to contribute in the spirit of developing leaders of character who are committed to excellence in service to others.

JAMES R. YASTRZEMSKY
COL, AV
Director, SCPME
NCEA Agenda

Monday, November 14th, 2022
0730...............................................................Transportation from Various Lodging
0800-0845 ..................................................Breakfast and Registration at Eisenhower Hall
0900.................................................................Conference Opening: BG Mark C. Quander
0930.................................................................Followership Defined: Dr. Sarah Brazaitis
1040-1200.......................................................Followership Types: Dr. Gordon Curphy and MG (R) Daniel Walrath with Dr. Scott Parsons
1200-1315 .........................................................Lunch at Eisenhower Hall
1330-1500.......................................................Followership Challenges: Dr. Peter Kilner
1500-1630 ..........................................................Networking
1645-1815.......................................................Followership and Soldiership: CSM Robert Craven, CSM Latevia Williams-Green, CSM Michael Burke, SGM Stephanie Cleveland
1830-1900.......................................................Empowerment Upwards: GEN (R) David Perkins
1900-2000 ..........................................................NCEA Banquet
2000-2130 ..........................................................NCEA Social
2130..................................................................Transportation to Various Lodging

Tuesday, November 15th, 2022
0730...............................................................Transportation from Various Lodging
0800-0845 ..........................................................Breakfast at Eisenhower Hall
0900.................................................................Honor Captain Reflection: CDT Cammack Shepler
0910-1010.......................................................Followership and Communication: Kim Scott
1015-1115.................Followership and Ego Management: Dr. Galit Ben-Joseph and Dr. Nate Zinsser
1115-1200..........................................................Walking Tours of Trophy Point
1200-1235..........................................................Lunch at Washington Hall (Cadet Mess)
1250-1400.......................................................Followership as Leadership: SMA (R) Daniel Dailey
1400-1430..........................................................Conference Closure: Colonel Ross Yastrzemsky
1500..................................................................Transportation to Newark Airport
LTG Steve Gilland

Lieutenant General Steve Gilland commissioned into the United States Army upon graduation from the United States Military Academy in 1990. As an Infantry Officer, he has served in a variety of tactical assignments in Air Assault, Armor, Mechanized Infantry, Ranger, and Special Operations units. He has served in the 24th Infantry Division (Mechanized), 2nd Infantry Division (Mechanized), 75th Ranger Regiment, United States Army Special Operations Command, the 1st Cavalry Division, the 101st Airborne Division (Air Assault) and the United States Military Academy (USMA).

Lieutenant General Gilland has commanded at multiple levels throughout his career, most recently as Commanding General of the 2nd ROK-U.S. Combined Division in Korea. He has participated in numerous operational deployments to the Middle East, Africa, and Afghanistan.

Prior to assuming duties as USMA’s 61st Superintendent, he served as Deputy Commanding General (Maneuver) of III Corps, Fort Hood, Texas.

Lieutenant General Gilland holds a Master's Degree in Military Operational Art and Science from the Air Force Command and Staff College.

His awards include the Distinguished Service Medal; Defense Superior Service Medal; Legion of Merit (with two Oak Leaf Clusters); Bronze Star Medal (with three Oak Leaf Clusters); Defense Meritorious Service Medal; Meritorious Service Medal (with Oak Leaf Cluster); Army Commendation Medal (with five Oak Leaf Clusters); and the Army Commendation Medal (with V Device). He has earned the Combat Infantryman’s Badge, Expert Infantryman’s Badge, Ranger Tab, Master Parachutist Badge, Air Assault Badge, and the Military Free Fall Jumpmaster Badge.

Lieutenant General Gilland has been happily married for more than 31 years. Team Gilland are the proud parents of three children.
Brigadier General Mark C. Quander currently serves as the 79th Commandant of Cadets at the United States Military Academy, West Point, NY.

Brigadier General Quander commissioned as an engineer officer in 1995 from the United States Military Academy. During his years as a commissioned officer, he served in command and staff positions in the United States, the Republic of Korea, the Middle East, and Central Asia.

His tours of duty with tactical units include the: 307th Engineer Battalion, 82nd Airborne Division; 2nd Engineer Battalion, 2nd Infantry Division (Republic of Korea); 326th Engineer Battalion, 101st Airborne Division (Air Assault); 20th Engineer Brigade; and 36th Engineer Brigade. He has enjoyed several broadening assignments throughout his career to include Observer Controller at the Joint Readiness Training Center, Chief of the 10th Mountain Division Commanding General's Initiatives Group, and Corps Engineer for III Corps.

At more senior levels, BG Quander served as the Division Commander of the Transatlantic Division, U.S. Army Corps of Engineers and as the 98th Commandant of the United States Army Engineer School.

BG Quander holds a Bachelor of Science from the United States Military Academy in Civil Engineering, a Master of Science from the University of Missouri for Science and Technology in Engineering Management and a Master of Arts from Georgetown University in Public Policy.
Dr. Sarah J. Brazaitis is an Associate Professor of Practice in the Department of Organization and Leadership at Teachers College, Columbia University where she also directs the MA program in Organizational Psychology. Her teaching and research centers on group dynamics and equity, diversity and inclusion in teams and organizations.

Dr. Brazaitis maintains a private practice of organizational consulting with a specialty in working with diverse teams and she has 20+ years of experience in providing coaching, consulting and training to executives, leaders and high potentials including to those in the C-suite Prior to becoming a full-time academic, Dr. Brazaitis worked as a psychologist at the New York Veterans Affairs Medical Center in Manhattan where she held the position of Director of Psychological Services in Primary Care.

Dr. Brazaitis received her Bachelor of Arts degree in Psychology from the University of Pennsylvania and her masters and doctorate in Counseling Psychology from Teachers College, Columbia University. She is a member of the American Psychological Association and is a licensed psychologist in New York State.
Major General (Retired) Dan Walrath is originally from Pensacola, FL. He graduated from the United States Military Academy in 1988 and received a commission in the Infantry as a 2nd Lieutenant.

Over the next 33 years he served in Airborne, Air Assault, Mechanized and Special Operations units, to include 10 years in the 75th Ranger Regiment, and commanded at every level from Platoon to Theater Army. Most notably he commanded twice at the company level, twice at the battalion level - 1st Battalion, 6th Infantry in 1st Armored Division in Germany and then 3rd Ranger Battalion in Fort Benning, GA - followed by command of the 2nd Brigade of the 101st Air Assault Division, and then command of a division forward headquarters in Jordan. Culminating his career, he commanded United States Army South, the Army Service Component of U.S. Southern Command, with responsibility for Army-to-Army cooperation activities with partner nations across Central and South America and the Caribbean.

His key staff assignments included Chief of Staff for the 7th Infantry Division at Joint Base Lewis McChord, a Deputy Director in the Operations Directorate of the Joint Staff in the Pentagon, and Deputy Chief of Staff for Plans in Kabul, Afghanistan as part of NATO’s Resolute Support Mission. He spent over six years deployed overseas in support of contingency operations in Haiti, Kosovo and Jordan and for combat operations in Panama in 1989, four deployments to Iraq between 1991 and 2008, and five deployments to Afghanistan between 2002 and 2019. During his career he earned the Ranger tab, Master Parachutist badge with combat jump star, Combat Infantryman’s badge with star for 2d award, Expert Infantryman’s badge, Air Assault badge and Pathfinder badge. He has a Bachelor of Science in Mechanical Engineering, though does not remember much of it, and a Master of Art in National Security and Strategic Studies.

He and his wife Christine of over 27 years have three children – an Army Aviator, a future actress and a future mathematician. Dan is also a Wounded Warrior who manifests resilience and perseverance, with a passion for holistic fitness.
Dr. Gordon Curphy

Gordy Curphy helps C-suite, business unit, and functional leaders develop business strategies; implement major change initiatives; hire, develop, and promote leadership talent; and build high performing teams. Taking a scientist-practitioner approach to leadership, Gordy has spent the past 30+ years researching, teaching, practicing, and providing consulting advice on leadership. He has written 23 books, numerous articles, and book chapters, and sold over 100,000 copies of the number one selling textbook Leadership: Enhancing the Lessons of Experience (10th Ed.). He is also the architect of The Rocket Model®, The Rocket Model: Practical Advice for Building High Performing Teams, Ignition: A Guide to Building High Performing Teams, and the Team Assessment Survey®--tools intended to help improve teamwork across the globe.

As a practitioner, Gordy has held numerous leadership positions in the United States Air Force, United States Air Force Academy, Center for Creative Leadership, Blandin Foundation, and Korn/Ferry International. In addition to running his own business since 2002, Gordy has done ex-pat assignments and led startups, turn-arounds, major organizational change initiatives, and rapid growth companies. He has conducted over 1,500 in-depth executive assessments, designed, and facilitated engagements with over 200 senior teams, and trained over 20,000 leaders on a variety of topics.
Dr. Scott Parsons

Dr. Scott Parsons is the Character Development Integrator for the Military Program at the United States Military Academy at West Point and is an Assistant Professor of Philosophy and Ethics. Scott is a retired US Army Military Intelligence Officer and has served in strategic, operational, and tactical assignments for over 21 years, including three tours in Iraq and one in Afghanistan.

Scott has several teaching and research areas of focus. He specializes in Character Education and neo-Aristotelian Virtue Ethics. He also teaches and conducts research at the intersection of Just War Theory with the Ethics of Artificial Intelligence, the Ethics of Autonomous Weapons Systems, and Cyber Ethics.

Scott is a graduate of Columbia University in the City of New York with an MA in Philosophy and an MA in Political Science. Scott also holds a PhD in Character Education through the Jubilee Centre for Character and Virtues at the University of Birmingham in the United Kingdom.
Dr. Pete Kilner

Dr. Pete Kilner is the John A. Hottell ’64 Chair for Character Development at the United States Military Academy. In that capacity, he designs and develops West Point’s Cadet Character Education Program (CCEP) and supervises its implementation and assessment. He teaches courses on Officership and Character Growth.

Dr. Kilner served in the Army for over 31 years—as an enlisted infantryman, USMA cadet, infantry officer, and USMA professor—retiring as a lieutenant colonel in a career field (47T) that the Army created to support his leader-development initiatives. He holds a B.S. from USMA, an M.A. in Philosophy from Virginia Tech, and a Ph.D. in Instructional Systems from Penn State. Currently, he is enrolled in an online M.A. program in Character Education at the University of Birmingham, UK.

His work on leader development/military ethics has included: editing Taking the Guidon: Exceptional Leadership at the Company Level; co-founding the Company Command professional forum and serving on its leadership team during its lifespan from 2000-2014; co-authoring Company Command: Unleashing the Power of the Army Profession; co-authoring A Platoon Leader’s Tour; leading the Platoon Leader professional forum for a decade; producing the “Company Command: Building Combat-Ready Teams” monthly column in Army magazine for a decade; co-developing the Leader Challenge method of learning; teaching ethical reasoning and Just War Theory for over a decade; and writing the “Strong to the Core” military-ethics column in Army. Pete deployed multiple times to both Iraq and Afghanistan to study combat leadership, interviewing nearly 400 Army junior officers.

Pete has been married to his West Point classmate, the former Cathy Orpen, since 1990. They have four sons, two of whom are Army officers.
CSM Robert Craven

CSM Robert T. Craven hails from Swords, Louisiana and enlisted in the U.S. Army in March 1995. Upon completion of Basic and Advanced Individual Training at Fort Sill, Oklahoma he began his military career as a Field Artillery Surveyor. Eventually reclassifying as a MLRS/HIMARS Fire Direction Specialist, he would serve the Field Artillery Community in many positions ranging from Teams Chief to DIVARTY Command Sergeant Major.

Most recently, CSM Craven was the Command Sergeant Major for the 5th Security Force Assistance Brigade (SFAB) at Joint Base Lewis-McChord, Washington. Other notable assignments include working within the 2/320th Field Artillery Regiment, 101st Airborne Division, serving as the Artillery Command Sergeant Major, 3rd Infantry Division, Fort Stewart, Georgia, and serving as the Corps G-3 Fires Sergeant Major XVIII Airborne Corps Headquarters at Fort Bragg, North Carolina. While Deployed with the Corps in support of Operation Inherent Resolve, he also assumed duties as the Combined Joint Task Force (OIR) J-3 Sergeant Major.

CSM Craven as completed every level of the Non-Commissioned Officer Education System culminating with the United States Army Sergeants Major Major Academy as well as the U.S. Army Airborne School, Air Assault School, Combative Level 2, Master Resiliency Trainer’s Course, Battle Staff Course, First Sergeants Course, and the US Army Force Management Course.

CSM Craven has a Bachelor of Science in Criminal Justice from Colorado Technical University and a Master of Science in Management from Excelsior College. His awards and decorations include the Legion of Merit (1OLC) Bronze Star Medal, the Defense Meritorious Service Medal, Meritorious Service Medal (3 OLC), Army Commendation Medal (4 OLC), Army Achievement Medal (2 OLC), Meritorious Unit Commendation, Good Conduct Medal (8th Award), National Defense Service Medal (2nd Award), Iraqi Campaign Medal, Afghan Campaign Medal with Campaign Star, Inherent Resolve Campaign Medal, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Parachutist Badge, Air Assault Badge, and Drill Sergeant Badge. CSM Craven has also earned the German, Chilean, and Australian Parachutist badges and is a member of the Prestigious Sergeant Audie Murphy Club.
CSM Latevia Williams-Green

CSM Latevia M. Williams-Green is a native of Estill, South Carolina. She enlisted in the Army July 1996 and attended Basic Combat Training at Fort Leonard Wood, Missouri and Advanced Initial Training at Fort Rucker, Alabama, graduating as an Aviation Operations Specialist (15P).

CSM Williams-Green military education includes Basic Leaders Course, Advance Leaders Course, Senior Leaders Course, Combat Lifesaver Course, Unmanned Aerial Systems Unit Staff Course, Advance Initial Training Platoon Sergeant Course, the First Sergeants Course, Master Resilience Training Course and the Sergeants Major Course Class 67.

CSM Williams-Green holds a Master of Arts in Leadership Studies from the University of Texas-El Paso (UTEP), a Bachelor of Arts in Homeland Security and Emergency Management from Ashford University, and an Associates of Applied Science of Applied Technology (AAS-AT) from Central Texas College.

CSM Williams-Green has had numerous assignments to include: 2-101st Aviation Battalion, Fort Campbell, KY; 1-52nd Aviation Battalion, K-16 Korea; Headquarters Company Headquarters Command, HAAF, GA; Shape Flight Detachment, Cheivres, Belgium; 12th Aviation Battalion, Fort Belvoir, VA; Task Force ODIN, 21st Air Cavalry Brigade, Fort Hood, TX; Delta Company, 1-222nd Aviation Regiment, Fort Eustis, VA; 1-82nd Attack Reconnaissance Battalion; Echo Troop, 1-17th Air Cavalry Squadron; Headquarters and Headquarters Company, 82nd Combat Aviation Brigade, Fort Bragg, NC; the United States Army Sergeants Major Academy, Fort Bliss, TX; she served the Battalion CSM for 1-222nd Aviation Regiment, Fort Eustis, VA and the Squadron CSM for 7-17th Air Calvary Squadron, Fort Hood, TX. She has two deployment in support of OEF and one in support of OIF. She is currently the Brigade CSM for the 101st Combat Aviation Brigade.
CSM Michael Burke

Command Sergeant Major Burke is a native of Sidney, Montana and entered the Army in June 1998 as an Infantryman. He attended One Station Unit Training, Army Airborne School and the Ranger Assessment and Selection Program in Fort Benning, GA, then was assigned to 2nd Ranger Battalion at Fort Lewis, Washington.

While assigned to 2d Ranger Battalion, he held the positions of Squad Automatic Rifleman, Assistant Gunner, Gun Team Leader, Team Leader, Squad Leader, Platoon Sergeant, and Battalion Operations NCO. He departed 2d Ranger Battalion in July 2009 to serve as a Military Instructor for the University of Washington ROTC program for three years. He then returned to 2d Ranger Battalion and served as the Battalion Training NCOIC, Rear-detachment 1SG and Charlie Company 1SG. He is a graduate of USASMA Class 67. In February of 2018 CSM Burke was assigned to 2D Squadron 2D Cavalry Regiment where he served as the Command Sergeant Major until July of 2019. After he assumed responsibility of 2CR as the 33rd Command Sergeant Major of the Regiment until December of 2020. He is currently the Brigade Command Sergeant Major of 1st Security Forces Assistance Brigade in Fort Benning, GA. His assignments include Vilseck, Germany; Fort Lewis, Washington; Seattle, Washington, Fort Bliss, Texas and Fort Benning, GA. He has deployed a total of 14 times, 9 times to Afghanistan and 5 times to Iraq.

His military education includes, the Warrior Leader Course, the Basic NCO Course, the Advanced NCO course, Master Resilience Trainer Course, Airborne School, Ranger School, Combat Lifesaver Program, Jumpmaster, Master Breacher Trainer Course, Explosive Entry Course, Advanced Structural Explosive Breaching Course, Cadet Command Instructor Training Course, and Basic Mountaineer Course. His Civilian education includes BA in Liberal Arts from Excelsior College and master’s degree in Organizational Leadership from Excelsior College.

CSM Burke is married to the former Sarah Corcoran of Yarmouth, Maine. Their son Hayden resides with them in Fort Benning, Georgia. His sons Ayden, Keaton and daughter Ashlyn currently reside in Montana.
Sergeant Major Stephanie L. Cleveland became the 11th Sergeant Major of Army Public Affairs on 1 July 2021. As the Army’s senior public affairs enlisted Soldier, SGM Cleveland advises the Chief of Public Affairs, Office of the Secretary of the Army, on all matters affecting the career field. She also devotes time to proponency issues, providing guidance and direction on current and future doctrine, force structure and the training and equipping needs of public affairs personnel and units across the Army.

Born in Allentown, Pa., SGM Cleveland entered the Army as a 46Q (Print Journalist) in 1998 under the delayed entry program. She attended Basic Training at Fort Jackson, S.C., and Advanced Individual Training at Fort George G. Meade, Md.

Throughout her Army career, SGM Cleveland has held leadership positions at every level including First Sergeant. Prior to her selection as the Sergeant Major of Public Affairs, she was the Garrison Command Sergeant Major for Natick Soldier Systems Center in Natick, Mass., which followed assignments as the Public Affairs Sergeant Major at Army Central Command, Shaw Air Force Base, S.C.; Public Affairs Enlisted Branch Career Advisor, Fort Knox, Ky. and as a First Sergeant at the Warrior Transition Battalion, Fort Campbell, Ky.

SGM Cleveland’s military education includes all levels of the Army Noncommissioned Officer Professional Development System. She is a graduate of Non-Resident Class 43 of the U.S. Army Sergeants Major Academy. SGM Cleveland has a Bachelor of Arts in Communications from Thomas Edison State University in Trenton, N.J. She also maintains a civilian certification in organizational resilience as a Resilience Building Leader Program Trainer.

SGM Cleveland is married to a fellow Soldier and has two adult stepdaughters.
Colonel James R. Yastrzemsky

Colonel (COL) James Ross Yastrzemsky (“Yaz”) is a native of Baltimore, MD. He graduated from the U.S. Military Academy at West Point in 1997 as a NCAA Lacrosse Academic/Athletic All-American (Team Captain) with a Bachelor of Science degree in Civil Engineering.

COL Yastrzemsky began his career with 1-3 Attack Helicopter Aviation Regiment at Hunter Army Airfield, GA. He deployed with Task Force Viper to Kuwait in support of Operation Desert Spring and again to Iraq in support of Operation Iraqi Freedom (OIF) as the Aviation Liaison Officer for the 3rd Brigade Combat Team of the 3rd Infantry Division. At Fort Hood, Texas, COL Yastrzemsky commanded Headquarters and Headquarters Troop, 1-6 Cavalry leading his company to Iraq in support of OIF 05-07. Following deployment, COL Yastrzemsky returned to West Point to serve in the Department of Military Instruction before assuming duty as the Operations Officer of 1-4 Attack Reconnaissance Battalion. He then deployed with Task Force Dragon to Kandahar in support of Operation Enduring Freedom X-XI. Following advanced civil schooling, COL Yastrzemsky commanded 6th Battalion, 101st Aviation Regiment at Ft. Campbell, KY. After command, he served as the Deputy Director of the West Point Leadership Center and as Assistant Professor of Military Leadership within the Department of Behavioral Sciences and Leadership. Upon graduation from the War College, COL Yastrzemsky commanded the U.S. Army Garrison Benelux before assuming duties as the SCPME Director.

COL Yastrzemsky is a graduate of the: Initial Entry Rotary Wing Course and Aviation Officer Basic Course (Distinguished Honor); Aviation Captain’s Career Course (Honor); Combined Arms Services and Staff School; the U.S. Army Command and General Staff College; and the U.S. Army War College. He is a rated aviator in the AH-64A/D/E, UH-60M, LUH-72A, and OH-58A/C aircraft.

COL Yastrzemsky holds a PhD in Social Psychology/Military Sociology (University of Maryland, College Park), a MA in Public Administration (John Jay College of Criminal Justice), and a MS in National Security and Strategic Studies (Army War College).

COL Yastrzemsky is married to his wife, Coren (New Jersey), and they have a daughter, Frankie Sue (7), and son, James Gunner (3).
GEN(R) David Perkins

General (R) David Perkins served as the 15th Commander of the United States Army Training and Doctrine Command (TRADOC) which was responsible for designing, acquiring, building, and constantly improving the US Army which is one of the largest and most complex organizations in the world. Under his leadership TRADOC developed and published the Army’s concept of Multi Domain Operations which has become a driver for future change not only in the US Military, but around the world. He also published the Army’s Mission Command doctrine which is now the Army’s philosophy on Leadership. He also served as the Chancellor of Army University, one of the largest university systems in the United States. Prior to commanding TRADOC he commanded the United States Army Combined Arms Center where he was the lead for synchronizing leader development across the Army, the management of the Army’s training support and training development enterprises, and the development and integration of the doctrine the Army uses around the world.

Previously General (R) Perkins commanded at all levels in the US Army from CPT to Major Army Command at the four-star level. He has multiple combat tours to include commanding a Brigade and later an Infantry Division in Iraq. As a Brigade Commander he led the historical “Thunder Run” into Baghdad that led to the fall of the regime. He also served as the Special Assistant to the Speaker of the United States House of Representatives and on the Joint Staff in the Pentagon. He has advanced degrees in Mechanical Engineering, National Security and Strategic Studies, and Military Studies.

General (R) Perkins has served multiple tours in Europe and the Mideast. He has commanded units in a series of Joint and Multi-National operations to include UN missions. He holds numerous awards and decorations to include the Silver Star and the Bronze Star with Oak Leaf cluster. He currently serves as the West Point Class of 1966 Chair for the Professional Military Ethic at USMA’s Simon Center for the Professional Military Ethic.
Kim Scott

Kim Scott is the author of Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity and Just Work: How to Root Out Bias, Prejudice, and Bullying to Create a Kick-Ass Culture of Inclusivity and co-founder of Radical Candor, a company that helps people put the ideas in her books into practice.

Kim was a CEO coach at Dropbox, Qualtrics, Twitter and other tech companies. She was a member of the faculty at Apple University and before that led AdSense YouTube, and DoubleClick teams at Google. She’s also managed a pediatric clinic in Kosovo and started a diamond-cutting factory in Moscow. She lives with her family in Silicon Valley.
Dr. Galit Ben-Joseph

Galit Ben-Joseph, CFP® is an Executive Director and Wealth Advisor with J.P. Morgan Wealth Management.

She provides investment management services to a varied client base, including high-net-worth individuals, professional services practitioners, small business owners and foundations.

The strong relationships that Galit builds with her clients begin with a conversation to uncover their goals, income needs, time horizon, attitudes toward market volatility and previous investment experience. Her conservative and transparent philosophy informs her investment style, and she constructs and manages equity and fixed income portfolios where downside protection is the cornerstone for delivering risk-adjusted returns in a prudent manner.

Offering sincere, personalized, and responsive service, Galit solidifies her client relationships by conveying the message that she will be their partner in their financial well-being. Her work with foundations is inspired by her fervent belief in their mission and is marked by volunteer work that often leads to board membership.

Galit was honored in 2021 by Forbes as a Best-in-State Wealth Advisor, in 2022, 2021, 2020 by Forbes as a Top Women Wealth Advisor and in 2020, 2019, 2018 and 2017 by Working Mother magazine as one of the Top Wealth Advisor Moms1. Galit has also earned the CERTIFIED FINANCIAL PLANNER (CFP®) designation.

With more than 20 years’ experience in financial services, Galit is a wealth management veteran, establishing her career first at J.P. Morgan and later at Goldman Sachs and Neuberger Berman, where she oversaw customized portfolios for high-net-worth investors. She transitioned back to J.P. Morgan in 2014 in her present capacity.
Dr. Nate Zinsser


Dr. Zinsser was a regular consultant to the Philadelphia Flyers and New York Giants for twelve seasons and has been a keynote speaker for General Electric, Facebook, McDonald’s, Staples, UBS, Salomon Smith Barney, Reader’s Digest, Major League Baseball, the National Basketball Association, and the Federal Executive Institute, as well as a consultant for the FBI Academy, the U.S. Army World Class Athlete Program, (mentoring four Olympic medalists), the U.S. Army Recruiting Command, and the U.S. Army Marksmanship Unit. He has presented at numerous institutions including the University of Pittsburgh Medical Center, Renssalaer Polytechnic Institute, Princeton University, University of Delaware, University of Texas at El Paso, Pace University, United States Merchant Marine Academy, Marist College, Vassar College, and Bard College and interviewed for content by ESPN, Men’s Health, Runner’s World, and Outside.

From 1992 to 2022 Dr. Zinsser directed a cutting edge applied sport psychology program at the United States Military Academy’s Center for Enhanced Performance, personally conducting over seventeen thousand individual training sessions and seven hundred team training sessions for cadets seeking the mental edge for athletic, academic, and military performance. A PhD in sport psychology from the University of Virginia, Dr. Zinsser has taught at William Patterson College, East Stroudsburg University, and in the University of Virginia’s Continuing Education Division. His sport psychology training is complemented by his experience as a state wrestling champion, elite level mountaineer, and lifetime practitioner of Japanese karate and meditative disciplines. Originally from New Jersey, Dr. Zinsser lives in Fishkill, NY with his wife of 40 years.
Sergeant Major of the Army (R) Dan Dailey

Sergeant Major of the Army (SMA) Daniel A. Dailey, U.S. Army retired is a native of Palmerton, Pennsylvania. Dailey enlisted in the Army in 1989 and attended basic training and advanced individual training as an 11B (infantryman) at Fort Benning, Georgia. During his career, Dailey held every enlisted leadership position in the mechanized infantry, ranging from Bradley Fighting Vehicle commander to command sergeant major. Dailey has served with the 1st, 2nd, 3rd and 4th Infantry Divisions stateside and overseas. In March 2009, he was selected as the 4th Infantry Division command sergeant major, where he served as both the command sergeant major of Fort Carson, Colorado, and U.S. Division-North, Iraq. In 2011, Dailey was selected to serve as the command sergeant major of the U.S. Army Training and Doctrine Command (TRADOC). Dailey was sworn in as the 15th sergeant major of the Army on January 30, 2015 and relinquished the position on Aug. 9, 2019.

In addition to four tours in support of Operations Iraqi Freedom and New Dawn, Dailey deployed in support of Operations Desert Storm and Desert Shield. He earned the Bronze Star with Valor for his leadership during the 4th Infantry Division’s two-month Battle for Sadr City in 2008.

Dailey is a graduate of class 54 of the U.S. Army Sergeants Major Academy and the Command Sergeants Major Course. Dailey holds a Bachelor of Science (Summa Cum Laude) from Excelsior College.

In January of 2020, Dailey joined the executive team at the Association of the U.S. Army, where he serves as vice president of Noncommissioned Officer and Soldier Programs.

Dailey has been married to his wife, Holly, for 29 years. They have one son, Dakota.
Brigadier General George “Barney” Forsythe USA, Retired

As a cadet, Brigadier General (Retired) Forsythe ran track and cross country and was in Cadet Company C1. He was also involved with his Class Committee and the Ring and Crest Committee and served as the Vice President of the Class of 1970. Upon graduation in 1970, he branched Infantry, and his first assignment was with the Berlin Brigade. Returning from Germany, he earned a MA at the University of North Carolina, and taught in the Department of Behavioral Sciences and Leadership from 1977 to 1980. His next assignment was in Korea, where he served as the Battalion Executive Officer for the 1st Battalion, 23rd Infantry. Returning from Korea, he earned his PhD at the University of North Carolina in 1984 and rejoined the Department of BS&L, remaining at West Point until his retirement as a Brigadier General in 2005 after serving in a variety of departmental and academy-level positions that included Associate Dean for Academic Affairs and Vice Dean of Education. While in the service, he was awarded the Meritorious Service Medal five times, the Legion of Merit, the Distinguished Service Medal, the Commendation Medal, and the Joint Service Commendation Medal. After retiring from the military, he was a senior administrator at Westminster College in Fulton, Missouri, retiring as college president in 2015.
Colonel Francis “Frank” Monaco USA, Retired

As a cadet, Colonel Monaco was involved with the Pointer, Fine Arts Forum, and Mathematics Forum. He was in Cadet Company B4. COL Monaco branched Field Artillery and served in the 1/320 Field Artillery in the 82nd Airborne Division. He went to Korea as part of the Headquarters of the 8th Artillery. He returned to the 1/320 Field Artillery before obtaining an MS at Georgia Tech. He taught in USMA’s Department of Geography & Computer Science (now the Department of Geography & Environmental Engineering). He graduated from the Command & General Staff College in 1984. After CGSC, he was stationed at the Headquarters of Allied Land Forces Southeastern Europe (now LANDSOUTHEAST). He earned an MPA from Troy State University before heading to the 10th Mountain Division at Ft. Drum. In 1992, he joined USMA’s Office of the Dean as Director of Academy Computing. He attended the Army War College and returned to USMA as Director of the Department of Information Management. His final post was Commander of US Army Information Systems Command at West Point. He retired from the US Army in 1997. While in the service, he was awarded the Commendation Medal, the Meritorious Service Medal three times, the Legion of Merit twice, and the Defense Meritorious Service Medal. His first civilian position was with Pace University as Chief Information Officer and Vice President of Information Technology. He began his own information technology, Frank J. Monaco & Associates LLC and served as a Senior Consultant-Information Technology and Adjunct Professor at various colleges and universities.
Lieutenant Colonel William “Bill” Wattendorf USA, Retired

As a cadet, Lieutenant Colonel Wattendorf was an Equestrian. He was in Cadet Company D4 and branched Infantry-Adjutant General’s Corps. He immediately went to Berlin and served in the 2/6 Infantry. He returned to the US and was stationed at the former Ft. Ord. He then went to the Army Institute of Administration, after which, he served in Korea. He obtained an MS from the University of Idaho. He taught in USMA’s Department of Behavioral Sciences and Leadership. He served as Branch Chief for the Center of Army Leadership in Ft. Leavenworth. His final Army post was in the Department of Behavioral Sciences and Leadership at USMA. He retired in 1992 as a Lieutenant Colonel. While in the service, he was awarded the Meritorious Service Medal twice and the Legion of Merit. As a civilian, he was an independent education management professional.
COL Terry Young USA, Retired

As a cadet Colonel Young participated in the Ski Instructor Group, First Captains Forum, Howitzer, Football (Wide Receiver), Glee Club, Pointer, Goat Engineer Football, Cadet Fine Arts Forum, Class Committee, and Baseball. He was in Cadet Company F2 and branched Infantry. He served in the 26th Infantry 1st Division in Germany before attending Aviation School. In Korea, he was with the Air Service Command. Then, he attended the Infantry School. From 1975-1978, he served at the Headquarters of the 101st Airborne Division. He taught in USMA’s Department of Military Instruction before obtaining an MS at Long Island University. He was stationed with the US Army Military Personnel Center. He attended the Armed Forces Staff College and served with the 2nd Brigade of the 101st Airborne Division. He returned to the Personnel Command in 1990. After graduating from the Army War College, he was the Inspector General for the US Army Pacific. His last Army post was as part the Army War College’s Staff & Faculty. He retired in 1997 as a Colonel. While in the service, he was awarded the Commendation Medal, the Meritorious Service Medal five times, and the Legion of Merit twice. His child, Christopher Young, is West Point Class of 1999.
WEST POINT TOUR & MAP INFORMATION

QR Code to access the West Point Interactive Map via electronic device

Recommended Sites to Visit:
- MacArthur Statue
- Thayer Statue
- USMA Leadership Homes
- Trophy Point and Battle Monument
- Sedgwick Statue
- The Great Chain
- The Plain
- The Superintendent’s Review Box
- Eisenhower Statue
- Patton Statue
Registration in Arnold Auditorium (Mahan Hall, 1st Floor)
Central Guard Room (Eisenhower Barracks, 1st Floor)
Conference Location (Eisenhower Hall, 4th floor)
**MacArthur Monument**

- Dedicated in 1969, five years after the death of General of the Army Douglas MacArthur.
- General MacArthur had the longest career in American military history, from 1899 to 1951, 52 years. He served as Superintendent US Military Academy, Army Chief of Staff, US Army Far East Commander, the Commander of the Southwest Pacific Theater during World War II, Supreme Commander Allied Powers at the Surrender of Japan, and also, Commander United Nations Forces in Korea.
- The inscriptions around the base of the monument are a collection of famous and inspiring quotes and themes that General MacArthur said and exemplified.

**USMA Leadership Homes/Thayer Monument**

- There are three distinctive quarters on the famous “Plain” at West Point, which are the residences of the three general officers assigned at the Military Academy. It was not until after the turn of the 19th Century that the Superintendent and Commandant positions became general officers. The position of Dean of the Academic Board was not established until 1945. But these traditional quarters have always been reserved for USMA’s leaders.
- The Commandant’s house, Quarters 101, is the oldest standing structure at West Point, completed and occupied in November 1819, six months before Quarters 100.

**The Superintendent's House, Quarters 100**

- The largest and most extensive living quarters is the Superintendent’s house, also called Quarters 100. When Captain, later Major, Sylvanus Thayer arrived at the Academy in the summer of 1817, he occupied a private residence, built prior to the Revolutionary War, and soon determined it was inadequate. Thayer requested $5,000 for the construction of the superintendent’s residence. (The Superintendent’s quarters eventually cost $6,670.) The funding was approved in 1819 and construction commenced immediately. Quarters 100 was completed in the spring of 1820. The architectural style is Federalist, even though later additions have changed the footprint.
• Since that time all the superintendents of the Military Academy and their families have resided there. It is one of the most historic homes in America. Since the 1860s, several major additions and rooms have been added. The most profound addition occurred in 1936-38, known now as the Paul Crete Renovation, named for the famous French-born architect. This renovation was a major project adding upstairs levels, more rooms, a new rear to the rear wing, and major changes in the interior as well as updated heating, electrical and pumping systems. In 2010, a major interior renovation took place that lasted two years, an $11,000,000 budget, completely modernizing the appliances, HVAC systems, removing plaster, remodeling some rooms, and shoring up foundation and the main porch. Many distinguished visitors from U.S. presidents to foreign monarchs, to pop culture icons, who has visited West Point, have been entertained in the SUPT’s quarters. (Guests include Winston Churchill, Mark Twain, and Queen Elizabeth)

The Commandant’s House, Quarters 101
• The Commandant’s residence is the oldest, still used building on West Point, and occupied in November 1819. The position of commandant was rather nebulous in the early days of the academy, so the senior drill instructor or tactics officer, stayed in the house. The quarters cost about $5,000 and were intended as professors’ quarters. The second occupant to live in these quarters was Captain William Worth, a Mexican War hero, and namesake for Fort Worth, Texas. The position of commandant was established in 1825; therefore, Captain Worth was the first official commandant. The quarters had some smaller, less extensive additions, with a wing coming off the west elevation, and an addition on the north. In 2013, the quarters underwent a rehabilitation to upgrade internal electrical, heating, and other systems.

The Dean’s House, Quarters 102
• The house that eventually became the Dean’s Quarters was completed in 1856 and known as Tudor Gothic house or cottage. When the office of Dean of the Academic Board was established in 1945, this house became the quarters for the Dean.
**Thayer Monument**

- Dedicated on 11 June 1883 to Sylvanus Thayer who is known as the “Father of West Point.” Born in Braintree, MA in 1785, Thayer graduated from both Dartmouth College in 1807 and then USMA in the Class of 1808. After serving in the War of 1812, the Army sent him to France to study engineering and their military academies. He returned to the Academy in 1817 to become the longest serving Superintendent, (1817-1833). Thayer retired as a brevet brigadier general in the Corps of Engineers in 1863 and died in 1872. Carl Conrad sculpted the statue fifty years after Thayer’s departure as Superintendent in 1883. For some eighty years this statue stood in front of the 1890 Gym and then the first phase of the Mess Hall (built between 1925-29); the new addition was completed in 1969, the Thayer monument moved to its present location.

- Thayer, far more than any other individual, put his mark on this institution. For 16 years, Thayer created order out of chaos, improved the educational system, and instilled stern discipline and individual accountability. Thayer changed the Academy into a school of science and engineering. Today what is known as the “Thayer Method” enshrines his military and scholarly philosophy of small classes, frequent exams, and daily recitations and presentations orally or on the black board. Thayer established a four-year curriculum that all cadets had to follow and pass each individual class in order to graduate. The classroom methods and techniques he introduced are generally still in effect today, from disciplinary measures to instilling honor in the Corps of Cadets. When cadets today have a tough week with exams, projects and papers all due at once, they call it a “Thayer Week.”

**Sedgewick Statue**

- Maj. John Sedgwick, West Point Class of 1837, was killed at the Battle of Spotsylvania in May 1864. He rode up and a staff officer told him to take cover because of Confederate sharpshooters, and he replied, “They couldn’t hit the side of an elephant at this distance.” Just then a minie ball struck him below the left eye and killed him instantly.

- Erected in 1867, this statue honors General Sedgwick who was the beloved commander of the VI Corps, Army of the Potomac.

- A popular cadet myth is that cadets behind in their studies can come to the Sedgwick Statue for super-natural assistance. The night before an exam or major paper is due, a cadet dons the Full-Dress Uniform, under arms, carrying the M-14 Rifle, and reports to the statue exactly at the stroke of midnight. They are to then spin the rowels on Sedgwick’s spurs. With the resulting good luck, the cadet will pass the test.
**Trophy Point**

- There are 330 guns mounted or displayed over all of West Point. 88 of those guns are features at Trophy Point. The guns are from foreign wars or other conflicts beginning with the American Revolution.

**Stone wall overlook/The Great Chain**

- At Trophy Point you can see 13 links of the original Great Chain. Forged at Sterling Iron works near Cornwall, it was floated down the river on logs and installed in May 1778 in order to stop or slow down British forces coming down the Hudson River.
- The chain was 1,700 feet long, weighed 65 tons and was floated on rafts or pontoons that were anchored to the river bottom. The chain was removed and stored on the shore during the ice/winter season. It was removed for the final time in 1782. The white boat house on Constitution Island is where the Chain was anchored on the far side.
- There was never an attempt by the British to penetrate the defenses at West Point. However, it is a myth that the Chain would not have stopped a war ship. The difficult passage around two 90-degree turns would have slowed the ship causing men to man row boats to pull the vessel along.

**West Point Hotel (1829-1926)**

- Major Sylvanus Thayer wanted a better and more suitable lodging for distinguished guests and especially the Board of Visitors when they made their semi-annual visit.
- In 1829 the West Point Hotel was built on the area now known as Trophy Point. Originally it was a small inn style building with thirty-seven rooms but grew to 102 rooms over time. Several other brick and frame wings were added, including an 1860 stable and an 1890 laundry.
- During the hundred years the hotel stood at Trophy Point, it received many important visitors, US presidents, Senators, monarchs and heads of state. In addition to the hundreds of short-term visitors, the hotel catered to long term residents such as the mothers of General Douglas MacArthur and Ulysses S. Grant III, (Grandson of the President U.S. Grant) who resided at the West Point Hotel while their sons were cadets.
- The hotel was demolished in the early 1930s, it was replaced by The Hotel Thayer at the south end of the Post. The hotel’s laundry building, the red brick structure, is the only portion of the old hotel that remains.
NCEA 2022 Standards of Conduct

1. **Professional Behavior.** All participants (cadets, midshipmen, civilians, staff, and faculty) will always treat each other with dignity and respect. The National Conference on Ethics in America (NCEA) is a conference focused on character development and all behavior, dress, and manners should reflect the professional nature of the event and your respective institutions, academies, or schools.

2. **Escorting.** Throughout their stay here at West Point, external guests must be always escorted by a cadet or faculty member outside of Eisenhower Hall. This is a measure designed to ensure accountability of all participants and prevent anyone from becoming lost or wandering into restricted areas. Please arrive on time and report proper accountability every day throughout the conference.

3. **Boundaries.** NCEA participants should remain inside the West Point installation and utilize the provided transportation unless otherwise coordinated with the NCEA Operations Team: Major Ian Kent and Captain Brian C. Gerardi. Similarly, participants will refrain from using their personally owned/rented vehicles throughout the conference.

4. **Barracks Behavior.** Visiting participants are reminded that they are on an active federal military installation. Visiting participants residing in the barracks must adhere to barracks policies and federal regulations.

5. **Alcohol Consumption.** During the conference, everyone is responsible for maintaining sound judgment. At hosted social events, we ask that everyone remains within their limits regarding alcohol consumption, aiding in the safety of all participants. NCEA follows all federal and New York state laws regarding the consumption of alcohol, including but not limited to underage drinking and driving under the influence.

6. **Sexual Assault and Harassment:** To promote a safe and inclusive environment for all participants, every cadet, officer, and noncommissioned officer is trained in the reporting procedures in the unlikely event of any sexual misconduct. Do not hesitate to reach out and allow NCEA personnel to provide you the resources you may need or want for your safety, health, and wellbeing.

7. **Smoking:** There is no smoking inside the Cadet barracks, Academic buildings, or any other building on the West Point installation. At request, smokers may be guided to a designated smoking area.

8. **Vehicles:** If you drove to West Point, your vehicle should remain parked in its designated parking lot for the duration of your stay. The lots on USMA are regularly patrolled by Military Police and your vehicle will be secure. West Point will provide all necessary transportation during the conference so you should not expect to use your vehicle.

9. **Identification:** Upon arrival, every NCEA participant will be issued nametags identifying them as a member of the conference. Please ensure it is always worn and visible throughout the conference.

Central Guard Room: 845.938.3030
Captain Brian C. Gerardi: 910.635.4060
Major Ian Kent: 978.325.1426
We are so thankful to the West Point Class of 1970 for their generosity and for our participating schools. Thank you all for coming!

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