

# Orlando Bound

Get to Orlando, Fla., for the ROA/ROAL National Convention July 8–11 at the Orlando World Center Marriott Resort.

This might be one of the most important national meetings in ROA's 87-year history, as the Association considers major changes in its governance structure and finances, in addition to electing national officers.



**Entrepreneur, author, and milkshake lover plans to give a spirited keynote speech at the Convention.**

By Jeanne Kouhestani,  
Associate Editor

**W**hat makes you great and what makes you a hero is what makes you continually question, “Am I on the right path?” And then you take a stand when it really matters: at a moment in your personal or professional life when you must take action to do the right thing, even if it’s against the status quo.

So says Steven S. Little, author, business consultant, speaker, and ROA’s featured speaker at the National Convention in Orlando July 8–11. Mr. Little is a self-proclaimed “amiable contrarian,” and whatever road you’ve taken in life, his keynote speech is intended to wake you up and make you think twice about every viewpoint you hold dear.

An entrepreneur who successfully catapulted three businesses to greater heights and a former senior consultant to *Inc.* magazine, Mr. Little has taken his expertise on the road to feed his passion: to make the world a better place. His latest of three books, *The Milkshake Moment*, is based on a personal anecdote of his love of having a vanilla milkshake at the end of the day when he travels. All too often, hotel person-

nel are unable to overcome “stupid systems, pointless policies, and muddled management” to provide one if it isn’t on the menu—although the ingredients are readily on hand and the hotel’s purpose is to serve its customers. The “milkshake moment” is that precise instant in which an organization’s individuals realize they are allowed to do the right thing—to serve the interests of others in order to grow the organization—instead of following the status quo that actually stifles growth. Though the book is geared toward business leadership that promotes growth, it has universal lessons that apply to individuals and associations—even the military.

“I feel uniquely honored and qualified to bring a different perspective to the room,” Mr. Little said in a phone interview with *THE OFFICER*. “Because, while they come from all walks of life, if they have been matriculated to the military at some point in life, it means they are a certain type. I am not that type.”

He recounted a story he heard about football legends Lynn Swan and Herschel Walker taking ballet lessons in the off-season to improve their balance and



The agenda also includes military and business leaders as keynote speakers, and Reserve Component leaders who will address their service sections. Junior officers will gain mentoring and career tips through the Joint Officers Leadership Development and Training Seminar, and in the ROA Academy future ROA leaders will learn how the Association carries out its congressionally chartered mission.

Meanwhile, you can take advantage of the Convention's location for an extended family vacation that will never get any cheaper.



flexibility. "To me, that was amazing, to see these tough guys doing that," Mr. Little said. "That's how I feel when I work with people who come from the military or homeland

security. I am like that ballet instructor. I am so different that I can be of value."

Mr. Little said he understands that in the military not following orders can get you killed, and questioning authority is risky at best. However, he said, "I also know that the military wants you to think. It's your duty to question orders that are illegal or immoral. That's a rough one, but that's how I see the world. The hero takes the bold stand."

Mr. Little's speech may touch on the story of his grandfather—his biggest hero—who left the coal mines at 18, got his high school diploma and then a college degree, and eventually became a high school coach and principal. As Mr. Little described him, "he looked like John Wayne but acted like the mean coach you loved to hate." He had a moral compass and unerring drive to do whatever action he deemed necessary to right a wrong—from working against racial injustice and religious exclusion to scaring the daylights out of a kid caught drinking in the woods to keep him always mindful of consequences. His grandfather's funeral, Mr. Little recounted, was attended by hundreds of his former players and students, many of whom said they "hated

his guts at the time, but he made them who they are today."

Mr. Little may have a more flamboyant and friendly style than his grandfather, but the values he espouses in his work emulate his hero's. His stated life purpose is to help people see the world more clearly, and he does it in the way he loves best: on stage, with a microphone in hand. "I would say there are things we are good at and things we have to do. I was good at running companies, but I found that it was not as fulfilling as some other things. It's a drive, to express ideas, opinions, and thoughts. I see that need to have that microphone and speak to others as a blessing and a curse. I don't see it as a choice," he said. Even while running companies, he was fronting rock bands as the lead singer and chief banterer. From there, it was a short leap into professional speaking and consulting, from entertaining to educating.

Mr. Little has spent his entire life—often to the chagrin of his family—questioning everything and pointing out flawed thinking and illogical actions. He says that no matter what business or organization he consults for, he finds gaping holes in processes and wrongheadedness that make no sense to an outsider. To be successful and grow, organizations must have a unique purpose, recruit the best and the brightest and give them the trust and resources to promote that purpose, and be adaptable and change as the world changes, just to name a few.

So, if you have any tightly held be-

liefs, be prepared to dust them off and shake them out while you examine them from a different perspective. No matter what you think you'll get from Steven Little's speech, expect this: you will be entertained, you will be wide awake, and you will be made to think in ways you've never thought before. ✨

### The Steven S. Little File

#### Author:

- *The 7 Irrefutable Rules of Small Business Growth* (Wiley, 2005)
- *The Milkshake Moment: Overcoming Stupid Systems, Pointless Policies and Muddled Management to Realize Real Growth* (Wiley, 2008)

#### Business experience:

- President of Fame Inc.
- President of Erb Industries
- Senior Consultant for *Inc.* magazine

#### Speaker:

UPS, Microsoft, FedEx, Bank of America, SunTrust Bank, EchoStar, National Association of Home Builders, Consumer Electronics Associations, National Sporting Goods Association, Million Dollar RoundTable, American Banking Association, Associated General Contractors, Retail Industries Leaders Association, and more than 80 chambers of commerce

ON THE WEB: For more information about Steven Little, visit his website at [www.stevenslittle.com](http://www.stevenslittle.com).

# Amendments To ROA's C&B

Department delegates at the National Convention will consider two amendments to the ROA constitution. Copies of these amendments were sent to departments and the national council in early April to meet the 90-day distribution deadline required by the Constitution and Bylaws (C&B).

Your opinion on these amendments is important. Attend the National Convention as a delegate from your department and help decide important governance issues.—**CAPT Marshall Hanson, ROA Director of Legislation.**

Amendment #1 would curtail the Executive Committee's (ExCom's) authority to attempt trial periods to test different approaches to dues collection. Currently, as stated in the constitution, "nothing in [the ROA Constitution] prohibits the Executive Committee from approving trial changes to the dues schedule, provided they [the dues trials] do not go past the time of the next National Convention without approval [by the delegates of the National Convention]."

According to the ROA Department of California, which originated the amendment, the ExCom has "abused" its authority "to make trial changes to ROA's dues ... by creating new classes of membership cloaked as trial changes to the dues schedule." Two examples are given in the amendment's rationale. The first is the half-price life membership that was offered 13 years ago, when ROA celebrated its 75th anniversary. At the same time, other military associations were offering membership incentives. There was widespread enthusiasm to combine the anniversary with a membership drive, with the belief that life memberships stabilized ROA's member strength. Complaints arose only after the discounts affected department dues rebates.

This past year, ROA's Membership Committee suggested increases to the dues schedule, including ending the one-year term membership, eliminating some dues categories, and recommending dues increases to both term and life memberships. The ExCom made some additional adjustments and passed the Membership Committee's recommendations. The National Council disagreed and, per ROA bylaws, voted to stay the ExCom's action. The National Convention will decide this summer on how to proceed.

The process is already in place in the C&B that provides a check and balance. The National Council can veto an Executive Committee decision on dues and other actions, with the delegates at the National Convention clarifying the final decision.

## RESERVE OFFICERS ASSOCIATION OF THE UNITED STATES

### Proposed Amendment No. #1 2009

Presented by the Department of California

A recommendation of "No" by the Constitution and Bylaw Committee, and

A recommendation of "No" by the Membership Committee

### SUMMARY

Amends ARTICLE A-11, FINANCE, SECTION 3, DUES AND DEPARTMENT REBATES by revoking the authority of ROA's National Executive Committee (EXCOM) to make trial changes to ROA's dues schedule.

NOTES: 1. The boxed portions are for informational purposes only and are not presented for amendment. Italics are recommended new language (page two).  
2. As an amendment to the Constitution, this requires a three-fourths vote to pass.

### RATIONALE

The specific authority for ROA's National EXCOM to make trial changes to the dues schedule was adopted by ROA's 1997 National Convention after the National EXCOM approved, in the last half of 1996, a half-price sale on life memberships as a trial change to the dues schedule, resulting in protests from several Departments because the half-price sale significantly reduced term member rebates to Departments. The protesting Departments argued that ROA's National EXCOM had exceeded its authority by authorizing the half-price sale on life memberships cloaked as a trial, a power assumed by the EXCOM that had not been authorized prior to 1997 by ROA's Constitution. The half-price sale on life memberships, approved by ROA's National EXCOM in 1996, without an actuarial study, caused lower than normal payments into ROA's Life Membership Trust Fund. An actuarial study of ROA's Life Membership Trust Fund completed in recent years revealed a shortfall of approximately \$700,000 in ROA's Life Membership Trust Fund. Considering compound interest and appreciation of capital, it is possible that the entire \$700,000 shortfall in ROA's Life Membership Trust Fund was caused by the half-price sale on life memberships approved by the EXCOM in 1996 without an actuarial study. ROA's National EXCOM has abused its previously assumed and subsequently granted power to make trial changes to ROA's dues schedule, for example, by creating new classes of membership cloaked as trial changes to the dues schedule. Classes of membership are defined in Article A-3, Section 1, of ROA's Constitution and the creation a new class of membership is not merely a trial change to the dues schedule. In August 2008 ROA's National EXCOM exceeded its authority by approving a totally new dues schedule cloaked as a "trial change," the implementation of which may soon be delayed by ROA's National Council until the proposed dues increase can be considered and decided by ROA's 2009 National Convention.

### PROPOSED AMENDMENT TO READ AS FOLLOWS:

#### ARTICLE A-11 FINANCE

SECTION 1. FISCAL YEAR; ANNUAL AUDIT. The fiscal year of the Association shall begin each year on the first day of April. There shall be an audit of the Association books by a certified public accountant selected by the National Executive Committee. A copy of the audit report shall be provided to each member who requests a copy from National Headquarters and to each department president and secretary. A recapitulation of the report shall be published in the official publication of the Association not less than two weeks prior to the National Convention.

SECTION 2. REVENUE SOURCES. The revenue of the Association shall be derived from membership dues and from such other sources as may be approved by the National Executive Committee.

SECTION 3. DUES AND DEPARTMENT REBATES. Dues structure and policy for rebate to Departments shall be set by the National Convention. The process of timing of notice, to whom sent, and percent of votes necessary for changes shall be the same as for changes to the Constitution. **Nothing in this prohibits the Executive Committee from approving trial changes to the dues schedule provided they do not go past the time of the next National Convention without approval, by a majority vote, for a onetime extension of up to one year. Only a National Convention may authorize changes to the dues structure or rebates to Departments.**

## RESERVE OFFICERS ASSOCIATION OF THE UNITED STATES

### Proposed Amendment # 2 2009

Presented by the three Service Sections' Vice Presidents  
Recommended by the Executive Committee and the National Council

#### SUMMARY

Amends ARTICLE A-7, NATIONAL OFFICERS, Sections 2-5. This changes the election from the national convention to a mail or electronic ballot to the general membership.

NOTE 1: The boxed portions are for informational purposes only and are not presented for amendment.

NOTE 2: As an amendment to the Constitution, this amendment requires approval by \_ vote to pass.

#### RATIONALE

Departments are no longer sending full delegations to the National Convention, and not every Department is sending representatives for each of the services. The national convention is not representative of the membership. The ad hoc Presidential Working Group (PWG-21) has recommended changes to the voting process which require changes to the Constitution. A recommended change is:

- 1) Electing national officers by a mail or electronic vote from the active membership; this is in keeping with existing language in the constitution.
- 2) Active members include both active and spouse memberships.
- 3) Nominees who are not endorsed by a service section will require two ROA Departments to endorse them in lieu of a nomination and a second.

#### PROPOSED AMENDMENT TO READ AS FOLLOWS:

##### ARTICLE A-7

##### NATIONAL OFFICERS

##### SECTION 2. ELECTION OF OFFICERS.

(a) The National Convention in general session shall each year elect all of the elective officers, except the nine national executive committeemen, the national surgeon, the national dental surgeon, the national historian and the national chaplain, to hold office for one year or until their successors are duly elected and qualified.

*(a) The active members of the Association shall elect all of the elective officers by mail and/or electronic ballot to hold office until their successors are duly elected and qualified.*

*(b) Service Section Vice Presidents, Junior Vice Presidents, and Executive Committeemen shall be elected by mail and/or electronic ballot by active members of their respective Service Sections.*

(1) In even numbered years, two national executive committeemen shall be elected from each service section, those from the Naval Services Section to be from the Navy and the Marine Corps. In odd numbered years, one national executive committeeman shall be elected from each service section, the one from the Naval Services Section to be from the Coast Guard. National executive committeemen shall hold office for two years or until their successors are duly elected and installed.

(2) In odd numbered years the national surgeon and the national historian shall be elected and in even numbered years the national dental surgeon and the national chaplain shall be elected. Each shall hold office for two years or until their successors are duly elected and installed.

(b) The national president shall be elected by the National Convention held *mail and/or electronic ballot by the active members of the Association* the year before that individual is to take office as national president. That individual shall be designated as the president-elect until assuming the office of national president at the conclusion of the next convention. Should a president-elect be unable or unwilling to take office, a president shall be elected at the National Convention held **by the active members of the Association** for the term that the president-elect would have otherwise taken office and a national president shall be elected to take office the following term. The president-elect shall hold no other office while president-elect.

SECTION 3. *PRESIDENTIAL ROTATION.* The office of national president shall be rotated in the following order (1) Army, (2) Naval Services and (3) Air Force. ~~unless the Convention upon nomination from the floor and by a three-fourths vote shall elect a national president or president-elect other than the one nominated by the service section concerned, in which event the rotation of the national presidency shall be suspended for one year. At the next succeeding convention, the service section whose right to rotation was suspended the preceding year shall be entitled to such rotation right without qualification and regardless of whether a member of that service section was elected to the presidency the preceding year.~~

SECTION 4. *SECTION NOMINATIONS.* The nominations of the national president, the national president-elect, the three national vice presidents, the three national junior vice presidents and the nine national executive committeemen shall be upon the recommendations of the particular sections concerned. ~~at meetings of the sections from which the nominees are to be selected. Other candidates for these respective offices shall be allowed a position on the ballot upon nomination from two departments.~~

SECTION 5. *SECTION VOTES REQUIRED.* A majority vote of all votes cast shall be necessary for nomination in a section meeting.

Amendment #2 would change the constitution to allow ROA's active members to vote directly on the president-elect and other national officers.

ROA surveys indicate that younger serving members find they can't participate in ROA because of time conflicts with family, civilian career, and demand from an operational Reserve. They feel disenfranchised and seek a means to gain a sense of ownership. The Presidential Work Group 21 suggested that the Association could retain more serving members by expanding the vote for national officers from the National Convention to the active membership as a whole.

Further, attendance at the national convention is declining. Many departments don't have members attending; other departments don't have delegates from every service section; and most fail to send enough delegates to equal the number of available votes. The under-attended conventions are no longer representative of the membership as a whole.

With today's technology, elections can be achieved by direct mail and over the Internet. Both approaches would be used, because different modes would appeal to different people. The use of unique member identification numbers would maintain security. A contractor would perform the final tabulation, assuring independent integrity.

The presidency would still rotate among service sections. Service nomination committees would still be able to endorse specific candidates. To strengthen the nominations, a candidate would need two department endorsements to run. Only the president-elect and non-voting members of the ExCom would be voted upon by all service sections. The service section vice president, junior vice president, and executive committee members would still be elected by ROA members in that service section. The officers would be inaugurated at the National Convention.

# 2009 ROA/ROAL National Convention Agenda Orlando World Center Marriott

## Tuesday, July 7

- 12:30 p.m. JOLDTS registration
- 6 p.m. JOLDTS opening session and dinner

## Wednesday, July 8

- 7 a.m. ROA Academy: Department Management Training Seminar
- 7:30 a.m. JOLDTS
- 8 a.m. Executive Committee meeting
- 10 a.m. ROAL Past Presidents meeting
- Noon Registration & Exhibits open
- 1:30 p.m. ROAL Executive Board meeting
- 2 p.m. Committee meetings
- 4:30 p.m. ROA/ROAL First-Timers Reception
- 6 p.m. "Welcome to Orlando" Reception

## Thursday, July 9

- 7 a.m. Registration and Exhibits
- 8 a.m. Formal Assembly of Convention
- 10 a.m. Coffee break
- 10:30 a.m. ROAL first general meeting  
JOLDTS  
Service section meetings convene
- 1 p.m. Service section meetings reconvene
- 2 p.m. Committee meetings

## Friday, July 10

- 7:30 a.m. Registration and Exhibits
- 8 a.m. Service section meetings reconvene  
JOLDTS
- 8:30 a.m. ROAL second general meeting
- 10 a.m. Coffee break
- Noon Joint Service Luncheon
- 2 p.m. Department National Council members meeting
- 2 p.m. Committee meetings
- 4 p.m. ROAL Past National Presidents meeting

## Saturday, July 11

- 8 a.m. ROAL third general meeting  
JOLDTS
- 8:30 a.m. ROA General Assembly
- 1 p.m. ROAL Executive Board meeting
- 2 p.m. ROAL Area Directors meeting
- 3 p.m. ROAL Reception for 2009–2010 National President
- 4 p.m. Executive Committee Meeting (newly elected)
- 6 p.m. Inaugural Reception
- 7 p.m. Inaugural Banquet

For more information and updates,  
visit [www.roa.org/orlando](http://www.roa.org/orlando)

# Hotel Information

June 16  
Deadline

The Orlando World Center Marriott Resort and Convention Center, host hotel for the ROA/ROAL National Convention, is the largest Marriott in the world and sits amid 200 acres of landscaped grounds, a true getaway destination in its own right. Amenities include its 18-hole Hawk's Landing course; six swimming pools totaling 1 million gallons, including a waterfall pool, a waterslide, and two kiddie pools; six whirlpools; and a full-service spa.

Room rates for the ROA Convention are \$155 for single or double, plus taxes. The ROA Convention code is RSFRSFA. Reserve by phone, 800-564-3181, or online through the link on the ROA Convention page, [www.roa.org/orlando](http://www.roa.org/orlando). Cutoff date for these special Convention rates is June 16.—EM



PHOTOS COURTESY ORLANDO WORLD CENTER MARRIOTT RESORT

## A Good Deal of Golf

It's not enough that the Orlando World Center Marriott Resort and Convention Center, host hotel for the ROA/ROAL National Convention, has a championship-caliber course on its property right outside the door. Now military members can play at a reduced fee.

It's part of the Marriott hotel and resort chain's Fairway Furloughs Military Golf Program. Servicemembers can take advantage of discounted green fees/carts, ranging from \$29 to \$69, at any of 26 Marriott golf courses around the United States, including Hawk's Landing at the Orlando World Center. The program is available after 3 p.m. any day of the week, year round. Tee times can be made up to three days in advance, and a valid military ID card must be presented. In some cases, select Marriott Golf properties will even extend the hours that the special offer is available, further enhancing the value of the program and enabling eligible military personnel to experience the company's prestigious collection of championship golf courses.—EM

# 2009 ROA/ROAL National Convention Registration Form

July 8–11, 2009, Orlando World Center Marriott Resort and Convention Center



(please PRINT clearly)

Name (as it should appear on badge) Rank Branch of Service — Active / Reserve / Guard / Retired

Address State ZIP

Daytime Phone E-mail Address ROA Member Number

Guest #1 — Name (as it should appear on badge) Guest #2 — Name (as it should appear on badge)

Guest #3 — Name (as it should appear on badge) Guest #4 — Name (as it should appear on badge)

Ribbons: Please include a ribbon in my packet for:  Life Member  Wall of Gold  Capital Campaign

## Conference Registration (Required for access to events)

Registration includes Joint Service Luncheon

	<b>By June 22</b>	<b>On Site</b>	
No. of People _____ X	<b>\$435</b>	<b>\$522</b>	\$ _____

### Inaugural Banquet

	<b>By June 22</b>	<b>On Site</b>	
No. of People _____ X	<b>\$100</b>	<b>\$125</b>	\$ _____

### Additional Joint Service Luncheon

	<b>By June 22</b>	<b>On Site</b>	
No. of People _____ X	<b>\$60</b>	<b>\$70</b>	\$ _____

### Banquet Alternative—Kids 10 & up

No. of People _____ X	<b>\$20</b>	\$ _____
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### Banquet Alternative—Kids 6–10

No. of People _____ X	<b>\$20</b>	\$ _____
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**Total Registration Fee: \$ \_\_\_\_\_**

## JOLDTS Registration (Joint Officer Leadership Development Training Seminar)

**O1–O4 only** No. of People \_\_\_\_\_ X **\$585\*** \$ \_\_\_\_\_

\*Fee includes ROA Conference Registration and Joint Service Luncheon, additional lunch and dinner, and seminar programs. JOLDTS registrants: please be sure to complete Step 1—Space Reservation Form by visiting [www.roa.org/joldts](http://www.roa.org/joldts) so that Col Tom Obenland, ROA Seminars Manager, may send you specific seminar attendee information.

## PAYMENT

I have enclosed a check made payable to ROA for the total registration fee.

Please charge total registration to my

VISA  MasterCard  American Express Exp. Date \_\_\_\_\_

Card # \_\_\_\_\_ Security ID# \_\_\_\_\_

Signature \_\_\_\_\_

Requests for refunds for your registration must be received in writing by June 29, 2009 (full refund minus a \$25 administration fee). Refunds will be processed AFTER the Convention.



Register online at

[www.roa.org/orlando](http://www.roa.org/orlando)

- This is my first ROA National Convention.
- I would like information on volunteering at the convention.
- I will need accommodations for a disability. Please explain:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- ROA does not release or sell e-mail addresses to outside entities, but will occasionally send e-mails about ROA programs, products, and legislative alerts. If you are not interested in receiving these notices, please check this box.

## Fax Registration

202-646-7767

## Mail-in Registration

Erika Interiano, Manager  
Meetings & Events  
Reserve Officers Association  
One Constitution Ave. NE  
Washington DC 20002-5618

## Questions?

Phone: 800-809-9448 ext. 734  
E-mail: [einteriano@roa.org](mailto:einteriano@roa.org)  
Web: [www.roa.org/orlando](http://www.roa.org/orlando)

# JOLDTS

The ROA Joint Officer Leadership Development and Training Seminar (JOLDTS), presented in conjunction with the ROA National Convention July 7-11 at the Marriott World Center Resort, Orlando, Fla., is an all-services program for Reservists and National Guard members in grades O-1 through O-4 and WO1 through CW4. The program includes group exercises to challenge and sharpen your leadership, communication, and group dynamics skills; career guidance; senior leader speakers and briefers; a panel of NCO leaders offering insights into leadership from the enlisted perspective; and participation in selected portions of the ROA National Convention.

**ELIGIBILITY:** All Reserve, National Guard, NOAA, and Public Health Service officers in grades O1-O4 and WO1-CW4.

**LOCATION:** Orlando World Center Marriott Resort, Orlando, Fla. The hotel rate is \$155 plus tax.

**ENROLLMENT:** This is an open enrollment seminar without any command/component quotas. Register through the ROA website.

**REGISTRATION:** Participants must sign up for the convention to attend JOLDTS, which is covered in the convention fee. Go to [www.roa.org/joldts](http://www.roa.org/joldts) for details on confirming your space and seminar registration.

**TIME:** Seminar begins at 1800 Tuesday, July 7, 2009, and concludes at the end of the ROA banquet Saturday, July 11, at 2230.

**TRAVEL:** Attendees are requested to arrive at the hotel no later than 1600 on Tuesday to allow for check-in and registration before the opening session. Return travel is July 12, if staying for the banquet, or after 1230 sign-out July 11.

**ORDERS DATES:** July 7-11.

**JOLDTS-ROA REGISTRATION FEES:** JOLDTS registration fee is \$585, which includes ROA registration, ROA lunch, JOLDTS dinner and lunch. The ROA banquet is \$100 and can be purchased online or on-site. Registration is reimbursable IAW JFTR par. U4535, subject to command policies, and must be authorized in your orders. Registration is required to attend JOLDTS.

**UNIFORM:** Short-sleeve, open-collar uniform for daytime agenda, mess dress/dress blues for the ROA banquet (preferred), civilian or military PT/workout clothes for the group exercises.

**STANDARDS OF CONDUCT:** The National Judge Advocate of the Reserve Officers Association has determined that this event meets the minimum Department of Defense (DoD) regulatory standards for attendance of DoD employees and Active and Reserve members of DoD and its military components. This legal opinion is not an official opinion of DoD and does not constitute approval of attendance. Individual DoD component commands or organizations are responsible for approving attendance of their DoD employees and servicemembers based on mission requirements and DoD and service regulations. ✱

# The Mentor



**JOLDTS presenter, an Air Force Reserve general, incorporates mentoring into her leadership philosophy.**

By Eric Minton, Editor

**E**arly in her career, as she strove to become an Air Force pilot in the early 1980s, then-Lt Stayce D. Harris encountered “negative mentoring,” she said. “I learned quickly the type of leader I did not want to become.”

Fortunately, as an Active Duty C-141 pilot, she also encountered the kind of leader she did want to become, like her squadron commander, now-retired Brig Gen Steven Roser. “My hero,” she said in a telephone interview with *THE OFFICER*. “He really was the person I wanted to be as a servant leader.”

He certainly served the young pilot well as a mentor, for she pinned on her own first star in April and has become something of a guiding light herself. As such, Brig Gen Harris, who transitioned to the Air Force Reserve in 1990, will be participating in a senior mentoring session at the Joint Officers Leadership Development and Training Seminar (JOLDTS) at the ROA National Convention in Orlando, Fla. JOLDTS will run from July 7-11. It’s an opportunity she considers valuable not only for the junior officers in attendance but for her and the nation as well.

“I’m always curious about how our Airmen are doing and if they need any advice,” she said. “When I have taken command, I let people know I’m there to serve them, to make their journey easier while they are serving their nation.”

Brig Gen Harris currently is mobilization assistant to the director of strategic plans, requirements, and programs at Air Mobility Command Headquarters, Scott AFB, Ill. Previous to this assignment, she was commander of the 459th Air Refueling Wing at Andrews AFB, Md.

She describes herself as a people person, and an engaging smile and keen participation in conversation—eye contact, if you will—comes through even over the telephone. But also, “Mentoring is part of my philosophy of leadership,” she said.

A 19-year pilot for United Airlines, flying 747s and now 777s to Dubai and Beijing, Brig Gen Harris would get in her C-141 and KC-135 qualification flights during the week so that she could devote much of her time during Unit Training Assemblies (UTAs) meeting with Airmen.

# Your Toolbox For Success

ROA Academy gives leaders means to succeed in the Association.

By Lt Col (Col select) Scott Russell, USAFR

I've been involved in ROA since I joined the Reserves in 1993. Since that time, I've worked with numerous chapters, three different departments, and ROA National Headquarters. One of the statements I repeatedly hear from our members—no matter where I go—is their wish for an easy-to-use guide on how to run their departments or chapters. An “ROA for Dummies,” if you will.

That's my opportunity to ask if they have ever heard of the ROA Academy. The ROA Academy was created to help our members—of all experience levels—with the skills and tools they need to run a department. The Academy brings in experts from all across ROA to talk about how to successfully run a department and provides a toolkit containing documents and programs needed to be successful. The one-day course offers information on member programs, finance, awards, public affairs, and many other items of interest. You also get a chance to talk with your fellow ROA members about your ongoing issues and concerns.

When I first attended the Academy, I was skeptical about what I would learn. I had already been a department president, and was getting ready to do it again in a new department. After I attended the Academy, I found out exactly what I had been missing, and wished I had gone earlier. Attending the Academy made my year as the Department of Texas president much easier. I would encourage everybody in ROA to attend the Academy, but especially those active at the department and chapter levels.

The Academy will be conveniently held the first day of the National Convention in Orlando, on July 8. You'll be finished well before the opening ceremonies that evening. The best part is that there's no fee to attend. Just sign up in advance, so we can plan for the correct number of attendees.

This is a great opportunity to personally meet ROA's national president, executive director, and other top members of the Executive Committee and national staff. For more details, check out the ROA website ([www.roa.org](http://www.roa.org)) or call Member Services at 1-800-809-9448. ✱

*Lt Col Russell is a member of the Academy Task Force, the strategic planning group within the ad hoc ROA Academy Committee.*

Per UTA, she'd schedule at least four meetings devoted to career development with officers and enlisted members. Otherwise, “I'm a firm believer in management by walking around. You get a true sense of what's going on in the organization just by getting out and about and talking to Airmen.”

Indeed, she organized a mega-“walking around” expressly as a forum for mentoring: foreign-object-damage (FOD) walks, in which Airmen canvas the flightline, picking up debris on the runways and ramps that can cause FOD to aircraft. “I'm a big fan of the FOD walk,” she said. “I'd get the whole wing out there, not just the fliers and maintainers but the security forces and admin people. And I'd just meander among them, getting to know the Airmen: ‘Tell me about yourself. Where are you working? Tell me about your family.’”

She'd also mentor by phone between UTAs if necessary, and mentoring included not only Air Force matters but also civilian career development. “Civilian employment is civilian employment, and even though I'm an airline pilot for a supportive company, we all have the same aches and pains.”

However, she notes, not all mentoring comes through the chain of command. A key mentor for her while she was an Individual Mobilization Augmentee (IMA) working manpower and Reserve affairs issues for the secretary of the Air Force from 1997 to 2000 was now-retired Brig Gen Leon A. Johnson. “He called me up and said, ‘It's time to get back into the operational world, time to get flying again.’ Especially being an IMA, there wasn't a chain of command to give you that feedback.” Brig Gen Harris had first met Gen Johnson through her membership in the Tuskegee Airmen International, and her return to the operational world was noteworthy. In becoming commander of the 729th Airlift Squadron at March ARB, Calif., in January 2001, then-Lt Col Harris became the first African-American woman ever to command an active flying squadron in the U.S. Air Force. Tuskegee Airmen turned out for her change-of-command ceremony.

Such professional organizations—from unit company grade officer groups to the all-services, all-ranks ROA—are rich in mentoring opportunities, Brig Gen Harris said. “All these organizations are vitally important for grooming our future Air Force leaders, especially with JOLDTS being purple.” Her advice to young officers is to seek any opportunities within and outside the chain of command to get career advice, and she points out that the military is unique in the access it provides to senior leaders. “At Microsoft you don't have access to [CEO] Steve Ballmer,” she said. But at ROA, junior officers not only can meet with Reserve chiefs in formal sessions but in social settings, too.

And this year's JOLDTS participants will be able to add Brig Gen Harris to their list of mentors. “I love it when young Airmen send me an e-mail saying, ‘I'm thinking about doing this for my career,’” she said. “I'm just honored that they would do that.” ✱



*Tuskegee Airmen celebrated with then-Lt Col Harris when she took command of the 729th Airlift Squadron in 2001.*