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WE CAME IN PEACE For All Mankind

AN INTERVIEW WITH

Jason Feifer, Editor-In-Chief of *Entrepreneur* Magazine

TAKING NEIL ARMSTRONG TO HOLLYWOOD:

A Book Author's Journey

ACHIEVING GREATNESS

Three Factors That Produced a "First Man"



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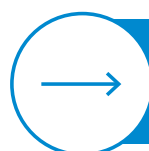
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BY ANTHONY PAUSTIAN, PH.D.

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EDITOR'S NOTE

Reaching a goal is as much about the way you think as it is about the things you do, in fact, perhaps even more so. But this is easy to say and far more challenging to control.

When you're down in the dumps, it's easier to give up, grab the nearest bag of Doritos, and turn on the latest show on Netflix. With so much to go against, it feels as though any goal—whether trying to solve a small local problem or a big global one—is too far out of reach.

But this kind of mindset, this fixed idea that there's nothing we can do, serves no one. In her landmark book *Mindset: The New Psychology of Success*, Stanford psychology professor Dr. Carol Dweck says that a fixed mindset leads us to believe that "things are the way they are," and there is nothing we can do to change them. When we have a fixed mindset, we tend to avoid challenges because we mistakenly think there is no point in undertaking them. This mindset leads us to give up in the face of a problem, indulging in our go-to form of entertainment and distraction (although as far as entertainment goes, I recommend *The Good Place*, an absurdly hilarious show that slyly conveys the basics of morals and ethics).

In contrast, maintaining a growth mindset is what fosters the desire to improve. Growth mindsets inspire us to learn more and to develop and help us maintain the idea that with the right amount of creativity and ingenuity, the big problems might just have a solution. This mindset leads us to persist in the face of challenges and to seek to overcome obstacles.

People with growth mindsets tend to view criticism as valuable feedback for growth, rather than, well, criticism.

Perhaps unsurprisingly, those with a fixed mindset tend to plateau early in their careers and then fizzle out. Those with a growth mindset tend to reach higher levels of achievement and free will.

So, between the fixed mindset and the growth mindset, which is more productive? Certainly the growth mindset can be the harder to maintain. But if you take a look at the stories of success and triumph in this issue of *ciMagazine*, you'll find growth mindset *everywhere*. You'll find examples of synergy among teams and the ability to accept criticism as useful feedback. You'll find examples of the willingness—even the eagerness—to grow and learn. You'll find examples of perseverance in the face of some of the greatest challenges of our time.

Here's the good news: far more than skill, talent or experience, mindset is entirely up to you, and it's available to you *right now*, all the time. You can change it at will. You can practice a growth mindset in every moment. When you fail (and everyone fails eventually), you can begin again in the very next moment.

I'll leave you with the words of the prolific author and screenwriter Steven Pressfield:

Turning pro is a mindset. If we are struggling with fear, self-sabotage, procrastination, self-doubt, etc., the problem is, we're thinking like amateurs. Amateurs don't show up. Amateurs crap out. Amateurs let adversity defeat them. The pro thinks differently. He shows up, he does his work, he keeps on truckin', no matter what.

To a growth mindset,



Sara Stibitz

SARA STIBITZ, CO-EDITOR. SHE MAY BE REACHED AT SRSTIBITZ@GMAIL.COM.



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HUGE CROWDS WATCH THE FIRST MOON LANDING. USED WITH PERMISSION.



BY DR. TAHIR RAHMAN

WE CAME IN PEACE

For All Mankind

Astronaut Buzz Aldrin once traveled to a luxury hotel in Beverly Hills, California. Having voyaged 250,000 miles to the Moon in July 1969, he was accustomed to meeting children and teaching them about the “magnificent desolation” he experienced there. But this time something was different: an unexpected trap was set for him. A Moon hoax “documentary” filmmaker approached Aldrin, carrying a Bible. The man, acting under the pretext of interviewing Aldrin for a Japanese children’s show, began stalking the Apollo 11 moonwalker, wryly insisting that he take an oath to prove he actually went to the Moon.



STILL IMAGE FROM THE VIDEO OF BUZZ ALDRIN (FAR RIGHT) PUNCHING HIS ASSAILANT, CONSPIRACY THEORIST. USED WITH PERMISSION.

Aldrin, upset by the deceptive pretext, refused. The man chided Aldrin, calling him “a coward, and a liar, and a thief.” Aldrin reacted by asking, “Will you get away from me?” before punching. Fifty years later, the belief that the government faked the moon landing continues to have a following. Numerous books, videos and websites have been created by moon hoaxers to “prove” their point. Today, U.S. astronauts continue to be harassed and stalked by such individuals.

Neil Armstrong found himself in a similar situation at a press conference in Cairo, Egypt. He was not there to celebrate the mission, but rather to dispel the false belief that he had converted to Islam. A rumor alleged that Armstrong had heard the Muslim call to prayer, the azan, on the Moon. The belief grew with such intensity that other stories emerged that the Earth emitted radiation from the Holy Kaaba in Mecca, thus proving its verity. Much of the world still believes these and many other fanciful stories about Armstrong to this day.

Social media has become a place of easy access for those who wish to perpetuate false narratives—all in the private echo-chamber of their computers.

EXTREME OVERVALUED BELIEFS

Odd beliefs, such as the ones encountered by Aldrin and Armstrong, often result in violent or criminal behavior and have grown at an alarming rate with the advent of online social media. The beliefs do not stem from a psychotic mental disorder, but instead from extreme overvalued beliefs (EOBs). EOBs are the main cause of extremist violence and are responsible for mass shootings and terrorist attacks. They form when a person holds an anchor bias (a bias that may, for instance, be present in a person’s family or subculture). Additional amplification of the belief can occur online and, without counter-balancing beliefs, can grow more dominant over time, more

refined and more resistant to challenge. An individual may develop an intense emotional commitment to the belief and carry out violent behavior in its service.

Fifty years after the first historic lunar landing, our democracy—even our very survival—is threatened by EOBs. The content of EOBs can vary greatly but usually involves political, religious, or cultural extremist ideology that is shared by others. Social media has become a place of easy access for those who wish to perpetuate false narratives—all in the private echo-chamber of their computers. Foreign countries have weaponized false stories to sway elections and to divide us.

Nearly two billion of us are now on social media, a new platform of information which we have not entirely digested from a social science perspective.

On the surface, some beliefs seem benign—the Moon landing hoaxers, global warming issues, and rumors about the Kennedy assassination may be of passing interest to some. However, other EOBs may take on a much darker form. Propaganda, amplifying its way through social media, can make people distrustful of their government and their leaders, or evoke intolerance of differing races, religions, cultures, sexual orientations, etc. Thus, online EOBs prove to be a threat to our democratic system, our safety and perhaps even our species. Technology has outpaced our ability to understand these unintended consequences.

Neil Armstrong was once asked by journalists about where we should be focusing our energies after the Moon landing. Was it Mars? A permanent Moon station? Armstrong, in phlegmatic style, had a more somber response: “Human character—this is the area where we have made the least progress—learning more about the brain, about our behavior and the ways we relate to one another. I think that’s the most important direction we can take.” And it is within the fields of the brain and character, developed or undeveloped, that EOB ideology is sown.

Scientists have long been studying the brain and how beliefs are shaped. They have learned, for instance, that social media, despite being an enjoyable pastime, can also be a platform for violent extremism. The human mind is vulnerable to developing a belief system and, wrapped in a cocoon, can bend people against their previously held moral systems toward extremism. Misinformation

and misdirection can lead to devastating behaviors including mass shootings and horrific acts of terrorism. Less apparent—but equally potent—are attacks on our democratic processes, where propaganda appears as “facts” and creates new fixations that masses can over-idealize and over value. During the last U.S. Presidential election, falsified news stories purporting that an FBI agent had been killed after leaking Clinton’s emails and that Pope Francis had endorsed Donald Trump were released. Over the final months, the twenty top-performing *false* election stories generated more profitable Internet traffic than the twenty top stories featured by mainstream news outlets.

FROM PLANET EARTH

Buzz Aldrin climbed back into the lunar module called the *Eagle*. He and Armstrong had just completed a historic moonwalk, witnessed by millions of Earthlings on a tiny blue marble floating in

the dark sky. His bulky, once immaculately white space suit required just the right amount of maneuvering to fit through the Eagle’s hatch. Ancient lunar dust, more than 100 million years old, was embedded into the fabric of his now ashen protective garments. The astronauts had already accomplished their goal of walking on the Moon and were ready to depart. Armstrong, the commander of the flight, would soon be joining Aldrin in the Eagle. During the fervor of exploring the “magnificent desolation” of the Moon’s Sea of Tranquility, Aldrin and Armstrong almost forgot to leave something behind. NASA and the State Department had compiled a symbolically important package containing mementos. Mission control, with checklists in hand, radioed a reminder to Armstrong to leave that special package on the Moon.

The package nestled in Buzz’s sleeve pocket contained a special silicon disc crafted by NASA engineers to preserve 72 poetic messages of goodwill from many world



BUZZ ALDRIN DESCENDS THE LUNAR MODULE LADDER DURING APOLLO 11. USED WITH PERMISSION.



SILICON DISC FEATURING THE 72 MESSAGES FROM WORLD LEADERS. USED WITH PERMISSION.

Human character—this is the area where we have made the least progress—learning more about the brain, about our behavior and the ways we relate to one another.

leaders. Perched atop the lunar module and staring down the ladder toward Armstrong, Aldrin tossed out the package with the disc. With only one-sixth of the Earth's gravity, it floated gently onto the powdery gray surface of the moon. Armstrong, impeded by his space suit, greeted its presence with a touch of his boot. The astronauts had already planted the American flag and uncovered a plaque declaring: HERE MEN FROM THE PLANET EARTH FIRST SET FOOT UPON THE MOON...WE CAME IN PEACE FOR ALL MANKIND.

The poetic messages, forever etched onto the disc, have largely been forgotten. Most of them congratulated the United States

for its trailblazing accomplishment. The leader of the free world had beaten the Soviet Union in the space race. Liberty, freedom and human brotherhood were themes mentioned by many world leaders. Several messages also warned of the great new power mankind had discovered—and the potential it had for self-destruction. The 1960s had seen the Cold War and the loss of many lives during the conflict in Vietnam. Nuclear weapons, deployed on the same rockets used by space voyagers, were prepared to annihilate entire cities. There had been a proliferation of lethal weapons across the globe. President Kennedy had mentioned the ominous threat this fact posed:

I ask you to stop and think for a moment what it would mean to have nuclear weapons in so many hands, in the hands of countries large and small, stable and unstable, responsible and irresponsible, scattered throughout the world. There would be no rest for anyone then, no stability, no real security, and no chance of effective disarmament. There would only be the increased chance of accidental war, and an increased necessity for the great powers to involve themselves in what otherwise would be local conflicts.

Eric Williams, Prime Minister of Trinidad and Tobago, also commented: *"It is our earnest hope for mankind that while we gain the Moon, we shall not lose the world."*

On this jubilee of humanity's first steps on the Moon, we continue to face threats due to our self-destructive nature. Nuclear, chemical and biological weapons are increasingly accessible to extremists and



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On this jubilee of humanity's first steps on the Moon, we continue to face threats due to our self-destructive nature.

have the power to potentially destroy humanity. Senator John McCain argued that to be an effective leader in the 21st century, "it is not enough to be strong." He said,

We must be a model for others. That means not only pursuing our own interests but recognizing that we share interests with peoples across our planet. There is such a thing as good international citizenship, and America must be a good citizen of the world—leading the way to address the danger of global warming and preserve our environment, strengthening existing international institutions and helping to build new ones, and engaging the world in a broad dialogue on the threat of violent extremists, who would, if they could, use weapons of mass destruction to attack us and our allies.

These weapons include cyber-weapons aimed at the fragile human mind. We must act with urgency to understand EOBs and to stop their destructive potential.

We have not yet set foot upon other celestial bodies. The predictions that we would be traveling to Mars, the moons of Saturn, or conducting experiments on permanent lunar bases have been wrong. Instead, for better or for worse, we have mostly used the technology developed to take us to the moon, here on Earth. Nearly two billion of us are now on social media, a new platform of information that we have not entirely digested from a social science perspective. Conspiracy theories are abundantly present within this new technology and can be transmitted rapidly through cyberspace.

But humanity's maiden voyage to the Moon may have revealed the solution. Aside from the extraordinary scientific lessons learned from Apollo 11, the mission may have accomplished something even greater—it unified us. From one end of the globe to the other, millions of people cheered, cried, laughed, lit cigars and celebrated that first lunar landing. For one priceless moment, people set aside their differences and stared at the night sky while two of Earth's inhabitants stood upon the illuminated surface of the Moon. Armstrong later shared with his biographer, James R. Hansen, three of his favorite goodwill messages left on the moon, which still resonate today:

I would hope that when this passenger from the sky leaves man's imprint on lunar soil, he will feel how proud we are to belong to the generation which has accomplished this feat. I hope also that he would tell the Moon how beautiful it is when it illuminates the

nights of the Ivory Coast. I especially wish that he would turn towards our planet Earth and cry out how insignificant the problems which torture men are, when viewed from up there. May his work, descending from the sky, find in the Cosmos the force and light which will permit him to convince humanity of the beauty in brotherhood and peace.

FELIX HOUPHOUET-BOIGNY,
PRESIDENT OF THE IVORY COAST

Now that, for the very first time, man has landed on the Moon—we consider this memorable event with wonder and respect. We feel admiration and confidence toward all those who have cooperated in this performance, and especially toward the three courageous men who take with them our hopes, as well as those, from all nations, who were their forerunners or who will follow them in space.

With awe we consider the power with which man has been entrusted and the



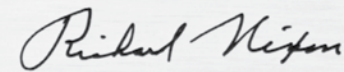
HERE MEN FROM THE PLANET EARTH
FIRST SET FOOT UPON THE MOON
JULY 1969, A. D.

WE CAME IN PEACE FOR ALL MANKIND


NEIL A. ARMSTRONG
ASTRONAUT


MICHAEL COLLINS
ASTRONAUT

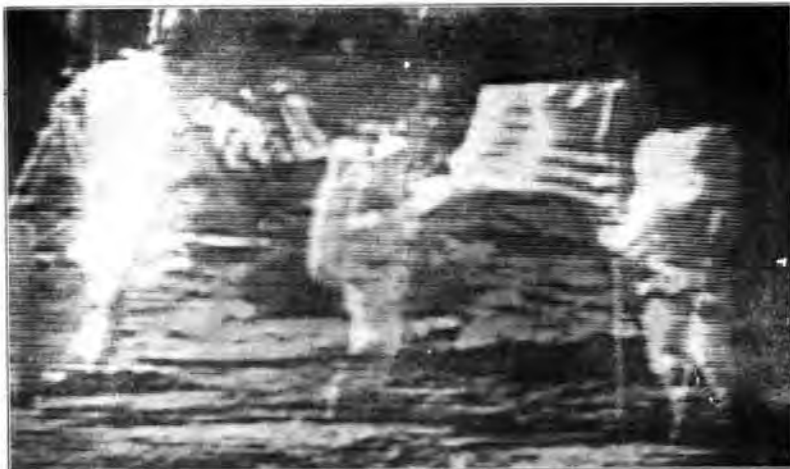

EDWIN E. ALDRIN, JR.
ASTRONAUT


RICHARD NIXON
PRESIDENT, UNITED STATES OF AMERICA

THE INSCRIPTION OF THE PLAQUE LEFT ON THE MOON DURING THE FIRST LANDING. USED WITH PERMISSION.

MEN WALK ON THE MOON

'One Small Step for Man, One Giant Leap for Mankind'



The first human beings on the surface of another sphere—the moon—raise the American flag in triumph.

NEWSPAPER FEATURING THE FIRST LANDING. USED WITH PERMISSION

duties which devolve on him. We are deeply conscious of our responsibility with respect to the tasks which may be open to us in the universe, but also to those which remain to be fulfilled on this Earth, so to bring more justice and more happiness to mankind.

May God help us to realize with this new step in world history better understanding between nations and closer brotherhood between men.

BAUDOIN,
KING OF THE BELGIANS

I join in the wish of all Costa Ricans for the success of the historical exploit to be carried out by Apollo 11, in that it represents the scientific and technical progress attained by man in his peaceful struggle for the conquest of space and in that the crew

The brain, our most vital organ, is designed to expend the least amount of vital energy. It therefore uses as little energy as possible to maintain a state of equilibrium—hence stereotyped thinking and beliefs are energy-sparing.

of this ship represents human valor, will, spirit of adventure and ingenuity.

The enormous scientific and technical effort deployed in order to take the first men to the moon deserves the gratitude of mankind because from this effort will come new benefits for improving the well-being of the human race.

With faith we hope for better days for all mankind if there is later added to this successful endeavor—new determination for justice and liberty, as they correspond to the respect owed each human being and in favor of a major diffusion of love of one's neighbor, whose efforts we can hope will be stimulated by the spirit of humility derived from a more clear and vivid awareness of the minuteness of this planet, which serves as our home in the cosmos.

As representative of the Costa Rican Nation, I extend my greetings to the heroes of Apollo 11 and to all those who are making this historical feat possible.

J.J. TREJOS FERNANDEZ,
PRESIDENT OF COSTA RICA

THE WAY IT WAS

Walter Cronkite was the CBS news journalist who anchored the evening news and covered much of the space program, the Kennedy Assassination and the Vietnam War during the 1960s. Known as “the most trusted man in America,” he ended each broadcast of the evening news by stating “and that’s the way it is,” followed by the date. He believed “that encapsulates the newsman’s highest ideal: to report the facts as he sees them, without regard for the consequences or controversy that may ensue.”



CBS NEWS ANCHOR WALTER CRONKITE TALKING ABOUT APOLLO. USED WITH PERMISSION.

We are deeply conscious of our responsibility with respect to the tasks which may be open to us in the universe, but also to those which remain to be fulfilled on this Earth, so to bring more justice and more happiness to mankind.

By contrast, more than 70 percent of Americans now believe that traditional news sources report news they know to be fake, false or purposefully misleading. The crisis we face today is one that the goodwill messages warned us about. It took knowledge to get to the Moon, and that knowledge required facts. We are beginning to learn that the brain discards facts which don't align with our beliefs. The lack of contradictory information, critically important to proper fact-finding, is summarily dismissed. This is because assessing facts requires effort, and the human body is designed to conserve energy. The brain, our most vital organ,

is designed to expend the least amount of vital energy. It, therefore, uses as little energy as possible to maintain a state of equilibrium—hence stereotyped thinking and beliefs are energy-sparing. With machines that now not only make life convenient for us, but also *think* for us, we truly must avoid the danger of self-destruction. Cronkite believed, “we are on the precipice of being so ignorant that our democracy is threatened.” And that is the way it is in 2019.



DR. TAHIR RAHMAN IS A PSYCHIATRIST AND PROFESSOR OF PSYCHIATRY FOR WASHINGTON UNIVERSITY. HE RECEIVED HIS MEDICAL DEGREE FROM THE UNIVERSITY OF KANSAS SCHOOL OF MEDICINE AND HAS BEEN IN PRACTICE FOR MORE THAN 20 YEARS. TAHIR'S RECENT WORK HAS FOCUSED ON HOW EXTREME OVERVALUED BELIEFS ARE DIFFERENT FROM DELUSIONS AND OBSESSIONS, AND HOW EXTREME VIOLENCE MAY STEM FROM SUCH BELIEFS. HE HAS STUDIED MASS SHOOTINGS AND TERRORISM IN DEPTH AND HAS HAD OVER 300 MEDIA PLACEMENTS ON THIS TOPIC.

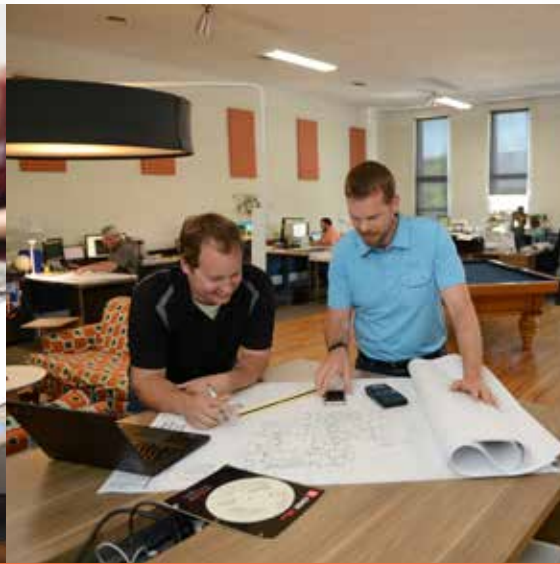
TAHIR IS ALSO THE AUTHOR OF *WE CAME IN PEACE FOR ALL MANKIND*, WHICH DISCUSSES HOW THE WORLD, DESPITE DIFFERING BELIEFS, WAS ACTUALLY ABLE TO COME TOGETHER AS ONE DURING THE APOLLO 11 MOON LANDING.

DR. TAHIR RAHMAN WILL PRESENT AT THE DMACC WEST CAMPUS ON THURSDAY, MARCH 7, AT 8:30AM.

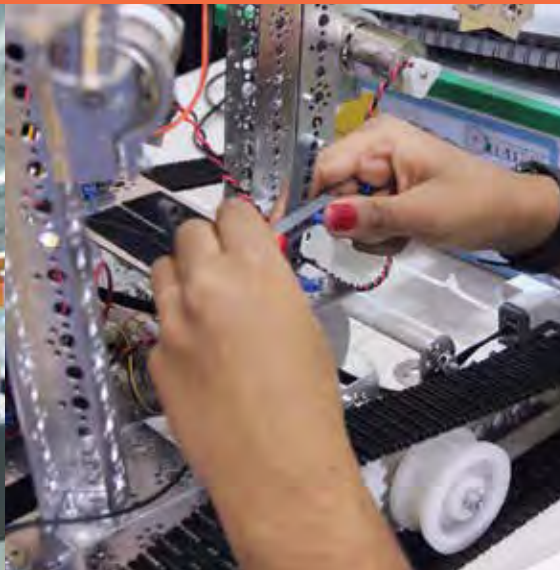
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JASON SPEAKING AT ENTREPRENEUR'S "ENTREPRENEUR 360" CONFERENCE. USED WITH PERMISSION.



WITH JASON FEIFER

AN INTERVIEW WITH

Jason Feifer, Editor-in-Chief of Entrepreneur Magazine

Who is your favorite entrepreneur? Why?

It's funny—I get that question a lot. I suppose I should have a stock answer, like who my favorite basketball player is! (It's Dwyane Wade.) But the truth of it is, that's a hard thing to answer because I've been inspired by so many entrepreneurs I've met along the way. And the thing that always inspires me is hearing stories about how they intentionally put themselves in difficult situations, knowing that the discomfort and challenge is ultimately what will help them in the long run.



JASON SPEAKING AT ENTREPRENEUR'S "ENTREPRENEUR 360" CONFERENCE. USED WITH PERMISSION.

Some entrepreneurs are willing to evolve; they have a chance at success. Others will stubbornly hold on to every detail of their original vision; they will fail.

it asked for the IPA. These people were all angry at being told no. But he took it as an opportunity to sell them on other beers from Dogfish, which they reluctantly said yes to. Now, many years later, he was proven right: The IPA style is no longer as hot as it once was, and Dogfish is known as an innovative brewery that produces many different styles of beer. He sacrificed short-term profit for long-term gain.

What are some of the major errors people have made launching businesses?

Here's something related to that story about Dogfish: customer concentration. I can't tell you how many times I've heard a story about a company that launched, scored a huge client, built their entire business around serving that client, and then fell apart when the client moved on. People do this over and over again—they settle for the big easy win rather than taking the longer path of small victories, and only later discover they hadn't set themselves up for long-term success.

A couple other common mistakes I hear: people focusing too much on fundraising when they could build a perfectly good business with no investment money at all; people hiring the wrong people or picking the wrong partners and then having to unwind those relationships; and people not really spending the time understanding what their customer wants or how to best serve them.

What traits hinder an individual's success as an entrepreneur?

Stubbornness—in the wrong way. An entrepreneur should be dedicated and dogged; some degree of stubbornness will help an entrepreneur survive. But sometimes people are so stubborn that they can't recognize when their idea isn't

working, or when it's targeting the wrong market, or it's being executed wrong, or that they've hired the wrong people, or that they've designed the wrong product, or whatever the case is. Every business goes through problems like this. Some entrepreneurs are willing to evolve; they have a chance at success. Others will stubbornly hold on to every detail of their original vision; they will fail.

You write The Feifer Five monthly newsletter. What types of tips do readers most appreciate (or find the most useful)?

I always get the most feedback on tips that drive at fundamental human challenges: time management, motivation, keeping things in perspective, and so on. Entrepreneurs are often lost in the weeds, struggling against budgets and sales challenges and whatever else, and often lose sight of these more fundamental concepts. Sometimes someone just needs a little boost—a pat on the back and a reminder of why they got into this crazy thing in the first place. I love to provide that.

In The Feifer Five, you explain that you often say no to being a formal mentor to others. Could you explain this further?

Sure. Total strangers or new acquaintances will often ask me to be their mentor. I'm honored they think highly of me in this way, but I always say no. When someone asks me to be a mentor, I worry that I can't meet their needs. It feels like a great responsibility, and I fear that, given my schedule, I'm liable to let them down. I know others in my position feel the same way. But I also always tell them that they're going about finding mentors all wrong.

I'll give you one example. Sam Calagione, founder of Dogfish Head Brewing, once told me the story of how he began turning down sales of his most popular product. This was years ago when he'd launched an IPA-style beer called "60 Minute IPA." The beer instantly took off. Sales rocketed. Bars and retailers all wanted it. Sam could see the trendline: 60 Minute IPA was on path to eventually become the majority of all sales of beers from Dogfish—taking over 75% to 80% of all his sales.

Some entrepreneurs might be excited by this. A popular product! Isn't that what everyone wants? But Sam wasn't excited; he was concerned. That's because he knew what the future held: At some point, people's tastes in beer would change and the IPA, which was once a hot style of beer, would become passé. If he allowed IPA sales to dominate his business, he'd become a company known only for IPAs. And when IPAs declined, so would his company.

So what did he do? He capped sales of 60 Minute IPA at 50% of all Dogfish sales. That meant turning down bars and restaurants and retailers when they called to order his beer. It meant saying no to Amtrak when



JASON MODERATING A PANEL AT HASHTAG SPORTS WITH NOW-RETIRED NFL STAR MARTELLUS BENNETT (MIDDLE) AND NFL AND NICKELODEON EXECUTIVES. USED WITH PERMISSION

Entrepreneurs are often lost in the weeds, struggling against budgets and sales challenges and whatever else, and often lose sight of these more fundamental concepts.

A mentor does not have to be an “official” thing. It’s not someone you recruit, like filling a job opening. In fact, when you search for an “official” mentor, you limit your options to people who are willing to take the role on in some structured capacity. Instead, I encourage people to think of mentors as an abstract concept. Mentors are people you have access to, from whom you are able to gain wisdom. *Mentors do not need to know that they’re your mentor.* When you

cultivate a relationship—a give-and-take, a casual but mutual investment in each other’s success—you create exactly what you need. That could be an old friend or a new contact, maybe a current or former colleague or boss or professor, or someone you respect whom you met somewhere, or emailed with, or wrote to on LinkedIn. Maybe you stay loosely in touch. Every six months or so, you suggest coffee to catch up and ask them some questions. Maybe you don’t have one person like this but a whole cast of them—people for different parts of your career. A leadership mentor. A negotiation mentor. A skills mentor. None are official.

I have many people in my life like this: I serve this role, and others serve it for me. Nobody has set expectations. Because of that, we’re all sharing and helping simply because we’re invested in each other’s success. It’s mentorship that feels like catching up with someone you like and respect. In my opinion, that’s greater than any “official” mentorship.

What suggestions do you have for individuals just beginning to explore the idea of becoming an entrepreneur?

Start small. Go learn something new. Go explore something interesting. Test yourself—can you commit to a new idea, a new effort, a new challenge? “Entrepreneur” can mean many things to many people, and it doesn’t have to mean that you’re going to launch a venture-backed Silicon Valley company tomorrow. That’s too overwhelming at the start; it’ll make you feel like the road forward is impossibly steep. Instead, think of entrepreneurship this way; It means that you’re taking initiative and investing in your own success. One step at a time.



JASON SPEAKING AT AN INTERN QUEEN EVENT FOR INTERNS IN NEW YORK. USED WITH PERMISSION.

What are the best resources for an entrepreneur getting started (other than Entrepreneur)?

Ha—and, I assume you mean, other than my podcast Problem Solvers? Honestly, the answer is simple: other people. The greatest resources are the people around you and the network you build. If you don't have access to entrepreneurs, start going to networking events and reaching out to people online. Get to know folks who are in fields you're interested in. Build relationships based off of mutual interest. I'm telling you: If you study someone's work and then reach out to them to say how impressed you are, and then ask for 15 minutes of their time, you will almost certainly get it. Start from there.

What future changes/challenges do you believe entrepreneurs will face but are not currently aware of? Also, what do you see coming as disruptors, especially when it comes to innovation and technology?

I'm not very good at telling the future, so I wouldn't hazard a guess. But I can say this: The future will bring great challenges, and the best entrepreneurs will manage to see those challenges as opportunities. Consumers will continue to expect ever-more customization and personalization, as well as direct and immediate contact with the companies they use. Some entrepreneurs will take advantage of that and others will stumble. Marketing will become increasingly difficult, as the Internet becomes ever-noisier and consumers become more deeply skeptical of anyone trying to sell them things.

As for disruption, I'd just caution this: We can't know what the next great new technologies will be, so it's always worth exploring them but rarely worth putting all our chips on them. The last few years alone have been full of hype around technologies that have yet to deliver on almost any of their promises—AR/VR, chatbots, blockchain and so on. It's worth being interested in and excited about these things, and entrepreneurs should always be exploring new opportunities. But if someone insists to you that they know what's going to happen in 10 years, they're either lying or they're just an exceptionally good guesser.

When you cultivate a relationship—a give-and-take, a casual but mutual investment in each other's success—you create exactly what you need.

The definition of Small Business does not really explain “small” (for example, the one-person, mom-and-pop micro businesses). What do you think of the idea to add another category called the “Micro Business” by the SBA with its own sets of definitions, standards, and compliance policies by the federal government?

That's interesting. I'm not a policy guy, so couldn't speak to the ramifications of that, but it is certainly true that the definition of a “business” has radically changed in the past decade. Many companies are now one-person operations. Is that a “small business”? I suppose it technically is—hey, it's smaller than a company made up of two people! And our support infrastructure should always be adapting to the realities of who's starting businesses and what those people need.

What upcoming entrepreneurs do you believe few have heard of but soon everyone will know? Why?

Oh gosh, I don't know how to pick just one. In September, we put a 13-year-old girl named Alina Morse on the cover; she started a sugar-free candy company called Zollipop, which is now a best-seller on Amazon, is in retail locations nationwide, and earns millions in revenue every year. Inside the issue, we featured more than 10 other teenage entrepreneurs who are tackling everything from bowties to environmental cleanups. It's impossible to know which of these entrepreneurs will become household names, but I do feel confident in saying that many of these kids will have long and amazing and distinguished careers. The next generation of entrepreneurs is already making their impact. They're hungry and smart and well-equipped, and they've learned from the mistakes of the generation that came before them. We should all be paying attention to them right now.

Do you think entrepreneurs are “born” or, in your opinion, can true entrepreneurship be taught?

Yes, I think it can be taught. But I have a lot of caveats to my answer. First, I think that entrepreneurship is a mindset—and some people are more naturally inclined to that risk-taking, ambitious, self-determined mindset. Second, I don’t think that mindset can be taught in a classroom. Business fundamentals can be taught, but not a mindset. However, I do think that entrepreneurship is contagious. I think that when you spend time with entrepreneurs, and come to appreciate how they think and see the world, you begin to start thinking that way too. It certainly happened with me; I always thought of myself as just a writer and editor, but then I came to understand how entrepreneurs think, started applying their logic to my own life, and came away totally transformed. I firmly believe that I learned to be an entrepreneur—and I did it by reframing my life and career in the way an entrepreneur would see it.

What makes Entrepreneur different from other magazines on the market?

We’re not a business magazine. We’re a magazine about creative thinking and problem-solving. Here’s my vision: I think that all entrepreneurs, no matter the size of their business or the depth of their experience, all share one thing in common—and that’s the *experience* of entrepreneurship. That sense of loneliness and craziness and problem-solving your way through walls is something every entrepreneur feels. Relative to each other, it’s all the same. So that’s what we speak to. I see *Entrepreneur* as a place that acknowledges the difficulties of entrepreneurship—that gets into the real stuff—and then helps them see past it. We inspire entrepreneurs with stories and possibilities. That’s how we’re different.

You once wrote about asking the questions, “Why am I doing this? What can I do to be better?” Have you been asking these questions recently, and if so what was the outcome?

I’m absolutely doing that all the time. To offer some context: I was talking about how people shouldn’t do things just because *that’s the way it’s always been done*. Rather, they should always be evaluating why they do certain things—and if there’s a better way to do them, they should. I always re-evaluate why I do things, from my leadership style to how I produce my podcasts. Earlier this year, I brought in a marketing firm to write the coverlines on an issue of the magazine because I wondered if they could do it

better than me. (It ended up morphing into a project where they totally redesigned *Entrepreneur’s* cover—a great success, I think.) Could I be doing this more? Sure. I think we all could be. But I know that if I at least keep asking myself the questions, I’ll keep finding more useful answers.

What has been the most surprising part of your job?

Ceasing to think of myself only as a journalist. I spent my entire career only thinking of myself in one way. Now I understand that I was limiting my options. Malcolm Gladwell once told me that “self-conceptions are dangerously limiting,” and he’s absolutely right. The less you define yourself, the more opportunity you’ll find.

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ENTREPRENEUR'S JANUARY-FEBRUARY 2019 COVER WITH MICHAEL STRAHAN. USED WITH PERMISSION



MICHAEL STRAHAN WITH JASON AT HIS COVER PHOTO SHOOT. USED WITH PERMISSION

How has social media changed your job? The jobs of entrepreneurs?

Well, it's certainly one more thing to worry about! But it's also one more amazing opportunity. Like a lot of entrepreneurs, I used to see social media simply as a means of distribution and marketing: It's just a way to "get the word out," as people say. That's the wrong way to look at it. Social media is a platform you can use to define yourself and the value you can provide to people. It is a way to project who you are and what you offer. When used right, it earns you loyal fans and followers and customers for life. And so I believe it is the job of an entrepreneur to understand this and harness it. It's a powerful tool—but only if you're willing to really engage with it and understand it.

What topics have you never written about but wish you could (or plan to in the near future)?

This is going to come out of left field, but since you asked: there are two stories I've always wanted to devote time to reporting, but can never find the time. Both of them are investigating things that happened to me when I was young. One is trying to find the origin of a movement called Spread The Word, or V2, which has been sending free anti-alien (like, outer space alien) stickers to people since the 1990s. Is it a gag? Someone who genuinely thinks space aliens are bad? They're very secretive, but I want to know! And the other is about a Denny's waiter I knew in high school named George, who, over the course of about a year, slowly tried to recruit my friends into a cult. He failed—we never went to a meeting and stopped going to Denny's once we figured out what he was doing—but looking back on it as an adult, I'm so curious what was going on with him. I've tried tracking him down, but have so far been unsuccessful. One day, I hope to have the time to really do it. I think it'd make a killer story.

JASON FEIFER IS THE EDITOR-IN-CHIEF OF *ENTREPRENEUR* MAGAZINE, AND HOST OF TWO PODCASTS: *PROBLEM SOLVERS*, ABOUT ENTREPRENEURS SOLVING UNEXPECTED PROBLEMS IN THEIR BUSINESS, AND *PESSIMISTS ARCHIVE*, A HISTORY OF UNFOUNDED FEARS OF TECHNOLOGY.

JASON HAS SERVED AS EDITOR AT *MEN'S HEALTH*, *FAST COMPANY*, *MAXIM* AND *BOSTON* MAGAZINE, AND HAS WRITTEN ABOUT BUSINESS AND TECHNOLOGY FOR THE *WASHINGTON POST*, *SLATE*, *NEW YORK* AND OTHERS. HE'S ALSO THE COAUTHOR OF THE NOVEL *MR. NICE GUY*, WHICH HE WROTE WITH HIS WIFE, JENNIFER MILLER.

JASON FEIFER WILL PRESENT AT THE DMACC WEST CAMPUS ON WEDNESDAY, MARCH 6, AT 10:00AM.

Entrepreneurship is a mindset—and some people are more naturally inclined to that risk-taking, ambitious, self-determined mindset.



JASON GIVING A COMMENCEMENT ADDRESS AT STANBRIDGE UNIVERSITY. USED WITH PERMISSION

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APOLLO 11 CREW WALKOUT DURING THE MOVIE, FIRST MAN. JIM HANSEN HAD A CAMEO ROLE AND CAN BE SEEN STANDING NEXT TO THE BIG WHITE COLUMN. USED WITH PERMISSION



BY DR. JAMES HANSEN

TAKING NEIL ARMSTRONG TO HOLLYWOOD:

A Book Author's Journey

Over the past three years, I have learned a great deal about turning a nonfiction book into a major Hollywood motion picture. My biography of Neil Armstrong, First Man, a two-time New York Times bestseller, became a Universal Pictures release directed by Academy Award-winning director Damien Chazelle (Whiplash, La La Land), written by Academy Award winning screenwriter Josh Singer (Spotlight, The Post), and starring acclaimed actors Ryan Gosling and Claire Foy as Neil and Janet Armstrong.



JIM HANSEN WITH THE ACTORS PORTRAYING THE CREW OF APOLLO 11 (RYAN GOSLING, COREY STOLL AND LUKAS HAAS). USED WITH PERMISSION.

Although it was a very exciting experience to help bring this brilliant film to fruition as its co-producer, it was also full of stress. I worked hard to keep the movie as genuine and honest to the real characters and historical events as possible, especially as they related to Neil himself, as I was entrusted by Neil back in the early 2000s to serve as his only authorized biographer.

It was my first experience turning one of my books into a motion picture, and I learned many important lessons along the way. First and foremost, I learned that the goal of even a history-based film is not to create a documentary but rather to produce a moving, entertaining and emotionally provocative theatrical experience for an audience sitting in a darkened room before a large silver screen. A beautiful film requires a great deal of artistry and must allow for some dramatic license with the actual historical events. As our screenwriter Josh Singer told me early on, “Movies are entertainment. If they aren’t entertaining, nobody shows up. And if nobody shows up, it doesn’t matter how interesting or thought-provoking your historical thesis is. You can’t get people to engage if you don’t get them into the theater.”

A beautiful film requires a great deal of artistry and must allow for some dramatic license with the actual historical events.

But I also learned that these two goals—good story and good history—are not mutually exclusive. Dramatic fictions can be kept to a minimum and used only when absolutely necessary for the purposes of the film.

And there are different kinds and different levels of dramatic fictions, ranging in impact from rather innocent to egregious.

“Temporal fictions” are the most innocent. For example, in *First Man*, the film opens with a flight of the X-15 rocket plane that actually happened after the death of Neil’s two-and-a-half-year-old daughter Karen, not just before. But the point was the same—as I had made clear in my book, there was a connection between the little girl’s death and Neil’s performance as a test pilot and his decision to become an astronaut. So, a temporal shift that let the audience meet Karen’s tragic encounter

with brain cancer while she was still alive seemed reasonable and very helpful to setting up a major story arc for the film.

There is also “fiction of place,” where things happen in places that are convenient for the film but actually occurred elsewhere; I found these fictions, also, relatively easy to accept as dramatic license. In the film, Deke Slayton, the head of the astronauts, tells Neil that he will be commanding Apollo 11 while the two men are in a bathroom at Cape Canaveral in Florida right after the launch of Apollo 8, rather than in a side room off Mission Control in Houston three days after the launch. I would have preferred to have had that scene made more accurately to the facts, but I didn’t see it as a major offense to the history to show it otherwise.

The worst of the dramatic fictions are what might be called “fictions of manner.” These are the ones that really stressed me out when I saw them in the script and when they were being filmed. In *First Man*, there were at least a handful of them: The Gemini astronauts did not really train on the Multi-Axis Trainer, as it was a facility that NASA stopped using after the Mercury program. Neil did not hear about the deaths of his friends Ed White, Gus Grissom and Roger Chaffee in a phone call from Deke Slayton while at a White House reception for the signing of the Outer Space Treaty. He and the astronauts attending the White House reception did not hear about it until they had returned to their hotel rooms, saw the message light blinking on their phones, and called back to Houston for information—and it was not Slayton that first talked to any of them. Furthermore, Neil did not break a glass upon hearing the horrible news. Nor did Janet Armstrong yell at Neil and angrily toss his briefcase to the floor when she pushed him to talk to their sons Rick and Mark, before he left for Apollo 11. Janet told me during interviews that she did make it very clear to Neil that he needed to talk to the boys before he left the house but that Neil’s conversation with them “did not get very far.” I must admit, this last dramatic fiction resulted in one of the film’s most



NEIL ARMSTRONG STANDING NEXT TO HIS X-15 ROCKET PLANE. COURTESY OF NASA.



NEIL AND JANET ARMSTRONG WITH THEIR TWO SONS, MARK AND RICK. COURTESY OF NASA.



JIM HANSEN WITH NEIL ARMSTRONG WHILE HE WAS WRITING HIS BIOGRAPHY. COURTESY OF NASA.

powerful scenes—and perhaps one of the scenes that clinched an Academy Award nomination for Claire Foy in her role as Janet Armstrong. But, bottom line, I would have preferred for the movie to stay closer to the truth as I knew it.

After all was said and done and I had watched the final version of the film many times at premieres and screenings around the country, my understanding of what an historian and book author like myself could and should do for a movie became pretty clear.

The first thing the author does is inspire the filmmaker to make the film in the first place. If director Damien Chazelle had not found my biography of Armstrong interesting and provocative, he would never have chosen to make a movie about it.

Second, the book gives the filmmaker key elements of a powerful story line. In the case of *First Man*, what I wrote about the impact of his daughter's death on Neil's life, and on his decision to become an astronaut captured Chazelle's attention and led him to his essential story line and notion of character development.

Third, by far the most important role the author can play in the making of a film based on their book is to interact with and inform the screenwriter. The relationship with the screenwriter is absolutely key if the book author is to have much influence on the making of the movie. That relationship ideally involves not only reviewing every draft of the movie script (which I did, from preliminary outline all the way to the final shooting script, involving dozens of versions), but also introducing the screenwriter to people, resources and information to guide them in the "right" direction so they become as passionate about telling the story as responsibly as the author of the book does. From the very start of this essential relationship between author and screenwriter, the author must understand and appreciate that the screenwriter's main job is to fulfill the vision of the director, not that of the book author. Hopefully, the director's vision of the film has been chiefly inspired by what they have found in the author's book, so the working trio of director, screenwriter and author will generally be on the same page.

Fourth, as much as possible the book author should also be available for regular, daily consulting with the moviemakers

A beautiful film requires a great deal of artistry and must allow for some dramatic license with the actual historical events.

from preproduction through the last day of the shoot. That means being available not just to the screenwriter and the director, but, just as importantly, to all of the other producers and associate directors responsible for the film, of whom there may be several. It also means being available to the actors, to the production designers and the art department, to the prop department, to the model builders, and anyone else who may be in search of answers to questions the author of the book may alone know how to answer well. Ryan Gosling, playing Neil, came to me with a number of questions over the six months of the shoot, usually wanting to know more about Neil as a character, as did a number of other actors.

My advice to other authors whose books are being made into films is to hang in there, attend every day of the movie shoot, let everyone in the cast and crew know who you are and that you are there to help; but do all of it without being in any way intrusive to anyone involved in the production. If the author constantly remembers that everyone helping to make the film is there in service to the director and the vision, then everything about the process should be constructive and amiable. Sure, things can get testy on a movie set—there is a lot at stake, including careers and many millions of dollars. The author needs to find good, healthy ways to interact positively with everyone making the film, or the experience could turn sour very quickly. Some pushy authors have even been told to leave the set and not come back!

Fifth, the author's helpfulness does not end on the last day of the movie shoot. It continues throughout "post-production"



OSCAR-WINNING SCREENWRITER JOSH SINGER GOING OVER THE SCRIPT AND MOVIE PLANNING WITH RICK ARMSTRONG (NEIL'S OLDEST SON) AND JIM HANSEN.



RYAN GOSLING TALKING WITH JIM HANSEN ON THE SET OF *FIRST MAN*.

when the director and the film editor (in this case, Tom Cross, another Academy-Award winner) are cutting the film and the movie is being scored (in our case, by the Academy Award winning composer Justin Hurwitz). Universal Pictures brought me to Los Angeles to pre-screen the movie privately and offer notes, as there was still time to make some changes if needed. During that same visit to Hollywood, I sat with screenwriter Josh Singer and watched the film on a laptop, starting and stopping it numerous times to look more closely at a scene, talk it over with Josh, and write down notes, which would then be assimilated with Josh's notes and sent to director Chazelle.

Sixth, when the movie comes out, the author of the book should be delighted to be part of the movie's promotion, attending media events, doing interviews, attending screenings, even walking the red carpet to film festivals and awards shows. I did not see myself as "defending" the movie, but rather supporting it and informing the movie audience by sharing my own insights into the story. If in the end an author does not like the film that has been made based on their book, this period of involvement with the film could turn quite challenging. Fortunately, in the case of *First Man*, I loved the film, so it was not hard at all for me to talk to anyone about the movie in positive ways. I found it brilliant, as did most of the film reviewers and much of the movie-going public.

Finally, the book author will likely want to use the movie as a platform for renewed interest and appreciation of the original book. My publisher put the book out in two new editions, one of which was a movie tie-in edition with movie art from *First Man* on the cover. This resulted in the book once again achieving bestseller status with *The New York Times*, the second time the book had made the list, the first being back in 2005. Perhaps most of all, news of the film prompted a great deal of international interest in the book. By the end of 2018, some two dozen foreign



JAMES HANSEN DURING ONE OF THE MANY SCREENINGS OF *FIRST MAN*. USED WITH PERMISSION.

translations of the book were published, in such languages as Romanian, Hungarian, Turkish, Polish, Russian, Chinese, Korean, Malay, Portuguese, Czech, German, French, Spanish, Italian, Greek and Sinhalese.

Given the stresses involved in turning one's book into a movie, would I want to do it again? I would think long and hard before entering into any such process, which will undoubtedly take a number of years, seemingly endless hard work, and a near-obsessive focus on the project at hand (at the expense of family and friends and nearly everything else going on in one's life). I would only do it again if I was as passionate about the subject as I was about the life of Neil Armstrong, which I doubt will ever happen. Writing Neil's story was my own Moon landing—something to be experienced once and nonrepeatable. It was a glorious, memorable journey!



ON THE PRODUCTION SET FOR THE MOVIE, *FIRST MAN*. USED WITH PERMISSION.



DR. JAMES R. HANSEN IS PROFESSOR EMERITUS OF HISTORY AT AUBURN UNIVERSITY IN ALABAMA. AN EXPERT ON AEROSPACE HISTORY AND THE HISTORY OF SCIENCE AND TECHNOLOGY, JIM HANSEN HAS PUBLISHED A DOZEN BOOKS AND NUMEROUS ARTICLES COVERING A WIDE VARIETY OF TOPICS, INCLUDING THE EARLY DAYS OF AVIATION, THE HISTORY OF AEROSPACE ENGINEERING, NASA, THE MOON LANDINGS, THE SPACE SHUTTLE PROGRAM AND CHINA'S ROLE IN SPACE.

A UNIVERSAL STUDIOS FILM ADAPTATION OF JIM'S *NEW YORK TIMES* BEST SELLER *FIRST MAN* HIT THEATERS IN OCTOBER 2018, WITH ACTOR RYAN GOSLING AS NEIL ARMSTRONG. OSCAR WINNER DAMIEN CHAZELLE (*LA LA LAND*) DIRECTED THE FILM, AND JIM WAS A CO-PRODUCER ON IT.

DR. JAMES HANSEN WILL PRESENT AT THE DMACC WEST CAMPUS ON THURSDAY, MARCH 7, AT 1:00PM.



THE ONLY FULL-BODY PHOTOGRAPH OF NEIL ARMSTRONG ON THE MOON SHOWS HIM WORKING AT THE APOLLO 11 LUNAR MODULE "EAGLE" ON JULY 20, 1969. USED COURTESY OF NASA.

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NEIL ARMSTRONG (FOREFRONT) DURING HIS APOLLO 11 WALKOUT, BECAME THE FIRST MAN TO STEP FOOT ON THE MOON. COURTESY OF NASA.



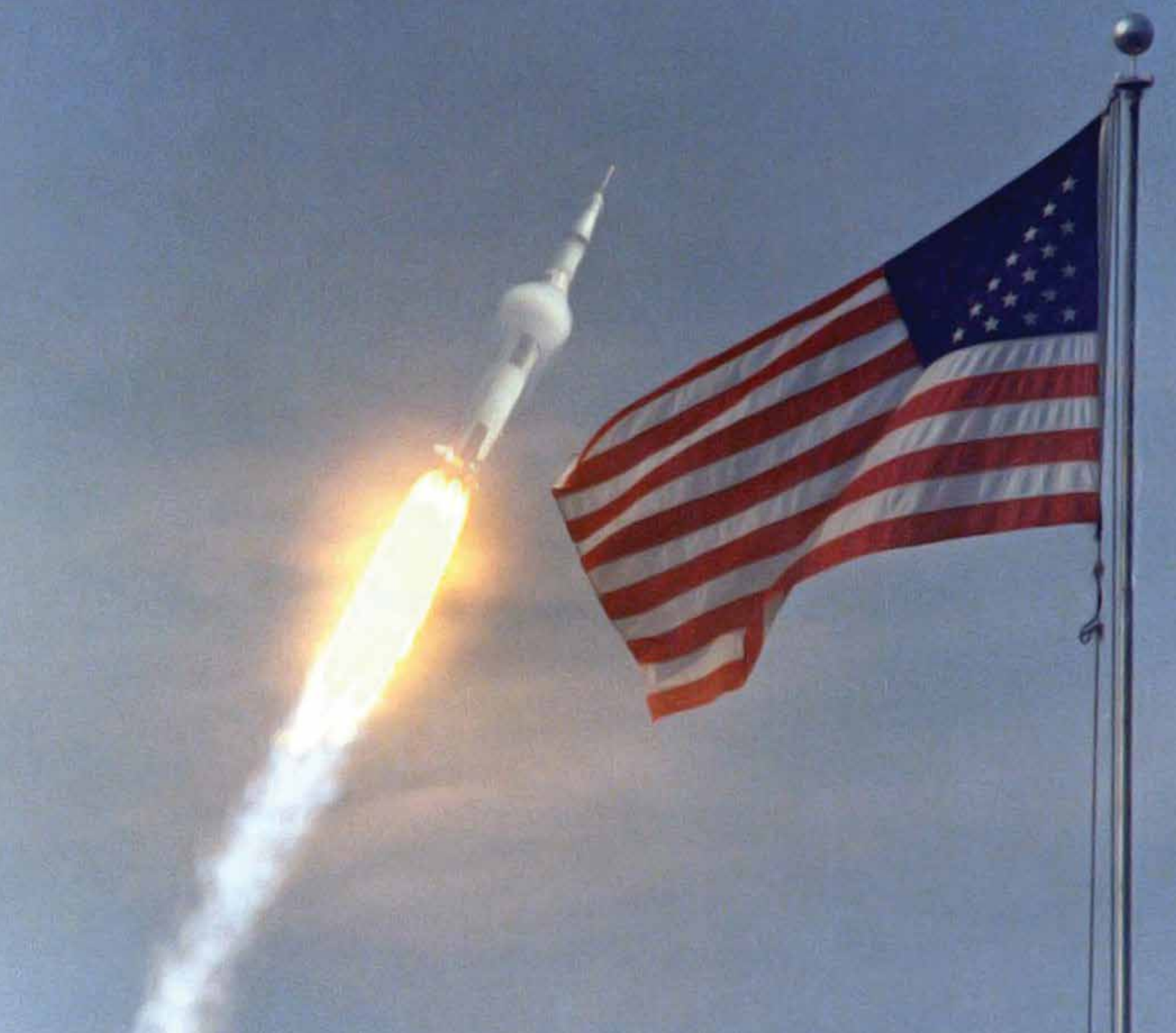
BY DR. ANTHONY PAUSTIAN

ACHIEVING GREATNESS

Three Factors that Produced a “First Man”.

Whether it’s the Illuminati controlling the world, the September 11th attacks being an “inside job,” or people believing the world is flat, conspiracy theories have always existed. One of the most popular conspiracy theories is that the Apollo Moon landings never happened and were faked on a sound stage. The theorists point to a number of perceived issues with film oddities, radiation exposure, flag fluttering, preservation of footprints, lack of lunar module blast craters, no visible flame on the ascent stage, communications delays, and missing telemetry tapes and blueprints.

THIS ARTICLE FIRST APPEARED IN THE FEBRUARY 2019 ISSUE OF ADASTRA BY THE NATIONAL SPACE SOCIETY.



APOLLO 11 DURING LIFT-OFF, TAKING THE FIRST MEN TO THE MOON. USED WITH PERMISSION.

Despite those who have bought into this theory, these issues have been either debunked or logically explained by many people on numerous occasions. Among the issues related to this theory, I'm surprised I've never heard of anyone questioning the short length of time it took to go from an idea in May of 1961 to actually landing on the Moon in July of 1969. During that eight-year span,

the degree of orchestrated creativity and innovation in engineering, product development and the creation of viable procedures and systems is nothing short of incredible.

It took 30 years to build the Washington Monument, 14 years to carve Mount Rushmore, five years to build the Hoover Dam, and more than four years to build the Golden Gate Bridge. However, what

made these projects different is that while creativity and innovation were front and center as with the Apollo Program, we already knew how to engineer, build or carve using concrete, steel and stone.

Almost everything had to be created from scratch for Apollo, since we had never sent people to another heavenly body. For example, the Saturn V rocket contained more than three million parts. That's about



JOHN F. KENNEDY SETTING A HARD GOAL TO GO TO THE MOON BEFORE CONGRESS ON MAY 25, 1961. USED WITH PERMISSION.



APOLLO 15 ASTRONAUT AL WORDEN WHILE WORKING ON THE COMMAND MODULE DESIGN AT NORTH AMERICAN. USED WITH PERMISSION.



JACK GARMAN (LEFT) WAS THE GUY WHO GAVE THE “GO” DURING THE WARNING ALARMS WHILE THE APOLLO 11 “EAGLE” WAS LANDING. USED WITH PERMISSION.

one and a half parts for every minute of those eight years just for the rocket, and most of these parts had to be invented and developed. That doesn't even scratch the surface when also considering astronaut and personnel training, ground resource and communications development, the creation of mission control and its procedures, the development of simulations and a simulator design, and a litany of other aspects related to Apollo.

So how did we do it so quickly? Having spoken with a number of the Apollo astronauts, mission control personnel and contractors, I believe the answer lies in three key leadership attributes that made going to the Moon possible during that particular time in history.

JOHN F. KENNEDY SET A HARD GOAL

In the March 2018 issue of *adAstra* (The Journal of the National Space Society), I wrote that anything awesome—game-changing awesome—seldom happens as a result of SMART thinking (Specific, Measurable, Achievable, Realistic and Time-based) because of the words “achievable” and “realistic”. Going to the Moon was extraordinary and wasn't going to happen by playing it safe. It required a HARD goal, one that was Honest, Actionable, Radical and Detailed. On May 25, 1961, after only one 15-minute space flight by Al Shepard, John F. Kennedy laid out the goal of landing on the Moon by the

end of the decade. It was clear, compelling, and easy to grasp. It was also radical and took courage, especially in light of the social and economic issues of the time.¹

Gene Cernan, Gemini 9 and Apollo 10 and 17 astronaut, once told me that because we were in the midst of the Cold War and the Soviets controlled space at that time, Kennedy set this goal as a way to unite the country during a very difficult period.² Gerry Griffin, Flight Director for Mission Control during the Apollo missions, agreed when he said, “With an unpopular war [Vietnam], the civil rights movement and all of the social unrest going on, the country needed a positive during what was perceived to be a very negative time.”³



DESIGNER AND ENTREPRENEUR JAMES DYSON SITS NEXT TO ONE OF HIS FAMOUS VACUUMS. USED WITH PERMISSION.

Also key to this goal was the continued support and buy-in from two additional presidential administrations, and this is huge. Typically, priorities and funding often shift every few years with changes in governmental leadership. This goal was supported by three different presidents: Kennedy, Lyndon B. Johnson and Richard Nixon.

ORGANIZATIONAL SYNERGY EXISTED BETWEEN VARIOUS PLAYERS IN THE PROGRAM

The Apollo Program was structured as a bureaucracy with clearly defined reporting structures and layers. But unlike most large bureaucracies, it was designed to be very flexible since everything was new. Bureaucracies often lead to predictability and conformity, and with more than 400,000 people and more than 20,000

organizations involved with NASA at its peak—primarily from the private sector and academia⁴—the program could have easily descended into a rabbit hole of red tape, wasted effort and dramatically reduced development speed.

However, with only eight and a half years to get the job done, NASA leadership allowed people to do unexpected things, show initiative and utilize creative thinking. Team members were allowed a voice and leadership listened, which increased commitment to the program. For example, during the Apollo 11 landing, mission control listened to Jack Garman, who said they were a “go” on the warning alarms during the descent to the Moon. Flight Director Gene Kranz could have easily chosen to do the safe thing by aborting the mission, but he listened.⁵ Grumman executive Tom Kelly listened to his designers when they said

that seats weren’t needed on the Lunar Module and this ultimately saved weight and reduced cost.⁶

Not only did NASA leadership translate Kennedy’s vision into reality by holding people to high expectations, they were able to take what Apollo 12 astronaut Alan Bean said was “a group of young, average people and bring them together to do something extraordinary.” Bean also shared his belief that despite the enormous size of the Apollo Program, NASA’s greatest creative strength was its ability to think through many possible scenarios and provide detailed planning to overcome and deal with a wide range of contingencies.⁷

LEADERS HAD GRIT

While often used, the word “grit” is frequently misunderstood. People will often show grit in short-term situations, but true grit is the willingness to commit and follow through on long-term goals, and endure and persist in the face of challenges and difficulty. For a variety of reasons, not the least of which is the convenience of technology, many today frequently think in the short term. Whether it's the football coach who was fired after only two and a half seasons because the team hadn't progressed fast enough, or politicians being voted out of office because the economy hasn't improved in the last 16 months, our patience with leadership today is limited.

However, achieving a long-term goal requires a long-term focus combined with continuous improvement, persistence and realistic optimism. In the movie *First Man*, Neil Armstrong said, “We fail down here so we don't fail up there.” While James Hansen, author of the book on which the movie is based, said he doesn't believe Armstrong ever said that, he did confirm that through his research and conversations with him over the years this was the general feeling throughout NASA leadership. They were willing to learn from their mistakes.⁸ While research shows that people are normally wired to overanalyze and focus on the negatives, NASA leaders used failure to determine what needed to be fixed and didn't become paralyzed by it.

I believe that positive is innovative. In other words, by remaining positive it's easier to see innovative ideas and opportunities in any context. However, I think most people today would agree the mood of our country is fairly negative. Research shows it's easier to think in negative terms, so remaining positive over the long term requires a high degree of tenacity. It took James Dyson 15 years, 5,126 prototypes, and standing on the brink of financial ruin to finally perfect the design for his vacuum cleaner. Yet, he remained focused and

positive throughout the entire process, which shows that remaining positive and believing in success often leads to success.⁹

While there were a great many reasons for the success of the Apollo Program, I truly believe these three factors—setting a HARD goal, creating organizational synergy, and having leadership grit—were essential to NASA's ability to achieve the goal in eight short years.

Ironically (and sadly), after the success of Apollo 11 the climate in NASA began to change. With funding cutbacks to future missions and the goal of reaching the Moon by the end of the decade effectively accomplished, the flexible, synergistic bureaucracy that helped make Apollo successful changed and became far more traditional. Predictability, conformity and slower response times due to procedural requirements have become the new norm.

During an interview, Al Worden, Apollo 15 astronaut, shared how NASA shifted from being goal-oriented and forward-thinking to reactionary following budget cuts. This created massive growth in paperwork requirements and established a new cover-your-backend mindset. He said, “As an example, during the developmental years of Apollo, I could just make a quick call, head out to the flight line, jump into a T-38 and fly to wherever I needed to go, whether it was from the Cape to Houston, or Los Angeles, to work on the Command Module at North American. In the later days of the program, we had to fill out stacks of paperwork to take a flight anywhere, even though there was still work to do.”¹⁰

A HARD goal means you are doing something radical, like going from an idea to walking on the Moon in little more than eight years. It also means that to achieve it, normal approaches to leadership typically won't work. Big, in terms of organizational size and scale, is usually a killer in terms of innovation. This is why large organizations frequently obtain their new innovations by purchasing small companies that can quickly adapt to changing conditions.



 **iHeartRADIO**

DR. ANTHONY PAUSTIAN IS THE AUTHOR OF *A QUARTER MILLION STEPS* AND HOST OF AN iHEARTRADIO PODCAST TITLED, *A STEP BEYOND*. HE CAN BE REACHED AT TONYP@ADPAUSTIAN.COM.

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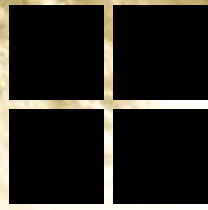
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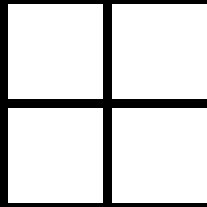
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The scholarship support provided by the DMACC Foundation helped Dalia Kyi enroll at Urban Campus and begin work toward her dream of becoming a social worker focused on helping the immigrant community.



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MONDAY, MARCH 4, 2019

12:10PM **WILL KEEPS**

Luncheon Speaker Series presented by Workspace, Inc.

TUESDAY, MARCH 5, 2019

12:10PM **DR. ANTHONY PAUSTIAN**

Luncheon Speaker Series presented by Workspace, Inc.

WEDNESDAY, MARCH 6, 2019

8:30AM **BRIAN NELSON**

Disruptive Technologies and Cryptocurrency Expert

10:00AM **JASON FEIFER**

Editor-in-Chief for *Entrepreneur* Magazine

11:30AM **ROY CHOI**

Celebrity Chef, World's 100 Most Influential People (*Time Magazine*)

1:00PM **DANIELLE FEINBERG**

Director of Photography and Lighting, PIXAR

2:30PM **APOLLO PANEL**

Featuring Walt Cunningham (Apollo 7 Astronaut), Fred Haise (Apollo 13 Astronaut), Al Worden (Apollo 15 Astronaut), and Gerry Griffin (Apollo Flight Director)—Moderated by Rod Pyle (Author)

5:00PM **MILES NIELSEN & THE RUSTED HEARTS**

Singer and Musician. Enjoy a full-set of music with his band The Rusted Hearts.

6:00PM **RANDI ZUCKERBERG**

CEO of Zuckerberg Media and former Executive at Facebook

THURSDAY, MARCH 7, 2019

8:30AM **DR. TAHIR RAHMAN**

Author of *We Came in Peace for All Mankind* and Professor of Psychology

10:00PM **WILL KEEPS**

R&B Singer/Rapper and Youth-At-Risk Advocate

11:30PM **LYNNE COX**

World-Record Endurance Swimmer and Best-Selling Author

1:00PM **DR. JAMES HANSEN**

Author and Movie Co-Producer of *First Man*

2:30PM **JERRY GREENFIELD**

Co-Founder of Ben & Jerry's ice cream

**Food Service will be provided in Bytes Café between keynote presentations from 11:00am until 1:00pm.*

**Speakers schedule subject to change.*

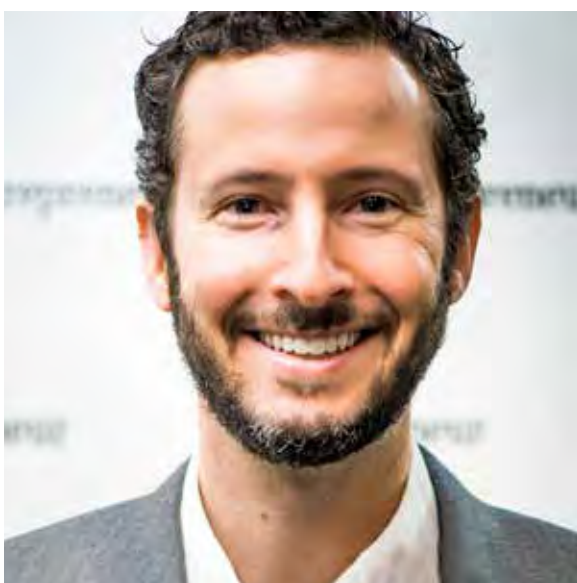


BRIAN NELSON

**DISRUPTIVE TECHNOLOGIES
AND CRYPTOCURRENCY EXPERT**

WEDNESDAY, MARCH 6 | 8:30AM

Brian Nelson is a disruptive technologies and cryptocurrency expert. In 2013, Nelson and key partners developed the very first surety bond solution for Bitcoin companies that ultimately led to the launch of the first regulatory-compliant Bitcoin exchanges in the U.S. He is a recognized figure in the Bitcoin and blockchain technology ecosystem.



JASON FEIFER

**EDITOR-IN-CHIEF FOR
ENTREPRENEUR MAGAZINE**

WEDNESDAY, MARCH 6 | 10:00AM

Jason Feifer is the Editor-in-Chief of *Entrepreneur Magazine*. He also is the host of two podcasts: *Problem Solvers*, about entrepreneurs solving unexpected problems in their business, and *Pessimists Archive*, a history of unfounded fears of technology. He's also been an editor for a variety of major publications and is the co-author of the novel, *Mr. Nice Guy*, which he wrote with his wife, Jennifer Miller.



ROY CHOI

CELEBRITY CHEF

WEDNESDAY, MARCH 6 | 11:30AM

Roy Choi is a celebrity chef who *Time Magazine* named as one of the World's 100 Most Influential People in 2016. Choi is a Korean-American chef who gained prominence as one of the founders of the gourmet food truck movement. After working as a chef in a variety of restaurants in New York and Los Angeles, Choi created and co-founded the gourmet Korean taco truck, Kogi. The Jon Favreau movie, *Chef* (2014), was loosely inspired by Roy and the food truck movement. Choi worked as a technical advisor to Favreau on cooking and restaurant scenes and appears in the end credits.



DANIELLE FEINBERG

DIRECTOR OF PHOTOGRAPHY
AND LIGHTING, PIXAR

WEDNESDAY, MARCH 6 | 1:00PM

Danielle Feinberg is the Director of Photography and Lighting at Pixar Animation Studios. She has worked on many of Pixar's feature films, including *Toy Story 2*; *Monsters, Inc.*; *Finding Nemo* and *The Incredibles*. She rose to be the Director of Photography on Disney·Pixar's Oscar-winning Films, *WALL·E* and *Brave*, as well as Pixar's 2017 film, *Coco*. Feinberg also works with teenaged girls encouraging them to pursue careers involving coding, math and science.

APOLLO PANEL | WED. MARCH 6 | 2:30PM



WALT CUNNINGHAM | APOLLO 7 ASTRONAUT

Walt Cunningham occupied the Lunar Module Pilot seat for the 11-day flight of Apollo 7 in October of 1968. That was the first manned flight test of the Apollo spacecraft. Joined by fellow astronauts Wally Schirra and Donn Eisele, Cunningham and crew traveled four-and-a-half million miles during the 263-hour flight. Cunningham was the backup Lunar Module Pilot to the crew of Apollo 1. After a tragic fire on the pad killed the crew of Apollo 1, Cunningham's crew was then assigned to fly the first manned Apollo mission. Cunningham is the author of *The All American Boys*, which details the human side of the space program.



FRED HAISE | APOLLO 13 ASTRONAUT

Fred Haise joined fellow astronauts Jack Swigert and Jim Lovell on Apollo 13. Haise was the Lunar Module Pilot on that mission, in which the intended Moon landing was cancelled because of a rupture in a fuel-cell oxygen tank in the service module. The trio was able to safely return to Earth by making use of the life-support system in the lunar module. Haise was played by actor Bill Paxton in Apollo 13, Ron Howard's 1995 film about this ill-fated 1970 mission. Haise was later assigned to the space shuttle program where he test-flew and landed the Space Shuttle Enterprise.



MILES NIELSEN

& THE RUSTED HEARTS

SINGER AND MUSICIAN

WEDNESDAY, MARCH 6 | 5:00PM

Miles Nielsen is an extremely talented singer and musician. Miles is the son of Cheap Trick's Rick Nielsen and will be performing a full set of music with his band The Rusted Hearts.



AL WORDEN | APOLLO 15 ASTRONAUT

Al Worden served as the Command Module Pilot for the Apollo 15 mission. He joined Dave Scott and Jim Irwin on the mission. Worden is a two-time world record-holding astronaut. He performed the first spacewalk in deep space and set a record for being the most isolated human ever. He is also the author of three books, *Hello Earth! Greetings from Endeavor!* (a book of his poetry inspired by his flight on Apollo 15), *I Want to Know About a Flight to the Moon* (a children's book) and most recently his autobiography, *Falling to Earth*.



GERRY GRIFFIN | APOLLO FLIGHT DIRECTOR

Gerry Griffin is the former Director of NASA's Lyndon B. Johnson Space Center in Houston. He also served as Deputy Director of the John F. Kennedy Space Center in Florida and the Hugh F. Dryden Flight Research Center in California. During NASA's Apollo program, Griffin was a Flight Director in Mission Control and served in this capacity for all of the Apollo manned missions. During the Apollo 13 flight, Griffin led one of the teams of flight controllers who were responsible for the safe return of the astronauts. He was also a technical advisor for the movie *Apollo 13*.



ROD PYLE—

Rod Pyle is an author, journalist, historian, futurist, and filmmaker. He has written 17 books on space history, exploration and development, including his recent releases *Space 2.0* and *First on the Moon*. Pyle has also produced, directed and written a number of episodes for History Channel's *Modern Marvels*, as well as a documentary for History Channel titled, *Beyond the War of the Worlds*.



LYNNE COX

**WORLD-RECORD ENDURANCE
SWIMMER AND BEST-SELLING AUTHOR**

THURSDAY, MARCH 7 | 11:30AM

Lynne Cox is a world record endurance swimmer and best-selling author. Cox is the first person to have completed more than 60 challenging, different swims around the world. She is best known for her swim across the Bering Strait from the United States to the Soviet Union in 1987. That swim was toasted by both Ronald Reagan and Mikhail Gorbachev as helping to ease relations between the two world powers. Cox twice set the overall record for the fastest crossing of the English Channel from England to France.



DR. JAMES HANSEN

**AUTHOR AND CO-PRODUCER
OF *FIRST MAN***

THURSDAY, MARCH 7 | 1:00PM

Dr. James Hansen is the author and co-producer of *First Man*. He is an expert on aerospace history and the history of science and technology. Dr. Hansen has published dozens of books and numerous articles covering topics such as the early days of aviation, NASA, the Moon landings, the space shuttle program and China's role in space. A Universal Studios film adaptation of Dr. Hansen's *New York Times* bestseller, *First Man* hit theaters in October 2018 starring actor Ryan Gosling as Neil Armstrong.



JERRY GREENFIELD

**CO-FOUNDER OF
BEN & JERRY'S ICE CREAM**

THURSDAY MARCH 7 | 2:30PM

Jerry Greenfield and his friend Ben Cohen co-founded Ben & Jerry's. After splitting the \$5 fee for a Penn State correspondence course on ice cream making, they set up their first Ben & Jerry's ice cream parlor in a refurbished gas station in Burlington, Vermont, in 1978. Their product was an immediate hit, so the pair also began selling ice cream out of Greenfield's car. Their product's popularity spread. In 2000, they sold their ice cream business to Unilever for \$325 million, but Jerry remains active in the company.



RANDI ZUCKERBERG

**CEO OF ZUCKERBERG MEDIA AND
FORMER EXECUTIVE AT FACEBOOK**

WEDNESDAY, MARCH 6 | 6:00PM

Randi Zuckerberg is the CEO of Zuckerberg Media and former Executive at Facebook. Zuckerberg Media is a boutique marketing firm and production company that works with such high-profile organizations and FORTUNE 500 companies as Cirque Du Soleil, Conde Nast and PayPal. As an early executive at Facebook, she created Facebook Live, now available to two billion people worldwide. She founded Zuckerberg Media with the goal of introducing children, especially girls and the underserved, to technology and science in a fun way. She is the author of two books, including *Dot Complicated*, a *New York Times* bestseller.



DR. TAHIR RAHMAN

**AUTHOR AND PROFESSOR
OF PSYCHOLOGY**

THURSDAY, MARCH 7 | 8:30AM

The author of *We Came in Peace for All Mankind*, Dr. Rahman is a psychiatrist and Professor of Psychiatry for Washington University. His research has focused on extreme beliefs and the behaviors that often occur as a result of those beliefs. He has studied mass shootings and terrorism in depth and has had more than 300 media placements on that topic.



WILL KEEPS

**R&B SINGER/RAPPER &
YOUTH-AT-RISK ADVOCATE**

THURSDAY, MARCH 7 | 10:00AM

Will Keeps is an R & B Hip-Hop Artist and Youth-at-Risk Advocate. Having gone through many gang-related hardships as a youth on Chicago's south side, Keeps has spent the last several years reaching out to the community to empower local youth and promote anti-violence. He also wrote and created an original piece for the ciWeek theme, "Small Steps to Giant Leaps" that appears in this year's ciWeek video trailer.



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