ETHICS FOR THE MARINE LIEUTENANT

STOCKDALE CENTER FOR ETHICAL LEADERSHIP
(FORMERLY CENTER FOR THE STUDY OF PROFESSIONAL MILITARY ETHICS)

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Editor

UNITED STATES CODE, TITLE 10

Sec. 5947. Requirement of exemplary conduct

All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

To educate a person in mind and not in morals is to educate a menace to society.
—*Theodore Roosevelt*

The relation between officers and enlisted men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son, to the extent that officers are responsible for the physical, mental and moral welfare, as well as the discipline and military training of the young men under their command.
—*General John Lejeune*, 13th Commandant of the United States Marine Corps

There are no great men. There are only great challenges that ordinary men are forced by circumstances to meet.
—*Admiral Halsey*

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Preface and Acknowledgments

This book is published first and foremost for all the second lieutenants undergoing training at The Basic School. Very shortly they will venture forth into the "Fleet" and be leaders of the most important resource that the United States has to offer—young men and women who are serving their country. For some of these young enlisted Marines, their lieutenant will be the role model they never had in their more formative years. Others will evaluate daily the platoon commander or officer in charge for the tactical, physical, and moral fitness that corresponds to the ideal and expectations the junior has for his senior. For all Marines, the young lieutenant will set the command climate for his or her unit.

The book is constructed in two parts. The first part consists of studies of the kinds of dilemmas that have been faced by Marine junior officers. All focus on ethical situations experienced not on the battlefield but in garrison. These situations involve a junior officer facing a non-combat dilemma that will challenge and sharpen his or her moral reasoning skills and challenge his or her moral courage. Lord Charles Moran, World War I veteran and later the surgeon for Winston Churchill, states that, if you know the character of an officer in garrison, you will know his character in combat as well.

> "A man of character in peace becomes a man of courage in war. He cannot be selfish in peace and yet be unselfish in war. Character is a habit, the daily choice of right instead of wrong; it is a moral quality which grows to maturity in peace and is not suddenly developed on the outbreak of war. War has no power to transform, it merely exaggerates the good and evil that are in us. Man's acts in war are dictated not by courage, nor by fear but by conscience of which war is the final test. The man whose quick conscience is the secret of his success in battle has the same clear cut feelings about right and wrong before war makes them obvious to all. If you know a man in peace, you know him in war."

Cases 1 and 6 were derived from a leadership case study book written by an Amphibious Warfare School seminar group. Cases 2, 3, 4, 5, 7, 8, and 9 are derived from situations I have experienced during the course of my Marine Corps' career.

The Appendices include speeches by General James Jones and General Charles Krulak on character and moral courage, as well as messages to all Marines

(ALMAR's) regarding character, integrity, courage, and fidelity. Finally there are internet links and books I have used to prepare the ethics class I taught at the Naval Academy during the last two and one-half years.

I would like to thank General Krulak for allowing me the opportunity to complete my service to the Marine Corps as the Associate Director of the Center for the Study of Professional Military Ethics. I would also like to thank the Center's Director, Dr. Albert C. Pierce, for his support and encouragement during the construction of this book. And I extend particular thanks to those Marines assigned to the Naval Academy who made a number of very helpful suggestions about the book—Major Mike Trabun, Captain Keith Forkin, Captain Tyrell Moxie and Captain Paul Funk. The beautiful cover photo is by LCpl Jason C. Lupini, courtesy of *Leatherneck* Magazine.

It is my sincere hope this book will be of benefit to Marine warriors in the years ahead. SEMPER FIDELIS, TEUFEL HUNDEN.

Lieutenant Colonel William T. Stooksbury
Associate Director, June 2002, Center for the Study of Professional Military Ethics

Cases

Do Words Really Matter?

2nd Lieutenant Tom Cannon was the new platoon commander. His platoon had gone through equal opportunity training just prior to Cannon reporting aboard, but Cannon hadn't specifically raised the issue with his Marines.

The platoon sergeant reported that a white Private First Class had made a racial slur. He had used the "N" word to a black Private who had fallen out of a platoon run. Cannon decided on informal counseling since he hadn't set an explicit standard about what was intolerable behavior in his platoon. Cannon then informed his platoon that no racial slurs would be tolerated in the future, and that he would take appropriate action if anyone wanted to push the issue.

About a month later, Cannon overheard Corporal Jones, a female black Marine, use the same slur towards a male black Sergeant. The two were not aware that their platoon commander was in the area, and the Sergeant did not correct her.

If you were 2nd Lt Cannon, which of the options below would you choose?

A. Call Corporal Jones in for informal counseling.

B. Discuss with your first sergeant, platoon sergeant and squad leaders what to do in this situation.

C. Call both Marines in for counseling. Give Corporal Jones a 6105 entry in her SRB for disobedience of a lawful order and informally counsel the Sergeant for not correcting Jones on the spot for the inappropriate slur.

Go to the next page to find out what could have happened, based on the option above that you selected.

What Happened?

A. During counseling, Corporal Jones admits to using the slur but explains "it's no big deal – we were just joking around." You verify this with the Sergeant who seems incredulous that you are even bringing the matter up. He even insinuates that since you are from a different ethnic group, you don't understand. You second-guess your gut feeling that this is not right and tell the two to get back to work. Two weeks later, Corporal Jones files a charge sheet against a Hispanic Corporal for calling her the "N" word. The Corporal's excuse is that he had heard Jones use the word before and thought it was OK amongst friends. Now what do you do?

B. Both the Corporal and the Sergeant involved are hard workers and the squad leaders think that any disciplinary action on your part will be an over-reaction that will adversely impact platoon morale. The Platoon Sergeant has no opinion. The First Sergeant says that Corporal Jones is a 4.9/4.9 Marine and meant no harm by her remark. You again address the situation with the platoon and leave them with a "this is your last chance" ultimatum.

Though your platoon sergeant tells you that you have been nicknamed "LT PC" you have conveyed a message to your platoon that you mean what you say. By using the phrase "appropriate action," when you addressed your platoon regarding racial slurs, you have not painted yourself into a corner. A 6105 counseling connotes seriousness but has no lasting effect if the indiscretion is not repeated. A more malicious incident could have resulted in NJP for the violator. You explain your thought process to your Marines – a professional organization is no place for racial slurs whether said in a derogatory or "joking" manner. Certain words have hateful connotations and their use even with no bad intent can eventually lead to breakdowns in good order and discipline.

Questions for More Discussion

Was counseling an appropriate way to handle the first situation? Should the platoon commander require the PFC to apologize to the Private? Can you think of an example of Extra Military Instruction (EMI) that might be appropriate in this situation? Can you assign EMI after working hours? See JAGMAN 0103 for more information on EMI.

2. What are the ramifications involved in charging either Marine, in the first or second incident, with a violation of the UCMJ? Does either one of these incidents require submission of an EO report?

3. Are there other options for solving the problem?

4. What have you learned about dignity and fairness from this case?

Watch your thoughts; they become words. Watch your words; they become actions. Watch your actions; they become habits. Watch your habits; they become character. Watch your character; it becomes your destiny.
Frank Outlaw

Conflicting Loyalties

It's Thursday afternoon and your first field operation as 1st Platoon Commander of Alpha Company has been a great success. A week in the Camp Lejeune bush produced nothing but praise from your Company Commander and an "attaboy" from the Battalion Commander. After all weapons, classified communications materials, and Marines have been accounted for, you and your fellow platoon commanders are meeting with the company executive officer, 1st Lieutenant Pulliam. The XO is happy that all went well and conveys the good news that a "72" has been authorized for the weekend.

2nd Lieutenant Riley, the 2nd Platoon Commander, who is dating an East Carolina University student, tells the group about a great Happy Hour location in Greeneville which is about ninety minutes from Jacksonville. The XO seizes the opportunity to put together an Alpha Company "All Officer's Meeting" for Friday afternoon at Sudsy's. Because you are a new Dad and have been gone for seven days, you offer regrets but are quickly overwhelmed by the "team player," "unit cohesion" arguments of your fellow Lt's. "Besides," you rationalize, "I can spend most of Friday morning with the family – Happy Hour doesn't start until 1600."

It's now 1900 on Friday, and Sudsy's has been great, but you're ready to go home to Mama and junior. You switched from beer to soda a little after 1700 in preparation for the return trip. However, the XO is feeling no pain and you are concerned that he might attempt to drive back. You offer him a ride, but he is not ready to go. He especially does not want to leave his vehicle in Greeneville and have to drive back for it the next day. And, he tells you, " I'm feeling lucky with these ECU babes – maybe, I won't have to drive back to the swamp tonight." You remember your single days and decide that the XO is a big boy and can take care of himself. Besides, he is senior to you in rank and in billet.

At 0100 on Saturday morning, your phone rousts you out of a deep sleep. It's the XO and "lucky" he wasn't. He's been arrested by the Greeneville Police and charged with DWI. If you don't come up to retrieve him, he'll be spending the night in the county jail. There's really no choice, so you get in your car for your second road trip of the day.

The drive back on Highway 70 is dismal even on good days but now you have a highly distraught 1st Lieutenant on your hands. What had started out as a great weekend has turned into a nightmare. The XO is convinced that not only will he be relieved as the XO of Alpha Company, but his Marine Corps career is over. As you drive you are reviewing your options for what to do about this situation.

If you were this platoon commander, which of the options would you choose?

A. Don't say anything. The DWI and subsequent arrest occurred in Greeneville and possibly would never come to the attention of anyone in the chain of command. The XO and you are the only Marines aware of the incident. The XO does not recall seeing any Marines on the base blotter for being involved in incidents beyond Onslow County (the county where Camp Lejeune is located).

B. Wait and see. The XO says that he has heard of DWIs that have been plea-bargained into reckless driving charges. He thinks the right lawyer and the right amount of money might do the trick. No one needs to know about a reckless driving conviction, so why not wait and see if the DWI charge might be changed to reckless driving?

C. Urge the XO to "come clean" and notify the Company Commander later that day.

Go to the next page to find out what could have happened, based on the option above that you selected.

What Happened?

A. Computers and fax machines are here to stay. Perhaps in an earlier time, this incident would not find its way back to the attention of Marines at Camp Lejeune but not in the 21st century. The name "1st Lieutenant Pulliam" shone like a red star cluster on the blotter that Monday morning. Your company commander is also now suspected by the Battalion XO of being involved in the cover-up because he told the Battalion Commander that the "72" had been uneventful and that all Marines were back safe and sound.

B. The Company Commander is brought into the loop and acquiesces with the XO's plan to attempt to plea bargain the DWI down to a reckless driving charge. He too fears that his XO may be relieved if the chain of command hears about the liberty incident and he decides that the Battalion CO and XO have "no need to know" if a conviction is for something as minor as reckless driving. By a quirk of fate and possibly because Pulliam told the arresting officer that he was an Army officer stationed at Fort Bragg the incident does not make the blotter. However, the judge is unwilling to drop the DWI charge because of the lieutenant's high blood-alcohol content. Now, what will the Company Commander do?

C. The XO realizes that covering up an incident like this most often detonates in your face. Besides, is it fair to enlisted Marines who had been charged in the local area for DWI for him to possibly "get over" because his transgression happened ninety miles away? If you make a mistake – even one possibly as costly both from a financial and a professional aspect as this one – then take responsibility and move forward.

Questions for More Discussion

Are there other options that could be explored?

The Marine Corps prides itself on not being a "zero defect" force. Is a DWI in fact a career-ender much like popping positive on a urinalysis test?

3 As a married officer, you would rather have spent time with your family than driven to Sudsy's for Happy Hour with your fellow lieutenants who were all single Marines. Are there other areas of friction that will occur between young Marines who are single and those who are married?

Should you have remained at Sudsy's to ensure the safety of the XO given his obvious inebriation?

5 In scenario (B), the XO misrepresented himself to the arresting officer as a soldier stationed at Fort Bragg. How do you think this bit of information will be received if the Battalion Commander becomes aware of it? Is this an indicator of a character flaw or just someone trying to save his hide in the heat of the moment? How will you react as a platoon commander if one of your Marines lies to you about an off-duty incident?

6 What have you learned about moral courage from this case?

The nature of command is a moral charge which places you at the center of unavoidable ethical responsibility. Your sense of ethical integrity is at the center of your effectiveness as a leader. Advancement of one's career is never justified at the expense of violating one's sense of honor.
Richard Gabriel, **To Serve With Honor.**

Liberty on Float Let the Good Times Roll?

You're a 1st Lieutenant and an assistant section head for a sixty-person Marine maintenance section. The section head, Major Thomas, is tied up in paperwork and tasks you with troop leadership and "getting the Marines locked on for deployment."

In a meeting last month, the squadron CO talked about issues that might come up during deployment – from working with the ship's crew to resolving Marine family matters. He reminded everyone that "what goes on during the float stays on the float." He also urged everyone to build rapport and discuss matters with the enlisted Marines in the squadron.

This is your first WESTPAC, so you're really excited about the new opportunities and anxious to establish yourself in the squadron. You took Major Thomas' charge and use the first few weeks of the deployment to strengthen unit cohesion. In one of your troop information sessions, you have the Doc provide a very graphic class on sexually transmitted diseases. Afterwards, you talk to your Marines about loyalty and stress to your married Marines that "what's fair for the goose is fair for the gander." The married Marines are adamant that they don't want their spouses involved in extramarital relationships while they are away and consensus is reached that a night of sexual freedom in a Far East liberty port is not the right moral choice.

Last night, you were ashore, enjoying one of Bangkok's hot spots with your Marines. You noticed that Major Jones, another section head, who is married, is becoming very friendly with one of the local women. Your Marines notice, too. Major Jones leaves with the woman. No one says anything.

Today, one of your young married Lance Corporals, who saw Major Jones' behavior, asks you for your opinion about Major Jones and what he did.

If you were this 1st Lieutenant, which of the options below would you choose?

A. You agree with the Lance Corporal that what you saw last night was wrong, then trash the Major to the subordinate but do nothing else.

B. You tell the Lance Corporal not to worry about it, that Major Jones is in a different section and that the situation may not be as it appears.

C. You tell the Lance Corporal that if you both interpreted what you saw correctly, then the Major's actions were wrong. You let the Lance Corporal know you intend to follow up on it. Then you talk to your own section head about the situation.

Turn to the next page to find out what could have happened, based on the option above that you selected.

What Happened?

A. Morale suffers. The enlisted Marines don't feel that officers are held to the same standard and are not leading by example. Major Jones confronts you for spreading rumors about his behavior while off duty and tells you to knock off your intrusion into the personal lives of others.

B. Again the enlisted Marines perceive that there are two moral codes in the squadron, one for officers and one for enlisted. At the next liberty stop, one of your sergeants who has been in an email war with his wife visits the local brothel. His STD "present" for his spouse upon return to CONUS is not quite what she expected (or wanted).

C. Your section head broaches the subject with the Major, letting him know that his behavior was witnessed by other Marines who are asking questions about it.

Questions for More Discussion

What if it had been your own section head in this situation? Who could you consult about this?

2. Would you ever approach the Major directly?

3. Is the commanding officer setting an appropriate moral command climate with his policy, "what goes on during the float stays on the float?"

4. If you disagree with Major Jones' actions, how do you communicate that while still upholding a team concept? Based on your CO's policy, which team are you most loyal to – the squadron or your section?

5. In scenario B, what do you say to your sergeant's wife when she appears in your office and says that her husband's excuse for his indiscretion was "all the officers were doing it?"

6. Should your mentoring session with your single Marines before they roll out for liberty be different from what you tell your married Marines? Why or why not?

7. How can *Semper Fidelis* be applied in this situation? Should Marines be always faithful to Country, Corps, Unit, fellow Marines and...family?

First you find yourself overlooking small infractions that you would have corrected on the spot in the past. Soon you are a participant in these infractions. "After all," you say, "Everybody's doing it." All too soon you find yourself trapped: You no longer can stand on a favorite principle because you have strayed from it. Finding no way out, you begin to rationalize, and then you are hooked. The important fact is, the men who travel the path outlined above have misused the very basic quality and characteristic expected of a professional military man , or any other professional man for that matter: They have compromised their integrity.
Admiral Arleigh Burke

But She's My Fiancee!
Good Enough for a Policy Exception?

1st Lieutenant Kimball, one of your fellow officers, invites you over to his place in San Clemente for dinner and to meet his girlfriend. You're happy Kimball has met someone. Over the last year, he has been there for you both professionally and personally. You trust him and you consider him to be a good friend.

When you arrive, a beautiful young woman answers the door. She introduces herself as Peggy. Kimball has gone to the market to pick up some last-minute items. As you talk to Peggy, you're thinking that she looks familiar, but then Kimball arrives, and you forget about it. You have a great time at dinner and enjoy their company.

Two weeks later, you're at the Wing CG's quarterly meeting. You realize that Corporal Trent, the Marine flipping slides, is "Peggy."

After the meeting, you call Kimball and say, "What's up with you and your girl friend? Did you know she's a corporal?"

"Yeah know," he answers.

"You *knew*? Man, what are you doing? This has got to stop – now

"Forget it. She's in the Wing and I'm in the Division. Miramar and Camp Pendleton are miles apart. Anyway, I just gave her a ring, and we're planning on getting married next year when she gets out. Besides, she's been living with me for the last month. What do you want me to do? Kick my fiancée out in the street? Get real. "

If you were 1stLt Kimball, which of the options below would you choose?

A. You decide to do nothing.

B You can't decide, so you wait and see what happens.

You tell Kimball that he needs to knock off the relationship and that if he doesn't, either he tells his CO or you will.

Go to the next page to find out what happened, based on the option above that you selected.

What happened?

A. The relationship goes south after a few months and Kimball kicks the Corporal out of his off base apartment. She is severely distressed, and her work performance suffers. During counseling with her squadron sergeant major, Corporal Trent tells him of her failed relationship with 1st Lt Kimball. The Squadron Sergeant Major notifies the Wing Sergeant Major, who notifies the Division Sergeant Major. The snowball picks up speed as it rolls downhill. Kimball is court-martialed for numerous violations of the UCMJ.

B. Several weeks later 1st Lt Kimball calls you at work and wants to meet you at the Sanddollar Café in Carlsbad at Friday Happy Hour. You agree to meet him there but are somewhat surprised when Corporal Trent walks in with him. But you are even more surprised 15 minutes later when your Squadron Commander and his wife take the table next to yours. You can tell from his demeanor that he recognizes Corporal Trent because he was also in attendance at the Wing CG's meeting where she was flipping slides. What do you do now?

C Kimball tells you to pound sand and that you are no friend if you report him for being in love with the woman of his dreams. Do you follow through on your proposed course of action, or cut ties with Kimball and let the chips fall where they may?

Questions for More Discussion

Would your decision have been affected if Kimball hadn't been a good friend?

2. Until 1999 the Army did not consider this relationship to be inappropriate. Their policy allowed dating and relationships between officers and enlisted personnel not in the same chain of command. What are the strengths and weaknesses of the USMC fraternization policy compared to previous Army policy? What's wrong with fraternization?

3. What do the terms good order and discipline imply?

Marine Corps fraternization policy prohibits relationships between officer and enlisted that are unduly familiar and that do not respect differences in grade and rank. Such relationships are prejudicial to good order and discipline and violate long-standing traditions of the naval service. Examples of prohibited relationships include dating, cohabitation, sexual relationships, and/or private business

partnerships. Being in the same chain of command is not a prerequisite for fraternization. The responsibility for prevention rests primarily on the senior. However, both members can be held accountable for their own conduct.

A Commander's Quick Reference Manual For Legal Issues. Naval Justice School, Newport, Rhode Island. April 1998.

Whenever you are confronted, as cadet or officer, with competing claims upon your conscience, I urge you to put principle (honor) first, purpose (duty) second, and people, third. This is not intended to dismiss or deny your responsibility to people; it is intended to affirm your obligation, first, to be the leader you must be and second, to do what you must do. There are competing values but rarely very rarely is there a genuine contest between loyalty and truth. When loyalty to friends demands that you lie, cheat or steal, you have no friends.

James Toner, **Morals Under the Gun.**

Pornography—The Slippery Slope?

1st Lieutenant Jones was just coming back into his office at Camp Lejeune after his five mile run at lunch when his Gunny gave him the word that "the CO was down here thirty minutes ago and needs to see you ASAP."

"Not a good sign," thought the Lieutenant, "if LtCol Rocker is looking for me over chow because he's usually PT'ing with the XO."

As he quickly changed into his cammies, Jones went through a mental checklist of what the CO might be concerned about. FASMO had just briefed their findings two weeks back, and Jones' supply section had been found combat ready with minor discrepancies. All of his Marines had made it back to work safely and without incident from last weekend's ninety-six. The last urinalysis results were in and none of his Marines had popped positive. What could it be?

1st Lieutenant Jones stopped by the XO's office in hopes of getting a heads-up on the situation. His fears were not allayed when Major Traper told him to go on back as the CO was expecting him.

"Sir, you needed to see me?"

"Lieutenant Jones, close the door and have a seat."

The next ten minutes in LtCol Rocker's office caused Lieutenant Jones afterwards to seriously reflect on General Lejeune's charge to Marine officers that they are responsible for the "physical, mental, and **moral** welfare" of their Marines. The CO's issue with him resulted from a routine check by the Wing's information system section on Internet use by squadron personnel. The computer used by Corporal Hodges, one of Jones' star performers, had been involved in surfing hard-core Internet pornography sites. Some files had been downloaded and were residing on the computer hard drive, in violation of the Marine Corps and squadron orders regarding official use of government computer systems.

Jones' consternation involved the previous month's health and welfare barracks inspection. While in Corporal Hodge's room, he remembered the Gunny calling him over with, "hey, sir, check this out." In one of Hodge's desk drawers was a stack of pornographic magazines that made *Playboy*, *Penthouse* and *Hustler* look like *People* and the *National Enquirer*. Lieutenant Jones remembered being somewhat surprised because Hodge was an All American, clean-cut, 4.9/4.9 Marine who had recently been the Squadron's NCO of the Quarter. After discussing the issue with the Gunny, they decided no harm, no foul – it was Hodge's room, time, and money. If he wanted to peruse smut, it was his business. Now, with Corporal Hodges facing non-judicial punishment for violation of Article 92, 1st Lieutenant Jones questioned his course of action after the inspection.

If you had been this officer, which of the options would you have chosen on the day of the BEQ inspection?

A. "No harm, no foul," so let it go.

B. Leave the magazines on Hodge's rack with a note for him to report to you.

C. Confiscate the magazines and see if Hodges' reports them missing.

Go to the next page to find out what could have happened, based on the option above that you selected.

What happened?

A. Hodge's right to privacy enables him to read and do whatever he wants in his room as long as no laws are broken or Marine Corps policy violated. He was reading and looking at material that though distasteful to some, is highly satisfying to others. The magazines had probably been purchased at the adult bookstore just outside the main gate. This is a First Amendment issue – the courts are having enough problems deciding what is really "pornography"

B. Counsel Hodge on more appropriate ways to spend his time and money. Reinforce to him that a Marine of his abilities should be using his talents in much better ways such as off-duty education, community activities, or taking up a new sport. Have him explain to you how triple XXX pornography is improving him as a person. Remind him that what he is doing is not illegal but is outside the lines of the moral and ethical behavior expected of a United States Marine.

C The magazines are not contraband and no illegal act has been committed, thus there can be no search authorization or seizure. However, if the magazines depict minors engaging in sexual activity they can be seized but will not be allowed as evidence at a court because of the improper search.

Questions for More Discussion

Are the two incidents – pornography in a BEQ room and downloading pornography on a government computer – totally unrelated? Is 1st Lieutenant Jones taking his role as a leader too seriously?

What punishment would you recommend for Corporal Hodge to the Squadron CO?

3. Your cousin, a Marine corporal, recently checked in to Camp Lejeune after a tour in Okinawa. You were thinking about introducing her to Corporal Hodge. Would you have second thoughts after the BEQ discovery? What about after the computer incident? If you answered yes to either or both of the two previous questions, why?

There are three important qualities of leadership: inspiration, technical proficiency, and moral responsibility...moral responsibility is defined as "personal adherence to high standards of conduct and the guidance of subordinates toward wholesomeness of mind and body."
Marine Corps Manual.

When Is It "Just a Report"?

You're a captain who has just checked into 2d LAR Battalion and taken over Alpha Company. During your first week, the Battalion Commander schedules a meeting for you to update him on the readiness of "A" Company.

To prepare for this meeting, you go to your Maintenance Chief and ask him for the status of all the vehicles.

"Officially, or what we report to the CO?" he asks.

"What do you mean?" you say, but you're afraid you already know.

"Well, there are a lot of vehicles down, but we don't report them. If we do, it makes it look like the company has a readiness problem."

Noticing your expression, he keeps going. "Hey, all the companies do it. The old man even knows about it."

"Thanks, Warrant Officer. I'll get back with you later about this.

You go to Bravo Company and ask Captain Morrow about the maintenance reporting system.

Morrow looks at you for a moment, then says, "Let me put it this way. When I first got here, I reported all of the vehicles that were down. During the Friday updates, the Battalion Maintenance Officer would say that my company had the lowest readiness percentages. So I got frustrated, and I was hard on my company. Come FITREP time, the CO ranked me 4 of 4. He said my unit's low readiness was the result of my leadership."

"So what happened?" you ask.

"A buddy of mine was PCS-ing and he told me the way to do business around here. Ever since then, I look really good on paper and the CO keeps telling me how pleased he is with my progress."

Captain Morrow shrugs. "Whatever.

You thank Captain Morrow for his candor and wonder what you should do next.

If you were this captain, which of the three options below would you pick for your next step?

A. Follow Captain Morrow's example and make your company look good on paper.

B. Go straight to the CO, report what you've found out, and ask for the CO's read of the situation.

C. Give the captains in the other companies a courtesy call, telling them what you've found and that you plan to report your readiness truthfully.

Turn to the next page to find out what could have happened, based on the option above that you selected.

What Happened?

A. An outside inspection discovers that all of the captains are reporting inaccurate readiness conditions. They all receive non-punitive letters of caution and "marginal" fitness reports. The battalion is tainted from the negative connotations of the whole incident, and the battalion commander's change of command goes four months earlier than expected.

B. The CO acted on the information, and you take a lot of heat from your peers for blind-siding them in this situation. Or, the CO thanked you for your conscientiousness and said he would have the XO look into the situation. You never heard the issue addressed by anyone in the chain of command during the next month. What do you do on your next monthly readiness report?

C The captains agree to have a meeting with the Battalion Maintenance Officer and the Battalion S-4 to discuss the situation.

Questions for More Discussion

What loyalty do you owe to your peers? Do you owe loyalty to "the system" that's in place? Is truth or your career more important?

2. How much do you think the CO knows about this situation? Do you think the warrant officer is telling the truth when he says the CO knows about it? Is it possible that the Battalion Maintenance Officer is continuing the charade because high readiness makes him look good and decreases his section's workload?

Is there anyone else in the unit you could approach for more advice (e.g., the XO, H&S Company Commander)?

The relationship between ethics and performance must be realized if effective military service is to be rendered. For the individual, adherence to this ethic requires knowledge of his profession and the moral courage necessary to state his professional opinion to his superiors. It is a paradox that a man would claim to be a paragon of physical courage on the battlefield, but yet be afraid to face his seniors concerning an issue he knows to be important. Additionally, failure to adhere to this ethic cannot be justified by saying one's senior is unethical. This is to imply that ethics is someone else's problem. Ethics involves everyone. Competent service to society means risk to career as well as life.

Thomas C. Linn, **Marine Corp Institute, Leadership Volume II: Readings.**

Can You Be a Fat Body If You're Over 18?

Captain Reiner was assigned as the Marine Officer in Charge of a small Marine detachment at a joint service training command. During his in-brief, the Navy CO told him how pleased he was with the performance of his Marines, particularly with the leadership provided by the senior SNCO.

Reiner met the senior enlisted Marine when he interviewed his Marines. The Gunnery Sergeant struck him as a take-charge leader. The Gunny had 18 1/2 years of active service, including participation in Desert Storm where he was awarded a Combat Action Ribbon and time on the ground in Mogadishu, Somalia during humanitarian ops there. He was 40 years old, an 0369, six feet, four inches tall – a very large Marine who looked okay in cammies but was flabby in Charlies.

Later, as Reiner reviewed record books, he noticed that the Gunnery Sergeant was 15 pounds overweight when he arrived at the command. He had been on weight control at his previous unit.

Reiner mentioned the weight problem to the Gunny, who asked if he could have a word with him. The Gunny told Reiner that he was about to be separated for not meeting the weight standard at his previous command. One month before his last weight control extension expired, the Sergeant Major arranged for his transfer to a new command. When his extension was about to expire, Reiner's predecessor briefed the Navy CO. The Gunny added that he planned to finish his career quietly here and retire as soon as he was eligible.

Reiner wondered what to do. He could force the issue and begin the administrative separation paperwork for weight control failure. The Navy Captain was on the heavy side himself and would probably "stonewall" the package.

Reiner told the Gunnery Sergeant that he needed to lose the fifteen pounds and offered to help in any way.

Time went by, and Reiner observed that the Gunny performed well and was respected by his subordinates. He participated in all of the hikes and was running. However, he was a run drop on the last two company runs; didn't seem to be physically fit; had some health problems possibly due to his two-pack-a-day cigarette habit; and was not losing any weight. After four months, the Gunnery Sergeant completed and passed a partial PFT – because of a twisted knee, he had a medical chit that exempted him from the three mile run. When Reiner weighed him, he'd lost only five pounds. The Captain suspected that this weight loss occurred only because of extensive time in a rubber suit and sauna over the three days before his weigh-in. Even with the weight loss the Gunny was at 24% body fat – 6% over the 18% ceiling for a male weight waiver.

The Gunny is now in zone for promotion and required to send a picture to Headquarters, Marine Corps and report his current height and weight. However, the unit diary system was now "flagging" the weight control extension and prodding an entry to remove him from weight control as a success or begin administrative discharge proceedings for weight control failure.

If you were Reiner, which of the options below would you choose

A. Since the Gunny managed to lose 5 pounds and is a "good guy," cut him some slack and take him off weight control. It's pretty obvious that this has been a recurring problem that has been overlooked. Why should you be the bad guy? Because he "deserves" to be promoted, tell him to "lose" ten more pounds on his promotion picture height/weight marks.

B. Keep the Gunny on weight control, take the unit diary hit, and ensure there's a current photo with accurate height and weight marks in his promotion package and forward to the CO.

C Begin administrative discharge proceeding in accordance with MCO6100.10B which states "if weight goals are not met, the individual will be recommended for discharge from the Marine Corps by reason of unsatisfactory performance."

Go to the next page to find out what could have happened, based on the option above that you selected.

What Happened?

A. You promoted the Gunnery Sergeant at a formal ceremony two months later. However, to say that his Alpha fit was a bit snug would be a classic understatement. The next day you had the Gunny weighed, and he was twenty pounds over his max weight. One of your corporal's discharge package for weight failure has just been approved. But rumor is that he will request Mast if processed because the unit diary clerk and training NCO have informed him that you are "cooking the books" with the Gunny's weight. Now, what do you do?

B. The Navy CO forwards the package, unaware that the accurate height/ weight marks on the promotion picture will negatively affect the Gunny's promotion chances. The Gunny fails selection due to being overweight and the Navy CO informs you that you will "suffer" on your next fitness report for not taking better care of your senior enlisted Marines. The Gunny develops an "attitude" because of his promotion selection failure.

C. The Gunny now realizes that someone is taking his weight control problem seriously and following Marine Corps orders to the utmost. He manages to meet his max weight prior to the discharge package being approved, and you are able to call and have it pulled. That's the good news. The bad news is that on the PFT the following week the Gunny collapsed with a heart attack. Medical diagnosis attributed part of his problem to severe dehydration. Your hunch that his weight loss was due to water loss because of the rubber suit and sauna was correct.

Questions for More Discussion

None of the endings above are good. Are there other options for solving the problem?

2. Some Marine Corps Commanding Officers have been known to disapprove all discharge packages based on weight control failure and urge their commands to continue extra physical training. Their reason for doing this is to not increase the manpower shortage if a Marine is only over weight. Is this interpretation of the MCO governing weight control within the purview of the commander? Is it fair for some Marines to be held accountable in meeting standards when others in a different command are held to a different, lower standard?

Duty is the sublimest word in our language. Do your duty in all things. You cannot do more. You should never wish to do less.
Robert E. Lee.

Beware Punji Sticks– They're Not Always in the Jungle.

You are just back from a week in the field with your IOC class and go to a Georgetown bar to unwind with a couple of your fellow Lieutenants. You meet a very attractive woman named Kiki and buy her a drink when you find out she is a fellow Texan.

In the course of getting acquainted, she tells you that she's been married, but is now separated from her spouse who is a "real jerk." Over the next two Long Island iced teas, Kiki paints a very convincing picture of a marriage gone bad. Your ride back to Quantico is ready to go. As you mull over your options, she hands you her business card and suggests that you give her a call at work if you are interested in dating her.

If you were this officer, which of the options below would you choose?

A. You decide to stay at the bar and catch a taxi back to Quantico if things don't work out.

B. You hand back her phone number and tell her that you can't date anyone who's not divorced yet.

C. You take the card and decide to consider your options when you are more clear-headed.

Go to the next page to find out what could have happened, based on the option above that you selected.

What Happened?

A. You end up going home with Kiki. You establish a very torrid relationship with her on the weekends. However, just prior to graduation from IOC, your XO gets a call from her husband. He's a Navy Lieutenant Commander assigned to the Pentagon. He tells the XO that he has been having marital problems with his wife (and mother of their two children) but had been trying to work things out with her until he found out about her affair with a "butter bar jarhead." He wants you brought up on formal charges and mentions that his boss is a running buddy of the USMC Staff Judge Advocate.

B She accuses you of being a prude and says that her "ex-husband" must have been right when he said that Marines were "all show and no go." Though your buds are second-guessing you on the trip down Interstate 95, her outburst reinforces your thoughts that you made the right decision.

C Taking her card allows you some time to consider your options in a more coherent state of mind and to seek guidance from a more seasoned officer. Hopefully, that officer provides you with good advice and tells you to slow down in building this relationship. "Separation" means different things in different states (and sometimes to different people) but until a divorce decree is finalized, the marriage contract remains intact. In other words, by consummating this relationship you have violated Article 134 of the Uniform Code of Military Justice that defines adultery as "sexual intercourse with a person not the spouse of the accused (accused or the sex partner must be married to someone else)." If you are really smitten by this person, phone and tell her to give you a call when her divorce is recognized by court order.

Questions for More Discussion

Are there other options for handling this problem?

Would your decision be different if you knew that she was married to a Naval officer? Or Marine enlisted? Or civilian?

3. What course of action should the XO of IOC follow in situation (A) above?

Full Moon Rising—What Do You Do When Religions Conflict?

You are 2ndLt Smith and have been 1st Platoon Commander in Alpha Company for 4 months. Captain Jones is your Company Commander. The 2nd Platoon Commander is 1stLt Salim, a devout Moslem. The 3rd Platoon Commander is 2ndLt Money, one of your TBS classmates, a confirmed relativist with a "whatever" attitude.

You are at the Officer's Club on Friday afternoon at Happy Hour after a long week's work. The Company XO is TAD. Salim has made his appearance, drank a coke and left. Money is well on his way to oblivion – he lives in the Q and can stumble to his rack "whenever." Your CO is feeling no pain either. You just overheard him tell the Bravo Company CO that 1stLT Salim ran a good platoon, but was too much of a religious fanatic. Captain Jones also indicated that Salim was the "A" Company nominee for the vacant Battalion Adjutant's billet, a job that would remove him from leading a Marine platoon.

You've just finished your third beer and are debating the relative merits of switching to cokes or splitting the next pitcher with Money when your cell phone rings.

It's your platoon sergeant, SGT Robertson. During your initial counseling session with him upon checking aboard, he told you he was an evangelical Christian and explained that God wanted him to make disciples of those who don't believe. But he assured you that his beliefs did not impact his role as a Marine – he would not force his beliefs on others but "lived by example." He's a straight arrow but well respected by Marines in the platoon.

Robertson is in a very animated state on the phone. He conveys to you that he was still at work counseling LCpl Phillips about his slipping performance when Phillips' "real" problem surfaced.

"Sir, remember me telling you about those two Marines in Lt. Money's platoon that gave me the creeps. Well, Phillips just gave me the gouge – they're witches sir, uh, Wiccans. And they're recruiting Phillips – he's supposed to go to one of their coven meetings tonight. Sir, I can't let this happen with one of our Marines. Remember Gen Lejeune's charge that we're responsible for the physical, mental and MORAL well-being of our Marines."

You vaguely remember something about Wiccans from a lecture at TBS and think it might be one of the religions that DOD sanctions. The previous unit chaplain, a Marine sniper as an enlisted Marine and highly regarded by all members of the Battalion, PCS'ed last month. The new chaplain is a ROAD's ("retired on active duty") officer and seldom comes out of his office. He has the respect of no one in the Regiment.

As you roll your eyes while remembering that your TBS company commander told you not to be surprised by anything once you got into the real Marine Corps, you notice the beginnings of a full moon over the mountains surrounding the Camp Pendleton Club....

If you were this officer, what option would you choose?

A. Let Sergeant Robertson handle it. He has the best interests of the Marines in mind and will make a good decision. You can talk to him and LCpl Phillips on Monday to get more information. Besides, after three beers on an empty stomach you don't really want to drive and probably aren't fully "up" to getting involved in a situation of this nature.

B. Tell Sergeant Robertson that Phillips has 1st Amendment rights and that you're pretty sure that Wiccans are recognized by the Department of Defense as a legitimate religion. Also, tell Robertson that if he is worried about what will happen with Phillips at the meeting, he should accompany Phillips. Since the meeting is off base and everyone is off-duty, maybe Sergeant Robertson can shed some light on his beliefs to the local Wiccan community.

C. Tell Sergeant Robertson to hold tight with LCpl Phillips. You will return to the office immediately to get more insight into the situation.

Turn to the next page to find out what happened, based on the option above that you selected.

What Happened?

A. Sergeant Robertson refused to allow LCpl Phillips to attend the meeting. Phillips' friends in the other platoon are incensed and one of them calls his Congressman. By Tuesday of the following week, you are responding to a Congressional Interest Inquiry (CONGRINT) seeking information on why the Marine Corps is restricting the religious beliefs of its members. Captain Jones thinks this is much ado about nothing, but your Battalion Commander has voiced his disappointment that you failed to get more personally involved in this hot button issue and left the decision up to your platoon sergeant.

B. Sergeant Robertson attends the coven meeting and a melee occurs because his strongly voiced beliefs run counter to those of the Wiccans. You spend most of the very early morning hours on Saturday getting him out of jail and briefing an extremely unhappy Company Commander, whom you call at 0300 regarding 1st Platoon's situation. Sunday is even worse when you pick up the paper and a front-page story is headlined: "MARINE DISRUPTS RELIGIOUS SERVICE."

C. You return to your office and surf the net to get more information on Wiccans. You find out that it is indeed recognized by the Department of Defense. As a Protestant, you find the articles describing Wiccan doctrine not within your belief framework. However you realize that you don't agree with everything espoused by the company gunny, who is a Buddhist, but you would definitely not attempt to curtail his religious practices. You bring Phillips in and let him know that he can attend the meeting. Phillips seems confused about the whole religious connotation to this, and you make a mental note to find a respected Chaplain on base and get his input on Monday. Once you do this, perhaps you might recommend to Phillips that he set up an appointment to get a bigger overview of religion, history of religions, and what services a Chaplain can offer.

Questions for More Discussion

Were Captain Jones' comments regarding 1stLt Salim's religious fanaticism inappropriate? How would you rate the command climate within this unit? What do you think about Captain Jones' apparent use of Salim's religion to justify nominating him to be the Battalion adjutant?

2. Should you know this discussion between your platoon sergeant and lance corporal is a sensitive issue and take immediate action to get personally involved? This issue involves constitutional questions that

can be very divisive and in which well-meaning Marines can have widely disparate points of views. In situations like this, what are the risks of snap decisions? What options do you have? Where can you go for guidance?

3. There is a fine line between sharing information about one's religious beliefs and proselytizing (attempting to convert someone to one's own religious faith). What indicators could be used to determine if a Marine was attempting to convert another to his faith? How do you explain your decision regarding Phillips attendance at the coven meeting to SSgt Robertson? Should you address the issue with him?

4. In leadership positions you may have to make a critical decision at any time. How would Money have dealt with this in an inebriated condition? How should you approach happy hour?

5. What is the role of the unit Chaplain? Though many chaplains are "cut above" star performers, what should you do if your unit Chaplain is a marginal officer? For more information on how to best utilize a Chaplain, see the article, "Ministering to Marines in a Sustained Combat Environment" in the *Marine Corps Gazette*, FEB01.

Appendices

APPENDIX A
GREATER ISSUES SPEECH AT THE CITADEL FEBRUARY 1997

By General Charles C. Krulak

I am honored to be here today before such a prestigious audience...before the leadership of tomorrow...the leaders that will advance our Nation in the 21st Century. I cannot help but be excited when I think of what lies before you...the adventure and excitement...and oh, how I envy you! You will be the ones to take us to new heights and new accomplishments. You will be making the breakthrough discoveries and finding solutions to the problems that previous generations – to include my own – simply could not solve. And it will be you who will have to stand up to the new challenges that will arise tomorrow...and there will be challenges...there always are.

How will you prepare yourself for this exciting, yet challenging future? How will you make yourself ready, so that you may be found worthy of the mantle of leadership that will surely be placed upon your shoulders?

Perhaps the best way for me to illustrate these concepts is to relate to you some examples from my experience in Vietnam. It was 0600, the third of June, 1966. I was in command of "G" Company, Second Battalion, First Marine Regiment. I was a First Lieutenant at the time, and had been given this command because the previous commander had been killed about one week earlier. My Company had been given a simple mission that began with a helicopter assault. We would land in a series of dried-up rice paddies about 6 football fields in length, and three football fields in width. These paddies were surrounded by jungle-covered mountains, with a dry stream bed running along one side. We were supposed to land, put on our packs, and do what all Marines do: find the largest mountain, and climb to the top. There we would put ourselves in a defensive perimeter to act as the blocking force for an offensive sweep conducted by two battalions.

The helicopters landed, unloaded my company of Marines, and had just started to leave when the world collapsed. Automatic weapons, mortar fire, artillery – it was hell on earth. Fortunately, a good portion of my Company had managed to move into the dry stream bed where they were protected from most of the fire. However, one platoon had landed too far west to move immediately to the cover of the stream bed. As they tried to move in that direction, the fires on them became so heavy they had no alternative but to hit the deck. One particular squad found itself directly in the line of fire of a North Vietnamese 12.7mm heavy machine gun. In a matter of seconds, two Marines were killed and three were seriously wounded.

As I watched what was happening from my position in the stream bed, I knew that it was just a matter of time before that machine gun would systematically "take out" that whole platoon – squad by squad. If I didn't act immediately, they would be lost in just a matter of minutes. I made a call to the commander of the first platoon that had made its way into the stream bed, directing him to move up the stream bed so he could attack across the flank of the gun position – not having to assault it directly from the front. At the same time, I directed another platoon to provide suppressive fire that might diminish the volume of fire coming from the machine gun position. All this was happening in the midst of smoke, multiple explosions, heavy small arms fire, and people yelling to be heard over the din of battle. Suddenly, my radio operator grabbed me by the sleeve and pointed toward the middle of the rice paddy where a black Marine – a Lance Corporal who was acting squad leader – had gotten to his feet, placed his M-14 rifle on his hip, and charged the machine gun – firing as fast as he could possibly fire. He ran about 40 meters directly toward the machine gun and then cut to the side, much like a running back might do during a football game. Sure enough, the machine gun, which had been delivering heavy fire on his squad, picked up off of the squad and began firing at the Lance Corporal. Seeing the fire shift away from them, the squad moved immediately to the cover of a small rice paddy dike – · thick ground, about a foot high separating each paddy from the other. Both they, and the other two squads were able to drag their casualties and gear to the position of safety behind this dike.

Their squad leader didn't look back. He didn't see what happened. He kept on fighting. He dodged back and forth across these paddies, firing continuously. He would run out of ammunition, reload on the run, and continue forward – dodging back and forth as he ran. BAM! Suddenly he was picked up like a dishrag and thrown backward – hit by at least one round.

The rest of the platoon charged. My radio operator grabbed me again, but saying nothing, he just pointed to the middle of the rice paddy. That young Marine had gotten to his feet. As he stood, he didn't put the rifle to his hip; he locked the weapon into his shoulder...took steady aim – good sight picture, good sight alignment – and walked straight down the line of fire into that machine gun.

About four minutes later, my command group and the rest of the unit finally arrived at the now – silent machine gun position. There were nine dead enemy soldiers around the gun...the heroic Lance Corporal was draped over the gun itself. As only Marines can do, these battle – hardened young men tenderly picked him and laid him on the ground. When they opened his "flak jacket" he had five massive wounds from that machine gun. FIVE...

About seven months later, I traveled back to Headquarters Marine Corps in Washington and watched the Commandant of the Marine Corps present the

Lance Corporal's widow with the nation's second highest decoration for valor – the Navy Cross. In this woman's arms was the baby boy that his father had only seen in a Polaroid picture. This young Marine had displayed great physical courage. Somewhere in his character was another kind of courage as well – moral courage – the courage to do the right thing. When he had the chance to do something else, he chose to do the right thing. His squad was in mortal danger. He had a choice to make, and he did what was right, at the cost of his life. Let me remind you, this was 1966. The young acting squad leader was a black Marine from Tennessee, who couldn't even buy a hamburger at the McDonald's in his hometown.

So, what of your character? Who are you? No, not the physical and superficial image...but who are you really? What do you stand for? What is the essence of your character? Where is your moral compass pointing? Which course do you follow?

Everyday we have to make decisions. It is through this decision making process that we show those around us the quality of our character. The majority of the decisions we have to make are "no brainers." Deciding what we are going to have for breakfast is not going to test your character...judgment maybe, but not character.

The true test of character comes when the stakes are high...when the chips are down...when your gut starts to turn...when the sweat starts to form on your brow...when you know the decision you are about to make may not be popular...but it must be made. That is when your true character is exposed.

The associations you keep, the peers you choose, the mentors you seek, the organizations you affiliate with – all help to define your character. But in the end – you will be judged as an individual – not as part of a group. Success in life – like in combat – has always demanded a depth of character. Those who can reach deep inside themselves – and draw upon an inner strength, fortified by strong values, always carry the day against those of lesser character. **Moral cowards never win in war...moral cowards never win in life**. They might believe that they are winning a few battles here and there, but their victories are never sweet...they never stand the test of time...and they never serve to inspire others. In fact, each and every one of a moral coward's "supposed victories" ultimately leads them to failure.

Those who have the courage to face up to ethical challenges in their daily lives will find that same courage can be drawn upon in times of great stress ... in times of great controversy...in times of the never ending battle between good and evil.

All around our society you see immoral behavior...lying, cheating, stealing, drug use and alcohol abuse, prejudice, and a lack of respect for human dignity and the

law. In the not too distant future, each of you are going to be confronted with situations where you will have to deal straight-up with these issues. The question is...what will you do when that happens? What action will you take? You will know what you should do...the issue is...will you DO what you know is right? It takes moral courage to hold your ideals above yourself. It is the DEFINING aspect of your character.

So, when the test of your character – of your moral courage comes – regardless of the noise and confusion around you, there will be a moment of inner silence in which you must decide what to do. Your character will be defined by your decision...and it is yours and yours alone to make.

When that moment of silence comes and you are wrestling with your decision, consider this poem:

THE EAGLE AND THE WOLF

There is a great battle that rages inside me.
One side is a soaring eagle
Everything the eagle stands for is good and true and beautiful.
It soars above the clouds.
Even though it dips down into the valleys, it lays its eggs on the mountain tops.
The other side of me is a howling wolf.
And that raging, howling wolf represents the worst that is in me.
He eats upon my downfalls and justifies himself by his presence in the pack.

Who wins this great battle?.
The one I feed.
The one I feed.

challenge you all to feed the eagle.

Remember, your Nation depends upon it.
God bless you all and Semper Fidelis.

Appendix B
Keynote Address for Joint Service Conference on Professional Ethics, 2000

By General Charles C. Krulak

We study and we discuss ethical principles because it serves to strengthen and validate our own inner value system...it gives direction to what I call our moral compass. It is the understanding of ethics that becomes the foundation upon which we can deliberately commit to inviolate principles. It becomes the basis of what we are...of what we include in our character. Based on it, we commit to doing what is right. We expect such commitment from our leaders. But most importantly, we must demand it of ourselves.

Sound morals and ethical behavior cannot be established or created in a day...a semester...or a year. They must be institutionalized within our character over time...they must become a way of life. They go beyond our individual services and beyond our ranks or positions, they cut to the heart and to the soul of who we are and what we are and what we must be...men and women of character. They arm us for the challenges to come and they impart to us a sense of wholeness. They unite us in the calling we now know as the profession of arms.

Of all the moral and ethical guideposts that we have been brought up to recognize, the one that, for me, stands above the rest...the one that I have kept in the forefront of my mind...is integrity. It is my ethical and personal touchstone.

Integrity as we know it today, stands for soundness of more principle and character – uprightness – honesty. Yet there is more. Integrity is also an ideal...a goal to strive for...and for a man or woman to "walk in their integrity" is to require constant discipline and usage. The word integrity itself is a martial word that comes to us from an ancient Roman Army tradition.

During the time of the 12 Caesars, the Roman Army would conduct morning inspections. As the Inspecting Centurion would come in front of each Legionnaire, the soldier would strike with his right fist the armor breastplate that covered his heart. The armor had to be strongest there in order to protect the heart from the sword thrusts and from arrow strikes. As the soldier struck his armor, he would shout "integritas," (in-teg-ri-tas) which in Latin means material wholeness, completeness, and entirety. The Inspecting Centurion would listen closely for this affirmation and also for the ring that well kept armor would give

off. Satisfied that the armor was sound and that the soldier beneath it was protected, he would then move on to the next man.

At about the same time, the Praetorians or Imperial Bodyguard were ascending into power and influence. Drawn from the best "politically correct" soldiers of the Legions, they received the finest equipment and armor. They no longer had to shout "integritas" (in-teg-ri-tas) to signify that their armor was sound. Instead, as they struck their breastplate, they would shout "Hail Caesar", to signify that their heart belonged to the Imperial Personage – not to their unit – not to an institution – not to a code of ideals. They armored themselves to serve the cause of a single man.

A Century passed and the rift between the Legion and the Imperial Bodyguard and its excesses grew larger. To signify the difference between the two organizations, the Legionnaire, upon striking his armor would no longer shout "integritas", (in-teg-ri-tas) but instead would shout "integer" (in-te-ger).

Integer (in-te-ger) means undiminished – complete – perfect. It not only indicated that the armor was sound, it also indicated that the soldier wearing the armor was sound of character. He was complete in his integrity…his heart was in the right place…his standards and morals were high. He was not associated with the immoral conduct that was rapidly becoming the signature of the Praetorian Guards.

The armor of integrity continued to serve the Legion well. For over four Centuries they held the line against the Marauding Goths and Vandals but by 383 AD, the social decline that infected the Republic and the Praetorian Guard had its effects upon the Legion.

As a 4th Century Roman General wrote, "When, because of negligence and laziness, parade ground drills were abandoned, the customary armor began to feel heavy since the soldiers rarely, if ever, wore it. Therefore, they first asked the Emperor to set aside the breastplates and mail and then the helmets. So our soldiers fought the Goths without any protection for the heart and head and were often beaten by archers. Although there were many disasters, which led to the loss of great cities, no one tried to restore the armor to the infantry. They took their armor off, and when the armor came off – so too came their integrity". It was only a matter of a few years until the Legion rotted from within and was unable to hold the frontiers…the Barbarians were at the gates.

Integrity…it is a combination of the words, "integritas" (in-teg-ri-tas) and "integer" (in-te-ger). It refers to the putting on of armor, of building a completeness…a wholeness…a wholeness in character. How appropriate that the word integrity is a derivative of two words describing the character of a member of the Profession of Arms.

The military has a tradition of producing great leaders that possess the highest ethical standards and integrity. It produces men and women of character…character that allows them to deal ethically with the challenges of today and to make conscious decisions about how they will approach tomorrow. However, as I mentioned earlier, this is not done instantly. It requires that integrity becomes a way of life…it must be woven into the very fabric of our soul. Just as was true in the days of Imperial Rome, you either walk in your integrity daily, or you take off the armor of the "integer" (in-te-ger) and leave your heart and soul exposed…open to attack.

My challenge to you is simple but often very difficult…wear your armor of integrity…take full measure of its weight…find comfort in its protection…do not become lax. And always, always, remember that no one can take your integrity from you…you and only you can give it away.

The Biblical Book of Practical Ethics…better known as The Book of Proverbs – sums it up very nicely: "the integrity of the upright shall guide them; but the perverseness of transgressors shall destroy them." (PR 11:3)

APPENDIX C

REMARKS TO THE UNITED STATES NAVAL ACADEMY CLASS OF 2002

By General James L. Jones

Today, I am going to talk to you about courage. We will define it, illustrate it, and dissect it to distinguish between the physical and moral types. We will also examine the utility of courage in our professional and personal lives. Finally, we will discuss how we, in the profession of arms, instill and develop this most important virtue in our warriors. You will hear the word "courage" a lot today because it is my hope that by repetition and example, I will impress upon you the weightiness of the word and the importance of the concept.

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....Our Corps must be ready today, and ready tomorrow, ready always, to fight and win the nation's battles. Fighting and winning wars is our raison d'etre; our reason for being. But winning wars requires that we be properly equipped, manned, trained, and led. And from what I see of our Corps, each of these categories has a huge, thick, check mark next to it because our Marines have clearly satisfied them. However, these tangible and quantitative standards are only one side of the equation for success on the battlefield. The other side of the formula encompasses certain intangible qualities, ones that cannot be readily measured or easily inculcated.

We in the Marine Corps have adopted as our guiding principles three of these intangible, yet critical for success, qualities. These principles are, as you know, the core values of the United States Navy and the United States Marine Corps. They are honor, courage, and commitment. This series of lectures will present these principles to you as part of your character development curriculum. I want you to hear about them, then experience them, then make them your own. Through a devoted, almost religious-like adherence to these principles you, as our future leaders, will ensure that our Corps, indeed our military, remains ready,

All three traits are equally important, and it is essential that you develop them to your maximum potential. No one knows you better than yourself. You know your weaknesses and your strengths; your fears and your hopes; your ambitions and your motivation. And this is why you are the best qualified to ascertain which of these qualities you need to improve upon or expand. Step forward boldly and seek self-improvement in all of these three traits.

There is a natural balance between these traits that should preclude an individual from neglecting one at the expense of another. To help you visualize the interaction of these virtues, allow me to borrow a concept from the noted Prussian Theorist Cal Von Clausewitz. Picture if you will a triangle with a heavy magnet in the center. Let the magnet attraction, that is, your own sense of duty, should pull on each core value equally and thus help to maintain the proper equilibrium. It is the healthy and therefore desired balance, that each of you must strive to attain in regards to these principles. There is a triadic marriage between these traits that you should always keep in mind: one cannot be honorable if one is not courageous; one cannot be courageous if one has no sense of commitment; and one cannot have a sense of commitment if one does not possess a high degree of honor and courage.

So let us turn to the question at hand. What is courage? Webster's New World Dictionary defines it as "the attitude of facing and dealing with anything recognized as dangerous, difficult, or painful, instead of withdrawing from it." It is "the quality of being brave... (of having) valor." Courage is not absence of fear; it is having the presence of mind and composure to set your fears aside and continue to perform your duties. An insightful observer once quipped that a combatant on a battlefield who does not fear the bombs and explosions that are going off around is not courageous, but rather, that he is too stupid to grasp the reality of the situation. Combat is dangerous and from danger comes fear. But remember that fear is natural, and in some ways beneficial. Fear forces us to more closely analyze the situation thereby allowing us to gain a better understanding of the consequences. Theoretically this should allow one to devise a better "game plan."

Courage is a quality that every officer and every leader in the armed forces must possess. Without it you will fail in every endeavor you undertake as a leader; especially in a combat or otherwise hostile scenario. When confronted with difficult prospects, if you lack courage you will fail to act, fail to decide, or fail to accept responsibility; and failure in our business, as you will soon know, can be very costly.

Our measure of failure goes beyond the financial cost of destroyed materiel and equipment. Those items can be replaced. In our business, failure to act or decide could cost lives. The lives of talented and productive young men and women, like yourselves, which the American people have entrusted to us. We strive to succeed in our missions, and in our promise, by demanding that our leaders be courageous, both physically and morally. We base this stringent requirement on past experiences that show us that having courage will frequently prevent the errors in judgment that usually result in dereliction.

Courage will be the rudder will steer you through your lives whether you remain in uniform at the end of your obligation, or embark on another demanding career in the civilian sector. In either case, you will always find yourself in a leadership

position .... You will be equipped with many skills that will always be in demand in the military and in industry. That is why I can stand before you and with absolute certainty tell you that at some point you will be confronted with a challenge, a dilemma, or a threat that will require you to take a courageous stance unequivocally. And to effectively deal with those eventualities, that is to do the right thing or defeat the threat, you must have courage – sometimes physical, sometimes moral.

In his acclaimed book on war, Clausewitz reminds us that fear, like courage, is an emotion. Courage, he says, is merely "the sense of one's own strength" and as such it influences our judgment when in the presence of danger. So through courage, we filter our fears and modify our impressions of danger. Without it, everything would be frightening – and we must never let fear overwhelm us for its effects can be paralyzing. We control our fear by subordinating it to reason and courage.

Courage is the natural counterbalance to instinct. It is, as Mark Twain said, "resistance to fear, mastery of rear, not absence of fear." When one is faced with grave danger, which is a natural consequence in combat operations, one's instinctual reaction is to seek cover, to protect oneself from the threat. This threat may be a physical one like a sniper sitting in a building preventing you from exposing yourself even though a fallen comrade may be in the open asking for your help. It may also be an intangible threat where you are told your career may be ruined if, for example, you reveal that you are witness to impropriety or illegal activity by a senior or a peer. Somehow we always have courage with subordinates. In these instances, having physical and moral courage respectively, will lead you to taking the right actions; to assisting your buddy and revealing the impropriety or illegality. In one case you may suffer grave physical harm; in the other, a setback in your career, but either way you will retain your honor for having done the right thing.

Our military manuals represent moral courage as "a private courage; a form of conscience that can often be an even tougher challenge than physical courage, especially in peacetime." During time of war, it is the moral courage of leaders that helps maintain the good order and discipline that underlies effective military units. The My Lai Incident in Vietnam provides a shocking example of the abyss into which mankind will sink because of a reprehensible lack of moral courage. Our leadership philosophy is based upon the notion that every Marine has moral courage; that he or she tries to do the right thing. This belief allows us to consistently perform well and meet the high standards of our Corps. Moral courage forces us to chose the right path when confronted with the difficult options – especially options that may determine the outcome of the firefight or a battle.

Moral courage is having the strength, for example, to report violations of regulations even when doing so may be personally detrimental. Take the case of a Marine who fails to clean and maintain his weapon, but he reports that he in fact

has done so. Or an officer or non-commissioned officer who submits a false report regarding the inventory of a certain item or the status of equipment. Such misrepresentations are inexcusable, not only because they contravene regulations, but also because they have a negative impact on our unit readiness. And if we are not ready, if we are not prepared, then we are derelict in our duty to this nation.

I would suggest that the bottom line is that moral courage is doing the right thing – even when no one is looking. I recently perused an article that aptly drives this point home.* It involved a gentleman named Reuben Gonzales who was playing in a final match of a professional racquetball tournament. Allow me to paraphrase:

"...It was the first time Gonzales had ever been in the championship and, as fate would have it, his opponent was the perennial champion. In the final game of the match, at match point, Gonzales made a super "kill" shot into the front wall and won the championship. The referee called it fair, and one of the two linesmen concurred that the shot was a killer. But Gonzales, after hesitating for a moment, declared that his shot had actually hit the floor first consequently, the decision was overturned and he lost the match. Gonzales shook his opponent's hand and walked off the court. Everyone was stunned. Why would anyone do such a thing? Why, when the opposing player, the officials, and the fans watching, believe you won the match, would you "fess up" to the error? When asked that, Gonzales replied that "it was the only thing I could do to maintain my integrity." He understood that he could probably win another match, but that he would never be able to regain his lost integrity. Simply, maintaining his integrity was more important than winning.[1] Reuben Gonzales demonstrated the degree of moral courage that each of us must display at every turn.

Finding an example of an action that clearly exemplifies physical courage is very easy. Our military history, spanning the period from the Revolutionary War to the crisis in the Kosovo, is rich with such examples .... When we discuss courage, we tend to focus on the acts of Medal of Honor recipients because after all, they were deemed worthy of our nation's highest recognition for bravery. There have been, however, countless other acts of bravery that reflect the highest degree of moral and physical courage. Men and women whose names we may not recognize immediately, but whose actions present a quintessential model for courage, have performed these. Among these men are George Fox, Alexander Goode, John Washington, and Clark Poling. All four of them were chaplains – not the specialists the movies normally associated with battlefield exploits. But their actions on a cold wintry day in 1943 reflect the high degree of moral and physical courage that are the hallmark of the American serviceman. Their story is most inspiring.**

In February 1943, the transport ship DORCHESTER was ferrying 902 men from Newfoundland to Greenland. The ship was one of three in a convoy that was making its way across the icy waters of the North Atlantic. A Coast Guard Cutter had detected German u-boats in the vicinity of the convoy, and warned the convoy about the threat. Along these sea-lanes, the unseen hunters had already claimed several other American vessels.

Because of the threat, the ship's captain ordered all the men to sleep with their clothes and life jackets on. Many of them disregarded the order because the jackets were uncomfortable and because it was very hot below the hold.

Shortly after midnight on February 3, 1943, a German u-boat attacked the DORCHESTER, firing two torpedoes onto its starboard side. The torpedoes hit well below the waterline, and the DORCHESTER immediately began taking on water and sinking. The ship would eventually sink in less than 27 minutes. After assessing the damage, the captain ordered the crew to abandon ship. Panic and chaos immediately set in. Men jumped from the ship into the bone chilling waters. Some of the rafts drifted away before men could jump into them; some of the lifeboats were so overcrowded that they capsized spilling more bodies into the icy waters. Some men aboard the ship frantically groped in the darkness looking for a way to escape the fire and smoke that engulfed it. Others wandered aimlessly, stunned from the explosions and with certain knowledge that they were going to die.

Amid all of this confusion, this inevitable fog of war, stood four beacons of light, shining hope in those most desperate moments. The four chaplains spread out among the men trying to calm them, guiding the disoriented to safety, and tending to the wounded. One witness recalls that as he was bobbing in the water surrounded by dead bodies, he could "hear men crying, pleading and praying." He recalls that he "could also hear the chaplains preaching courage." "Their voices" he said, "were the only thing that kept me going."

Petty Officer John Mahoney found himself on the deck without his gloves. He tried to retrieve them from his cabin in order to stave off the chilly air, but Chaplain Goode stopped him from reentering the smoke filled ship. The chaplain took his gloves off and gave them to Mahoney, telling him that he had a second pair in his pocket. In an interview after he was rescued, Petty Officer Mahoney realized that Chaplain Goode did not, in fact, have a second pair of gloves, but that he had willingly given his own to ensure the comfort of another.

By this time most of the men were topside. The chaplains assisted in distributing life jackets from a storage locker. It was about this time that Grady Clark, the ship's engineer, saw a most selfless act of bravery. When there were no more life jackets to distribute, the chaplains took theirs off and handed them to four scared young men. They did so without hesitation and without questioning the religious convictions of the men whose lives they had saved in lieu of their own.

Twenty minutes after the deadly accurate torpedoes had struck the ship, men in survival rafts witnesses the four chaplains, arms linked together and bracing themselves against the leaning deck, continuing their prayers of the 902 men aboard the ship, 672 of them died that fateful night. Including the four brave chaplains.

What inspired those four chaplains to perform such an altruistic and courageous act? Certainly their belief in God gave them great comfort that what they did was right. But I would also suggest that they had an enormous sense of commitment to the well being of the men they served. They also had a tremendous sense of honor and their example is the model for the purest form of ethical conduct. These two virtues of honor and commitment combined to yield the stunning amount of courage that their acts attest to. Let their example serve as reminder that courage is not a stand-alone virtue; it is shaped by one's sense of honor and commitment.

One way we develop and inculcate courage in our Marines and sailors is by heightening their sense of duty and respect for our country. Put another way, we deepen their notion of honor and commitment. A person who loves his country and respects the cherished ideals of freedom and democracy will find the courage to do what's right to protect and defend them. Our very oath of office requires that "we protect and defend the Constitution of the United States..." This is a very honorable obligation that is a basis of our commitment.

Another way we develop the courage of our warriors is through rigorous training. That is realistic training that very closely simulates the rigors of combat and the fog of war. Ralph Waldo Emerson once stated that "a great part of courage is having done the thing before." Mr. Emerson was absolutely correct and our experiences have proven so. We know that training and practice will unconsciously carry you through the jitters and reduce the natural inclination to "cut and run." Rigorous simulation sharpens one's fighting skills and decision-making ability. This, in turn, builds composure that helps one overcome the natural fears that surface when one is exposed to actual combat. Familiarity with an environment of a process mitigates the fear of the unknown.

Another way we instill courage in our Marines is by imbuing them with a high sense of discipline. Discipline is the most fundamental necessity in a military organization. Obedience to orders and respect for authority are critical for our organizations to run effectively. When a superior issues a lawful order, subordinates are expected to carry it out, to the best of their ability and without hesitation. We are mission oriented and thereby understand that accomplishing the assigned mission is paramount. Being highly disciplined builds courage because we understand that we must carry out our orders, regardless of the dangers that may exist.

Through our keen sense of duty and respect for our country, the rigorous and realistic training we undertake, and our strict adherence to discipline, we imbue in ourselves that degree of courage that will carry us through the mission accomplishment – whatever the mission may be. Our sense of courage makes us fear less the injury that an enemy can inflict, than the damage we do to our honor if we fail to accomplish our mission.

So we defined courage, distinguished between the two types, given examples of each, and shown how we acquire it. I hope that the stores that I related above illustrate the importance of courage in our professional and personal lives. But to reiterate, recall the words of American Grammarian Bergen Evans who wrote that "courage is the supreme virtue because it is the guarantor of every other virtue."

Courage enables us to accomplish our mission and to find solutions even when circumstances suggest that the problems may be unsolvable. The historical record indicates that in several instances the outcome of a firefight or preservation of an entire squad has in many instances rested with the courage of a single individual. For instance, several marines have been awarded the Medal of Honor for absorbing the tremendous explosion of a grenade with their own bodies in order to save the lives of others. In our personal lives, courage allows us to maintain our dignity by doing what is right, proper, and ethical .... Semper Fi.

*The story on Reuben Gonzales was printed in *The Executive Speechwriter Newsletter*, Volume 13, Number 6

**Their courageously heroic story is related in an article entitled "Four Brave Chaplains" by Victor Parachin and published in the December 1992 issue of *The Retired Officers Magazine*

APPENDIX D
ALMAR 059/96
INTEGRITY

As Marines, we know ethical choices must be made in times of war and times of peace. Ours is a calling for which we cannot write all the rules in advance. Therefore, Marines must possess moral consistency which is the essence of integrity. Honor, courage and commitment are the core values of every Marine and integrity is the firm adherence to those values. Our very lives sometimes depend on our ability to have complete faith in the integrity of a fellow Marine. It is up to each and everyone of us to put the Semper in Semper Fidelis every day.

2. If you're confused about what integrity means in an individual, consider how it applies in combat. Your weapon must fire without jamming. Your compass must point true north, without fail. Your communication equipment must transmit sucessfully. In a plan, integrity means every part of a five paragraph order supports the same goal. Integrity is much the same when applied to people. It is strength of character to act properly at all times, particularly when no one is watching. It means being honest, candid, and upright, always. People of integrity are sound, reliable, and consistent whether they are at work or on leave, in the field or in town, in front of others or by themselves. Integrity is faithful performance in every job, no matter how small. General Louis H. Wilson, the 26th commandant, said "true genius lies not in doing extraordinary things but in doing ordinary things extraordinarily well."

When George Washington died, nations the world over sent representatives to his funeral. A historian has said they did not come to pay tribute to a founding president so much as to mourn the loss of a man of immense integrity. We remember the winter Washington spent at Valley Forge, not because of any battles he fought there, but because in spite of cold, boredom, isolation and fatigue, he remained with his troops, carrying out his responsibilities faithfully. We should do no less.

APPENDIX E
ALMAR 248/96
CHARACTER

Marines are men and women of character, widely recognized for their moral excellence, selfless courage, committed principles, and sound judgments. Character can be described as a "moral compass" within one's self, that helps us make right decisions even in the midst of the shifting winds of adversity. Unwavering character encourages us to pursue honorable ideals. A wise person once declared, "ideals are like stars – we may never reach them but we chart our course by them."

2. Character is developed everyday in garrison, on deployment, aboard ship, on duty or on liberty, wherever we are around the world. We are not born with character. It is developed by the experiences and decisions that guide our lives. Neither can we borrow the character or reputation of another. Each individual creates, develops and nurtures their own. That is why each of us must learn to make good moral decisions in our lives. When the right course of action is unclear, only the habit of doing the right thing, as practiced everyday in all areas of our lives, can be counted upon. Well-developed character is our shield against fear and despair. That's why Napoleon said that in war, the importance of the moral, relative to the physical, is three to one.

3. Character is readiness. The Corps is a ready force, not a force that when called must struggle to get ready. Our challenge is to be a Corps of men and women who consistently represent the highest moral character in and out of uniform. Character creates a foundation on which successful military units are built. From this foundation, honor, courage, and commitment will always be evident, providing the perfect description of a United States Marine.

APPENDIX F

ALMAR 029/97

COURAGE

Courage is not the absence of fear, but is our personal assessment that something else is more important than the fear which confronts us. A life lived in fear is a life of bondage, while a life of courage is one which experiences liberty and freedom. Courage is the determination to make the best of whatever circumstances you find yourself in ... regardless of cost. More often than not that cost is not cheap. Shakespeare wrote, "cowards die many times before their deaths; the valiant never taste of death but once."

2. Courage is a necessary ingredient for living a life without regrets. It takes courage to make the right moral and ethical choices which confront us daily. Courage, acted out in our lives, watches out for the oppressed, speaks up for the weak, takes a stand against injustice and immorality and does so at our own expense. But the courage to take a stand against what is popular and easy, when required, is the key to experiencing a clear and uncluttered conscience.

3. United States Marines are renowned the world over for their courage both in war and in peace. This fame and admiration which Marines have earned is based not on fearlessness, but on each individual act of bravery and the willingness of Marines to subordinate their fears for a higher calling and a greater good.

APPENDIX G

ALMAR 294/97

FIDELITY

Fidelity is faithfulness and commitment to religion, country, family, institution, cause or person. The Marine Corps, in its richest traditions, has always taken a strong stand in favor of fidelity. Our very motto, "Semper Fidelis", "always faithful " does not differentiate between fidelity to one's country, one's Corps, or one's spouse. Our core values of honor, courage and commitment are intended to support fidelity.

Infidelity is the antithesis to moral courage, committed principles and sound judgment – the trademarks of Marines. Regardless of whether Marines find themselves in the pitch of battle or maintaining a hard won peace, infidelity in any form undermines what the Corps has always been about...selfless sacrifice for others. From our origins at Tun Tavern, to the battlefields of Kuwait, our ethos of fidelity has been a source of inspiration to our friends and a source of terror to our enemies. Our hallowed Marine Corps War Memorial bears the inscription, "uncommon valor was a common virtue", as a breastplate bearing witness to the faithfulness and allegiance for the cause of freedom. This is fidelity in its purest form.

3. The Marine Corps of the 21st century will continue to exist upon these enduring truths. Fidelity transcends generations, it is a trait for which Marines have always been and always will be remembered.

APPENDIX H
INTERNET LINKS RELATING TO ETHICS

The links listed below are to sites not located at the Center for the Study of Professional Military Ethics, United States Naval Academy. Neither the Center for the Study of Professional Military Ethics or the United States Naval Academy is responsible for the content found on these sites. In addition, the content of these sites does not reflect the opinions, standards, policy or endorsement of the Naval Academy or the United States Government. The list is intended to spur further research into the study of military ethics.

MILITARY ETHICS SITES

- United States Air Force Academy Character Development Center website. http://www.usafa.af.mil/wing/34cwc/index.htm
- United States Military Academy Center for Professional Military Ethic website. http://www.usma.edu/Cpme/
- Canadian Conference on Ethical Leadership at the Royal Military College of Canada. http://www.rmc.ca/academic/sc/leadership/synop_e.htm
- Joint Service Conference On Professional Ethics (JSCOPE) homepage. Papers and keynote addresses presented at JSCOPE since 1996 can be accessed here. http://www.usafa.af.mil/jscope/
- *Journal of Military Ethics*. http://www.tandf.co.uk/journals/tfs/15027570.html

OTHER ETHICS SITES

- The Values Institute at the University of San Diego. Access military ethics for "Character: What Aristotle Would Say to A DI;" "Ethics, Character and the Military Officer;" and "Combat Ethics: Saving Private Ryan," by following the "ethics update" link. http://ethics.acusd.edu/values/
- Carnegie Council on Ethics and International Affairs. http://www.cceia.org
- The Southern Methodist University Maguire Center for Ethics and Public Responsibility. http://www2.smu.edu/ethics_center/
- Association for Practical and Professional Ethics index/link to ethics resources. http://php.indiana.edu/~appe/links2.html
- An index and links to character education resources. http://www.teachvalues.org/icce/Resources1201.htm

Stanford University site with information on Stoicism. This is the philosophy espoused by Admiral Stockdale, a Medal of Honor winner and later president of the Naval War College where he established a course on ethics. http://plato.stanford.edu/entries/stoicism/
An index/link to many of the applied ethics websites. http://people.brandeis.edu/~teuber/applethics.html

MILITARY ISSUES RELATING TO ETHICS

- Olin Institute's in-depth study exploring issues concerning the role of the American military and the nature of American civil-military relations. http://www.wcfia.harvard.edu/olin/civmil.htm
- United States Code Title 10. http://www4.law.cornell.edu/uscode/10/index.html
- Paper regarding the trial and subsequent execution of General Yamashita at the conclusion of WWII. Yamashita was charged and found guilty of a lack of command responsibility in the Philippines in the late stages of the war. This article ties in with James Webb's book, The Emperor's General. http://www.waikato.ac.nz/wfass/subjects/history/waimilhist/1998/yamashita.html
- Link to Bob Kerrey's Medal of Honor citation and articles regarding a combat mission he led in Vietnam as a SEAL which resulted in the deaths of between thirteen and twenty Vietnamese. More than thirty years after the mission questions arose concerning the combatant status of those killed. http://www.mishalov.com/Kerrey.html
- Link to PBS website and transcript of "Marine Trial" relating to the EA-6/gondola disaster that occurred in Italy in 1998. http://www.pbs.org/newshour/bb/military/jan-june99/marines_2-3.html
- PBS Frontline website for "Ambush in Mogadishu". In depth analysis and interviews with key figures regarding the operation that will now be remembered because of *Blackhawk Down*. http://www.pbs.org/wgbh/pages/frontline/shows/ambush/
- PBS Frontline website for "Triumph of Evil". This concerns the UN intervention in Rwanda in 1994 and the subsequent deaths of over 800,000 Tutsis. http://www.pbs.org/wgbh/pages/frontline/shows/evil/
- The Canadian experience in Rwanda and the invisible wounds suffered in a peacekeeping operation. http://www.tv.cbc.ca/national/pgminfo/ptsd/wounds.html
- PBS Frontline website for "Give War a Chance" featuring Richard Holbrooke, U.N. Ambassador-nominee, architect of the 1995 Bosnian peace accords, and retired Admiral Leighton "Snuffy" Smith, a Vietnam war hero who became NATO's commander in Bosnia and whose mission was to enforce the Bosnia peace. http://www.pbs.org/wgbh/pages/frontline/shows/military/

Appendix I

LtCol Stooksbury's Reading List

Suggested Reading List Of Books Relating To Ethics

This is the reading list given to USNA midshipmen who were students in LtCol Stooksbury's "Moral Reasoning for Naval Leaders" class.

BLACKHAWK DOWN. Mark Bowden. US involvement in Somalia, 1993. Modern urban warfare, duty, conduct of war, unit cohesion, small unit leadership, unity of command – it's all here.

FLAGS OF OUR FATHERS. James Bradley. Written by the son of one of the Iwo Jima flag raisers. The inscription on the memorial in Arlington, "Uncommon Valor Was a Common Virtue" takes on a new meaning after you read this book. Should be required reading for all Marines, Marines-to-be, and friends and families of Marines. And it would not be far-fetched to make it mandatory reading for all high school American History classes.

WE WERE SOLDIERS ONCE AND YOUNG. Joe Galloway and General Harold Moore. Air cavalry battalion in action in early Vietnam. Great story of the young soldiers your age in training at Fort Benning, Georgia and shortly after arriving fighting for their lives against two NVA regiments in October, 1965.

GHOST SOLDIERS. Hampton Sides. Close-up look at pure evil after the surrender of American forces in the Philippines in 1942. Put yourself in the shoes of the American prisoners of war who survived the Bataan Death March only to be forced to endure three years of hell at the hands of their captors until rescued by an elite Ranger unit in 1945. Terror, courage, self-sacrifice, and the human spirit's quest for survival against what appear to be insurmountable odds.

SON THANG. Gary Solis. The Marine Corps My Lai on a much smaller scale. The model of what not to do if you don't want to find yourself the subject of a war crimes investigation.

THE NIGHTINGALE'S SONG. Robert Timberg. Written by a USNA graduate about the trials and tribulations of – Oliver North, James Webb, John Poindexter, Robert McFarlane, and John McCain – during their years in Annapolis, their military service during Vietnam and government service through Iran-contra. This is a great overview of American history and policy during 1965-1988 and delves into many ethical questions faced by officers in varying situations.

MORALS UNDER THE GUN. James Toner. An examination of the four cardinal virtues – wisdom, courage, temperance, and justice – and their importance in today's confusing culture, especially for those serving in the profession of arms.

THOUGHTS OF A PHILOSOPHICAL FIGHTER PILOT. James Stockdale. Frederick the Great and Admiral Stockdale had Epictetus in their pack, you need to have this book readily accessible. Duty, honor, commitment from a Stoic perspective. Tough to read cover to cover in one or two sittings but great book to pick up once a month and read a chapter just to maintain your moral/ethical sharpness.

MAKING OF THE CORPS. Thomas Ricks. Succinctly defines the gap that exists between society and the military, in particular the Marine Corps. Great book that takes you through Parris Island with a platoon of Marines, the kind of individuals you will soon be leading.

STARSHIP TROOPER. Robert Heinlen. Written in the 1950's by a USNA graduate/Naval officer who was a "visionary" before the word came into vogue: FORGET the movie if you saw it – it was a dismal portrayal of the book. Science fiction but even if you're not into sci-fi, this is a great read on duty, courage and small unit leadership.

GATES OF FIRE. Robert Pressfield. Courage, honor and duty from the perspective of the ancient Spartans. Book leads up to and includes their heroic fight to the last man against the Persians at Thermopylae. Somewhat of a slow start but hang with it for great insights on the meaning of courage and sacrifice.

THE EMPEROR'S GENERAL. James Webb. Great book dealing with war crimes, the Japanese thought process, and MacArthur's role in post-war Japan. Highly recommended if you like historical fiction.

LIFE ON THE EDGE. James Dobson. Divine command/natural law perspective that addresses the defining issues – education, career, emotions, money, power, life's meaning – confronted by young adults between the ages of 16-26, the time frame referred to by Dobson as the "critical decade." Easy read with invaluable practical advice for tomorrow's leaders.

WOODEN: A LIFETIME OF OBSERVATIONS AND REFLECTIONS ON AND OFF THE COURT. John Wooden. Wooden was head basketball coach at UCLA from 1963-1975, during which his teams won 10 national championships, including seven in a row. This review captures the books' essence…"a book of inspiration and good sense that reveals the hard-court philosopher as a man of character, conviction, decency, and straightforwardness. There are no complex

ideas, just little beams of light filtered through anecdotes that project the kinds of simple, immutable truths that in the end touch nothing but net."

WORD OF HONOR. Nelson DeMille. Fictionalized account of members of an Army platoon and the platoon commander who are called back on active duty to face courts-martial charges over a supposed war crime that happened 25 years earlier in Vietnam.

Lieutenant Colonel William T. Stooksbury
United States Marine Corps

Lieutenant Colonel William T. Stooksbury was born on 31 July 1955 in Maryville, Tennessee. He graduated from the University of Tennessee in 1978 receiving his B.A. degree in Political Science and Psychology. After attending Officer's Candidate School at Quantico, Virginia, he was commissioned a 2nd Lieutenant on 23 August 1978.

He furthered his military education by completing The Basic School, Quantico, Virginia in 1980; HAWK Officer's Course and Redeye Gunner's School, Ft. Bliss, Texas in 1980; Stinger Gunner School, Ft. Bliss, Texas in 1981; Weapons and Tactics Instructor's Course, Yuma, Arizona in 1982; and Air Defense Officer Course, 29 Palms, California in 1983. He received a Master's of Science in Management from the Naval Postgraduate School in March 1994.

LtCol Stooksbury has held the following assignments: Firing Platoon Commander, Alpha Battery, 3d Light Antaircraft Missile Battalion, Cherry Point, North Carolina, 1980-1981; Executive Officer, Alpha Battery, 3d Light Antiaircraft Missile Battalion, Cherry Point, North Carolina, 1981-1982; Commanding Officer, Alpha Battery, 3d Light Antiaircraft Missile Battalion, Cherry Point, North Carolina, 1982-1983; Assistant Operations Officer, Marine Air Control Squadron-1, Futenma, Okinawa, 1983-1984; Commanding Officer, USMC Detachment, Redstone Arsenal, Alabama, 1985-1988; Commanding Officer, Alpha Battery, 3d Low Altitude Air Defense Battalion, Camp Pendleton, California, 1988-1990; Operations Officer, 3d Low Altitude Air Defense Battalion, Camp Pendleton, California, 1990-1991; Executive Officer, 3d Low Altitude Air Defense Battalion, Camp Pendleton, California, 1991-1992; Manpower Analyst, Headquarters, United States Marine Corps, 1994-1996; Head, Plans, Programs and Budget Section, Manpower and Reserve Affairs, Headquarters, United States Marine Corps, 1996-1997; Operations Officer, Marine Air Control Group-38 from August 1997 to February 1998 and; Commanding Officer, Marine Tactical Air Command Squadron 38 from February 1998 to August 1999. He reported to the United States Naval Academy in August 1999 and was assigned as the Associate Director, Center for the Study of Professional Military Ethics.

LtCol Stooksbury served in the Persian Gulf from August 1990 to March 1991 during Operations DESERT SHIELD and DESERT STORM. His personal decorations include two Meritorious Service Medal and two Navy Commendation Medals.