

Inside this issue:

Experts meet to discuss the ethics of warfare ten years after 9/11.

The Center will introduce a new interactive engineering simulation.

USNA Ethics Team finishes season.

Volgenau Luncheon features former Starbucks CEO.

Former USNA professor Dr. Shannon French speaks in Stutt lecture series.

VADM Lawrence Essay Awards Dinner honors writers of best ethics essays at USNA.

Col Art Athens reflects on a friend's encounter with a Wounded Warrior.

Mark your calendar for these Fall 2011 events:

September 1, 2011

Essay Awards Dinner—Featured speaker is LtGen John Wissler, USMC (USNA Class of 1978), Deputy Commandant for Programs and Resources.

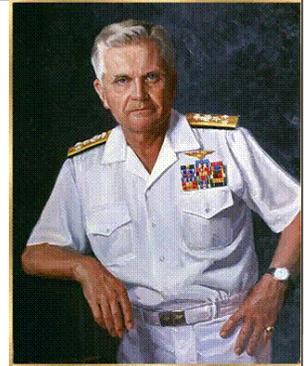
September 7, 2011

Moral Courage Lecture—Gen Peter Pace, USMC (Ret.), a USNA Distinguished Grad and former Chairman of the Joint Chiefs of Staff

October 25, 2011

Volgenau Honor, Courage, Commitment Luncheon

Taking Stock



McCain Conference Reflects on Warfare Ethics Since 9/11



Featured speaker Michael Walzer

The Naval Academy's 11th annual McCain Conference on Ethics and Military Leadership was held on April 7-8, 2011. Sponsored by the Academy's VADM Stockdale Center for Ethical Leadership, the conference assembled world-class experts to explore the state of warfare ethics, ten years after the 9/11 attacks.

Established through a gift from Mrs. Cindy McCain in honor of Senator John McCain (USNA Class of 1958), the invitation-only conference is attended primarily by military and civilian faculty in ethics, leadership, and character development from all of the nation's service academies, staff colleges, and war colleges. With the help of expert speakers and panelists from around the world, and from academia and government, these educators explored post-9/11 warfare ethics debates of current and future relevance for military decision makers.

Featured speakers on the first day were Jean Elshtain and Michael Walzer. Elshtain presented a spirited defense of preemptive war, drawing on Augustine, and using examples from recent wars in Iraq and Israel/Palestine. Walzer's talk challenged attendees to ask whether the "good guys" can win when fighting in an asymmetric environment. Illustrating his talk with examples from the 2008-2009 Gaza war, he argued that fighting enemies who use civilians as human shields puts great stress upon not only the laws of war, but also the moral leadership of those fighting within the law.

The second day's featured speaker, Brian Orend, focused on the "justice after war" or the moral responsibilities victors have to restore civil society in conquered territories. He also illustrated this concept by referring to Iraq and Afghanistan, arguing that we have largely met our post-war obligations in Iraq, but still face unique challenges in Afghanistan, including the elimination of corruption and prevention of its deterioration into a "narco-state."

Each day, panel discussions explored key aspects of recent thought about military ethics. The issues discussed included the feasibility of applying a law

enforcement approach to the war on terror, given the present state of international bodies such as the United Nations; the difficulty of assessing morally acceptable civilian casualties in asymmetric environments; moral obligations and hazards associated with humanitarian interventions as in the case of Libya; the rights of suspected terrorists, as opposed to traditional POWs; and the moral permissibility of targeted killings and drone attacks.

The last panel of the day compared Islamic, Chinese, and Hindu codes of ethical warfare with the Western-Christian-influenced Just War tradition. Intriguing parallels were found, suggesting a common military ethic as a basis for international discussion of these key issues.

The conference concluded with a lively breakout discussion where attendees from the service academies and other universities formulated policy and educational recommendations they would take back to their respective institutions. An executive summary will follow, and the summary and video of the event will soon be available on the Center's [website](#) and [Facebook](#) page.

Ethics Team Finishes Season

The USNA Ethics Team ended another successful season by competing at the National Finals of the Ethics Bowl, sponsored annually by the Association for Practical and Professional Ethics (APPE). The competition was the last of three ethics debate competitions annually attended by the Center's team. The Ethics Team made strong showings in each of the three competitions.

In October they placed second in their eight-team division at their first ever appearance at the Collegiate Ethics Case Competition, sponsored by the Eller College of Management at the University of Arizona in Tucson. Their presentation dealt with the difficult issue of undocumented medical care in Arizona hospitals.

On November 7, they narrowly placed second in a field of eight teams at the Baltimore Area Intercollegiate Ethics Bowl at the University of Maryland at College Park.

On November 14, they competed in the Southeast Regional of the Association for Practical and Professional Ethics (APPE) Ethics Bowl, in St. Petersburg, Florida. They placed third overall in a field of 32, garnering the highest point total of the roundrobin. This qualified them for the National Finals of the APPE competition.

On March 3, the USNA Ethics Team ended their season by being the only service academy competing at the National Finals of the APPE Ethics Bowl. They finished 17 in a field of 32, and narrowly missed out on moving into the final rounds.

The Ethics Team, sponsored by the Class of 1964, works with the Stockdale Center in preparation for these competitions. This year's team included 1/C Midshipmen Ashelyn McConnell, Jeff Heckelman, 2/C Bobby Dixon, Andrew Hotsko, Kevin Richardson, David Emert, 3/C Selina Benavides, Lance Gonzalez, Daniel Roberts, and 4/C Clifton Luber, Jeff Baez, and Andrew Blank.

Dr. Shaun Baker, coach of the USNA Ethics Team, was very proud of their performance this year. "I expect great things from the team next year, as our newer team members move into positions of greater responsibility. Our 4/C and 3/C team members are gifted debaters, and we fully anticipate great things in the 2011-2012 season."

Footage from this year's competitions can be viewed at the Stockdale Center's [Facebook](#) page.

Former Starbucks CEO Speaks at Volgenau Luncheon



Jim Donald

The second in the Stockdale Center's new seminar series, the Volgenau Honor, Courage, Commitment Luncheon Seminar, occurred on November 8, 2010. This series of seminars is made

possible by the generosity of Dr. Ernst (USNA Class of 1955) and Sara Volgenau.

As part of the Center's mission to empower leaders to make courageous ethical decisions, this program was developed so the audience could hear accomplished leaders from diverse professional backgrounds talk about the

core values of honor, courage, and commitment. The goal is to instruct, inspire, and challenge future leaders. The audience is limited to a small group to encourage interaction and meaningful dialogue. Midshipmen, staff, faculty, and athletic coaches and directors were invited to encourage interaction among these key elements at the Academy.

The speaker was Mr. Jim Donald, one of the country's top executives in the supermarket industry. He is the president and CEO of Haggen, Inc., a 32-store Pacific Northwest grocery company based in Bellingham, Washington. Donald most recently served at Starbucks Corporation from 2002 to 2008, first as president of Starbucks North America and then as president and CEO of Starbucks from

2005 to 2008. During his tenure, Starbucks grew to more than 15,000 stores in 43 countries. Donald was named one of the top 25 CEOs in the world in 2006 by The Best Practice Institute.

Mr. Donald shared some of what he has learned about leadership in his 40 years in the business of retail. He distilled his best practices into six points and illustrated each with colorful stories from his years with Pathmark, Starbucks, and Walmart. The six points were: be able to explain "why" in a memorable way; never be bigger than your front line employees; go where you've never been before; encourage risk-taking and give people the freedom to fail; communicate to everyone in the organization in a language they can understand; and celebrate the successes of others.

New Interactive Simulation Teaches Ethical Decision Making

Imagine that you're Shaun, a newly hired young engineer, suddenly responsible for bringing in big-dollar projects safely, on time, and within budget. Now you have a decision to make about whether or not to approve a contractor loading up the concrete in a parking garage project when the test break report shows it coming up just shy of specifications. It's so close that it's pretty much statistically insignificant. Is "good enough" good enough?

Engineering students at the Academy will soon be grappling with this and other ethical dilemmas in the new interactive simulation produced by the Stockdale Center. This new program, entitled *Dilemmas: The Engineer*, will be the sixth in the Center's library. In these simulations, participants play the role of a character facing an ethical dilemma, plunged into a realistic world with real-life consequences. Each decision they make sends the narrative off into different directions. These simulations also have tutorials, which explore a four-step ethical decision-making process.

The model is based on research conducted by the Center's Dr. Elizabeth Holmes, with midshipmen and Navy chaplains.

This new simulation, now in the final stages of post-production, will be introduced to midshipmen soon. Dr. Elizabeth Holmes commented, "We are delighted that the Naval Academy Foundation worked with the Class of 1977 to fund this engineering ethics project. Today's future engineers are challenged as undergraduates to understand the enormity of their professional responsibilities. This interactive simulation is our contribution to ethics education for tomorrow's leaders."

Former USNA Professor Addresses Midshipmen



Dr. French

Dr. Shannon French, the Inamori Professor of Ethics and Director of the Inamori International Center for Ethics and Excellence at Case Western Reserve University addressed

midshipmen on March 23, 2011. Her speech was entitled, "Challenges to the Warrior's Code: From Private Contractors and Corrupt Command Climates to Terrorism and Torture." Before starting at Case Western in 2008, Dr. French taught ethics for 11 years at USNA.

This lecture is part of the Center's Ethics Lecture Series, established in April 1999. For the past several years, the lectures have been known as the William C. Stutt Ethics Lectures, named in honor of William C. Stutt (USNA Class of 1949) and his wife Carolyn. The Stutts made a generous gift to support this program. Each spring, distinguished speakers

address midshipmen third class enrolled in the Academy's core ethics course, NE203.

Dr. French's main area of research is military ethics, particularly conduct of war issues, ethical leadership, command climate, sacrifice and responsibility, warrior transitions, ethical responses to terrorism, and the future of war.

She discussed the warrior's code and the challenges of maintaining moral integrity in war. She began with anecdotes from a class she taught at the Academy. SGT Sammy Davis, Medal of Honor recipient, forcefully told her class that the greatest duty of young officers was to safeguard the humanity of those they led. "War," she reported Davis as saying, "is an assault on the humanity of every individual caught up in its destructive path, and that assault has to be resisted every bit as much as a physical assault."

She then explored what it meant for officers to shoulder that responsibility for their troops. Officers, she said, must foster a healthy command climate. They send signals by how seriously they take requirements such as accurate reporting and training to standard. Leaders must

champion a code of ethics at the worst of times, even when that code increases the physical danger to the troops.

The stakes are high. She quoted Senator Bob Kerrey, who contended that killing for one's country is the worst thing, not dying for one's country. She concluded by urging midshipmen to reflect now, in the relative peace of the Academy, on how they would face such tests in combat.

Dinner Honors Ethics Essay Award Winners



Essay award presented to Mid. Joe Roberts

Midshipman authors of outstanding ethics essays were honored at the sixth annual Vice Admiral William P. Lawrence Ethics Essay Awards Dinner. The Naval Academy's Superintendent, Vice Admiral Miller, hosts this dinner that is sponsored by the USNA Class of 1981 and coordinated by the Stockdale Center. The winning essays were written for the Third-Class course "Ethics and Moral Reasoning for the Naval Leader."

At the end of the course, each midshipman must write a culminating essay on a military ethics case study. The essay must present and support ethical arguments for both sides of a

current controversial military issue. Seventy-six midshipmen were nominated by their instructors as having the finest essays in their section. An outside panel of readers chose nine finalists from the nominees. Of those nine, two winning essays were selected.

The two winning essays were "Modern Terminators," written by Midshipman 2/C Blake Lusty, and "Engaging Child Soldiers," written by Midshipman 2/C Joe Roberts. The essay finalists were the following Midshipmen 2/C: Eric Bowers, Warren Choi, David Galluch, David A. Branton, Fleet R. White, Nick Maskell, and George J. Cox.

The featured guest speaker was Commander Fred W. Kacher (USNA Class of 1990), former commanding officer of the USS *Stockdale*. He introduced his remarks with the examples of ethical leadership offered by Admirals Stockdale and Lawrence. He noted that "ethics is not a sometime thing," and it is the small everyday decisions that, if handled badly, "can erode your moral landscape."

Kacher offered three tips that he has tried to follow in his career: do not ignore the little voice in your head, do your best in all things

What People Are Saying

- Georgetown University Professor of Law David Luban said about the Stockdale Center's Fellows Seminar: "The questions really got to the heart of the difficult issues, in a sophisticated way. It's also clear that people had read very carefully. . . I felt like I should be paying you the honorarium rather than the other way around!"
- Christopher Chadwick, President, Military Aircraft Division at Boeing thought that the Executive Summary and Command Brief for the 2010 McCain Conference was "exceptionally well timed, and very much needed to ensure we collectively raise the consciousness of the ethical challenges going forward in the warfighting environment. Furthermore, the pedigree of speakers highlights the importance that your organization and many others place on this part of our culture."

at all times, and be ready to do the right thing every day, because "you don't get to choose when you'll be tested."

The Director's Cut



by Colonel Arthur J. Athens,
USMCR (Ret.)

A close friend recently visited with 21-year-old Lance Corporal William Carpenter at Walter Reed Medical Center.

The war in Afghanistan has dramatically altered the course of this young man's life as Carpenter has a missing right eye . . . deep scars etched across his face . . . and a right arm that dangles motionless at his side.

In November 2010, LCPL Carpenter was serving with the 2nd Battalion, 9th Marines in Marjah when his squad came under heavy fire from the Taliban. During the battle, an enemy grenade landed in a sandbagged position shared by Carpenter and his closest friend and leader, Corporal Nick Eufrazio. Without hesitation, Carpenter positioned himself to shield Eufrazio from the blast. As the grenade went off, all Carpenter remembers is a blinding white light, ringing in his ears, and then silence. Since November, LCPL Carpenter has endured 25 surgeries to address his multitude of injuries.

In talking with LCPL Carpenter and his girlfriend, Jordan, my friend was astounded by LCPL Carpenter's upbeat attitude and his girlfriend's devotion. Jordan left her studies at the University of South Carolina to be by Carpenter's side. My friend also met Carpenter's younger twin brothers who are determined to become Marines and his parents whose unshakable faith inspires the entire family.

As my friend shared this story, it caused me to reflect on the work and mission of the Stockdale Center. We are not just another ethics center . . . we have the sacred duty to advance the practice of ethical leadership at the Naval Academy and in the Naval Service to ensure our Sailors and Marines are led by men and women of extraordinary ability and character. This is a debt we owe to the LCPL Carpenters of our nation.

Did You Know?

- Dr. Elizabeth Holmes consulted on the development of an interactive simulation called *The Lab* for the Office of Research Integrity, Department of Health and Human Services. The simulation, which taught ethical decision making, was profiled in an article in [USA Today](#).
- Edward Barrett was selected for Colonel in the U.S. Air Force Reserves.
- Dr. Aldo Dinucci, from the Federal University of Seripe/Brazil, will translate the Center's publications of Admiral Stockdale's writings on Stoicism into Brazilian Portuguese.

The Stockdale Center is supported by appropriated funds through the U.S. Naval Academy and by generous private contributions raised by the U.S. Naval Academy Foundation. For more information about supporting the Stockdale Center, please contact the Foundation at 410-295-4100.

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About the Stockdale Center

For over a century and a half, the U.S. Naval Academy has served as a beacon of moral and ethical leadership to the nation and to the world—producing leaders of uncompromising character, who have fought our wars with honor and have gone on to serve as positive role models on a global stage.

In response to an ever-changing world and the cry to enhance the development of ethical leaders, the Secretary of the Navy established the Center for the Study of Professional Military Ethics at the U.S. Naval Academy in 1998. Building on the Academy's track record of developing some of the nation's finest leaders, the Navy chartered the Center to reach out to not only the Naval Academy, but also to the wider audience of the Navy, Marine Corps, and the nation at large. Over the years, the vision has expanded to transforming ethical leadership development worldwide. In 2006, the Center was given a new name: The Vice Admiral Stockdale Center for Ethical Leadership. The Center has continued to refocus and refine its mission, which is to empower leaders to make courageous ethical decisions.

VADM Stockdale—a member of the Class of 1947, a prisoner of war for 7½ years (4 of which were in solitary confinement), a recipient of the Medal of Honor, and a life-long student of leadership, philosophy, and ethics—embodied the selfless and courageous leadership sought in midshipmen, officers, and national leaders.

An officer and a gentleman in every sense, VADM Stockdale's accomplishments are well documented. A man of introspection as well as action, VADM Stockdale reflected on Vietnam and military service, distilling from his experiences hard-won ideas about truth and honor. The author of countless articles and books, VADM Stockdale wrote a column for the *Naval War College Review* while he was the president there. His column, appropriately enough, was called, "Taking Stock."