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## Mark your calendar for these upcoming events:

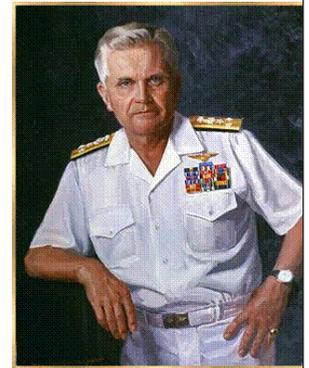
**2 February 2015**  
Stutt Lecture

**10 March 2015**  
Honor, Courage, and Commitment Luncheon

**16-17 April 2015**  
McCain Conference

**25 April 2015**  
Military Ethics Case Competition

# Taking Stock



## CEO Shares Leadership Lessons from Investigation



Travis Tygart talks with 3/C midshipmen.

Travis Tygart, CEO of the U.S. Anti-Doping Agency (USADA), discussed lessons on ethical leadership in the [2014 Moral Courage Lecture](#) from his investigation into Lance Armstrong's use of performance-enhancing drugs. The USNA Class of 1964 sponsored the event on 29 September 2014 in the Alumni Hall Auditorium.

*Sports Illustrated* named Tygart as one of the 50 most powerful people in sports, and *Time Magazine* recognized him as one of the 100 most influential people in the world. As the head of USADA, he faced tremendous pressure to drop the Armstrong investigation. Tygart urged midshipmen to remember the mission and think through their values before they "get into the dogfight." Asking questions in the middle of the fray is too late: "Believe in the mission," Tygart asserted.

He stressed the importance of building a culture in which unethical behavior is unacceptable.

USADA had clearly defined its mission "to preserve the integrity of competition, inspire true sport, and protect the rights of clean athletes." As Tygart acknowledged, no one at USADA really wanted to bring a case against Armstrong. Tygart summed up their perception as "American icon. Global hero. Best cycling team ever." While it would have been easy to "put the file in a drawer," USADA's values, mission, and culture made dropping the case clearly unacceptable.

USADA had to do what was right. They formed a "One Pursuit, Two Goals, Three Fronts" approach. The one pursuit was to find out the truth about Lance Armstrong. USADA had two goals: keep the individuals under investigation from tainting the upcoming Summer Olympics and dismantle the "dirty system": the cycling athletes, coaches, and doctors who allowed a drug culture to exist. USADA fought on three fronts: in the media, on the Hill against political pressure, and within the sport itself. In traditional and social

media, Armstrong mobilized his supporters, and stories were planted to discredit USADA. His supporters lobbied Congress to cut funding for USADA, and Armstrong launched a lawsuit. The president of Union Cycliste Internationale (UCI) denounced USADA and the cyclists coming forward about doping practices.

USADA held strong, and in 2013, Armstrong confessed to doping. Congress did not cut USADA's funding, and the president of UCI was forced to resign. The courts dismissed Armstrong's lawsuit.

Tygart concluded with the message that leaders have the responsibility to define an organization's values, understand its mission, and use the art of leadership to build a culture that refuses to tolerate unethical behavior.

## Did You Know?

Empowering leaders across the globe, the Center provided resources for a new three-day Ethics and Leadership course being taught in Okinawa, Japan at the U.S. Naval Hospital Okinawa (USNNHO). USNNHO is the largest overseas Military Treatment Facility in the Navy. Spearheaded by the Emergency Medicine Department, more than 100 attendees have benefited from this leadership initiative.

## Wrestling Champion Attributes Wins to Good Leadership



Wrestling champion and coach Dan Gable spoke at the Volgenau Honor, Courage, Commitment Luncheon.

Mr. Dan Gable, legendary athlete and wrestling coach, was the featured speaker on 21 October 2014, for the Stockdale Center's Volgenau Honor, Courage, Commitment Luncheon. The generosity of Dr. Ernst Volgenau (USNA Class of 1955) and Sara Volgenau makes this seminar series possible.

Setting the stage for his "Excellence Through Great Leadership" presentation, Gable's success has

its roots in his life as both a wrestler and a coach. In his high school and college wrestling career, he lost only once in 182 matches. In 1971, at the Pan American Games and World Championships, he competed and won. He blazed on to win gold at the 1972 Summer Olympics. As the coach of the University of Iowa wrestling program, he built a record of 355-21-5 and 15 NCAA National Wrestling Team Titles.

Good leadership, Gable maintains, results in good performance, which means achieving at a certain level and then repeating that success. Gable shared his five leadership principles:

- Be the first to arrive. When you can't be first, delegate and train your followers.
- Know your subject and your subjects (those you are leading).
- Inspire others to be leaders.
- Take on adversity. "When you learn the hard way," Gable advised, "you never repeat that mistake."

- Recovery is important. Reflect, prepare, and take care of yourself.

### Did You Know?

The Midshipmen Fellows published the first edition of *The Profession*, a for-midshipmen-by-midshipmen publication this past Spring. *The Profession* seeks to provide a venue for midshipmen invigorated by ideas to articulate those ideas. *The Profession* prides itself on publishing any article, regardless of topic, that can leave readers thinking. The first edition explores topics ranging from military gender relations and the Academy's academic curriculum to international economic development and drone policy.

With an established name, a significantly enlarged staff, and a plethora of new ideas (including a Book Reviews section and an internet blog), The Midshipmen Fellows are accepting articles for the second edition, expected to reach the Brigade before spring break.

## Midshipmen Win 2014 Ethics Essay Awards



Winner Alina Sanders with VADM Carter, General Furness, and the Center's Director, Col. Athens.

The annual Vice Admiral William P. Lawrence Ethics Essay Awards Dinner honored midshipman authors of outstanding ethics essays on 11 September, 2014. The event is coordinated by the VADM Stockdale Center for Ethical Leadership, hosted by the Superintendent, Vice Admiral Walter Carter Jr., and sponsored by the USNA Class of 1981. Winning essays were written for the 2014 spring and fall sections of the sophomore course "Ethics and Moral Reasoning for the Naval Leader."

The spring semester winner was Midshipman Theresa Kennedy for her essay "Whether We Kan or Kant: The Morality of Selective Conscientious Objection." Midshipman Kennedy is currently an exchange student at the Air Force Academy. The fall semester winner was Midshipman Alina Sanders for her essay "The Ethical Intricacies of Cyberspace." Both midshipmen received a copy of Admiral Lawrence's biography, *Tennessee Patriot*, a plaque commemorating the achievement, and a small stipend.

Essay finalists for both sections were: Jordan Boyland, Olivia Yeager, Luke Allard, Jody Lamb, Brendon Troutman, Ryan McDonnell, and Laura Stromback.

The featured [guest speaker](#) was Brigadier General David J. Furness, USMC, Legislative Assistant to the Commandant of the Marine Corps. On the 13th anniversary of the 9/11 attacks, General Furness noted the dynamic, uncertain environment, the "new normal" in which future officers

will serve. He emphasized that they will be the "moral compass" for their units. Focusing on ethical leadership at the tactical level, General Furness told stories about the demonstration of moral courage to illustrate three tenets: take care of your people, stand your ground when you know you are right, and be inquisitive. He concluded by reminding midshipmen: "if you give away your integrity, you give it away forever."



General Furness addresses attendees.

## USNA Ethics Team Qualifies for National Finals

Congratulations to the 2014/15 USNA Ethics Team! This year, the team sent two panels to the 11th annual Southeast Regional Ethics Bowl in Tampa, Florida. The teams debated 15 cases, in a panel format similar to traditional debate, with a focus on ethical aspects of real-life cases, including recently passed assisted euthanasia laws in Belgium, public shaming on the Internet, the fashion industry and body image, experimental procedures used in emergency room settings and resulting challenges in meeting consent requirements for research, and several other hot topics.

Team A placed second in the field of 20. Team B, a team composed of first-time participants from the Plebe class of 2018, placed 11th and best of the pool of teams with 2-2 records. The success of the visit qualifies the USNA Ethics Team for the National Finals, set for 22 February 2015 in Costa Mesa, California. The National Ethics Bowl Finals is the kickoff event of the Association of Practical and Professional Ethics (APPE) annual convention. From across the country, 32 teams that have qualified in regional competitions will compete.



Ethics Team with coach Dr. Shaun Baker

The USNA Ethics Team is sponsored by the generosity of the USNA Class of 1964.

## The Center Welcomes New Arrivals



Major Goff is the new Assistant Director.

The Stockdale Center welcomes Major Daniel V. Goff as its new Assistant Director. He arrived this July from Marine Heavy Helicopter Squadron (HMH-464), Jacksonville, NC. Major Goff has served in multiple operational tours for Marine Air Ground Task Forces (MAGTFs), completed three forward deployments, spent several years in Kiev, Ukraine as an Olmstead Scholar and has graduate education experience in Middle East Studies and Political Science.

This year's Vice Admiral James B. Stockdale Center Fellows are Dr. Joseph E. Capizzi, Dr. Jessica Wolfendale, and Dr. Ashleen Menchaca-Bagnulo.

Dr. Capizzi is the Associate Professor of Moral Theology at the Catholic University of America, where he teaches social and political ethics. He has written, lectured, and published widely on just war theory and is completing the writing of his book, *Politics, Justice, and War*, which is scheduled for publication in spring 2015 by Oxford University Press.

Dr. Wolfendale is Associate Professor of Philosophy at West Virginia University. She is the author of *Torture and the Military Profession* (Palgrave-Macmillan 2007) and co-editor of *New Wars and New Soldiers: Military Ethics in the Contemporary World* (Ashgate 2011). Jessica has published numerous book chapters and journal articles on topics including torture, terrorism, and military professional ethics, and is writing a book on the causes and prevention of war crimes.

Dr. Menchaca-Bagnulo recently completed a position as a William E. Simon Visiting Fellow in Religion and Public Life with the James Madison Program at Princeton University. She received her Ph.D. in Political

Science from the University of Notre Dame and her B.A. in Political Science from Trinity University. Ashleen is currently completing a book based on her dissertation, which contributes to the growing literature on secularization theory.

The USNA Classes of 1958 and 1962 funded the fellowships for Drs. Capizzi and Wolfendale respectively. Dr. Menchaca-Bagnulo's fellowship is made possible by a generous gift from Frank Behm (USNA Class of 1978) and Andrea K. Behm.



From left to right, this year's Fellows are Dr. Menchaca-Bagnulo, Dr. Wolfendale, and Dr. Capizzi.

## Special Thanks to Our Partners and Friends

As we approach Thanksgiving Day, I want to express my deep appreciation for the generous support we receive from individuals, families, Naval Academy Classes, and corporations who have decided to partner with the Stockdale Center. When the Secretary of the Navy first chartered the Center in 1998, Secretary Dalton, Admiral Larson, the Academy Superintendent at the time, and the other Center plank owners envisioned a Center fueled by private gift funds, providing the Academy and our naval service with the margin of excellence required to

develop and sustain proficient and honorable leaders.

Today, the Center expends approximately \$900K annually in private gift funds to support personnel, activities, and programs that aim to empower leaders to make courageous ethical decisions in peace and war. This biannual newsletter provides a small sampling of the work attributable to these private funds. The midshipmen, Marines, Sailors, and other leaders who benefit from the Center's efforts only obtain

this benefit because of those who believe in the Center's work and contribute their resources in a selfless and sacrificial manner. The Stockdale Center recognizes the words of Winston Churchill resonate with our donors: "We make a living by what we get. We make a life by what we give." To our partners and friends ... thank you for living a life of impact and standing alongside us every day.

- Art Athens

## The Director's Cut



Colonel Arthur J. Athens,  
USMCR (Ret.)

Deborah is the 10th and youngest child in the Athens family. She recently turned 17 and has been busy raising a Seeing Eye puppy. Ever since watching the movie *Buddy*, a film that portrays the struggles involved in introducing the first Seeing Eye dog to America, Deborah has dreamed of raising a dog to provide a visually impaired person with the gift of independence.

Deborah went through the application process and received Racer, an eight-week-old yellow Labrador, and began the intense training program. The “puppy raiser” is responsible for teaching the dog an extensive set of commands and socializing the dog in public venues (Racer has even attended a Navy Football game!). Racer will be ready for his follow-on training when he is 18 months old. As I’ve watched Racer’s training, I was struck by the emphasis placed on Racer “checking in”

with Deborah on an almost constant basis. “Checking in” is not a command, but an expectation for the dog to look toward the handler to determine the next action to take.

As I observed Racer “checking in,” I began to think about the ethical decisions I face daily. I reflected on the process I use to “check in” as I make these decisions. I don’t have a handler to look toward, but I do have my faith, the books I have read, the stories I have heard, and the words of my mentors to serve as the compass for my actions. I learned from Admiral Stockdale that the richer the storehouse in our mind, the more likely we are to gain the right perspective and make the right decision when “checking in” to address an ethical quandary.

When Admiral Stockdale had to make ethical decisions and lead his fellow Prisoners of War in Vietnam, he “checked-in” with a mind that had digested works like Plato’s *Dialogues*, Aristotle’s *Nicomachean*

*Ethics*, Epictetus’ *Enchiridion*, Dostoyevsky’s *The Brothers Karamazov*, and the Bible. Admiral Stockdale would often say, “In stressful situations, the fundamentals, the hardcore classical subjects, are what serve best.”

So Racer has reminded me to consider both the process I use to “check in” and the resources I have stored in my mind to assist me in the moment of ethical decision. As I contemplate my readiness for tomorrow’s challenges, I am grateful for Admiral Stockdale’s example of how to prepare for the next “check in”!



Racer

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 Captain Rusty Yeiser, USN (Ret.), the Naval Academy Foundation Director of Development Operations, at 410-295-4100 or [rusty.yeiser@usna.com](mailto:rusty.yeiser@usna.com).

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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 James B. 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 lifelong 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.”