

Taking Stock



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USNA midshipman wins contest for best ethics essay.

Director Art Athens gives his take on the Center's mission.

Mark your calendar for these Fall 2009 events:

September 15
VADM William P. Lawrence
Ethics Essay Awards
Dinner— Speaker:
 Chief of Naval Personnel
 VADM Mark E. Ferguson, III

October 14
Moral Courage Lecture—
 MajGen Douglas M. Stone,
 USMCR

McCain Conference Looks at Private Military Contractors

The Stockdale Center held its ninth annual McCain Conference on Ethics and Military Leadership on April 23–24, 2009. This year's theme—which coincided with our four Resident Fellows' year of research—was "Ethics and Military Contractors: Examining the Public-Private Partnership."

Established through a gift from Mrs. Cindy McCain in honor of Senator John McCain (USNA Class of 1958), the 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, these educators delve into an emerging, important, and complex military ethics issue—and then return to their institutions more capable of discussing these

challenges with present and future leaders throughout the Services.

The speakers and panelists for this year's timely and controversial topic included: The Honorable Gary Mostek, Assistant Deputy Under Secretary of Defense (Program Support); The Honorable Charlene Lamb, Deputy Assistant Secretary of State for Diplomatic Security; Major General Eric Olson, USA (Ret.), former Deputy Director of the Iraq Reconstruction Management Office; Dr. Thomas Griffith, Director, Department of Defense National Securities Studies Program; Mr. James Carafano, Senior Research Fellow, Heritage Foundation; Colonel T.X. Hammes, USMC (Ret.), author of *The Sling and the Stone: On War in the 21st Century*; and Mr. Erik Prince, CEO of Xe, formerly Blackwater Worldwide.

Also attending was a Joint Forces Command team conducting an "Armed Private Security Contractors Project" for the Deputy Secretary of Defense.

Stockdale Center collaboration with the Joint Forces Command team continued after the conference and culminated with a two-day evaluation of their research by USNA leadership instructors. Additionally, the Chief of Naval Operations and Commandant of the Marine Corps received a post-conference recommendations memo, which is posted on the Stockdale Center website. Conference proceedings—including four papers by our Resident Fellows—will be published next year by Ashgate Press as part of its "Military and Defence Ethics" series.

ELJO Goes Online

ELJO, the Center's affectionate abbreviation for the book *Ethical Leadership for the Junior Officer*, has a long, distinguished history.

Sponsored by the USNA Class of 1964, these case studies were based on the experiences of men and women in the Navy and Marine Corps and edited by the late Karel Montor, Ph.D., Professor of Leadership at the Academy.

As VADM James B. Stockdale wrote in the Foreword, the purpose of the book was to "dramatize for Navy ensigns and Marine second lieutenants and their junior officer counterparts in the other services just exactly what constitutes ethical behavior and what does not."

Originally called *Ethics for the Junior Officer*, the hardcover book was presented by the Class of 1964 to every midshipman in the graduating

class since 1993. Now, thanks to the Class of 1964 and Center staff Dr. Shaun Baker and Dr. Elizabeth Holmes, ELJO has received a facelift for the digital age.

ELJO has been redesigned as a dynamic, online book. Junior officers from the Navy, Marine Corps, and other services can now access the book from anywhere around the world, wherever they are stationed. They can use ELJO

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ELJO Goes Online

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to conduct ethics and leadership training or for personal reading and reflection. The flexible nature of an e-book makes it easy for users to zoom to what they need, skipping around to find particular cases of interest and discussion questions.

The cases have been updated, with a new facilitator guide for teaching. The

guide includes a four-step ethical decision-making model that allows users to work through the cases in a practical, systematic way.

The Center and the Class of 1964 recently launched this new version of ELJO. It can be found on the Center's website at <http://www.usna.edu/ethics/Publications/ELJO2009.pdf>.

Spring Ethics Essay Award Winner Honored

The Stockdale Center and the USNA Class of 1981 sponsor a competition and prize for the best ethics essay written by a midshipman each semester in the Naval Academy's core ethics course, "Ethics and Moral Reasoning for Naval Leaders" (NE203).

This past spring, instructors nominated the best papers, and a distinguished panel of outside readers—which included General Eric Olson, USA (Ret.), former Commandant of Cadets at the U.S. Military Academy—ranked the papers and chose the finalists. Based on the panelists' scores, a winner was selected.

The Academy's Superintendent, VADM Jeffrey L. Fowler, along with

professors and military instructors, honored all of the finalists at the VADM William P. Lawrence Ethics Essay Awards dinner on February 17, 2009.

Midshipman Third-Class Giancarlo Alpuche, an international student from Belize, won the award for his essay, "The Ethical Study of LTC West," which outlined the use of force and shock treatment in detainee interrogation. Alpuche is the first international student to win the competition.

Keynote speaker CDR Richard Jadick, combat surgeon and author of *On Call in Hell: A Doctor's Iraq War Story*, recounted ethical dilemmas he faced in his efforts to treat casualties in the 2nd Battle of Fallujah. His goal was to reach them within five minutes of their being hit. In order to do this, he had

Incoming plebes will receive an introduction to the book and the ethical decision-making model this summer, while the rest of the Brigade of Midshipmen will be introduced to these resources when they return in the fall.



Award winner Alpuche with Col Athens, VADM Fowler, and CDR Jadick

to move far forward into the combat zone, putting himself and his corpsmen at risk. CDR Jadick received the Bronze Star with combat distinguishing device for valor.

The finalists for the essay award were all Midshipmen Third-Class: Alison Degan, Ralph Grossman, Zacchary Thrasher, and Michael Smithson.

Speaker Assesses Ethics of Robotics

At the Stutt Lecture on April 24, Dr. P.W. Singer explored the current robotics revolution and its impact on war. The Stutt lecture is endowed in honor of Mr. William C. Stutt (USNA Class of 1949) and his wife Carolyn and coordinated by the Stockdale Center. Every spring, distinguished speakers



Dr. P.W. Singer

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

Dr. P.W. Singer is Senior Fellow and Director of the Twenty-first Century Defense Initiative at the Brookings Institution. He is the youngest scholar named Senior Fellow in Brookings's 90-year history and is considered one of the world's leading experts on changes in twenty-first century warfare.

In his lecture, Dr. Singer drew on material from his current book, *Wired for War*, which made the *New York Times* non-fiction bestseller list in its first week of release. Dr. Singer

interviewed a wide range of people connected to war and robotics—from scientists, policy makers, and insurgents to battlefield commanders, drone pilots, and science fiction writers.

His premise is that robotics represents a revolution in war and technology: "It rewrites the rules of the game," Dr. Singer said, "and forces us to ask new questions about not only what's possible but also what's proper." Robotics changes not just the "how" of war, as when the gun replaced the longbow, but also the "who"

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Center Supports Course to Qualify Low Ropes Instructors

Imagine you're an engineer working with colleagues in the aft Main Propulsion Plant #2 onboard the USS PRINCETON when the ship strikes a mine. Mangled metal and shards are everywhere. You have to get each of your shipmates through the obstacles without cutting them on sharp corners, all before the engine room fills with water.

The exercise just described is called the "Spider Web." It is part of USNA's Low Ropes course for facilitators, and if you're LT Bryan Kendris, then you're trying to learn how to teach it to midshipmen.

Kendris participated in the two-day course held May 27–28, supported by the Stockdale Center, to qualify Navy and Marine Corps faculty and staff to become qualified Low Ropes instructors. A "low ropes" course is so called because the activities take place no more than four feet off the ground.

While physically challenging, the course requires no special gear. It does, however, require trust, communications, planning, and critical thinking.

Low ropes combines props such as steel beams, ropes, rubber mats, and balls with stories and scenarios. The goal is to get midshipmen to apply what they learn here to their lives as plebes, midshipmen, and junior officers.

In the course, Kendris and a group of new company officers went through about 20 activities, learning the safety requirements, how to use the equipment, and how to help midshipmen discern the meaning in the lessons and apply the concepts. The idea, Kendris noted, is "to make the program both safe and educational." As the representative from the Leadership, Ethics, and Law department, Kendris will use the activities in teaching the core leadership course "Preparing to Lead." Company officers will incorporate Low Ropes activities into summer or Saturday morning training.

Like so much else at the Academy, what midshipmen gain from the Low Ropes activities, says Kendris, "depends on how hard they work and how much they're willing to put into it."



Participants practice low ropes activities.

Speaker Assesses Ethics of Robotics

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of war—changing the very identity of what it means to be a warrior.

Robotics alters the warrior's experience of "going off to war" by disconnecting the warrior from the battlefield. Because robots rather than service members are at risk, the public is also disconnected from the conflict, perhaps viewing it as costless. Since robots record everything, both warriors and citizens can watch from a distance,

experiencing combat in a detached way, as if it were a video game.

There is also a disconnect between the message the United States thinks it is sending when robots are used and the message others in the world receive. Singer commented that many in this country perceive robotics as an example of overwhelming technology, while others around the world may perceive robots as a cowardly, inhuman way to fight.

Dr. Singer described the challenge of redefining the laws of war to encompass technologies already in use. He added, "We shouldn't be talking about the ethics of the machine itself, because it's a machine. It can't be moral by the very nature of it. We need to be talking about the ethics of the people behind the machines."

Did You Know?

The USNA's Ethics Bowl Team was runner-up in the recent National Intercollegiate Business Ethics Competition.

USNA Class of 2009 formally recognized the Center's director Colonel Arthur J. Athens as an Honorary Graduate for his contributions to the moral development of the Brigade of Midshipmen.

Senior Fellow LtCol Joseph Thomas, USMC (Ret.), traveled to Bulgaria to introduce an ethics and leadership section of a curriculum on defense institution building in a seminar for eight countries in the Black Sea area. The aim was to help participating countries strengthen their military and defense education systems.

The Director's Cut



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

Each day, as the Director of the Naval Academy's Vice Admiral Stockdale Center for Ethical Leadership, I climb the stairs of Luce Hall and enter a foyer that leads to my office. And each day, my eyes take in a painting and a picture. The painting depicts CDR Jim Stockdale in his F-8 Crusader, leading the first bombing runs into North Vietnam. The picture is a striking portrait of Admiral Stockdale in his Dress Whites with the Medal of Honor hanging prominently around his neck. The painting and picture remind me daily of the Center's unique and weighty mission . . . to empower leaders to make courageous ethical decisions.

We could not have a finer role model as our namesake . . . Admiral Stockdale was a leader,

warrior, teacher, and patriot . . . but most importantly . . . a man of integrity. He clearly understood the gravity of a leader's moment of ethical decision . . . a moment that often has lasting and irreversible consequences. Through his writings, speeches, and personal example, Admiral Stockdale helped both nascent and experienced leaders prepare for that moment, and it is for that moment the Stockdale Center exists. We aim to enhance the efforts of those who develop leaders to serve the nation . . . leaders whose decisions will impact the reputation and honor of the Naval Academy, the naval services, and America's most influential institutions.

The Stockdale Center accomplishes its mission through research, consultation, innovation, dissemination, and facilitation. We undertake research to identify and study the most important emerging ethical leadership issues. We consult with high-level leaders to assist them in tackling complex

ethical leadership issues. We develop innovative products that provide new ways to strengthen and accelerate the ethical leadership development process. We disseminate what we learn through lectures, published materials, and the Web. And we facilitate access to people, programs, and experiences that help leaders reflect on the moment of ethical decision. Our reach is broad and our impact significant.

We have a sense of urgency in our daily work because we know we must help prepare the future Jim Stockdales . . . men and women who will operate in an uncertain, complex, and dynamic world . . . a world where a single decision can change the course of history.



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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 U.S. 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 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."