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12 September - William P. Lawrence Ethics Award Dinner and Admiral Charles R. Larson Ethical Leadership Award

17 October - Honor, Courage & Commitment Luncheon with Brad Snyder

Taking Stock

Annual McCain Conference Examines Moral Virtue and Moral Injury



Panel presentation at the conference

On 28-29 March 2019, the Stockdale Center held its annual McCain Conference — one of the world's preeminent meetings to discuss pressing ethical issues relevant to military operations. The fruit of the Center's two-semester research seminar with its Resident Fellows, the 120-person conference was attended by leadership, ethics, and law faculty from all U.S. service academies and intermediate and senior level military schools; thought leaders from civilian universities, think tanks, industry, and governments from several countries; and dozens of midshipmen.

Keynote speakers and panelists on the first day sought to enhance the attendees' understanding of character—so crucial to leading

ethically, as emphasized by the first speaker, LtGen John Wissler, USMC (Ret.) and the Center's Distinguished Chair in Leadership. While the classical treatments of virtue by Aristotle and the Stoics predominate in officers' curricula and remain instructive, there has been a revival of work on the virtues in the past several decades, which Dr. Nancy Snow entertainingly outlined. Dr. John Doris discussed the work of "situationist" psychologists, who challenge the stability and efficacy of character traits and argue that external factors—not virtues—do most of the behavioral work. In reply, Dr. Jessica Wolfendale defended the key finding of her recent book on the causes of war crimes, written while she was a Resident Fellow at the Center: character matters.

The afternoon session explored the military virtues necessary to future conflict scenarios and how they might be cultivated. Mitt Regan, a Stockdale Senior Fellow, explored the ramifications of neuroscience for the latter.

Former USMC Commander Finds International NGO

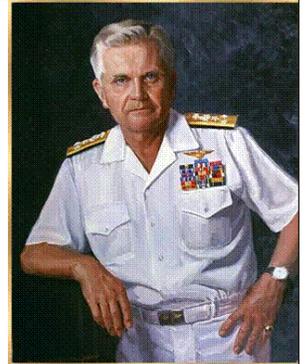
by MIDN 3/C Kenneth Stelmack



Jake Harriman

"I looked in the passenger side, his wife was shot in the face and chest. His infant in the back had her arm shot off. He was cradling his six-year-old daughter, who was choking on her own blood. This man lost everything in two seconds, and for the first time in this war, I put myself in his shoes."

This is how Jake Harriman, Naval Academy graduate, former USMC platoon commander and founder of Nuru International, introduced his [story](#) to the invited guests at the 2019 Honor, Courage, and Commitment Luncheon on 27 February. The dead man in the car, a poor Iraqi farmer, had been coerced by Saddam Hussein's Fedayeen forces to drive toward the Marine checkpoint. He had left his vehicle to warn the Marines and escape the Fedayeen just behind him. They caught



The second day's focus was on moral injury, of which symptoms include debilitating guilt and character harm. Drs. Nancy Sherman, Edward Barrett, Alycia LaGuardia-Lo Bianco, Michael Robillard, and David Luban—all current or former Stockdale members—examined causes and treatment of moral injury from a philosophical perspective; and Dr. Shira Maguen from the San Francisco VA Medical Center added a psychological viewpoint. A highlight of the conference was a trenchant analysis of the importance of the humanities for developing character and preventing moral injury by 1/C Midshipman Maggie Dods, a Rhodes Scholar who participated in the Center's research seminar.

A conference executive summary will be submitted to the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps. Both the summary and videos of the conference will be available in the late summer on the Center's website and Facebook page.

up, killed his family, and killed him when he tried to protect them. This jarring experience was Harriman's inspiration for developing Nuru International, an NGO whose mission is to patch what he describes as a "critical gap in national security," when the desperate and deprived are exploited by rogue states and extremist groups. "We began to see," he said, "that if we

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Former USMC Commander Finds International NGO (Continued)

cannot address the desperation that fuels the growth of violent extremist groups, we weren't going to win."

Nuru International empowers local leaders in areas that are vulnerable to extremist recruitment by helping local farming communities expand economies and providing support networks. As of 2019, Nuru has enabled over 130,000 people in Kenya

and Ethiopia to leave poverty and become self-sustaining.

Harriman also talked about the success of resilient leaders who relied on a "servant leadership" approach. Sharing stories from his experiences in the Marine Corps and in Africa, he described servant leaders as those leading from the front, with decisiveness and humility, while putting others before self. Harriman emphasized that he had seen this

style of leadership "transform states and entire regions."

The purpose of the Honor, Courage, and Commitment Luncheon Seminar series is to provide a unique and valuable professional development opportunity for Naval Academy midshipmen, staff, faculty, and coaches. This luncheon is generously funded by Dr. Ernst Volgenau, USNA Class of 1955, and his wife Sara.

Farewell to Col Athens



December 2018 Retirement Celebration for Center Director and Staff

In 1998, the Naval Academy established the Center for the Study of Professional Military Ethics to answer a need. In 2006, the Center became the VADM James

B. Stockdale Center for Ethical Leadership. This evolution had a much deeper meaning than just a changed title. Ethical leadership is the purpose.

This term brings together two distinct disciplines. The link between the two often goes unstated. Ethics, or more generally moral philosophy, at its best provides a foundation on which to

build a framework for more effective leadership. At its worst, it's an abstraction of little value to practicing leaders. Conversely, leadership is an interdisciplinary field that at its best provides a practicable understanding of human behavior and organizational effectiveness. At its worst, it's a collection of clichés and fads with no measurable outcomes.

For 11 years, Col Art Athens worked tirelessly to bridge these concepts. The Center thrives today because Col Athens had the vision to approach every day, every task, every engagement as a value proposition. His vision applied a useful coherence to "ethical leadership." The Center's ethics research culminates in an annual conference internationally known for groundbreaking work. The Center's external leadership consulting has touched nearly every agency in the federal government, as well as many state and local governments, non-profit organizations, and even international militaries. A robust professional development investment in staff, faculty, and coaches at USNA was initiated under Col Athens' watch. A leadership

innovation lab was established to harness the best and most promising technologies and practices. And finally, a model reputation for responsible stewardship of philanthropic giving has been established.

That Col Athens has embodied the very best of ethical leadership is, without question, the source of these successes. At his desk was a reminder of the building blocks of ethical leadership. "*Act Justly, Love Mercy, and Walk Humbly.*" Those who know him best understand Art Athens hardly needs such a reminder. That he reminded himself of these building blocks is indicative of his character. While the vision, ability, and gravitas of Col Art Athens is impossible to replace, we who remain behind at the Center hope to remain true to his example of ethical leadership. He will be very sorely missed.

SWOs Select USS STOCKDALE

by Dr. Shaun Baker



Midshipmen Burns and Biethman

The Stockdale Center proudly recognized two graduating midshipmen, who will become Surface Warfare Officers, and serve aboard the Center's namesake, USS STOCKDALE (DDG 106). MIDN 1/C Hailey Burns and MIDN 1/C Adam Biethman joined the Stockdale Center's Director Dr. Joe Thomas and Center staff for a "Welcome to the Stockdale Family" annual event.

The event honors those who will serve on the Guided Missile Destroyer after they are commissioned. Leaving with a copy of *Thoughts of a Philosophical Fighter Pilot*, a collection of VADM Stockdale's essays and speeches, these midshipmen are well-prepared to represent VADM Stockdale's legacy as they receive their commission, attend Basic Division Officer Course, and report to the USS STOCKDALE in San Diego.

Midshipman Burns hails from Newtown, PA. Her father graduated from USNA class of 1990, and both were in the 21st company during their time at the Academy. On being selected for the STOCKDALE, Hailey said, "I wanted a Destroyer out of sunny San Diego and was very pleased and grateful that the USS STOCKDALE was still on the board when I had my turn to pick. Vice Admiral Stockdale is such an important person and a highly respected

officer here on the yard ... I only hope the Academy has prepared me for the fleet and to rise to the expectations that Vice Admiral Stockdale has set."

Midshipman Biethman came to the Academy from Edwardsville, Illinois, majored in Political Science, and was co-Captain of the Ethics Debate Team, hosted by the Stockdale Center. On joining the STOCKDALE, Adam observed: "I am looking forward to starting a job I have spent years working towards. I joined the military to do something meaningful, to make an impact, and to lead the greatest segment of Americans I have come across ... Living up to the Stockdale heritage seems an admirable way to begin my career."

USNA Hosts Sixth Annual Military Ethics Case Competition

by Dr. Shaun Baker



Participating teams, coaches, and judges

On 13 April 2019, the USNA Ethics Team and teams from West Point, the Air Force Academy, the Coast Guard Academy, and Virginia Military Institute took part in the 6th annual Military Ethics Case Competition. The Stockdale Center

sponsors the event every year, thanks to the generosity of the USNA Class of 1964.

For the case, teams played the roles of junior officers and NCOs tasked to craft company- and platoon- level plans of action that would mitigate moral injury and PTS effects of intensive combat operations. The plans were to be broken down into pre-deployment, deployment, and post-deployment phases.

The panel of judges included active duty and retired flag or field rank officers from the Pentagon, the Boeing Corporation, Annapolis Rotary, and the USNA Class of 1964. The judges roleplayed commanders at the Company, Battalion, and Brigade levels who were determined to select the best three plans of approach.

After a tightly contested morning, the judges expressed strong praise for the quality of work from all of the teams. West Point won the day, earning the Class of 1964 Cup, a traveling trophy provided by that class. Coast Guard and VMI rounded out the top three.

USNA Class of 1964 sponsors this and all other activities of the USNA Ethics Team. [Video](#) of all five presentations is available on the Stockdale Center's YouTube page. This event rounded out a successful year, in which the Team won the Mount Saint Mary's-Emmitsburg Enactus Business Ethics Case Competition and placed third in the international Eller Business Ethics Case Competition at the University of Arizona. The team looks forward to continued success in 2020.

What People Are Saying

"As a new staff member who is responsible for managing the Visitor Center, the Climbing Wall Challenge allowed me to interact and meet a diverse group of participants from across the yard. While I am tasked with helping the general public understand what it is like to be a midshipman here at USNA, this experience was tremendously helpful. Areas of focus: Team work (you are relying on your belayer just as the midshipmen are relying on their company mates), Strength (physical endurance of our midshipmen), and pushing yourself out of your comfort zone to strive for more (a constant with our brigade)."

Mixed Reality Offers Opportunities for Teaching Leadership and Ethics

Last summer, Mr. Michael Sears came aboard the Stockdale Center as the Director of Leadership Innovation at the Boeing Leadership Innovation Laboratory. Its mission is to bring innovative technology to bear on the study and teaching of leadership and ethics. One of those emerging technologies is Mixed Reality ("XR"). XR is best described as looking at the physical world through the lens of the digital world. It's made possible by advances in computer processing, data manipulation, and new display technologies. We believe that XR can enhance the ability of midshipmen to immerse themselves in near real-world environments, such as one presenting an ethical dilemma. In so doing, midshipmen can learn to make decisions in situations that real-life experience

often offers. Think of XR from the Stockdale Center as a flight simulator for ethics.

Virtual Reality ("VR") and Augmented Reality ("AR") make up the digital basics of Mixed Reality. In VR, a student dons a headset with a variety of controllers and sensors to track her movements. New headsets have been introduced this year that are untethered from a traditional PC. With the VR headset, the student can be transported to the Jurassic period. She can walk among dinosaurs, see volcanoes in the distance, small mammals running around her feet, and blades of grass blowing in the wind. She feels as if she is actually there, walking with dinosaurs.

In AR, the student uses his smart device, such as a tablet, smart glass, or smartphone. AR uses the device's camera to overlay digital aspects onto the real world. He stays where he is, and AR brings the dinosaurs to him. He might see a *T. rex* running around in his dorm room. Two very different experiences, but both are managed by computer resources and sensory systems, glasses, goggles, headphones, and hand manipulators.

But here's the question: Why should we care about XR, when we're already teaching subjects like ethics and leadership in the classroom? That's a subject for the next newsletter.

The Director's Cut



Dr. Joseph Thomas

In December 2018, the Stockdale Center celebrated the legacy and contributions of four long-standing members of the team in an effort to bid them farewell. Ms. Jaclyn Danna, Ms. Marge Bem, LtGen (Ret.) John Sattler, and Col (Ret.) Art Athens had such an enormous impact on the Naval Academy it would be impossible to summarize what their departure means here. The programs they established will bear fruit for years to come. The best way to honor that legacy of success is to build upon it.

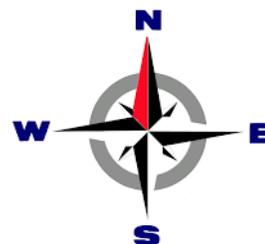
While planning for the Stockdale Center's future has already begun, we look forward to using 2019 as a year to craft a strategic vision

to define the next chapter of the Center's mission. Loosely referred to as "Stockdale 2030," this effort will consider the complex environment future leaders will face, best educational practices to deliver lessons in ethical leadership, and how to balance the many competing demands on Stockdale Center products and services. In this process we invite you, the Center's supporters and stakeholders, to weigh in with ideas.

The questions currently under consideration are "What should the original charter 'to serve as a beacon for the Nation' mean in the third decade of the 21st century?", "What products and services best support the midshipmen, staff, faculty, and coaches of the Naval Academy?" and "What would Admiral Stockdale have us do?" How would you answer these questions? What other questions should we be asking?

As I begin my tenure as Director, I've engaged the three past Directors, subject matter experts from the larger Navy and Marine Corps, the Academy's leadership, alumni, friends, and supporters to contribute to this discussion. I now invite you. We're eager to hear your thoughts on the Center's future and how it can best add value to this all-important conversation surrounding ethical leadership development.

Email your suggestions to stockdalecenter@usna.edu.



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Take part in the ongoing conversation on our [Facebook page](#)

About the Stockdale Center

For 174 years, 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."