

Inside this issue:

A documentary about Stockdale premieres at U.S. Naval Academy.

The McCain Conference examines the teaching of the Western Just War tradition.

The Stockdale Center hosts the second military ethics case competition.

Columnist David Brooks talks to midshipmen about character development.

Author stresses the importance of telling stories to build leadership at the Volgenau Honor, Courage, Commitment luncheon.

The Stockdale Center welcomes SWO selectees who will serve on the USS STOCKDALE.

Col. Art Athens reflects on a drawing.

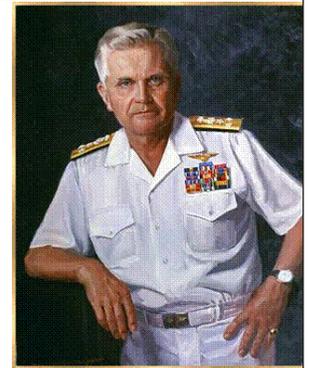
Mark your calendar for these upcoming events:

9 September 2015
VADM William P. Lawrence
Ethics Essay Award Dinner

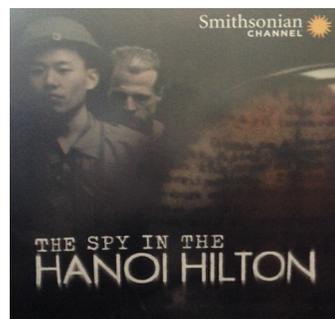
21 September 2015
Moral Courage Lecture

22 October 2015
Honor, Courage, and
Commitment Luncheon

Taking Stock



The Spy in the Hanoi Hilton Comes to USNA



The Spy in the Hanoi Hilton, Smithsonian Channel's exclusive documentary that accounts for Stockdale's journey from aviator to spy, premiered at the Naval Academy the evening of Wednesday, 22 April. The first-ever showing drew a full house of Smithsonian Channel executives, guests, USNA staff, faculty, and midshipmen in Mitscher Auditorium.

The evening included the documentary viewing and a panel of speakers that included Dr. James Stockdale II (VADM Stockdale's eldest son); Smithsonian Channel's Executive Producer, Mr. Tim Evans; the writer/producer, Mr. David Taylor; POW CAPT Eugene "Red" McDaniel USN (Ret.) and his wife

Dorothy; and POW CDR Danny Glenn, USN (Ret.).

Based on recently declassified Top Secret information, the documentary tells the story of how James Stockdale and the POWs endured torture and isolation in the infamous "Hanoi Hilton," but then fought back by participating in an elaborate espionage mission. They worked with the CIA to pass valuable wartime intelligence to the U.S. government.

After the documentary's showing, the panel of POWs and distinguished guests came to the stage to the audience's thunderous

applause. The audience asked questions and heard the details of how Stockdale and the POWs succeeded in their spycraft in a high-risk environment.

Dr. Jim Stockdale concluded the evening by reminding the midshipmen that his dad sat in those same seats over 70 years ago and never dreamed that he would someday be a POW or a spy. The lesson is to prepare now for the unknowns of the future. At the end of his remarks, the audience paused and then came to their feet for a spontaneous standing ovation.



Dr. James Stockdale II and panel addressed the audience

What People Are Saying

"Thank you so much for coordinating the showing of *The Spy in the Hanoi Hilton*. It was truly an inspirational and eye-opening film.

I can assure you that every midshipman who was in Mitscher tonight left a little more motivated, standing a little straighter, and are probably hard at work in their rooms! It will definitely be the topic of conversation for a while."

--MIDN J.H. Cho

Conference Looks at Teaching of Just War Tradition



Keynote Speaker Dr. Johnson

The Naval Academy's 15th annual [McCain Conference](#) on Military Ethics and Leadership was held on 16-17 April 2015. Sponsored by the Stockdale Center, the conference, "Teaching the Western Just War Tradition," assembled world-class experts to explore how warfare ethics is taught across the armed services.

Established through a gift from Mrs. Cindy McCain in honor of Senator John McCain (Class of 1958), the invitation-only conference is attended by midshipmen and military and civilian faculty from the nation's service academies, staff colleges and war colleges, and representatives from industry and prestigious national and international universities. With the help of faculty who teach warfighters,

the participants examined the 2,500-year-old tradition of Western thought on the morality of initiating and conducting war, and then surveyed the diverse curricula and pedagogies currently used by these educators.

Dr. James Turner Johnson, a renowned historian of the Just War tradition, opened the conference by addressing the evolution of this tradition over the ages. Starting with

Thomas Aquinas in the 1200s and moving his way to modern times, Dr. Johnson provided a thorough and thoughtful perspective on the challenges of defining the criteria to guide nations in their decisions about war. Dr. Kit Wellman, from Washington University in St. Louis, and Dr. Gregory Reichberg, from the Peace Research Institute Oslo (PRIO), followed Dr. Johnson and offered a fascinating look at contemporary debates about the Just War criteria. Interspersed with these keynotes, members of the Center's year-long research seminar, led by Dr. Ed Barrett, presented their findings on a number of contested issues, including preventive war, humanitarian interventions, right motives before and after war, and collateral damage.

Panel discussions on the second day focused on how these Just War principles and their application are taught in our service academies and Professional Military Education (PME)

programs. Presentations were delivered by faculty from the Naval Academy, Naval War College, West Point, Army War College, Marine Corps University, Air Force Academy, Air University, United Kingdom Defense Academy, Australian Defense Force Academy, and U.S. Merchant Marine Academy. The day's proceedings provided a rare opportunity for these educators to exchange ideas and establish collaborative projects.

The two keynote speakers on the Conference's final day were retired Air Force Lieutenant General Chris Miller, who recounted a career's worth of moral dilemmas, and the National War College's Dr. Al Pierce, who offered his sage reflections on 30 years of teaching military ethics.

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 video of the conference will be available in the late summer on the Center's [website](#) and [Facebook page](#).

Stockdale Center Hosts Second Military Ethics Case Competition



Naval Academy team with coach Dr. Shaun Baker

On Saturday, 25 April, the Stockdale Center hosted the second annual Military Ethics Case Competition. Teams

from the Air Force Academy, West Point, the Merchant Marine Academy, and the Virginia Military Institute joined the USNA team. They examined a case written by General John Sattler, USMC (Ret.), the Distinguished Chair of Leadership at the Stockdale Center. General Sattler not only closed the day by discussing the "rest of the story" concerning his case, but also sat in on all the presentations. He found the experience invigorating and challenging, as did the judges and teams.

The case examined "escalation of force," standard operating procedures General Sattler instituted at roadblocks and military installations in Iraq during the 2004-05 time period, along with the ethical and legal challenges faced by General Sattler and U.S. commanders as they balanced the need for force protection with

concern for the lives of innocent Iraqi civilians.

Judges included volunteers from First Command Financial Services; Annapolis Rotary; USNA faculty; and members of the USNA Class of 1964, which generously funds this event, the Ethics Debate Team, and many other programs within the Stockdale Center.

The U.S. Air Force Academy took first place by four points. The Naval Academy took second place. Coming in third was the team from West Point. Garnering fourth place was the Virginia Military Institute, and the U.S. Merchant Marine Academy took fifth place.

NYT Columnist Talks About Character Development



David Brooks spoke to midshipmen about how to develop character

David Brooks, OpEd columnist for *The New York Times* and best-selling author, [addressed midshipmen](#) on 2 February 2015 about how to develop character.

He noted that people possess a dual set of virtues: resume and eulogy. Resume virtues are those that make people marketable and successful, while eulogy virtues are the ones for which they are remembered. Both types of virtues must be in balance, and people have to pay attention to maintaining the eulogy virtues. “Otherwise,” Brooks warned, “you live a life of moral mediocrity.”

People develop eulogy virtues over time, and they constitute character. Brooks identified five prerequisites for developing character. A person must have:

- The capability for deep, unconditional love
- Endurance of suffering
- Strategies for defeating one’s weaknesses
- A vocation
- Loyalty to an institution or organization

Each of these, Brooks explained, makes people humble, shifting their focus from the self to others. These prerequisites raise a person up for service, allowing them to commit to tasks “that can’t be completed in one lifetime.”

Brooks also explored how to teach character by reading about exemplars and performing discipline drills. He emphasized that role models are crucial because habits are passed along, not just words. He concluded by quoting from a letter he once received about teaching character, “Never forget the message is the person.”

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 Stuttts made a generous gift to support this program. Each spring, a distinguished speaker addresses all third-class midshipmen and discusses a topic relevant to NE203, Ethics and Moral Reasoning for the Naval Leader, the Academy’s core ethics course.



David Brooks talking with midshipmen

Author Touts Storytelling to Build Leadership



Author Annette Simmons was the featured speaker

Annette Simmons, author of *The Story Factor*, which was named one of the Best 100 Business Books of All Time, [spoke](#) on 10 March 2015 in the Stockdale Center’s seminar series, the Volgenau Honor, Courage, Commitment Luncheon. The generosity of Dr. Ernst Volgenau (USNA Class of 1955) and Sara Volgenau makes these seminars possible.

For 20 years, Simmons has inspired audiences to find and tell stories that spread new ideas, guide behavior, and build leadership. At the luncheon, she focused on storytelling as an effective way to communicate the values of honor, courage, and commitment.

Stories are important, Simmons explained, because they carry what she called the “Big ‘T’ truths” and speak to people’s feelings. Emotions can alter how an audience reacts to facts by either nullifying the information or magnifying its importance.

Stories can help explain how the storyteller perceives an abstract value. When talking about a value such as honor, deciding the “right thing to do” often depends on the particular set of circumstances. Simmons said that stories communicate the value by drawing the listener in and asking: “If it were you in this situation, what would you do?” The parables in the Bible, Simmons pointed out, work the same way. She urged the audience to think about what stories they would tell to illustrate their beliefs about honor, courage, and commitment. Having those stories in mind, she concluded, would help them to communicate their values and build leadership.

The purpose of the Honor, Courage, Commitment Luncheon Seminar series is to provide a unique and valuable professional

development opportunity for Naval Academy midshipmen, staff, faculty, and coaches.

Did You Know?

The Stockdale Center sponsors the Midshipman Fellows, and this year the Fellows worked on revitalizing the Midshipman Proposal System.

One of the Fellows, Midshipman 3/C Natalie Wallace, explained, “We worked with brigade strippers to develop a system that would make it easier for [midshipman] to submit their proposal ideas. The goal is to make the process more streamlined and transparent.”

The Fellows continue to help make a great Academy even better.

Center Welcomes USS STOCKDALE SWO-Selectees

The Stockdale Center was proud to recognize three Surface Warfare Officer (SWO) Selectees in March for their selection to the USS STOCKDALE (DDG 106). MIDN 1/C John Chamberlain, MIDN 1/C Molly Hanna, and MIDN 1/C Dennis Morral joined up with the Deputy Director, CDR Jason Brianas, USN, for a “Welcome to the Stockdale Family” inaugural annual event.

The Director’s Cut



Colonel Arthur J. Athens, USMCR (Ret.)

When I speak to groups about leadership, I sometimes ask the participants to “draw your picture of leadership—without using words.” I’ve done this exercise with thousands of individuals and always enjoy seeing the way people illustrate leadership.

Symbols that often emerge are: stick figures interacting in a group, arrows depicting an organization’s direction, and obstacles, like mountains and dragons, being overcome by a team.

The event honors those who will serve on the Guided Missile Destroyer after they are commissioned. Leaving with a copy of *The Vietnam Experience: Ten Years of Reflection*, a compilation of VADM Stockdale’s writings after his POW Experience in Hanoi, these first-class midshipmen will graduate this May. They will attend the Basic Division Officer Course (BDOC) and then report to the USS STOCKDALE in San Diego, a memorable first milestone in their naval careers.



SWO selectees with Center’s Deputy Director

A week ago, I was presenting to corporate executives visiting the Naval Academy when a midshipman entered the room. He stated he had seen the event on the USNA Plan of the Day and came out of curiosity. Since he was there, I handed him a 4x6 index card to draw his picture. After everyone had an opportunity to draw for 90 seconds, I asked a few of the participants to share their drawings. The last person I approached was the midshipman. He showed his card and I was struck by his portrayal of leadership—one I had never seen before. He had drawn a fox leading two smiling rabbits. The

young man said leadership is all about a leader being able to build such trust with his people that even rabbits would willingly follow a fox.

I thought about this picture well into the evening. I realized he had really hit the mark. At its heart, leadership *is* about building trust, and if we demonstrate competence, live with integrity, and show genuine concern for our people, we might just find those rabbits enthusiastically following their fox!

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.

VADM JAMES B. STOCKDALE
CENTER FOR ETHICAL
LEADERSHIP

United States Naval Academy
112 Cooper Road
Annapolis, Maryland 21402-5022

Phone: 410-293-6085
Fax: 410-293-6081

View our latest recorded lectures online at our website www.usna.edu/ethics

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

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.”