

## Inside this issue:

Staff members tackle the ethics of emerging technologies.

Moral Courage speaker describes changes in Iraq detention operations post-Abu Ghraib.

Center staff engage with leaders around the world.

Col Art Athens reflects on a lesson learned from a mentor.

## Mark your calendar for these Spring 2010 events:

**March 24**

### Stutt Lecture—

Col T.X. Hammes, USMC (Ret.)  
Author of *The Sling and the Stone: On War in the Twenty-First Century*

**April 22-23**

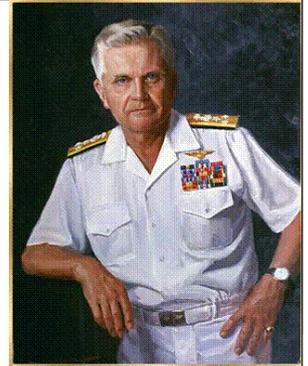
### 2010 McCain Conference—

New Warriors & New Weapons:  
The Ethical Ramifications of  
Emerging Military Technologies

## What people are saying:

Friend of the Center Mr. Arthur W. Fisher III expressed his appreciation and admiration to the Center staff “for their vital role of developing and defining the indispensable values of courageous and ethical leadership when making difficult choices to our next generation of veterans and world leaders.”

# Taking Stock



## Center Explores Ethical Ramifications of Emerging Military Technologies

Consistent with the Center’s commitment to cutting-edge military ethics research, this year’s fellows have explored the potential promises and pitfalls of four emerging military technologies: robotics, soldier enhancement, non-lethal weapons, and cyberwarfare systems.

Led by Dr. Edward Barrett and Dr. George Lucas, the Center’s five fellows—two in-residence and three participating from their respective universities—and occasional guest experts meet weekly via videoconference to wrestle with issues that policymakers have only begun to consider. Will autonomous unmanned strike platforms comply with the ethical and legal imperatives? What are the ramifications of pharmacologically-based cognitive enhancers for soldiers and society? Can non-lethal weapons ironically

encourage conflict and war crimes? And at what point might low-level cyberattacks for deterrence purposes be considered a just cause for war?

This year’s fellows are definitely up to the task. Dr. Stephen Coleman, funded by USNA Class of 1967, is a Senior Lecturer in Ethics and Leadership at the Australian Defence Academy, and a recognized expert in military and police ethics. Vietnam veteran and retired Brigadier General Richard O’Meara, funded by USNA Class of 1958, served as a reserve Army JAG for over two decades and teaches human rights and international law courses at Rutgers. Dr. Patrick Lin, an ethics professor at Cal Polytech, has authored numerous books and articles on robotics, nanotechnology, and human enhancement—including a

definitive study of autonomous military robots sponsored by the Office of Naval Research. Dr. Brad Allenby served in senior positions for AT&T and Lawrence Livermore National Labs, and now teaches ethics, engineering, and law at Arizona State. Dr. Max Mehlman is Professor of Bioethics and Law at Case Western and the author of *The Price of Perfection: Individualism and Society in an Era of Biomedical Enhancement*.

The culmination of the year’s research and discussions will be the Center’s annual McCain Conference on April 22-23, 2010. Entitled “New Warriors and New Weapons: The Ethical Ramifications of Emerging Military Technologies,” the conference will expose ethics, leadership, and law instructors from all the service academies and staff/war colleges to a world-class team of experts.

## Interactive Simulations Teach Ethical Decision Making

Character and leadership development form the cornerstone at the United States Naval Academy, and the Center has taken an innovative leap with this content into new technology.

At the Academy, midshipmen practice making ethical decisions using interactive simulations. The Academy has been using the Center’s library of interactive simulations over the last four years and is the only university in the

country using this technology to teach ethical decision making.

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 sound theory and validated by

research conducted by the Center’s Dr. Elizabeth Holmes, using feedback from midshipmen and Navy chaplains.

In November, the Center previewed a new simulation called *The Fumble* for midshipmen volunteers from the Rugby team. *The Fumble* portrays a college football team captain struggling between staying out of trouble and keeping his teammate out of trouble. The simulation was facilitated by CDR Kevin Haney,

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## Interactive Simulations Teach Ethical Decision Making

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USN (Ret.), Class of 1971 Distinguished Military Professor, who also is the football faculty representative. He said, “Every NCAA Division I, II, and III athlete should see *The Fumble* at their summer workouts before ever touching a ball or discussing Xs and Os. *The Fumble* can instill the concept of putting one’s team and teammates and their well-being ahead of self and may help universities avoid unnecessary

heartache for recruited athletes and their institutions.”

Midshipmen liked the *The Fumble* as well, endorsing this technology to learn how to make ethical leadership decisions. One midshipman noted, “This would be effective and positively received by any athlete, whether civilian or military.”

All five simulations have been used at USNA to teach ethical decision making.

A reporter from *The Washington Post* recently wrote an [article](#) about midshipmen experiencing *Last Call*, one of the interactive simulations in the Dilemmas library.



The new simulation focuses on college athletes.

## Center Outreach Efforts: At the Podium

On any given day, Center staff and senior fellows are likely out talking to military and civilian audiences—and Col Art Athens, Director of the Center, wouldn’t have it any other way. “It’s an important part of our mission,” he explained. “It’s an opportunity to share what we’ve been learning through our research and experiences.”

Col Athens’ speaking engagements vary from discussing leadership and integrity with senior enlisted leaders at the Academy to teambuilding for Navy basketball. Most of his speaking on the yard involves talking to first-class midshipmen at the Capstone seminars about the 3 C’s of leadership: competence, courage, and compassion. He devotes this time because of the chance “to influence every 1/C midshipmen as they consider how they will lead their Sailors and Marines.” Off the yard, he’s busy as well, making

presentations to the Senior Enlisted Academy at Newport, the Expeditionary Warfare School for Marine Corps captains, and various USNA alumni functions. Recently, he spoke to the Washington, D.C. chapter of the Young Presidents’ Organization (YPO), a global leadership network of CEOs, about leadership and humility.

Dr. Elizabeth Holmes travels around the country to talk about ethical leadership development, an ethical decision-making model, and using innovative simulation technology. Her recent speaking engagements included the Society of Research Administrators, the Army’s annual distributed learning conference, and the Patriot League Academic Conference.

Dr. George Lucas speaks at many conferences about different research topics, including confronting the moral challenges of war, internationalism and military interoperability, and military ethics and irregular warfare.

The senior fellows represent the Center as well. CDR Kevin J. Haney, USN (Ret.), speaks to groups about how USNA develops leaders of character, while CAPT Rick Rubel, USN (Ret.), travels to teach ethics at various institutions, including the Officer Candidate School, Chaplain School, Justice School, and Coast Guard Academy. Dr. Joseph Thomas focuses on leadership and does public sector outreach to police, fire, and veterans groups. “I’ve spoken to organizations as varied as the Chicago police and fire departments to Pennsylvania high school football teams and their coaches,” he commented.

Col Athens emphasized the importance of speaking to many different audiences because it helps to extend the reach of the Center. “I’m not naïve enough to think that one talk changes the world. But each speech plants a seed in the area of ethical leadership.”

## Post-Abu Ghraib Detainee Operations General Addresses Midshipmen



Maj Gen Douglas M. Stone

Maj Gen Douglas M. Stone, USMCR, arrived in Iraq in 2007 as deputy commander to Gen

Petraeus in charge of interrogation and detention operations. Characterized by Thomas Ricks in *The Gamble* as the man who “rewrote the book on effective detention operations and forever changed the strategic view of how to

handle detainees,” Maj Gen Stone (USNA Class of 1973) shared his thoughts on ethical decision making with midshipmen in the 2009 Moral Courage Lecture held on October 14 in Alumni Hall.

This lecture, part of an ongoing series sponsored by the Stockdale Center, was open to the entire USNA community. These lectures help to enrich the Academy’s intellectual life in the field of ethics and leadership and support the core ethics course. The Class of 1964 made a generous gift to support this lecture.

Maj Gen Stone characterized today’s wars in Iraq and Afghanistan as ideological struggles against radical, militant, political Islam. He recounted coming into Iraq in the wake of Abu Ghraib, where failures in custody served as potent recruiting tools for the enemy. When he arrived, 18,000 men were detained, with plans to go as high as 40,000. Stone believed that detention operations offered an ideal environment for the enemy and a sanctuary for recruitment and enemy training.

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## Center Staff and Fellows Engage Internationally

The Stockdale Center's vision is to transform ethical leadership development worldwide, and so its staff and fellows engage in many countries.

Two staff members have represented the Center in Africa. LT Anne Gibbon, USN, attended the Human Development Summit in Nairobi, Kenya. As the USN representative, she spoke about the Navy's goal of forging strong relations with the NGO community.

Dr. Elizabeth Holmes traveled to the University of Botswana as a speaker at the International Ethics Conference.



Dr. Holmes and Archbishop Desmond Tutu

The theme was: Retrieving the Human Face of Science: Understanding Ethics and Integrity in Healthcare, Medicine, and Research. Dr. Holmes spoke on character, leadership, and the healthcare professions.

Senior Fellow Dr. Joseph Thomas travels to Israel each year to participate in the Annual Behavioral Sciences in the Armed Forces International Conference sponsored by the Israel Defense Force (IDF). Possibilities are currently being explored to build a more formal relationship with the IDF in cooperative publication and faculty exchange.

Further north, LCDR (sel) Doug Martin, USN, was one of three presenters at a conference in Stockholm hosted by the Swedish Radiation Safety Authority in November. LCDR (sel) Martin presented on the relationships between ethics and leadership, ethical leadership and safety, and command climate and safety.

Drs. Ed Barrett and George Lucas have also represented the Center in Europe. Dr. Barrett attended a conference on irregular warfare at the French military academy, Saint-Cyr Coëtquidan to address ethical, operational, and strategic implications of counterinsurgency warfare. Dr. Lucas is active in the "Military Ethics Education Network" (MEEN), a U.K.-based organization of NATO-country officers and academics and attended its conference at the U.K. Defence Academy (Shrivenham) in December.

Dr. Lucas is also working on initiatives closer to home. As program chair for the annual meeting of the International Society of Military Ethics (ISME), Dr. Lucas has worked to increase international participation. This year's program for the first time included presentations from representatives of the Swiss Military Academy, the French Ministry of Defense, the Israeli Defense Force, the Royal Air Force Academy (U.K.), the Royal Military College in Kingston, Ontario, and Netherlands and Australia. Lucas and Barrett are also working with counterparts to create a European NATO-based chapter of ISME.

The Stockdale Residential Fellows' program is welcoming international fellows as well. This year, Dr. Stephen Coleman, Professor of Military Ethics at the Australian Defence Force Academy (Canberra), participated. In the coming year, the Center anticipates hosting residential fellows from the French Military Academy (Saint-Cyr) and the Israeli Defense Force Academy.

## Post-Abu Ghraib Detainee Operations General Addresses Midshipmen

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Maj Gen Stone decided to defeat the enemy from within by changing the environment, separating the extremists from others and empowering the moderates. He soon realized his ideas had the potential to end his career. He encountered great resistance—from JAGs, warfighters, the media, aid organizations, engineers, and senior military. Riots and killings increased as al-Qaeda reacted, but Stone persevered. His programs included voluntary adult education classes, schools for youths, and voluntary religious discussions. The recidivism rate, historically 10-15 percent, dropped to 0.03 percent after these programs began.

He credited these aspects of his character for his ability to make difficult decisions: his belief in this country, an independent mind, and ease with his own conscience. Maj Gen Stone closed with the thought that "values count for little without the willingness to put them into practice."

### Did You Know?

- At the Center-sponsored VADM William P. Lawrence Ethics Essay Awards dinner in September, Midshipman Second-Class Rachel Nelson won for her essay, "Azizabad Violations of Force." Featured speaker VADM Mark E. Ferguson, Chief of Naval Personnel, described the effects of financial and social contracts on ethical reasoning.
- In October, the Stockdale Center and the Center for Middle East and Islamic Studies sponsored the 2009 ALLIES (Alliance Linking Leaders in Education and the Services) conference on civil-military interoperability. The Center for Applied Strategic Learning at National Defense University built a simulation exercise that required students to assume roles of various government agencies to jointly face multiple crisis scenarios, including cyber attacks, disaster relief, nuclear weapons trafficking, and terrorist attacks on friendly countries. The 60 student participants came from all the service academies (including Coast Guard and VMI) and several civilian universities.
- In November, a Center-sponsored team of five midshipmen and two alternates attended the 2009/10 Southeast Regional Ethics Bowl and placed second in a field of twenty during the preliminary round. Although they narrowly lost in the semi-final round, their performance earned them a spot at the National Finals in Cincinnati in March 2010.

## The Director's Cut



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

An influential mentor of mine recently passed away at the age of 91. I first met Dr. Hudson Armerding when I was a Naval Academy midshipman and he was the President of

Wheaton College, a prestigious liberal arts college in Illinois. On a spring evening over 30 years ago, Dr. Armerding spoke about ethical leadership in Mitscher Auditorium. He was not an Academy graduate, but quickly connected with his audience as he related stories of his experience as a Naval Officer during World War II. I was struck that night by Dr. Armerding's quiet confidence and his emphasis on selfless and sacrificial leadership. In the ensuing years, Dr. Armerding would become both a personal friend and valued counselor.

Dr. Armerding's death caused me to pause and reflect on his legacy and the most important lesson he taught me. That lesson—communicated

by his word and example—was the need for leaders to lead with humility. Dr. Armerding emphasized that a leader's focus should never be on his or her own promotion, profit, or comfort. He also believed that personal humility was an individual's best defense against an ethical lapse.

At the Stockdale Center for Ethical Leadership, we undertake cutting-edge research, develop innovative products, and educate audiences ranging from midshipmen to high-ranking government officials. But as I think about Dr. Armerding and his legacy, I realize that perhaps the most important contribution the Center staff can make is to model lives of humility and integrity. This commitment to live selflessly and sacrificially is one that would bring an approving nod from my friend and mentor, Dr. Armerding.

## Did You Know?

- An executive summary written by Center staff for the U.S. Naval Academy's 9th Annual McCain Conference on Ethics and Military Leadership was cited recently in a Congressional Research Service report about the use of private security contractors in Iraq and Afghanistan.
- The Center's Class of 1984 Distinguished Chair in Ethics Dr. George Lucas recently published his two-year study of military anthropology and the U.S. Army's "Human Terrain System," entitled: *Anthropologists in Arms: the Ethics of Military Anthropology* ([AltaMira Press, 2009](#)).

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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."