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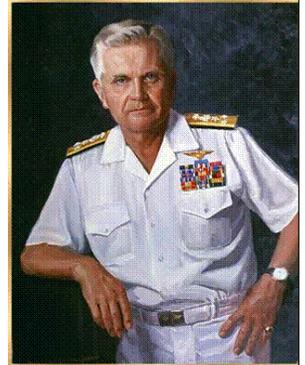
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Mark your calendar for these upcoming events:

6 September - Ethics Essay Award Dinner

25 September - Volgenau Honor, Courage, and Commitment Luncheon

Taking Stock



McCain Conference Examines Ethical Challenges in Intrastate Conflict

by Dr. Shaun Baker



Dr. Maria Stephan

The Stockdale Center hosted the 18th annual McCain Conference on 19-20 April. Given the current and future prevalence of intrastate conflict, the unique two-day conference focused on ethical and strategic aspects of revolutions, secession, coups, intervention, refugees, post-conflict reconciliation and nonviolent resistance.

World-renowned speakers drew on Western just war theory, philosophical and religious traditions, and recent empirical studies to answer several questions. When and where is it appropriate to support popular rebellions and even coups that are ostensibly democratic in character? When may secessionary movements resort to violence? When is it appropriate for the United States to intervene in such conflicts? What is morally required in the treatment of refugees? What are the roles of apology and forgiveness after conflicts? And when does nonviolence work?

Focusing on American history, Dr. Kit Wellman, professor

of philosophy at Washington University St. Louis, explored Lincoln's ethical and constitutional arguments against secession, finding most of them wanting. Wellman argued that in terms of proportionality, the cost of bloodshed outweighed the aim of eliminating slavery—assuming there were other ways to incentivize the South to abandon slavery. In a vigorous Q&A, some challenged the proportionality claim and the assumption that incentives could have persuaded the South to give up slavery.

Dr. Alan Buchanan of Duke University criticized the standard philosophical approach to using just war principles as too abstract and relying on simplistic analogies. These analogies, he argued, overlook the complexities of institutional—economic, legal, and political—contexts of armed conflicts.

Dr. Valerie Morkevicius of Colgate University addressed the issue of state support for foreign revolutions by explaining the balance needed between justice and order, and realism and idealism. She argued that the United States needs to adopt realistic and pragmatic ethics concerning rebellions and interventions, putting a greater emphasis on restoring stable political order rather than attaining the ideal of just societies.

Dr. Maria Stephan, of the U.S. Institute of Peace, wrapped up the two-day conference with a discussion of her fascinating and surprising research on the relative efficacy of nonviolent revolutions. Her empirical study of 330 violent and non-violent campaigns indicated that non-violent revolutions succeeded 53 percent of the time as compared to 25 percent for violent campaigns.

Other speakers and topics included Dr. Stephen Krasner, former Director of Policy Planning Staff at the State Department, on the limited success of state-building; Professor Ozan Varol, Lewis and Clark Law School, on the efficacy of military coups in standing up democracies; and Dr. Daniel Philpott, Notre Dame, on the ethics of reconciliation in post-war Iraq.

The Secretary of the Navy, Chief of Naval Operations, and the Commandant of the Marine Corps receive an executive summary of the conference. Video of the conference will soon be available on the Center's [website](#) and [Facebook page](#).

Ms. Cindy McCain, in honor of her husband Senator John McCain, USNA Class of 1958, generously funds the McCain Conference. The USNA classes of 1965 and 1986 also support the conference.

Volgenau Speaker Extols Mentor Rear Admiral Wayne Meyer

by MIDN Travis M. Dill



Sean Stackley speaks at luncheon.

On 19 September, the Honorable Sean Stackley, a Naval Academy graduate, 27-year Navy veteran, and former Assistant Secretary of the Navy for Research, Development, and Acquisition and Acting Secretary of the Navy, [spoke](#) for the Volgenau Honor, Courage, and Commitment Luncheon.

Mr. Stackley focused his remarks on the lasting impact of his Academy experience and the example set by his most influential mentor, Rear

Admiral Wayne Meyer, USN (Ret.). “*Non sibi, sed Patriae*” (not for self, but country) was the theme as Mr. Stackley recounted the story of Wayne Meyer, father of the Aegis missile defense system and gifted project leader. Admirals from Roughead to Mullen would seek his advice and counsel, as did many others who applied his teachings of group unity and persistence effectively. Stackley referenced a senior Department of Defense civilian, Paul Mann, who exemplified the “all in” mentality of Meyer. Mann oversaw the Mine Resistant Armor Protected (MRAP) vehicle project, and through his diligence, determination, and persistence, rapidly acquired and deployed the vehicle to Iraq and Afghanistan, saving countless lives.

Mr. Stackley discussed Meyer’s project leadership philosophy, “Profound Simplicity”: define the problem to be solved, sustain the daily grind through the technical sub-problems, and realize that inaction is deadly to a successful, on-budget project. Meyer impressed this understanding on

his subordinates and mentees, stressing that America’s position of technical and military leadership could be taken away only if we fall asleep at the wheel. Mr. Stackley then proposed that the next Wayne Meyer, or even Hyman Rickover, might be a midshipman today, and that the engineering expertise, selfless leadership, and persistence taught in Rickover, Bancroft, and Macdonough Hall (through Plebe Boxing) would give her/him the tools to assume the mantle of naval leadership and mentorship.

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. This luncheon is generously funded by Dr. Ernst Volgenau, USNA Class of 1955, and his wife Sarah.

Stockdale Memorabilia Comes to the Stockdale Center

Over the past year, the Stockdale Center hallways have been decorated with memorabilia from the personal collection of the late VADM and Mrs. James B. Stockdale. The many framed photos, books, and artwork that now grace the Center were provided by the Stockdale family in an effort orchestrated by the Center’s Senior Staff Associate/Events Planner, Marge Bem.

In the fall of 2016, the Stockdale family contacted the Center as they were clearing the Stockdales’ former home in Coronado, California. They asked if a Center representative could come and assist in going through the collection accumulated over VADM Stockdale’s illustrious naval career, as well as his later years. Ms. Bem, who has worked in the Center for more than 16 years and has known the family for some time, accepted the task and traveled to Coronado.

When she arrived, Ms. Bem received a tour of the Stockdales’ home, and sat in VADM Stockdale’s former office with two of his sons, Sid and Taylor. Ms. Bem remembers thinking how honored she was to see all the “treasures” from the Stockdale family’s collection and

to hear fascinating stories from Sid and Taylor. The family identified which items were most appropriate for display at the Stockdale Center, and Ms. Bem ensured the memorabilia was carefully packed and shipped east. Ms. Bem then coordinated with the Naval Academy museum to properly document and effectively display the articles in the Stockdale Center area.

Ms. Bem’s work, however, was not done. This past December, the family once again reached out and asked if the Center would be interested in acquiring a bronze bust of VADM Stockdale. This bust had once been prominently displayed in the Stockdale’s living room and subsequently moved to the Coronado Public Library.

Ms. Bem returned to Coronado and worked with the Stockdale family to bring the bust back to Annapolis. The bust’s sculptor, Felix de Weldon, also fashioned the iconic statue of the Marines raising the American flag on Iwo Jima, which sits near one of the entrance gates to Arlington National Cemetery. Now when visitors and



Bust of VADM Stockdale

guests come up the steps to the Stockdale Center, their first introduction to the Center is this magnificent bust of the Center’s namesake.

The Stockdale family’s generosity and Ms. Bem’s diligent efforts have advanced the Center’s objective to honor the Stockdale legacy and remind midshipmen and all those associated with the Academy of Admiral Stockdale’s example of courageous and selfless leadership.

Did You Know?

The Stockdale Center has had many distinguished visitors recently, including: Undersecretary of the Navy Modly, the Naval Inspector General, Vice Admiral Shelanski, leaders from the FBI Counterterrorism Branch, former POWs CDR Ev Alvarez and Captain Red McDaniel, and VADM Stockdale’s eldest son, Dr. Jim Stockdale.

Center Engages in Outreach in Africa



Dr. Thomas in Madagascar

off as a year of outreach to military education institutions in Africa. In January, Dr. Thomas traveled to the Malagasy Military Academy at Antsirabe, Madagascar to discuss teaching methods, assessment techniques, and ethical leadership curriculum with their faculty and staff. Part of the

For Dr. Joe Thomas, the Robert and Mary M. Looker Deputy Director of the Stockdale Center, 2018 has started

U.S. State Department-funded African Military Enhancement Program, the visits are intended to ensure the best techniques for professional development in the military and national police are observed.

In March, Dr. Thomas travelled to Tunis, Tunisia along with two faculty colleagues from the Italian Air Force to help build curriculum in strategic leadership for the Tunisian War College. The 35-hour curriculum includes modules on resilience and communication along with historical case studies involving a national hero, Carthaginian General Hannibal Barca. A discussion of how to develop staff rides as experiential leader development resulted in a plan for improving the program for the 2018-2019 academic year. This

effort is funded by NATO's Partnership for Peace Program's Defense Education Enhancement Program (DEEP), through which Dr. Thomas has taught for more than 10 years. His past support was focused mainly in Eastern Europe and the former Soviet Republics of Central Asia.

Dr. Thomas will return to Africa this summer with six midshipmen as part of the Naval Academy's Language, Regional Expertise, and Culture (LREC) immersion. Participants will visit coastal cities in Morocco and trek in the Atlas Mountains and Western Sahara to gain a better understanding of the Berber and Taureg peoples of the region.

SWOs Selected for U.S.S. Stockdale

by LCDR Tim Shanley



MIDN Lacey Kelley, Dr. Jim Stockdale, Col. Art Athens, and MIDN Connor Gillette

The Stockdale Center proudly recognized two midshipmen who will graduate in May, become Surface Warfare Officers, and serve aboard the USS STOCKDALE (DDG 106). MIDN 1/C Lacey Kelley and MIDN 1/C Connor Gillette joined Dr. Jim Stockdale (who was visiting the Center at the time of the event), Colonel Arthur Athens (Director, Stockdale Center), and LCDR Tim Shanley (Associate Director, Stockdale Center) 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 compilation of VADM Stockdale's essays and speeches, these first-class 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.

Meet the Fleet Event



The group visited Naval Station Norfolk.

What better way to show faculty, staff, and coaches what midshipmen do during summer training and what they will embark on upon commissioning than by exposing them to the Fleet Commands themselves? The week of USNA Spring Break allowed 11 faculty, staff, and coaches to visit key Navy and Marine Corps entities between Quantico and Hampton Roads, Virginia as a part of the Stockdale Center's Influence the Influencer initiative. Escorted by Rear Admiral Alan "Blues" Baker, Director of Influencer Development for the Stockdale

Center, the "team" was able to see where their students or players may serve after they graduate.

On 12 March, the group visited the "Crossroads of the Marine Corps" at Quantico, Virginia. From seeing the famous flag photographed atop Mt. Suribachi at the National Museum of the Marine Corps, to visiting with the Commanding Officer of Officers Candidate School, to seeing a demonstration and receiving a tour of the Leadership Reaction Course, the group was trained on what it means to be "the first to fight."

From 13-14 March, the group visited Navy equities at Naval Station Norfolk, Naval Air Station Oceana, and Joint Expeditionary Base Little Creek-Fort Story. On 13 March, the group received briefings and tours at the Submarine Learning Facility (Norfolk, VA), toured and ate lunch aboard USS ABRAHAM LINCOLN (CVN 72), toured and received a briefing aboard USS MITSCHER (DDG 57), and toured USS BOISE (SSN 764).

On the morning of 14 March, the group visited the "Gladiators" of Strike Fighter Squadron One Zero Six (VFA-106) followed by time familiarizing themselves in F/A-18 Simulators. In the afternoon, the group visited Assault Craft Unit Two (ACU-2) and received a Little Creek Harbor tour aboard a utility boat, followed by a briefing and static display tour of a Landing Craft Air Cushion (LCAC) at Assault Craft Unit Four (ACU-4).

USNA faculty, coaches, and staff are grateful for Timothy and Susanne Sullivan's visionary leadership in establishing the Director of Influencer Development position at the Stockdale Center for Ethical Leadership. The "Influence the Influencer" initiative specifically aims to strengthen the leadership competence and confidence of those who influence and inspire the Brigade of Midshipmen and help prepare them for faithful, courageous, and honorable service in the Navy and Marine Corps.

The Director's Cut



Colonel Arthur J. Athens, USMCR (Ret.)

One of the major departments of our Federal Government (not the Department of Defense) asked me to speak to their senior executives about “Organizational Values.” About two weeks before my presentation, I thought it would be wise to become more familiar with this

department and study their website. While browsing the department’s online presence, I could not find a list of values for the department.

I called the individual who had invited me to speak and told him I couldn’t find the department’s values on the website. He quickly responded, “You didn’t find any because we don’t have any. That’s why we want you to address the subject.” After a pregnant pause, he continued, “But we are serious about values and have been conducting surveys and focus groups throughout the department to solicit thoughts from our workforce.” I asked if he could share some of the observations they had gained from the surveys and focus groups that might help direct my

presentation. There was silence again on the line and then he sheepishly said, “Actually, what we’ve been hearing is our people want their bosses to know their names, greet them during the day, and say thank you on occasion.” Wow . . . I had my work cut out for me!

I did make my presentation and hope I assisted the department with thinking more deeply about their values. But the comments from this department’s workforce made me reflect on the relationship between ethics, values, and civility. I came to the conclusion that too often we think of ethics from the perspective of complex, perplexing, and often daunting issues facing us as we live out our lives. Instead, perhaps we should first focus on the basics . . . treating others with courtesy.

In the book, *If Aristotle Ran General Motors*, Tom Morris, a former philosophy professor at Notre Dame and founder of the Morris Institute for Human Values, introduces his readers to Hampden-Sydney College

in Virginia. Dr. Morris visited Hampden-Sydney and was struck by how each student looked him in the eye, said hello clearly, and in a friendly manner, inquired about his well-being. His escort for the visit remarked, “At Hampden-Sydney, we believe etiquette is where ethics meets everyday life.” In fact, I learned every freshman at Hampden-Sydney receives the booklet, *To Manner Born; To Manners Bred: A Hip-Pocket Guide to Etiquette*, in which the student reads the following maxim: “Civility and integrity are the bases upon which relationships—professional and personal—are built.”

Ethics really does start with common courtesies . . . calling people by their name, greeting them sincerely, saying thank you and you’re welcome, and demonstrating respect for all who cross our paths. As Epictetus writes in *The Discourses*, “We ought to exercise ourselves in small things, and beginning with these to proceed to the greater.” A good thought to start every day!

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.

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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.”