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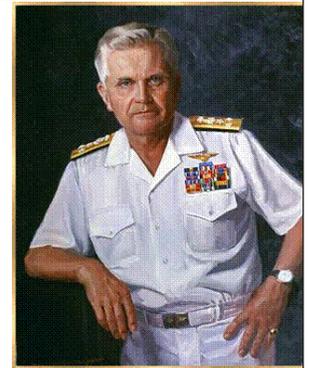
Col. Art Athens reflects on the values of forgiveness and restoration.

Mark your calendar for these upcoming events:

19 September - Honor, Courage, and Commitment Luncheon with guest speaker Mr. Billy Hurley - Professional PBA golfer and graduate of USNA

21 September - Ethics Essay Award dinner with guest speaker CAPT Wendy Lawrence, USN (Ret.) former astronaut, graduate of USNA Class of 1981, and daughter of VADM William P. Lawrence, USN (Ret.)

Taking Stock



McCain Conference Examines Future Conflict Scenarios

by MIDN Cameron Wegener



General Selva, one of the keynotes.

On 20-21 April, military futurists and ethicists from around the world gathered at the Stockdale Center's 17th annual McCain Conference. The two days were filled with lively dialogue on the conference's theme, "The Ethics of Future Conflict Scenarios." Attendees were asked to envision what future conflicts might look like and reflect on how changes in war would create unprecedented ethical challenges.

Keynote speakers and panelists identified trends in global threats to identify the nature of future war. They looked at confounding and disruptive factors that will shape the battlespace in operationally and ethically demanding ways. For example, environmental, demographic, and technological changes could result in autonomous weapons systems and biologically-enhanced soldiers operating in

resource-deprived mega cities. By identifying these situations in advance, scholars considered how our current understanding of the just war tradition would govern future actions.

The conference had a full schedule that began with a keynote from General Paul Selva, USAF, 10th Vice Chairman of the Joint Chiefs of Staff, which provided context from the Pentagon-level about the threats the United States expects to confront in the coming decades. For a different perspective, Admiral James Stavridis offered comments on leadership in the 21st century and the importance of reading and studying throughout one's career. Day one's subsequent speakers provided context and commentary on future war from political, strategic, operational, and ethical perspectives.

Day two of the conference focused on how ambiguity will define future conflict scenarios. Hybrid wars, constant sub-lethal harms, non-state actors, proxy wars, space weaponization, and new technologies will pose security threats that strain existing ethical, legal, and policy frameworks.

Dr. Peter Singer, author of the novel *Ghost Fleet*, described how the forces of geopolitical and moral uncertainty contributed to his depiction of the hypothetical World War III in his book. Mr. Mitt Regan and participants in this year's research seminar under the direction of Dr. Ed Barrett—Dr. David Lefkowitz, Dr. Adam Betz, and Dr. Andrew Bell—offered ethical assessments on territorial claims, environmental wars, targeted killing, and autonomous strike systems.

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

What People Are Saying

"I cannot express enough how much I enjoyed the conference and how it has changed my thoughts on some of the topics."

LCDR Ruth G. Avelis, Marine Corps Warfighting Laboratory

Noted Author Dr. Ken Blanchard Speaks at Luncheon



Blanchard addresses attendees.

Dr. Ken Blanchard was the [featured speaker](#) on 2 March for the Stockdale Center's seminar series, the Honor, Courage, and Commitment Luncheon.

Blanchard's impact as an author is far reaching. His iconic 1982 classic, *The One Minute Manager*®, coauthored with Spencer Johnson, has sold more than 13 million copies and remains on bestseller

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Blanchard Speaks at Luncheon continued

lists today. In the past three decades, he has authored or coauthored 60 books, translated into more than 42 languages. In 2005, Blanchard was inducted into Amazon's Hall of Fame as one of the top 25 bestselling authors of all time.

Blanchard addressed the audience about servant leadership. He reflected on the example of his father, a WWII veteran and USNA graduate who'd left a lucrative career in Wall Street to join the Navy. His father attained the rank of rear admiral and received the Silver Star. Drawing on his father's experiences and his own, he noted that

leadership is the ability and effort to influence others while also serving them. So many leaders, Blanchard pointed out, think that leadership is all about them. On the contrary, leadership is love in action. Leadership," he asserted, "is asking: how can I help you win? What can I do for you?" The key traits of effective leaders, Blanchard told the audience, are humility and vulnerability.

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.

What People Are Saying

"Just went to the session at Luce. Best hour of my day! Mr Blanchard was terrific!"

Jon Starrett
Senior Associate Athletic Director -
Corporate Sales
USNA Athletic Association

The Honor, Courage, and Commitment Luncheon is generously funded by Dr. and Mrs. Ernst Volgenau and the USNA Class of 1975.

Did You Know?

The Stockdale Center supported midshipmen participation in the West Point Negotiation Project in April. The project teaches future military officers how to negotiate by giving them a framework for analysis and practical skills through case studies and exercises.

The Center also made it possible for the USNA chapter of the National Society for Black Engineers (NSBE) to attend the 43rd NSBE Annual Convention in Kansas City, MO from 29 March through 2 April. Midshipmen attended seminars on topics like future technology, leadership development, and economic preparedness. They also networked with other NSBE chapters and military and business leaders.

Stockdale Center Hosts 2017 DOD Professionalism Summit

Col. Art Athens



Attendees discuss a topic at the Summit.

The VADM Stockdale Center hosted this year's DOD Professionalism Summit at USNA on 12 to 14 February. The goal of the DOD Professionalism Summit is to improve the focus on military ethics, character, and leadership, and the theme this year was "Cultivating a Climate of Continuous Growth."

The Center coordinated with the sea service centers for ethics, leadership, and professionalism to organize and conduct this Summit, working closely with the Naval Leadership and Ethics Center in Newport, Rhode Island; the Lejeune Leadership Institute in Quantico, Virginia; and the Coast Guard Leadership Development Center

in New London, Connecticut. The Stockdale Center assisted with the design of the Summit's agenda, provided logistical and administrative support throughout the Summit, and supplied the Summit's discussion group facilitators.

The genesis of the Summit was in March 2014, when Secretary of Defense Chuck Hagel appointed Rear Admiral Peg Klein, USN, (USNA Class of 1981) as the first Senior Advisor to the Secretary of Defense for Military Professionalism. The Secretary gave her the charter to coordinate with the Joint Staff, Combatant Commands, and the military services to improve the focus on military ethics, character, and leadership and restore an uncompromising culture of accountability.

In 2016, as part of her focus on sharing best practices among the services, Admiral Klein organized a Professionalism Summit, held at the U.S. Air Force Academy. The 2016 Summit gathered representatives from Admiral Klein's office, the Joint Staff, and the five military service centers for ethics, leadership, and professionalism.

As follow-on to this 2016 event, Admiral Klein asked the Stockdale Center to host the 2017 Summit at the Naval Academy. This

year's attendees included Admiral Klein and her staff, representatives from the sea service centers who planned the conference, operational commanders from each of the services, and representatives from the Army's Center for the Army Profession and Ethic and the Air Force's Profession of Arms Center of Excellence.

The Summit began with dinner at the Superintendent's house, where Admiral Carter delivered remarks that set the Summit in context. The following two days consisted of panel and group discussions that centered on four themes: (1) building a framework for leader development, (2) equipping commanders with tools for leader development, (3) overcoming barriers to leader development, and (4) assessing leader development. The Summit produced some important insights into leader development, identified areas ripe for additional study, and strengthened the relationships among the services and their centers for ethics, leadership, and professionalism.

Stockdale Center Fellows Provide Thought Leadership in Military Ethics

The Fellows program at the Stockdale Center is a unique and multidisciplinary effort that brings together academics and military professionals to study a specific topic in the field of military ethics and leadership. The fellows actively participated in a weekly seminar discussing the ethics of future warfare, spent time with their own areas of research, and made presentations at prestigious academic conferences. Three fellows were chosen this academic year: Dr. David Lefkowitz, Dr. Andrew Bell, and Dr. Adam Betz.



Dr. Lefkowitz

Dr. David Lefkowitz is currently revising several book chapters that examine the moral defensibility of existing international law and proposals for its reform. These include a chapter on the law of war and one on secession and territorial rights. Later this month, he will be co-directing an interdisciplinary workshop on global justice and international law at the University of Michigan Law School. Dr. Lefkowitz is Associate Professor

of Philosophy at the University of Richmond.



Dr. Bell

For this research, Dr. Bell conducts surveys with U.S. Army soldiers, analyzes war crimes prosecution data from Iraq and Afghanistan, and examines case studies of the U.S. Army and the Ugandan military. Dr. Bell earned a Ph.D. in political science from Duke University (specializing in security and conflict studies), a J.D.-M.A. from the University of Virginia School of Law (specializing in international law), and an M.T.S. from Duke Divinity School (specializing in Christian ethics and just war theory).

Dr. Andrew Bell's research examines the causes of militaries' conduct toward civilians, arguing that militaries with organizational cultures founded in norms of restraint can shift combatant preferences toward respect for civilians.



Dr. Betz

Dr. Adam Betz is working on a paper concerning soldiers' duties to protect civilians, which justifies the intuitive view that a professional soldier's foremost protective duties are owed to the members of her or his civilian population and not to one's fellow combatants. He is also revising papers on the limitations of international institutions' assessments of the justice of wars and on the challenges of justifying wars to protect future generations. Dr. Betz completed a Ph.D. in philosophy at the University of Illinois at Chicago in 2016.

The Fellows program is funded by USNA Classes of 1958, 1962, and 1978 and also made possible by the generosity of Frank J. Behm (USNA '78) and Andrea K. Behm, as well as Mrs. Susan Rorer-Whitby.

Did You Know?

The Stockdale Center funded participation for 17 midshipmen in an outdoor leadership experience in the Shenandoah National Park in March. The event, led by OMNA International, LLC, combined wilderness survival skills with a Civil War battle study focusing on Stonewall Jackson's Shenandoah Valley Campaign.

The Center also sent a team of three midshipmen in March to San Remo, Italy to the International Institute of Humanitarian Law, where they competed in the San Remo Law of Armed Conflict (LOAC) Competition for Service Academies.

Ethics Team Wins Competition

by Dr. Shaun Baker



The USNA Ethics Team

On 8 April, the Naval Academy Ethics Team met with teams from West Point, the Air Force Academy, the Coast Guard Academy, and Virginia Military Institute, for the fourth annual Military Ethics Case Competition.

It was a collegial and invigorating day of competition. The teams each gave 20-minute presentations concerning the Farsi Island

incident, January of 2016, in which two U.S. Navy Riverine Command Boat crews were taken captive by Iranian Revolutionary Guard vessels. Some crew members behaved contrary to the Code of Conduct during their brief captivity.

The teams crafted curricular proposals, using the incident as case study material, for use at their home schools. These proposals would be used to help prepare junior officers for any such future encounters. A panel of five judges—two from the USNA Class of 1964, one from Boeing, one from First Command Financial Services, and one from the University of Maryland—considered the presentations, and engaged each team in intensive Q&A.

The Naval Academy team, MIDN 4th class Jonathan Corbin, MIDN 3rd class Adam Biethman, MIDN 3rd Class Raymond Gerrety, and MIDN 2nd Class Marieme Gueye, took first place for the second time in the four-year

history of the competition. The team from West Point took second place, and Air Force landed in third.

This event concludes a very successful year for the USNA Ethics Team. They began the year taking first place in the Eller College of Management Business Ethics Case Competition, held in Tucson at the University of Arizona, followed up in March with a second-place finish in their first-ever visit to the Stetson University Templeton Business Ethics Case Competition in Deland, Florida before hosting the Military Ethics Case Competition. The team is generously funded by the USNA Class of 1964 and is coached by Dr. Shaun Baker of the Stockdale Center.

Video of the competition is available on the [Stockdale Center's YouTube page](#).

The Director's Cut



Colonel Arthur J.
Athens, USMCR (Ret.)

Dr. Jim Stockdale, Admiral Stockdale's eldest son, recently visited the Stockdale Center to discuss a video project we are working on to highlight Admiral Stockdale's leadership in the Hoa Lo prison camp. At one point in our conversation, Jim

mentioned his dad's commitment to the concepts of forgiveness and restoration.

Admiral Stockdale once asserted, "It is neither American nor Christian to nag a repentant sinner to his grave," and this statement set the tone for the POWs. In the Hoa Lo, individuals would often return to their cell dejected after a torture session. They would then use the "tap code," developed to ensure continuous communication among the prisoners, to express their failure in breaking under torture and providing information to their captors. They would tap to their neighbor, "You don't want to talk to me; I am a traitor." But the person on the other side of the wall would respond by offering words of encouragement

and forgiveness, and end with the simple statement of either "God bless you" or "I love you."

This exchange made me consider whether this concept of restoration is just for POW situations or should be applied more frequently in Bancroft Hall at the Naval Academy, in military units, and in other organizations. I began to ask, so how well do we restore people after failures?

This question took me back to 1977 when I was a midshipman and Admiral Mike Mullen, then a Lieutenant and the Executive Assistant to the Commandant, told me a riveting story. At the young age of 26, Admiral Mullen was given command of a 310-foot gasoline tanker, the USS Noxubee. While transiting a channel, the Noxubee collided with a channel buoy. As Admiral Mullen related the story to me, it was the first time he had really failed in his life. Fortunately, there were some people who believed in Admiral Mullen, and over time, restored him and enabled him to continue on with his Navy career

to eventually become the 17th Chairman of the Joint Chiefs of Staff. A similar incident occurred in my own professional journey when, as a 24-year-old Marine Corps 1st Lieutenant Company Commander, I did a poor job of accounting for my equipment, and a patient Battalion Commander forgave and restored me. Like Admiral Mullen, I had to confront failure and learn some valuable lessons, but without the forgiveness, I would have had a dark cloud following me overhead, affecting my future performance.

Leaders, Admiral Stockdale would write, need to make difficult judgments about people "based solely on their ideas of right and wrong, their knowledge of the people who will be affected, and their strength of conviction. There won't be a textbook school solution to go by." There will be times when forgiveness or restoration is impossible because of the deleterious actions of one of our people, but more often than not, forgiveness and restoration will be appropriate, and that act of compassion might very well inspire a future Chairman of the Joint Chiefs of Staff!

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."