

## Inside this issue:

Experts meet to discuss the ethical ramifications of emerging military technologies.

Capstone Seminars allow midshipmen to grapple with complex leadership, ethical, and moral issues.

Speaker T.X. Hammes poses ethical dilemmas to audience.

Volgenau Seminar debuts with veteran news reporter as featured speaker.

The Center's Operating Fund supports important initiatives.

Col Art Athens writes about living and leading in adversity.

## Mark your calendar for these Fall 2010 events:

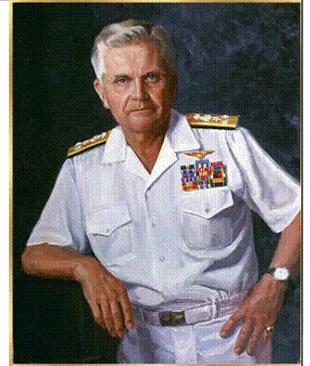
**October 28**

**Moral Courage Lecture**—CAPT Dick Couch, USN (Ret.) USNA Class of 1967. Former Navy SEAL and author and motivational speaker

**November 8**

**Volgenau Honor, Courage, Commitment Seminar** — James Donald, former CEO of Starbucks

# Taking Stock



## McCain Conference Tackles Ethics of Emerging Military Technologies

The Stockdale Center's annual McCain Conference on Ethics and Military Leadership marked its tenth anniversary on April 22–23, 2010 by assembling a world-class team of experts to discuss the promises and potential pitfalls of cutting-edge military technologies. This year's theme—which coincided with the resident fellowship program's year of research—was "New Warriors and New Weapons: The Ethical Ramifications of Emerging Military Technologies."

Established through a gift from Mrs. Cindy McCain in honor of Senator John McCain (USNA Class of 1958), the invitation-only conference is attended primarily by military and civilian faculty in ethics, leadership, and character development from all of the nation's

service academies, staff colleges, and war colleges. With the help of expert speakers and panelists, these educators explored the complex topic of ethics and emerging military technologies. They then returned to their institutions with fresh ideas for their curricula.

Also represented at the conference were leaders from the Office of the Secretary of Defense, the Defense Advanced Research Projects Agency (DARPA), all U.S. service headquarters, civilian universities, think tanks, industry, and ethics faculty from Canadian and French military academies.

The conference focused on four emerging and consequential military technologies: unmanned systems, including autonomous

weapons capable of independently identifying and striking targets; soldier enhancements that promise, for example, pharmacologically-induced improvements in strength and cognition; non-lethal weapons such as the Area Denial System; and "non-kinetic" cyber attack capabilities able to create a host of direct and indirect effects.

While the first panel, consisting of engineers and program managers, described current and future applications of these four technologies, subsequent panelists and speakers examined possible ethical and legal ramifications, with an emphasis on possible problems and solutions. Concluding each day were lively breakout discussions where attendees formulated policy and educational recommendations.

## Capstone Seminars Develop Future Leaders

The Officership Capstone Seminars support USNA's mission by giving midshipmen first-class a chance to discuss complex leadership, ethical, and moral issues—to prepare them as leaders when they are commissioned in the Navy and Marine Corps.

CAPT James Campbell, the Class of 1972 Distinguished Military Professor for Character Education and a Senior Fellow at the Stockdale Center, developed the program. CAPT Campbell explained that Capstone is well-named: "It's the crowning piece that holds

everything together. They use all their experience and all they've learned in leadership courses and out in the Fleet to solve ethical problems."

The seminar program is primarily funded by the Elliott family in honor of their son, Ensign John Robert Elliott, who had just graduated from USNA in 2000 when he was killed by a drunk driver. Additional support is provided from the USNA Class of 1970. The first seminar took place on September 11, 2001.

The seminar has evolved with the years and changing technology. Each session taps into a different mode of learning. The midshipmen begin by exploring the tension between truth and loyalty in *Last Call*, an interactive simulation developed by the Stockdale Center. They play the role of Brian, a young officer who has to make tough decisions in real time when faced with the actions of a friend and fellow officer. Depending on what the midshipmen decide, the story goes off in different directions. New this year are "clickers," devices that record the decisions each

*Continued on page 2*

## Capstone Seminars Develop Future Leaders

*Continued from page 1*

midshipman makes as Brian. The Capstone Seminars have provided the opportunity for the Stockdale Center to conduct short- and long-term assessments on the effectiveness of *Last Call* in teaching ethical decision making. The studies have all been positive, reported Dr. Elizabeth Holmes, the Center's Director for Assessment. "Midshipmen find this innovative technology to be both engaging and memorable."

In another session, midshipmen read short cases about service members with problems. Senior enlisted facilitators overview the available resources to

solve problems. In the character workshop, midshipmen assess themselves as leaders and identify areas for future work.

An inspirational guest speaker also addresses the midshipmen. Colonel Athens, the Center Director, often serves as the Capstone guest speaker. He talks about the 3 C's of leadership: competence, courage, and compassion. As he mentioned in the last issue of *Taking Stock*, Colonel Athens enjoys the opportunity, "to influence 1/C midshipmen as they consider how they will lead their Sailors and Marines."

The last session focuses on experiential learning. It features either a panel of junior officers or a case study. On the panel, junior officers from

each community share the expectations for a junior officer in the first year. The case study explores the decisions made by a Marine pilot following a tragic event in Aviano, Italy in 1998 in which 21 international vacationers were killed after the plane he was navigating hit a ski gondola wire.

CAPT Campbell focuses on getting midshipmen to recognize the impact of their decisions. "As they gain more experience, what they do will have larger and larger ripple effects, for good or for ill. When they understand that, it's the most rewarding part of my job."

## Speaker Poses Ethical Dilemmas to Midshipmen



Col Hammes

Colonel Thomas X. Hammes, USMC (Ret.) addressed midshipmen for the Stutt lecture on March 24, 2010 about ethical challenges in times of persistent conflict.

The Stutt lecture is endowed in honor of Mr. William C. Stutt (USNA Class of 1949) and his wife Carolyn and coordinated by the Stockdale Center. Every spring, distinguished speakers address midshipmen third-class who are enrolled in the Academy's core ethics course, NE203.

During his 30 years in the Marine Corps, Colonel Hammes served at all levels in the Operating Forces. He participated in stabilization operations in Somalia and trained counter-insurgents in various places. Currently a Senior Research Fellow at the Institute for National Strategic Studies at National Defense University, Hammes is also the author of *The Sling and the Stone: On War in the Twenty-first Century*.

Colonel Hammes began by telling midshipmen: "I am convinced that ethics is a core subject for an officer. As a professional officer, it will be at the heart of everything you do." He then focused on the ethical tension between loyalty and doing the right thing, using a series of examples. Rather than giving hard-and-fast

answers, Colonel Hammes posed a series of questions about the dilemmas that young officers may face. These ranged from the metrics of a counterinsurgency operation, to relationships with locals and the loyalty owed to an Afghan National Army soldier fighting beside you, to explaining the ethical lapses of senior officers to the troops one leads. In many of these morally ambiguous situations, Hammes explained that the midshipmen would find themselves "looking for the least bad answer."

He closed with the thought that one's actions are everything. As Ralph Waldo Emerson said, "What you do speaks so loudly that I cannot hear what you say."

## Hail and Farewell

The Stockdale Center welcomes LCDR Michael Rak as the new Associate Director. LCDR Rak is a surface warfare officer with 13 years of experience. He served as an aide to the Commander, Naval Surface Force, Atlantic before coming to the Stockdale Center.

LCDR Douglas Martin (USNA Class of 2000), the former Associate Director, is joining ReefPoint LLC, a management consulting firm in Annapolis that specializes in decision analytics and risk management. The firm was started by his USNA classmates Chris Landon and

Jeremy Toton. LCDR Martin will also be in the reserves with VP 62 P-3 squadron out of NAS Jacksonville.

What struck LCDR Martin most about his time here were the people: "Working for Colonel Athens and Lieutenant Colonels Hall, Benson, and Healey gave me the chance to learn from great leaders. Our staff is passionate about the Center's mission, and they take care of each other." He will also remember all the midshipmen from the classroom and the rugby pitch and added, "I can say with great confidence that they taught me much more than I taught them—our country is in great hands."



Col Athens congratulates Douglas Martin on his promotion to LCDR.

## First Volgenau Luncheon Features Veteran Reporter

The Stockdale Center's new seminar series, the Volgenau Honor, Courage, Commitment Luncheon Seminar, started on April 27, 2010. This series of seminars is made possible by the generosity of Dr. Ernst (USNA Class of 1955) and Sara Volgenau.

As part of the Center's mission to empower leaders to make courageous ethical decisions, this program was developed so the audience could hear accomplished leaders from diverse professional backgrounds talk about the core values of honor, courage, and commitment. The goal is to instruct, inspire, and challenge future leaders. The audience is limited to a small group to encourage interaction and meaningful dialogue. Midshipmen, staff, faculty, and athletic coaches and directors were invited to encourage interaction among these key elements at the Academy.

The inaugural speaker was Ms. Kimberly Dozier, formerly a CBS News correspondent and now the intelligence correspondent for the Associated Press. At CBS, Dozier covered the White House and the Pentagon with a focus on

national security issues. From 2003 to 2006, she worked primarily in Iraq.

In May 2006, she was severely injured in a car bomb that hit her team while covering a 4<sup>th</sup> ID patrol in Baghdad. That bombing killed the U.S. Army Captain her team was filming—James Alex Funkhouser—along with his Iraqi translator “Sam” and Dozier's colleagues CBS cameraman Paul Douglas and soundman James Brolan. She recounted this experience and her efforts to recover fully at the Volgenau seminar. These events are also detailed in her 2008 memoir *Breathing the Fire, Fighting to Report and Survive the War in Iraq*.

When the 500-lb car bomb exploded, Captain Funkhouser, his translator, and Dozier's sound man were killed, and her cameraman died later. The rest were badly hurt. Dozier's injuries included a severed femoral artery, shrapnel in the brain, and first-to-third degree burns and shrapnel from hips to ankles.

Dozier woke up in a hospital in Germany and later traveled to Bethesda Naval Hospital. She described coping with pain, grief, and countless surgeries, along with her experiences with doctors and the reactions from family and friends. Dozier worked hard to overcome

her post-traumatic stress, crediting a psychologist and endless hours of talking with keeping her symptoms from developing into a disorder.



Ms. Dozier talking with members of the audience

Dozier also explained how she had benefited from the many advances in military medicine made since the beginning of the war. She concluded by describing her struggle to return to her profession, which was complicated by the tendency of her employers and the public to treat her as still injured. Ms. Dozier received a standing ovation and then took questions from the audience.

## Center's Operating Fund Critical to Mission Accomplishment

The Stockdale Center accomplishes its mission of “empowering leaders to make courageous ethical decisions” through gifts designated for specific programs and those given with the intent of providing general support for the Center's operations. These general support gifts enable the Center to pursue new educational technologies and concepts, consult with leaders of national institutions of influence, communicate the Stockdale Center message to various audiences, and administer the day-to-day operations of the Center.

This Operating Fund is supported by individual donors, Naval Academy classes, and corporations such as Boeing, Lockheed Martin, Northrop-Grumman, and SAIC. Currently, the Class of 1981 is undertaking a major fund-raising effort for their 30th Anniversary Class Gift that will contribute to this Fund. Additionally, the Naval Academy Foundation Board established the Larson Tribute Fund to

recognize the services of Admiral Charles Larson, the Foundation's former Chairman of the Board of Directors and twice the Naval Academy's Superintendent. The Center will use the Tribute Fund, based on the Board's intent, to strengthen the Operating Fund.

Some recent examples of Operating Fund expenditures are as follows:

- Travel for coordination and consultation meetings with Department of Defense officials and other federal and civilian agency leaders.
- Disseminating Stockdale printed and on-line materials.
- Providing professional development opportunities for staff and faculty from the Stockdale Center and the Academy's Department of Leadership, Ethics and Law.
- Sponsoring the certification program that enables select Naval Academy military faculty to become Low Ropes Course instructors and facilitate midshipman team challenge activities related to this program.
- Hosting the first Alliance Linking Leaders in Education and the Services (ALLIES) Conference at the Naval Academy. ALLIES

is an undergraduate-led initiative that creates a bridge for shared understanding between future military and civilian leaders.

- Exploring new concepts associated with website design.

Colonel Art Athens, the Center's Director, calls the Operating Fund “the lifeblood of the center; a catalyst for the other activities that we do.” The Center's donors who support the Operating Fund keep the Center agile and on the cutting edge of ethical leadership development.

### What People Are Saying

2009-2010 Stockdale Center Fellow Patrick Lin, Ph.D., from California Polytechnic State University, praised the fellowship program, noting it was “hands down, the best academic/professional experience of my life, and one I will not forget.”

## The Director's Cut



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

Recent interactions with both military and civilian leaders have reminded me how challenging life can be when an individual faces personal adversity, yet still must

provide leadership for others. Over the past few months, I have sat with leaders facing debilitating illnesses, dealing with broken family relationships, and confronting the heartache of losing a loved one. Their pain is real and so is the responsibility to continue leading.

Admiral Stockdale offers some perspective on living and leading in adversity. In a 1979 speech he presented at West Point, Admiral Stockdale addressed the leader's obligation to serve as a philosopher.

The final duty is that you must be able to act as philosophers in your careers in order to explain and understand the lack of moral economy in the universe. Many people have a great deal of difficulty with the fact that virtue is not always rewarded

nor is evil always punished . . . The test of character is not "hanging in there" when you expect a light at the end of the tunnel, but performance of duty and persistence of example when you know that no light is coming.

For all of us who have walked through these personal storms and helped others do the same, we recognize the wisdom of Admiral Stockdale's comments. We have learned to resist the temptation in the midst of hardships to ask "Why me?" and instead confront our difficulties head on with faith, courage, and perseverance.

We have also learned that we mature as leaders during these times of adversity—gaining renewed perspective and growing in compassion. So perhaps we can begin to understand and appreciate adversity's role in shaping us as leaders and embrace the words of an ancient Jewish Proverb: "I ask not for a lighter burden, but for broader shoulders."

## Did You Know?

- Dr. Elizabeth Holmes was appointed to the Board of Governors for the journal *Navy Medicine*. Dr. Shaun Baker is the associate editor at the same journal.
- Dr. Edward Barrett was called to testify in March 2010 before the House Government Oversight and Reform Committee, Subcommittee on National Security and Foreign Affairs, in a hearing on unmanned systems and the future of war.
- The USNA Ethics Team reached the National Finals last spring against top-tier finalists from across the country. The three-round competition was tightly contested—the team won a round, tied a round, and lost a round. This team has made the Finals every year but one since the competition went to a regional format.

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 the Foundation at 410-295-4100.

VADM STOCKDALE CENTER  
FOR ETHICAL LEADERSHIP

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

Phone: 410-293-6085  
Fax: 410-293-6081  
[www.usna.edu/ethics](http://www.usna.edu/ethics)

## 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."