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Experts meet to debate the ethics of military cyber operations.

Midshipmen retrace part of Stonewall Jackson's 1862 Valley Campaign.

New discussion guides are developed for *Ethics at the Movies*.

At historic Gettysburg, varsity team captains discuss leadership challenges.

Medal of Honor recipient Dakota Meyer speaks at Volgenau Luncheon.

Colonel Athens reflects on "speaking truth to power."

**Mark your calendar for these events:**

March 27, 2013  
Stutt Lecture

April 16, 2013  
Volgenau Honor, Courage,  
Commitment Luncheon

April 25-26, 2013  
McCain Conference

# Taking Stock



## McCain Conference Examines Ethics of Cyber Operations



Richard Clarke spoke at the conference.

Computer networks have evolved from mere tools of communication into a vital, vulnerable domain of military operations. The Naval Academy's 12th annual McCain Conference on Ethics and Military Leadership in April 2012 brought together world-class experts in cyber ethics, law, and policy to debate ethics and normative constraints in military cyber operations.

Sponsored by the Academy's VADM Stockdale Center for Ethical Leadership and established through a gift from Mrs. Cindy McCain in honor of Senator John McCain (USNA Class of 1958), the invitation-only conference was 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. Featured speakers included Richard Clarke, former Special Advisor to the President for Cyber Security and *New York Times* bestselling author; VADM Michael S. Rogers, Commander, US Fleet Cyber Command; and MG Charlie Dunlap, USAF (Ret.), Executive

Director of the Center on Law, Ethics and National Security at Duke Law School.

The discussion, while evaluating cyber operations against the criteria of the venerable "just war tradition," also asked penetrating questions about the adaptability of related international legal frameworks to such operations. Panels on the first day explored so-called "threshold problems," including whether states should respond with force to successive low-level cyber attacks, dormant "logic bombs," and/or cyber espionage capable of rapidly evolving into large-scale attacks.

The first day's panels also discussed moral aspects of the "attribution problem," which could result in decisions to go to war based on circumstantial evidence and a lack of certainty about the identity of an attacker and delved into whether cyber attacks would be discriminate and proportionate. On the second day, operators and senior intelligence and defense leaders weighed in on all of these issues.

After the conference, the Center generated policy and professional military education (PME) recommendations, which were sent to senior Naval Service leaders and will soon be published.

For a clear understanding of these ethical issues, the Center recommended that military

educators focus on the technical foundations of cyber capabilities, the cyber threat level, national cyber bureaucracies and strategies, and applicable international laws.

In support of implementing these PME recommendations, Center staff and fellows have contributed to a special edition of the *Journal of Military Ethics* dedicated to the conference's themes and are coordinating with the Naval Academy's ethics instructors to incorporate instructional materials into the core ethics course taught to every third-class midshipman.

### Did You Know?

- Patrick Lin's [article](#) in *The Atlantic* proposes a new approach for cyber security and cites the McCain Conference and the Stockdale Center.
- B.J. Strawser, of the Naval Postgraduate School and one of last year's Stockdale Center Fellows, was quoted in a *New York Times* [article](#) about the moral case for using drones. He was also profiled in an [article](#) in *The Guardian*.
- Senior Fellow Coach Richie Meade was selected as the [inaugural Furman University Head Men's Lacrosse Coach](#).

## Midshipmen Follow in Stonewall's Footsteps



Dr. Thomas and midshipmen

During spring break, 14 midshipmen hiked for 5 days and 70 miles in the mountains with Joe Thomas, PhD, USNA Class of 1961 Chair and Distinguished Professor of Leadership Education and Stockdale Center Senior Fellow. The midshipmen were retracing some of the path taken by Confederate Gen. Thomas J. "Stonewall" Jackson's in his Shenandoah Valley Campaign. The aim was to put the midshipmen "in the shoes" of the soldiers who fought the battles. The Stockdale Center funded this unique leadership opportunity.

In the spring of 1862, Jackson's soldiers marched 646 miles in 48 days over rough terrain, pitching into battle after battle. Their endurance and perseverance was legendary. They won a series of battles against larger Union forces and eventually joined the other

Confederate forces that swept the Union Army away from Richmond.

Getting midshipmen to understand the human element is crucial, according to Dr. Thomas, because so much of it is still applicable today. "Leaders act on sketchy information, troops step up to perform feats some believe to be impossible, and decisive engagements are driven by countless seemingly inconsequential factors," said Thomas. "In the span of a week or so, we can replicate many of these physical and intellectual factors, reflect on them, and draw lessons applicable to future leadership challenges."

The midshipmen prepared for the experience by reading Robert G. Tanner's book *Stonewall in the Valley*, so that everyone understood the events of 1862. They began by hiking 17 miles the first day, from Front Royal to north of Sperryville, Virginia. The second day, they traveled 22 miles to a camp west of Old Rag. The third day took them 16 miles to Swift Run Gap. On the fourth day, they climbed Old Rag, while the last day, they hiked a final six miles to McCormick Gap. The hiking was difficult, even for those physically fit. Injuries and fatigue gave everyone a taste of what the Confederate troops had

endured. Historical discussions on the actual terrain illuminated classroom lessons about leading in the face of hardship.

"I know of no better way to teach leadership," said Dr. Thomas, "than to engage all of the senses, produce physical exhaustion, and demand intellectual focus on a myriad of factors. When we combine all of these, we don't simply provide information—we change perspectives."

The midshipmen agreed. Midshipman Samuel Peterson called the trip "one of the best learning opportunities I have encountered during my time here at the Academy." Midshipman Joseph Levi recalled that the experience "provided a tangible connection to our warrior heritage as future officers and a sense of what can be accomplished with little rest, sparse supplies, but overwhelming ingenuity and resolve." A *Washington Post* reporter detailed the midshipmen's journey in an [article](#).

Dr. Thomas hopes to undertake these types of experiential learning expeditions annually, if he can secure the resources. Ideas for the future include the naval battles of the Revolution, War of 1812, and the Civil War.

## Ensign and 2nd Lieutenant Develop Discussion Guides

For the second year, newly graduated ensigns and second lieutenants assigned to the Stockdale Center selected the films to be used in the popular Ethics at the Movies program and developed the facilitator guides. This year, 2nd Lieutenant Michael Freedman and Ensign Jeremy Kubach worked on the project.

The focus is on films that delve into ethical and leadership issues. Recommendations for movies come from the ensigns and 2nd lieutenants, as well as from participants in Dr. Shaun Baker's Philosophy in Film class. Once the films were chosen, Freedman and Kubach watched all of them. Using the previous year's volume as a guide, they developed synopses and the questions to be used for discussion.

These guides identify for the facilitators the major ethical and leadership themes, to help them engage participants in lively, fruitful discussions. The aim is to think through and discuss the situations portrayed in the films, working through an ethical decision-making process, based on a four-step model used by the Center.

The experience gained by working on this project enhances the ability of these ensigns and lieutenants to lead discussions about ethics once they enter the Navy and Marine Corps, both with those they command and peers. As Dr. Shaun Baker commented, "Small group discussions centered on films or other narratives that touch on important topics, such as loyalty, duty, and ethics, are a great way to prepare for eventualities, create cohesion within units, and foster trust between members. Stories are powerful vehicles for thought." Lt. Freedman added that they were exposed to many different, unique dilemmas and the thoughts of all the parties involved, "not just one side or the 'correct' side."

The movies and guides can be checked out from the Stockdale Center and used for Bancroft Hall training sessions or similar venues. The [guide](#) can also be downloaded at the Stockdale Center website.

Besides their frequent use at the Academy, the Fleet has also benefited from these movies and guides. During his year-long deployment in

Afghanistan, Chaplain Stephen M. Coates often recommended using the Stockdale Center's Ethics at the Movies guide to officers to promote "a thoughtful discussion with your unit, your office, your friends about moral awareness, moral judgment, moral intention, and moral action."

### Did You Know?

- *The Engineer*, an interactive simulation developed by the Stockdale Center, received a Communicator Award from the International Academy of the Visual Arts (IAVA) and a Horizon Interactive Award that recognizes outstanding achievement among interactive media producers from all over the world.
- The Stockdale Center funded a critical thinking workshop for core faculty by the Critical Thinking Foundation, to enhance the faculty's ability to introduce and promote critical thinking among midshipmen daily in the classroom.

## USNA Varsity Team Captains Explore Leadership at Gettysburg

In July, 33 team varsity captains met for two days in Gettysburg to explore common ground, tools, and options to tackle the leadership challenges they will all face. A core creative team at USNA, headed by CDR Wesley Huey, the Chair of the Department of Leadership Development and Research, developed the program to provide leadership training for athletic leaders.

The site was chosen because the historic battlefield offers a “leadership laboratory” where many leaders had to make tough decisions, according to Lt. Gen. John Sattler, one of the featured speakers and the Naval Academy’s Distinguished Chair of Leadership. Coach Richie Meade, also on the core creative team for the project and a Stockdale Senior Fellow, added that Gettysburg illustrates how “ill-advised loyalty and not adhering to standards can produce disastrous results.”

CDR Huey noted that the creative team deliberately used the word “encounter” to describe what the midshipmen would experience. “You don’t know what’s coming next,” he said. “It connotes the unexpected.”

During the two days, the team captains focused on Standards, Loyalty, and Action. Through discussion, they found their own answers to questions like: How do you train to uncompromising standards? How do you make sure those standards reflect the institution’s? How do you hold people accountable? How do you instill loyalty to teammates, along with loyalty to the institution and profession? And finally, what actions do you take to maintain those standards and to bring teams closer to the Brigade? Coach Meade explained that these team captains would all encounter adversity—the idea was to anticipate and plan for it.

The team captains walked Pickett’s Charge, an assault which failed, and also looked at the defense of Little Round Top as a historical leadership example. Modern leadership examples and issues unique to team captains at the Academy were also explored.

The experience resonated with team captains and staff alike, going beyond classroom concepts. CDR Huey commented, “It was wonderful to talk to team captains about the real leadership

challenges they face every day—not in the abstract.”

The team captains will build on the network created at Gettysburg with monthly sessions where they can discuss best practices and share common ground. Plans for next year are already underway, with a return to Gettysburg for the 150<sup>th</sup> anniversary of the battle.

### Core Creative Team

Coach Richie Meade  
Dr. Jessica Mohler  
Dr. Christine Copper  
Maj. Kyle Phillips, USMC  
LCDR Kelly Welsh, USN  
Capt. Ken Tarr, USMC  
Lt. Gen. John Sattler, USMC (Ret.)  
Dr. Joe Thomas  
CDR Wesley Huey, USN

Logistics and support provided by Capt. Leonie Campbell, USMC, and 2LT Lucas Connelly, USMC

## Medal of Honor Recipient Addresses Volgenau Luncheon



Dakota Meyer with midshipmen

Sgt. Dakota Meyer, the third living recipient of the Medal of Honor since the Vietnam War, was the featured speaker on April 17, 2012, in the Stockdale Center’s seminar series, the Volgenau Honor, Courage, Commitment Luncheon. These seminars are made possible by the generosity of Dr. Ernst (USNA Class of 1955) and Sara Volgenau.

Sgt. Dakota Meyer is a school-trained sniper and highly skilled Marine infantryman who deployed twice for combat duty to Iraq and Afghanistan. In 2011, he received the Medal of Honor—the highest military decoration awarded by the United States government—in

recognition of his acts of extraordinary valor on September 8, 2009. In a six-hour firefight, without regard for his own personal safety, Sgt. Meyer repeatedly braved enemy fire in eastern Afghanistan to find and save fellow members of his embedded training team. Wounded by shrapnel, Sgt. Meyer entered the kill zone four times to evacuate 13 Marines and soldiers and 23 Afghan soldiers. On his fifth trip, Sgt. Meyer recovered the bodies of three missing Marines and a Navy corpsman killed in the battle.

Now serving in the Individual Ready Reserve of the U.S. Marine Corps Reserve, Sgt. Meyer continues to tell the stories of the Marines with whom he served. Sgt. Meyer described his experiences and noted that “every day we are presented with opportunities, and what we decide to do with those opportunities defines us in the end.”

In his address, Sgt. Meyers imparted three lessons that he learned:

- Have faith and discipline.
- Surround yourself with people you can count on.
- Realize your full human potential. Are

you holding yourself accountable?  
Are you the very best you can be for your organization?

He also gave this advice about being an ethical leader: “Don’t ever become too smart or too high in rank to listen to your lowest guy.”

The Volgenau Honor, Courage, Commitment Luncheon Seminar series was developed as part of the Stockdale Center’s mission to empower leaders to make courageous ethical decisions. The audience hears 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 are invited to encourage interaction among these key elements at the Academy.

## The Director's Cut



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

Recently, Lieutenant General John Sattler, USMC (Ret.), the Naval Academy's Distinguished Chair of Leadership, spoke at the Moral Courage lecture—an event sponsored by the Stockdale Center for all 3/C Midshipmen. General Sattler addressed the subject of “dissent” and the importance of having the courage to “speak the truth to power,” as former Secretary of Defense Gates was fond of saying. At the conclusion of his presentation, a midshipman waited for General Sattler to discuss an issue he was facing in his company.

After listening to the midshipman, General Sattler provided sage advice to guide this young man on the road to becoming a courageous follower. General Sattler commended the midshipman for his commitment to make the company better, encouraged the midshipman to take the time to clarify his recommended course of action, and reminded the midshipman to use his chain-of-command. As General Sattler shared this conversation with me, I reflected on the times in

my career that I should have said something to a leader about a policy or behavior and didn't—and the times I did speak up and made a valuable contribution to my organization. I'm not proud of the times I chose the former and did not exercise my “courage muscle.”

As followers and leaders, we need regular reminders about the importance of dissent. We require this reminder because we tend to overlook our leader's damaging policies or destructive personal behaviors due to our misplaced “can-do” attitude, our proclivity to defer to authority, and our inclination to preserve our status with the boss.

General Sattler made clear in his presentation that we don't need cynics and whiners—we instead need those who are thoughtful, determined, and engaged followers. That a midshipman 3/C would strive to become one of those followers should be an encouragement and challenge to us all!

### What People Are Saying

“The future of warfare is presently shaped in powerful ways by newly emerging military technology and an ever-changing and dangerous world. The Stockdale Center is not only at the forefront of those engaging the important ethical issues facing our military leaders brought on by these unprecedented challenges, but, in many ways, the Stockdale Center is leading the way and shaping the agenda. The Center's work is highly valued and sought after by the broader military ethics community. I was incredibly fortunate to be a part of the Stockdale Center for the 2011-12 academic year. The experience was invaluable for me as a professional educator of military ethics. To be a part of such a team of thinkers was a tremendous honor.”

—B.J. Strawser, Former Stockdale Center Fellow

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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.”