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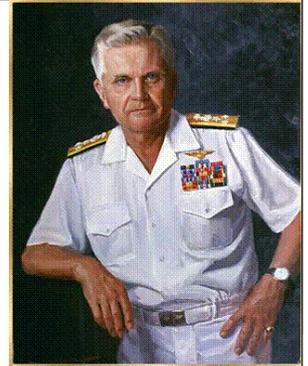
**25 February 2014
Volgenau Luncheon**

**19 March 2014
Stutt Lecture**

**12 April 2014
1st Annual Military Ethics Bowl at USNA**

**24-25 April 2014
McCain Conference**

Taking Stock



General Allen Urges Moral Preparation for Combat



General John R. Allen, USMC (Ret.) talks with midshipmen after his lecture.

General John R. Allen, USMC (Ret.), shared reflections on leadership in combat with 3/C midshipmen in the [2013 Moral Courage Lecture](#). The USNA Class of 1964 sponsored the event, which was held on 30 September in Alumni Hall Auditorium.

In his 38 years in the Marine Corps, General Allen commanded at every level in the Marine Corps through Marine Expeditionary Brigade. He led all military forces in Afghanistan as the Commander, International Security Assistance Force, from 18 July 2011 to 10 February 2013. He also served as the only Marine Commandant of Midshipmen at USNA.

General Allen began by setting the context of the long war against Islamic extremism. He described today's difficult circumstances of longer deployments, shrinking resources, and extended wars with no peacetime between them.

A Class of 1976 graduate himself, Allen noted that the Academy's key role is to produce leaders.

USNA prepares graduates morally, mentally, and physically to be naval service leaders, and the focus on moral development is the foundation.

Moral preparation, General Allen asserted, drives the "privilege" of receiving a commission because of its exceptional nature. By giving commissions, he told midshipmen, the nation demonstrates confidence that its officers "have the moral authority to give an order that may sacrifice a life or take one." In combat, he continued, their values and very essence will be under constant assault. Every moral failure of a combat unit can be traced to a corresponding failure in moral leadership. Those failures can have far-reaching strategic implications, he explained, citing examples from Afghanistan and Iraq.

General Allen noted that values develop over time. As Aristotle taught, "Character is a habit," General Allen said. "It is not something suddenly developed on a battlefield." He posed the following questions that midshipmen should ask themselves: "Do I deserve the privilege of a commission? Is my character grounded on the commitment to do the right thing? Am I preparing myself every day to do my duty?"

In combat, General Allen said, inspirational leadership helps troops resist the "base impulses of war." He called for midshipmen to instill the people they will lead with their

values and principles. General Allen advised midshipmen: "How you handle a crisis will determine the confidence of your troops thereafter and the cohesion of the unit."

General Allen ended on a personal note as he reflected on his retirement and wondered who would protect his newborn grandson. "You will," he told the audience. He closed by reminding them to make the most of their time at the Academy, to prepare for the demands of their commission.

This lecture, part of an ongoing series sponsored by the Stockdale Center, was open to the entire USNA community. These lectures are held to enrich the Academy's intellectual life in the field of ethics and leadership and support the core ethics course, "Ethics and Moral Reasoning for the Naval Leader."

Did You Know?

The Brigade has Midshipmen Fellows who promote ethical leadership development and behavior by consulting on Center projects and advising the Brigade Commander. They also spearhead projects to promote ethical learning, reach out to local community groups, and lead seminars about ethical implications of current challenges faced by USNA, the military, and the nation.

Volgenau Luncheon Focuses on Integrity in Sports



Travis Tygart talks with an audience member.

Travis Tygart, the Chief Executive Officer of the United States Anti-Doping Agency (USADA), was the featured speaker on 8 October 2013, in the Stockdale Center's seminar series, the [Volgenau Honor, Courage, Commitment Luncheon](#). The generosity of Dr. Ernst Volgenau (USNA Class of 1955) and Sara Volgenau makes these seminars possible.

Tygart, whom *Time Magazine* called one of the 100 most influential people in the world, described the challenges of exposing Lance Armstrong's use of performance-enhancing drugs. He faced tremendous public, political, and legal pressure to abandon the investigation. Instead, he persevered to bring it to a successful conclusion. Tygart drew on

these experiences to offer advice about ethical leadership to the audience.

He noted that having a clear mission statement kept him on track and moving forward during crisis. The mission statement for USADA is "to preserve the integrity of competition, inspire true sport, and protect the rights of clean athletes." His commitment to those principles made the decision to pursue the investigation, in his words, "easy."

One of the cyclists who came forward with information did so because he trusted Tygart and USADA, not the sport itself. Tygart explained that creating a culture of trust is a leader's job. Being prepared and staying on-course in the pressure that followed—ranging from jeopardized funding to personal death threats—is also a leader's responsibility.

Tygart commented that the athletes who cheated shared a common failing: they had not prepared for the moment of decision. He urged the audience to think through how they will handle personal and professional ethical dilemmas and to surround themselves with people who can help them decide to do the right thing.

The Volgenau Honor, Courage, Commitment Luncheon Seminar series is 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 Center limits the audience to a small group to encourage interaction and meaningful dialogue among midshipmen, staff, faculty, and athletic coaches and directors.

What People Are Saying

After hearing featured speaker Travis Tygart from USADA:

"I think this type of talk was excellent because it tied in sports (mids love being active) and morality as well. It was upbeat and kept us engaged."

—Midn 2/C Anthony Prochilo, USN

Inspirational Leaders Create Environment of Safety



Simon Sinek addresses the audience.

Author Simon O. Sinek, known for his online TED Talks and book about inspirational leadership called *Start with Why*, appeared at USNA on 23 October as part of the Center's ongoing efforts to "[Influence the Influencers](#)" through a seminar series.

These seminars engage faculty, staff, and coaches who have the most direct influence on the Brigade of Midshipmen. By investing in the development of these "influencers," the hope is these events will lead to more productive, meaningful interaction with the midshipmen.

Sinek explained that an organization's focus should be on creating a feeling

of safety and belonging in people. When people feel safe, they cooperate and work well together. When they do not, they invest time and energy protecting themselves from each other, weakening the organization and making it vulnerable to outside dangers. A leader's job is to create a "circle of safety."

Sinek noted our age-old desire to cooperate for survival dates back to life in tribes. The human brain then reinforces this behavior by releasing two chemicals: serotonin and oxytocin. Brains release serotonin when the community publicly recognizes certain people as valuable. Serotonin makes people feel good, inspiring them to work harder for the community. The brain releases oxytocin during times of shared hardship, human contact, and acts of kindness. It benefits all parties involved.

The brain releases these two chemicals, Sinek explained, because "it is trying desperately to get us to look out for each other." Leaders are the people that others trust to sacrifice their energy, time, and lives for the good of the group. In turn, followers will volunteer their "blood, sweat, and tears" to see the leader's vision carried out.

Given these ancient cultural impulses and brain chemistry, Sinek contended that would-be leaders have a choice to make. "You can stab your way up," he continued, and "in times of stress, no one will come to your aid." Good leaders invest time and energy to help others, creating an environment of safety and trust.

Sinek summoned the image of a selfless leader leaping onto a grenade to save others. The point, he said, "is not whether you would throw yourself on top of the grenade. The question is whether others believe you would." Sinek concluded by speaking to all leaders: "If I don't believe you would, my guard goes up, and I'll protect myself from you. If I do believe, then I will do whatever it takes to see that your vision and intent is followed, and I'll do so with pride."

The USNA Class of 1987 and Mr. Tim Sullivan enable the Stockdale Center to sponsor "Influence the Influencer" events. These events remain an integral part of the Stockdale Center's mission to invest in the staff, faculty, and coaches who have the most direct impact on the leadership development of the Brigade of Midshipmen.

Midshipmen Win 2013 Ethics Essay Awards



Fall semester winner Midn Mihaljevich

The annual Vice Admiral William P. Lawrence Ethics Essay Awards Dinner honored midshipman authors of outstanding ethics essays. The VADM Stockdale

Center for Ethical Leadership at USNA coordinates the award and dinner, hosted on 9 September by Admiral Miller and sponsored by the USNA Class of 1981. The winning essays were written for the sophomore course “Ethics and Moral Reasoning for the Naval Leader.”

Each midshipman writes a culminating essay on a military ethics topic. The essay must present and support arguments for both sides of a current military ethics issue. Instructors nominate the midshipmen with the best essays in their sections, and Leadership Education and Development Division faculty further evaluate the papers to identify a group of finalists. An

outside panel of readers then chooses the winners from among the finalists.

The fall semester winner was Midshipman Brian Mihaljevich for his essay “Cyberspace and Civilians: How Are the Two Interconnected?” The spring semester winner was Midshipman Andrew Sullivan for his essay “Extending the Arm of War: An Ethical Examination of ‘Targeted Killing.’” Both midshipmen received a copy of Admiral Lawrence’s biography *Tennessee Patriot*, a plaque commemorating the achievement, and a small stipend.

The essay finalists were: Andrew Jones, Joshua Babb, Ashton McCombs, Kyle Waldorf, John McAuliffe, Ian Eversman, and Michael Segalla.

The featured [guest speaker](#) was Vice Admiral William R. Burke, USN (Ret.), former Deputy Chief of Naval Operations for Warfare Systems and USNA Class of 1978. He focused on the daily ethical issues junior officers were likely to

encounter in their personal and professional lives and cited examples from his personal experience.



Spring semester winner Midn Sullivan

He urged midshipmen to delve into the core values of honor, courage, and commitment and read the details of the core values charter for guidance. If junior officers do the right thing in ethically challenging situations in their personal and professional lives, then they will have the opportunity to address the more difficult, complex ethical issues at a policy level, including the topics that many of the midshipmen explored in their winning essays.

NOLS Comes Home to the Chesapeake Bay

Since 2003, midshipmen have participated in courses from the National Outdoor Leadership School (NOLS) in Alaska, Wyoming, the Yukon, and elsewhere. The NOLS courses allow midshipmen to hone the leadership skills they learn in the classroom and on the Yard.

NOLS has been called one of the most “unique and important summer experiential leadership opportunity available” to midshipmen. The midshipmen must pay the travel and tuition costs out-of-pocket. As a result, not

all midshipmen have the financial means to participate in the program.

Admiral Miller asked the Division of Leadership Education and Development (LEAD) to explore an alternative with no out-of-pocket costs, to broaden the opportunity for deserving midshipmen who would benefit from a NOLS course. LEAD faculty members, with assistance from NOLS, developed a kayaking expedition on remote sections of Maryland’s Eastern Shore.

The Stockdale Center funded the Eastern Shore/Chesapeake Bay Kayaking Leadership Expedition Pilot Course through the generosity of the Class of 1976. It debuted last year, and six midshipmen went on a three-week, 120-mile trip that included kayaking, camping, service learning, and leadership development.

This leadership course is available this summer and next year will become a regularly offered course.

The Center Welcomes New Arrivals

The Stockdale Center welcomes CDR Jason J. Brianas as its new Deputy Director. He arrived this September from the USS THEODORE ROOSEVELT (CVN 71). Serving multiple ship tours as a Surface Warfare Officer, he has amphibious, expeditionary, aircraft carrier, forward deployed, and graduate education experience in National Security Affairs.

The Center also welcomes Dr. David Luban, the Class of 1984 Distinguished Chair in Ethics for the Stockdale Center. He is Professor of Law and Philosophy at Georgetown University, and previous positions include Professor of Philosophy at the University of Maryland, co-director of the Center for Transnational Legal Studies in London, and director of Georgetown’s Center on National Security and Law. Among his several books are *Legal Ethics and Human*

Dignity (Cambridge University Press, 2007) and the forthcoming *Torture, Power, and Law* (Cambridge University Press). He holds a PhD in philosophy from Yale University.

This year’s Vice Admiral James B. Stockdale Center Fellows are Dr. Joseph E. Capizzi, Dr. Scott Davis, and Dr. Jesse Kirkpatrick.

Dr. Capizzi is Associate Professor of Moral Theology at the Catholic University of America, where he teaches social and political ethics. He has written, lectured, and published widely on just war theory, and is writing a book on the evolution of just war tradition while a Stockdale Fellow.

Dr. Davis taught at Columbia University, the University of Southern California, and

Princeton University before assuming his current position as Lewis T. Booker Professor of Religion and Ethics at the University of Richmond. His most recent book is *Believing and Acting* (Oxford, 2012), and he is writing a book on virtue and warfare while a Stockdale Fellow.

Dr. Jesse Kirkpatrick taught courses in just war theory and the history of political theory at the University of Maryland. Before joining the Center, he worked as a Social Science Research Analyst at Johns Hopkins University’s Applied Physics Lab, where he focused on the analysis of National Security, Asymmetric Warfare, and COIN. Dr. Kirkpatrick is currently working on a book on post-war moral obligations (jus post bellum).

The Director's Cut



Colonel Arthur J. Athens,
USMCR (Ret.)

On 19 May 1967, Lieutenant Commander Charlie Plumb was on his 75th combat mission over Vietnam when an anti-air missile downed his F4 Phantom. This 1964 Naval Academy graduate would spend the next six years as a prisoner of war in Hanoi.

Years after his return, Captain Plumb was eating in a Kansas City restaurant when a fellow diner approached his table and exclaimed, "You're Captain Plumb!" The former POW acknowledged his identity and the animated man said, "You flew fighters in Vietnam. You were on the aircraft carrier *Kitty Hawk*. You were shot down. You parachuted into enemy hands and spent six years as a POW."

Plumb responded, "How in the world did you know all that?" The man flashed a wide grin and replied, "Because I packed your parachute!" Plumb was speechless and stood up to thank the Sailor who had done his job well to insure the pilot's survival. The former Sailor grabbed Plumb's

hand, pumped it hard, and said, "I guess it worked!"

I remember vividly Captain Plumb telling that story to the Brigade a number of years ago. That evening, I began to think about all the individuals who had "packed my parachute" and provided me with guidance and encouragement through the years. Since then, I have used the Thanksgiving holiday to reach out and thank my "parachute packers."

As the Director of the Stockdale Center, I am also very aware of those who "pack the Center's parachute" . . . the Center Staff, the Resident Fellows, our Senior Fellows, our contractors, the USNA Foundation, and the USNA Classes, individual donors, and corporations who, through their generous partnership, enable us to accomplish our mission "to empower leaders to make courageous ethical decisions." To all those "parachute packers," I say THANK YOU and God bless you!

Did You Know?

- The [Gold Star Children](#) organization screened its documentary at USNA on 14 November. This film takes an intimate look at American children who have lost a parent to war.
- The Center's interactive simulation [The Fumble](#) develops college athletes' ethical decision-making skills. The NCAA's [Champion Magazine](#) highlights this simulation, indicating the wide exposure enjoyed by this product. (After accessing the link, double click on the magazine cover and proceed to page 23.)

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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Take part in the ongoing conversation on our [Facebook page](#)

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 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."