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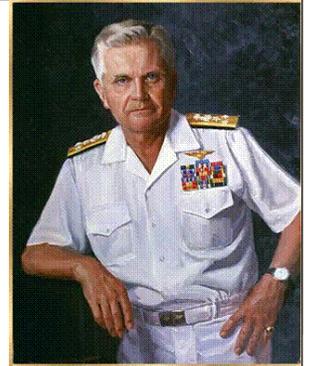
Col Art Athens reflects on an album cover and ethical compromise.

Mark your calendar for these upcoming events:

September 10, 2012
Ethics Essay Awards Dinner

September 17, 2012
Moral Courage Lecture

Taking Stock



Stutt Speaker Tackles Just War Doctrine and Cyber Conflict



Dr. George Lucas

Dr. George Lucas, the Class of 1984 Distinguished Chair in Ethics in the Stockdale Center, addressed midshipmen on March 21, 2012. His speech was entitled, "Just War Doctrine and Cyber Conflict." Dr. Lucas also serves as the Professor of Ethics and Public Policy at the Graduate School of Public Policy at the Naval Postgraduate School in Monterey, California.

This lecture is part of the Center's Ethics Lecture Series, established

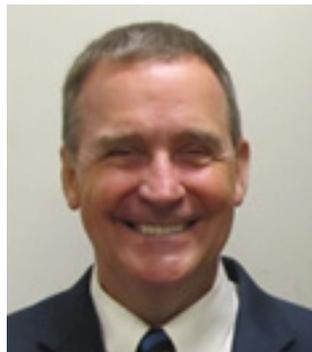
in April 1999. For the past several years, the lectures have been known as the William C. Stutt Ethics Lectures, named in honor of William C. Stutt (USNA Class of 1949) and his wife Carolyn. The Stutt family made a generous gift to support this program. Each spring, a distinguished speaker addresses all 3/C midshipmen and discusses a topic relevant to NE203, Ethics and Moral Reasoning for the Naval Leader, the Academy's core ethics course.

Dr. Lucas is the author of five books, more than fifty journal articles, translations, and book reviews, and has also edited eight book-length collections of articles in philosophy and ethics. He is the co-editor (with Capt. Rick Rubel, USN, retired) of the textbook, *Ethics and the Military Profession: The Moral Foundations of Leadership* and its companion volume, *Case*

Studies in Military Ethics. These texts are used in core courses devoted to ethical leadership here at USNA, the United States Air Force Academy, and at Naval ROTC units at more than 57 colleges and universities across the country.

In his lecture, Dr. Lucas encouraged midshipmen to extrapolate their own recent introduction to conventional just war doctrine and international humanitarian law in the core ethics course to the challenging new moral and legal dilemmas now emerging in the realm of cyber conflict. He examined recent formulations of national cyber security strategy and the development and use of cyber weapons and tactics by the United States, its allies, and adversary nations from the perspective of these historical norms.

Superintendent Appoints Distinguished Chair of Leadership



LtGen John Sattler

In late October, USNA Superintendent VADM Michael Miller selected LtGen John Sattler,

USMC (Ret.), as the fourth Distinguished Chair of Leadership. LtGen Sattler is a 1971 graduate of the Academy. During his 37-year career as a Marine Officer, he commanded units at all levels, from a platoon to a Marine Expeditionary Force. As the Distinguished Chair of Leadership, LtGen Sattler works with the Center to teach and mentor midshipmen, staff, and faculty. He also represents USNA and the Center at conferences and events.

As the Distinguished Chair, LtGen Sattler has spoken at the Capstone Leadership Seminars for 1/C

midshipmen and has given guest lectures on combat ethics and leadership. He also participated as a panelist for the 2012 USNA Leadership Conference and shared his thoughts on visionary leadership.

LtGen Sattler is most excited about working with the midshipmen and talking to them about the challenges they will face as commissioned officers. As a mentor, LtGen Sattler believes that

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Hail and Farewell

The Stockdale Center welcomes LCDR Scott Larson as the new Deputy Director. LCDR Larson is a Surface Warfare Officer with 14 years of experience in the Fleet, including command at sea. Before arriving at the Center, he attended the US Naval War College, where he earned a Master of Arts degree in National Security and Strategic Studies.

The Center also welcomes Maj. Jeffrey V. McCarthy, USMC, as the new Associate Director with 12 years experience as a Marine Corps Aviator. A USNA graduate (Class of 2000), Maj. McCarthy has held numerous positions within the CH-46

community. Prior to the Stockdale Center, he served with HMM-163 as Unmanned Aerial Systems (UAS) Officer-in-Charge (OIC) for the 13th MEU Scan Eagle Detachment that deployed and operated primarily in the 5th Fleet AOR.

LCDR Michael Rak, the Center's former Deputy Director, detached in January 2012 to begin his command preparation pipeline. After schooling and an XO tour, he will fleet up as the Commanding Officer of the USS Milius (DDG 69), homeported in San Diego, California.

LT Anne Gibbon also detached in January 2012 and subsequently reported to the US Naval Special Warfare (SPECWAR) Development Group (DEVGRU) in Virginia Beach,

Virginia, where she will work with Navy SPECWAR Operators.

Finally, the Center says farewell to 2nd Lieutenant Rob Donovan, who graduated from the Naval Academy with honors in May 2011 and began working with the Center in January 2012. While here, he participated in the Fellows' discussions on the Ethics of Cyber Warfare, completed a report on the frequency of use for the Center's website, Facebook page, and YouTube videos, and inventoried and reorganized the Center's Ingersoll Library. He reported to The USMC Basic School (TBS) in Quantico, VA in March 2012.

Superintendent Appoints Distinguished Chair of Leadership (Cont.)

one has to be willing to share what he called "burnt-finger stories," experiences where the mentor made mistakes and can share what was learned through those mistakes.

LtGen Sattler noted that the Academy brings in "the best and brightest, and our task is to take them from great to even better." By coordinating their development as leaders in the classroom, on the athletic fields, and in Bancroft

Hall, his hope is to have the midshipmen leave the Academy "with more tools in their leadership toolbox and a moral compass pointing true north."

The Distinguished Chair of Leadership is supported by generous gifts from the late Dr. John J. McMullen, USNA Class of 1940, CAPT John Strachan, USNR (Ret.), USNA Class of 1944, and his wife Frances, and the Naval Academy Classes of 1956 and 1973.

Did You Know?

- Senior Fellow Coach Rich Meade was named Head Coach of the US Men's Lacrosse National Team.
- Fellow BJ Strawser has been hired into a tenure track position at the Naval Postgraduate School.

Movie Discussion Guides Available on Website

The Center has just gone live with its latest e-book, *Ethics at the Movies*, which is a collection of movie discussion guides for classic and current movies. The e-book is available from the Center's [website](#) and has quickly become one of the site's most downloaded files.



One of the movies featured in the new e-book.

The guide can be downloaded and used in conjunction with the movies themselves, housed in the Ingersoll Library in the VADM James B.

Stockdale Center for Ethical Leadership (Luce Hall, room 201.) The Library also contains copies of the discussion guides. The movies and guides can be checked out from the Stockdale Center and used for Bancroft Hall training sessions or similar venues.

The movies focus on ethical dilemmas, and each facilitator's guide in this e-book is a self-contained brief on a film. The guide summarizes the film and presents the Stockdale Center's ethical decision-making model, a four-step process based upon research on the psychology of ethical decision making.

The model can be used for working through the dilemmas presented in the film. The guide also

contains thoughtful questions for discussion that focus on the ethical dimensions of the film, along with the psychological and emotional factors involved.

The discussion guides are written by newly graduated Ensigns and Second Lieutenants, who work with Center staff each summer to craft teaching tools to be used with these films.

Midshipmen can contact the [Stockdale Center](#) if there is a movie not currently available that they would like to have included in the library.

Center Faculty Engage Internationally

Two members of the Stockdale Center's faculty—Dr. George Lucas and Dr. Edward Barrett—were on the move across the Atlantic Ocean last fall.

Dr. George Lucas, the Distinguished Chair of Ethics, and Dr. Edward Barrett, Director of Strategy and Research, each spent two weeks at École Spéciale Militaire de Saint-Cyr. Founded in 1803, Saint-Cyr is the French equivalent to West Point. Fifteen students from USNA participated in Saint-Cyr's first 13-week English language semester. Dr. Lucas taught a two-week course on Ethics and the Military Profession to newly-commissioned 2nd Lieutenants.

The course focused on historical and recent contemporary moral dilemmas described in case studies from recent irregular and “small wars”

from Afghanistan and Bosnia to the French-led humanitarian and peace-keeping mission in Cote d'Ivoire. Several cases had been prepared by former Stockdale resident fellow, Dr. Stephen Coleman (Australian Defense Academy/Canberra), whose new book on military ethics will be forthcoming from Oxford University Press in June 2012.

Dr. Barrett taught a two-week course on the Stockdale Center's recent research topics, including ethical challenges of emerging military technologies and the use of private military contractors; recent developments in just war theory; the history of Islamic ethical and political thought; and contemporary Western ethical and political thought. He also initiated coordination for future student and faculty exchanges.

Dr. Lucas made another stop at Oxford University in England to speak on “Permissible Preventive Cyber Warfare.” The talk discussed emerging norms that might serve to guide international behavior, arising from the experiences of four recent cyber conflicts: Estonia, Georgia, Syria, and “Stuxnet” in Iran. Approximately 125 students and faculty associated with the Ethics and Law of Armed Conflict (ELOC) program at the School for Politics and International Relations attended.

Lucas also met with ELOC staff and other invited authorities on cyber security to discuss formation of a new research program in this field in the School.

Businessman and Best-Selling Author Addresses Volgenau Luncheon



Mr. Chris Lowney

Chris Lowney—formerly a Jesuit seminarian and Managing Director of J.P. Morgan & Co. in New York, Tokyo, Singapore, and London—was the [featured speaker](#) on October 25, 2011, in the Stockdale Center's seminar series, the Volgenau Honor, Courage, Commitment Luncheon. These seminars are made possible by the generosity of Dr. Ernst Volgenau (USNA Class of 1955) and Sara Volgenau.

Mr. Lowney is also the author of the bestselling book *Heroic Leadership: Best Practices from a 450-Year-Old Company that Changed the World* and *Heroic Living: Discover Your Purpose and Change the World*. His focus for the Volgenau luncheon was how to lead effectively while retaining one's ethics and integrity.

Lowney commented that many people associate leaders only with those who are in charge. Rather, leadership has more to do

with taking whatever status and platform one has and using it to inspire people. Most people are leaders but are not conscious of it. Improvement comes with recognizing and accepting the responsibility to lead.

He proposed that good leaders have four qualities: heroism, self-awareness, ingenuity, and love. Lowney illustrated each of these qualities with an example from VADM Stockdale's life. Heroism means that people leading well are working for goals bigger than any one person's ego. Self-awareness, the second quality, leads to the ability to learn from failure. Ingenuity is needed because the world is always changing, and good leaders adapt to changing circumstances. The last quality, love, Lowney explained, means that good leaders respect human potential and appreciate the dignity of all people.

Lowney concluded that leadership is not about flipping through a book learning a few tricks: “The people who are leading well invariably have something deeper going on inside themselves.”

The Volgenau Honor, Courage, Commitment Luncheon Seminar series was developed as part of the Stockdale's 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.

What People Are Saying

“Working at the Stockdale Center was a fantastic experience and interacting with the office staff and the fellows was both challenging and rewarding; there was never a boring day at work. I am so thankful for the time I spent with the Center, and I believe I am a better leader and will become a better officer because of my experience in the office.”

—2LT Rob Donovan, USMC

“My year (2011-2012) working on the ethics of cyber warfare at the Stockdale Center has easily been one of the richest and most gratifying experiences of my academic career (of 30+ years).”

—Dr. Randall Dipert, VADM James B. Stockdale Center For Ethical Leadership Non-Resident Fellow

The Director's Cut

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

In my office is a framed replica of an album cover. The album cover depicts an ancient king being carried on a throne through the streets of a city, and everyone is bowing down except one lone individual who has already gained the attention of the king's guards. Across the bottom of the picture are the words "NO COMPROMISE." The cover is from a 1978 album by the recording artist Keith Green. Those words remind me that the well-publicized ethical failures of military leaders, CEOs, coaches, and politicians always stem from seemingly minor compromises along the way.

A few years ago, while serving as the Commandant at the U.S. Merchant Marine Academy, I received a call that a friend and mentor had died of a massive heart attack. I desperately wanted to honor this extraordinary man, but I quickly had to secure an affordable airline ticket to travel from New York to South Carolina for the funeral.

The cheapest fare I could find was \$1000, but on my last call to an airline reservation agent, I mentioned my trip's purpose. She paused, tapped on her keyboard, and quoted a bereavement fare of \$250. The agent then asked whether the deceased

was in my immediate family—apparently, a requirement for this fare. Immediately, the rationalizations began in my mind: "He isn't in my immediate family, but he WAS like a father to me. \$750 is a rounding error for this airline. No one will ever know. This really is a pretty trivial issue."

Just as I was ready to compromise, that album cover flashed through my mind. I took a deep breath and responded, "No, I'm not related to him; he's just a good friend." The agent, without skipping a beat, replied, "Well, if you just tell me he's your uncle, the fare is yours. Should I book the reservation?"

I explained to the agent, "Every day when I walk to my office, I pass a bronze plaque reminding the students on my campus not to lie, cheat, or steal, and I'm responsible for upholding that standard. I cannot lie and tell you he is my uncle." The conversation ended abruptly. Fortunately, I discovered some frequent flyer miles I had on another airline and attended the funeral.

I do not relate this story to hold myself up as the paradigm of virtue. I relate the story because our moral compass will be tested in the most unexpected ways and inconvenient times. Each time we resist compromising, we are strengthened. Each time we compromise, we are weakened. These integrity tests forge our character and our character forges our destiny. Keith Green had it right—NO COMPROMISE!

Did You Know?

- A statistical analysis of the Center's social networking activity revealed that our website has a monthly average of 9,332 visitor sessions, while visitors to our YouTube page view 2,110 videos per month, and our Facebook page averages 60 engaged users a month.
- Former Fellow Stephen Coleman appeared on [TED](#), talking about the moral dangers of non-lethal weapons.

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 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."