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Mark your calendar for these Spring 2009 events:**February 17**

VADM William P. Lawrence
Ethics Essay Awards Dinner
– Naval combat surgeon Dr.
Richard Jadick

March 25

Stutt Lecture – Influential
defense expert P.W. Singer

April 23-24

2009 McCain Conference

Did You Know?

The book *Ethical Leadership for the Junior Officer* goes online this spring. See our next issue for details.

Taking Stock



Stockdale Center Celebrates 10th Anniversary

On October 31, 2008, the Stockdale Center celebrated its tenth anniversary with a luncheon at the Wesley Brown Field House as part of the U. S. Naval Academy festivities surrounding the dedication of the new James B. Stockdale statue in front of Luce Hall.

The guests at the tenth anniversary luncheon made up a diverse and accomplished audience, including members of the Stockdale family; Mr. H. Ross Perot; early visionaries of the Center ADM Charles R. Larson, USN (Ret.), Dr. Ernst Volgenau, and Dr. Albert Pierce; and longtime supporters like William and Carolyn Stutt and members of various USNA Classes. Current and past Center staff, resident fellows, colleagues from

the Academy, and some outstanding midshipmen with connections to the Center also attended the luncheon.

The Center's current director, Col Arthur J. Athens, USMCR (Ret.), welcomed the audience and the opportunity to "honor VADM Stockdale and his legacy." CDR Cameron Fish, a chaplain at the Academy, gave the invocation.

Guests watched a video that traced the Center's history from its formal establishment in 1998 by then-Secretary of the Navy John Dalton to the present day. The video also explored the Center's plan for the future.

ADM Larson, Superintendent of the Academy from 1983-1986 and 1994-1998, then spoke about the

early days of the Center. Originally conceived as "a beacon to the nation," the Center was designed to reach out to midshipmen, the naval service, and the nation. "I'm so proud of where we are today," ADM Larson continued. "The Center is alive and well and prospering, with a very bright future ahead."

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Center director Col Arthur Athens with keynote speaker ADM Charles R. Larson.

Center Has Library of Ethical Decision-Making Simulations

Imagine that you're Brian, a junior officer. A fellow officer, severely hung-over from the night before, confesses right before a crucial inspection that he is a recovering alcoholic. In no shape to take part in the inspection, he asks you to lie for him, covering up his condition. Or maybe you're a young seaman named Wysocke, who hosts a party with unexpectedly serious consequences. How would you resolve these ethical dilemmas?

And what consequences will your decisions have?

Junior officers, midshipmen, and other students now have a chance to find out by experiencing the four interactive multimedia simulations created by the Stockdale Center in partnership with WILL Interactive, an award-winning interactive training company. These simulations were made possible by supporters such as Mr. Paul E. Tuttle, Jr.,

USNA Class of 1967, Mr. Steven G. Newberry, USNA Class of 1975, Navy Center for Personal and Professional Development, USNA Class of 1964, and RADM A. Scott Logan, USNA Class of 1960.

Interactive multimedia simulations allow participants to learn by doing. In realistic environments, facing a series of pivotal decisions, participants try

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Stockdale Center Celebrates 10th Anniversary

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Col Athens presented ADM Larson with a ceremonial sextant in grateful recognition for his visionary leadership in setting the Center's original direction.

The next speaker, Midshipman 2/C Kaitlin Hady, winner of the fall semester's VADM William P. Lawrence Ethics Essay Award, talked about the Center's impact on midshipmen. Summarizing its varied programs, she hoped in her remaining time at the Academy "to encourage fellow midshipmen to use the Center's many resources."

Col Athens concluded the luncheon by presenting a ceremonial sextant to Dr. Pierce, the Center's first director. Col Athens noted that Dr. Pierce had shared ADM Larson's vision, "aiming at the same stars."

The guests then attended a dedication ceremony for the new Stockdale statue. The guest speakers were Mr. Perot, Mr. Sidney B. Stockdale (son of VADM Stockdale), and Secretary of the Navy, the Honorable Donald C. Winter.

The festivities also included a reception at Alumni Hall and formal dress parade on Worden Field after the dedication.



New James B. Stockdale statue graces the entrance to Luce Hall, the Stockdale

Center Has Library of Ethical Decision-Making Simulations

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The Weekend, one of the simulations

to resolve relevant ethical dilemmas. Each choice and combination of choices sends the scenario off in a different direction, with attendant risks and consequences.

The programs also have tutorials, which explore a four-step ethical

decision-making process. The model is based on sound theory and validated by research conducted by the Center's Dr. Elizabeth Holmes, using feedback from midshipmen and Navy chaplains. After the tutorial, learners have the option of jumping back to the simulation, correcting previous decisions. They can also explore other choices and outcomes.

At the U.S. Naval Academy, more than 2,400 midshipmen and 200 faculty and staff have experienced *Last Call*, an interactive multimedia simulation used as part of the

Capstone Seminars for 1/C midshipmen.

A new simulation, focusing on a college athlete, will be produced and edited this winter, soon joining the other simulations in the Center's *Dilemmas* library. For more information about these interactive ethical decision-making simulations, please contact Dr. Elizabeth Holmes at 410-293-6088 or ekholmes@usna.net.

Casualty Assistance Calls Officer Addresses Midshipmen



LtCol Stephen Beck

LtCol Stephen Beck had one of the hardest jobs in the world. At Colorado's Buckley Air Force Base, he served as a Casualty Assistance Calls Officer (CACO), notifying families that their loved ones had died in Iraq.

An accomplished Marine who had attended the Navy's

TOPGUN School, received two master's degrees, and earned the Marine Corps Distinguished Marksman Badge, he had no training for this particular job. Every Marine can be tapped for death notification, just as every Marine is expected to be able to handle a weapon and go into combat. Once LtCol Beck knocked on a family's door, he was their primary contact for the next year or longer.

LtCol Beck shared his experiences with the third class midshipmen in the 2008 Moral Courage Lecture, sponsored by the USNA

Class of 1964. The lecture was held on October 7 in Alumni Hall Auditorium.

LtCol Beck's guiding principle was to treat these families as if they were his own. Recalling the Marines' pledge of *Semper Fidelis*, he said that the job of a CACO was "building trust and making sure the family knows—regardless of their feelings for you—that you are there for them."

Being there went far beyond family notification. LtCol Beck also coordinated

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Casualty Assistance Calls Officer Addresses Midshipmen

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funeral arrangements, delivered fallen Marines' possessions personally, and arranged ceremonies of remembrance for local communities. He served with grace and compassion, bucking his own bureaucracy as needed to take care of the families. LtCol Beck and his team single-handedly rewrote the Marine Corps' guidance for casualty assistance officers.

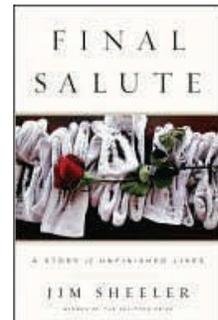
LtCol Beck rounded out the evening with three other stories about ethical dilemmas, using them as examples of when it was appropriate to take on the establishment to do what he thought was right.

This lecture, part of an ongoing series sponsored by the Stockdale Center, was open to the entire USNA community. These lectures help to enrich the Academy's intellectual life in the field of ethics and leadership and support the core ethics course.

For more information about LtCol Beck, the book *Final Salute* by Jim Sheeler chronicles a year of his experiences and those of the families he touched. The book was based on a Pulitzer-Prize-winning news story in the *Rocky Mountain News*.

A link at <http://www.rockymountainnews.com/special-reports/final-salute> includes Jim

Sheeler's original news story, slide shows, photographs, and reader reactions.



The book about LtCol Stephen Beck's experiences as a CACO

USNA Hosted Ethics Bowl Competition

The Academy and the Stockdale Center hosted the annual Baltimore Area Ethics Bowl on November 8, 2008. Other participating colleges included the University of Maryland at Baltimore County, University of Baltimore, and Notre Dame College.

Teams of three to five people wrestled with 15 thorny ethical dilemmas culled from the headlines, dealing with personal morality, business practices, or public policy. The teams presented their solutions in a debate-style format, arguing

against another team before a panel of judges drawn from the business and academic worlds.

USNA placed second in this competition and sixth a week later in the regional ethics bowl in Tampa, Florida, beating Army head-to-head. USNA's team qualified for the national finals competition, which will be held in Cincinnati early in March.

Sponsored by the USNA Class of 1964, the ethics bowl team for the Academy was made up of the following midshipmen:

- MIDN 1/C George Shaertl
- MIDN 2/C Elizabeth Byers
- MIDN 2/C Misty Webster
- MIDN 2/C Jeffrey Withington
- MIDN 3/C Jeffrey Heckelman
- MIDN 3/C Maryanna Scheck
- MIDN 4/C Adam Bacal
- MIDN 4/C David Emert
- MIDN 4/C Kevin Richardson

Ethics Essay Winner Honored



Winner MIDN 2/C Kaitlin Hady

The Stockdale Center and the USNA Class of 1981 sponsor a competition and prize for the best ethics essay written by a midshipman each semester in the Naval Academy's core ethics course.

Instructors nominated the best papers, and a distinguished panel of outside readers ranked the papers and chose six finalists. The winner was selected based

on the panelists' scores. The Academy's Superintendent, Vice Admiral Fowler, along with professors and military instructors, honored all of the finalists at the VADM William P. Lawrence Ethics Essay Awards dinner on September 16, 2008.

MIDN 2/C Kaitlin Hady won the contest with her essay on "When the Cure Kills: An Ethical Defense of the Use of Breakthrough Hemophilia Drugs on the Front Lines Despite Serious Side Effects." In her acceptance speech, Hady thanked both her parents and her instructor in the core ethics course.

Keynote speaker Captain Scott Cooledge, USN, spoke about his experiences in the Ghazni Province in Afghanistan, where he served as commander of a provincial reconstruction team.

The finalists for the essay award were:

- MIDN 2/C Corey Sheeron
- MIDN 2/C Kayla J. Sax
- MIDN 2/C Samantha Sinnett
- MIDN 2/C Tabitha Gant
- MIDN 2/C Allison Clarke

Fellows Focus on Private Military Contractors

What are the moral hazards of using private military contractors (PMCs) in places like Iraq and Afghanistan? How do you mitigate those hazards? What are the net benefits of using PMCs for various military functions?

Sponsored by the USNA Classes of 1958 and 1967, the Center's four Resident Fellows have explored these and other questions this academic year. Dr. Susan Barranca, Dr. Tom Grasse, Major Richard Higdon, USAF, and Commander Joseph McInerney, USN were selected from a national pool of applicants to participate in weekly seminars and conduct independent, guided research on the ethical dimensions of military leadership and/or international affairs.

The fellows are examining all published analyses and consulting with ethicists, policymakers, and practitioners. Guest speakers have included: a Navy JAG on the status of legal restrictions; active duty Marines and SEALs who have worked with PMCs; a military sociologist on the effects of PMCs on military morale and retention; Blackwater's chairman and chief executive officer; and a policymaker from the Office of the Secretary of Defense.

By delving into the ethically-relevant effects of PMCs, the fellows—in addition to updating the core ethics course given to all third-class midshipmen—will identify problems with the present approach and suggest possible solutions. Of particular interest is identifying the most ethically sound PMC functions. This work will culminate in the Academy's annual McCain Conference in April, which will assemble

academics, service leaders, policymakers, and business leaders to discuss the fellows' research and formulate recommendations for senior Navy and Marine leaders.

In addition to this research, the Center's fellows also contribute to the life of the Naval Academy by teaching ethics and leadership classes and supporting the Center's various initiatives.

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.

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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 U.S. 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 Congressional 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."