

CURRICULUM VITA
CAPT Michael A. Norton, USN, Ph.D.

Leadership Education and Development Division
United States Naval Academy
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Academic Positions

Jul 2017 – Present **Assistant Professor**, United States Naval Academy
May 2018 – May 2020 **Lecturer**, The George Washington University
Jan 2005 – May 2006 **Instructor**, United States Naval Academy

Education

University of Maryland, College Park
 Ph.D. in Sociology, 2017
 Dissertation: Factors in the Reporting of Unethical Conduct: The Importance of Trust
 in Leaders
 Chair: Professor Jeffrey W. Lucas
 M.A. in Sociology, 2015

Naval War College
 M.A. in National Security and Strategic Studies, 2006
 College of Naval Command and Staff Diploma, 2006
 Joint Professional Military Education Phase I, 2006

Naval Postgraduate School
 M.S. in Leadership and Human Resource Development, 2004

United States Naval Academy
 B.S. in Computer Science, 1997 (Graduated with Distinction)

Military Experience

2017 – Present	Permanent Military Professor, United States Naval Academy, Annapolis, MD
2013 – 2017	Doctoral Student, University of Maryland, College Park, MD
2010 – 2013	Command and Control Specialist, 613 AOC, Hickam Air Force Base, HI
2008 – 2010	Department Head, HSL-37, Marine Corps Base Hawai'i, Kaneohe Bay, HI
2007 – 2008	Flight Training, HSL-40, Naval Station Mayport, FL
2006 – 2007	Effects Analyst, CNE-C6F, Naples, Italy
2003 – 2006	Company Officer/Executive Assistant, USNA, Annapolis, MD
1999 – 2003	Division Officer, HSL-42, Naval Station Mayport, FL
1997 – 1999	Flight Training, Various Training Squadrons in Texas and Florida

Research Interests

Leadership: Leadership Developers, Trust in Leaders, Implications of Leader Behavior, Ethical Leadership, Resilience, Intersection of Leadership Theory and Experiential Learning
Methodology: Multiple Regression Analysis, Multi-level Modeling, Factorial Vignette Analysis, Semi-structured Interviewing, Virtual Participant Recruitment
Sociology: Military Sociology, Social Psychology, Organizational Culture, Trust

Teaching Interests

Ethics and Leadership, Leadership Application, Leadership Theory, Sociology, Social Psychology

Scholarship and Scholarly Activity

Publications

Peer-reviewed Journal Articles

Raver, C. K., Ledford, A. K. & Norton, M. (2023). A strategic organizational approach to developing leadership developers, *Journal of Character and Leadership Development*, 10(1), 15-28.

*Shannon, L. & Norton, M.A. (2022). Demonstrations of trustworthiness : the impact of respect on relationship quality, *Res Militaris*, an online social science journal, vol.12, n°1.

Norton, M.A. (2019). Whistle-blowing research highlights strategies to build trust, *Res Militaris*, an online social science journal, vol.9, n°2.

Norton, M.A. (2018). The relation of trust in leaders to reporting unethical conduct: A factorial vignette study, *Res Militaris*, an online social science journal, vol.8, n°1.

Textbook Chapters

Norton, M.A. (2019). What is culture? Exploring our social reality. In K. Mullaney, M.A. Norton & D. Litchford (Eds.), *Preparing to lead: Introduction to character & leadership development* (13th ed.) (pp. 110-116). New York, NY: Pearson.

Norton, M.A. (2018). Socialization and the life course. In D. Litchford & R.L. Shinn (Eds.), *Preparing to lead: Introduction to character & leadership development* (12th ed.) (pp. 96-104). New York, NY: Pearson.

Edited Textbooks

Mullaney, K., Norton, M.A. & Santiago, L. (Eds.). (2020). *Preparing to lead: Introduction to character & leadership development* (14th ed.). New York, NY: Pearson.

Mullaney, K., Norton, M.A. & Litchford, D. (Eds.). (2019). *Preparing to lead: Introduction to character & leadership development* (13th ed.). New York, NY: Pearson.

*Article accepted for publication, but journal subsequently sold before article was published.

Professional Articles

Norton, M.A. (2021). Knowing your people. In R.O. Wray, A.K. Ledford, J.B. Mustin & T.P.S. LeClair, D. Litchford (Eds.), *Saltwater leadership: A primer on leadership for the sea services* (2nd ed.) (pp. 77-78). Annapolis, MD: Naval Institute Press.

Technical Reports

Hanges, P., Lucas, J., Baxter, A., DeAngelis, K., Dobbs, J., McCone, D., Norton, M., Woodruff, T., Beavan, K. & Epistola, J. (2019). *Organizational culture, ethical leadership, and trust* (Technical Report 2019-W911NF-15-2-0093). Ft. Belvoir, VA: United States Army Research Institute for the Behavioral and Social Sciences.

Doctoral Dissertation and Master's Thesis

Norton, M.A. (2017). Factors in the reporting of unethical conduct: The importance of trust in leaders. Doctoral dissertation, University of Maryland, College Park.

Norton, M.A. (2004). The impact of the Summer Seminar program on Midshipman performance: Does Summer Seminar participation influence success at the Naval Academy? Master's thesis, Naval Postgraduate School.

Conference Presentations

**Titang, R. D. & Norton, M.A. (2025, October). Ethical decision making in a failed state: The role of individual morals and cyber vigilantism. Presenter in a panel discussion at the bi-annual international conference of the Inter-University Seminar on the Armed Forces and Society in Reston, VA.

***Norton, M.A. (2025, March). Reporting unethical conduct: The role of education in building shared understanding. Paper presented at the military mini-conference as part of the annual conference of the Eastern Sociological Society in Boston, MA.

Ketz, A. & Norton, M.A. (2022, October). Reporting unethical conduct. Presenter in panel discussion at the bi-annual Canada conference of the Inter-University Seminar on the Armed Forces and Society in Ottawa, CA.

Raver, C.K., Ledford, A.K & Norton, M.A. (2022, October). Strategic approaches to leadership development. Presenter in panel discussion at the bi-annual Canada conference of the Inter-University Seminar on the Armed Forces and Society in Ottawa, CA.

Norton, M.A. (2020, February). The relation of trust in leaders to reporting unethical conduct: A service academy perspective. Paper presented at the military mini-conference as part of the annual conference of the Eastern Sociological Society in Philadelphia, PA.

**Paper accepted for presentation, but travel to conference precluded by Government Shutdown.

***Paper accepted for presentation, but travel to conference precluded by Presidential Executive Order.

- Lucas, J.W., Hanges, P.J., DeAngelis, K.K., Dobbs, J.M., McCone, D.R., Woodruff, T.D., Norton, M.A. & Beavan, K.A. (2019, November). Organizational culture and climate, leader behavior, and sexual harassment in military context. Presenter in a panel discussion at the bi-annual international conference of the Inter-University Seminar on the Armed Forces and Society in Reston, VA.
- Ledford, A.K., Dixon, D.P., Raver Luning, C.K. & Norton, M.A. (2019, October). Grit, resilience, and mindfulness: Essential elements of a leader's courage. Presenter in a panel discussion at the annual global conference of the International Leadership Association in Ottawa, Canada.
- Norton, M.A., Pallotta, M.J., Ledford, A.K. & Thomas, J.J. (2018, October). Leadership education in practice: Study abroad as leader development. Presenter in a panel discussion at the annual global conference of the International Leadership Association in West Palm Beach, FL.
- Norton, M.A. (2017, November). Factors in the reporting of unethical conduct: The importance of trust in leaders. Paper presented at the bi-annual international conference of the Inter-University Seminar on the Armed Forces and Society in Reston, VA.
- Lucas, J.W., Hanges, P.J., Woodruff, T.D., DeAngelis, K.K., McCone, D.R., Baxter, A.R., Norton, M.A. & Beavan, K.A. (2017, November). Organizational culture, ethical leadership, and trust. Presenter in a panel discussion at the bi-annual international conference of the Inter-University Seminar on the Armed Forces and Society in Reston, VA.
- Lucas, J.W., Hanges, P.J., Woodruff, T.D., Dobbs, J.M., Norton, M.A. & Beavan, K.A. (2017, October). Organizational culture, ethical leadership, and trust. Presenter in a panel discussion at the annual global conference of the International Leadership Association in Brussels, Belgium.
- Norton, M.A. (2015, October). Accounting for the worse psychological well-being of men in shared-earning marriages. Paper presented at the bi-annual international conference of the Inter-University Seminar on the Armed Forces and Society in Chicago, IL.
- Norton, M.A. (2015, February). Accounting for the worse psychological well-being of men in shared-earning marriages. Paper presented at the military mini-conference as part of the annual conference of the Eastern Sociological Society in New York, NY.
- Norton, M.A. & Estrada, A.X. (2004, March). The impact of the Summer Seminar program on Midshipman performance. Poster co-presented at the annual conference of the Society for Military Psychology, Division 19 of the American Psychological Association in Fairfax, VA.

Grants/Awards

Charles H. Coates Graduate Research Award, University of Maryland Sociology Department (2017)

Awarded a \$2,500 research grant from the University of Maryland's College of Behavioral and Social Sciences Dean's Research Initiative (2016)

Captain William R. Rubel 2021 Ethics Instructor of the Year

Leadership, Ethics and Law Department Permanent Faculty of the Semester, Academic Year 2022
Fall Semester

Active Research Projects

Organizational Culture, Ethical Leadership and Trust

With Dr. Judith Rosenstein, United States Naval Academy. I serve as the Principal Investigator at the Naval Academy as part of a research team that includes the University of Maryland, the United States Military Academy and the United States Air Force Academy. We are examining various research questions on organization culture, ethical leadership and trust across these four locations, using multiple methods including field observation, semi-structured interviews, surveys, factorial vignette analyses, and experimental studies. Sponsored by the Army Research Institute September 2015-February 2019.

Teaching

United States Naval Academy

NL335 - Armed Forces and Society (2024; 2025)
NL230 – Introduction to Sociology (2020; 2023)
NE203 – Ethics and Moral Reasoning for the Naval Leader (2019 – Present)
LEAD6006 – Research Capstone (2018 – 2020)
NL110 – Preparing to Lead (2017 – 2022)
NS403/NS433 – Naval Aviation Practicum (2005 – 2006; 2019)

Lecturer

Spring 2020	Invited by Dr. Adam Payne to guest lecture in his Psychology of Leadership class at the Wentworth Institute of Technology. Presentation structured using the ABELDI model (aspire, inspire, model and persuade).
Fall 2019	Stockdale Associate Fellow Program: Facilitated a three-week module for thirteen Associate Fellows. Among other things, this program exposes key influencers from around the Naval Academy to the curriculum of the Leadership, Ethics and Law Department.
Spring 2018-2019; Fall 2017-2019	Leadership, Ethics and Law (LEL) Capstone: Co-lectured a case study in NL400 for this culminating event integrating components of the four core LEL courses into a multi-dimensional, decision-making scenario.
Summer 2019; Summer 2018; Summer 2017	Plebe Character Development Followership Seminar: The last of 10 character development lectures, this seminar applies material taught in the previous nine lectures by Midshipmen instructors to multiple case studies and emphasizes the essential role that character plays for a leader. It also serves as a bridge to the formal Leadership, Ethics and Law curriculum.

Curriculum Development

Summer & Fall 2023	NL335 – Armed Forces and Society Developed an updated curriculum for this permanent elective course, last taught at the Naval Academy in the fall of 2014, modeled after a graduate-level course at the University of Maryland designed by Dr. David Segal.
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Winter 2020; Summer 2021	LEAD6001 – Academy and the Brigade Co-developed an updated curriculum for this required course in the Leadership Education and Development (LEAD) Master’s Program, providing students an opportunity to become more effective leaders, teachers and role models.
Summer 2019; Summer 2020	NL110 – Preparing to Lead Co-developed an updated curriculum for the core Plebe leadership class, incorporating new topics such as Recognition-primed Decision, Emotional Intelligence, Communication, Warrior Toughness, Flow and Love into a syllabus designed to explore personhood and consider deliberate skills and virtues for building meaningful leadership relationships.
Summer 2018	LEAD6006 – Research Capstone Developed an updated curriculum for the research capstone course in the Leadership Education and Development (LEAD) Master’s Program, enabling students to plan, implement and present a faculty-guided research project.
Spring 2018	NL203 – Introduction to Sociology Co-developed an updated curriculum for this permanent elective course with Dr. Judith Rosenstein.

Graduate Student Mentoring

2017 – 2020	Teaching Mentor, Leadership Education and Development (LEAD) Program NL110: LT Ryan Ball, LT Gregory DiFranco, Capt Justin Villanueva, LT Timothy Bonner, LT Erik Dahl, Capt Laith Shannon
2017 – 2025	Research Advisor, Leadership Education and Development (LEAD) Program “Motivations for Prosocial Behavior,” LT Gregory DiFranco “Factors in the Reporting of Unethical Behavior,” LT Jeremy Dircks “Near Peer Relationships as Influencers on Ethical Behavior,” LT Nicholas Neforas “Trust and the Quality of a Relationship,” Capt Laith Shannon “Toxic Leadership and Its Impact on Followers and the Command at the United States Naval Academy,” LT William Parker & LT Richard Logazino “Measuring a Conducive Environment for Toxic Leadership at USNA,” LT Marco Alejos, Capt Nicholas Hall & LT Kenneth Shim “Commanding Officer Family Analysis,” LT Rebecca Magaro, LT Colin Magaro & LT Patrick Francis “A Case Study into the Retention of Marine Forces Reserve Tampa,” Capt Miles Elliott, Capt Matthew Tatarka-Brown & LT Tyler Davidson

Midshipman Independent Research

2024	Cyber Vigilantism: A Moral Approach to Fighting Systemic Corruption in Third World Countries – MIDN 1/C Denzel Richard Titang
2022	Reporting Unethical Conduct – MIDN 1/C Annalise Ketz

Institutional Service

Division/Department

2026 – Present	Deputy Director, Center for Experiential Leadership Development
2026 – Present	LEAD Division Senior Permanent Military Professor
2025 – Present	LEAD Division Representative, NUS Leadership and Ethics Dialog
2024 – 2026	Leadership Ethics and Law Department Chair
2023 – 2025	Facilitator, Leader's RECON
2021 – 2025	Thesis Coordinator, LEAD Master's Program
2020 – 2024	Leadership Ethics and Law Department Associate Chair
2019 – 2020	Leadership Ethics and Law Department Core Course Integration Team
2018 – 2020	NL110 Course Director
2018 – 2025	Chair, Johnson Professorship Selection Committee
2018	Facilitator, Plebe Detailer Leader Development
2017 – 2020	Facilitator, Character Development Capstone Seminar

Yard-wide

2025 – Present	USNA Representative to N71 Officer Competency Framework Development
2024 – Present	United States Naval Academy Leadership Excellence Council
2023 – 2025	United States Naval Academy Admissions Board
2023 – Present	Chapel Choirs Officer Representative
2023 – 2024	Middle States Commission on Higher Education Standard 1 Working Group
2023 – 2024	Graduation Deputy Grand Marshal
2022 – Present	SHAPE Fleet Mentor
2022	New Faculty Orientation Facilitator
2020 – 2023	Plebe Academic Advisor
2020	USNA Representative to Naval Community College Curriculum Development
2020 – 2021	Facilitator, Midshipman Diversity Team ALLIES LEAD Representative
2020	LEAD Division Representative to Teaching Technology Committee
2019 – 2022	LEAD Division Representative to Faculty Senate
2026 – Present	
2019 – 2020	Facilitator, Stockdale Associate Fellow Program
2019 – Present	USNA Mentors Program Participant
2018 – Present	Golden Key National Honor Society Officer Representative
2018 – 2020	Facilitator, OSTS Leadership Training for Coaches and Midshipmen
2018	Facilitator, Speaking Skills for SHAPE Peer Educators and SAPR GUIDES
2017 – Present	Honor, Conduct and Dignity & Respect Remediation Officer
2017 – Present	Casualty Assistance Calls Officer
2017 – 2021	Naval Academy Duty Officer

Other

2023 – 2024	Chair, Hiring Committee for Class of '72 Distinguished Military Professor for Character
2022	Member, Hiring Committee for Class of '67 Leadership Research Fellow
2019	Member, Hiring Committee for Stockdale Center Deputy Director

Professional Service

****2025 Chair/Discussant, Panel 50 of the bi-annual international conference of the Inter-University Seminar on the Armed Forces and Society in Reston, VA

*****2025 Presider, Session VIII of the military mini-conference as part of the annual conference of the Eastern Sociological Society in Boston, MA

****Travel to conference precluded by Government Shutdown.

*****Travel to conference precluded by Presidential Executive Order.