



UNITED STATES NAVAL ACADEMY FOUNDATION

United States Naval Academy Stewardship Report 2007 - 2008 Vice Admiral James B. Stockdale Center for Ethical Leadership

Stockdale Center Staff

- Colonel Art Athens, USMCR, Director
- Lieutenant Colonel Steve Hall, USMC, Deputy Director
- Dr. Betsy Holmes, Director, Assessment
- Dr. George Lucas, Director, Navy & National Programs
- Lieutenant Doug Martin, USN, Assistant Director
- Dr. Shaun Baker, Assistant Director

- Marge Bem, Senior Staff Assistant
- Jaclyn Danna, Secretary
- Rose Ciccarelli, Staff Writer

Resident Fellows

- Dr. Edward Barrett
- Colonel Guy Jordan, USMC
- Dr. Clementine Fujimura

Highlights of the 2007-2008 academic year include:

LECTURES and CONFERENCES

Annual Moral Courage lecture

The Stockdale Center hosts an annual Moral Courage Lecture during the fall semester for all 3/C Midshipmen. The lecture complements NE203, Ethics and Moral Reasoning for the Naval Leader, a core course for the third class, and is open to the entire Naval Academy community and the general public.

In past years, the Moral Courage Lecture has featured Hugh Thompson and Larry Colburn who have been recognized as unsung heroes who confronted the perpetrators of the My Lai massacre during the Vietnam War. Following Mr. Thompson's death in 2006, the Center has diversified its search for speakers among military personnel from recent conflicts who have a compelling story to share.

Stutt Lecture: 25 March 2008. Dr. Jeff McMahan: What Makes an Act of War Disproportionate?

The William C. Stutt Lecture is held every Spring and features distinguished civilian scholars from leading colleges and universities who present and discuss contemporary dilemmas in military ethics. This year's Stutt lecturer was Dr. Jeffrey McMahan, Professor of Philosophy at Rutgers University and senior fellow at the Center for Ethics and Human Values at Princeton University. Dr. McMahan has written extensively on international law, international relations, philosophy of law, and the law of war. He addressed the Class of 2010 on the topic of "proportionality" in just war doctrine and on the various ways this concept can be understood and applied to decisions to go to war and to conduct of military operations during war.

Lecture: 1 April 2008. Dr. Phil Zimbardo: Nazi Germany, Armenia, Darfur, Abu Ghraib (How could they happen?)

The Stockdale Center presented a special lecture to all 2/C Midshipmen in April 2008 by Dr. Philip Zimbardo, a world-renowned psychologist and Stanford University professor whose. Zimbardo's career is noted for popularizing psychology through his PBS-TV series, *Discovering Psychology*, along with many text and trade books. He is also known for the Stanford Prison Experiment (1971) that studied the effect of prison environments on both inmates and correctional officers.

During the presentation, Zimbardo referenced his recent book, *The Lucifer Effect: Understanding How Good People Turn Evil* and described his study of the Abu Ghraib prison scandal to offer a unique perspective on leadership, training, command climate, and moral courage. Dr. Zimbardo was very well received by the midshipmen and the Center is looking at opportunities to have him return to the Academy on a regular basis.

The McCain Conference: 10-11 April 2008

The McCain Conference annually brings key representatives from the nation's federal military academies to Annapolis to discuss emerging issues in ethics and character development. The conference is held in late Spring and has been expanded recently to include the broader notion of military leadership and to include participants from Command, Staff, and senior war colleges as well as undergraduate institutions.

This year's McCain Conference, planned in collaboration with the prestigious Carnegie Council on Ethics and International Affairs (New York), featured an analysis of obedience and loyal dissent within the military and civilian chain of command, and the legal and moral responsibilities of officers for loyal obedience and for providing sound professional military advice to the chain of command, even in dissent.

- Speaker: General Anthony C. Zinni, USMC (Ret.). Topic: Revolt of the Generals.
- Panel Discussion: Response to General Zinni's challenge
Col Art Athens, Col James Cook (USAFA), Col Doug Boone (USMA), RADM Tom Zelibor
- Workshop: Revolt of the Generals - Lessons for Ethical Leadership and Civil-Military Relations
- Discussion of read-ahead papers: Prof. Martin L. Cook, "Revolt of the Generals" and Col Don Snider, "Dissent and Strategic Leadership"
- Speaker: MajGen Paul D. Eaton, USA (Ret.)
- Speaker: MajGen John Altenburg, USA (Ret.). Topic: Regulations for Active Duty, Reserve, Retired Flag Officers per Constitution and UCMJ

FACULTY

Resident Fellows Program

The Stockdale Center annually selects a diverse group of faculty from within the Academy and outside as Resident Fellows. The Fellows conduct independent, guided research in the fields of professional military ethics, leadership, and character development. They also contribute to the life of the Naval Academy by teaching ethics and leadership classes, participating in the Department of Leadership, Ethics and Law-sponsored First Class Capstone Seminars, aiding Ethics Bowl participants, and supporting the Character Development program in various ways.

In 2007-08 the program included the *Class of 1958 Ethics Fellow* Dr. Ed Barrett, the *Class of 1967 Ethics Fellow* Dr. Clementine Fujimura and LtCol Guy Jordan, USMC.

Director of Assessment

CAPT Elizabeth Holmes, USN, (Ret.) served as Director of Assessment for the Stockdale Center during the 2007-2008 academic year, joining the Center in 2006. Her primary focus has been research in the area of ethical-decision making and the development of four interactive simulations to challenge audiences on the topic. Participants are immersed in a realistic world on a computer screen where they encounter a situation with serious moral and ethical dimensions. Choices are made, each bringing ramifications and consequences, each ultimately affecting the final outcome. The simulations are accompanied by a practical, step-by-step guide that walks the user through the decision-making process, progressing from moral awareness through moral action. Learning to apply an ethical decision-making model assists Midshipmen in developing the moral "muscle memory" that is required in high-stress, morally ambiguous situations.

CAPT Holmes' work has leveraged additional support for the Stockdale Center in the form of alumni gifts designated for the development of Midshipmen self-assessment tools and a U. S. Department of Health and Human Services grant for the development of additional decision-making simulations for HHS use. She is currently providing implementation guidance to the Coast Guard Academy as it incorporates use of the simulations into its curricula.

CAPT Holmes is also a participant on the newly-formed U. S. Naval Academy Effectiveness Board, an effort instituted by Superintendent VADM Jeffrey L. Fowler, USN to assess performance across the Yard. She assisted in the development of the "Attributes of Graduates" and in the documentation of VADM Fowler's strategic initiatives. CAPT Holmes also made presentations on teaching ethical leadership and moral decision-making several national meetings, including:

- The Marine Corps Combat/Operational Stress Control Conference
- The New England Education Assessment Network, The College of the Holy Cross,
- Judge Advocate General for the Navy Commander Training Symposium
- International Symposium on Military Ethics (JSCOPE)
- National Consortium for Character-Based Leadership
- 22nd Annual Conference on the Teaching of Psychology Ideas and Innovations
- Department of Health and Human Services
- United States Coast Guard Academy
- Naval War College
- Notre Dame Naval Leadership Weekend

PROGRAMS

Ethics Bowls

- Association for Practical and Professional Ethics (APPE) - Ethics Bowl Regional Round
November 2007, St. Petersburg College EpiCenter, FL. Placed fifth, qualified for Nationals.
- Hoffberger Center Annual Baltimore Area Intercollegiate Ethics Bowl
November 2007, University of Maryland Baltimore County, MD. Placed second.
- National Intercollegiate Business Ethics Competition
April 2008, Loyola Marymount College, CA. Placed tenth.

The APPE and Baltimore regional competitions are similar to traditional debate competitions; teams discuss 15 cases involving moral dilemmas from public and private life and present solutions to panels of judges drawn from academia and the private sector. In the Los Angeles competition, teams analyze an ethical dilemma faced by an

organization and develop and present recommended solutions to judges from the senior management ranks of various companies.

In preparation for the competitions, team members meet a minimum of twice a week with a Stockdale Center staff member to analyze cases, rehearse arguments, and polish presentation skills. Annually, up to thirty Midshipmen participate in the prep sessions and competitions. Through the Ethics Bowl competitions, Midshipmen hone their reasoning skills, compete in an intense environment, and represent both the Naval Academy and the military to a primarily civilian audience. The Bowl teams' repeated successes are a testament to the effectiveness of the Naval Academy's ethics and leadership programs, as well as the mentorship of the Stockdale Center staff.

Low Ropes

The Stockdale Center supports the training of Navy and Marine Corps Faculty and Staff members to become qualified Low Ropes Facilitators. The Low Ropes Program is a portable system of steel beams, ropes, rubber mats and balls that provides facilitators an opportunity to engage Midshipmen in alternative learning environments in order to stress important aspects of teamwork and leadership. Topics explored include trust, communication, planning, and critical thinking.

Class of 1981 Lawrence Ethics Essay Award

- Spring 2007 award winner: 2/C Chris Wilkins, USN, "Intervention in Darfur"
Guest Speaker at Sept. 2007 dinner: RADM Harry Harris, USN
- Fall 2007 award winner: 3/C Shian Liu, USN, "Military Medical Ethics"
Guest Speaker at Jan. 2008 dinner: COL Greg Olson, USMC

Every semester, the Stockdale Center organizes a competition to select the outstanding ethics essay written by a Midshipman in the Naval Academy's core ethics course, NE203. As the final stage in that process, the center gives the 4-6 finalists' papers (usually eight to ten pages in length) to three outside readers to review. The readers are asked to rank the papers and to state why they thought the top-ranked paper was the best. Winners are determined based on overall rankings, and all finalists (usually about thirty Midshipmen) are honored at the dinner held the following semester.

Class of 1964 and Class of 1984 Book presentation: 15-17 April 2008

In April 2008, the Classes of 1964 and 1984 presented their class gift, the book *Ethics for the Junior Officer*, to each member of the Class of 2008. Ceremonies were conducted inside the Naval Academy's Memorial Hall and featured addresses by Colonel Arthur Athens, USMCR, Director of the Stockdale Center, and Captain Dave Tuma, USN (Ret.), President of the Class of 1964. The speakers covered the history behind the book and its significance and value to all junior officers in the fleet. They encouraged the Midshipmen to become familiar with the contents prior to graduation in order to be better equipped for the issues they would soon face in the fleet.

University of San Diego exchange: February 2008

The Stockdale Center sponsors an annual exchange program with the Naval Reserve Officer Training Corps (NROTC) unit at the University of San Diego (USD). During the fall semester, two to four USNA Midshipmen and a Stockdale Center staff member travel to San Diego to participate in the Leadership and Ethics Symposium at USD. This three-day event enables Midshipmen to gain an appreciation for the activities of an NROTC unit, compare ethics and leadership instruction between an NROTC unit and USNA, and actively participate in a well-established and well-recognized symposium.

In 2008, Colonel Art Athens and two Midshipmen attended the symposium. To reciprocate, the Stockdale Center hosts two to four USD ROTC students and an NROTC staff member in Annapolis, typically during the USNA Leadership Conference held each winter at USNA.

Auschwitz Jewish Center Foundation program

The Auschwitz Jewish Center, a Polish-based organization committed to the study of the Holocaust and life that preceded it, and the Museum of Jewish Heritage (NY), work with each U. S. Service Academy to bring outstanding Midshipmen and Cadets to Poland each summer. The chosen representatives spend three weeks meeting with scholars, high-level government officials, students from Eastern Europe, and citizens of Poland. They also engage in intensive cultural immersion workshops.

The purpose of the Service Academy Program is to display in vivid terms what can happen in the absence of free, open, and democratic governing institutions. Through learning in detail about the Holocaust and events leading up to it, Midshipmen begin to appreciate what can happen when evil is given free reign, when democratic ideals are not defended, and when ordinary citizens choose compliance over action. Highlights include: trips to Warsaw, Krakow, Auschwitz, and Galicia; private receptions at various embassies; meetings with Polish and U.S. military personnel; lectures by leading scholars and Holocaust survivors about the rise of the Third Reich and the world's response to the Holocaust; and in-depth discussions of current events.

The trip gives Midshipmen the opportunity to interact with Army and Air Force Cadets as well as students from Eastern Europe. Participants report that the trip is a life-changing experience and many have maintained contact with friends made on the trip. Returning Midshipmen have also volunteered as guides for Plebe Summer trips to the American Museum of the Holocaust in Washington D.C. (sponsored annually by the Levy Center).

2007

Midn 1/C Matthew Linsley
Midn 2/C Jonathan Andritsch
Midn 2/C Aaron Haviland
Midn 2/C Silvia Reyes

2008

Midn 3/C Meredith Meehan
Midn 3/C Ellyn Creasey
Midn 3/C Bobby Greenawalt
Midn 2/C Jacob Dobisesky

Dreyfus Affair Exhibition and Reception - 26 March 2008

The Dreyfus Affair is the story of a young artillery officer in the French army in the 1890s. With anti-Semitism growing in France, Alfred Dreyfus, the only Jew on the French general's staff, became a likely target for a conspiracy. He was falsely accused of offering highly classified information concerning artillery mobilization to Germany and was ultimately convicted, dismissed from the military and imprisoned. The truth behind the case came to light after a French journalist exposed the scandal in 1898. After much international press coverage, support and testimonies, Dreyfus's conviction was upheld twice before he was finally pardoned in 1899 and then officially exonerated in 1906.

The Dreyfus exhibition was on display for eight months at the Naval Academy at the Uriah P. Levy center. The 200-piece collection, held by the Beitler Family Foundation and curated by the University of Pennsylvania, is largely composed of two-dimensional photographs, newspaper articles, and political cartoons, as well as a video highlighting the display. The exhibit came to the Academy through the efforts of Friends of the Jewish Chapel and the Stockdale Center and was welcomed at a special reception in March. Previous exhibition sites include the U.S. Military Academy, the French Senate, the High Military Academy in Hamburg, Germany, and the University of Cape Town in South Africa.

Faculty/Staff Ethics Roundtables

During the Spring semester, the Stockdale Center hosted two roundtables led by distinguished visiting scholars and attended by faculty from the LEL, History, and Political Science departments.

20 March 08: Dr. John Kelsay, Distinguished Research Professor in the Department of Religion at Florida State University and one of the nation's experts on Islamic perspectives on the ethics of war.

Drawing on his latest book, *Arguing the Just War in Islam*, Dr. Kelsay discussed the sources of Islamic law, the evolution of the Islamic just war tradition, and Muslim critiques of bin Laden's interpretation of the just war criteria of right authority and discrimination.

1 April 08: Dr. Michael John Perry, Robert W. Woodruff, Professor of Law at Emory Law School and an expert on the relationship of morality to law.

The roundtable debate focused on two issues: the metaphysical foundations of human rights and the respective merits of secular and religious defenses of these foundations. Perry's latest book, *Toward a Theory of Human Rights: Religion, Law, Courts*, was published in 2006 by Cambridge University Press.