



UNITED STATES NAVAL ACADEMY FOUNDATION

Stewardship Report 2011-2012 **The Vice Admiral James B. Stockdale Center for Ethical Leadership**

The mission of the Vice Admiral James B. Stockdale Center for Ethical Leadership is “to empower leaders to make courageous ethical decisions.” The Center accomplishes this mission through five key initiatives:

- research to identify and study important emerging ethical leadership issues;
- consultation with high-level leaders to provide assistance in tackling complex ethical leadership issues;
- development of innovative products that provide new ways to strengthen and accelerate the ethical leadership development process;
- dissemination of relevant materials through lectures, published materials, and the web; and,
- facilitation of access to people, programs, and experiences that help leaders reflect on the moment of ethical decision.

EVENTS



Moral Courage Lecture – 7 September 2011 supported by the Class of 1964

The Stockdale Center hosts an annual Moral Courage Lecture during the fall semester to complement NE203 “Moral Reasoning for the Naval Leader,” a core course for 3/C midshipmen. The lecture is open to the entire Naval Academy community and to the general public. The speaker at this year’s lecture was Gen Peter Pace, USMC (Ret.) ‘67.

Vice Admiral Lawrence Ethics Essay Award Dinner – 11 September 2011 supported by the Class of 1981

Each semester, the Stockdale Center organizes a competition for the best ethics essay written by 3/C midshipmen in NE203 “Ethics and Moral Reasoning for the Naval Leader”. Outside readers are given four to six finalists’ papers to review and rank. The rankings determine a winner for each academic term. The winner and all finalists are honored at an annual dinner supported by the Class of 1981. Attendees include the Academy’s Senior Leadership Team, faculty from the Department of Leadership, Ethics, and Law, distinguished guests from the Academy and community, special friends of the Academy, and midshipmen.

The guest speaker at this year's dinner was LtGen John E. Wissler, USMC '78, who is the Deputy Commandant for Programs and Resources. He spoke about the significance of values and moral character, illustrating the core values of honor, courage and commitment by using stories of ethical challenges he has faced or witnessed during his thirty-year career, from his dilemma as a young second lieutenant responsible for the lives of marines during an exercise, to the repercussions of indiscriminate firing during the second battle of Fallujah in 2004.

At this dinner, the Class of 1981 donated a framed picture of VADM William P. Lawrence and commissioning coins of the USS WILLIAM P. LAWRENCE (DDG-10).



**Spring Stutt Lecture – 24 March 2012
supported by Mr. and Mrs. William C. Stutt**

Endowed by Mr. William C. Stutt '49 and his wife Carolyn Stutt, the Stutt Lecture is delivered annually in the spring semester to all 3/C midshipmen. Like the Moral Courage Lecture, this presentation complements NE203 "Moral Reasoning for the Naval Leader." Lecturers are distinguished civilian scholars from leading colleges and universities, or senior military officers who present and discuss contemporary dilemmas in military ethics.

This year's lecturer was Dr. George Lucas, *Class of 1984 Distinguished Chair in Ethics*, who spoke on "Just War Doctrine and Cyber Conflict." The lecture video, as well as a link to the lecture transcript, is available on the Stockdale Center's website at <http://www.usna.edu/Ethics/publications/lectures.php>.

**McCain Conference – 26-27 April 2012
supported by Senator & Mrs. John McCain**

The annual McCain Conference provides a forum for faculty from the five federal service academies and armed forces' intermediate-level and top-level schools, as well as representatives from allies' military schools, to discuss critical issues in ethical leadership. The conference was endowed in 2001 through a gift from Mrs. Cindy McCain in honor of her husband, Senator John McCain '58.

Given the recent transformation of computer networks into a vital and vulnerable "domain" of military operations, this year's McCain Conference evaluated important debates concerning the normative constraints – ethical and legal – applicable to cyber espionage and warfare.

The conference, entitled "Warfare in a New Domain: The Ethics of Military Cyber Operations," was led by speakers and panelists from academia, non-governmental organizations, and government, including: the National Research Council of the National Academies, RAND, the Hoover Institute, the International Committee of the Red Cross, Cyber Command, the National Security Agency, the Office of the Director of National Intelligence, and the Department of Defense.

Broadly conceived, the conference addressed issues associated with responding to and using cyber force. Panel topics included: the nature and magnitude of the cyber threat; when actual or

possible cyber attacks constitute a just cause for war; evidence required before responding to cyber attacks; and whether these weapons are discriminate and/or proportionate.

The Center published a post-conference White Paper that provided policy recommendations related to each of these issues, and distributed this paper to the Secretary of the Navy, the Chief of Naval Operations and the Commandant of the Marine Corps.

PROGRAMS & FACILITIES

The Ingersoll Teaching Ethics Resource Room supported by the Nagle Family

The Center continues to use this room to provide a place for staff, faculty, and midshipmen to meet and reflect, review resources related to ethical leadership, and connect through video teleconferencing capability to other thought leaders in the field.

Auschwitz Jewish Center Foundation Program supported by the Class of 1964

Dr. Shaun Baker collaborated with Ms. Shiri Sandler and the Auschwitz Jewish Center Foundation's Museum of Jewish Heritage to recruit midshipmen for the Service Academy Program's summer trip to Poland. For the third year running, the Naval Academy had more applicants than all other service academies combined.

2011 participants were:

- MIDN 2/C Ian Cameron,
- MIDN 2/C Molly Hebda,
- MIDN 2/C Jordan Foley, and
- MIDN 2/C Paris Scott.

Low Ropes Course Certification supported by the Class of 1964

In May 2012, the Stockdale Center facilitated Navy and Marine Corps officers, assigned to the Naval Academy to become qualified low ropes instructors. A "low ropes" course is so named because the activities take place no more than four feet off the ground. The course combines props such as steel beams, ropes, rubber mats, and balls with stories and scenarios to challenge midshipmen in the areas of leadership, communications, teamwork, and integrity. The low ropes course is used in the core leadership courses and for company training evolutions.

Virtual Experience Immersive Learning Situation® supported by the Class of 1977 and the Logan Family Foundation

Dr. Betsy Holmes facilitated the development and production of a new situational judgment test – for use by the Stockdale Center – with the Center for the Army Profession and Ethic, WILL Interactive, and Alion Science and Technology at the US Coast Guard Academy in New London, CT. New simulations include "The Engineer" and "The Lab."

In 2011-2012, the Stockdale Center received two Gold Awards in instruction/training for its work with WILL Interactive. “The Engineer” won one Gold Award from Horizon Interactive, and another from the International Academy of the Visual Arts (IAVA).

FACULTY

Director supported by Roger '63 and Linda Tetrault

Colonel Arthur J. Athens, USMCR (Ret.), is Director of the Stockdale Center and serves on the Academy’s Senior Leadership Team. Among a myriad of responsibilities in 2011-12, he provided consultation on the Academy’s Strategic Plan and Communications’ Strategies, the Superintendent’s intent and guidance for the Naval Academy Preparatory School, the reorganization of the Commandant’s Department, and a review of the Academy’s Honor Concept. He also made presentations about ethical leadership at various events, including the Naval Academy’s 2012 Leadership Conference.

Fellows Program Supported by the Class of 1958, the Class of 1962, and SAIC

The Stockdale Center’s resident fellows are selected annually from a national pool of applicants. They conduct guided research in the fields of professional military ethics, leadership, and character development, as well as contributing to the life of the Naval Academy by teaching ethics and leadership classes, participating in 1/C Capstone Seminars, mentoring Ethics Bowl participants, and supporting character development in various ways. The 2011-2012 resident fellows were:

- Dr. Christopher J. Eberle, *Class of 1958 Ethics Resident Fellow*. Dr. Eberle’s research in the past year has involved the relationship between religion and politics, as well as religion and the military. Various essays probe the role that religious reasons play in political discourse, military officership and in the Just War Tradition, particularly the grounding of human rights. His subsidiary research focused on the ethics of cyber war. 2011-2012 publications include: “Religious Conviction in the Profession of Arms” (*Journal of Military Ethics*, forthcoming); “God and War: Some Exploratory Questions” (*Journal of Law and Religion*, forthcoming); “Religion, War, and Respect” (*Rawls and Religion*, Tom Bailey, ed., New York: Columbia University Press, forthcoming); and “Just Cause and Cyber War,” a paper presented at the McCain Conference.
- Dr. Bradley Strawser, *Class of 1962 Ethics Resident Fellow*. Brad Strawser is an Assistant Professor in the Defense Analysis Department at the U. S. Naval Postgraduate School in Monterey, CA, and a research associate at Oxford University’s Institute for Ethics, Law, and Armed Conflict (ELAC). His wide-ranging research interests include Kant, action theory, logic, the philosophy of sport, and ancient philosophy, as well as a variety of particular applied ethics sub-fields including: the ethics of war and peace, military ethics, bioethics, and development ethics.

Non-resident Fellows included Dr. Panayotis Yannakogeorgos and Dr. Randall Dipert.

Director of Assessment

Dr. Elizabeth Holmes, Ph.D., ABPP, CAPT, MSC, USN (Ret.) is Director of Assessment for the Stockdale Center. As a member of the Academy Effectiveness Board (AEB), she provided guidance to the LEL (Leadership, Ethics and Law Department) and to the Character Development Division. She advised groups outside the Naval Academy as well, including the Society of Research Administrators, the Department of Defense Uniformed Services University Graduate School of Nursing, the MARCENTCOM Working Group, Northrup Grumman headquarters, and Joint Forces Command at GITMO, Cuba. She also addressed groups such as The Navy Post Graduate School, National Children's Hospital and the Smithsonian Foundation, and led the national search committee to select the USNA *Class of 1961 Leadership and Education Chair*.

Class of 1966 Director of Strategy & Research

Dr. Ed Barrett's primary focus in 2011-2012 was directing the research of the Stockdale Center Fellows. He created the syllabus and led the fall fellows' seminar on the ethics of military cyber operations. Participants included two in-residence fellows from the Naval Academy and the University of Connecticut, and two non-resident fellows from SUNY Buffalo and the U. S. Air Force Research Institute. He participated in the 2012 McCain Conference and various national and international conferences. In addition to teaching five sections of NE203 "Moral Reasoning for Naval Leaders," he taught a two-week course on ethics at the École Spéciale Militaire de Saint-Cyr in France.

Class of 1984 Distinguished Chair in Ethics

Dr. George Lucas has served as *Class of 1984 Distinguished Chair in Ethics* since 2009. During this time, he has also been Professor of Ethics & Public Policy at the Naval Postgraduate School (NPS) in Monterey, CA. In June 2012, he transitioned to full-time at NPS. He will retain the title of *Class of 1984 Chair* until his successor is named, and will return to the Naval Academy for occasional events.

Dr. Lucas taught ethics seminars at NPS and at the French Military Academy in Saint-Cyr. He published an essay on "Industrial Challenges of Military Robotics" and gave presentations at several ethics conferences, including the McCain Conference.

Distinguished Chair of Leadership

Lieutenant General John F. Sattler earned a BS in Economics from the Naval Academy in 1971. He graduated with honors from the Marine Corps Amphibious Warfare School, the Marine Corps Command and Staff College, and the Industrial College of the Armed Forces. As a Marine Officer he commanded units at all levels from a Platoon to a Marine Expeditionary Force. His final active duty assignment was the Director of Strategic Plans and Policy (J-5), Joint Chiefs of Staff and the U.S. Representative to the Military Staff Committee of the United Nations. He began serving as the *Distinguished Chair of Leadership* in October 2011.