

***Integritas* Film Project**

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Ethical Leadership

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➤ **Remembering The Purpose**

- Combine powerful storytelling, sophisticated tools of modern advertising and the flexibility of cutting edge communication media to “brand” in the hearts and minds of midshipmen the unremitting responsibility of naval leaders to make courageous decisions in the moment of ethical choice.
- As we look at the details of the project, we must never lose sight of our original objective. All our efforts are directed towards this outcome.

➤ **The Creative Director**

- The Stockdale Center had the vision, but we needed someone to give shape to this nascent vision . . . someone with extensive experience in the film industry . . . someone who thought creatively and critically . . . someone who understood ethics and character development . . . and someone who demonstrated a passion for the Naval Academy and the naval service. We were fortunate to find an individual who met these criteria . . . Patrick Finnegan.
- The following is a brief description of Patrick’ background:
 - Over 30 years experience as an actor, Key Grip, Construction Coordinator, Assistant Director, Director and Producer
 - Appeared twice on Super Bowl advertisements, was the primary actor for one of the longest running commercials in television history and has been in more than forty national and international spots.
 - For TV and movies, filmed underwater shots in the Red Sea, lions in Africa, the Marlboro man on America’s plains, and water craft on the highest rapids in North America.
 - Worked projects with celebrities like Morgan Freeman, Faith Hill, Sally Fields, Bob Dylan, Leslie Nielsen and Sarah Jessica Parker.
 - Directed commercials in the Chevy “Like a Rock” Campaign and oversaw commercial shoots literally all over the world . . . to include Israel, Jordan, Malaysia and South Africa.
 - Member of the Directors Guild of America.
 - What is most unique about Patrick is his wide ranging skill set, professional background and artistic abilities with both the written word and visual presentation.

➤ **The Design Phase**

- The Class of 1964 generously supplied \$70,000 to initiate a design phase for this project. The USNA Foundation administered the contract for this design phase.
- This phase enabled Patrick to:
 - Travel to the East Coast from California to conduct interviews at the Naval Academy, Marine Corps Base Quantico, the Defense Information School at Ft. Meade and Naval Base Norfolk.
 - Develop a concept paper that provided the broad vision for the project.
 - Publish a Director’s Treatment that outlined the artistic approach to the project and provided preliminary imagery and script for the primary “branding spots.”
 - Create a detailed presentation for the Class of 1964 Reunion that explained both the concept and details associated with the project.
 - Submit a detailed budget proposal for the project.

➤ **Creative Director’s Pro Bona Work**

- While the fund raising process continues, Patrick Finnegan has not placed this project on the backburner.
- Even without a contract, Patrick has accomplished the following work . . . work not initiated or mandated by anyone at the Academy or Alumni Association and Foundation . . . work for which Patrick clearly understands he will not receive remuneration . . . work done without any direct communications with the Academy or the Alumni Association and Foundation . . . and work not known to the Center until after it had already been completed:
 - Travel to Tennessee and filming of hometown patriotic celebrations that could potentially be used for the project.
 - Updating the scripts for the “branding spots.”
 - Upgrading his film equipment to provide him with an increased capability for mobility and adaptability.

➤ **Contracting for the Project**

- The contracting vehicle for the overall project had not been decided at the time of the presentation to the Class of 1964 in the fall of 2009.
- Based on the success of the Foundation contract for the Design Phase, the Center always considered the Foundation as a possible vehicle for the contracting process.
- As time progressed, the primary issue with the contract became finding the proper means to phase the contract and accomplish some work on the project while funds

became available from the Class of 1964. If we were to pursue a government contract, this phasing potentially complicated the process, particularly when we would be proceeding with the contract before all funds were in hand.

- After the Navy Inspector General released his report in the summer of 2010, the Center felt it wise to meet with the USNA JAG, the USNA Chief Financial Officer, the Executive Vice President of the Alumni Association and Foundation and a contracting expert to discuss the *Integritas* project. These discussions made it clear that the type of project we were pursuing would most appropriately be contracted by the Foundation and presented as a gift to the Naval Academy.
- Subsequent to the above meeting, the USNA JAG, based on discussions both inside and outside the Academy, confirmed that using the Foundation as the contract administrator would be prudent, legal and ethical.
- The Naval Academy has drafted a Letter of Acknowledgment for the Secretary of the Navy to inform him of our intent to proceed with the project and request a gift acceptance at the end of the project.
- The same individuals will meet again on 14 December 2010 to determine the next steps in the contract process.

➤ **Project Schedule**

- It would be premature to place an exact timeline on the shooting and production schedule until a contract has been finalized.
- Patrick and his team have developed a plan for expending \$1.1 million vice the original \$1.8 million to match the fund raising goal of the Class.
- With all funds in hand, a final product could be delivered in 9-12 months, depending on the start date of pre-production and shooting.
- If the contract were phased, the timeline would expand depending on the flow of available funds.

➤ **Delivering the product to the Brigade**

- The Center and Patrick have continued to emphasize the importance of roll-out and execution once the product has been developed.
- The execution strategy includes engaging midshipmen, staff, faculty and coaches who will be introduced to the product and the concept behind the branding campaign. The buy-in of these influencers is essential to the program's success.
- The target audience for these branding spots is the entire Brigade. The spots, just like TV commercials, will be distributed widely and consistently—virally, in the classroom, in the Mess Hall, on You Tube, to IPODs and on the Center Website.
- The concept is to create a “buzz” and discussion around these spots. They will be gripping enough to engage a young audience and thoughtful enough to cause midshipmen to reflect on their meaning.

- Because of the constant turnover of the Brigade, these spots will have an extended “shelf life,” but at some point, as with all video productions, there will be a time when a refresh and renewal will be necessary.

➤ **Determining the program’s effectiveness**

- We will use a diversity of measures to determine the program’s impact.
- These measures will include website traffic counts, surveys, personal interviews and focus groups.
- The Center and Academy understands that this project is not the “silver bullet” for ethical leadership success at the Academy and in the Fleet, but we are confident *Integritas* has the potential to be an important tool for those who develop current and future leaders of our Navy and Marine Corps.
- The advertising world has already proved that branding works on affecting people’s thought processes and decisions. We are borrowing their concepts to address something much more important than running shoes or soap . . . the decisions in the moment of ethical choice.

➤ **Support for the program**

- Support for the concept of “ethical leadership branding” has been extensive.
- The concept has been presented to two Superintendents, numerous senior and junior leaders at the Naval Academy, combat-tested Sailors and Marines, retired officers and enlisted personnel and those who orchestrate the airwaves for the Department of Defense. Without exception, there has been an intuitive feel that this concept can work and needs to be added to the ethical leadership development arsenal.