



**U.S. Coast Guard Academy
Institute for Leadership**

Annual Tyler Chair Leadership Address

delivered by

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Thank you Cadet Kurucar and good afternoon everybody! It is great to be back in the hallowed halls. I thank Cadet Kurucar and congratulate him on his appointment as the Regimental Commander for the new make in the advent of a new academic year; and I thank you all for taking time out of your busy schedules ... as if most of you had a choice!!! ... to gather around the leadership campfire once again as you begin another academic year. For those of you actually here by choice, I'll try hard to make your choice rewarding.

Several people deserve a public thanks and I should do that now. First, Admiral Burhoe, thanks for the zeal and enthusiasm with which you've taken on your new responsibilities as the Superintendent here at the Academy. Such qualities are evident and are spoken of at every turn and we are very lucky to have you at our helm. For those of you who don't know, I had a personal hand in RADM Burhoe's accession into the Coast Guard, so I'm now publicly taking credit for all the good things he's done! Of course, if he's stumbled anywhere along the way, he's on his own there! But, I doubt that has occurred very often because I have followed the progress of RADM Burhoe to this point and he has made extraordinary contributions to the organization and will continue to do so here at the Academy.

For Dr. Jim Tyler, whose vision we play out with these addresses and all the other deliverables the Institute for Leadership offers to the Corps and faculty and staff ... I offer my continued appreciation and re-pledge our best effort going forward. For anyone who believes Dr. Tyler's interest and contributions stopped with his generous donation, I need to introduce you to him! He believes deeply in the purpose behind his generosity and continues to be our "accountability conscience" to ensure we optimize the impact of his gift.

Third, I need to thank LCDR Scott Borgerson and the team of Institute players he led to such a successful year. For Scott [Borgerson] and Alison Peabody ... and I understand there is a new little Peabody to be dealt with as well... and the two dynamic young interns, Besty Hall and Rosi Lalli, I offer my public thanks in helping us develop initial drafts of business plans and curriculum development ideas. In the personal case of LCDR Borgerson, I hope we all realize the extraordinary capability of that young man who has left our ranks, but remains just at arm's length. For those who read the Wall Street Journal and the NY Times, he's already commenting publicly on his favorite subject ... Arctic Policy ... and my guess is we'll see much more as the interest in global warming and more national claims emerge concerning that very cold frontier. Looking back at last year's many successes for the Institute; Scott was in the center of every one, including the course we taught together last spring, highlighting the importance of port cities, both historically and as an integral part of the global marketplace of today. In Scott's stead, LT Jamie Smith is well underway to filling the void left by Scott's departure.

There are many others to thank and I ask that those out there with whom we engaged last year, understand I might be here all afternoon if I tried to thank you all for letting the Institute make a contribution to your work. Let

it be clear that I appreciate deeply your trust and openness and we won't let you down.

So what is our course for today??

First, a couple highlights looking back over this year and second, a discussion focused on Dr. Tyler's vision and several dimensions of our copywrited, "Architecture of Leadership." By any standard, last year was an extraordinary success. We engaged more faculty and more staff, with a wider scope of leadership discussions. The substance of that engagement was richer by far than our first year. Jim Sylvester and John Maxham at the Alumni Association helped us pool financial resources from multiple sources with the end game being efficient and impacting use of those funds for leadership development activities. Cadets and faculty members enjoyed off campus experiences, the lessons from which were brought back to the Academy. The Tyler Chair trip to Washington, DC gave 16 cadets back room insights to the White House, the Congress, DHS and Coast Guard headquarters. We sponsored a first ever panel of Academy graduates who came back to share their professional stories with the Corps. Some were Coast Guard stories and most, however, were private sector success stories. What they all had in common was their beginning at the Coast Guard Academy. We hope to make that an annual experience so as to tell each class, each year how important it

is to realize NOW ... while you're here ... what a solid Foundation For Life is available during these four years. Hmmm – Foundation For Life ... I like that phrase. You might hear it again this afternoon.

We just finished participating in the 2/c Coastal Sail Training Program again this summer. We looked for programs that touched virtually every cadet in a given class. Coastal Sail Training was one and I'm indebted to CDR Rich Sanders for allowing the Institute to add a leadership development dimension to the program. Every cadet now in the Classes of '08 and '09 has been exposed to our "Architecture of Leadership." I hope that exposure takes root as a provocative and lasting interest in this discipline of leadership.

I thank the Humanities Department for allowing us to help land another outstanding Hedrick Fellow. Secretary Bill Cohen absolutely loved his day with the Corps and it was great to bring a real renaissance figure to our campus ... published poet and novelist, elected public official, appointed cabinet member and warrior ... Bill Cohen is an example of the leaders we hope to have walking across our own graduation stage. It was a great experience to first listen to him recite his own poetry and then tell us in the Hedrick Lecture of the behind the scenes tales of the first Gulf War. It was also fun to publicly remind him of the box score of the Bowdoin/Coast Guard basketball game in December, 1962 when he and I first met and, of course,

when we kicked their butts!! Given he's now my boss, I tell that story a bit less frequently. How's that for good leadership judgment???

I owe you an update on our publishing goals. Don Phillip's and I completed our second book together and the US Naval Institute has accepted it for publication. The manuscript is entitled "The Architecture of Leadership" and it will become the subject matter basis for our Institute's delivered product. I was just in Annapolis last week ironing out details and I hope we're on the bookstore shelves in February of 2008.

Lastly, on the look back, let me congratulate Antonio Farias on an incredibly successful commemoration of the 30 years that have gone by since women were admitted to the Corps of Cadets. From flying banners on the grounds to inspiring speakers reflecting on the enormous gains to Coast Guard productivity as a result of that decision, this past year became a wonderful celebration of what has been and an articulation of what still lies ahead and what can be.

Well...thanks for your patience with our historical review. It's important to cite our progress and to do so publicly. The real joy in occupying this Tyler Chair is two-fold. First, to be literally surrounded by cadets and feed off their seemingly endless energy and enthusiasm. Second,

to be part of building something very special here at my beloved Alma Mater, this Institute for Leadership, which we hope has so much to offer.

So far in these annual addresses we've found our brand and begun the methodical building process. "We the Privileged Few" ... you helped us understand after I used that phrase in my first address, that is really our brand and that we should not forget it! "We the Privileged Few" ... a simple but powerful realization that those few young Americans who matriculate here are privileged indeed. Privileged to join this extraordinary organization ... this Coast Guard with more than 217 years of exemplary service to America. That service shapes the long blue line of responsible obligation, where each of us so privileged is bonded forever to that record of success and obliged as a result to add our contribution to the record. So I ask ... is that the key? Is the key that by raising our hand at the end of our first week here and reciting the time honored oath, we consciously bond our future intentions to the expectations established by all those who went before us. "We the Privileged Few" is indeed the very essence of the Coast Guard ethos. The ethos we watched at work during and after KATRINA. Hard work attacked relentlessly until the challenge is met. "We the Privileged Few" ... These addresses have focused on pieces of that ethos with the idea that each of them

are building blocks that you assemble to create that Foundation for Life for yourselves.

Let me review for you the leadership dimensions we focused on last year and the year before. In my first Tyler address, I spoke of COMMITMENT and SACRIFICE ... COMMITMENT, the leadership attribute and SACRIFICE, the behavioral manifestation of Commitment actually carried out. We spoke of General Washington's six long years in the field with his soldiers as SACRIFICE induced from COMMITMENT.

This morning I had a chance to speak to the Class of 2011 and we discussed the signers of the Declaration of Independence. We even discussed some of the lesser known signers of the Declaration of Independence. Who among us has heard of Arthur Middleton from South Carolina ... or Richard Stockton from New Jersey ... or Caesar Rodney from Delaware ... or Francis Lewis from New York? Certainly, we have heard of Franklin and Jefferson, and those guys from Massachusetts that were bold enough to sign the document for George III to read.

All 56 of the signers had COMMITMENT and SACRIFICE in their mind when they pledged to each other "their lives, their fortunes, and their sacred honor." And those four lesser known signers that I mentioned, their lives played out in losses of fortune, losses of life, and certainly, losses of

sacred honor through the course of the revolutionary experience. Because, they took seriously the notion of COMMITMENT translated to SACRIFICE.

Last year we spoke of INTEGRITY, the attribute, and EXPECTED DUTY, the manifested behavior. Remember the great quote from President Teddy Roosevelt about the man in the arena ... “marred with dust and sweat and blood ... the man who knows the thrill of high achievement ... the man whose place will never be with those cold and timid souls who know neither victory nor defeat.” That man in the arena, the one with INTEGRITY understands the connection to EXPECTED DUTY and fulfills it.

This year I want to focus on another element in our “Architecture of Leadership.” I’d like to focus on the attribute of HARD WORK and its behavioral manifestation, RESULTS.

Let me offer a couple real life stories of men who came to exemplify the value of HARD WORK. First, someone we all have in common as our Coast Guard’s founding father. Alexander Hamilton. ADM Allen cites commentary on Hamilton as the greatest American never to be elected President. His story is an important one for all Americans, but certainly for those of us in the Coast Guard. He was an illegitimate child and orphaned in early life, hardly the start anyone with high ambition would ask for. He gave evidence early as a young boy working as a clerk at an export-import

company, that he would one day be a force to be reckoned with. He developed an understanding of commerce and trading, shipping and port management. All of that would be FOUNDATION experience for his later responsibilities as our first Secretary of the Treasury. But, if you read carefully through Ron Chernow's 2004 biography *Alexander Hamilton*, it is his uncommon work ethic that sets him apart. Endless hours and days working and studying. Endless hours and days as an artillery officer and aide-de-camp for General Washington. Endless hours and days as the principal author of the Federalist Papers, convincing the citizens of those thirteen independent minded colonies that their best course lay in ratifying the new Constitution of 1787. We should all learn from great example and Hamilton is precisely that. Speaking on the notion of diligence and focus about martial doctrine, Hamilton said,

“A tolerable expertness in military movements is a business that requires time and practice. It is not a day or a week that will suffice for the attainment of it.”

A very simple, but riveting and powerful construct, that you work as hard and as long as is necessary to accomplish the desired result. Results for Hamilton we know to be a long list:

- Revolutionary War Hero

- Continental Congressman
- Successful Lawyer
- Brilliant Financial Strategist
- Judicial Strategist
- Banker
- Drafter of Gen Washington's Farewell Address
- Secretary of the Treasury
- Founder of our Service
- Champion of the Strong Mind, regardless of the class in society from which it emerges

Indeed in Hamilton's case ...HARD WORK produced RESULTS.

A second example:

Two weekends ago, Cal Ripken, together with Tony Gwynn was inducted into baseball's Hall of Fame. In the face of today's headlines about Michael Vick, Barry Bonds, NBA officials and doped up cyclists, it was a breath of fresh air to listen to the story of a ball player who just loved to play baseball and who recognized that the harder he worked at the skills of the game, the better he would actually be at executing those skills. A wonderful editorial by Cal Thomas appeared after the ceremony. Mr. Thomas lived close to Baltimore and saw Ripken play a lot. He cited his work ethic.

Ripken was always the first player on the field before every game, the guy who took more swings than anyone else at batting practice, the guy who stayed and signed the last autograph for the last fan after the game. I've had the great pleasure of meeting and talking with Cal Ripken about our common interest in leadership concepts and activities. I'm aware that there was never a story about drugs or alcohol or boorish behavior or gambling or anything that would bring discredit to himself, to his Orioles, to his game, or to his family. In these days of celebrity attention to Britney or Lindsay and news hours filled with violently gratuitous tragedies, it is doubly important that we reflect on and embrace the enduring over the immediate, the noble over the base, the valuable over the cheap and the wholesome over the tawdry. Ripken and Gwynn as well, display all those things. RESULTS you might ask? On September 6, 1995 when Cal Ripken broke Lou Gehrig's record for consecutive games played, the outpouring of emotion from fans, teammates, announcers and citizens was palpable and heartfelt. That moment tells me we still recognize and value the preferred way ... the "right" way. Cal Thomas said, "It was as if America was lamenting what it had lost when it traded real accomplishment for celebrity and false glory." Real accomplishment ... that was Cal Ripken's results. The FOUNDATION FOR LIFE laid by family,

coaches and personal work ethic produced a lifetime of quality RESULTS.

HARD WORK produced RESULTS.

My family currently lives in Williamsburg, Virginia and a recent obituary in our local paper caught my eye. The article chronicled the life of one Oliver Hill who had passed at age 100. I have never heard of Oliver Hill, but he was eulogized by Governor Tim Kaine as the man who helped integrate US schools. Governor Kaine likened him to the biblical good Samaritan, reaching out to help those in need. In Oliver Hill's day, those were black Americans in need of equal education. Born in 1907, Hill entered a world where the US Supreme Court had just upheld laws banning a black man from sitting in a train car with whites. By the time he graduated from Howard University Law School in 1933, he had committed himself to the HARD WORK of challenging laws making blacks second-class citizens. What were the RESULTS?

In 1940, Mr. Hill successfully argued a Virginia case in front of the Virginia Supreme Court securing equal pay for black and white teachers alike in the State of Virginia. In 1954, the epochal Brown vs. Board of Education case was decided by the Supreme Court of the land. It included a Farmville, Virginia case argued by Oliver Hill as one of four cases presented in that decision.

Later in life, Mr. Hill was awarded the Presidential Medal of Freedom in recognition of his truly national impact. For Oliver Hill, HARD WORK committed to in 1933 produced RESULTS for the rest of his life.

Lastly, I'd like to connect my endless challenge to you all about PREPARATION equaling PERFORMANCE to our discussion today about HARD WORK and RESULTS. Coast Guard headquarters recently published a list of the Coast Guard's Top Ten Rescues. One of them particularly caught my attention as the way to make this point. Here's the story:

In December of 1902, Keeper George N. Gray and the Charlotte, NY, Life Saving Station received the Gold Lifesaving Medal in recognition of their rescue of four men and one woman from the wreck of the schooner John R. Noyes. They were engaged for more than a day and a night with little sleep, having been under oars from 11:30 p.m. on the 14th to 4:30 p.m. on the 15th with the exception of about two hours. They pulled in a heavy seaway for nearly 60 miles, and all were covered in ice and were frostbitten. In addition to the conditions and distances rowed, the keeper commandeered a train and sleds to move the beach cart and equipment through the deep snow drifts for the launching of the surfboat.

The idea of HARD WORK producing RESULTS is pretty clear here. But imagine the professional training and preparation necessary to accomplish

the mission that night. How many in this room have rowed a whaleboat across the river and back? ... There should be a couple of hands, because I remember doing it a lot when I was here as a cadet ... How many have rowed a whaleboat one mile in a North Atlantic seaway in January or February? ...Probably fewer hands... Well, I've done both of those things and it's virtually inconceivable to me to think about 17 hours and 60 miles with frostbite. But because they had prepared well and because they were well led, they accomplished their mission.

HARD WORK produced RESULTS. How do you think the men in that crew took on challenges for the rest of their lives? I would guess that experience offered them a FOUNDATION FOR LIFE that bred confidence and ensured accomplishment.

Ladies and gentlemen, a good friend of mine passed away since our last meeting together. CAPT ROSS BELL, USCG (Ret) went off to a better place and his ashes were scattered at sea from the CGC AHI, off Honolulu, Hawaii. In the summer of 1966, Ross Bell was ENS Bell, the Executive Officer aboard the CGC PT WELCOME on patrol near the CuaViet River, then dividing North and South Vietnam. The patrol boat became the target of friendly fire when USAF fighters returning from sorties to the North, mistook the WELCOME for a North Vietnamese patrol boat. Ross Bell lost shipmates

... including David Brostrom, Class of '63 at the Coast Guard Academy, then the Commanding Officer of PT WELCOME ... and was himself terribly wounded that day. I met him for the first time in a California hospital recovering from his wounds. I was on my way to command a patrol boat in Vietnam. That hospital visit was the single most impacting hour I spent in the training weeks that prepared us for war. Ross went on to a great career, commanding CGC BUTTONWOOD and RUSH.

Those who served with him, remember him as a sailor's sailor, a shipmate who would willingly tell the story of his wartime experience to inspire his crews to work hard and learn their trade, especially when they were heading to Refresher Training, or CART and TACT as it is known today. He knew first hand that HARD WORK would prepare them for the kind of circumstances that had almost taken his life.

These hallowed halls are the classrooms for your professional preparation. This is where you build your FOUNDATION FOR LIFE. WE THE PRIVILEGED FEW indeed. In order to walk across that graduation stage, every one of you will be required to WORK HARD. That is as it should be. The goal is to make HARD WORK a habit. As that occurs, your FOUNDATION FOR LIFE is built brick by brick.

‘We graduate young people with stout hearts and alert minds, with a liking for the sea and its lore.’

So what of value do I leave with you today to help make that happen?

I offer that the PRIVILEGE WE FEW enjoy at this place is the four year chance to build our own personal FOUNDATION FOR LIFE. Part of that foundation is to internalize the value of HARD WORK so it becomes second nature. That happens here ... not by osmosis but by making HARD WORK a condition of success. Form that habit and you join CAPT Ross Bell and Keeper George Gray as members of Alexander Hamilton’s legendary list of sentinels. Having stood with them for 42 years, I assure you, it is an enormously gratifying place to live and work.

Thank you for your attention, good luck as you begin another year and
GO BEARS!