



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

Annual Tyler Chair Address

delivered by

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**U.S. Coast Guard Academy
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Thank you Cadet Foos for your kind introduction and thank you all for taking the time to join us today to think about and talk about Leadership. It's great to see faculty, staff, the Corps and even some interested bystanders. Most of you know it's a subject of great interest to me and I relish this opportunity to think about it out loud with a captive audience! After all, two days ago you were footloose and fancy free, today your butts are back in Leamy chairs, relishing the chance to learn!! Right??

I think our first order of business today, as our new Commandant has asked, is to remember the two CGC HEALY crewmembers who lost their lives in a diving accident last week. They both come from Florida and lost their lives in the service of their country 600 miles north of Pt. Barrow,

Alaska. Let's pause a moment and remember our shipmates, their families, and crewmembers.

I have three other obligations today. First, I'll try to update you all on the progress we've made on the Tyler Chair agenda since our time together last year. Second, I can't let the 30 year anniversary of Women in the Corps go by without a thought or two and finally to concentrate on the purpose of these addresses. That would be to focus on Leadership, with the goal of planting something in your minds worth remembering for a long, long, time.

First, an update. We have had a truly memorable first year at the Institute for Leadership and I should begin by thanking RADM Van Sice and the entire Academy team for their support and understanding as we groped our way around trying to make an instant contribution, and also do the design work necessary to contribute over time. CDR Glenn Sulmasy and LCDR John Dettleff deserve the credit for super-human work in spearheading this initiative. Alison Peabody joined this team and has done a terrific job as our Resource Manager and finally LT Scott Borgerson has stepped in to replace Glenn and John as my working colleague for our second year. Mostly, I should thank Dr. Jim Tyler for providing us this extraordinary opportunity, and the many members of the Cadet Corps who listened carefully, trusted us with their time, and then became ambassadors

for us inside the Corps. Several even took the time to draft articles for the Alumni Bulletin that documented their experiences. For that I am immensely grateful to 1/c Ian Mulcahy, 1/c Celina Pearl, and 1/c Jon Ladyga.

We focused on Dr. Tyler's challenge to us and I believe made progress in key aspects of his vision. The Institute has commitments in place to the Commandant of Cadets and Dean of Academics which we hope will result in "real time" recognition by the Corps as to their leadership development while they're here as opposed to finally understanding that fact after graduation. We have commitments in place to the Director of Admissions that we believe will help raise the visibility and recognition among high school principals and guidance counselors that our Academy is one of the very best places to matriculate if you're interested in leadership development.

Our future - the Academy's and the Service's - depends on attracting top talent to the Cadet Corps. Thirty years ago the Academy opened its doors to women, doubling the pool of eligible prospects and launching a new era in the search for talent, leadership and character.

That year - 1976 - marked the largest applicant pool the institution has seen since. Ironically, while we were busy opening doors for young

Americans, our voice became increasingly difficult to hear. Today, it's nearly drowned out by the noise of colleges and universities who are incredibly sophisticated and effective grabbing the attention of the most talented high school graduates in this country. As a result, I am alarmed to report that our pool of qualified applicants has dwindled to only 25 percent of what it was in 1976.

I have had the opportunity to discuss this challenge during several meetings with the Director of Admissions, Director of Diversity Affairs, and senior leadership this year. Today I am pleased to announce the Institute's commitment to addressing the issue by sponsoring the research and investigation required to learn how other institutions, faced with similar challenges, have successfully overcome them.

Our ability to communicate effectively over time with young people, educators, service members, the Department, and national leaders concerning the unique value of this institution is paramount. This Institute is going to help the Admissions office fix this problem.

Lastly, Mr. Don Phillips and I developed what we believe is a world class leadership conceptual framework for the study of development. We can give you a fifty slide PowerPoint presentation about it or offer you a

copy of the article we've written to describe it. Don just sent me the initial manuscript of the book he's working on to fully document our work. I've tried it out on graduate students at the Maxwell School at Syracuse University with great results. I've tried it out on senior civil servants at the Federal Executive Institute in Charlottesville, Virginia with great results. More importantly we tried it out on our own Executive Advisory Committee and they provided outstanding commentary and gave it their blessing as a sound product. It will form the basis of much that we do at the Institute now and into the future.

Perhaps more importantly in our first year we engaged the Corps. Both Superintendents Olsen and Van Sice asked us to focus on the Corps as our first and most important audience. That we have done. CDR Sulmasy's and LCDR Dettleff's courses focused on the Leadership aspect of their academic material. We had a long string of extraordinary guest lecturers and Corps wide speakers culminating in Secretary Tom Ridge joining us in the Spring as our Hedrick Fellow. We traveled together to Washington, DC and listened carefully to cabinet members, Congressional Leaders, senior White House officials, and even to President Jefferson at his Memorial where we found inscribed a series of timeless exhortations from the most articulate of our Founding Fathers. We held an initial outreach session in New York City to let alumni and friends know about the Institute. One of the creative uses

of the framework was as a discussion device for the 2/c cadets in this summer's Coastal Sailing Training Program. Reports back from cadets and safety officers alike have been very positive. We began the process of internal outreach here at the Academy and continued that this week when I had dinner with the Regimental Leadership team who I know share our passion for the Institute's mission. Even this morning I sat with the Dean's department heads to listen carefully and learn how the Institute can help them reinforce the image of having not just teachers, but real dynamic leaders in the front of all our classrooms. We indeed have had a terrific inaugural season! Now armed with a freshly signed Superintendent's Instruction locking our value and our work stream in place, we're anxious and excited about our second year.

Second, a reflection. On 8 June 1973, OCS Class 2-73 graduated from their training at Yorktown, Virginia. In their ranks at graduation for the first time were 5 women. The entire class was 29 strong. They had lost five men and one woman during their 17 weeks of training. One of those women graduates was Margaret C. Riley. I got to know her three years later when I was assigned to run that OCS program and she was assigned to the staff as an instructor. She was bright, enthusiastic and tough. I grew to like and respect her as a colleague and a friend. Those feelings only grew stronger over the years. I never met the other women in her class, but I

know they were in the vanguard. They set the pace for others to follow. Thirty years after receiving her commission, CAPT Riley retired from active duty as the Director of the USCG Leadership Development Center, right here at the Academy. Somehow that assignment and that career were properly locked together. Peggy Riley is one of my heroes. We should all hope we could take on the scope of challenge she faced and still faces and end up standing so tall.

In that same year I reported to Yorktown, our Coast Guard made an even deeper commitment to gender equality. Women were admitted to the Corps of Cadets at this extraordinary Academy. They were admitted with their male classmates into the class of 1980. They became the rest of the vanguard...leading the way for the 744 women who have since graduated. It was anything but an easy challenge. I suppose nothing truly worth accomplishing ever is. The Academy worked hard to eventually generate what you might call critical mass....adequate numbers of women cadets; women in the faculty; women mentors and mentees. It remains work underway. I have great admiration for the members of the classes of the early 80's. Both men and women needed to find ways to make it work. But the bottom line was pretty straight forward. The women in those classes persevered. They pushed through a seemingly endless set of obstacles and attitudes. They represent the best of what we want to build here. Some are

back with us. CAPT Flammang is back. CAPT Bibeau is back. CAPT Keene is back. We have five active duty female flag officers who came to our service through those mid-seventies OCS classes. One of them is our new Vice Commandant. It's only a matter of scheduling the selection board that will pick up our first Coast Guard Academy source female flag officer. That will be a banner day!

On July 3, 2006 we welcomed the Class of 2010 to these hallowed grounds. I had a great hour or so with them last month. We spoke about the long blue line of tradition here and I'm delighted to report it was a lively discussion. Also on their arrival day we began a year long commemoration of the 30 year anniversary of admitting women to the Corps. Banners fly from Lampposts on the grounds here. Antonio Farias is organizing the effort which begins in earnest on 25 August. Events and activities are scheduled to celebrate over this full year the contributions of women leaders in our Coast Guard. We will commemorate the past and lay the groundwork for the future. The Institute for Leadership will find as many ways as possible to join that celebration. I challenge all in this auditorium to join us. Find the time in your busy schedules to participate in the events. Our single most important task here is to produce future leaders. Good leaders understand and value diversity. As I look out into the young eager faces of this Corps of Cadets, I see that future clearly. There is a future Iceberg Eddie Smith.

Over there is a Thad Allen or Bill Earle. And over there is a future Peggy Riley or Sue Bibeau or Vivian Crea. Let's use this commemorative year to offer the Corps first the best reflection and then the best challenge we can provide. As you depart this event, representatives from the Corps await those of you who understand the importance of this work and are up to the challenge. Let them know you'll be there.

Thirdly, a few thoughts about Leadership.

“We, the Privileged Few” “We, the Privileged Few.” “We the Privileged Few” I now see posters and markings carrying those words in many places around the Academy grounds. It seems my use of that phrase last year struck some resonance. I'm delighted of course, but what's really important is that it seems to have stuck with the Corps. About that I'm much more than delighted. About that, I'm committed to build something good on that foundation. Today, I offer it as the slogan for these annual lectures. “We, the Privileged Few”... privileged to come and learn here, privileged to live and work here, privileged to raise our standards here. I will come back to this notion of privilege.

Last year, I spoke about Commitment and Sacrifice. Commitment the leadership attribute and Sacrifice the Behavioral Manifestation of

Commitment actually carried out. We spoke of General Washington's 6 long years in the field with his soldiers as SACRIFICE induced from COMMITMENT. I could have spoken about breakfast...you all know the story, about ham and eggs!! The chicken is interested, but the pig is really committed!!

I wanted to find an equally impacting leadership attribute and behavioral manifestation pairing to share with you today. Looking back on this year, I've selected INTEGRITY as the attribute and want to offer EXPECTED DUTY as the manifested behavior. Given our value system in America, we have morally sound expectations of each other and of our leaders.

So, how are we doing? Let's engage in a bit of audience participation. We'll call it the headlines game. I'm going to offer you a couple of headlines from the recent past to get us started. Then I want to hear from you. Headlines about **INTEGRITY** and **EXPECTED DUTY**. Here we go!

Floyd Landis' Sample Tests Positive

FBI finds \$90K in "cold cash" in Congressman's Freezer

The Fast Rise and Steep Fall of Jack Abramoff

Randy Cunningham; The King of Congressional Corruption

Beyond Tom Delay: 13 Ethically Challenged Members of Congress

Barry Bond Ties the Babe...Sorta!

Ken Lay; Preacher's Son to Millionaire to Convicted Felon

OK, Your turn. Who has a headline for me?

Now to be sure we could build a list of countering headlines. They would likely not be very familiar because our media friends seem to thrive on the negative and we'd likely have to make the headlines up ourselves.

How about these?

Church Youth Group Returns from Week at Habitat for Humanity Site

Neighbors Hold Barn-Raising for Arson Victim

Bill Gates and Warren Buffet pledge billions to eliminate AIDS

How do we hold onto our 216 year old Coast Guard Value System and make even the youngest of the “Privileged Few” a bastion of moral strength? That is our collective burden.

I remember telling the Corps in my last address to them as Commandant that General Eisenhower had concluded this: “The Supreme quality for Leadership is unquestionably **INTEGRITY!** Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.”

I told the Corps this because I wanted them to understand that INTEGRITY is about more than simple honesty. I wanted then and I want now for you to understand that organizational integrity is more than the sum of the INTEGRITY levels of that organization’s individual members. I wanted then and now for you to understand that once an organization reaches such a level, its INTEGRITY actually becomes a sustained standard

that its members must stretch to reach. Such INTEGRITY is a wholeness, a soundness, a completeness of being and it imparts a Unity of Purpose. It is a high calling...a standard of excellence...And most importantly it produces EXPECTED DUTY.

Why was the Coast Guard able to shift gears on 9/11/01 so effectively such that it woke up that morning planning to spend 2 or 3% of its budgeted capability on port security and ended that day spending 47%? Why did the Coast Guard perform so heroically in Katrina when so many others were failing the citizens of Louisiana? Because leaders of INTEGRITY behaved as we have come to expect. Let me say that again, “Leaders of INTEGRITY behaved as we have come to expect.” Don’t let this notion, God forgive, become repetitive or trite. Listen to me carefully, “They knew what the RIGHT thing to do was and they did it.”

Why is this the case? Because the Coast Guard has long ago reached that higher order of organizational integrity. That’s why we excel. That’s why you will excel. Our responsibility is to never forget the WHY and to constantly reinforce it. How do we do that? By keeping it on the front burner and growing every day.

One of things I believe in most strongly about leadership development is the value of observed and studied behavior in others. In John Gardner's superb book ON LEADERSHIP, if you turn to the index and just glance through it; you could easily come away with the idea that it was a text on world history. It seems all the giants of the world are mentioned...from Washington and Lincoln to Churchill and JFK, from Ronald Reagan to Herbert Spencer, from Peter Drucker to Eisenhower. They are not here as a set of biographies, but rather as examples. Gardner brilliantly uses them as reinforcement agents for the lessons he's trying to teach or the points he's trying to make. These giants of history personify leadership at its best. Others give us equally educational negative lessons...Stalin, Hitler, and the Ku Klux Klan.

Teddy Roosevelt once said:

“The credit belongs to the man in the arena, whose face is marred with dust and sweat and blood, who knows the great enthusiasm, the great devotions and sends himself in a worthy cause; who at best, if he wins, knows the thrills of high achievement and, if he fails, at least fails daring greatly, so that his place shall never be with those cold and timid souls who know neither victory or defeat.”

That quote is about EXPECTED DUTY. We can learn much from a study of the 'man in the arena'...that is from a study of our Heroes and Role Models. Are those words synonymous? For me the distinction is important. Role models are of our own choosing. Heroes have gained a certain distinction either by fame and visibility or by generic category such as astronaut or missionary. It's relatively easy to study the behavior of heroes as much is written about them. Role models on the other hand, provide us glimpses, often from a distance and often without the opportunity of intense study over time.

The point to be made here is that one key to DEVELOPING better leadership capability is to think about, research, and study carefully the traits and behavior of both our heroes and our role models. They are different for each of us. Gardner spends a lot of time in his book talking about the obligation current leaders have to mentor, develop, and cultivate the leaders of tomorrow. He states clearly that the chore is not to produce batches of identical leaders as one would with a cookie cutter, but rather to make visible to all, the vast array of leadership variety that works. From that great spectrum then, each would-be leader can fashion that package best suited to them. That is precisely what we are doing with our Institute and how we hope to employ our leadership development framework.

Examine for a moment four heroes from World War II. Eisenhower, Marshall, Patton, and MacArthur. Pick a single word that comes to mind just by saying their name. Eisenhower might be identified as a coalition builder; Marshall as a master campaign designer; Patton as a brilliant warrior and MacArthur as an imperial strategist. All come from essentially the same generation. All had great dedication and limitless work ethics. All were heroes...but very different types of leaders. All deserve a great amount of study.

One of my favorite heroes is Harry Truman. The biography, simply entitled TRUMAN, by David McCullough is a magnificent tribute to Truman's characteristics of simplicity and total integrity. Everyone remembers the sign on Truman's desk which read "The Buck Stops Here" but few remember the other one which was a quotation from Mark Twain..."Always do right. This will gratify some people and astonish the rest" As to integrity, we know of President Truman's tough decisions on MacArthur, the Atomic Bomb, or the Marshall Plan. All based on black and white INTEGRITY. As to simplicity, my favorite story is from Ray Scherer, the television reporter who on the day Truman returned to Independence from the presidency asked him, what was the first thing he did, obviously expecting an impacting statement for the ages! Mr. Truman said, "I carried the grips up to the attic!"

Personal heroes and role models of course can come from all walks of life. We each, who would be leaders, should make our own list and be able to articulate why the people are on that list. What did they do or say that kept them bigger than life in our eyes? What was our personal experience with them that earned them a place forever on our list? Our list can include heroes we've never met. It can include fathers and sisters, coaches and teachers, grandmothers and astronauts, commanding officers and leading petty officers. They can represent any ray of the diversity spectrum. They can be alive or dead, near or far. But they must be able to strike chords in our minds, ring bells in our hearts and help focus the study of our profession and those who lead it.

As Coast Guard men and women, I'm concerned sometimes that we think we fall short on heroes. We are intensely proud of Signalmans First Class Douglas Munro and his heroic exploits at Guadalcanal, but for a military service that's over 200 years old, I often sense we're too aware or even ashamed that we only have one Medal of Honor winner. Let me tell you clearly, we have thousands and thousands of Coast Guard heroes. Our trouble is we don't spend enough time talking about them and learning about them. When we look just below the surface, our legacy is rich and deep.

Pick a mission area and look into its history and there's more to behold than meets the eye.

One source of such treasures about our Aids to Navigation mission is a book by Hans Christian Adamson called "Keepers of the Lights." He states in his introduction that his main purpose is to capture and recreate the picture of the old days and old time keepers before it was lost. He does so brilliantly as we learn of Lighthouse keepers and breeches buoys, fog signals, and LORAN. But mostly we learn about heroes in the ATON business. Consider these stories:

#1, on August 9, 1918, Diamond Shoal Lightship rode feather light upon a Silky ocean. In the distance as freighter steams its slow way. Suddenly, where there had been only sea before, a German submarine appeared. Men swarmed around a deck cannon. A shot rang out. Columns of steam and smoke rose from the sinking freighter. "Send a message to all vessels to steer clear of here." The Lightship's captain shouted to his radioman. "Aye, Aye sir," replied Sparks, "but the Hun will hear the message and sink us, sure as shouting." Without a second thought the skipper answered, "Let him. We'll have done our job." The Lightship sent the warning. The U-boat sank the Lightship."

A second one: The British Yeoman, an ancient and weather-beaten brig that flew the Union Jack, wallowed deep in the raging seas because of its heavy load. The end will soon come. The super gale that swept the Hawaiian Islands on the seventh of January 1916 would smash the rudderless ship and its crew on the lee shore of Kuauai Island. By the merest chance, from the bow of his tiny lighthouse tender, the COLUMBINE, the captain saw the other ship's distress. For the small tender to try to pull the brig out of the breakers would be suicide. Still—"Prepare to pass the Yeoman a line," ordered the skipper. After a battle of 65 hours the brig was out of the breakers and safe from the beach.

#3: April 1, 1946. All was quiet in the watchroom of the radio direction finder station atop the hill behind the lighthouse on the beach of Scotch Cap Island on the Aleutian Chain of Alaska. Sea quiet. Sky clear. The Coastguarder on duty grinned. A slow start for April Fool's Day. Way beyond sight and hearing, deep in the North Pacific, a series of earthquakes shook millions of tons of water into gigantic tidal waves. The largest, tall as a tower and thick as the Chinese Wall, sped north with a thundering roar. It struck the coast, demolished the Scotch Cap Lighthouse, killed every member of its

five-man crew, receded to the ocean – and again, all was quiet at Scotch Cap.

These stories of our ATON structures and facilities are not about stone and steel and lights flashing from tall towers or bells tolling from rolling buoys - although they are important parts of it. Rather they are about the stout hearted men and women whose courage and devotion to duty made the history of our early days. These were truly heroes with brine in their blood, sweat, on their brow and service in their hearts. Their story is our legacy...we must read it, understand it, and take pride in it. We should know about Ida Lewis and Kathryn Walker, about Commissioner Putnam in the 1920's and Mrs. Harry Salter at Turkey Point Light in the upper Chesapeake Bay. And with my apologies to the clinic staff, we should know about Larry Merchant who retired in 1920 after 38 years of service. In an interview with a writer about a year later, Mr. Merchant said he was still in excellent health despite his advanced age because “During my longtime in the Lighthouse Service, I have been where the doctors could not get to me!”

Yes, we should be proud of those “wickies” who kept the lights burning in every conceivable weather nightmare. We should know their names and stories. They performed their EXPECTED DUTY.

Last Thursday I was sitting beside Bob Nardelli, the CEO of Home Depot. We were working with many others trying to figure out how best to incorporate the private sector into the response system after tragedies like Katrina. During our discussion he described a moment during the days following the storm where a contractor called him to say he could pay Home Depot 10-20% over cost for the pallets of plywood they were ready to ship to Louisiana. Mr. Nardelli told him he would only accept the wholesale value of the shipment. The guy couldn't understand why Mr. Nardelli wouldn't want to make a nice cushy profit. INTEGRITY is why.

I have one last story to tell you. I actually told this story to the Corps in 2002. This is a new Corps. The story is of a sermon I listened to where the pastor focused on the sacrament of baptism. He told us of a young father, whose wife had just given birth to a premature daughter. He was with this baby in the ICU where she was not expected to survive. The father felt helpless. A nurse suggested he baptize the baby. He told her he couldn't...he was not a priest...he had no authority. He was torn as to the INTEGRITY of the idea. The nurse brought him a glass of water. He dipped his thumb and made a cross on the baby's tiny forehead. He told his daughter, "I love you. Your mother loves you. Jesus loves you, and God loves you. He then blessed her in the name of God the Father, God the Son, and God the Holy Spirit. I ask you...was this a legitimate baptism? Did the

father have INTEGRITY? Was the institutional INTEGRITY of the sacrament upheld?

I, for one, am confident God had his hand on that father's shoulder. His personal integrity was sound and the higher standard was met.

WE THE PRIVILEGED FEW, indeed. This marvelous place is our library of ideas and challenges. It is the archive of our INTEGRITY as an organization. It's where we learn about our EXPECTED DUTY.

These hallowed halls hold the Corps of Cadets, one of our national treasures.

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

“WHO LIVES HERE REVERES HONOR, HONORS DUTY”

America depends on its Coast Guard today, more than ever. It depends, as Secretary Hamilton offered us so many years ago, on “a few armed vessels, judiciously stationed at the entrances to our ports ‘to be’ useful sentinels of the laws.”

So what of value do I leave you to keep, for a long, long, time?
Senator Alan Simpson said once, “If you have INTEGRITY, nothing else matters. If you don’t have INTEGRITY, nothing else matters.”

Today you are among THE PRIVILEGED FEW. While so privileged, ensure you resolve any questions you have about INTEGRITY and the EXPECTED DUTY that follows. Having done so you will be ready to take your place among Secretary Hamilton’s sentinels.

God Bless, Good luck as you begin another year and GO BEARS!