



# The Institute for National Security Ethics and Leadership (INSEL)



## The Compass

2010 Issue 3

### Inside this issue:

- A research team at INSEL analyzed the results of the Army's 2009 ethics survey. Their work focused on spirituality, ethics, leadership and resilience.
- INSEL's Director addressed the Inter-American Defense College.
- The Colin Powell Chair of Leadership, Ethics, and Character plays an integral role in INSEL's initiatives and efforts.

## Military Practitioners Add Unique Perspective to Noncombatant Immunity Conference

Are noncombatants more vulnerable in today's conflicts? What is a legitimate target of attack? How much collateral damage is acceptable? What is the status of civilians who promote or support insurgents? Noted scholars and practitioners came together at NDU to grapple with these and other questions about noncombatant immunity on June 23-25, 2010. The co-sponsors of this invitation-only conference were INSEL, the Kroc Institute at Notre Dame, and the Institut fur Theologie und Frieden, which is supported by the German Catholic military chaplaincy.

INSEL's distinctive contribution was bringing not only academic expertise, but also the perspectives of practitioners to this gathering of prominent U.S. and European scholars.

General Richard B. Myers, USAF (Ret.), NDU's Colin Powell Chair of Leadership, Ethics, and Character, opened the conference and provided context. He walked participants through key aspects of the planning for operations in Afghanistan and Iraq, as well as important insights on rules of engagement (ROE), ethical challenges in coalition operations, and the challenges and opportunities posed by sophisticated military technologies.

After noted scholars Gerhard Beestermoller, Sohail Hashmi, and Stefan Oeter reviewed the history of noncombatant immunity, Air Force Lt Col Matthew C. Johnson gave a presentation about military targeting. Recently returned from a tour as a targeteer in Afghanistan, he explained the detailed and methodical process of targeting and how much

attention is focused on collateral damage and ways to mitigate it.

A former CIA lawyer and council to the President's Foreign Intelligence Advisory Board, Catherine

Lotrionte gave a presentation on the legality of targeted killings. Veteran lawyer Nils Melzer from the International Committee of the Red Cross weighed in as well.

On the second day, INSEL's Chaplain (Col) Eric Wester convened a panel with CDR Youssef Aboul-Enien, USN, and Dr. Robert Johansen, University of Notre Dame. Their topic centered on religion and terrorism. They addressed how religious language has been used both to foster Islamist militant ideology attracting new extremists and to de-legitimize violence in efforts toward understanding, respect, and constructive relationships.

INSEL director Dr. Albert C. Pierce gave a presentation on strategy, ethics, and counterinsurgency. He was followed by Lt Col Christian G. Cabaniss, USMC, who described how troops actually put into practice sound ethical principles in very difficult and dangerous settings—counterinsurgency operations in practice and not just in theory.

University of Maryland's Paul Hoth and Deputy Assistant Secretary of State Victoria Holt



Participants from several countries gathered at National Defense University for the noncombatant immunity conference.

gave presentations about the ethical issues involved when groups are fighting groups, such as the Tutsis and Hutus, or the Sunnis and Shiites. Werner Wolbert, from the University of Salzburg, offered insights in response.

On the last day, Lt Col Chris Jenks from the Army's JAG Corps explained the various mechanisms the U.S. military uses for responsibility and accountability for ethical/legal violations on the battlefield. University of Cologne's Claus Krefß and Notre Dame's George Lopez also gave presentations about compliance with the laws of war and the role played by the International Criminal Court and other international tribunals.

The organizers of the conference—Dr. Albert C. Pierce, Chaplain (Col) Eric Wester, Dr. Gerard Powers, and Dr. Bernhard Koch—are discussing the possibilities for follow-on work.

## Research Addresses Spirituality, Ethics, Leadership, and Resilience in Ground Forces



The MNFI-09 survey collected data from approximately 3,200 Soldiers and addressed morality, leadership dynamics, unit climate, and conduct.

This summer, an intensive research effort was underway at INSEL to analyze the results of the US Army ethics survey of Multi-National Forces Iraq (MNFI) in 2009. This survey, designed by the Center for the Army Professional Ethic (CAPE), collected data from approximately 3,200 Soldiers in the combat zone. The survey addressed many elements of morality, leadership dynamics, unit climate, and conduct. In about half of the surveys, items that assessed spirituality were included.

The United States military has set a high priority on ethics and ethical decision making in the face of a new sustained operational reality. The Mental Health Advisory Team (MHAT IV and MHAT V) in 2006 and 2007 found that approximately 40 percent of Soldiers surveyed would not report a comrade for “hitting or mistreating an innocent civilian.” The US Army addressed this with continued Warrior Ethos training, but also authorized this additional study, the MNFI-09, to analyze “the variables involved in building strong moral individuals and teams.”

The MNFI-09 study has the backing of the Chief of Staff of the Army and involves a wide range of military and academic partners. An examination of ethics and spirituality is being incorporated by the Center for the Army Professional Ethic (CAPE), with the collaboration of INSEL and the United States Army Chaplain Corps.

The research and analysis was conducted by Chaplain (Col) Eric Wester, INSEL, NDU. Others supporting this work as consultants from NDU were Mr. Adam Jungdahl, COL Mark Viatkus, and Dr. Paul Bartone. In the preparation of research-related materials, INSEL was assisted by these US Army Reserve chaplain candidates during

the summers of 2009 and 2010: 1LTs David Pyle, Joel Giese, Stacy Fairley, and James Fowler.

The team is finalizing presentation of a working paper entitled “Spirituality, Ethics, and Resilience as Measured Among Ground Forces in Iraq.” Spirituality here is defined as relating to, but not exclusively tied to, a specific religious belief or practice. Religion and faith often directly influence one’s spirituality, but being “spiritual” is more expansive. Both religious and non-religious individuals can describe a spiritual dimension to their lives.

Findings from the survey show correlations between spirituality and dimensions of ethics and resilience. The paper examines those correlations at the individual level and identifies the effects of leadership constructs at the small-unit level. The findings show measurable interactions between spirituality and moral courage/ownership, moral efficacy/confidence and hope/optimism/resiliency, and emotional and physical well-being. These comparisons show overlapping connections between spirituality, ethics and resilience.

## INSEL’s Director Spoke at IADC

Dr. Albert C. Pierce, INSEL’s Director, spoke at the Inter-American Defense College (IADC) on September 14, 2010. He was invited by the IADC Director, RADM Moira Flanders, USN, to speak as part of IADC’s Alumni Day Anniversary Event. He spoke on “Military Ethics and the Ethos of the Military Profession” for an audience consisting of the members of IADC’s Class 50, as well as a dozen IADC alumni who have gone on to senior military and civilian positions in their respective countries.

Like NDU, the IADC is located at Fort Lesley J. McNair in Washington, D.C. Dr. Pierce’s presentation

was part of a larger effort led by VADM Ann Rondeau, the NDU President, and RADM Flanders to strengthen ties and increase cooperation between the two institutions. As part of that initiative, INSEL has worked with IADC staff the past two years on making ethics more central to the IADC academic program.

The IADC is an entity of the Organization of American States (OAS). This international educational institution has an 11-month graduate-level program for senior military and government officials from member states of the OAS. The program focuses on governmental

systems, the current international environment, the structure and function of the Inter-American System, and security issues affecting the hemisphere and world. IADC graduates include two presidents, 31 ministers, 539 generals or admirals, and 11 other high-ranking officials.

Dr. Pierce commented, “Working with IADC is a marvelous opportunity to engage in cross-cultural learning. I think that all parties gain in such exchanges. I know that I do.”

## The Colin Powell Chair Plays Crucial Role at INSEL

General Richard B. Myers, USAF (Ret) plays an integral role at INSEL in his capacity as NDU's Colin Powell Chair of Leadership, Ethics, and Character. The chair is funded by the NDU Foundation. He retired as the 15th Chairman of the Joint Chiefs of Staff on October 1, 2005, after serving more than 40 years in the U.S. Air Force. General Myers became the first holder of the chair in 2006, and he supports INSEL in its three functional areas of education, research, and outreach.

In the area of education, almost every semester he and Dr. Albert C. Pierce, INSEL's Director, co-teach an elective course called "Ethical Challenges in Organizational Life." They use case studies of ethical challenges encountered in military, government, and private sector organizations, supplemented by additional readings from a variety of theoretical and historical perspectives. This popular course draws students primarily from the Industrial College of the Armed Forces (ICAF) and the National War College (NWC), and occa-

sionally from the College of International Security Affairs (CISA).

General Myers also serves as a speaker each year in NDU's Distinguished Lecture Program for students, faculty, and staff from the combined colleges. He has also lectured at the ICAF, NWC, the Joint Advanced Warfighting School, and the Joint and Combined Warfare School, as well as in the Capstone program.

He has contributed in the area of research by helping NDU faculty members and students with their research projects. He has also authored various articles and op-ed pieces, including "On Strategic Leadership," co-authored with Dr. Pierce, which appeared in *Joint Force Quarterly* in 2009. His autobiography, *Eyes on the Horizon*, was published in 2009.

In support of INSEL's outreach efforts, General Myers participates in INSEL's Professional Military Education (PME) Ethics Working group that meets annually at NDU. This group is made up of military officers and civilian professors who teach ethics at intermediate,

advanced warfighting, and senior service schools across the PME community. Participants explore critical issues in military ethics and approaches to teaching, returning to their institutions with new ideas for their curricula. General Myers' outreach work extends beyond INSEL, as he also serves as an expert advisor to and participant in conferences held by NDU's special components.



GEN Myers speaking at NDU's Distinguished Lecture Program

## Welcome Aboard!

For the second year, INSEL offered a Summer Practicum for US Army Reserve Chaplain Candidates that focused on military ethics. The two Chaplain Candidates were 1LT Stacy Fairley and 1LT James G. Fowler. Their work centered on research and writing about results from the US Army ethics survey of Multi-National Forces Iraq (MNFI). (See story on page 2.)

1LT Fairley hails from the Mississippi Gulf Coast and now calls Atlanta home. She has degrees in legal administration, political science, and psychology. She is pursuing a Master of Divinity/pre-PhD track in theology at Liberty University. She is fluent in French and proficient in Classical Greek, and is now studying Hebrew, Latin, and German.

1LT Fowler was raised in a small town in Vermont. He served as a combat engineer/heavy equipment operator in Iraq in 2003-04. He advanced to the rank of Staff Sergeant and was appointed a 2LT Staff Specialist while in seminary. He has degrees in Biblical studies and religion and anticipates completing a Master of Divinity in May 2011, all at Liberty University.

1LT Fairley and 1LT Fowler this summer carefully analyzed survey results concerning spirituality, ethics, and resilience and drafted material for future INSEL presentations.

INSEL also welcomed Jessica Groves, a research assistant for the summer. Jessica is working on her Master's of Science in Defense and Strategic Studies at Missouri State University (in Fairfax, Virginia). She provided research support for the elective course on organizational ethics that GEN Myers and Dr. Pierce teach, as well as for a paper Dr. Pierce is writing on *jus post bellum*.



*The Institute for National Security  
Ethics and Leadership*

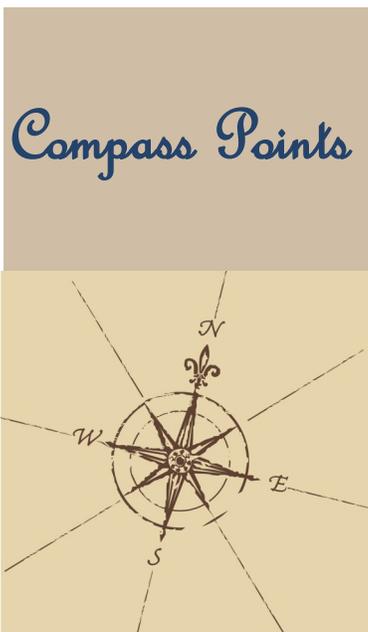
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The Institute for National Security Ethics and Leadership (INSEL) at the National Defense University (NDU) was created to be a nationally and internationally recognized center of excellence in ethics and leadership in national- and international-security affairs.

In 2007, General Peter Pace, USMC, then Chairman of the Joint Chiefs of Staff, authorized the establishment of the Institute for National Security Ethics and Leadership. General Richard B. Myers, USAF (Retired), also a former Chairman of the Joint Chiefs of Staff, plays an integral role in the Institute in his capacity as NDU's Colin Powell Chair of Leadership, Ethics, and Character.

The Institute for National Security Ethics and Leadership works in all three functional areas of NDU: education, research, and outreach. Its focus includes the qualities of the individual leader, the standards of the profession as a whole, the profession's relationship with society, and also encompasses a wider view of the ethics of national security.



## Issues of Ethics in the News

### Army Chaplaincy Partners with the Center for the Army Professional Ethic (CAPE)

The US Army Chief of Chaplains directed on August 3, 2010, that the Training and Doctrine Command (TRADOC) Chaplain serve as the lead office for integrating efforts of approximately 17 US Army chaplain ethics instructors with the new CAPE program of Master Army Ethics Trainers (MAET). The MAET program provides focused training for selected NCOs, officers, and civilians to implement materials produced by Center for the Army Professional Military Ethic (CAPE).

The CAPE has proponenty for the Army professional ethic and oversees training and materials provided to address values and ethics. Army chaplains have a long history and a formal role in numerous Army schools as instructors and staff advisors in moral development. The partnership between the CAPE and the Army chaplaincy aligns efforts to foster ethics education and character development across the service.

### Other Ethics News

To read source documents for or coverage of the issues described below, click on the links.

#### Book Reviews

[A Pacifist Chaplain's Soul-Searching Tour of War](#) by C.J. Chivers reviewing CDR Sherri Snively's book *Heaven in the Midst of Hell: A Quaker Chaplain's View of the War in Iraq*.

[Honor Bright: History and Origins of the West Point Honor Code and System](#) — review by Charles D. Allen of book by Lewis Sorley.

#### Drones

[Robots in the Skies](#)

#### Military Medical Ethics

[When Afghans Seek Medical Aid, Tough Choice for U.S.](#)

[Bagram Medics Remove Unexploded Ordinance from Patient](#)