



# **MILITARY PROFESSIONALISM: *Introspection and Reflection on Basic Tenets and the Way Ahead***



**Organized by  
The Institute for National Security Ethics and Leadership  
National Defense University  
Washington, DC**

**10 January 2011**

## **AGENDA**

The past decade has posed formidable challenges to the professional military ethos, challenges that are likely to continue for years to come. NDU's Institute for National Security Ethics and Leadership is organizing this one-day conference as the first major activity in a continuing project on military professionalism. ADM Mullen has said that these challenges require introspection and reflection on the part of the profession as a whole and by its individual members. He further believes that these issues should be given more, and more thoughtful, consideration across the spectrum of military education and training. Thus, NDU has invited key leaders from the military education and training community to come to NDU for a day of such introspection and reflection. Following the Chairman's call, we have invited as speakers distinguished military professionals, active duty and retired, to engage in such introspection and reflection.

**0730-0800    Registration** Marshall Hall Atrium

**0805-0815    Administrative Remarks** Marshall Hall Room 155

**0815-0830    Welcome and Conference Overview --- VADM Ann E. Rondeau, USN,**  
President, National Defense University

**0830-0915    Keynote Address --- ADM Mike Mullen, USN,** Chairman of the Joint Chiefs of Staff

**0930-1045    Panel I --- Military Professionalism and the Military Ethos**  
We start the day on a conceptual note, by going back to basics: What are the central elements of the professional military ethos? What are the key attributes of the military profession?

**Moderator:** **Dr. Albert C. Pierce,** Director, Institute for National Security Ethics and Leadership  
**Panelists:**

**RADM Michelle Howard, USN,** Chief of Staff, Strategic Plans and Policy  
Directorate (J5), The Joint Staff

**VADM Ann E. Rondeau, USN,** President, National Defense University

**BG Sean B. MacFarland, USA** Deputy Commanding General of the US Army  
Combined Arms Center for Leader Development and Education and as  
Deputy Commandant of the Command and General Staff College

**1045-1100 Break**

**1100-1215 Panel II --- Who is a Member of the Military Profession?**

In his classic *The Soldier and the State*, the late Samuel P. Huntington argued that enlisted military personnel were not members of the profession: “Their vocation is a trade not a profession.” More than 50 years after that book was first published, the questions of who is a member of the military profession and who isn’t a member --- and why, or why not ---are still being debated. Is it determined by rank? By time in service? By completion of initial training? Only by being issued a commission? In this session, panelists offer interestingly different answers to those questions.

**Moderator:** **Colonel Harry L Dorsey, Esq., J.D., (Ret)**, Dean of Faculty and Academic Programs, Industrial College of the Armed Forces

**Panelists:**

**COL Matthew Moten, USA**, Professor and Deputy Head, Department of History, U.S. Military Academy

**Dr. Joseph J. Thomas (LtCol, USMC (Ret))**, Lakefield Family Foundation  
Distinguished Military Professor of Leadership, U.S. Naval Academy

**Sergeant Major Bryan Battaglia, USMC**, Command Sergeant Major, U.S. Joint Forces Command

**1215-1345 Luncheon with Speaker --- GEN Richard B. Myers, USAF (Ret)**, Colin Powell Chair of Leadership, Ethics, and Character, NDU/INSEL and former Chairman of the Joint Chiefs of Staff

**1345-1445 Panel III --- Challenges in Providing Professional Advice**

Among the most important responsibilities and duties of senior officers is providing professional advice, especially professional military advice, to political leaders and to the most senior military leaders. What kinds of challenges might an officer encounter when his/her best professional advice runs counter to, or differs significantly from, what the senior leader might expect and/or want? How should a military professional best handle such situations? We have invited some retired senior officers to share their experiences and the insights they have derived from their experience in providing professional advice.

**Moderator:** **CH (COL) Eric Wester, USA**, Senior Military Fellow, INSEL

**Panelists:**

**LTG Julius W. Becton, Jr., USA (Ret)**, Vice Chairman, Military Leadership Diversity Commission and former Commanding General, VII Corps, U.S. Army Europe

**Lt Gen Jack L. Rives, USAF (Ret)**, Executive Director, American Bar Association and former The Judge Advocate General (TJAG), U.S. Air Force

**1445-1500 Break**

**1500-1600 Panel IV --- Professional Disagreement on Policy**  
When, if ever, and under what circumstances, should a military professional express disagreement with declared policy or strategy? What are the principles that should guide the military professional in so doing? Are the principles different, or should they be applied differently, for active duty and retired military professionals? What are the parameters within which such disagreement should be expressed?

**Moderator:** **Dr. Lorry M. Fenner**, Director, Conflict Research Records Center, NDU

**Panelists:**

**ADM Leon A. Edney, USN (Ret)** former Supreme Allied Commander, Atlantic and Commander in Chief, U.S. Atlantic Command

**MG Paul D. Eaton, USA (Ret)**, former Commanding General of the Coalition Military Assistance Training Team (CMATT) Iraq and former Commanding General, U.S. Army Infantry Center

**1600-1645 Address on Civilian Perspectives: Honorable John J. Hamre**, President and CEO, Center for Strategic and International Studies and former Deputy Secretary of Defense

The principal clients of professional military advice include civilian leaders in the executive and legislative branches. To get civilian perspectives on these issues, we have asked a former Deputy Secretary of Defense to offer some of his experiences and insights on these issues.

**1645-1745 Panel V --- Political Activity by Retired Officers**  
When, if ever, is it appropriate for retired military professionals, especially retired senior officers, to engage in partisan political activity? Where and how should we draw the lines between appropriate and inappropriate activity? Why should they be drawn there? What about publicly endorsing candidates? Campaigning for them? Appearing or speaking at a national party convention?

**Moderator:** **Mr. Harvey Rishikof, Esq.**, Professor of Law and National Security Studies, National War College

**Panelists:**

**GEN Charles G. Boyd, USAF (Ret)**, Starr Distinguished National Security Fellow, the Nixon Center and former Deputy Commander, U.S. European Command

**GEN John M. Loh, USAF (Ret)**, former Commander, Air Combat Command

**1745-1800 Closing Remarks --- VADM Ann E. Rondeau, USN**, President, National Defense University