



www.cgscfoundation.org

**Command and General
Staff College Foundation, Inc.**

Annual Report 2009



CGSC Foundation, Inc.

The Lewis and Clark Center

100 Stimson Avenue, Suite 1149

Fort Leavenworth, Kansas 66027

PREPARING LEADERS FOR THE 21ST CENTURY



"Leavenworth provided the leaders who played a determining part in the liberation of Europe and Asia in 1945."

General George C. Marshall

Class of 1908
15th Chief of Staff of the U.S. Army
50th U.S. Secretary of State



"The path to a trained and ready Army runs through the gates of Fort Leavenworth."

General Carl E. Vuono

CGSC Commandant 1983-1985
31st Chief of Staff of the U. S. Army



"Leavenworth's mission was to raise our vision above the horizon of a battalion-level infantry officer and give us an understanding of the larger canvas of warfare."

From My American Journey

General Colin L. Powell

Class of 1968
12th Chairman of the Joint Chiefs of Staff
65th U.S. Secretary of State



"The intellectual heart of the Army is found in the classrooms and corridors of the Command and General Staff College."

General Gordon R. Sullivan

Class of 1969
CGSC Deputy Commandant 1987-1988
32nd Chief of Staff of the U. S. Army



General David H. Petraeus

“The Command and General Staff College has, for [nearly 130] years, done a magnificent job of educating commanders and staff officers to lead America’s sons and daughters in peace and war. In so doing, it has become one of our military’s most respected centers of professional military study and inquiry. In recent years, in particular, it has served as one of our Army’s most important agents of change as our military has adapted to the demands of wars very different from those on which we had focused our training and education. The CGSC is, in short, a true national asset, one that has served our Nation and our Army exceedingly well.”

Gen. David H. Petraeus
Commander, U.S. Central Command

From the Chief Executive Officer



New opportunities, new challenges

Col. Bob Ulin

U.S. Army, Ret.

The big news for 2009 is the wonderful gift from Mr. Ross Perot that made possible the Colonel Arthur D. Simons Center for the Study of Interagency Cooperation and the General Hugh Shelton Chair in Ethics.

Mr. Perot was familiar with the U.S. Army Command and General Staff College because he visited Bell Hall a few times in the past but it was in October 2009 that he visited the new Lewis and Clark Center and had the opportunity to spend time in the classroom with students. Clearly, he was impressed. While he thought the building impressive, he was thrilled by the opportunity to participate with students in the classroom and at lunch. He remarked that being in the presence of warriors was a real thrill. Three days after his visit he made his historic gift. Mr. Perot's generosity put the CGSC Foundation on the map. Perot's \$6.1 million gift is the largest single personal gift ever given to a staff or war college foundation.

As we are all keenly aware, the American economy has taken a huge hit these past few years. Were it not for the Perot gift our revenues would have been reduced by over \$100,000 or a 22 percent drop from 2008. Why is this important? Restricted gifts like the one received from Mr. Perot can only be used for the purpose intended. They cannot be used to sustain business operations, fund general programs that we routinely support at CGSC, or other activities for which the College needs our assistance. In other words, ***your personal support matters a great deal.*** Without your sustained support we will not have the resources to pursue the large gifts that become the game changers that we need to secure our future and our ability to support the College is diminished.

At year's end and with the wonderful support of

Mr. Perot, our assets totaled \$7.3 million. That makes our foundation the second largest staff and war college foundation; second only to the Naval War College Foundation that boasts assets of \$14.8 million. They were established in 1969, we were established in 2005. By any measure what we have accomplished together in just four and one half years is remarkable.

As a hedge against an uncertain future, we are in the midst of a \$20 million capital campaign. Campaigns like this are essential to the long term financial health and sustainability of our foundation. It will enable us to develop and sustain meaningful programs for CGSC, programs that cannot be cut by the government as budgets are trimmed. If we are to have a lasting impact on the quality of programs and activities at the U.S. Army Command and General Staff College, we must develop an endowment that will provide sustained long term growth and we cannot do this without your personal support.

No matter what the level of support, your contribution to the Foundation helps us reach our long term goal that will put us on a path to financial stability and make a measurable difference in the quality of programs for our military leaders. Sitting in the classrooms of CGSC today are the future generals, ambassadors and perhaps a future president. They do not know who they are and neither do we. What we do know is that the quality of programs and activities we support will make a difference in their lives. It shows that we care about them, their families and our Nation. If you have supported us in the past, please do so again and if you haven't, now is the time to start.

Remember, **YOUR PERSONAL SUPPORT MATTERS A GREAT DEAL.**

CGSC Foundation Chairman receives Distinguished Civilian Service Medal



Lt. Gen. Robert Arter, U.S. Army, Ret., center, receives the Distinguished Civilian Service Medal from Lt. Gen. William B. Caldwell, IV, right, and Command Sgt. Maj. Phil Johndrow, left, in a ceremony in 2009.

In August 2009, our Foundation Chairman, retired Lt. Gen. Robert Arter, was recognized for his service by the CGSC Commandant, Lt. Gen. William B. Caldwell, IV. Arter is a founding trustee of the CGSC Foundation and has been its chairman since its inception. He has been active in many organizations since his retirement from the Army, most notably serving as the Civilian Aide to the Secretary of the Army for the state of Kansas. Caldwell awarded Arter with the “Decoration for Distinguished Civilian Service,” the highest honorary award the Secretary of the Army may grant to a private citizen.

The citation for the award reads:

For exceptionally meritorious service from 1986 to 2009. Lieutenant General Robert Arter’s work as a Civilian Aide to the Secretary of the Army, the cofounder and chairman of the Command and General Staff College Foundation, Chairman of the Armed Forces Committee of the Greater Kansas City Chamber of Commerce, member of the Fort Leavenworth Hall of Fame governing board and member of the Kansas Governor’s Military Council has directly touched thousands of active duty, guard and reserve military personnel. Lieutenant General Arter’s lifetime of support to Soldiers and their Families has contributed immeasurably to the success of the United States Army and reflects great credit on him, the Office of the Secretary of the Army, the Department of Army and the United States of America.

Congratulations to you, Mr. Chairman...an honor well deserved.

Our Vision

The CGSC Foundation's vision is to become a supporting organization that is widely recognized as the national leader in membership, programs, innovation, and support to the U.S. Army Command and General Staff College to advance its core mission of educating leaders for the challenges of the 21st century.



Our Mission

The mission of the CGSC Foundation is to support CGSC in educating leaders for the 21st century in the following six mission areas:

- Enrich the College's academic environment
- Foster a strong relationship between the military and the private sector
- Enhance the institution's research activities
- Promote leader development
- Encourage excellence in the faculty and student body
- Maintain contact with alumni

Our Officers



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Civilian Aide to the
Secretary of the Army [KS]



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President, Miller Analytics [KS]



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Mr. Michael D. Hockley

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CEO, CGSCF and 5th Region President,
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President, William West Consulting [KS]



General Counsel

Col. Willard B. Snyder, USA Ret.

German Consul (H) [KS]

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Maj. Gen. (USA Ret.) James R. Klugh, former Deputy Under Secretary of Defense for Logistics [KS]

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Lt. Col. (USA Ret.) Thomas O. Mason, Attorney, Williams Mullen [Wash. DC]

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Mr. Eugene R. Wilson, Senior Advisor, Council on Foundations [KS]

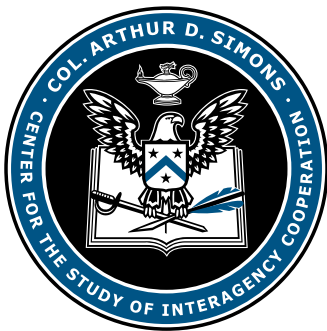
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Activities and Programs

As outlined in the mission statement, the CGSC Foundation supports the U.S. Army Command and General Staff College by operating in support of six mission areas:

- Enriching the College's academic environment
- Fostering a strong relationship between the military and the private sector
- Enhancing the institution's research activities
- Promoting leader development
- Encouraging excellence in the faculty and student body
- Maintaining contact with alumni

Enriching the College's academic environment



In 2009, the Foundation achieved approval for the concept and the funding from a generous donation from Ross Perot to establish the Col. Arthur D. Simons Center for the Study of Interagency Cooperation and the Gen. Hugh Shelton Chair in Ethics. The Simons Center will provide a research capability and publishing outlet for CGSC faculty and students while the Shelton Chair in Ethics will attract world class academics and researchers in ethics to come to the U.S. Army Command and General Staff College as visiting professors.



The Foundation also conducts special events to help enrich the academic environment, such as hosting a luncheon to support the visiting German Ambassador and the contingent of German officers at CGSC.

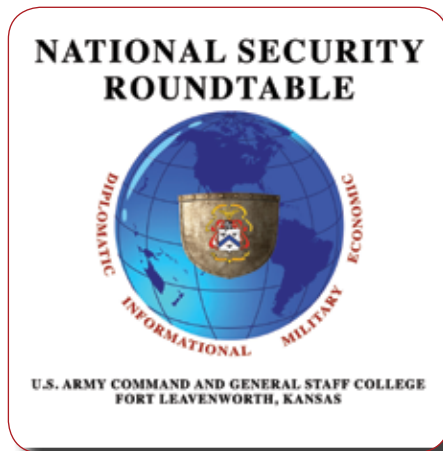
The Foundation assists the College with attracting special guest speakers such as Hyrum Smith, founder of the Franklin-Covey company, cofounder of The Galileo Initiative, and now President of the CGSC Foundation board.



In 2009, the Foundation initiated the CGSC Foundation Press, to provide a publishing outlet to deserving works of research for faculty and students of the college. The first book published was a student's award-winning Masters thesis.

Fostering a strong relationship between the military and the private sector

The CGSC Foundation played a key role in establishing and administering the U.S. Army Command and General Staff College National Security Roundtable Series program - a program that is already lauded as one of the best outreach mechanisms for the College. The Foundation assisted with two NSRT events in 2009.



In 2009, the CGSC Foundation continued its relationship with Kansas City Public Library to bring CGSC participation into the library's Special Events program. In recent months, the Foundation sponsored an event focused on the Battle of Gettysburg with presentations by historians from CGSC's Department of Military History.



To honor the rich heritage and contributions to our nation of the United States Army Command and General Staff College at Fort Leavenworth, the CGSC Foundation seeks to mint a congressionally-approved commemorative coin. Proceeds from the sale of the coins will not only help the CGSC Foundation fund programs and promote excellence in the faculty and students of CGSC, but also help increase the visibility of the significance of CGSC in our nation's history and in its future. The effort to pass the required legislation in the House and the Senate began in 2009 and continues in 2010. The House version of the bill passed in May 2010.



In 2009, the Foundation initiated a partnership with Business Executives for National Security (BENS) to help bring educational programs to the greater Kansas City community.

Enhancing CGSC's research activities



The largest single contribution to research activities in 2009 was the funding of the Simons Center. The mission of the **Col. Arthur D. Simons Center for the Study of Interagency Cooperation** is to foster and develop an interagency body of knowledge to enhance education at the U.S. Army Command and General Staff College while facilitating broader and more effective cooperation within the United States Government at the operational and tactical levels **through study, research, analysis, publication and outreach**. The Center will also promote awareness of and engagement with the U.S. Army Command and General Staff College; sponsor discourse; inform doctrine; educate; and promote development of leaders.

Promoting leader development

In 2009, the CGSC Foundation continued to **sponsor the attendance of CGSC faculty and students to International Relations Council events in Kansas City**. Additionally, the Foundation continued its program with **DACOR (Diplomatic and Consular Officers, Retired)** that brings experienced speakers from the foreign service community to CGSC. Retired Ambassador Ryan Crocker, lecturing at right, was a recent speaker.



The CGSC Foundation, with generous assistance from Flint Hills Resources as a strategic partner, **cosponsored the first annual Fort Leavenworth Ethics Symposium** in 2009 with CGSC. Planning for the 2010 symposium is underway. The establishment of the **Gen. Hugh Shelton Chair in Ethics** neatly fits into this leader development initiative.

Encouraging excellence in the faculty and students

The CGSC Foundation **sponsors several awards** for each graduating class that recognize and encourage excellence in the faculty and students. The CGSC Foundation also participates in recognizing newly inducted members into the Fort Leavenworth International Hall of Fame, such as Pakistani Army Chief of Staff, Gen. Ashfaq P. Kayani, at far right with CGSC Foundation Chairman, Lt. Gen. (Ret.) Bob Arter, in the IHOF ceremony in February 2009.



Maintaining contact with alumni



The CGSC Foundation publishes the CGSC **Foundation News** twice annually to report news about the College and the activities and programs supported by the Foundation. It also serves to connect with the alumni and to educate the civilian community and other constituencies.

The CGSC Foundation also **hosts the CGSC Alumni Outreach web site**-- The alumni outreach site provides a online community for alumni of all the schools in CGSC (CGSS, SAMS, CAS3). Prospective members of the site may go to www.cgscfoundation.org and click on "Alumni Outreach" or navigate directly to <http://alumnioutreach.cgscfoundation.org> to get connected.



In 2009 the CGSC Foundation CEO attended the **CGSC Class of 1978 International Military Officers reunion** in Israel. Members of this class traveled from Austria, Belgium, Denmark, France, Germany, Greece, Israel, Netherlands, Norway, Scotland, Switzerland and the United States to their sixteenth reunion. This group has planned their next reunion location for Fort Leavenworth and the Kansas City area in 2011. The strength of the bonds in this class and their commitment to their group can help inform the Foundation's efforts to develop a stronger alumni program for all graduating classes. Their reunion visit in 2011 will be very informative.

From the Treasurer

Our financial strength depends on each of us

Brig. Gen. William A. West
U.S. Army, Ret.



2009 was a banner year for our Foundation. We began two new multi-million dollar programs, both funded by a generous gift from the Perot Foundation. The gift was restricted to fund the General Hugh Shelton Academic Chair in Ethics and the Col. Arthur D. Simons Center for the Study of Interagency Cooperation. The one-year gift was \$3,235,000, with a pledge for continued funding of the Simon Center for the next four years.

Nevertheless, without the Perot gift our Foundation showed growth. Our total revenue less expenses for 2009 reflected an increase of \$1,229,135. This is certainly a good news story for a foundation that is only four years old.

Investment Program

Early in our operation we realized that a well-established and supervised investment program would be essential for our continued well-being. Although we had a small amount to invest in the early years, the creation of an oversight committee and development of policies to manage any investment program was important. With investments totaling about \$3.5 million at the end of 2009, the need for such managerial supervision is obvious. We do not manage our own investments; rather we employ a well-established investment trust company that we chose after careful review of several proposals to manage our portfolio.

Our Investment Committee meets quarterly or as needed, when there is an immediate requirement to evaluate the inclusion of new gifts or when there are significant market issues which require the committee's attention. The use of a professional investment firm is one way your Foundation is helping our restricted and temporarily restricted gifts grow to fund the specific programs for which they were intended. Additionally we manage a program of short term investments which gives us the best return on our operating dollars and easy access as we need those funds for daily operations.

Well-informed management, supervision and policy have given us growth over the past year and will continue to help us build our investment portfolio.

Safety and Soundness

The CEO has signed this year's IRS Form 990, which is our version of an annual tax return to the IRS. Unlike other tax returns, the return of a non-profit organization is a public document and available to anyone who wishes to review it. As you might imagine this year's report reflects substantial growth in the worth of the Foundation. Consequently we are very careful to insure that a detailed and impartial audit is conducted each year. Our independent audit firm, Kramer and Associates, LLC, recently completed our 2009 audit. I am happy to report that the audit found the Foundation to be operating within the safety and soundness guidelines established for organizations such as ours. It is important that you know your management takes seriously its responsibilities in this regard and that our public documents reflect a true and accurate statement of the Foundation's operations. The oversight of these operations afforded by the Executive Committee and the Board of Trustees is essential to establishing trust and confidence in the our Foundation's operations.

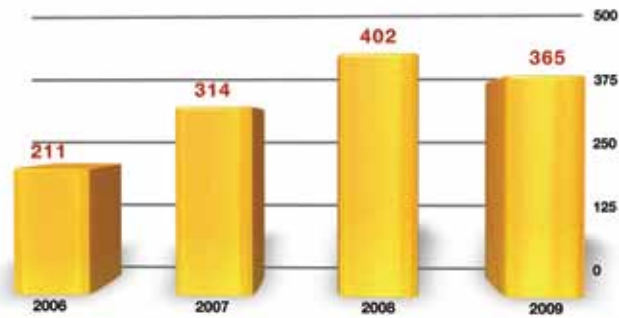
The Way Forward

The financial strength and stability of our Foundation is sound. Public support of the Foundation from individuals and organizations is approximately \$8.9 million over the past four years. This is a period of remarkable growth, which has allowed us to increase our support to the College each year. We hope to continue that trend through both direct and indirect support. However, as our President has noted in his report, there are future issues that we must resolve if we are to continue our growth. You will note a decrease in individual donors in 2009 from 2008. It is a small number but not something we would like to see as a trend. Future pledges are also decreasing over time, partly because of the discounting methods used to account for present value of future money but also because the number of pledges will decrease unless we work to keep a full program of future giving. Our current assets, after subtracting our liabilities, are \$7,364,695 for 2009. This is a significant growth rate for such a young foundation and I know we will continue to grow over the long term.

2009 Financial Report

(Source: CGSC Foundation, Inc., IRS Form 990, 2009)

Number of Donors

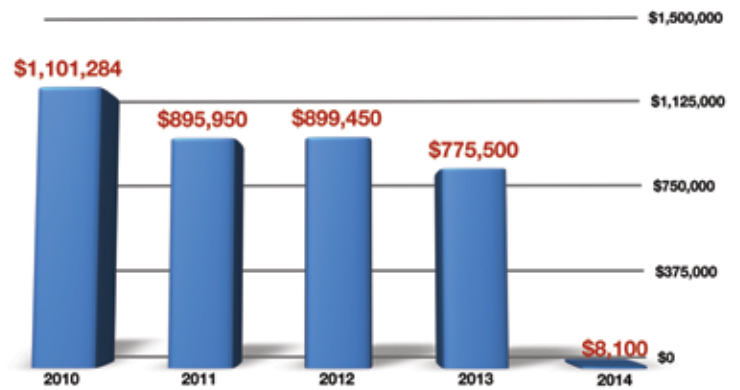
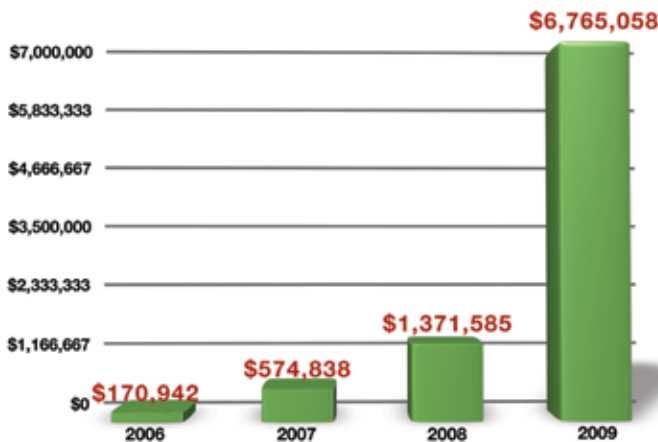


Total Public Support

Cash, pledges & gross receipts from business operations

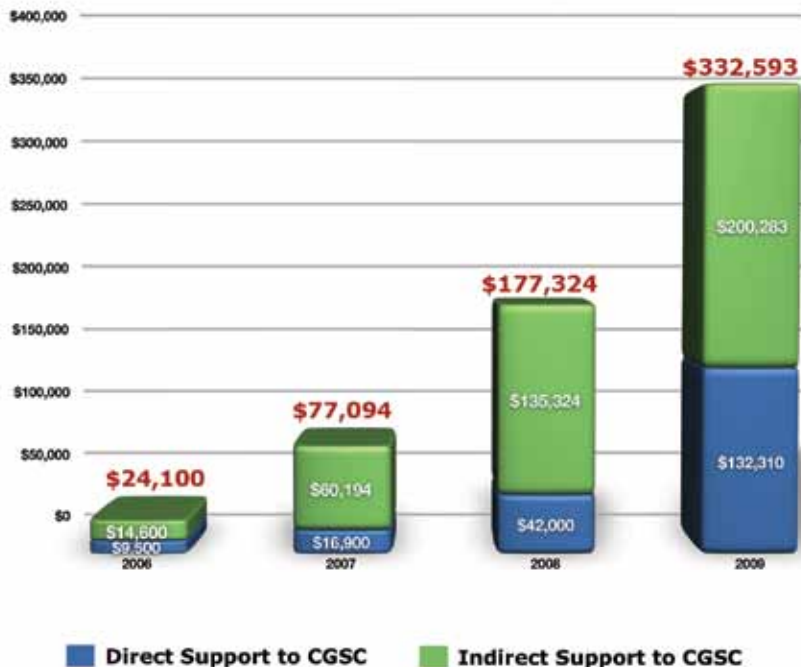
Pledges Outstanding

Total = \$3,680,284



CGSCF Support to the College

Total Support through 2009 = \$611,111



Direct Support: "Direct Support" funds are the funds the foundation board allocates to the College to support programs and activities not covered by the College's appropriated funds.

Indirect Support: "Indirect Support" funds are the funds spent by the foundation that support community outreach (telling the Army's and the College's story), alumni outreach, and other programs and activities that support directly the Commandant's priorities.



CGSC Foundation 2009 Annual Report

Life Corporate Constituents

Life Benefactor

\$1 million and above

Perot Foundation

Chairman's Council

\$50,000 and above

Association of the United States Army
Breidenthal-Snyder Foundation
Flint Hills Resources, LP
JE Dunn Construction Company
Pioneer Financial Services
TriWest Healthcare Alliance

Strategic Leadership Council

\$35,000 and above

Armed Forces Bank

Commandant's Council

\$25,000 and above

The Boeing Company
Booz Allen Hamilton
Faultless Starch/Bon Ami

Deputy Commandant's Council

\$10,000 and above

BAE Systems, Inc.
Benfield, Inc.
Brownell Family Foundation
Country Club Bank
General Dynamics Corporation
HNTB Federal Services Corp.
L-3 Communications, Inc.
Mobile Reasoning
MPRI
Raytheon Company
Reilly & Sons, Inc.
Superior Lexus

Life Individual Constituents

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\$100,000 and above

Mr. Larry H. Miller (D)

Gen. MacArthur Benefactor

\$50,000 and above

Mr. Edward H. Rensi
Mr. Hyrum W. Smith

Gen. Marshall Club

\$10,000 and above

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Ms. Jane E. Shadid
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Mr. Eugene R. Wilson

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LTG (Ret) Charles W. Dyke
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Mr. Michael D. Hockley
LTG (Ret) Joseph R. Inge
LTG (Ret) Richard F. Keller
Mr. Emmett W. MacCorkle
GEN (Ret) William R. Richardson
LTG (Ret) Roger C. Schultz
Dr. Richard P. Siemer
COL (Ret) Willard B. Snyder
BG (Ret) William A. West

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\$3,000 and above

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LTC (Ret) William M. Connor
COL (Ret) Thomas Dials
Mr. Jeffery O. Ellis
Mr. Arthur E. Fillmore II
Dr. Chris C. Haller, M.D.
Mr. David W. Hays
MG (Ret) James R. Klugh, Sr.
AMB (Ret) Edward Marks
LTC (Ret) Tom Mason
GEN (Ret) Barry R. McCaffrey
COL (Ret) J. Daniel McGowan
LTG (Ret) Thomas M. Montgomery
LTC (Ret) Robert J. Myers
LTG (Ret) Jack P. Nix
GEN (Ret) Robert W. RisCassi
LTG (Ret) Jerry R. Rutherford
Dr. James L. Spigarelli
GEN (Ret) Carl E. Vuono

(Note: "D" = deceased)

— Life Constituents and 2009 Donors

Note: All annual donations accumulate towards the various levels of LIFE CONSTITUENCY

Life Individual Constituents (cont'd)

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\$1,000 and above

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COL (Ret) Arthur T. Fintel
LTG (Ret) Robert H. Forman
COL (Ret) William D. Franklin
Mr. & Mrs. J. Peter Gattermeir
COL (Ret) Sherwood "Woody" Goldberg
COL (Ret) Bernard W. Griffard
CW3 (Ret) Terry Hamby
COL (Ret) Glenn M. Harned
MG (Ret) Patricia Hickerson
LTG (Ret) Jerome B. Hilmes
LTG (Ret) James F. Hollingsworth
LTC (Ret) Philip G. Humbert
Mr. Mark P. Hurley
Mr. Mark "Ranger" Jones
COL (Ret) Jackie D. Kem, Ph.D.
LTG (Ret) Joseph W. Kinzer

LTG (Ret) Richard T. Knowles
GEN (Ret) William A. Knowlton (D)
AMB (Ret) David F. Lambertson
LtCOL(Ret) Willburn "Bud" Meador, USMC
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LTG (Ret) Dave R. Palmer
COL (Ret) Patrick F. Passarella
Mr. Fred Polk
COL (Ret) Robert E. Pownall
COL (Ret) Dale E. Prieser
GEN (Ret) Dennis J. Reimer
LTG (Ret) Thomas M. Rienzi
GEN (Ret) Bernard W. Rogers (D)
LTG (Ret) Raymond L. Shoemaker
GEN (Ret) Robert M. Shoemaker
MG (Ret) Paul F. Smith
Mr. Morton I. Sosland
LTG (Ret) William "Mike" Steele
MG (Ret) Lynn H. Stevens
LTG (Ret) Howard F. Stone
GEN (Ret) Gordon R. Sullivan
LTG (Ret) Billy M. Thomas
Mr. Paul J. Thompson
BG (Ret) James V. Torgerson
LTC (Ret) William Wray, Jr.

(Note: "D" = deceased)

2009 Annual Corporate Constituents

Patriot's Council

\$5,000 and above

Business Executives for National Security (BENS)
CGSC Class of 1978 (Hans Schlup)
Cubic Applications
Iron Tree Research
Miller Analytics, LLC
Spencer, Fane, Britt & Browne, LLP
Superior Volvo
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Turner Construction Company

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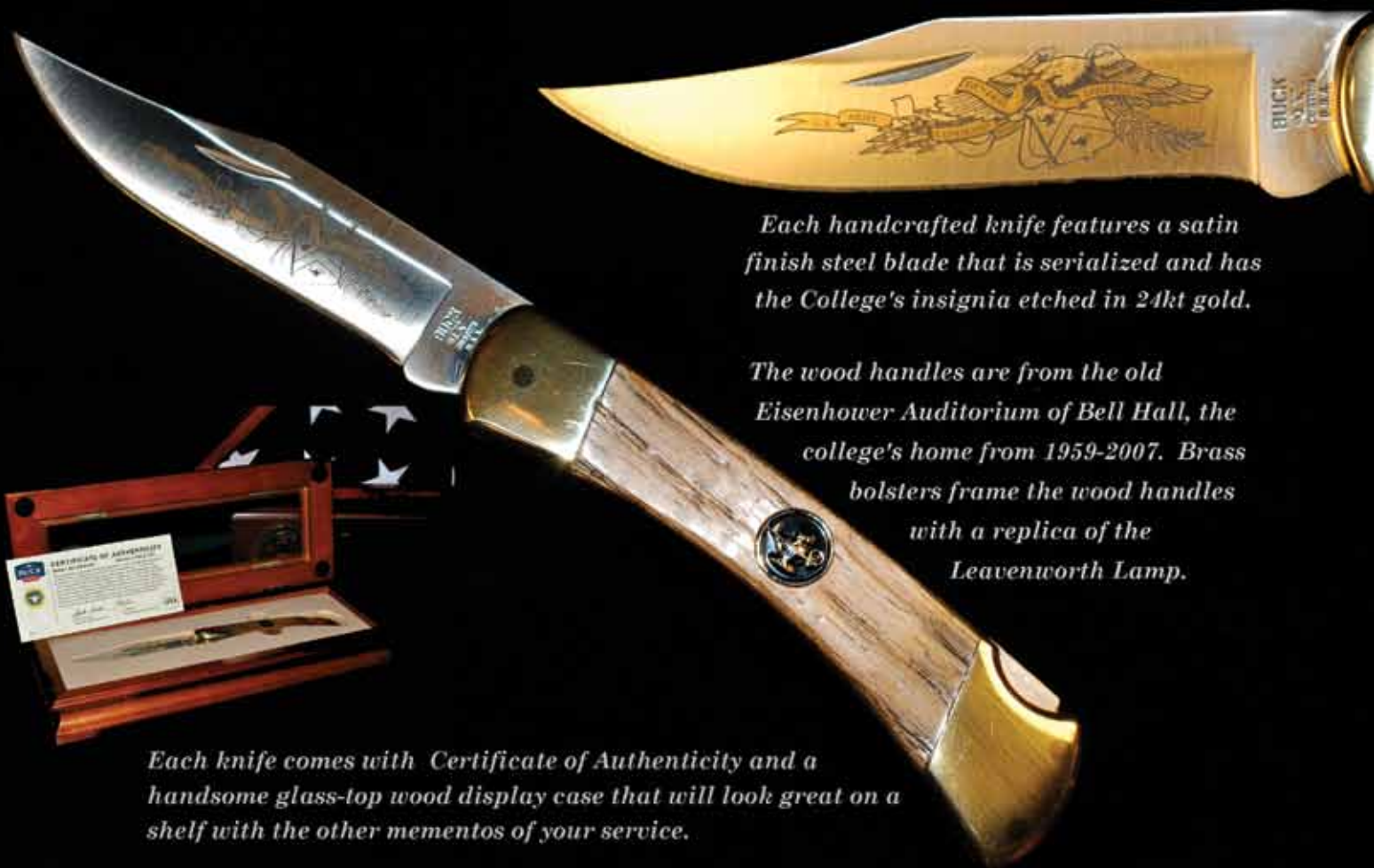
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Connected and engaged alumni a potential key for peace and understanding in mission areas around the world

The International Military Officers (IMOs) of CGSC Class 2008-01 have a legacy...certainly a legacy in their experience and engagement with the Command and General Staff College, but another legacy that continues to serve all alumni of the college: the CGSC Foundation's Alumni Outreach website.

Australian Major Johnny Austin from CGSC Class 2008-01 came to the CGSC Foundation in May 2008 to ask for help. "How might the IMOs of his class stay in touch after graduation in June?...and might the Foundation be able assist with a small website to that end?" Fortunately, after some quick hustle by the Foundation to get approval for funding and to locate the right capability and build and launch the site, what began as a simple task to meet the needs of this particular IMO class has evolved into the Command and General Staff College Foundation's Alumni Outreach website that now supports the College with a robust communications vehicle that supports all alumni— a capability that was previously non-existent.

The thousands of military officers, both U.S. and international, who have attended the Command and General Staff College now have a means of maintaining or regaining contact with their old classmates through the Alumni Outreach web site. Registration is free and open to current students in any of the schools in CGSC or to anyone who has graduated from the old CAS3, CGSS (formerly known as just CGSC) at Fort Leavenworth or any of the ILE CGSS sites and SAMS.



Australian Major Johnny Austin, right, receives his IMO Badge from the CGSC Commandant during a ceremony June 12, 2008. Austin was the initial driving force behind the Alumni Outreach website.



To sign up as a member, CGSC alumni may visit www.cgscfoundation.org and click on "Alumni Outreach" or navigate directly to <http://alumnioutreach.cgscfoundation.org> to get connected.

The site operates much like other social networking websites such as Facebook. Members set up their profile and can post their own personal photo galleries and blogs and wall comments. They can contribute to their class level walls, blogs and galleries as well as use the internal messaging system to keep in touch. Each member also has a page of their own to upload/store documents and links.

Much has been said about the value of personal relationships forged between U.S. military students and their international allies at CGSC. Many have wondered how many crises over the years may have been averted because of these relationships. The statistics for the international military officers are well-documented and impressive.—Twenty-eight have become heads of state or government; another 42 percent achieve the rank of general officer, minister, ambassador or senior governmental official. The current Chief of Staff of the Pakistani Army is a CGSC alumnus and a member of the Fort Leavenworth International Hall of Fame. Many others are serving together in numerous locations around the world.

Will a personal relationship forged in the halls and classrooms of the Lewis and Clark Center and supported by continuous contact on an alumni website make a difference on a mission in Afghanistan? Will these personal relationships provide an advantage for peace and understanding in other mission areas around the world?

Most of us would bet on it.

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