

COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY



No. 2/Winter 2007

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Report 2006

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Value of
Military
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The Year in Review

Tom Holcom, President

A year ago, the Command and General Staff College Foundation was founded to support the College and its mission to train the next generation of military leaders. Our first year reveals a number of impressive accomplishments.

It all begins with having a clear vision. The Command and General Staff College celebrated its 125th year, yet it was the last military staff college to create a foundation. Hence, our founding directors set forth an aggressive vision to create endowed chairs for visiting professors, as well as financial support for student awards, faculty development and access to important thought leaders.

Making this vision a reality required strong leadership. In less than a year, the Board of Trustees has grown to 31 members—a group of talented individuals with proven success in the military and business. The Board is also establishing a Council of Advisors representing leadership from the private sector, and has hired a talented and energetic Chief Executive Officer to lead the organization.

The great news is that the foundation has been granted space within the College and we have already established business operations. This critical location allows access by students, faculty, alumni and administrative leadership.

The Board jump-started fund raising with their pledged commitments of more than \$350,000, allowing the Foundation to begin immediately funding many programs. It also began work on an endowment for important programs at the College. The goal is to raise \$1 million by the summer of 2008, and then leverage that success to launch a three-year campaign to raise additional endowment funds.

Our first-year achievements are a tribute to alumni, staff, faculty, students and donations from corporations and individuals who believe both in the College's mission and the Foundation's support of that mission. The dedication of all these diverse groups has made our inaugural year a successful one, and will ensure the continued success of the Foundation and the Command and General Staff College.

I'd also like to thank Lt. Gen. David H. Petraeus for his support and ideas for the CGSC Foundation this year. On behalf of the entire Board of Trustees, we congratulate him on his unanimous confirmation, and he remains in our thoughts and prayers as he deploys to Iraq. 🇺🇸



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The **Command and General Staff College Foundation (CGSCF)** was established December 28, 2005 as a tax-exempt, non-profit private corporation to foster a strong relationship between the military and private sector, to enrich the College's academic environment, enhance the institution's research activities, maintain contact with alumni, and encourage excellence in the faculty and student body to ensure the preparation of outstanding leaders for the Armed Forces of the United States and it's allies by providing resources not available from public funds. The **Command and General Staff College Foundation News** is published by the foundation to inform members, alumni, students and other stakeholders about CGSCF plans and activities. The inclusion of U.S. Army, Fort Leavenworth and/or CGSC news and information in the foundation newsletter does not constitute an endorsement by the Department of the Army, Fort Leavenworth or the CGSC.

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On the Cover

Lt. Gen. David Petraeus testifies before the Senate Armed Services Committee about his nomination to command the Multi-National Forces in Iraq at a hearing on Capitol Hill in Washington, Jan. 23. *Photo by REUTERS/Joshua Roberts*

From the Editors

Thanks for your support of the CGSC Foundation News. It's our pleasure to bring you this second edition of our publication and the first "Annual Report" for our Foundation. Those of you who read our first edition of the News will notice that we've changed our format from a traditional newsletter to a magazine format. By making this change we not only create new opportunities for editorial content, we've also created the opportunity to sell advertising to offset the costs of printing and distribution. Like our students at CGSC we're constantly striving to adapt to our environment and we will continue to look for ways to better serve you, the constituents and friends of the Foundation, as well as current and former students of the U.S. Army Command and General Staff College.



‘Hard is Not Hopeless’

*By Mark H. Wiggins,
Managing Editor*



**Gen.
Petraeus
heads
back to
Iraq as
newest
commander.**



Photos left (top) Lt. Gen. David Petraeus and Holly Petraeus at the reception following the departure ceremony in Bell Hall, February 2, 2007. **(Middle)** Lt. Gen. David Petraeus and Gen. William S. Wallace, Commander US Army Training and Doctrine Command at the Departure Ceremony for Lt. Gen. and Mrs. Petraeus in Bell Hall on February 2, 2007. **(Bottom)** Lt. Gen. (Ret.) Robert Arter presents Lt. Gen. David Petraeus a proclamation signed by Governor Kathleen Sebelius to commemorate the 125th Anniversary of the Command & General Staff College. Col. (Ret.) Bob Ulin assists.

Fort Leavenworth's Four Star Generals

The promotion of Lt. Gen. David H. Petraeus to four-star general is not unprecedented, but certainly not a common occurrence for the commandants and deputy commandants who have passed through the halls of the Command and General Staff College. Since 1881 there have been 60 Commandants of which 10 have achieved four-star rank. Since 1897 there have been 62 Deputy Commandants of which four have achieved four-star rank.

Below is a list of those with their service dates at Fort Leavenworth and their later positions as four-star generals.

Former Commandants:

- **BG Leslie J. McNair, 1939-40**
McNair was promoted to Lieutenant General and served as Commanding General of Army Ground Forces. He was the highest-ranking officer to be killed in WWII (1944) and was promoted posthumously to the rank of General.
- **MG Harold K. Johnson 1960-63**
Chief of Staff, U.S. Army
- **MG Michael S. Davison, 1966-68**
Commander, U.S. Army Europe & 7th Army
- **LTG William R. Richardson, 1979-81**
Commander, U.S. Army Training and Doctrine Command
- **LTG Jack N. Merritt, 1982-83**
U.S. Military Representative, NATO
- **LTG Carl E. Vuono, 1983-85**
Chief of Staff, U.S. Army
- **LTG Robert W. RisCassi, 1985-86**
Commander, 8th U.S. Army & United Nations Command, Korea
- **LTG Montgomery C. Meigs, 1997-98**
Commander U.S. Army Europe
- **LTG William S. Wallace, 2003-05**
Currently serving as Commander, U.S. Army Training and Doctrine Command
- **LTG David H. Petraeus, 2005-07**
Currently serving as Commander, Multinational Force, Iraq

Former Deputy Commandants:

- **BG Crosbie B. Saint, 1981-83**
Commander, U.S. Army Europe & 7th Army
- **BG Frederick M. Franks, 1985-87**
Commander, U.S. Army Training and Doctrine Command
- **BG Gordon R. Sullivan, 1987-1988**
Chief of Staff, U.S. Army
- **BG J.H. Binford Peay, III, 1988-89**
Commander, U.S. Central Command



PHOTO BY REUTERS/JOSHUA ROBERTS

Lt. Gen. David H. Petraeus, Commander of the U.S. Army Combined Arms Center and Fort Leavenworth since October 2005, has been nominated by the President and confirmed by the Senate to become the next Commander of Multinational Force Iraq, replacing Gen. George W. Casey, Jr. Petraeus testified at a hearing before the Senate Armed Services Committee Jan. 23 and the Senate confirmed his nomination in a unanimous vote Jan. 26.

“The situation in Iraq is dire,” said Petraeus in his opening statement before the committee. “The stakes are high. There are no easy choices. The way ahead will be very hard. But hard is not hopeless.”

Throughout the four-hour hearing senators repeatedly questioned Petraeus about the need for additional troops in Baghdad outlined in the President’s recently announced new plan.

“The objective will be to achieve sufficient security to provide the space and time for the Iraqi government to come to grips with the tough decisions its members must make to enable Iraq to move forward,” Petraeus said. “In short, it is not just that there will be additional forces in Baghdad; it is what they will do and how they will do it that is important.”

Petraeus also pledged to provide ‘the best leadership and direction I can muster’ and was adamant that he would honestly evaluate the situation and report if the new approach in Iraq was not working.

“Should I determine that the new strategy cannot succeed, I will provide such an assessment,” he said repeatedly to many of the senators who questioned him about the plan.

Petraeus also added that any success in Iraq would be achieved through political and economic means, not just military actions. He said that all agencies of the U.S. government needed to step in and provide assistance to get

Continued on page 8

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PETRAEUS continued from page 7

Iraq's ministries functioning effectively to establish the rule of law and get the people and the country to work.

Most of the public that follows the war in Iraq knows that Petraeus has extensive experience there. During the first year of Operation Iraqi Freedom he commanded the 101st Airborne Division in Mosul. In that role, he was credited with overseeing a multifaceted program that within months established local government, restarted the local economy, and stood up local security forces.

Petraeus later served as the first commander of the Multinational Security Transition Command from June 2004 to September 2005 and commanded the NATO Training Mission Iraq from October 2004 through September 2005.

One of Petraeus' most notable accomplishments during his tenure at Fort Leavenworth has been to lead the effort to rewrite the military's doctrine for defeating an insurgency. *Field Manual 3-4/Marine Corps Warfighting Publication 3-33.5, Counterinsurgency* (December 16, 2006) recently became available to Soldiers and Marines to help them train and prepare for conflicts such as in Iraq.

"We're proud to have served with General Petraeus here at Fort Leavenworth," said retired Lt. Gen. (Ret.) Robert Arter, CGSC Foundation Chairman. "We've done our best to support him and the College and we look forward to continuing our mission of support as he goes back to Iraq. We know he is absolutely the right man for the job."

Gen. William S. Wallace, TRADOC Commander, leadership from Fort Leavenworth and the CGSC Foundation honored Lt. Gen. Petraeus in a farewell gathering at Fort Leavenworth on Feb. 2. 🇺🇸

Lt. Col. (Ret.) Mark H. Wiggins retired in 2004 after serving 23 years in both the enlisted and officer ranks. His last assignment was as Director of Web Communications and Senior Strategic Communications Planner in the Office of the Chief of Staff, Army.



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Annual Report 2006



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General Bernard W. Rogers
Class of 1955
28th Chief of Staff of the US Army (1976-79)
8th Supreme Allied Commander Europe (1979-87)

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

General Carl E. Vuono
Commandant 1983-85
31st Chief of Staff of the US Army (1987-91)



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
Deputy Commandant 1987-88
32nd Chief of Staff of the US Army (1991-95)

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Command and General Staff College Foundation, Inc.

Annual Report 2006

Letter From The Chief Executive Officer



Welcome to the first annual report of the CGSC Foundation. We've made great strides during our first 10½ months of operation. The mission of our foundation is to foster a strong relationship between the military and private sector, to enrich the College's academic environment, enhance the institution's research activities, maintain contact with alumni, and encourage excellence in the faculty and student body to ensure the preparation of outstanding leaders for the Armed Forces of the United States. Thanks to the generosity of our alumni, staff, faculty, friends and supporting corporations we have achieved remarkable results. We've received \$160,000 in cash contributions with an additional \$464,000 in pledges over the next five years. These are remarkable results for a newly established foundation. We are fortunate to have a first class group of officers and trustees to guide us in our work. We've struck a careful balance on our board between military retirees and business professionals.

Each has given freely of his/her time and resources to guarantee the success of our foundation. While our goal is to build a substantial endowment to develop and sustain meaningful programs and activities in support of the College, we are also aware that we must provide a respectable return on investment for our constituents in the near term and deliver on the promise of providing support to the College. In 2006 we provided support to the students, faculty, and the institution totaling \$9,500 but we intend to do better in 2007 while at the same time amassing the funds necessary to prepare for a national fund raising campaign to build an endowment. Each donor is investing in the future leadership of the Armed Forces and the nation. Those who study here obtain the knowledge and skills to ensure success on the battlefield and, after they retire from active service, in the boardroom. We owe them the very best education possible.

COL (R) Robert R. Ulin

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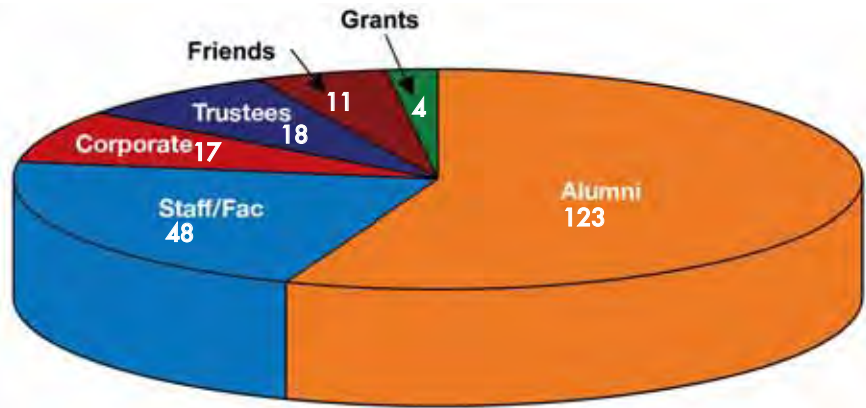


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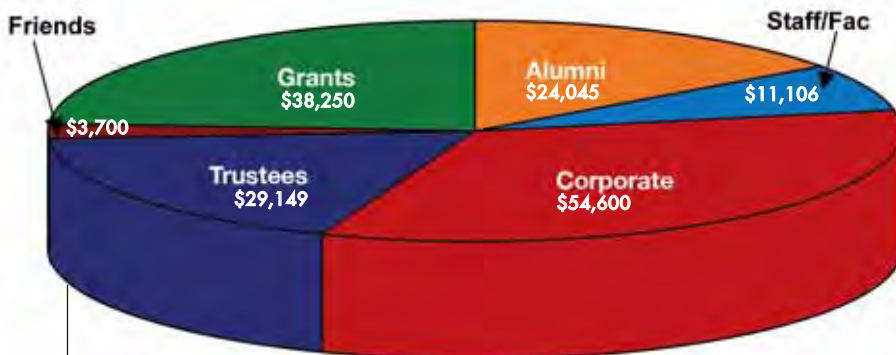
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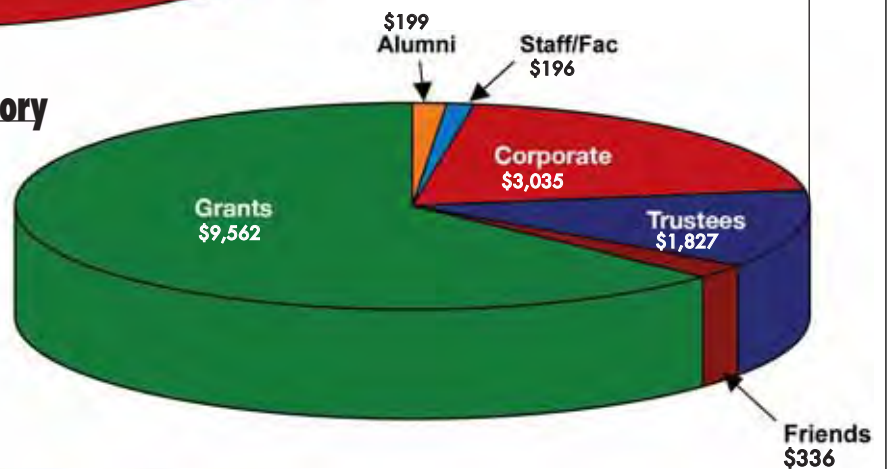
Total Contributions to Date: 221



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Total Contributions to Date: \$160,900

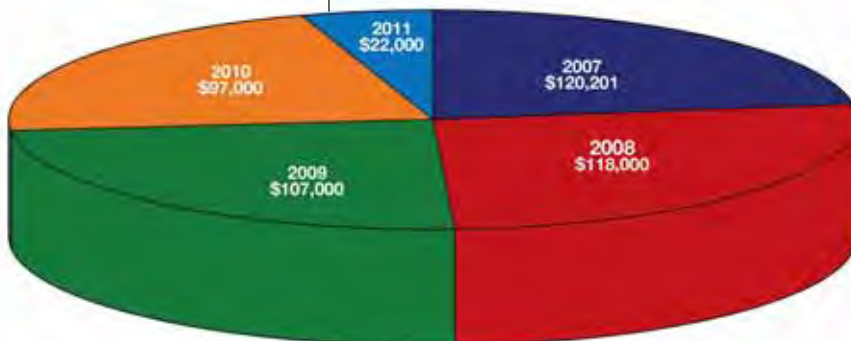
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Total Pledged: \$464,201

* These figures are not included in the 2006 financial report.



Our Fundraising Goal

To establish a \$10 million endowment capable of generating between \$400,000 and \$500,000 each year to support the programs and activities of the US Army Command and General Staff College.

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LTC (Ret) Randy A. York
MAJ Daniel Zeytoonian

CGSCF recognizes international alumni with holiday gift

Col. Roger Donlon (USA, Ret.), CGSCF Trustee, presents a CGSCF ornament to Gen. Yuji Fujinawa (Ret.), former Chairman Joint Chiefs of the Japan Self-Defense Force and a member of the CGSC International Hall of Fame, at the New Sanno Hotel in Tokyo, Japan on Dec. 24, 2006. From left to right: Col Shin Nozawa, CGSC Class of 2001; Col. Yoshihiko Okimura, CGSC Class of 2002; Donlon; Gen. Fujinawa, CGSC Class of 1981; and Col. Kiyotoski Nakatsu, former liaison officer to the U.S. Army Combined Arms Center.



PHOTO FLASH

PHOTO BY NORMA DONLON



PHOTO FLASH

COURTESY PHOTO

CGSCF leaders conduct presentation for military attaches

Members of the Foundation Board of Trustees made a presentation about the Foundation to 41 Defense and Army attaches representing 31 countries in September 2006 in Washington D.C. From left to right are Col Bob Ulin (U.S. Army, Ret.), CGSCF CEO; Col. Woody Goldberg (U.S. Army, Ret.), CGSCF Trustee; Lt. Gen. Bob Arter (U.S. Army, Ret.), CGSCF Chairman; Brazilian Maj. Gen. Luiz Peret, who hosted the event; and retired Ambassador Ed Marks, CGSCF Trustee. Peret was the Brazilian Liaison Officer to Fort Leavenworth from 2000-02 and currently serves as dean of the military attaches in the district.

Recognizing excellence



The CGSC Foundation presented Army Sabers to the Master Logistician and the Master Tactician of CGSC Class 2006-002 in November. From left, CGSCF CEO Col Bob Ulin (U.S. Army, Ret.), Maj. Chris Liermann, Master Logistician, Maj. Roger Crombie, Master Tactician and CGSCF Chairman Lt. Gen. Robert Arter (U.S. Army, Ret.). The Foundation will continue this tradition in support of recognizing excellence for each CGSC class in the future.



PHOTO FLASH

PHOTO BY DON MIDDLETON, FORT LEAVENWORTH VISC

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Contributions In Memoriam

Remembering a deceased friend or family member with a contribution to CGSCF is a gesture of respect and admiration. Contributions help the Foundation further its work in supporting the College and its initiatives. With thanks and sincere condolences, we acknowledge these memorial contributions:

- **FBI Supervisory Special Agent Scott Williams** in memory of his father **Lt. Gen. "Bo" Williams**, veteran of the Vietnam War.
- **Col. (Ret.) Bob Ulin** in memory of his father **Tech. Sgt. Richard W. Ulin**, veteran of the Army Air Corps in WWII.
- **Maj. Gen. (Ret.) Raymond D. Barrett, Jr.** in memory of his father **Col. Raymond D. Barrett**, veteran of WWII and Korean War, alumnus of CGSC Class of 57 and CGSC Faculty member 1964-67. 🇺🇸



Former CGSC Commandant Dies at 89

Lt. Gen. Michael Shannon Davison, a veteran of World War II and the Vietnam War died of congestive heart failure Sept. 7, 2006, in Washington D.C.

Davison retired from active service in 1975 after a storied 36-year career. In addition to his WWII and Vietnam service Davison served as Commandant of the U.S. Military Academy at West Point and as Commandant of the Command and General Staff College. His efforts in equal opportunity and race relations during his tenure as Commander in Chief of the U.S. Army in Europe in

the early 1970s were also highly regarded, earning him recognition from the NAACP with its Meritorious Service Award. Davison was also a graduate of the U.S. Military Academy Class of 1939.

After his retirement from active duty, Davison went on to serve as president of the United Services Organization (USO) and as vice president of an architectural and engineering firm before retiring a second time in the early 1980s.

Davison is survived by his wife, three children, 11 grandchildren and two great-grandchildren. 🇺🇸

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The Added Value of Military Training and Leadership

By Col. (Ret.) Tom Dials, President/Chairman- Armed Forces Insurance



The notion of ‘adding value’ to a relationship offers some common ground between the worlds of civilian business and that of military leadership. Every military leader has experience of the ‘would be leader’ who doesn’t ‘pack the gear’ – who lacks motivation or is generally unprofessional in the performance of his or her duties. It is generally understood that tolerating such individuals on the ‘team’ risks potentially disastrous consequences paid for in that most precious of currencies, the blood of the soldiers entrusted to your command.

The consequences of leadership shortfalls are usually less immediate and likely far less severe (at least in the short term) in the civilian world; there simply aren’t too many people killed or wounded in most lines of work. All the same, the consequences of failing to establish, monitor and enforce standards

“Too many people think only of their own profit. But business opportunity seldom knocks on the door of self-centered people. No customer ever goes to a store merely to please the storekeeper.”

Kazuo Inamori, Founder/Chairman, Kyocera Corporation

of conduct and performance are always present and they often prove to be far-reaching. Samuel Gompers once remarked that, “The worst crime against working people is the company that fails to operate at a profit.” A pretty capitalist point of view for the first president of the American Federation of

Labor, I submit.

Adding value is simple in concept: all parties to the ‘business’ of the enterprise ‘profit’ from its outcome. Understanding what value was delivered and the ability to articulate that to the other parties is a bit more complex. The development of objective perform-

PHOTO FLASH



PHOTO BY MARK H. WIGGINS, MHWPR.COM

Foundation receives \$100,000 gift

CGSC Trustee and noted entrepreneur Hyrum Smith addresses CGSC Foundation Board of Trustees at a holiday reception December 6 at the Mission Hills Country Club in Kansas City. Smith announced he would provide a \$100,000 gift to the Foundation in \$20,000 increments beginning in March 2007 as a way to demonstrate his belief in the College’s mission. From left looking on is the Commandant of the U.S. Army Command and General Staff College, Lt. Gen. David H. Petraeus, and the Chairman of the CGSC Foundation, Inc., Lt. Gen. Robert Arter (U.S. Army, Ret.).

ance standards and the establishment of a leadership structure within an organization staffed and trained to evaluate and enforce them is second nature to most mid-career officers and NCOs. The top performers in the corporate world are equally perceptive and proficient in these key tasks. The vernacular might take a bit of time to assimilate but military leaders will readily recognize the characteristics of an elite organization in routine operations. While not exactly rare, such 'high performing' organizations are far from common and absent disciplined maintenance and attention to detail in execution suffer the same fate as military organizations whose leadership skills are allowed to atrophy.

At some point, each of us makes a decision to leave the military. In 'Life after the Army' (Navy, Air Force, Marines, etc.), one is more likely to encounter employers of the latter variety than the former. The effective military leader brings to the table two attributes that most civilian employers seek: thoroughness in planning and disciplined execution. These attributes are the very skills that the Command and General Staff College curriculum seeks to hone in its students. The lessons of Leavenworth (and the other intermediate level staff colleges) are broadly applicable to and add value in almost any endeavor. Your attention and dedication will be rewarded with a keener edge on leadership skills that will prove of use not just in the profession of arms but also in the business of business, making a profit (adding value).

About the Author: A retired U.S. Army officer, Tom Dials has served in various leadership and management positions with Armed Forces Insurance Exchange since 1994. He assumed his current duties as president and chairman of that organization in January 2003. He holds the Chartered Property and Casualty Underwriter designation. His military education included the Armed Forces Staff College, the Defense Systems Management College and the Naval War College. Armed Forces Insurance is a Founding Corporate Constituent of the Command and General Staff College Foundation. 🐾



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Association of The United States Army

For more than 55 years, the Association of the United States Army has been educating members of Congress about critical issues that affect the men and women of the U.S. Army who proudly serve our country.

AUSA is also a supporter of the Command and General Staff College Foundation, Inc., and recently made a \$25,000 donation to further the Foundation's work.

"As an educational association, AUSA understands the value of the Foundation in fostering a strong relationship between the military and private sector to enrich the academic environment at the Command and General Staff College, to promote excellence in the faculty and student body, to encourage valuable research and maintaining ties with alumni," said Gen. Gordon R.



The President of the Association of the United States Army (AUSA) Gordon Sullivan presents a \$25,000 donation to Col. Bob Ulin (U.S. Army, Ret.) the CGSCF CEO, and Cathleen Macauley, a member of the CGSCF Board of Trustees, to further the Foundation's work in supporting the College's educational outreach efforts. Gen. Sullivan was in Kansas City August 16 kicking off a four-day training seminar for AUSA Chapter leadership and took time out to recognize and support the Foundation.

One of AUSA's missions is to educate the public on the Army's value to our great nation. AUSA accomplishes this through its various departments such as the Institute of Land Warfare (ILW). ILW educates decision makers and the general public through its national issues conferences, forums, special reports, background briefs and research papers.

Industry Affairs hosts a monthly

AUSA's monthly publications (*ARMY Magazine* and *AUSA NEWS*) keep the public updated on the latest happenings in national defense and national security and at AUSA.

Every October, AUSA's Annual Meeting brings together its members, Army leaders and businesses. Attendees learn about Army issues and view the latest equipment and technology.

AUSA chapters, located worldwide, play a vital role in supporting America's Army by becoming involved in local communities. They not only support our deployed soldiers, but their families who remain behind by contributing over a half million dollars to various programs, including college tuition assistance and scholarships.

AUSA recognizes the importance of the Army family and the challenges it faces on a day-to-day basis. AUSA's Family Programs Directorate is uniquely positioned to articulate and support the interests of all Army families.

As the premier voice for America's soldiers, AUSA is a dedicated team committed to building the best professional and representative association for the world's best Army. 🇺🇸


***As the premier voice for America's soldiers,
AUSA is a dedicated team committed to building
the best professional and representative
association for the world's best Army.***

Sullivan, USA, Ret., president of AUSA.

Membership in AUSA is open to all components of the Army – active, National Guard, Army Reserve, retirees, veterans, government civilians, cadets, family members and concerned citizens.

breakfast featuring speakers such as the Army Chief of Staff and other prominent Army and Department of Defense leaders.

AUSA's Government Affairs Directorate educates Congress through testimony and Hill visits.

A close-up photograph of several pairs of tan military boots with black laces and straps, worn by soldiers in camouflage pants. The boots are on a green carpeted floor. The text is overlaid on the right side of the image.

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Today's warriors face extraordinary challenges on the battlefield. Our military leaders are finding bold new ways to meet those challenges. We salute their courage for making tough, insightful decisions. We salute their dedication to the security of our country. And we salute their integrity for maintaining honor, even in the heat of battle. Thank you to the officers, faculty and staff of CGSC for your tireless pursuit of excellence.

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