

COMMAND AND GENERAL STAFF COLLEGE

FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY

No. 2/FALL 2007



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Charting a positive course

Robert Arter
Lt. Gen., U.S. Army, Ret.

Real and significant progress has been made since we opened our doors in February 2006. Our second annual Board of Trustees meeting was conducted in the new Command and General Staff College Lewis and Clark Center on the Army's Birthday, June 14. We elected new trustees to expand our board to reflect national representation, and elected Maj. Gen. Ray Barrett, U.S. Army, Ret., as Vice-Chairman, a new position, and Hyrum Smith as the new Vice President. This expands our trustees to 54 individuals and the Executive Committee to seven. Additionally, we granted \$16,500 to the College and received acceptance of this gift from Army Secretary Peter Geren, received a clean bill of health from an accounting firm that completed our first financial review and filed our first IRS Form 990 for 2006. As such, we have just completed our first annual cycle of activities in good form.

Since the early stages of our development, we set a goal to establish an endowment of \$10 million, a significant undertaking for such a young organization. Over a 10-month period we reviewed proposals, received briefings and interviewed firms that assist nonprofit organizations in raising money. The executive committee selected a nationally recognized fundraising counsel with



impeccable credentials to lead a capital campaign to help us establish our endowment, and in the near term raise capital to endow a General Colin L. Powell academic chair and lecture series. We are indeed pleased and honored that General Powell is supportive of the chair and lecture series.

Regarding the foundation's status, I am reminded of an old Tennessee expression, "If you can brag without lying, brag!" Rarely has such a young organization made such extraordinary progress. As we reported in the annual report that was included in our last issue of the CGSC Foundation News, our short term goal was to raise \$1 million by the summer of 2008. If current trends continue we shall reach that level before the end of this year. Thanks to our trustees, corporate partners, staff, faculty, students, alumni, and friends of the College we have charted a positive course for the future that will enable us to provide meaningful and sustainable programs and activities for the College to assist in its mission of preparing leaders for the 21st century. I thank you and ask for your continued support in this noble endeavor.

Finally, and with great personal pleasure and admiration, and on behalf of the foundation, I extend a warm welcome to Lieutenant General and Mrs. William B. Caldwell, IV, our new commandant and first lady. 🙌

Thanks to our trustees, corporate partners, staff, faculty, students, alumni, and friends of the College we have charted a positive course for the future that will enable us to provide meaningful and sustainable programs and activities for the College to assist in its mission of preparing leaders for the 21st century.

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 US 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:

- 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

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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. William B. Caldwell IV takes the colors from his commander Gen. William S. Wallace, U.S. Army Training and Doctrine Command, signifying his assumption of command at Fort Leavenworth, July 12. Photo by Mark Wiggins.

FROM THE EDITORS

Thanks for your support of the CGSC Foundation News. It's our pleasure to bring you this third edition of our publication. Much has happened since our annual report edition in March, most notable of which are the arrival of a new commander and the dedication of the Lewis and Clark Center, the premier educational facility that is the new home of the Command and General Staff College and the offices of the CGSC Foundation. As always, we hope you enjoy the magazine and continue to support us as we assist the College in preparing leaders for the 21st Century.

Steady progress

Col. Bob Ulin, U.S. Army Ret.



The big news is that we're now in our new offices inside the Lewis and Clark Center. JE Dunn construction, the builder of the Lewis and Clark Center completely outfitted our new offices and gift shop at no cost to the government or to the foundation. A BIG thank you to the JE Dunn Construction Company.

Progress to date is good. Cash and pledges since we opened our doors in February 2006 are over \$880,000. The majority of that amount is pledges that extend to 5 years in some cases. Expenses these past 18 months have

gone for normal business start up costs (furniture, communications, marketing, office supplies, salaries, contract support, etc.) but we've been able to fund several programs to support the staff, faculty and students of the College. As we mature, business operations costs will decline as a percentage of revenue and the establishment of an endowment will ensure a steady stream of funds to support meaningful and sustainable programs for the College.

Please visit our redesigned website at www.cgscfoundation.org. We now have an online store for the benefit of alumni, ILE students at our satellite schools, and

those who take the course via the World Wide Web. Our store is a work in progress so visit often to see the range of products we provide. Our gift shop in the Lewis and Clark Center is beginning to take shape. We plan to have a grand opening in October.

If you have sent your contribution for 2007 we thank you. If not, please don't forget us. We have recently created LIFE Constituency levels starting at \$1,000. No matter how much you contribute we will keep track and when you reach the \$1,000 level you will automatically become a LIFE Constituent in the Lewis and Clark Society. 🇺🇸

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Q&A with the CGSC Deputy Commandant, Brig. Gen. Mark E. O'Neill

C GSC Foundation News conducted this interview with Brig. Gen. O'Neill in September. In coming editions we will interview the commandant, Lt. Gen. Caldwell, and other important leadership at the college.

CGSCF News: What was your assignment before becoming the Deputy Commandant of CGSC?

BG O'Neill: Prior to this assignment, I served as the Deputy Division Commander for Support of the 3rd Infantry Division and as Deputy Division Commander for Support, of Multinational Division—Baghdad during Operation Iraqi Freedom.

CGSCF News: How do you rate the importance of the Command and General Staff College in the military educational system?

BG O'Neill: When Generals Marshall, MacArthur, Patton, Eisenhower and Bradley studied here long before World War II they had no idea of wars they may be called upon to fight or the service they would render to their country after their military service. This College provided the opportunity for them to bond with their fellow officers and to study and contemplate the complexities of their profession. Likewise, the officers who sit in these classrooms today will become the generals and perhaps the civilian leaders of their nation in the

future. As such, what we do here is extremely important for the survival of our nation and our relations with others around the world.

CGSCF News: What is the significance of what we do here at CGSC?

BG O'Neill: I mentioned some of this earlier but



PHOTOS COURTESY CGSC

allow me to add another dimension of the importance of our College and that's the international impact that we have. In 1895 we graduated our first international officer. Since then we have graduated over 7,000 officers from 152 countries alongside their American counterparts. Over 42 percent of those international officers have attained general officer rank or have become ministers, heads of government or heads of state. We shall

never know how many conflicts may have been prevented by classmates who have picked up the phone and settled matters because of their shared Leavenworth experience.


CGSCF News: What is your vision for the future of CGSC?

BG O'Neill: If the past is prologue to the future, our College will continue to evolve over time to remain adaptive, innovative and creative in the application of military power to accomplish the goals and objectives we are called upon to achieve.

CGSCF News: What would you like to tell the Alumni of this institution?

BG O'Neill: First, we value your service to the Army and the nation. Second, rest assured that we will continue to change our curriculum to adapt to the ever-changing environment. And lastly, come by and see our new facility, the Lewis and Clark Center, and visit with these magnificent officers who are taking the fight to our enemies around the world.

CGSCF News: How do you see the role of the Foundation as it evolves?

BG O'Neill: Our Foundation will play a major role in the development of future leaders because it provides the Margin of Excellence that we need to become a nationally recognized center of excellence for leader development. 



Lt. Gen. Caldwell delivers remarks after officially assuming command. All Photos by Mark H. Wiggins/MHWPR

Lieutenant General Caldwell assumes command of the Combined Arms Center

On July 12, Lt. Gen. William B. Caldwell IV assumed command of the Combined Arms Center and Fort Leavenworth.

Caldwell comes to this assignment having served as the deputy chief of staff for strategic effects, Multi-National Force-Iraq, where he served since May 2006 as the chief U.S. military spokesman in Iraq. During that time he worked for the previous Leavenworth commander Gen. David Petraeus, now the senior U.S. commander in Iraq. He also spent two years as commander of the 82nd Airborne Division, where he oversaw deployments to Iraq, Afghanistan and to Louisiana for relief efforts following Hurricane Katrina in September 2005.

As the new commander of the



Lt. Gen. William B. Caldwell IV and Stephanie Hudson Caldwell pay respects during the National anthem at the beginning of his assumption of command ceremony at Fort Leavenworth's Lewis and Clark Center, July 12.

Combined Arms Center, Caldwell will help shape the operations of many of the Army's key centers for developing war strategies, including 12 major subordi-

nate organizations; the new Joint Center for International Security Force Assistance; the Army and Marine Corps Counterinsurgency Center for Excellence; and an additional 16 affiliated schools, centers and activities who all share the mission of preparing the Army and its leaders for war.

Caldwell, a relatively young three-star general, and his wife Stephanie have three young children ages 8, 6, and 4, which is not typical for a three-star general and his family.

"I'm not sure Quarters 1 (the historic commander's quarters on the post) is going to ever be the same," Caldwell said. 🇺🇸

The U.S. Army Command and General Staff College

Developing Leaders for the Army, the Nation and the World

By Brig. Gen. Chris King, (U.S. Army Ret.), Ph.D.,
Dean of Academics

Editor's note: This is the first article in a series dedicated to fostering understanding of the subordinate schools and missions associated with CGSC.

Inside and out, it is a new Command and General Staff College (CGSC) that emerges from the bluffs of the Missouri to become the Lewis and Clark Center at Fort Leavenworth, yet the College retains the values and purpose that has endured for its 125 years. New at Fort

Leavenworth is a magnificent state of the art educational facility with 96 fully digital seminar classrooms, 21st century technology throughout, and an overall quality befitting the mission of the college and its importance to our Army. The enduring qualities we retain are the continued focus on excellence in the military art and science, and dedication to providing a superb educational experience to every CGSC student. But there is much more to share.

Beginning with this article and continuing over the next several issues, we

will introduce you to the five schools that now make up the Command and General Staff College. As with everything that the Army does, the focus is on the mission:

The U.S. Army Command and General Staff College educates and Develops leaders for full-spectrum joint, interagency, and multinational Operations; acts as lead agent for the Army's leader development programs; and advances the art and science of the profession of arms in support of Army operational requirements.

(Continued on page 10)

PHOTO FLASH



Foundation facilitates agreements with Park U. and Kansas State U.

In the photo top left, Dr. Ron Trewyn, Vice President, Kansas State University and the CGSC Foundation CEO Bob Ulin, shake hands to mark the signing of a "memorandum of understanding" between KSU and CGSC that outlines ways the two institutions can foster cooperation. From left Brig. Gen. Mark O'Neill, CGSC Deputy Commandant; Dr. Cheryl Polson, KSU; Trewyn; Ulin; and Dr. Chris King, Dean, CGSC.

Bottom left, the Foundation also facilitated a similar "MOU" with Park University. In the photo at right Ulin signs the MOU while Park University President Dr. Beverly Byers-Pevitts, who is also a CGSCF Trustee, looks on. Seated to her right are Park University's Dr. Michael Droge and Dr. Tom Peterman.



PHOTOS BY CGSC FOUNDATION

The Army's philosophy for military development is changing, from a focus on training for known requirements, to education that develops the competencies to succeed in the complex contemporary operating environment (COE). COE is the new verbal shorthand to describe the dangerous and volatile world our Army now faces. Further, the Army recognizes that educational development is required for all officers throughout a career and more specifically for the largest mission at CGSC, that all mid-career Army officers need the same intermediate level educational experience. The hard lessons of the global war on terrorism have driven this fact home—every Major is important and fighting this war requires leaders capable of adaptive thinking and problem solving, understanding of global cultures and how they impact military operations, and able to work with many different organizations to accomplish the U.S. defense policies. To accomplish this critical mission for the Army, CGSC operates the Command and General Staff School (CGSS). This school develops the competencies and enhances the attributes of leadership needed for the pentathlete leader. The details of all that CGSS does for the Army will be detailed in the next newsletter. One additional topic we want to peak your interest in is an upcoming article highlighting the continuing success of the CGSC international student program and the powerful impact that has on this institution.

The need for talented strategic and operational planners continues to grow and further substantiate the legacy built by the performance of the 'Jedi Knights' produced by the School for Advanced Military Studies (SAMS) program since 1984. SAMS graduates have proven their value in key positions in strategic and operational planning in the Global War on Terrorism (GWOT) as well as demonstrating the value added of this course of study in developing superb commanders such as the former Commanding General of the 10th Mountain Division in Afghanistan Maj. Gen. Ben Freakley, and the current Commander of U.S. Army Forces Command, Gen. Charles Campbell. These are just two superb examples of the

many SAMS graduates serving in key leadership roles in our Army today.

Focusing directly on developing leaders, The School for Command Preparation is a key component of the Army's program to prepare Lieutenant Colonels and Colonels selected for unit command. Commanders, Command

Sergeants Major, and spouses assemble at Fort Leavenworth to focus on battalion and brigade command issues from team building to family support programs. Commanders who have attended this course regularly report that this experience was invaluable to them in their preparation to lead America's Soldiers.

CGSC Today

Today's CGSC mission is to educate and develop leaders for full-spectrum joint, interagency, and multinational operations; act as lead agent for the Army's leader development programs; and advance the art and science of the profession of arms in support of Army operational requirements. CGSC is now comprised of five schools:

CGSS (Command and General Staff School). Out of old habits many still refer to this course as CGSC. All Army Majors with a small contingent of officers from the other service branches and some international officers attend CGSS. Along with DDE, the mission of CGSS is to educate and train officers for their next assignment and for the next 10 years of their career in Army, joint, interagency and multinational environments.

DDE (Department of Distance Education). DDE expands the schools reach and ability to provide "Intermediate Level Education" (ILE) to 100 percent of eligible officers. About 8,000 students each year, primarily Guard and Reserve, take their ILE via the Internet.

SAMS (School of Advanced Military Studies). SAMS is a 10-month resident course taught in Eisenhower Hall on Fort Leavenworth. The SAMS mission is to educate the Army's Division and Corps level planners. Select officers attend SAMS after completing CGSS.

SCP (School for Command Preparation). SCP is a three-week course taught at Fort Leavenworth that provides education and preparation for Lieutenant Colonels and Colonels selected for Battalion and Brigade levels of command.

AMSC (Army Management Staff College). AMSC is taught at Fort Belvoir, Va. Its mission is to educate and prepare Army Civilians for leadership and management roles.

CGSC is a fully accredited college by the Higher Learning Commission of the North Central Association of Colleges and Schools. CGSC provides graduate level instruction and offers a master's degree program through the CGSS and the SAMS courses to officers who elect to enroll in the program of study. As with any graduate program the requirements for a Masters in Military Arts and Sciences are demanding.

CGSC is led by the classic military chain of command, but also includes a collegiate structure under the Dean of Academics. The CGSC Chief of Staff reports to the CGSC Deputy Commandant, a Brigadier General, who is responsible for the day-to-day operations of CGSC. The deputy reports to the commandant, a Lieutenant General, who is also the commander of Fort Leavenworth.

The Department of Distance Education (DDE) is another aspect of the old CGSOC that is rapidly evolving to meet the Army's needs today and in the future. The legacy of the box of books courses is gone, replaced by a web, digital, and exportable intermediate level curriculum that is focused on fully preparing our Reserve and National Guard officers, but available to support any of the Army's needs for non-resident officer intermediate level education.

Finally, the newest edition to the CGSC is the Army Management Staff College. This is a long existing school whose mission primarily remains leadership education for the civilian work force. They join CGSC for two reasons. First, many aspects of leadership education are common to all adult students, military or civilian, so there are positive synergies in connecting the military and civilian school houses. Second, the Army is asking civilian employees to assume more and more leadership roles as military officer positions are moved out of the institutional Army. For this change to be successful, the Army must increase its commitment to education of its civilian work force, and working under CGSC develops a more coordinated solution to leadership education for the Army.

In summary, change is the only constant for CGSC and that is clearly reflected in the college today. We now teach all the majors in the Army not just 50 percent selected by a board. We educate on the competencies required by officers such as critical thinking and problem solving, cultural understanding and analysis, leadership, and communications. There is less training on military tasks and more preparation to deal with uncertainty. The operational art of war remains an invaluable part of the CGSC experience. More than ever, CGSC is developing leaders at all levels, in and out of uniform, for our Army, our Nation, and the world. 🇺🇸



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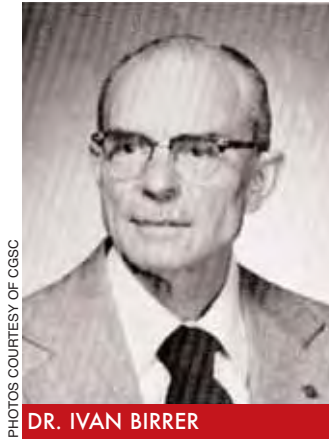
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New award approved for outstanding thesis

By Robert Baumann, Ph.D.



DR. IVAN BIRRER



DR. PHIL BROOKES

The U.S. Army Command and General Staff College recently approved a new award that will be presented to a CGSC student each year for the best thesis for the Master of Military Art and Science Program. The award is named for two long-serving faculty members, Doctors Ivan Birrer and Philip Brookes and is sponsored by the CGSC Foundation.


Thanks to the efforts of Dr. Birrer and Dr. Brookes over the years, the Master of

Military Art and Science Degree program fulfilled the Army's mandate to serve two purposes: to develop a cadre of competent researchers with polished analytical skills, and to facilitate the dissemination of relevant studies to members of the military profession.

Dr. Ivan Birrer's service at the College extended from January 1948 to June 1978. Birrer served in the U.S. Army during World War Two, during which time he also graduated from CGSC. In July 1949 he

was designated as the Commandant's Educational Advisor, a title he held until 1974 when at the behest of the U.S. Army Training and Doctrine Command (TRADOC) he was re-designated as Director, Graduate Degree Programs. In the 1960's and 1970's Birrer became a principal player in the conceptualization, authorization, and eventual accreditation of the MMAS Program. Together with General Harold K. Johnson, then Commandant at CGSC, Birrer helped design the MMAS concept in the early 1960's.

Dr. Philip Brookes' service at CGSC extended from July 1975 to June 2003. Beginning his career as a one-man writing department for the College, Brookes succeeded Dr. Birrer as the Director, Graduate Degree Programs in 1978. Among other things, his duties included managing an array of cooperative degree programs between CGSC and civilian universities that flourished until the late 1990's when the Army concluded that leaving CGSOC graduates in residence for a second year in order to earn a master's degree was no longer practical. In the meantime, his primary responsibilities were to advise the Commandant and Deputy Commandant on educational matters and to direct the MMAS program. On Brookes' watch, the number of CGSOC students annually earning the MMAS degree grew from about 30 to more than 100. In addition, with the creation of the School of Advanced Military Studies in the 1980's, Brookes administered the creation of a second MMAS Program that has since expanded to award as many as 90 degrees annually.

The Birrer-Brookes Award will be presented at the CGSC graduation. 

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DOD PHOTO



(Far left) Powell conducts a press conference as Secretary of State alongside the Japanese Foreign Minister.

(Left) Powell as Chairman of the Joint Chiefs of Staff.

DEPT. OF STATE PHOTO

Foundation announces Powell Academic Chair and Lecture Series

Lt. Gen. Robert Arter, U.S. Army, Ret., chairman of the board of trustees of the Command and General Staff College Foundation (CGSCF) announced the creation of an academic chair and lecture series at the U.S. Army Command and General Staff College in the name of retired four-star general and former U.S. Secretary of State, Colin L. Powell. Arter made the announcement during a reception at the college August 12.

“Gen. Powell has an extraordinary and indelible service record to the Nation,” said Arter. “And the CGSCF Foundation is extremely proud to have the opportunity to establish these programs at the College in his name.”

Details are still being determined, but according to Arter and Bob Ulin, the CGSCF chief executive officer, Powell has agreed to allow the foundation to establish an endowment to fund an academic chair in his name as well as establish a Colin L. Powell Lecture Series. The intent is to provide a forum for the discussion of national security issues by prominent national and international leaders for the benefit of the military students at the College. Business and community leaders from around the nation will be invited to participate as well.

Several CGSC graduates have gone on

to great careers as Soldier-Statenmen for our nation. Powell, a graduate of CGSC Class of 1968, is arguably one of the most prominent. During his career he was the

Assistant to the President for National Security Affairs, 1987-1989; Chairman of the Joint Chiefs of Staff, 1989-1993; and Secretary of State, 2001-2005. 🇺🇸



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PHOTO BY MARK H. WIGGINS/MHWPR

Lewis and Clark legacy leads to pioneering effort for new CGSC facility

By Mark H. Wiggins, Managing Editor

Fort Leavenworth celebrated the opening of the new Lewis and Clark Center August 13 in a dedication ceremony in the center's new Eisenhower Auditorium. Many of the Fort Leavenworth leadership, staff, faculty and guests attending the ceremony remarked that the new facility

promises to provide a far superior learning environment for officers attending the U.S. Army Command and General Staff College.

Built by the JE Dunn Construction Company, the Lewis and Clark Center replaces Bell Hall, a 49-year old structure that could not accommodate the digital infrastructure required in con-

temporary education. The Lewis and Clark Center can also boast of having one of the largest auditoriums in the state of Kansas.—The Eisenhower Auditorium seats 2,004, which is 579 more seats than the old Eisenhower Auditorium in Bell Hall and about as many as the Lied Center at the University of Kansas.

Lt. Gen. William B. Caldwell IV, commander of Fort Leavenworth and commandant of CGSC, inducted Captains Meriwether Lewis and William Clark into the Fort Leavenworth Hall of Fame. With help from Sen. Roberts he unveils the Lewis and Clark shadow boxes that will be placed in the atrium of the Lewis and Clark Center alongside other Hall of Fame members.



PHOTOS BY MARK H. WIGGINS/MHWPR



U.S. Army Command and General Staff College faculty, staff, students and guests mingle before the reception in the atrium of the new Lewis and Clark Center, Fort Leavenworth, Kan., Aug. 12. The reception was hosted by the Command and General Staff College Foundation.

During the dedication ceremony Sen. Pat Roberts, R-Kansas, made the remark that “we are dedicating the finest learning center in the United States of America.”

Roberts led the way in the halls of Congress to fight for the funding of the center and is fond of telling the story of how he discovered the need for a new facility during a visit hosted by Lt. Gen. Mike Steele, Fort Leavenworth commander at the time.

“When I visited here about six years ago a maintenance engineer in Bell Hall reached up into the ceiling and pulled out a piece of rusted, twisted, gnarly-looking pipe and said ‘Senator, this is what the infrastructure of Bell Hall is really like.’ I kept that piece of corroded Bell Hall pipe when I left that day and I took it



with me everywhere,” said Roberts. “That pipe visited appropriations meetings, subcommittee hearings, and Armed Services committee hearings. People came to dread the sight of Roberts and his pipe. But sometimes that’s what it takes. That piece of pipe represented something very broken and very wrong to me.

“Our nation’s best and brightest come to Fort Leavenworth as well as visiting international officers who later in their careers become leaders in their own countries. Why on Earth would we put such esteemed representation in a building where the pipes and the infrastructure are falling apart? It just didn’t make sense to me and it didn’t make sense to others.

“With the help of our Kansas delegation, especially Sen. Sam Brownback, we made the best case we knew how. In the long run our Congress worked together and we came to the right decision. The building you are standing in today is the result of a well-planned tour and a special effort to get a senator a real picture.

“I’m honored that I was able to take up the Bell Hall crusade on the part of everyone who has and will continue to



A U.S. Army officer with our Nation’s colors leads the flags of nations march into the courtyard of the Lewis and Clark Center Aug. 13. Each year CGSC conducts the International Officer Ceremony to recognize that class’s international members. More than 80 international officers are a part of this year’s class.

be part of Fort Leavenworth. I’m awestruck at the history of the Command and General Staff College. Virtually every hall-of-famer in military history has passed through these portals and has been made a significantly better leader because of that experience.”

The structure that is the Lewis and

Clark Center is not its only impressive attribute. Of 96 classrooms in the Lewis and Clark Center, all are identically equipped with flat screen televisions, cameras for video teleconferencing and computers that pop up from every student desk. The audio and video capabilities can allow students to sit in on briefings and confer-



PHOTO COURTESY JE DUNN CONSTRUCTION

OLD VS. NEW



PHOTOS BY MARK H. WIGGINS/MHWFR

	Bell Hall	Lewis & Clark Center
Built	1958	2007
Square Feet	332,900	410,000 (+77,100)
Student Capacity	1,230	1536 (+306)
Staff & Faculty Spaces	513	683 (+170)
CGSC Classrooms	68	96
Auditoriums		
Eisenhower	1,425	2,004 (+579)
Marshall	354	325
Parking		+800 spaces
Computer Systems	1,200	More than 2,500
Retail/Services	Barber Shop Cafeteria Bookstore	Barber shop Cafeteria Bookstore CGSCF Gift Shop

ences from remote locations such as the Pentagon or from overseas. The technology will also allow Leavenworth instructors to teach classes to students at one of the distance learning centers on the east coast.

“Today’s Soldiers and their leaders in a field environment have a huge technological capability and can connect with practically anyone around the world,” said Lynn Rolf, CGSC’s Director of Education Technology. “Our students in the Lewis and Clark Center will now have that same capability. With web-based instruction,

digital mapping and tracking and video teleconferencing capability we have all the tools necessary to provide for a first class learning environment.”

Lest one begins to focus on the newness of the facility and the technology within it, conversations with CGSC leaders quickly reveal their belief that it’s the people, not the facility, which provide the quality of education necessary for the nation’s military leaders.

After the dedication portion of the ceremony Lt. Gen. William B. Caldwell IV, commander of Fort Leavenworth and commandant of

CGSC, inducted Captains Meriwether Lewis and William Clark into the Fort Leavenworth Hall of Fame. With help from Sen. Roberts he unveiled the shadow boxes that will be placed in the atrium of the Lewis and Clark Center alongside other Hall of Fame members. 🕯️

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.



PHOTO BY MARK H. WIGGINS/MHWPR

Gen. Carl E. Vuono (U.S. Army, Ret.), former Chief of Staff of the Army, former CGSC commandant and current CGSC Foundation trustee, delivers remarks at a foundation reception in the new Lewis and Clark Center, Fort Leavenworth, Kan., Aug. 12.



PHOTO BY DON MIDDLETON, FORT LEAVENWORTH VISE

Lt. Gen. Robert Arter, U.S. Army, Ret., chairman of the Command and General Staff College Foundation, left, and Lt. Gen. William B. Caldwell IV, commandant of the U.S. Army Command and General Staff College at Fort Leavenworth, Kan., unveil a bronze plaque commemorating the CGSC Foundation's incorporation December 22, 2005 at a reception in the new Lewis and Clark Center, Fort Leavenworth, Kan., Aug. 12.

CGSC Foundation hosts reception for the Lewis and Clark Center dedication



PHOTO BY MARK H. WIGGINS/MHWPR

Members of the board of trustees for the Command and General Staff College Foundation pose with a new bronze plaque that commemorates the CGSC Foundation's incorporation December 22, 2005.

The CGSC Foundation hosted a reception on Sunday, Aug. 12, to welcome guests to Fort Leavenworth in preparation for the dedication of the new CGSC facility, the Lewis and Clark Center, on Monday morning.

Approximately 300 guests attended, including several former commandants and deputy commandants of the college and many of the members of the foundation board of trustees. Retired Army Chief of Staff and former commandant of CGSC Gen. Carl E. Vuono was the guest speaker at the reception and spoke of how fitting it is to name the new building after the historical figures Lewis and Clark.

“Dedication of this new building as the Lewis and Clark Center is far more than a

nod to history,” said Vuono, who is also a CGSC Foundation trustee. “It is a recognition that the qualities of those two soldier-explorers provide every student who walks through these doors with a character roadmap into the years ahead. It is indeed clear that the Lewis and Clarks of today—those officers who pass through these doors—must recognize and honor our past, are responsible for the present, and shape the future of our nation for generations to come.”

As part of the formal portion of the ceremony, Lt. Gen. Robert Arter, U.S. Army, Ret., chairman of the Command and General Staff College Foundation, and the commander of Fort Leavenworth, Lt. Gen. William B. Caldwell IV, unveiled a bronze plaque commemorating the foun-

ation's incorporating members. After the unveiling Arter reaffirmed his and every foundation trustee's unflagging support for the College.

Arter also took the opportunity to announce the Foundation's creation of an academic chair and lecture series at the U.S. Army Command and General Staff College in the name of retired four-star general and former U.S. Secretary of State, Colin L. Powell.

After the brief remarks by Vuono and Arter's announcement of the Powell chair and the unveiling of the commemorative plaque presented to CGSC from the foundation, guests mingled and had opportunities to view classroom technology demonstrations and tour the rest of the facility. 🍷

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PHOTO FLASH



PHOTO BY CGSC FOUNDATION

Trustees visit NORTHCOM and 10th Special Forces

CGSC Foundation trustees visit U.S. Northern Command, Colorado Springs, Co., in February. Left to right: David Beahm, Hale Johnston, Gene Wilson, Bob Dunn, Ed Marks, Terri Ulin, Bob Ulin, Lt. Gen. Joe Inge, Deputy Commander, U.S. NORTHCOM, Denise Holcom, Tom Holcom, Scott Bublin, and Roger Donlon. During the trip the Foundation trustees also had the opportunity to travel to Fort Carson and visit the headquarters of the 10th Special Forces Group.

Foundation supports US-UK sporting competition

CGSCF CEO Bob Ulin and Col. Keith Cooper, Asst Deputy Commandant of CGSC present the Eagle-Owl Trophy to the Captain of the CGSC Eagle (US) Team, March 22. The Eagle Team defeated the United Kingdom's Owl Team in the competition March 22, which included athletic events such as soccer, rugby, running, golf and more. The Eagle-Owl Games are conducted bi-annually in March and June at Fort Leavenworth. The foundation donated the trophy for these games.



PHOTO FLASH

PHOTO BY CGSC FOUNDATION

PHOTO FLASH



PHOTO COURTESY OF MARK JONES

Trustee serves "Bloomin' Onions" in Iraq

CGSC Foundation Trustee Mark "Ranger" Jones holds a plate of "Bloomin' Onions" during a trip to Iraq with the Outback Steakhouse team to feed the troops in July. They cooked and served more than 200,000 steaks.

CGSC Foundation recognizes major donors

The board of trustees of the Command and General Staff College Foundation recently conducted two dinner engagements in honor of those who have supported the Foundation's mission. The first was conducted in the Kansas City Club on April 16 and the second was in Washington, D.C., April 23. In this photo Gen. David H. Petraeus, Commander Multinational Force Iraq, presents Hyrum Smith, with a commander's coin in appreciation for his service to the Command and General Staff College Foundation. Smith, the former chairman of the Franklin-Quest Company and vice president of the CGSCF board, was the guest speaker at the CGSCF major donor dinner in Washington D.C. Gen. Petraeus, the former commander at Fort Leavenworth and commandant of the U.S. Army Command and General Staff College, attended the event during a trip back to the capital to meet with President Bush and members of congress. Also noteworthy at the D.C. dinner, Gen. Carl E. Vuono, U.S. Army, Ret., a former CGSC Commandant and Army Chief of Staff as well as current member of AUSA's Council of Trustees and the CGSCF Board of Trustees, presented the Foundation with a \$35,000 check from AUSA.

Lt. Gen. Roger G. Thompson, U.S. Army, Ret., the Vice President for Membership of the Association of the United States Army (AUSA) was the guest speaker at the Kansas City dinner.



OSS Society honors 1954 CGSC grad

Lt. Col. Greg Gadson, CGSC Class of 2001, and retired Col. Bob Ulin, CGSC Class of 1978 and current CGSCF CEO, spend time together at the Office of Strategic Services (OSS) Society dinner in Washington, D.C., Sept. 20, to celebrate the presentation of the William J. Donovan Award to Maj. Gen. Jack Singlaub, Class of 1954. Lt Col Gadson lost both of his legs to an IED in Iraq. Before his deployment to Iraq, Greg and his family were stationed at Fort Riley.



CGCSF Board of Trustees conduct annual meeting in the Lewis & Clark Center

Lynn Rolf, far right, the Director of Education Technology for the U.S. Army Command and General Staff College, briefs members of the CGSC Foundation Board of Trustees about the new Marshall Auditorium during a tour of the new Lewis and Clark Center on Fort Leavenworth. The foundation's annual board meeting conducted June 14 was the first meeting ever conducted in the new facility.



The Lamp of Knowledge (above). The Leavenworth Lamp is the traditional lamp of learning symbolizing the knowledge acquired at the College from which emerges a mailed fist symbolizing the military nature of this knowledge. Clenched in the fist are a rifle and a sword, connoting the origin of the College in 1881 as the School for Application of Infantry and Cavalry, and a guided missile symbolizing the future. The entire symbol thus represents the idea that from the College emerge leaders who, with their knowledge and control of the past, present, and future weapons of war, protect our liberty.

DDE: New name, new technology, but same focus for 100 years

By Kelvin D. Crow, CGSC Command History

Extending the reach of its knowledge has long been a part of the Command and General Staff College mission and the name of the program and its components have gone through several incarnations to that end. As part of the ongoing change and improvements in delivering on its mission to deliver

the Army's Intermediate Level of Education (ILE) to all Majors in the Active, Guard and Reserve forces, CGSC's "Department of Distance Education (DDE)" was renamed from the "School of Advanced distributed Learning (Continued on page 25)



The CGSC Crest (left). The official crest of the U.S. Army Command and General Staff College was adopted in 1907 and later revised in 1925. The lamps symbolize study and learning and are representative of the Regular Army, the National Guard and the Army Reserve. The motto "Ad bellum pace parati" means "Prepared in peace for war."

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(Continued from page 23)

(SAdL)” in Summer 2007.

According to Tim Nenninger’s study of The Leavenworth Schools nonresident or corresponding instruction for the Command and General Staff College begins with the Fort Leavenworth “mailing list.” Starting in 1905 professional military journals printed tactical problems from the Leavenworth curriculum and, in succeeding issues, their solution. In 1907 the school formally printed up instructional materials and made them available to anyone who wrote to request being put on the mailing list. Textbooks were available to these informal students at reduced prices. Before the school closed for the First World War more than 4,000 officers were on this list.

Formal nonresident instruction was recommended by the 1922 McGlachlin Board established by Gen. Pershing. A War Department order dated 1923 directed the establishment of “Corresponding Studies” to broaden Leavenworth’s influence throughout the Army and a correspondence training program, known as “Correspondence Course D,” was added in the publications division. This three-year program was aimed at National Guard officers, Reserve officers and certain civilian personnel. The “Command and General Staff Correspondence School” first appeared in 1926. Instructors assigned to the program began teaching courses in several local communities in addition to the classic correspondence format. In 1931 the name changed to the “Command and General Staff Extension Course.” The extension course section is not listed in CGSC’s organizational charts in 1944 or 1945.

Over the years there were numerous additional name changes but the intent of the department has remained the same. Today, as it celebrates its centennial the DDE mission is to develop leaders prepared to execute full-spectrum joint, interagency and multinational operations through non-traditional means. DDE develops, distributes and administers the Command and General Staff College’s distance learning programs to Active and Reserve Component officers from all services and allied nations. This mission sounds strikingly familiar to the original intent established in 1905 and carried throughout the 20th century. The focus remains on learning and the program is enhanced by the obvious advantages of today’s web-based technologies and systems to deliver the information to students. 🐼

PHOTO FLASH



Computer Sciences Corporation contributes to the foundation

Lt. Gen. Dave Ohle, U.S. Army, Ret., Vice President of Army Programs for Computer Sciences Corporation and a foundation trustee, presents a \$5,000 donation from CSC to Lt. Gen. Bob Arter, U.S. Army, Ret., the foundation chairman, and Bob Ulin, the foundation CEO.

Gen. McCaffrey speaks at Foundation’s first annual dinner

PHOTO FLASH



Gen. Barry W. McCaffrey, U.S. Army, Ret., delivers remarks to an audience of more than 220 at the CGSC Foundation’s annual dinner conducted in Kansas City, September 11. McCaffrey, a CGSC Foundation trustee, is the former National Drug Policy Director and a veteran of 32 years of service in the U.S. Army. He is currently the president of his own consulting firm, an Adjunct Professor of International Affairs at the U.S. Military Academy at West Point, and a well-known national security and terrorism analyst.

Top 10 Reasons to Make an End of Year Gift to the CGSC Foundation



You can make a donation to the CGSC Foundation online at www.cgscfoundation.org or by contacting the Foundation offices at 913-651-0624.

There are many worthy organizations requesting your end of year gift. Here are some compelling reasons you should consider investing in the vision of the Command and General Staff College Foundation.

1. Supporting the Army's commitment to develop Leaders for our Nation
 2. Creating an incomparable margin of excellence that enriches and uplifts the educational experience for everyone who attend its programs
 3. Setting standards of excellence for the faculty and students that creates a program and uses a facility without peer
 4. Developing the intellectual centerpiece of the military committed to winning wars and winning the peace.
 5. Help ensure our military is better equipped to respond to the new and unique environmental and operational challenges of a post-9/11 era.
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 9. Making a gift of real estate also will help you avoid capital gains tax and the full fair market value of the property is tax-deductible.
 10. If you are 70 or older, the Pension Protection Act, which expires at the end of 2007, will allow you to make direct gifts of up to \$100,000 from your IRA to the Command and General Staff College Foundation, tax-free!

PHOTO FLASH



COURTESY PHOTO

Team Renzi comes to Kansas

Foundation CEO Bob Ulin, left, and Foundation Trustee Ed Renzi, owner of the Team Renzi Motor Sports team, spend a few moments together at the Kansas Speedway, September 29. The night prior, Renzi was the guest of honor at the home of CGSC Commandant, LTG William Caldwell, IV, and his wife Stephanie.

Foundation presents annual awards for faculty, students

During the annual board of trustees meeting at the Lewis and Clark Center June 14, the CGSC Foundation presented its annual awards to members of the faculty and students of the CGSC graduating class of 2007.

PHOTO FLASH

1



PHOTOS BY MARK H. WIGGINS, MHWFP

1. Master Tactician – Army Maj. Robert B. Fouche, receives the saber for the General George S. Patton Jr. Award for Distinguished Master Tactician from board member retired Army Gen. William R. Richardson, left, and retired Maj. Gen. Raymond D. Barrett, Jr., the board’s new vice chairman.

2. Master Logistician – Army Maj. Edward Lee Bryan Jr., receives the saber for the Maj. Gen. James M. Wright Award for Distinguished Master Logistician from board president Tom Holcom, left, and retired Lt. Gen. Robert Arter, board chairman.

PHOTO FLASH

2



3. Best MMAS – Marine Maj. Tim Bairstow receives a college chair for the Birrer-Brooks Award for the Best Master of Military Art and Science Thesis from board vice president Hyrum Smith, left, and board member Dr. Scott Bublin.

4. Best Military Instructor – Marine Lt. Col. John Curatola receives a college chair for the 2007 CGSC Military Instructor of the Year from board members Jerry Reilly, left, and retired Lt. Gen. Tom Montgomery.

5. Best Civilian Instructor – Retire Army Lt. Col. Peter Gibson receives a college chair for the 2007 CGSC Civilian Instructor of the Year from board members and retired Army lieutenant generals David H. Ohle and Robert H. Forman.

PHOTO FLASH

3



PHOTO FLASH

4



PHOTO FLASH

5





COURTESY PHOTO

Former SOCOM commander Gen. Wayne A. Downing dies

By United States Special Operations Command Public Affairs

Retired Army Gen. Wayne A. Downing, the former commander of U.S. Special Operations Command and Deputy National Security Advisor for Combating Terrorism, died early July 18 in his hometown of Peoria, Ill., at the age of 67. He had been admitted to the hospital with multiple myeloma and bacterial meningitis.

“U.S. Special Operations Forces join the nation and the family of Gen. Wayne Downing in mourning the loss of this great leader and soldier,” said Adm. Eric T. Olson, the USSOCOM commander, about Downing’s death. “His legacy in Special Operations is powerful and he holds a prominent place in our history.”

Downing served in the Army for 34 years and was called upon to serve the nation in a number of different capacities after he retired from the military in 1996.

Downing began his service to the nation when he was commissioned as an Infantry second lieutenant in 1962 after graduating from the U.S. Military

Academy at West Point. He served in a number of assignments, including two combat tours in Vietnam, before beginning his long service with Special Operations Forces.

Downing began his service with SOF in March 1975 with the 1st Battalion (Ranger), 75th Infantry at Hunter Army Airfield, Ga., where he was the operations officer and executive officer. In 1977 he took command of the 2nd Battalion (Ranger), 75th Infantry at Fort Lewis, Wash., and in 1984 he became the first commander of the newly established 75th Ranger Regiment. After his selection and promotion to brigadier general in 1985, Downing served as the Deputy Commanding General of 1st Special Operations Command at Fort Bragg, N.C. Downing was then selected to be the first director of the recently formed U.S. Special Operations Command’s office in Washington, D.C.

He was promoted to major general in 1988. As a major general, he commanded the Joint Special Operations Command at Fort Bragg, N.C. He also commanded all Special Operations Forces — Rangers, Special Forces, SEALs, Air Commandos, Special Operations Aviation, Psychological Operations and Civil Affairs — during Operation Just Cause, the U.S. invasion of Panama. During Operation Desert Storm, he commanded a joint special operations task force assigned to U.S. Central Command that was charged with hunting Iraq Scud missiles and other direct action and spe-

cial reconnaissance missions.

Downing assumed command of U.S. Army Special Operations Command, Fort Bragg, N.C., the Army component of USSOCOM, and was promoted to lieutenant general in 1991. He was promoted to four-star general in May 1993 and assumed command of USSOCOM, the joint headquarters for all U.S. Special Operations Forces, at MacDill Air Force Base, Fla. Gen. Downing was USSOCOM’s third commander.

Both the executive and legislative branches of the U.S. government called on Downing for his service after he retired from the Army. In 1996, he led a 40-person presidential task force that investigated the attack on U.S. forces at the Khobar Towers in Saudi Arabia and made recommendations on how to improve force protection for U.S. forces abroad. Congress appointed him to the National Commission on Terrorism in 1999. After the terrorist attacks on the United States on Sept. 11, 2001, President Bush appointed Downing as the National Director and Deputy National Security Advisor for Combating Terrorism. He continued serving the nation after he left the White House as Distinguishing Chair of the Combating Terrorism Center at West Point.

In addition to his service with SOF, some of Gen. Downing’s assignments included serving with the 173rd Airborne Brigade and 25th Infantry Division in Vietnam and commanding the 3rd Brigade, 1st Armored Division in Germany. 🇺🇸

30-year CGSC Faculty member dies after long illness

Philip James Brookes of Searsport, Maine, died at his home and in the company of family and friends on September 16, 2007, after a long illness. He was 64.

Dr. Brookes was born in Lewiston, Maine and graduated from Edward Little High School in 1961. He received a Bachelor of Arts in English from Bates College before pursuing a doctorate in English Literature from the University of Kansas in 1974. After completing his degree he served on the faculty of the Command General Staff College of the United States Army at Fort Leavenworth, Kansas, and became the Director of Graduate Degree Programs during his 30-year career there. He worked with hundreds of senior officers who returned for advanced degrees in a



COURTESY PHOTO

broad array of disciplines, and received a commendation for extraordinary service from the College in 2003.

Upon his retirement he fulfilled a lifelong dream by returning to Maine, where he and his wife owned and operated the Windward House in Camden. 🇺🇸



COURTESY PHOTO

CGSC Class of '46 member dies

V.B. "Mac" Greenamyre, 86, Fort Leavenworth, passed away Aug. 22, 2007. V.B. "Mac" Greenamyre, a well known pillar of the Leavenworth community and a 1946 graduate of CGSC, was born March 17, 1921, in northeast Nebraska.

He graduated from high school in Creighton, Neb., in 1938 and joined the U.S. Army in 1940 where he was assigned as a typist in the medical corps and subsequently became a pharmacist in 1941. In 1942 he attended Officer Candidate School and was commissioned as a second lieutenant in the Medical Administration Corps, hence the nickname "MAC." He applied for flight training and received his wings in August 1943. After flight school he was assigned to the 55th Fighter Group, flying P-38 fighters from England. He was shot down by enemy anti-aircraft fire in June 16, 1944 and became a prisoner of war until 1945. During his service he was awarded the Distinguished Flying Cross, the Purple Heart and several theater ribbons.

After WWII, Greenamyre was a test pilot in numerous jet-powered aircraft and received a commission in the U.S. Air Force when it became a separate service in 1948. In 1950, he left the service and returned to Leavenworth to start his own business and become ingrained in the fabric of the community. He is survived in death by his wife of 64 years, Bese, and his sons David and Michael and their families. 🇺🇸

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:

Brig. Gen. Leo E. Soucek, U.S. Army, Ret., in memory of his Virginia Military Institute classmate 2nd Lt. Joseph P. Johann, who served from 1949-1950.





CORPORATE SPOTLIGHT



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Scott Bublin
President, Mobile Reasoning

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Currently, Mobile Reasoning is applying DataSwarm to the ever increasing wireless mobile information requirements of today's Army. The firm is developing an individual force protection system for soldiers, a collaborative field service and maintenance application, and a C4I system for stability, security, transition, and reconstruction operations and disaster relief.

Mobile Reasoning has supported the CGSC Foundation since its inception, having donated more than \$10,000 and pledged another \$20,000. "CGSC is such a critical component in the development of the Army's future leaders, and the Foundation is bringing additional resources to make a great institution even better," said Dr. Bublin, who also serves as a Trustee on the Foundation's Board.

Mobile Reasoning, Inc. is located in Lenexa, Kansas. To learn more, visit www.mobilereasoning.com.

Want to Better Protect Soldiers?



A new way to better protect soldiers is to deliver critical situation awareness updates directly to the individual on the battlefield. DataSwarm® is breakthrough software technology that equips individual soldiers, platforms, and sensors to securely exchange life-saving "total" situation awareness information with each other in real-time. DataSwarm works on-the-move using off-the-shelf wireless mobile devices over existing low-bandwidth, unreliable networks.

SOLDIER-CENTRIC BATTLESPACE AWARENESS SOFTWARE

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DataSwarm® overcomes existing low-bandwidth network constraints, mobile device limitations, and information overload challenges to connect forces, platforms, and sensors together in a secure real-time information-sharing network. Warfighters and commanders are empowered to easily collect, intelligently disseminate, and automatically receive vital tactical combat information at the point of action using always-available, geospatially-rich applications. With DataSwarm, when someone sees something important, everyone who needs to know, will know, immediately.

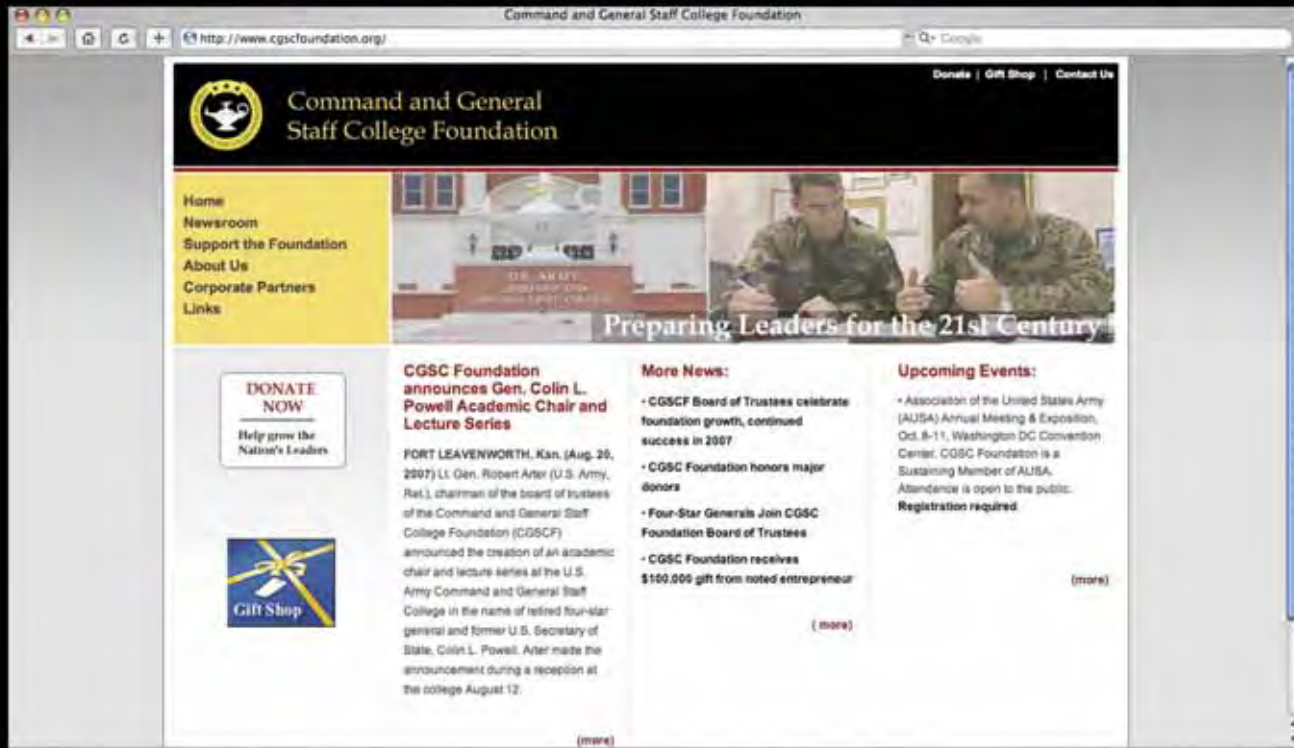
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New, improved web site for the Foundation



The CGSC Foundation now has a new, improved web site to communicate to members and other audiences. The site remains at the same addresses:

www.cgscfoundation.org or www.cgscf.org

The new site is organized into six major areas: Home, Newsroom, Support the Foundation, About Us, Corporate Partners and Links. News releases, the Foundation news magazine and an events list are found in the "Newsroom," while membership information is available under "Support the Foundation."

The Foundation site also has an online gift shop where members and others can purchase CGSC logo merchandise.

This site designed, developed and maintained by MHW Public Relations and Communications.