

COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY

No. 5/Fall 2008



INSIDE

This Edition:

\$1 million gift

Powell:
Soldier-Statesman

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First-Class Foundation for a World-Class College

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

This past April, General Colin L. Powell, former Chairman of the Joint Chiefs of Staff and Secretary of State, returned to his Alma Mater to initiate the Colin L. Powell Lecture Series. Not only was this a marvelous event, it was also a fitting tribute to one of the great Soldier-Statesmen of our time. The Foundation honored General Powell with its first Distinguished Leadership Award for his service to the Army and the Nation; afterwards he spoke to a packed audience in the new Eisenhower Auditorium of the Lewis and Clark Center.

None of this would have been possible without the planning, organization and financial support of your foundation. Although the government provides for the basics, programs like the Powell Lecture Series are not possible within the constraints imposed by Army and federal regulations. This is not to say that the College does not have sufficient funds to execute its mission—it does. What it lacks is the funding nec-



essary to make the Command and General Staff College a world-class graduate school with creative and innovative programs that are befitting a widely recognized center of excellence for leader development. We have learned from our outreach programs that business and community leaders are eager to help us once they understand the importance

of what we do at CGSC and the impact that the College mission has on the national security of the country.

Programs like the National Security Roundtable are designed to educate civilian leaders

about the national security environment as well as to acquaint them to the College. As we develop programs, we remain ever mindful of the Commandant's priorities of Leader Development, Interagency and Strategic Communications. As such, we have focused our efforts in support of these objectives in our capital campaign. In



this way we are aligning our fund raising priorities to support directly the mission and vision of the College.

Our trustees have expanded the foundation leadership team by electing Lt. Gen. John E. Miller, U.S. Army, Ret., as our Vice President for Corporate Programs. John is an alumnus, former faculty member, former Deputy Commandant and former Commandant. John was also very successful in the private sector as a Vice President of the Oracle Corporation and then as President of the Linguist Operations and Technical Support Division of L-3 Communications. Rarely do we find an individual with the background and experience at so many levels to help us in our work.

Finally, thank you for your support and your confidence in helping us develop a first class foundation to advance the goals and aspirations of the leadership of the U.S. Army Command and General Staff College. Clearly, we have an ever-expanding opportunity to help so many in such an important way. 🙏

Programs like the National Security Roundtable are designed to educate civilian leaders about the national security environment but also to expose them to our College, our faculty and our students.

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

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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 magazine does not constitute an endorsement by the Department of the Army, Fort Leavenworth or the CGSC.

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ON THE COVER

Colin L. Powell, former Secretary of State and Chairman of the Joint Chiefs of Staff, addresses more than 400 attendees at a banquet hosted by the Command and General Staff College Foundation in Kansas City, Mo., April 28. During the dinner, Lt. Gen. Robert Arter (U.S. Army, Ret.), chairman of the foundation, presented Powell with the CGSC Foundation Distinguished Leadership Award. The next day Powell delivered the inaugural lecture for the Colin L. Powell Lecture Series at the U.S. Army Command and General Staff College, at Fort Leavenworth, Kan. (photo by Bill Kennedy)

FROM THE EDITORS

This fifth edition of the CGSC Foundation News marks great progress in your Foundation's history. In this edition we honor Colin L. Powell as a great Soldier-Statesman and are proud of the Lecture Series we helped establish at the College in his name. We also say farewell in this edition to a great leader in Brig. Gen. Mark O'Neill and welcome his successor Brig. Gen. Ed Cardon as the new Deputy Commandant. There's so much more to highlight, so we'll simply say thank you for your support and enjoy the magazine.

Making a difference, together

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



The watchwords for our foundation are steady progress. In this economic downturn one would expect our contributions to dwindle. This is not the case. Although this is only our third year we are on track to nearly double our revenue from last year. This strong showing is due in part to the efforts of our board members whose first responsibility is to actively support fundraising. The other factor is the ever-increasing number of alumni and friends who have stepped up to the plate to help the College and make a positive impact on the lives of their successor generation of warriors.

Clearly our large donors like Hyrum Smith, our new president (who set aside \$1,000,000 in his estate for our founda-

tion), Dave McIntyre, President of TriWest Healthcare Alliance (who pledged \$550,000 for the Colin Powell Lecture Series), Larry H. Smith from Utah (who provided \$100,000 in cash for our general fund) and Gen. Gordon Sullivan, U.S. Army, Ret., and his Trustees of the Association of the United States Army (who have given a total of \$95,000 over the past three years) have made exceptional gifts. We have also instituted an aggressive corporate donor program under the leadership of Lt. Gen John E. Miller, U.S. Army, Ret., and that program is steadily gaining traction.

Together, large donors, corporate donors and the hundreds of smaller donors are making a huge difference. I thank all of you who have answered the

call for help. YOU are making a difference. These contributions allow us to increase the level of support for the College in the form of guest speakers, visiting professors, family support programs, faculty development programs and awards for excellence that improve the quality and prestige of the institution. Together we can make a positive impact on the education of the future generation of officers who will lead America's sons and daughters in peace and war, and after they leave military service, they will grow businesses and serve as positive role models in their communities. Thank you for your support and your generosity. Please include us in your estate planning, your pledges of support and your annual giving plans. 🙏

CGSC Foundation launches alumni web site

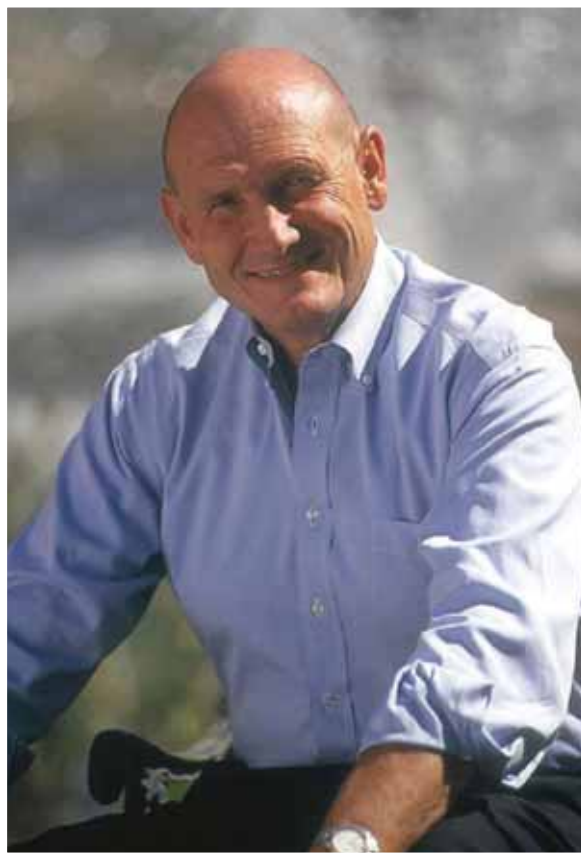
The thousands of military officers, both U.S. and international, who have attended the Command and General Staff College now have a means of maintaining or regaining contact with their old classmates through the new CGSC Foundation Alumni Outreach web site. Registration is free and open to current students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

Once you've registered and created a profile, as a member you can post your own photos, maintain a blog, and send messages to other members. Members can also control how much of their personal information on their profiles is visible to others. Members with valid mailing addresses also receive a free copy of the CGSC Foundation News published twice a year. **Go to www.cgscfoundation.org, click on Alumni Outreach and get connected.**



New Foundation President pledges \$1 million estate gift

by Mark H. Wiggins, Managing Editor



Hyrum Smith
CGSC Foundation President

The CGSC Foundation's newly elected President, Hyrum Smith, announced a gift of \$1 million from his estate during the Foundation's annual meeting of the board of trustees June 25, at the Lewis and Clark Center.

Smith's announcement to the board came during its review of the Foundation's progress towards fund raising in the 5-year campaign to raise \$10.5 million. Foundation trustees present at the meeting loudly applauded the announcement.

After the meeting, Smith recited several reasons for his huge commitment to the Foundation.

"I initially agreed to be part of the Command and General Staff College Foundation for several reasons," Smith said. "First: the time I spent in the Army forty years ago was the best thing that ever happened to me. I was drafted as many of us were, but the time in uniform changed my life. I can honestly say that those four and half years were the foundation stone that brought me the success I have achieved since.

"Second: It appears to me that the military is the last institution in America that is still willing to talk about and teach moral and ethical values to its people. If any officer in the

U.S. Army had done what Bill Clinton did, he would have lost his commission and been dishonorably discharged from the corps.

"If I can be part of something that will perpetuate the legacy of high moral and ethical values in the military that would make me very happy. That is why I have committed to make the College part of my estate giving when I pass on. I want this school to continue to produce the amazing young men and women it is now producing. When all is said and done righteousness in our people will save the country."

Foundation CEO Bob Ulin was thoroughly pleased at the announcement and the excitement it generated throughout the members of the board.

"What we really need from our board members is their commitment in time or talent...not just a financial commitment," said Ulin. "Hyrum has set the bar high for everyone, not just monetarily, but with his time and talents. Surely money is the mechanism that allows us to support the

College, but without committed, excited board members, we'll never raise the funds required to perpetuate the Foundation's mission."

Ulin also noted that Smith has been helpful to the Foundation in many ways. He gave the Foundation its first big pledge of \$100,000 over a five-year period; he traveled to Washington, D.C. last year to be the guest speaker at a major donor dinner attended by Gen. David Petraeus; he serves as the co-chairman of the Foundation's Capital Campaign; and he led the September 2007 Special Board Meeting to rally the members to support the campaign while personally soliciting more than \$150,000 from friends and associates to support the Foundation.

Smith is most well known for his part in creating the widely used Franklin Day Planner and founding the Franklin-Covey company. He is a co-founder of The Galileo Initiative, a widely sought public speaker, and the author of several nationally published and acclaimed books. He served in the U.S. Army from 1965-1969 as an artillery officer and is a member of the U.S. Army Artillery OCS Hall of Fame and has been inducted into the Order of St. Barbara. He and his wife, Gail, enjoy life at their ranch in Gunlock, Utah, close to their children and grandchildren.

Foundation presents CGSS Class 2008-01 awards for faculty, students

In each graduating class the CGSC Foundation provides the awards for recognizing certain levels of achievement in the students and faculty. The following awards were presented to CGSS Class 2008-01 in June:

PHOTOS BY CYNDI DLUGOSZ



Master Tactician: Army Maj. William D. Voorhies, receives the saber for the General George S. Patton Jr. Award for the Distinguished Master Tactician from Bob Ulin, left, Foundation CEO, and Foundation Chairman, retired Lt. Gen. Robert Arter.



Best Civilian Instructor: Dr. Bill McCollum receives certificate recognition for the Best Civilian Instructor of the Year Award from CGSC Dean of Academics Dr. Chris King during graduation ceremonies June 13. McCollum also received a chair from the Foundation.



Master Logistician: Army Maj. Shane M. Upton, receives the saber for the Major General James M. Wright Distinguished Master Logistician from Arter and Ulin.



Best Military Instructor: Lt. Col. Frank O'Donnell receives a chair from Foundation CEO Bob Ulin for the Best Military Instructor of the Year award.



Best MMAS: Foundation Chairman Lt. Gen. Arter presents a chair to Air Force Maj. William D. Percival, for the Birrer-Brooks Award for the Best Master of Military Art and Science Thesis.



Homeland Security Studies: Marine Maj. William K. Bentley, receives a chair from Foundation CEO Bob Ulin for the Homeland Security Studies Award for outstanding homeland security research.



Mark H. Wiggins, Foundation Director of Communications, and Bob Ulin, Foundation CEO, get a mug shot close to the Foundation logo on the Number 25 car prior to the race Sept. 27. According to normal pricing levels for sponsorship, Ulin figures Ed Rensi gave the Foundation several thousand dollars worth of exposure with this particular logo placement on the car.



Ed Rensi, left, owner of Team Rensi Motorsports and the Nationwide Series Number 25 Ford, walks back to the pit area with Foundation CEO Bob Ulin. Rensi donated several thousand dollars worth of sponsorship exposure to the Foundation for the race Sept. 27.

PHOTOS COURTESY TEAM RENSI MOTORSPORTS



Ed Rensi, Team Rensi Motorsports owner, introduces Bob Ulin, CGSC Foundation CEO, to Bobby Hamilton, Jr., the driver of the Number 25 Ford.



(From right) Foundation Board Member and owner of Team Rensi Motorsports Ed Rensi; Foundation CEO Bob Ulin; Bobby Hamilton, Jr., driver of the number 25 Ford; and Mark H. Wiggins, Foundation Director of Communications; gather for a group photo as the cars begin lining up for the race.

Foundation gets **180 MPH TREATMENT**

The Number 25 Team Rensi Motorsports Ford sported the Command and General Staff College Foundation black and gold logo Sept. 27 at Kansas Speedway as a way to demonstrate support for the Foundation who's mission and offices are just a few miles away from the race-track.

The relationship began when Team Rensi owner Ed Rensi became a board member of the Foundation last year. Having had experience with a military sponsorship with the United States Marine Corps Recruiting Command, Rensi learned that the Foundation is an important part of supporting the education of our nation's military leaders and

felt compelled to get involved with the organization.

"I'm proud to show our support for the CGSC Foundation," Rensi said. "People don't realize just how important the education and training of our nation's military leadership really is. Whatever we can do to help the CGSC Foundation support the U.S. Army Command and General Staff College is important. The future security of our nation relies on military leaders who can think and operate in stressful situations. Enhancing their education is time and money well-spent."

Rensi and the other members of the Foundation board of trustees works to bring visibility to the Foundation, and by extension the College, to bring in the nec-

essary financial and other support for their work.

"We're absolutely pleased to have Ed Rensi on our board," said Bob Ulin, the CGSC Foundation CEO. "His experience, intellect and energy and the platform that racing provides, even for one race here in Kansas, is a huge plus for our mission."

Team Rensi Motorsports has always honored the military but on this one day, it was the CGSC Foundation logo that dominated the side of the car. According to Ulin's calculations based on the costs of sponsoring a car for one race and the particular placement of the logo on the car, the Foundation received several thousand dollars worth of free advertising thanks to Ed Rensi's generosity. 🏆



Q&A with the CGSC Deputy Commandant, Brig. Gen. Edward Cardon

Editor's Note: This interview is the third in a series of interviews with CGSC leadership about the importance of the College and the education it provides for our military leaders. CGSC Foundation News conducted this interview in September with the new Deputy Commandant, Brig. Gen. Edward (Ed) Cardon.

CGSCF News:

What was your last assignment?

Brig. Gen. Cardon:

I served in the 3rd Infantry Division at Fort Stewart, Georgia, for the past five years. I joined the Division in Iraq, assumed command of the Engineer Brigade in Fallujah in June 2003, and returned to the States with the Division in August. I then activated and commanded the 4th Brigade Combat Team to include a one-year tour in Baghdad from January 2005 through January 2006. Most recently, I served as the Deputy Commanding General – Support, including a 15-month tour in Iraq from March 2007 until June 2008 as part of the surge.

CGSCF News:

How do you rate the importance of CGSC for the Army?

Brig. Gen. Cardon:

This College is a national treasure for the United States of America, not just our Army. With over 100 years of proven service by our graduates in some very trying times, this institution has been an integral component of the success of those leaders. And as in the past, it is no



Brig. Gen. Cardon, the new CGSC Deputy Commandant, stands with the new Deputy to the Commanding General, Dale A. Ormond, and Lt. Gen. Caldwell during the playing of the Army Song at their assumption of responsibility ceremony, Aug. 19, 2008.

different today as you see our graduates leading and persevering in some very difficult conditions around the world. We will continue to build on the legacy of CGSC that not only prepares leaders for their next assignment, but for the challenges and opportunities in the future.

CGSCF News:

Based on your recent experiences, how do you see CGSC today?

Brig. Gen. Cardon:

The majors and leaders we have in the field today are absolutely incredible. What is of equal importance is the

tremendous international officer program we have here. There is nothing like this anywhere in the world and again, the facts speak for themselves when you look at the contributions of our international officers to their respective countries. I am also very encouraged to see the aggressive joint nature of all the services working together every day in their staff groups. Finally, Lt. Gen. Caldwell's initiatives to bring interagency leaders into the College are essential because we understand our military will never operate alone again. We will always have some component of our interagency partners integrated into our efforts no matter where we are deployed. Working closely with the interagency in the classroom helps our officers better understand and appreciate that partnership in the field.

CGSCF News:

What is your focus during your tenure as deputy commandant?

Brig. Gen. Cardon:

My primary focus is to help Lt. Gen. Caldwell ensure CGSC remains the premier educational institution for our Army. This year's CGSS class is unique in that it is one of the most combat experienced classes in decades. Their experiences and shared knowledge make this course a rich learning environment, not just for each other, but for our faculty and staff as well. Beyond that, I believe an essential part of the CGSC experience is an obligation to engage in today's information domain – educating and informing those we serve in a direct and meaningful way. This is done in a variety of ways: public speaking, media outreach and writing for publication are just a few of the outlets our students are using to tell their story. The feedback we have received on these engagements has been tremendous.

Second, with so much pressure on

the force with multiple deployments, I see this year as a great opportunity for our leaders to focus on reconnecting with their family and friends. Finally, I am committed to ensuring the best educational experience we can provide with our talented faculty and intellectually challenging curriculum.

CGSCF News:

What do you see as the role of the CGSC Foundation?

Brig. Gen. Cardon:

All great institutions have a Foundation that supports their efforts and I am very impressed by the dedication, passion and commitment of all the members of our Foundation. The Foundation provides the margin of excellence we need to ensure we remain the premier institution for the development of our leaders. 🇺🇸



PHOTO BY PRUDENCE SIEBERT/FORT LEAVENWORTH LAMP



Brig. Gen. O'Neill Retires

Above, retired Lt. Gen. Jim Campbell presents the Distinguished Service Medal to former Command and General Staff College Deputy Commandant Brig. Gen. Mark O'Neill, accompanied by his wife Lori O'Neill, during his retirement ceremony June 7, 2008, on Abrams Loop in front of the Lewis and Clark Center. O'Neill served 30 years on active duty and was an avid supporter of the CGSC Foundation during his tenure as the Deputy Commandant.



PHOTO BY MARK H. WIGGINS

After the Aug. 11 ceremony in which he gifted his Medal of Honor to the College, Col. Roger Donlon (USA, Ret.) poses for a photo in front of his CGSC Hall of Fame shadow box with CGSC Commandant Lt. Gen. William B. Caldwell IV, left, and Deputy Commandant Brig. Gen. Ed Cardon. Donlon is wearing the hood for an Honorary Masters of Military Arts and Sciences that was presented to him by Lt. Gen. Caldwell just prior to the MOH ceremony.

Foundation Trustee Donlon presents Medal of Honor to CGSC

This year's opening ceremonies at the Command and General Staff College were marked with a special gift - retired Col. Roger Donlon presented his alma mater with his Medal of Honor, in a ceremony Aug. 11, 2008.

"We are in fact very honored to have a living Medal of Honor recipient residing here," said Lt. Gen. William B. Caldwell IV, commandant of the CGSC.

Caldwell said the award presentation is not only a gift for the CGSC, but also serves to inspire its students - 85 percent of whom had served in recent combat.

"It is our hope that it will serve to renew your commitment to the warrior spirit," he said. "When you see it, remember (Master Sgt. Gabriel "Pop" Alamo) and the men of Special Forces Team A-726 who selflessly gave the ultimate sacrifice in the jungles of Vietnam that fate-

ful day in July some 44 years ago."

Donlon was presented the Medal of Honor for actions stemming from a July 6, 1964 attack near Nam Dong, Vietnam. According to official accounts, Capt. Donlon was serving as the commanding officer of Special Forces Detachment A-726 at Camp Nam Dong when a Viet Cong battalion attacked. Although he was injured four times, Donlon continued to direct "defense operations in the midst of

an enemy barrage of mortar shells, falling grenades, and extremely heavy gunfire.” The five-hour battle resulted in heavy casualties, including two of Donlon’s men and Australian Warrant Officer Kevin Conway, the first Australian casualty in Vietnam.

Donlon’s gift of the Medal of Honor to display in the Lewis and Clark Center’s Hall of Fame was in honor of those lives lost, he said. He was inducted into the CGSC Hall of Fame in 1995 so the Medal was simply added to the shadow box already on display there.

In 1953, Donlon joined the Air Force. In 1959, the Army commissioned Donlon as an infantry officer. His military career spanned 29 years, including attending Fort Leavenworth’s Command and General Staff College in 1971. He also taught at the college in the late 1970s.

“We are inextricably linked,” Donlon said of his time at the CGSC. “That’s when we really fell in love not just with the fort, but with the community.” When it came time for retirement, Donlon and his wife, Norma, chose to stay in the Fort Leavenworth area.

Caldwell said both Donlons have made important contributions to the Fort Leavenworth community and that Col. Donlon was a founding trustee of the CGSC Foundation.

During his remarks, Donlon said he understood all too well the trials Soldiers must undergo in today’s battles.

”You, too, have probably learned that it is not enough just to fight,” he told the students. “It is the spirit which one brings to the fight that determines the victor. We are now a battle-tested, battle-hardened Army and we must sustain our spirit and our moral compass to align our behavior and our minds so we will be victorious in this, the Global War on Terror.” 🙏

This article was edited from the original published in the Leavenworth Lamp, Aug. 14, 2008, by Melissa Bower.

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— AND PEACE OF MIND
FOR OUR NATION...**

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PHOTO BY MARK H. WIGGINS



Combined Arms Center and Fort Leavenworth Commander Lt. Gen. William Caldwell IV applauds CGSC Foundation Trustee retired Gen. William Richardson after unveiling Richardson's Hall of Fame portrait during a ceremony honoring him and fellow inductee retired Gen. Frederick Franks May 13 in Eisenhower Auditorium in the Lewis and Clark Center.

Foundation Trustee Richardson inducted into CGSC Hall of Fame

Retired General William R. Richardson, a current CGSC Foundation Trustee and former CGSC Commandant and TRADOC Commander, was inducted into the CGSC Hall of Fame, May 13, in a ceremony in the Lewis and Clark Center's Eisenhower Auditorium. Also inducted with Richardson was former CGSC Deputy Commandant and TRADOC Commander, Gen. Frederick M. Franks, Jr., who is best known for his role commanding the VII Corps in Operation Desert Storm.

Lt. Gen. William B. Caldwell IV, CGSC commandant and Combined Arms Center commander, hosted the induction ceremony. For the first time, this year's ceremony began with a history lesson. Col. Bill Raymond, director of the Command and General Staff School, said the historical presentation added a new dimension to the program.

"The most important thing about the Hall of Fame is a sense of background and history it gives to the majors," he

said. Richardson served in Vietnam twice, in 1966 and 1971, and in Panama from 1974 to 1977. He was CAC commander and CGSC commandant from 1979 to 1981 and TRADOC commander from 1983 to 1986. Under his leadership, TRADOC and its schools focused on more demanding and realistic training, Caldwell said. His leadership also led to the creation of the Center for Army Lessons Learned, the Combat Studies Institute, the Center for Army Leadership, the School for Advanced Military Studies and the Foreign Military Studies Office. Richardson said he was grateful for the award, and that his successful military career could not have been achieved without the help of mentors. Of Gen. William DePuy, Richardson said, "This great Soldier told me what he learned in World War II as a battalion commander and why his unit was not prepared for combat. With the terrible casualties his battalion took, he vowed never to let that happen again." Richardson said DePuy used his skills to command the 1st

Infantry Division in Vietnam and lead the creation of TRADOC in 1973.

Richardson spent much of his career advocating military education, which he continues to support through the CGSC Foundation. Richardson closed his remarks at the ceremony with a challenge to CGSC students: "As much as we love the Soldier in the field, there is too much at stake for the military profession for us not to recognize that we can easily destroy our seed corn if we don't care for the institutional training and educational base that has made our Army the best in the world," he said. "I urge you to take care of the U.S. Army and its needs, and do it wisely."

Portraits and short biographies of both Generals Richardson and Franks along with all Fort Leavenworth Hall of Fame recipients surround the atrium at the Lewis and Clark Center. 🇺🇸

This article was edited from the original published in the Leavenworth Lamp, May 21, 2008, by Melissa Bower.

Belgian CGSC alumni gather for annual dinner banquet

By Maj. Erik Claessen
CGSS Class 2006-01



Left, Isabelle Vanhee receives flowers as a token of welcome to the group.



Right, Colonel Rudy Debaene studies the offer the Armed Forces Bank sent to him eight years after his graduation.

PHOTOS COURTESY MAJ. ERIK CLAESSEN

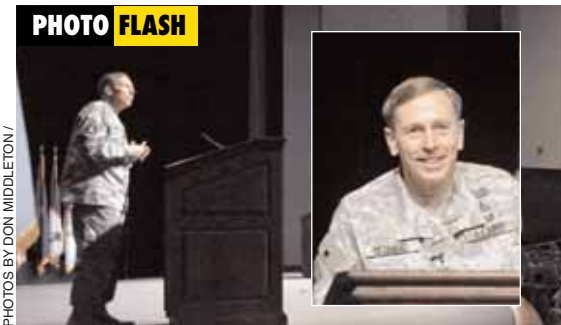
On May 8, 2008, the returning CGSC graduate organized the annual CGSC Alumni dinner banquet in Belgium, presided over by Major General Guido Andries (CGSC Class of 1993). Twenty alumni and their spouses attended, while many others

exchanged greetings on the occasion via letters and emails. All present welcomed Senior Captain Alain Vanhee and his wife Isabelle, who are now members of CGSS Class 2009-01.

On a rather humorous note at the dinner, the 1998 graduate, Colonel Rudy Debaene, received a tangible

memory from the year he spent in Kansas in the form of an Armed Forces Bank letter containing a business proposal that would “save him hundreds of dollars.” The letter was delivered in 2006 to that year’s Belgian Military Student, thus proving the U.S. Postal Service’s efficiency. 📧

PHOTO FLASH



PHOTOS BY DON MIDDLETON /

New U.S. CENTCOM Commander speaks to CGSC

Gen. David Petraeus, Commander, U.S. Central Command, addresses students and faculty of the Command and General Staff College Sept. 22 at the Lewis and Clark Center. During this closed-door session, Petraeus reflected on his nearly four years of service in Iraq and shared his thoughts on the current situation in theater. Photos by Don Middleton, Fort Leavenworth VISE

Steadfast Support

From left, Mr. Marty Cooke and Mr. Stuart Cooke from North Carolina present a check to Foundation CEO Bob Ulin to fund the 2008 National Security Roundtable Program at CGSC. The Cookes are active supporters of the Foundation and its mission.

PHOTO FLASH



CGSC FOUNDATION PHOTO

ROTC Cadet Sergeant 1st Class Powell in 1957.
Photo courtesy Joint History Office/CJCS ▼

Lt. Col. Powell commanded 1st Battalion, 32d Infantry, 2d Infantry Division,
in Korea from 1973-1974.
Photo courtesy Joint History Office/CJCS ▼



COVER FEATURE

General Colin L. Powell

On May 2, 2008, the Command and General Staff College Foundation presented retired General Colin L. Powell with the foundation's first Distinguished Leadership Award. Shortly thereafter, General Powell delivered the inaugural lecture for the Colin L. Powell Lecture Series at the U.S. Army Command and General Staff College. Additionally, the Foundation is also establishing the Colin L. Powell Academic Chair in General Powell's honor. This is not the first time that General Powell has been

honored by the Command and General Staff College and Fort Leavenworth; on Feb. 23, 2000, General Powell was inducted into the Leavenworth Hall of Fame. These honors are well earned recognition for half a century of dedicated service to the Army and the United States of America.

The Powell story begins in New York City, where he was born on April 5, 1937. Raised in the South Bronx by parents who had immigrated to the United States from Jamaica, he was educated in the New York City public schools and attended the City College of New York, where he earned a bachelor's degree in geology. It was at

CCNY, by his own account, that Colin Powell found his calling when he joined Army ROTC. He became commander of his unit's precision drill team and graduated from CCNY in 1958 at the top of his ROTC class. Powell was commissioned a second lieutenant in the infantry and subsequently attended Airborne and Ranger Schools before reporting to his first unit in West Germany.

In 1962, Powell married Alma Johnson of Birmingham, Alabama. Later that year, Lieutenant Powell went to Vietnam. In 1963, advising a South Vietnamese infantry battalion, he was wounded by a punji-stick booby trap

Secretary of Defense Dick Cheney swears in General Powell as the twelfth Chairman of the Joint Chiefs of Staff, Oct. 3, 1989, as Powell's wife Alma holds the Bible. Photo courtesy Defenselmagery.mil ▼

Gen. Powell stands in front of the Buffalo Soldier monument on its dedication day July 25, 1992. Powell was instrumental in drawing attention to the service of the African-American troops of the 9th and 10th Cavalry "Buffalo Soldiers," who helped settle the West and who had been formed and activated at Fort Leavenworth in 1867. Photo source: "My American Journey," by Colin Powell ▼



ell: Soldier-Statesman

by James H. Willbanks, PhD, Director,
CGSC Dept. of Military History

CGSC, he wrote, gave him "an understanding of the larger canvas of warfare."

while patrolling the Vietnamese border with Laos. He was awarded the Purple Heart, and later that year, the Bronze Star.

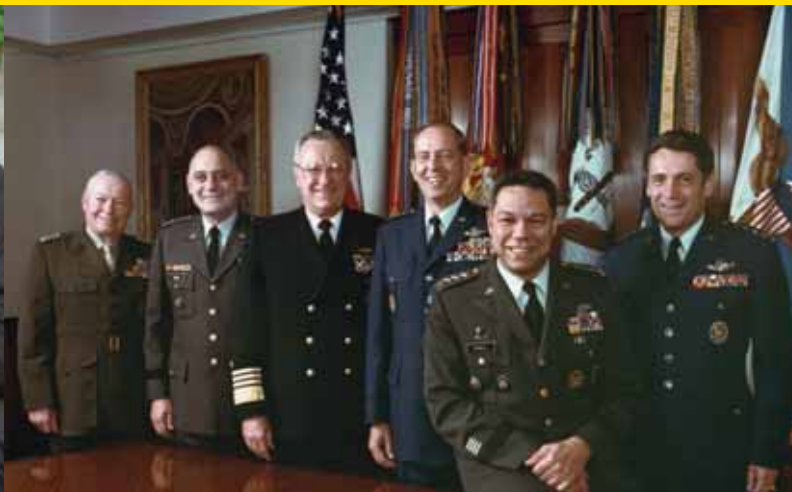
Upon return from Vietnam, Powell and his family moved to Fort Leavenworth where he attended CGSC. According to his autobiogra-

phy, his year at CGSC proved to be a turning point in his career. He wrote that he was thrilled to be walking in the footsteps of the likes of Philip Sheridan, Dwight Eisenhower, George Patton, and other storied figures in American military history. CGSC, he wrote, gave him "an understanding of

the larger canvas of warfare." There, he was exposed to "the whole panoply" of the Army that provided a better appreciation for how the Army functioned at the higher levels of staff and command.

His attendance at CGSC was the first time that he had an opportunity to

President Reagan holds a National Security Council meeting on the Persian Gulf with National Security Advisor Colin Powell in the Oval Office, April 18, 1988.
Photo courtesy Ronald Reagan Library ▼



▲
The Joint Chiefs of Staff gather for an informal portrait at the Pentagon Dec. 7, 1989. They are, from left to right: Gen. Alfred M. Gray, commandant of the Marine Corps; Gen. Carl E. Vuono, Army chief of staff; Adm. Carlisle A.H. Trost, chief of naval operations; Gen. Larry D. Welsh, Air Force chief of staff; Army Gen. Colin L. Powell, chairman of the Joint Chiefs; and Air Force Gen. Robert T. Herres, vice chairman.
Photo courtesy Defenselmagery.mil

interact with international officers, who also made up a significant portion of the class. He made many friends and contacts among the international students and wrote in his memoir that these relationships proved very beneficial later in life when he found himself working in coalition environments.

tion to make a better decision. These traits would serve him well throughout his career.

After graduating second in his class at CGSC, Powell served a second tour in Vietnam in 1968-69, during which he was injured in a helicopter crash. Despite his own injuries, he managed

Washington, DC, where he earned an MBA. After being promoted to major, he was selected to serve as a White House Fellow in the Nixon administration, where he was assigned to the Office of Management and Budget.

Following his term as a White House Fellow, Powell assumed command of

In 1983, fourteen years after graduating from CGSC, General Powell and his family returned to Fort Leavenworth, where he assumed the duties as deputy commander of the Combined Arms Combat Development Activity.

CGSC also gave the young officer an opportunity to hone his problem solving and decision-making skills. It was during this period that he perfected a natural inclination toward patience and prudence until he had enough informa-

tion to rescue his comrades from the burning helicopter and was awarded the Soldier's Medal.

After returning from Vietnam, Powell went to graduate school at George Washington University in

the 1st Battalion, 32nd Infantry in Korea. There he had to deal with the many ills that beset the U.S. Army in the wake of the Vietnam War. He subsequently served in the Pentagon, attended the National War College, and

General Colin L. Powell and Gen. Joseph T. Palastra, Jr. complete ceremonial inspection of troops in a Jeep at the Forces Command (FORSCOM) change of command ceremony where Gen. Powell became new Commander in Chief April 4, 1989.

Photo courtesy Defenselmagery.mil ▼



Chairman of the Joint Chiefs of Staff Gen. Colin Powell speaks via satellite to the Pentagon while visiting troops during Operation Desert Shield, May 18, 1992.

Photo courtesy Defenselmagery.mil ▼



▲
Chairman of the Joint Chiefs Gen. Powell briefs the press during Operation Desert Storm, 1991.
Photo courtesy [Joint History Office/CJCS](http://JointHistoryOffice/CJCS)

commanded a brigade of the 101st Airborne Division at Fort Campbell, Kentucky. In 1979, he was promoted to Brigadier General and served as Assistant Division Commander of the 4th Infantry Division at Fort Carson, Colorado.

In 1983, fourteen years after graduating from CGSC, General Powell and his family returned to Fort Leavenworth, where he assumed the duties as deputy commander of the Combined Arms Combat Development Activity. In his new assignment, Powell was charged with designing a lighter, smaller infantry division for faster battlefield mobility. In the course of his stay at Fort Leavenworth, he was struck by the fact that on this historic post which abounded with monuments to America's military heroes there was little to commemorate the service of the 9th and 10th Cavalry "Buffalo Soldiers," African-American

troops who helped settle the West and who had been formed and activated at Fort Leavenworth in 1867. General Powell took it upon himself to rectify the situation and became the driving force behind development of a monument to honor these long forgotten soldiers; it would take a number of years for the project to come to fruition, but on July 25, 1992, General Powell would return to Fort Leavenworth to participate in the dedication of the Buffalo Soldier Monument, a fitting and long-overdue tribute that became a tourist attraction and historic landmark.

After departing Fort Leavenworth in 1983, General Powell returned to Washington to become senior military assistant to Secretary of Defense Casper Weinberger, whom he assisted during the invasion of Grenada and the air strikes against Libya. In 1986, Powell left Washington to serve as

commander of the V Corps in Frankfurt, Germany, but was recalled to Washington to serve as deputy to Frank Carlucci, after Carlucci was appointed national security adviser in the wake of the Iranian arms scandal. A year later, Carlucci was appointed Secretary of Defense and Powell, now a Lieutenant General, became the Assistant to the President for National Security Affairs. In this capacity, he coordinated technical and policy advisers during President Reagan's summit meetings with Soviet President Gorbachev. General Powell was the first African American to serve in this position, as he has been in every office he has held since.

After his tour with the NSC, Powell was promoted to General and served as the commander in chief of the U.S. Forces Command at Fort McPherson in Atlanta, Georgia. In October of that year, President George H. W. Bush

US Secretary of State Colin Powell (L) and Afghan President Hamid Karzai joke during a joint press conference on the sidelines of the Afghanistan Conference in Berlin, on Wednesday, March 31, 2004.
Photo courtesy U.S. State Department ▼



▲
Secretary of State Powell delivers his farewell address to staff at the Department of State, Jan. 19, 2005.
Photo courtesy U.S. State Department

In 2001, newly elected President George W. Bush appointed Colin Powell to be the 65th Secretary of State. To date, this is the highest rank ever held by an African American in the United States government.

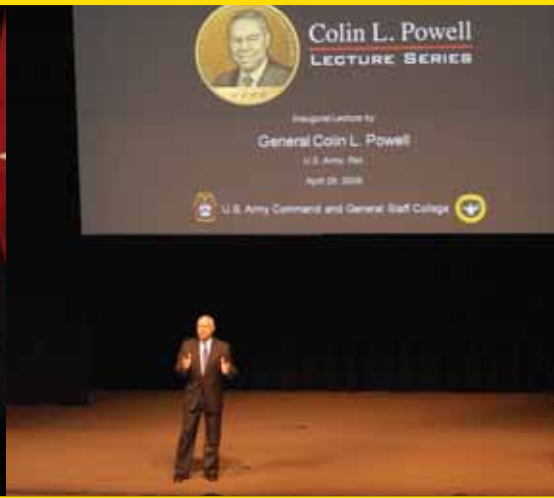
selected him as the 12th Chairman of the Joint Chiefs of Staff. He played a major role in directing the Panama intervention of 1989 that toppled Manuel Noriega. In 1991, Powell became a national figure during the successful Desert Shield and Desert Storm operations which expelled the Iraqi army from Kuwait. General Powell continued as Chairman during the first months of the Clinton administration, but then retired from the military and returned to private life. In 1994, Powell joined former President

and Senator Sam Nunn on a last-minute peace-making expedition to Haiti, which resulted in the end of military rule and the peaceful return to power of the elected government of that country. General Powell continued public service as the founder and Chairman of America's Promise: the Alliance for Youth, a national crusade to improve the lives of our nation's youth. However, these years proved to be only a brief sojourn in "retirement."

In 2001, newly elected President George W. Bush appointed Colin

Powell to be the 65th Secretary of State. To date, this is the highest rank ever held by an African American in the United States government. In his first months in office, Powell won praise for his efficient administration of the State Department, and cordial relations with other governments. Following the terrorist attacks of September 11, 2001, Secretary Powell took a leading role in rallying America's allies for military action in Afghanistan. During his four year tenure as Secretary of State, Powell

Lt. Gen. Robert Arter (U.S. Army, Ret.), chairman of the Command and General Staff College Foundation, presents Colin L. Powell with the CGSC Foundation Distinguished Leadership Award at a dinner banquet in Kansas City, April 28. The next day Powell delivered the inaugural lecture for the Colin L. Powell Lecture Series at the U.S. Army Command and General Staff College, at Fort Leavenworth, Kan.
 Photo by Bill Kennedy ▼



▲ Powell delivers the inaugural lecture for the Colin L. Powell Lecture Series in the Eisenhower Auditorium of the Lewis and Clark Center at the U.S. Army Command and General Staff College, at Fort Leavenworth, Kan., April 29, 2008.
 Photo by Mark H. Wiggins

differed with other administration officials over policy, but remained a loyal servant of the Bush Administration and served as an eloquent spokesman for the Administration in international affairs. Shortly after President Bush's re-election in 2004, Colin Powell stepped down as Secretary of State.

In private life, General Powell has continued the tradition of public service, serving on a number of boards of philanthropic organizations. Powell is the founder of the Colin Powell Center for Policy Studies at his alma mater and he is helping to raise funds for the Martin Luther King, Jr. Memorial in Washington, D.C. and for the construction of an education center for the Vietnam Veterans Memorial.

General Colin L. Powell remains one of the most admired men in America and he continues to serve in the selfless manner that has marked his long career, in and out of uniform. Throughout his life,

General Colin L. Powell remains one of the most admired men in America and he continues to serve in the selfless manner that has marked his long career, in and out of uniform.

he has been the embodiment of integrity and dedication to duty. He, like those legendary "storybook soldiers" who went before him at Fort Leavenworth, serves as an inspiration and role model for the future leaders of the United States Army who pass through the front gate of this historic old post. 🇺🇸

PHOTO FLASH



CGSC FOUNDATION PHOTO

Thanks to Armed Forces Bank

Lt. Gen. (Ret.) Bob Arter, Chairman, and Col. (Ret.) Bob Ulin, CEO, present a print to Mr Don Giles, President of the Armed Forces Bank for his generous support of the CGSC Foundation.

PHOTO FLASH



PHOTO COURTESY RANGER JONES

Gadson selected to Presidential Delegation

CGSC Foundation Trustee Mark "Ranger" Jones, back row, third from left, traveled to China with Lt. Col. Gregory Gadson, front, who was part of the Presidential Delegation to the Paralympic Games in Beijing. Left to right, Michael Crain, Chief of Staff to the Ambassador, U.S. Embassy in Beijing; Veronica Ruano, Office of the Chief of Protocol- Dept. of State; Ranger Jones; Lt. Col. Greg Gadson; Secretary of Veterans Affairs James Peake; Ambassador Clark Randt, U.S. Ambassador to the People's Republic of China; and an unnamed Embassy staffer.

Thoughts from the Students

Editor's Note: The CGSC Commandant requires every CGSS student to write and speak in public forums. The Foundation is proud to offer a conduit for their required work and believes our readership can benefit from their observations. None of their comments represent the official views of the College or the U.S. Army. All are edited for length so we may publish as many as possible.

Powell's lecture and our Army Values

By Maj. Joseph A. Jackson

General Colin Powell's recent visit to the Command and General Staff College reminded us that history, if not repetitive, is at least parallel in its dimensions. A veteran of two tours in Vietnam, General Powell shared the insights imparted by his journey through history. Then, as now, CGSC stands as a bastion of learning in turbulent and ambiguous times. We know that our values – Army Values – of which General Powell spoke, work because we have seen them in action. The testing grounds for these values are the rotations between Iraq and Afghanistan in places with names that sound decidedly foreign here in the Midwest — Kabul, Ghardez, Baghdad, and Ar Ramadi. Forty years ago, Hue and the A-Shau Valley of General Powell's experience would have sounded equally as exotic. Conflict forces us to re-evaluate and reinvigorate ourselves with our core principles despite the time or place.

General Powell's words and his selection of topics resonate beyond the vaulted ceilings of Eisenhower Auditorium. They resound in the classrooms where we students remain hard at work solving fictitious problems for service in a world of often cold, hard facts. General Powell charged us to remember that just as those leaders who preceded us, we serve in a time of great challenge. The challenges that General Powell's generation faced were a nation divided politically over the morality of the war in Vietnam and a culture further separated by racial tensions. Today, we are a society wrestling with the

moral issues of a protracted war abroad, domestic border security issues, and financial insecurity at home.

Yet, as tomorrow's senior leaders, we see equally that along with these difficult issues there is great opportunity. As students we recognize that the dilemmas we face are not necessarily unique to our time but have parallels in our military history. The United States and its Officer Corps continue to serve as a model and a beacon for others to follow.

Bringing concepts and discussions to life

Maj. Peter Elstad

Recently, I had the privilege of hearing one of my personal heroes, retired Gen. Colin Powell address the Command and General Staff College (CGSC) as the inaugural speaker for the CGSC Foundation's Powell Lecture Series. It was a speech that reinforced the idea that being a CGSC student means more than just attending classes and writing papers. The Powell Lecture Series concept is invaluable to Majors like me because CGSC is a time to learn more about becoming the next generation of military leaders.

The Powell Lecture Series supports the CGSC mission by both allowing national and international distinguished personalities an opportunity to discuss contemporary issues with CGSC students, faculty and local community leaders and share unique perspectives to help educate the audience about historical or contemporary issues of importance to the nation or the international community. The intent, according to the CGSC Foundation, is to



PHOTO BY MARK H. WIGGINS

Maj. Joe Jackson, student moderator for the inaugural lecture of the Colin L. Powell Lecture Series, poses the first question for Gen. Powell after his remarks April 29.

provide discussion forums on national security issues for the benefit of CGSC Students.

Learning for Majors like myself is more than just rote learning of concepts — by having a Powell Lecture Series speaker, we get a chance to talk with those individuals who helped shape foreign policy, national security strategies, as well as the concepts that helped both inform and formulate the doctrine that guides how we implement the military instrument of power on behalf of the nation. By having the opportunity to hear speakers of this caliber, we as students can gain understanding and make those concepts we learn in the classroom “come alive.” Additionally, it gives us the opportunity to delve into the background as well as the ideas that these individuals had in formulating the national security strategies that we as military

professionals have to implement.

Learning opportunities presented by lecture series like these are invaluable and need to be sustained. By having a greater understanding of the individual's thoughts and ideas, we can better understand in turn how we as military professionals must execute these policies.

**We need to make a difference,
starting right now**
Maj. Frank Tersigni

On April 29, 2008, the General Colin L. Powell Lecture Series kicked off its inaugural lecture at Fort Leavenworth featuring its namesake and admired soldier-statesman, Colin L. Powell. By any measure, this was a momentously inspiring event for students, and the lecture series will be a uniquely special part of the study of the profession of arms in the heart of the intellectual center of the Army. Within the halls of the Command and General Staff College following the speech, resounding approval and energy indicated the power of Powell's influence. At its core, the inaugural talk brought a sense of optimistic unity to the lecture series and represents characteristics that make General Powell such a unifying professional: Duty, Integrity, and Inspiration.

While contemporary debates on the roles of military officers in civil-military relations have raged mightily among students, General Powell has embodied a simple solution: duty first. With ample historical evidence of his willingness to selflessly put duty first, his words helped students overcome concern regarding one's role, as it is one's sense of duty that can unambiguously guide all professional military officers. This is congruent with General Powell's lifelong example and shows how active followership is appropriate as a military officer regardless of one's position.

General Powell stirred inspiration among the students, as evidenced by the post-event discussions that started immediately after the lecture and continued with spirit into the staff group classrooms among students and faculty. For students,

especially those familiar with General Powell's self-described American journey, the General Colin L. Powell Lecture Series represents more than an opportunity to occasionally showcase a soldier's soldier or an accomplished statesman. Its power lays in the legacy of a great American whose duty, integrity, and inspiration leaves an eager audience telling themselves: we need to make a difference not just by the results of our journey, but by positively impacting all we encounter along the way, starting right now.

**The CGSC Foundation:
A Student's Perspective**
By Maj. Joel Finnell

As a student in the Command and General Staff College's February 2008 Class, I was introduced to the CGSC Foundation's existence and mission during the many briefings students endure on arrival. While I admit I did not count the Foundation's introduction among the highlights of my first few days, I must thank the Foundation for providing many of the ensuing highlights of my first few months. Enhancing the quality, breadth, and depth of the CGSC experience is an important part of the Foundation's mission, and from one student's view, it is succeeding in providing the "margin of excellence."

The CGSC Foundation has supported presentations by Former Ambassador Ronald Neumann, Mr. Hyrum Smith, and General (Retired) Colin Powell. Ambassador Neumann's talks supported the inter-agency curriculum. He provided new insight for many students regarding State Department missions, methods, capabilities, and limitations. Mr. Hyrum Smith, a Foundation Vice-President, gave a dynamic presentation regarding the drivers of human behavior based on his work with The Galileo Initiative. Most recently, both 2008 classes received a sage and impressive speech from General Powell, former Chairman of the Joint Chiefs of Staff and former Secretary of State. The Foundation and General Powell initiated a lecture series to bring

prominent national security experts to the College. I will not soon forget the opportunity to hear directly from a statesman and soldier such as General Powell.

CGSC always will be limited by the funding made available the federal government. As the intellectual center of the Army, CGSC must ensure it maximizes the quality of education and leader development within the allocated resources. In essence, CGSC's value is measured by the quality of military leaders that graduate given fixed funding and legitimate constraints on the use of funds. The CGSC Foundation supports the additional intellectual activities and experiences that promote excellence, above and beyond the College's requirements. As a student, I appreciate being a beneficiary of this margin of excellence. The Foundation enhances the quality of the students' experience through support of extracurricular events. It promotes and recognizes academic excellence, and it provides some of the memorable highlights of the CGSC experience such as General Powell's visit. From one student's view, the Foundation already has accomplished much to enhance the quality, breadth, and depth of the CGSC experience; and it is just getting started.

**Thoughts on the Command
and General Staff College
Foundation**
Maj. Jacob Dlugosz

Since its inception in 2005, the Command and General Staff Foundation has played a vital role in enhancing the educational experience for students attending the Command and General Staff College.

In this time when it is vitally important to effectively communicate the Army's message, the CGSC Foundation assists this effort by promoting relationships between the College and private businesses, civic leaders, and the local community. This means that local leaders, and the community at large, know what it means to be a student at the Command and General Staff College. Moreover, they understand the value that both the

Command and General Staff College and Fort Leavenworth add to the community. The CGSC Foundation provides this link and fosters the long-term relationships for both the students and the installation.

The Command and General Staff College is synonymous with excellence in military education. The CGSC Foundation adds to the richness of this education by providing the necessary funding for key events and guest speakers who enrich the learning environment. Through their efforts, students are afforded unique opportunities to attend lectures, symposiums, and other events which otherwise might not be possible. These experiences alone mean that students have access to the best and brightest minds and leaders across the United States. Each event sponsored by the CGSC Foundation is first class, carefully planned, and compliments the learning curricula adding to the richness of the educational experience.

A great advantage for students is the relationships formed with our fellow classmates from each of the services as

well as the international officers. The CGSC Foundation enables students, both past and present, to maintain these relationships through their efforts in maintaining contact with the school's alumni. Civilian colleges and high schools across the United States sponsor alumni associations, which link their alumni with the school as well as each other. The CGSC Foundation provides the same link for students currently attending the College and for those who have graduated in previous years.

The selfless dedication of the officers and civilians who formed and operate the CGSC Foundation provides a clear demonstration of its importance to the school as well as the Army. Not every officer in the U.S. Army gets the opportunity to attend the Command and General Staff College as a resident at Fort Leavenworth. As a student here, I understand the uniqueness of this opportunity and take great pride knowing that the CGSC Foundation is a part of this experience. 🇺🇸

PHOTO FLASH



PHOTO BY MARK H. WIGGINS

General Dynamics donates to CGSCF

Maj. Gen. (Ret.) Zannie Smith, Senior Vice President, General Dynamics Information Technology presents a check for \$1,500 to the CGSC Foundation. Left to right: Brig. Gen. Edward Cardon, Deputy Commandant, CGSC; Smith; Lt. Gen. (Ret.) John Miller, Vice President for Corporate Programs, CGSC Foundation; and Maj. Gen. (Ret.) Raymond Barrett, Vice Chairman, CGSC Foundation.

PHOTO FLASH



CGSC FOUNDATION PHOTO

Trustee honors his pledge

Foundation CEO Bob Ulin accepts the first installment of a \$50,000 five-year pledge to the Foundation from Mr. Chuck Matheny of Madison, Alabama. Matheny is a member of the Foundation Board of Trustees.



We were there when you landed on the northern coast of France.
 We were there when you returned to the Philippine shore.
 We were there when you fought in Korea and Vietnam.
 We were there when you rolled across the deserts of Iraq.
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Foundation Annual Meeting 2008

by Mark H. Wiggins, Managing Editor

The CGSC Foundation held its annual meeting of the board of trustees June 25, at the Lewis and Clark Center. Highlights of the meeting included election of new officers and trustees and approval of the planned financial support for the College in 2009.

Unanimously elected to serve were retired Lt. Gen. Bob Arter, who was up for re-election as chairman; Hyrum Smith as President; Mike Hockley for Vice President; and retired Brig. Gen. Bill West as Treasurer.

Brig. Gen. West comes to the Foundation as President of his own consulting firm. He also serves on the board of directors of the Mid-American Bank. Mike Hockley is a partner in the law firm of Spencer, Fane, Britt and Browne, LLP, in Kansas City. Hyrum Smith, who previously served as the Vice President of the Foundation, is also President/CEO of the Galileo Initiative. Smith is most well

known for his former ownership of the Franklin-Quest Company.

The board membership also voted to approve a new position on the board. After a motion and unanimous approval retired Lt. Gen. John Miller was elected as the first Vice President for Corporate Affairs. In this new role, Miller is charged with identifying and cultivating relationships with corporate entities.

Of particular note was the review of the Foundation's progress towards fund raising in the 5-year campaign to raise \$10.5 million. A huge step forward towards this goal was realized when Hyrum Smith announced his own personal estate gift of \$1 million. (see related story in this issue)

The annual meeting also included a luncheon with Lt. Gen. William Caldwell IV, the CGSC Commandant. Caldwell discussed his priorities for the College in Leader Development, Interagency relationships and Strategic Outreach. He thanked the trustees for their personal



CGSC Commandant Lt. Gen. William B. Caldwell IV shares an update on the College with members of the CGSC Foundation Board of Trustees at the kickoff luncheon for their 2008 annual meeting conducted June 25.

PHOTO BY MARK H. WIGGINS

commitment of time, resources and energy to make this foundation a success. He noted that the foundation was breaking new ground and that the Powell Lecture Series is a perfect example of a high value program made possible by the foundation that would not have been possible by using government funds. 🇺🇸

PHOTO FLASH



PHOTO BY MARK H. WIGGINS

AUSA continues great support of CGSC Foundation

Gen. (Ret.) Gordon Sullivan, President of the Association of the United States Army, presents a check for \$25,000 to Lt. Gen. (Ret.) Bob Arter, chairman of the CGSC Foundation Aug. 6. From left, Mike Hockley, Foundation Vice President; Arter; Sullivan; Bob Ulin, Foundation CEO; and John Miller, Foundation VP for Corporate Affairs. With contributions totaling \$95,000, AUSA is the single largest corporate donor to the CGSC Foundation.

Fisher House Chairman speaks at CGSC

Mr Kenneth Fisher, Chairman of the Fisher House Foundation, provides a presentation to CGSS students and faculty Sept. 4 in the Eisenhower Auditorium of the Lewis and Clark Center. The Fisher family is well known for their establishment and continuing support of the "Fisher Houses" around military hospitals that assist families of wounded warriors.

PHOTO FLASH



PHOTO BY MARK H. WIGGINS

Celebrating a Century of Worldwide Leaders and Learning

by Lt. Col. Teena Barber, Public Affairs Officer,
CGSC International Military Student Division

In 2008, the U.S. Army Command and General Staff College celebrates the 100th anniversary of the first international officer graduates of this institution. This year we not only honor the first international graduates, but we also acknowledge and proclaim a Century of Worldwide Leaders and Learning.

While we trace international participation in the College to Lieutenant Henri LeComte of the Swiss Army, who attended courses at Fort Leavenworth in 1894, 1908 stands out as exceptional as it marks the first record of international graduation. Those first international graduates, from Mexico, were J. Landa and Hazael Monter Ledezma. While very little is

known about them, we do know that more than 7,800 International Officers from more than 153 countries have participated in the military education experience at Fort Leavenworth since then. They have graduated from this college, and returned to their homelands around the world to share their experiences and establish and extend a network of military professionals. In addition to the hundreds of international graduates who rose to uniformed leadership of their nation's militaries, many have rendered remarkable service once out of uniform – serving as heads of state, ministers, ambassadors and representatives of their governments abroad. Celebrating this Century of Worldwide Leaders and Learning

International military students get to see a slice of life from many perspectives during their time at CGSC with trips to learn and observe local and state government as well trips to see the sights around Kansas City. In the top three photos (left), IMS from the 2009-01 class visit the state capitol in Topeka and pose for a photo beside the Liberty Memorial/WWI Museum in Kansas City. Below, International Military Students of CGSS 2008-01 gather for a group photo with Lt. Gen. Caldwell and Command Sgt. Maj. Johndrow after the badge ceremony.



PHOTO COURTESY CGSC IMSD



PHOTO COURTESY CGSC IMSD



PHOTO COURTESY CGSC IMSD

Celebrating a Century
of
Worldwide Leaders and Learning
1008 2008
The Command and General Staff College
Fort Leavenworth, Kansas



PHOTO BY MARK WIGGINS



marks a proud milestone on a path that CGSC continues to forge.

International Military Students (IMS) from all over the world arrived at Fort Leavenworth, Kansas once again in January and June this year to attend the U.S. Army Command and General Staff College. One hundred fourteen International Military Students from eighty-five countries are currently attending the college as part of the U.S. Security Assistance Program, which refers to the wide-range of State Department programs available to countries. From the education received here, they return to their countries with the skills required to help defend and preserve their own national security interests, which support U.S. foreign policy objectives.

The U.S. Army Command and General Staff School educates and trains intermediate level Army officers, international military students, sister service officers, and interagency leaders to operate in full spectrum Army, joint, interagency, and multinational operations as field grade commanders and staff officers.

During their stay, in addition to their CGSC course studies, the international military students experience many facets of life and culture in the U.S. Through a formal Field Studies Program, they visit and view examples of U.S. economic or business interests, judicial systems, local, state and federal governmental systems, and educational systems. Their experience will have a lasting impact upon how they view and ultimately support U.S. foreign policy objectives.

Specifically, the Department of

Defense Field Studies Program is designed to give the IMS a balanced view of American Society. IMS attend events for local, state and national government, education, economics, the Eisenhower and Truman Presidential Libraries, Region 7 of Health and Human Services, and the Liberty Memorial along with several social events with their sponsors. Most IMS have a more comprehensive view of American society than many American citizens when they complete the program and understand why we do things the way we do even if they do not agree with everything. Many of the officers change their perception of the United States for the better during their stay.

Due to the generous support of many corporate or individual sponsors, the International Students and their families have an opportunity to experience other joys of America, for example, the Mid-American Youth Aviation Association sponsored the students and their families attendance at the KC Airshow and Faultless Starch / Bon Ami Company of Kansas City, Mo. has sponsored student attendance at Kansas City Chiefs games for years. This year Faultless Starch and the Beaham family extended the invitation to include the KC Wizards Major League Soccer game vs. the Los Angeles Galaxy at Arrowhead stadium. Attendance at events like these provides an entertaining view of America beyond the classroom and normal Field Studies Program events and provides American an opportunity to get to know our international guests as well.

The forty-one IMS of CGSS Class

2008-02 have been in class at Fort Leavenworth since January 2008 and will graduate in December 2008. The opening day ceremony for the 2009-01 class, consisting of sixty-five IMS from sixty-two countries, was conducted in the Eisenhower Auditorium of the Lewis and Clark Center on August 11, 2008. The additional eight IMS are currently in the School of Advanced Military Studies and graduate in May 2009. 🇺🇸

International Representation at CGSC

As of August 2008, 114 International Military Students from 85 countries were attending CGSC. This is a list of the 85 countries represented.

- | | |
|--------------------|----------------------|
| Afghanistan | Kuwait |
| Albania | Kyrgyzstan |
| Algeria | Liberia |
| Argentina | Macedonia |
| Australia | Malawi |
| Bahrain | Mali |
| Belgium | Malaysia |
| Belize | Mexico |
| Bolivia | Moldova |
| Bosnia | Mongolia |
| Herzegovina | Montenegro |
| Brazil | Morocco |
| Bulgaria | Netherlands |
| Cambodia | Nigeria |
| Cameroon | New Zealand |
| Canada | Norway |
| Chile | Oman |
| Colombia | Pakistan |
| Croatia | Papua New Guinea |
| Czech Republic | Philippines |
| Denmark | Poland |
| Djibouti | Romania |
| Dominican Republic | Rwanda |
| Egypt | Saudi Arabia |
| El Salvador | Senegal |
| Estonia | Serbia |
| Ethiopia | Singapore |
| France | Slovakia |
| Georgia | Slovenia |
| Germany | Spain |
| Ghana | Sri Lanka |
| Guyana | Sweden |
| Honduras | Switzerland |
| Hungary | Taiwan |
| India | Thailand |
| Indonesia | Trinidad & Tobago |
| Ireland | Tunisia |
| Italy | Turkey |
| Jamaica | Ukraine |
| Japan | United Arab Emirates |
| Jordan | United Kingdom |
| Kazakhstan | Yemen |
| Kenya | |
| Korea | |



International Military Students of CGSS 2008-01 present their class gift to Lt. Gen. William B. Caldwell, IV, CGSC Commandant. This gift is customary for every graduating class.

PHOTOS LEFT BY MARK WIGGINS

A look at CGSC "National Capital Region"

By Col. Dave Knack, U.S. Army, Ret.
Supervisory Assistant Professor, Team 30, Fort Belvoir, Va.



The new sign marking our location at Fort Belvoir.



The Northern Virginia area is home to much that is historic and much that is contemporary. It is the seat of national power and a place where much of our history has taken place. It also houses the center of our military power and is surrounded by the organizations that make that power useful. What better place to put the largest of the three satellite campuses for CGSC? Our home, Fort Belvoir, is an Army post which hosts AMC, DLA, INSCOM, and CID. The post is preparing for the BRAC mandated arrival of 20,000 more DoD personnel which also brings the new Regional Army Hospital. Joint operations are a fact of life here and are a great background for us to conduct

Intermediate Level Education (ILE) for about 375 students in three classes each year.

Readers of the CGSC Foundation News were able to read about Fort Gordon in the last issue. Our mission is much the same, but our set-up and student body are a little different. About fifty percent of our students come TDY from everywhere in the Army – even Fort Leavenworth. The other half of the class lives here in the National Capital Region and reports daily to Fort Belvoir for the three and a half month course. We also have two teaching teams here – Team 29 and Team 30, giving us a capacity for 128

students in any session. We are fortunate to have great battlefields nearby that facilitate our Staff Rides – Team 29 heads south to take lessons learned from the Confederate victory at Chancellorsville and Team 30 heads north to experience the lessons of the watershed Union victory at Gettysburg. On weekends our students have access to all the great attractions that the Washington, D.C. area has to offer – museums, the National Zoo and professional sports. We also take advantage of the many strategic opportunities available locally. Students have conducted off-sites at the Pentagon, the National Security Council, the Department of Homeland Security, the National Reconnaissance Office, the FBI and Congress, just to mention a few. Our recent guest speakers include senior members of government like the Deputy National Security Advisor Ambassador Jim Jeffrey, Heritage Foundation member Jim Carafano and former Chairman of the Joint Chiefs General Richard Myers. For fun Team 30 conducts the world famous 3-mile Fun Run and Team 29 hosts the equally storied Belvoir ILE Golf Tournament, both on Fort Belvoir. Given our superb faculty, excellent students and great location we often wonder why Fort Leavenworth isn't known as Belvoir ILE "West."

PHOTOS COURTESY TOM MCSHANE



History revealed to Team 30 at the "Copse of Trees" in Gettysburg.



Team 29 under the guns at Chancellorsville.



Oldest and youngest Belvoir students from classes 08-003 and 08-004 cut the 2008 Army Birthday

Team 29 Faculty:

Bill Bryan - Team Leader and Center for Army Tactics (CTAC) instructor. Retired Infantry officer. Previously taught Tactics at CGSC at Fort Leavenworth.

Harry Dinella - DJIMO instructor. Retired FAO for Greece and the Balkans. Worked as a policy advisor at the Western Policy Center; was also a visiting assistant professor of government and international relations at George Mason University.

Clay Garner - Leadership Instructor. Retired Field Artillery Officer and former battalion commander.

Col. Ellen Haring - DJIMO instructor. Commanded a reserve training brigade. Currently assigned to JFCOM's Standing Joint Force Headquarters with duty at Fort Belvoir ILE.

Hank Henry - Tactics Instructor and Staff Group Advisor. Retired Field Artillery / PSYOP officer, and Gunnery Instructor at the Field Artillery School.

Mark Hurley - DLRO instructor. Former brigade commander and Chief of Army Maintenance Policy at the Pentagon.

Dr. Chris Keller - Department of Military History. Former Fulbrighter and professor at Dickinson College and Gettysburg College, among others.

Andy Kirkner - Tactics instructor. Retired Engineer Officer, and former DJIMO Instructor at the Fort Belvoir ILE. Taught Leadership and Tactics as an Assistant Professor of Military Science at Penn State University.

Lt. Col. Mark Kormos - DLRO instructor. Active duty Logistics officer. Previously served at the Defense Supply Center, Philadelphia.

Lt. Col. Ron Millis - Tactics instructor. Active duty Infantry officer. Previously served in Kuwait as the ARCENT, G3, Chief of Training.

Kevin Watson - Staff Group Advisor and Tactics instructor. Retired Army Armor officer. Previously taught at the Army Management Staff College.

Jim White - DJIMO instructor. Retired Infantry/Foreign Area Officer (Latin

Continued on page 30

America) and previously taught as a CGSC faculty member at Fort Leavenworth.

Tom Wingfield – DJIMO instructor. Attorney and former naval intelligence officer who served in the Seventh Fleet in the Pacific and Indian Oceans.

Team 30 Faculty:

Dave Knack – Team Leader and Tactics instructor. Retired Armor officer and Joint Staff Officer. Taught at the National War College and the Marine Corps War College.

Mike Bizer – Leadership Instructor and retired Military Intelligence and Acquisition Corps officer. Previously taught at the Army Management Staff College.

Chris Carnes – Tactics instructor and Staff Group Advisor. Retired Armor officer. Former member of the Army Staff.

Dr. Ed Coss – History professor. Thirty-one years experience teaching. Academic focus is combat dynamics: the function of the primary social group and related group norms on combat effectiveness.

John Culdasure – Dept. of Joint, Interagency, and Multinational Operations (DJIMO) instructor. Former U.S. Air Force aircraft commander and National Defense Fellow. Has background with nuclear operations and arms control negotiations.

Mike Hoffman – DJIMO instructor. Former Army officer, educator and attorney with extensive civil-military, interagency, and operational law experience.

Eric Katz – Logistics and Resource Operations (DLRO) instructor. Retired Quartermaster officer. Instructs classes on sustainment and the Army Force Management process.

Lt. Col. Shane Lambert – DJIMO instructor. Active-duty Military Intelligence Officer.

Lt. Col. Charly Mathis – Tactics instructor. Active-duty Air Defense Artillery Officer.

Fred Sanders - DLRO instructor. Retired Ordnance officer. Teaches classes on sustainment, and the Army Force Management process.

Richard "Dick" Tracey – DJIMO instructor. Retired Armor officer. Experience as a strategic plans and policy officer and worked on Capitol Hill.

Lt. Col. Kim Wortham - Staff Group Advisor & Tactics Instructor. U.S. Army Reserve officer and 11-year veteran of instructing CGSC / ILE. 🇺🇸

Roundtable focuses on Russia

On Sept. 29-30, Command and General Staff College faculty and students were joined by civilian industry and academic leaders in another National Security Series Roundtable discussion sponsored by the CGSC Foundation in the Lewis and Clark Center at Fort Leavenworth. This roundtable focused on the resurgence of Russia and the regional players and challenges associated with the issues.



Attendees at the September 2008 NSRT:

(1st Row) CGSS Students: Maj. Thelonious McLean-Burrell, Maj. Richard Gussenhoven, Maj. Scott Allen, Maj. Kerry Norman, Maj. Blaine Wales, Maj. Brian Anderson, Maj. Michael Baim, Maj. Issac Gipson, Lt. Col. John Piloni (faculty).

(2nd Row) Mr. Stuart Cooke (program sponsor), Guests: Dr. Lanny Hass, Mr. "Tripp" Sloane, Mr. Vitas Bering, Mr. Brad Feldmann, Dr. Billy Caldwell, Mr. Burton Stewart, Mr. Mark Black, Mr. Park Davidson, Mr. Marty Stewart, Mr. Bill Lambert (faculty), and Bob Ulin, Foundation CEO.

(3rd Row) Faculty members: Mr. Mark Wilcox, Mr. Jeff Vordermark, Dr. Dave Anderson, Dr. Bruce Menning, Dr. Mike Mihalka, Mr. Geoff Babb. Mr. Chuck Zaruba, and Mr. Bill Pugh.

Class 2008-01 selects Foundation for donation

Maj John Acedevo, Chairman of the 2008-01 Class Gift Committee presents a check for \$5,000 to Col. (Ret) Bob Ulin, CEO of the CGSC Foundation. Class 2008-01 took a vote as to how to best use the unused portion of the funds from their class gift operations and selected the Foundation as a worthy cause.





Seven Command and General Staff School instructors attended the Harvard Business School Course June 13-14, which was supported by the CGSC Foundation: (front row, left to right) Lt. Col. Michael Jones, Christopher Carnes, Dennis Barba, Lou DiMarco, (back row) Rick Chandler, Dr. Charles Heller, and Bill Pugh attended a course at Harvard Business School June 13 and 14, which was supported by the CGSC Foundation.

PHOTO BY CHRIS QUINN

Foundation supports CGSC Faculty attendance at Harvard Business School

by Dennis L. Barba, Assistant Professor, Department of Logistics & Resource Operations

The close partnership between the Command and General Staff College Foundation and the Command and General Staff College was further demonstrated this summer as the Foundation assisted the College in sending seven Command and General Staff School (CGSS) instructors to the Harvard Business School (HBS) “Art and Craft of Discussion Leadership” course June 13-14.

The Foundation and the College shared the cost of sending instructors to Boston for the intensive course with one particular member of the Foundation privately contributing to the Foundation’s share of the financial support. This donation and participation on behalf of the Foundation fulfills three of the Foundation’s six core mission areas:

Enrich the Command and General Staff College’s academic environment; Encourage excellence in the faculty and the student body; and Promote leader development.

The HBS course goal focused on obtaining pre-determined learning outcomes using case study analysis and discussion. The corner stone for this goal was to create a professional classroom environment that encourages participant-centered thinking, discussing, and learning.

The principle instructors, William J. Bruns and James L. Heskett, have extensive backgrounds in pioneering the Case Teaching Methodology and share more than 80 years experience creating and presenting different cases specifically designed to enhance pre-class learning, in-class learning, and learning after the

formal class discussion is complete.

Course highlights included discussion on several key qualities and behaviors of effective discussion leaders, the creation of a contract with students and the institution, and the need to develop support systems for new instructors. Additionally, attendees learned tactics on using role-play, monitoring student engagement, acting on student feedback, and other functions of discussion leaders.

The course integrated unique strategies for handling participation anxiety among students. This skill is especially useful considering the symptoms similar to post traumatic stress disorder (PTSD) exhibited by officers returning from the combat zone and attending the Command and General Staff Officer Course. 🙏



Lt. Gen. William E. Odom dies at 75



COURTESY PHOTO

Retired Army Lt. Gen. William E. Odom, a leading U.S. military and intelligence figure, died May 30, 2008, at his vacation home in Lincoln, Vt. He was 75.

Odom served in the administrations of two former presidents. He was an expert on the Soviet Union and served as military assistant to Carter's national security adviser, Zbigniew Brzezinski. He then served as director of the National Security Agency under Reagan. Odom had a long and successful Army career encompassing many other assignments. He was most recently known for his opposition to the strategy in the Iraq War.

Odom was a 1970 graduate of the Command and General Staff College. He is survived by his wife of 45 years, Anne Odom; a son, Army Lt. Col. Mark Odom, of Fort Lewis, Wash., who was wounded in action in Iraq; a brother; a sister; and a granddaughter.

CGSS student, Maj. Sean Douglas, dies in accident



COURTESY PHOTO

Major Sean C. Douglas, 36, of Lansing, Kansas passed away on May 31, 2008, as a result of injuries sustained in a motorcycle accident. Douglas was a student in CGSS Class 2008-01, which graduated in June.

Douglas was a native of North Carolina and graduated from the University of North Carolina, Chapel Hill in 1995,

earning his commission as an Army aviator through the ROTC program. He was a rated aviator in both the OH-58 Kiowa and UH-60 Black Hawk helicopters. His last assignment prior to attendance at CGSS was as the Brigade Aviation Officer for 1st Brigade, 2d Infantry Division in Korea.

Douglas is survived by his wife Tabitha Douglas, daughter Brianna Butler-Douglas, father Henry Douglas, mother Diane Douglas, sister Dawn Dudley and brother Brett Douglas.

Former West Point Commandant, Gen. William A. Knowlton, dies at 88



COURTESY PHOTO

William A. Knowlton, 88, died Aug. 10 at Virginia Hospital Center of intracranial bleeding as a result of a fall.

General Knowlton began his career in the Armored Cavalry, fighting in four campaigns in WWII beginning in Normandy. He later served on the staffs of Gen. Dwight D. Eisenhower and Gen. Omar Bradley at the Supreme Headquarters Allied

Powers Europe of NATO in the early 1950s and on Gen. William Westmoreland's staff in Vietnam from 1966 to 1968. Knowlton, a 1943 graduate of West Point, was the 49th superintendent of the Academy from 1970-1974. He served as the Chief of Staff of the European Command after West Point and was later assigned as the U.S. representative to NATO's military committee in Brussels for his last three years of active duty.

Knowlton graduated from CGSC in 1955. He is survived by his wife of 64 years, Marjorie D. "Peggy" Knowlton of Alexandria, Va.; his daughter Hollister, "Holly," who is married to Gen. David Petraeus, the commander of U.S. Central Command; three sons, retired Army Lt. Col. William A. Knowlton Jr., Davis D. Knowlton, and Timothy R. Knowlton; seven grandchildren and two great-grandchildren.



Gen. Walter T. Kerwin - A 'Soldier's Soldier' Dies at 91



COURTESY PHOTO

Gen. Walter T. "Dutch" Kerwin Jr., a former Army vice chief of staff, the first commander of United States Army Forces Command, died July 12, 2008 in Alexandria, Va. He was 91.

Kerwin, a 1939 graduate of the United States Military Academy at West Point with a commission in field artillery, was first assigned to the 3rd Infantry Division and deployed during World War II to fight in Africa, Sicily, Italy and France. After the war, he held positions in intelligence, to include the Los Alamos National Laboratory in New Mexico in 1953 and chief coordinator for the transportation of nuclear weapons. Promoted to Brigadier General in 1961, he was stationed in Germany as the

officer responsible for nuclear targeting in Europe. During the Vietnam War, he was a Major General, serving as Military Assistance Command Chief of Staff from 1967 to 1969. In 1971, he was promoted to Lieutenant General and appointed as the Deputy Personnel Chief at the Pentagon. It was during this assignment that he is credited for being the champion of the "One Army" or "Total Army" concept where the Army National Guard and U.S. Army Reserve serve as equal partners with the active Army in executing defense policy and in preparing for war. His policy work also led to stopping the draft and launching the all-volunteer Army in 1973.

After retiring from the Army in 1978 after serving 43 years in uniform, General Kerwin continued to work for the Department of Defense as Chairman of the Board of Directors for the Army and Air Force Mutual Aid Association. He was also a member of the Advisory Board of Directors for the Association of the United States Army since 1984.

Kerwin is survived by his wife, Marion; a daughter, Ann Walker Kerwin; a son, Bruce Kerwin; and two stepchildren, Marion Donovan and Keith B. McCutcheon. 🇺🇸

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CORPORATE SPOTLIGHT



Throughout Fort Leavenworth, you see examples of JE Dunn Construction Company's work. High-visibility projects include the Command and General Staff College, the Regional Correctional Facility, and the Civilian Education System building renovation. JE Dunn is also working on the design and build of a new Company Operations Facility and a Battalion Headquarters building with partners GWH, DLR and TranSystems providing architectural and engineering support. Founded in Kansas City in 1924, JE Dunn has over 2,000 employees in their Midwest operation. People scan skylines and larger projects seem to get all the attention, but 70% of JE Dunn's work is on projects valued at less than \$10 million.

JE Dunn moves rigorously toward their goal of being the best Client-Centered Building Partner by employing individuals from various industries, including the military, architecture, accounting, advertising, marketing, mechanical/electrical engineering as well as construction. The varied

backgrounds have contributed to Dunn's success and the company has expanded in client-centered areas including: sustainable building practices, Building Information Modeling (BIM), innovative safety and quality

programs, volume purchasing and tailored insurance programs.

JE Dunn has put together initiatives like the "Dunn Right" program, which ensures that all work is monitored through a quality control program that produces superior workmanship. JE Dunn's safety program, "Entering the Work Zone," trains all workers and subcontractors in proper safety methods, which translates into insurance savings to clients. For projects that are occupied during construction, JE Dunn has a "We Care" program that ensures minimal disruption and a safe environment for clients.

JE Dunn's cost estimators are stay-

ing abreast of rising construction costs through proprietary estimating software, detailed cost histories, and use of 3D models. To further curb rising costs, JE Dunn has set up JE Dunn Logistics, which does volume materi-

JE Dunn received national acclaim for building the job at cost and then returning the profits to the U.S. government.

al purchasing with savings spread across multiple projects.

In addition to construction projects at Ft. Leavenworth, the company's involvement with the U.S. military goes back to WWII when JE Dunn built the Quarter Master Depot in Kansas City, Missouri in 1943. JE Dunn received national acclaim for building the job at cost and then returning the profits to the U.S. government. John Earnst Dunn, the company founder, refused to accept a profit during our nation's stricken times.

For more information, check out www.jedunn.com.



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