

# COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY



No. 7/Fall 2009

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# Extraordinary progress

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

In just three short years we have made extraordinary progress in support of our objectives to provide the “Margin of Excellence” to programs and activities of the U.S. Army Command and General Staff College.

In this issue we recognize a great Soldier, retired General Gordon R. Sullivan, the recipient of the foundation’s 2009 Distinguished Leadership Award. General Sullivan has devoted 50 years of selfless and successful service to Soldiers, the Army and the Nation from commissioning at Norwich University in 1959, to leading the Army as the 32nd Chief of Staff. Following retirement from active duty he focused his vision and remarkable ability to pursue and hone that service as the President and CEO of the Association of the United States Army. Dr. Jim Willbanks’ article masterfully chronicles General Sullivan’s extraordinary contributions to the Army and Nation.

As a footnote, I highlight General

Sullivan’s uncommon accomplishments in increasing AUSA’s recognition, worldwide, as a powerful, factual and reassured voice for the Army. The AUSA 2009 national meeting dramatically made the point where 32,000 attendees participated in three days of professional development forums, visited hundreds of defense exhibits and networked with thousands of civilian and military personnel. The national meeting often has been described as the Army’s reunion. But it’s more than that. It’s an ever-evolving professional development forum encouraging participants to discuss a host of issues of significance to the Nation, such as Leader Development for a 21st Century Army, Army families’ issues, NCO Professional Development, and Energy and the Environment for an Expeditionary Army.

We at the Foundation are pleased to be counted in the ranks of AUSA’s highest member category of “Sustaining Members.” We also sup-



port the local AUSA chapters in Leavenworth and Kansas City and we recognize and commend AUSA’s positive impact throughout the Army.

Two of our Trustees were honored at this year’s AUSA meeting.—Retired Lt. Gen. Robert H. Forman received the Creighton W. Abrams Award and Mr. Kenneth Fisher was presented the prestigious George Catlett Marshall Award. We heartily congratulate these most worthy recipients and thank each for his distinguished service.

I can think of no better way to close this report other than to reiterate the Command and General Staff College motto: *Ad bellum pace parati* – Prepared in peace for war. 🇺🇸



*Ad bellum pace parati –  
Prepared in peace for war*

## 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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**Command and General Staff College  
FOUNDATION NEWS**  
No. 7, Fall 2009 (November 2009)

Published twice annually by the Command and General Staff College Foundation, Inc.  
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Fort Leavenworth, Kansas 66027-1352  
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www.mhwpr.com

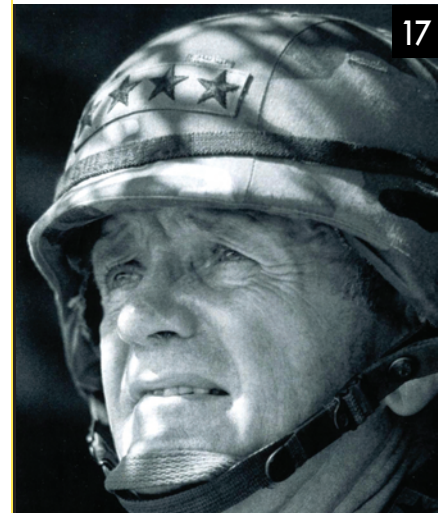
Design/Printing by  
**GateHouse Media  
Kansas Media One**  
Leavenworth, Kansas 66048  
Ph: 913-682-0305

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 its 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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Retired General Gordon R. Sullivan, 32nd Chief of Staff of the Army and the President/CEO of the Association of the U.S. Army, accepts the CGSC Foundation 2009 Distinguished Leadership Award from Foundation Chairman retired Lt. Gen. Robert Arter during a dinner in Sullivan's honor at the Ritz-Carlton Hotel in Arlington, Va., April 7.—See the story on page 17. (photo by Thaddeus Harrington/Sublime Images)



### FROM THE EDITORS

This is our seventh edition of the *CGSC Foundation News* and it has been one of our toughest editions to put together. So many great things are happening in the Foundation and at the College we have a hard time doing justice to it all with the space available. The highlight of this edition is the story on Gen. Sullivan, the recipient of the 2009 CGSC Foundation Distinguished Leadership Award. We hope you enjoy the magazine and continue to support us as we strive to provide the "margin of excellence" to the Command and General Staff College.

# Breaking New Ground

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



**I**nnovation is the key to continued growth. Since our last issue of the Foundation News we've initiated a few partnerships to bring programs of interest to the College and the greater Kansas City Community.

Under the leadership of retired Lt. Gen. John Miller, our Vice President of Corporate Affairs, we've initiated a co-sponsorship agreement with CGSC to develop and co-host a three-year series of symposia on ethics. Flint Hills Resources, a Koch Industries company provided the funds to establish this program as our major corporate sponsor for the symposium entitled "Ethics and Legal Issues in Contemporary Conflict." This symposium will be held at Fort Leavenworth, Nov. 16-18.

Additionally, we initiated an agreement to co-sponsor two programs each year with the Midwest Region of Business Executives for National

Security (BENS), a national organization with headquarters in Washington, D.C., which is a highly respected national, nonpartisan organization of senior business leaders dedicated to enhancing our national security using successful methods of the private sector. On Oct. 1, we conducted our first program with BENS that dealt with interrogation and prosecution of enemy combatants. It was highly successful and we look forward to a continuing partnership with BENS.

We also established a "CGSC Foundation Press" with a grant from Pioneer Financial Services. Our first publication is the Birrer-Brookes award winning MMAS thesis written by Maj. Douglas Pryer entitled: "The Fight for the High Ground: The US Army and Interrogation during Operation Iraqi Freedom I, May 2003-April 2004." Copies of MAJ Pryer's book will be distributed during the Ethics symposium in November.

Future publications include prize-winning papers and essays from graduating classes at CGSC and SAMS.

Since the first of the year I have been working to secure Senate and House co-sponsors for our "Five-Star Generals Commemorative Coin Act." To date we have 59 Congressmen (H.R. 1177) and 15 Senators (S.455) who have signed on. We have a long way to go to achieve the required two-thirds of each legislative body in the 111th Congress. Congressman Leonard Boswell (D-Iowa), a CGSC grad and former member of the faculty, went before the House earlier this year and encouraged his colleagues to support this bill. We expect a major push this fall to gather additional co-sponsors.

Finally, congratulations to the School for Advanced Military Studies (SAMS) for 25 years of service producing operational planners and strategic thinkers for the nation. 🇺🇸

## PHOTO FLASH



PHOTO BY DON MIDDLETON / FORT LEAVENWORTH VISE

## Foundation supports German Ambassador's visit

Lt. Gen. Bob Arter, CGSC Foundation Chairman, left, presents His Excellency Dr. Klaus Scharioth, Ambassador to the United States from the Federal Republic of Germany, with a porcelain tray with the image of the Lewis and Clark Center, home of CGSC. The CGSC Foundation hosted a lunch for the ambassador and the contingent of German officers at CGSC Sept. 16.

# The CGSC Five-Star Generals Commemorative Coin Act—Fall 2009 update

**W**orking in coordination with the Kansas Congressional delegation consisting of Republican Senators Pat Roberts and Sam Brownback; Republican Representatives Jerry Moran, Lynn Jenkins, and Todd Tiahr; and Kansas Democrat Representative Dennis Moore, the Command and General Staff College Foundation secured introduction of a bipartisan bill that would authorize the United States Mint to recognize the five United States Army five-Star Generals, George Marshall, Douglas MacArthur, Dwight Eisenhower, Henry “Hap” Arnold, and Omar Bradley, with a commemorative coin. These five-star generals are all alumni of the United States Army Command and General Staff College. The release of the minted coins would coincide with the celebration of the 132nd Anniversary of the founding of the United States Army Command and General Staff College.

The legislation, titled the “Five-Star Generals Commemorative Coin Act,” introduced in the United States House of Representatives as H.R. 1177 and in the United States Senate as S. 455, would

authorize the U.S. Mint to issue up to 100,000 five dollar gold coins, 500,000 one dollar silver coins, and 750,000 half-dollar copper-nickel clad coins during 2013 to honor the U.S. Army Command and General Staff College and the critical role it has performed in educating military leaders who have served with honor and distinction for 128 years. The coin design would honor the College’s most famous graduates - the five, five-star generals who led our forces to victory in World War II.

H.R. 1177 has the current support of 63 cosponsors while S. 455 has the support of 16 cosponsors, and have been referred to the House Committee on Financial Services and Senate Committee on Banking, which is standard for new coin legislation.

Rep. Leonard Boswell, D-Iowa, a retired lieutenant colonel, CGSC alumnus and former instructor at the Command and General Staff College, urged his colleagues during a statement on the floor of the House of Representatives on June 16 to support passage of H.R. 1177. The video of Boswell’s presentation is available on the Foundation website.



PHOTO BY DON MIDDLETON / FORT LEAVENWORTH VISE

CGSC Foundation CEO Bob Ulin presents Rep. Leonard Boswell with a commemorative print in appreciation for his support of the coin bill and his service to the nation at a dinner in Boswell’s honor Aug. 9, at the Leavenworth Country Club.

A surcharge for each coin sold will help the Command and General Staff College Foundation fund programs and promote excellence in the faculty and students of the Command and General Staff College.

For any bill to become law, it must pass in the House and Senate, and be signed by the President.


For more information on the Five-Star Generals Commemorative Coin Act visit the CGSC Foundation website at [www.cgscfoundation.org/coinbill](http://www.cgscfoundation.org/coinbill). 



PHOTO BY MARK WIGGINS

Lt. Gen. Robert Arter, Foundation Chairman, second from left, and Cmd. Sgt. Maj. Phil Johndrow, far left, join Lt. Gen. William B. Caldwell, IV, in presenting Harold Stones with the Commander’s Award.

## U.S. Senator’s liaison recognized with Commander’s Award for Public Service

Fort Leavenworth & Combined Arms Center Commander and CGSC Commandant Lt. Gen. William B. Caldwell, IV, presented Harold A. Stones with the Commander’s Award for Public Service on June 30. Stones is Sen. Pat Roberts’ military liaison for military bases in Kansas, and is also his Special Projects Director.

The citation for Stones’ award states that he has represented Senator Roberts at numerous deployment and redeployment ceremonies for Active, Guard and Reserve units participating in operations related to the Global War on Terror. He has been a recognized figure at all memorial ceremonies for Fallen Heroes from the State of Kansas and has been a champion of issues relating to improving conditions for Veterans and Wounded Warriors.

Lt. Gen. Caldwell addresses international officers and guests at the international officer "badge ceremony" June 11 in the Eisenhower Auditorium of the Lewis and Clark Center at Fort Leavenworth.



PHOTO BY DON MIDDLETON / FORT LEAVENWORTH VISE

## Lt. Gen. Caldwell nominated for new position in Afghanistan

by Mark H. Wiggins  
*Director of Communications*

The President has nominated Lt. Gen. William B. Caldwell, IV, Commander, Combined Arms Center & Fort Leavenworth and Commandant, Command and General Staff College, to a new position in Afghanistan. If confirmed by the Senate, Caldwell will take command of the Combined Security Transition Command - Afghanistan (CSTC-A) and NATO Training Mission - Afghanistan (NTM-A). As the CGSC Foundation News was going to print the senate confirmation timeline was unknown.

CSTC-A and NTM-A have the mission to train, equip and advise the Afghan National Security Forces, Army and Police, and develop the Afghan ministerial and institutional capacities for further growth.

Caldwell took command at Fort Leavenworth July 12, 2007. He previously served as deputy chief of staff for Strategic Effects, Multi-National Force - Iraq, where he served a year as the chief U.S. military spokesman in Iraq. He also spent two years as commander of the 82nd Airborne Division at Fort

Bragg, N.C., where he oversaw deployments to Iraq, Afghanistan and to Louisiana for relief efforts following Hurricane Katrina in September 2005.

During his tenure at Fort Leavenworth, Caldwell made Leader Development, the need for a comprehensive approach, and operating in the information domain top priorities at CAC. He spearheaded the follow-through with these priorities in leader education and training of joint, interagency, intergovernmental, and multinational partners. 🇺🇸

# Egyptian ambassador visits KC

by Nicholas H. Riegg, Ph.D.  
Associate Professor of Strategic Studies, CGSC

Keeping CGSC faculty and students up to date with new ideas and the ideas of new policy makers is an absolute necessity in this ever changing and globalizing world. Fort Leavenworth's educational mettle and Kansas City's growing involvement in international trade, finance and research, draw a constant stream of high-level leaders, thinkers and policy makers to the area. To help our faculty and students have access to such visitors, the CGSC Foundation has weighed in on a number of occasions to help promote faculty and student development by covering some of the associated costs.

On May 14, the Foundation sponsored the attendance of eight faculty and four advanced students at a colloquium featuring the new Egyptian Ambassador to the United States, the Honorable Sameh Shoukry. In his presentation, the ambassador reviewed the modern history of the Middle East, stressed the need for all major actors to work together to defeat terrorism and discussed pragmatic approaches to resolving the Palestinian-Israeli problem. He was optimistic that a two-state solution to the last issue could be hammered out, including the designation of Jerusalem as the capital of each state. He opined that some non-partisan third party might have managerial control over various holy sites within Jerusalem, to minimize friction between Jews and Muslims, but he did not see such issues as insurmountable.

In response to questions from CGSC faculty, the Ambassador reviewed the economic realities within Gaza and the West Bank, the high level of education of Palestinians and the willingness of Israelis and others to invest in Palestinian areas (if there is peace and stability) as indicators that a new

Palestinian state could indeed be economically and politically viable.

Referring to Iran, the Ambassador expressed unease with the prospect of that country developing a nuclear weapons capacity. He insisted that the Middle East should become a nuclear free zone. He did not explicitly address the possibility that Israel may possess a nuclear weapon, but his call for a nuclear free zone implicitly called upon Israel to divest itself of such items if it has them.

During dinner, Col. M. Scott Weaver, CGSC's former Director of the Department of Joint, Interagency and Multilateral Operations (DJIMO), sat next to and discussed many matters with



PHOTO COURTESY KANSAS CITY IRC

Egyptian Ambassador Sameh Shoukry and Col. M. Scott Weaver, CGSC's Director of the Department of Joint, Interagency and Multilateral Operations (DJIMO), together at the dinner hosted by the Kansas City International Relations Council, May 14, 2009.

the Ambassador. As Col. Weaver had just returned from a tour in Iraq and was poised to return there, the Ambassador was interested in his perceptions of the conditions, challenges and prognosis for stability in that country. 🇺🇸



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# Service and Sacrifice not to be forgotten...

*45th Anniversary of Col. (Ret.) Roger Donlon earning the Medal of Honor in Vietnam*

**J**uly 6 marked the 45th Anniversary of the day Col. Roger Donlon, U.S. Army, Ret., earned the Medal of Honor in Vietnam. Donlon, one of founding members of the CGSC Foundation Board of Trustees and a former CGSC instructor, was the first Soldier to receive the Medal of Honor in Vietnam, as well as the first member of the Special Forces community to receive this recognition.

In August 2008, Donlon donated his Medal of Honor to be on display at the Command and Staff General College to be an inspiration for all to continue to serve selflessly with honor. During the ceremony, Lt. Gen. William B. Caldwell told the CGSC students to remember the sacrifices of Donlon and his men and to use the medal to “renew your commitment to the warrior spirit.”

In recognition of Col. Donlon’s service as well as the service and sacrifice of Soldiers in today’s continuing war on terrorism, we reprint the official citation of the award of the Medal of Honor to then Captain Roger Donlon. 🇺🇸

**Rank and organization:** Captain, U.S. Army.

**Place and date:** Near Nam Dong, Republic of Vietnam, July 6, 1964.

**Entered service at:** Fort Chaffee, Ark.

**Born:** January 30, 1934, Saugerties, N.Y.

**G.O. No.:** 41, December 17, 1964.

**Citation:** For conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty while defending a U.S. military installation against a fierce attack by hostile forces. Capt. Donlon was serving as the commanding officer of the U.S. Army Special Forces Detachment A-726 at Camp Nam Dong when a reinforced Viet Cong battalion suddenly launched a full-scale, predawn attack on the camp. During the violent battle that ensued, lasting 5 hours and resulting in heavy casualties on both sides,

Capt. Donlon directed the defense operations in the midst of an enemy barrage of mortar shells, falling grenades, and extremely heavy gunfire. Upon the initial onslaught, he swiftly marshaled his forces and ordered the removal of the needed ammunition from a blazing building. He then dashed through a hail of small arms and exploding hand grenades to abort a breach of the main gate. En route to this position he detected an enemy demolition team of 3 in the proximity of the main gate and quickly annihilated them. Although exposed to the intense grenade attack, he then succeeded in reaching a 60mm mortar position despite sustaining a severe stomach wound as he was within 5 yards of the gun pit. When he discovered that most of the men in this gunpit were also wounded, he completely disregarded his own injury, directed their withdrawal to a location 30 meters away, and again risked his life by remaining behind and covering the movement with the utmost effectiveness. Noticing that his team sergeant was unable to evacuate the gun pit he crawled toward him and, while dragging the fallen soldier out of the gunpit, an enemy mortar exploded and inflicted a wound in Capt. Donlon’s left shoulder. Although suffering from multiple wounds, he carried the abandoned 60mm mortar weapon to a new location 30 meters away where he found 3 wounded defenders. After administering first aid and encouragement to these men, he left



the weapon with them, headed toward another position, and retrieved a 57mm recoilless rifle. Then with great courage and coolness under fire, he returned to the abandoned gun pit, evacuated ammunition for the 2 weapons, and while crawling and dragging the urgently needed ammunition, received a third wound on his leg by an enemy hand grenade. Despite his critical physical condition, he again crawled 175 meters to an 81mm mortar position and directed firing operations which protected the seriously threatened east sector of the camp. He then moved to an eastern 60mm mortar position and upon determining that the vicious enemy assault had weakened, crawled back to the gun pit with the 60mm mortar, set it up for defensive operations, and turned it over to 2 defenders with minor wounds. Without hesitation, he left this sheltered position, and moved from position to position around the beleaguered perimeter while hurling hand grenades at the enemy and inspiring his men to superhuman effort. As he bravely continued to move around the perimeter, a mortar shell exploded, wounding him in the face and body. As the long awaited daylight brought defeat to the enemy forces and their retreat back to the jungle leaving behind 54 of their dead, many weapons, and grenades, Capt. Donlon immediately reorganized his defenses and administered first aid to the wounded. His dynamic leadership, fortitude, and valiant efforts inspired not only the American personnel but the friendly Vietnamese defenders as well and resulted in the successful defense of the camp. Capt. Donlon's extraordinary heroism, at the risk of his life above and beyond the call of duty are in the highest traditions of the U.S. Army and reflect great credit upon himself and the Armed Forces of his country.



## Legacy of a moral compass

On June 6, approximately 45 Intermediate Level Education (ILE) students, instructors and members of the 3747th Multifunctional Training Brigade Command in Grafenwoehr, Germany, hosted Lt. Col. Claus von Stauffenberg (left in the photo), German Army Reservist and the grandson of the late Colonel Claus Philipp Maria Schenk Graf von Stauffenberg of the WWII German Army, during an ILE lecture series event. Colonel von Stauffenberg was one of the leading members of the failed assassination attempt of Adolf Hitler on July 20, 1944.

Stauffenberg began his talk with a focus on the German Army, in particular the Army prior to WWII. As he transitioned into the period when Hitler came into power, Stauffenberg stated that many senior officials in German government and society did not agree with Hitler's philosophies, but either were unable to stifle his rise to power, or simply did nothing to quell his radical actions. In the later part of the discussion, he focused on the key events that lead to the plot to overthrow Hitler as well as his personal sentiments regarding the recently released movie "Valkyrie," starring Tom Cruise as his grandfather. He summarized by stating his grandfather's legacy has had significant influence on his life and in the development of his personal moral character. 🇩🇪

*This article was compiled from reports by ILE students Lt. Col. Raymond L. Gundry, Chaplain (Maj.) Tom Bowers, Maj. Stephanie Howard, and Maj. Crockett W. Oaks III.*

# SAMS celebrates 25 years of creating strategic leaders

**A**lthough Maj. Will Bowman appreciates the 25-year history of School of Advanced Military Studies, for him SAMS represents a very real and necessary preparation for his fourth deployment to combat terrorism.

Bowman, who graduated SAMS on May 21 with his 106 classmates, will go to Fort Campbell, Ky., for his next assignment to the 5th Special Forces Group.

"All the commanders have high expectations for us," he said. "The theory here is practical. You can take what you've learned and apply it immediately."

Students graduating from the School of Advanced Military Studies are the type that retired Lt. Gen. James M. Dubik would trust enough to hold the final piece of his family's crystal set. Dubik, himself a SAMS graduate, passed around a glass to graduating students during his speech to demonstrate the burden students will bear upon completion of the course.

All 106 students passed the glass without breaking it. Dubik said while the glass is important to his family, what SAMS graduates and faculty members represent to the future of the Army is much more important.

"It's the future of our profession and our service to the nation," he said. "So I challenge you, graduates and faculty members, dare to be the great men and women that we need and dare to go beyond conventional wisdom, to identify what we must reform and what we must conserve."

Dubik drew on the wisdom of Ralph

Advanced Military Studies Program graduates cross the stage during the School of Advanced Military Studies graduation May 21, 2009, in Eisenhower Auditorium at Fort Leavenworth, Kan. Advanced Operational Art Studies Fellowship graduates were also recognized.



**Left** Retired Brig. Gen. Huba Wass de Czege, first director of the School of Advanced Military Studies, talks about the original purpose of SAMS during a discussion recognizing the 25th anniversary of SAMS May 20, 2009, in Marshall Auditorium at Fort Leavenworth, Kan.

**Below** School of Advanced Military Studies graduates pass retired Lt. Gen. James Dubik's one remaining piece of family crystal May 21, 2009, in Eisenhower Auditorium at Fort Leavenworth, Kan. Dubik, who delivered the graduation address, used the fragile glass as a metaphor that as SAMS graduates and faculty they now hold something much more important than his heirloom.



PHOTOS BY PRUDENCE SIEBERT/FORT LEAVENWORTH LAMP

Waldo Emerson's lectures on reformation, conservation and "the great man" or woman, as Dubik pointed out.

"(Emerson) tells us the great person does something new when something new is required," he said. "That the great person is a model for the rest of us, a connection to something greater than what is. The great person transcends traditional wisdom. A great person, according to Emerson, is infectious, he ignites others to follow."

Dubik said although Emerson doesn't say it, a good leader knows when to conserve and when to reform. SAMS role as an institution is to make sure the Army has a resource of good leaders.

"The Army, like the other services and agencies, needs a great institution to increase the probability that a great person will arise when the nation needs him or her," Dubik said. "The great institution will help develop a set of leaders, not a single leader, who collectively, not individually, will be able to think through the fog of the future and not only describe what the Army and other services should reform and conserve, but explain why."

Retired Brig. Gen. Huba Wass de Czege, SAMS first director and creator, said he appreciated Dubik's insight of graduates having the wisdom to know when to reform and when to conserve. He said although accountants could measure the value of SAMS' cost in dollars, they could never measure the institution's true value to the Army.

"That's the enduring value offered," he said. "It teaches you never to be satisfied with the best idea you now have, but to keep testing it and improving it."

Dubik said throughout SAMS history, there has been contention about how the school is structured - such as whether the Army should train tactical planners or produce holistic leaders in the Emerson tradition who can think through the future.

"This is a very healthy tension, one which cannot be solved at any time," Dubik said. "It's a necessary tension,

for if you choose either extreme, the institution will fail. It's the right mix that counts, and it's the right mix that results from a constant argument that counts."

A day before graduation, SAMS invited past and current military education professionals, including several retired general officers, for a panel discussion about the school's curriculum and leader development. With the school's expansion, a few expressed concern over the quality of students and seminar leaders from joint services and international military organizations.

Peter Schifferle, director of the Advanced Operational Art Studies Fellowship program, defended his student fellows. The AOASF is a two-year senior service college-level course that prepares future colonel-level commanders and operational planners for assignments to critical staff positions within combatant and service component commands.

Graduation from the AOASF is considered equivalent to a war college education.

"The quality of the seminar leaders is as high as it's ever been," he said. "I've seen them since '97. I would put these leaders up against any seminar leaders we have."

As far as the quality of Army majors attending the Advanced Military Studies Program, Schifferle conducts about half the interviews to screen incoming students and has not seen any reduction in quality students at SAMS, he said.

Col. Stefan Banach, current director of SAMS, said a design course provides students with a way to think, not how to think. Complex war theories, from Carl von Clausewitz to thinkers in the 21st century, are included in the curriculum.


"It's an incredibly powerful course," Banach told panelists. "The level of their learning and their level of learn-

*Continued on page 22*

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# Fort Leavenworth hockey team a dominant force in Kansas City area club play

The Fort Leavenworth Ice Hockey Team, theDragoons, won their fourth consecutive Kansas City Ice Sports Hockey Championship in March 2009. The team consists primarily of Command and General Staff College students and faculty members.

Team captain Tom Bradbeer, an associate professor in the Command and Leadership Department, CGSS, has been on the team for the past four seasons.

“It is truly amazing that we have won four straight championships,” said Bradbeer. “Unlike the other teams in our league whose players are on the team year after year, we have to rebuild nearly an entirely new team every summer after most of the students graduate from the August to June ILE course. This past year we were fortunate in that several students joined the CGSC faculty or were assigned to Fort Leavenworth after graduating from ILE.”

This year the team had twenty-one players make the team with twelve coming from the August and February ILE



John Rainville #7 and Kevin Prewitt #44 protect goalie Scott Darrow during a Fort LeavenworthDragoons 2008-2009 regular season game at the Ice Sports Arena in Shawnee, Kan.

who are ILE instructors: Major Tony Retka, USAF element, Major Eric Hollister, Department of Logistics and Resource Management, and Bradbeer. As part of the team’s efforts to conduct strategic outreach with the local civilian community, there are five civilians from the Kansas City area who play on the team. According to Bradbeer three of the five civilians have been with the team since its start back in 2003 and they have all found it a great experience learning about the military and Fort Leavenworth through the military players on the team.

that the students get a chance to get in some great exercise and meet other players, both military and civilian, who all enjoy the game of ice hockey. What’s more, it provides some great stress release from their studies.”

The team played their weekly games at Ice Sports Arena in Shawnee Mission and also conducted weekly practices at Bode Ice Arena in Saint Joseph.

Maj. Mick Mineni reported to Fort Leavenworth to attend ILE in Feb 2008 and was shocked to find that the post had an ice hockey team.

“Playing hockey while attending ILE after a long tour in Iraq followed by an assignment to the Pentagon, was a great way to relax and also get to know my family again,” Mineni said. “My year at CGSC was exceptional and part of that I owe to the hockey team.”

Mineni graduated this past December and is now serving as the SXO for 2-2 Stryker in Vilseck, Germany.

The Dragoons season began in September. Tryouts began in late August, but the team has accepted players as late as October. The team plays 25 regular season games, followed by two playoff games to attempt to reach the championship. 🏆



Members of the Fort Leavenworth Dragoons, winners of the 2008-2009 championship of Kansas City Ice Sports Adult Hockey League. Front row: Scott Fitzgerald, Eric Hollister, Scott Darrow (goalie- lying down), Tony Retka, Mike Bell, Allen Henderson Back row: Joel Bakian, Paul Armstrong, John Peak, Tom Bradbeer, Todd Houchins, Pat Pascall, Dave Freeman, Patrick Short Team members not pictured: Scott Epler, Bryan Hunt, Ryan McCabe, Mick Mineni, Pete Caragher. John Rainville and Kevin Prewitt.

courses, one from the School of Advanced Military Studies, and three

1,” said Bradbeer. “But its not about winning and losing! What’s most important is

# Belvoir ILE alum gains notoriety as author

by Christopher S. Carnes  
Assistant Professor  
Command and General Staff School—Fort Belvoir

An Alumni of the Fort Belvoir satellite campus Command and General Staff School’s January to April 2009 class was recently a guest on BBC3 Radio. Major Michael Burgoyne, co-author of the book, “The Defense of Jisr Al-Doreaa” was a guest on BBC3 Radio’s “Nightwaves” radio show where he and the show’s host candidly discussed Maj. Burgoyne’s recently published book.

PHOTO COURTESY CHRISTOPHER CARNES



Major Michael Burgoyne with his Staff Group Advisor/CTAC instructor, Christopher S. Carnes, left, and his DJIMO instructor, Michael Burke, right.

Prior to the BBC3 Radio interview, Major Burgoyne attended book-signings at Hatchard’s, the oldest bookstore in London, and at Foyles, the largest bookstore on London. Additionally, Major Burgoyne and his book recently received a full-page write-up in the Fort Belvoir Eagle newspaper.

“The Defense of Jisr-AlDoreaa” is a novella in the same vein as ED Swinton’s “Defense of Duffer’s Drift”. Over the course of six dreams, a young officer deployed in Iraq fights the same

battle again and again, learning important lessons and TTPs each time. Accompanying this new version of Duffer’s Drift, is a reprint of the original.

The book was published by the University of Chicago Press in 2009 and is available in bookstores and online. 🦅

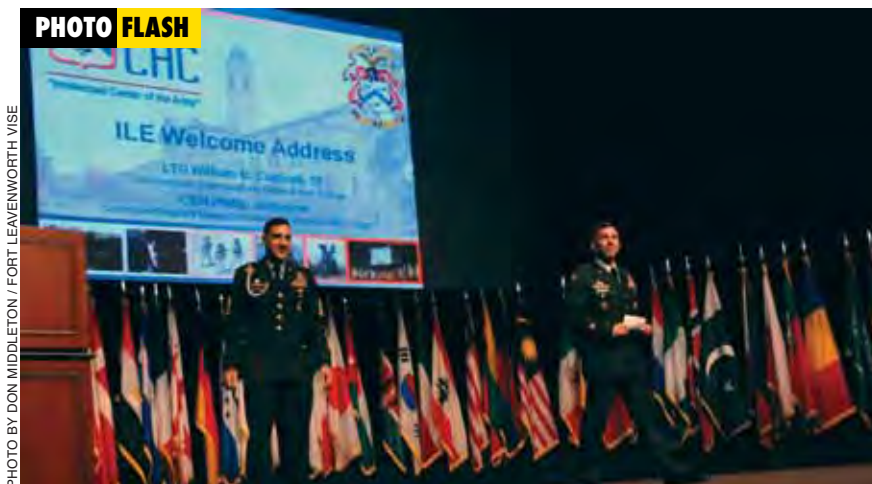
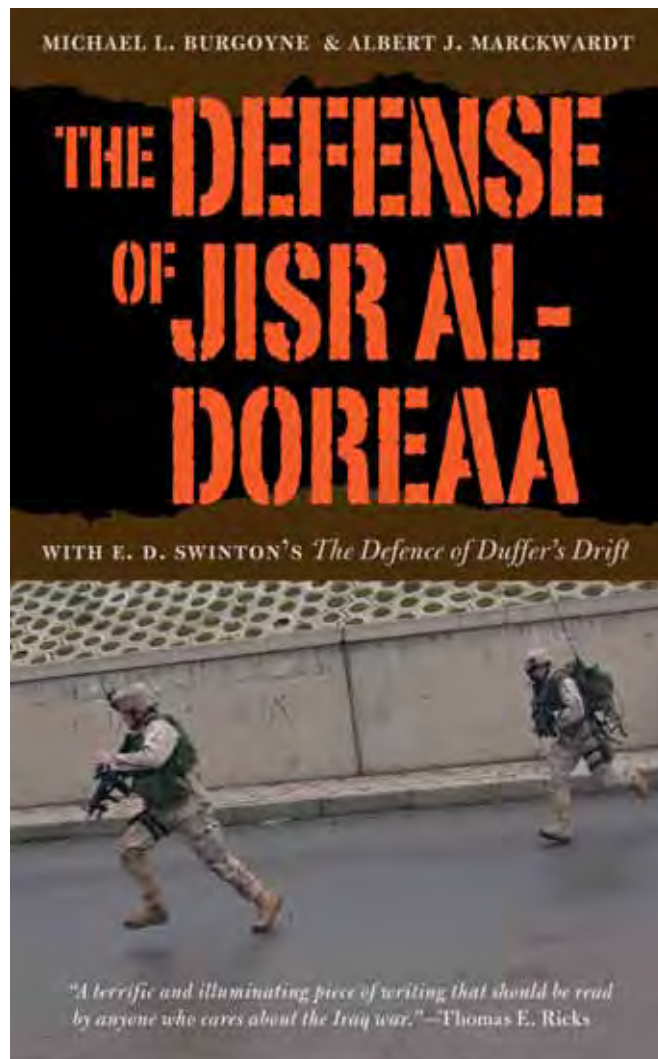


PHOTO BY DON MIDDLETON / FORT LEAVENWORTH VISE

## CGSS Class 2010-01 begins Aug. 10

Fort Leavenworth & Combined Arms Center Commander and CGSC Commandant Lt. Gen. William B. Caldwell, IV, along with Cmd. Sgt. Maj. Philip Johndrow, briefs the students of the class of 2010-01 in the Eisenhower Auditorium of the Lewis and Clark Center. The opening day’s ceremonies included the traditional international flag ceremony.

# University of Kansas, Army join forces to implement Wounded Warrior Education Initiative

by Dawn Tallchief, Ph.D.  
Assistant Director, Office of Professional Military Graduate Education, University of Kansas

In the fall of 2008, the U.S. Army Command and General Staff College in cooperation with the University of Kansas launched a pilot program known as the Army Wounded Warrior Education Initiative (AW2EI). The program is designed for soldiers who were injured during Operation Iraqi Freedom or Operation Enduring Freedom. It provides AW2EI-eligible soldiers, who are active duty or medically retired, the opportunity to earn a master's degree from the University of Kansas and thereafter, report for duty or employment at locations within Training and Doctrine Command. This program allows the Army to capitalize on the experience and skills of wounded or injured soldiers and Army veterans to train the current and future forces as they prepare for combat.

Applicants must have an undergraduate degree and agree to attend graduate school at the University of Kansas. Once selected for the program, the participants select a Master's degree program in an appropriate field commensurate with identified Training and Doctrine Command positions. Participants must be able to complete all master degree requirements within 24 months and upon graduation, must agree to a service obligation, either as an Army civilian or active duty service member, three times the length of time it takes to complete

2nd year Wounded Warrior Education Initiative participant Ari Jeanbaptiste is working toward a master's degree in Political Science.



Jason Gladney, left, is pursuing a master's degree in History. Wesley Fine is pursuing a master's degree in International Studies and. Both are medically retired Soldiers and part of the AW2EI.

PHOTOS COURTESY UNIVERSITY OF KANSAS

## AW2EI Approved Programs of Study

- Master of Business Administration
- Supply Chain Management
- Curriculum Studies
- Higher Education Administration
- Computer Science
- Information Technology
- Anthropology
- Economics
- History
- International Studies
- Political Science
- Public Administration
- Sociology

their graduate studies (approximately six years).

The first cohort consists of four medically retired and three active duty officers. All but one of the members of the first cohort will be assigned to the CGSC at Fort Leavenworth upon graduation. Since Fort Leavenworth has limited ability to absorb all graduates of this program, future participants will be assigned as needed to positions identified within Training and Doctrine Command.

The second cohort of the Wounded Warrior program is made up of five medically retired soldiers who began their graduate studies this past August.

The Wounded Warrior program is currently recruiting participants to begin classes in the fall 2010 semester. A panel convened in October 2009 to consider candidates for selection. This will allow

those who are selected, time to apply and be accepted to attend the University of Kansas in the fall semester.

Once the members of the first cohort graduate in the spring of 2010, a determination will be made whether or not to expand the program to other schools.

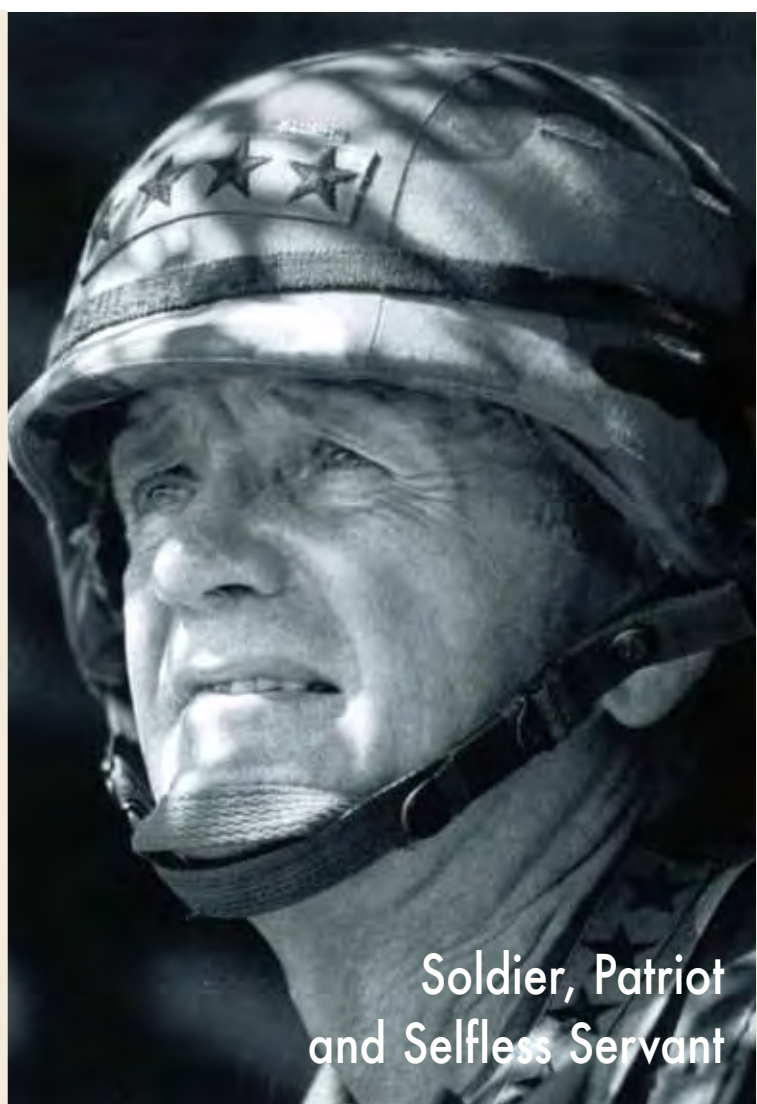
The Wounded Warrior Education Initiative is funded to continue through the graduating class of 2015.

For further information, please contact Lt. Col. Warren Dewey, AW2EI Program Manager at 913-684-3973; warren.dewey@us.army.mil. 🇺🇸

Editor's Note: On April 7, 2009, the CGSC Foundation presented Gen. Sullivan with its second annual Distinguished Leadership Award for his 50 years of service to Soldiers and the Nation. More than 200 guests attended the ceremony at the Ritz-Carlton Hotel in Arlington, Va. -Visit the Foundation website at [www.cgscfoundation.org](http://www.cgscfoundation.org) to view the tribute video.



PHOTOS COURTESY AUSA AND THE SULLIVAN FAMILY



## Soldier, Patriot and Selfless Servant

General Gordon R. Sullivan

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

# G

ordon Russell Sullivan was born in Boston, Massachusetts, on 25 September 1937. He was raised in Quincy, Massachusetts, and entered Norwich University in 1955. Graduating with a Bachelor of Arts degree in History in 1959, he was com-

missioned a second lieutenant of Armor and began a long and illustrious career in service to the Nation. Lieutenant Sullivan's first assignment was with the 2nd Armored Division at Fort Hood, Texas. From there, he went to Korea where he served in 3rd Battalion, 40th Armor. Then he was reassigned to the Republic of Vietnam in September 1962, for the first of two tours there, serving initially with Military Assistant Advisory Group Vietnam as an advisor with the Civil Guard/Self Defense Corps.

Upon return from his first tour in Vietnam, Sullivan began a succession of assignments that included company command in



Germany and attendance at the Command and General Staff College. In June 1969, he returned to Vietnam for duty with I Field Force. After an assignment as personnel manager at Armor Branch and graduate school at the University of New Hampshire, where he received a Master of Arts degree in Political Science, Sullivan assumed command of 4th Battalion, 73rd Armor, 1st Infantry Division (Forward) in Germany in January 1975. Upon relinquishing command in August 1976, he became the Chief of Staff, 1st Infantry Division (Forward).

After graduating from the Army War College, Sullivan went to Fort Riley where he became the G-3 of 1st Infantry Division. In January 1980, he returned again to Germany where served as G-3 Operations officer for VII Corps before assuming command of the 1st Brigade, 3rd Armored Division and later serving as division chief of staff. From November 1983 to July 1985, he was Assistant Commandant of the Armor School at Fort Knox.

In July 1985, Sullivan returned yet again to Germany where he served as Deputy chief of Staff for Support, Central Army Group, Allied Command Europe. In March 1987, he returned to Fort Leavenworth, where he became the Deputy Commandant of the Command and General Staff College, departing in June 1988 to assume command of the 1st Infantry Division at Fort Riley.

After serving as Army Deputy Chief of Staff for Operations and Plans and Vice Chief of Staff, General Gordon Sullivan was selected the 32nd Army Chief of Staff in June 1991 by President George H. W. Bush. In this position, he led the Army in the critical period that followed the first Persian Gulf War, providing the vision and direction that helped transform the Army from its Cold War Posture to meet the demands of a changing strategic landscape that included new peacekeeping missions around the globe. It was a challenging time for the Army that saw a drawdown from a force of over 700,000 down to one of just under 500,000 troops. General Sullivan brought a dedication to the Army and a passion for the Army's people to the task, providing calm leadership during a very turbulent period.

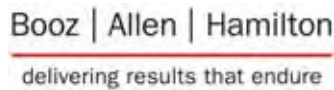
General Sullivan retired from the Army on July 31, 1995, after more than 36 years of active service. After he retired, he remained active in a number of endeavors, serving as the Chairman of the Board of Trustees of Norwich University; a director of the Institute of Defense Analyses; the Chairman Emeritus of the Marshall Legacy Institute; and on the board of several major corporations. In 1998, he became the President and Chief Operating Officer of the Association of the United States Army, headquartered in Arlington, Virginia. As the leader of the largest Army-oriented non-profit association in the country, General Sullivan has continued to be a visible and vocal advocate for the Army and its men and women. For his work with AUSA, he was awarded the prestigious Sylvanus Thayer Award by the United States Military Academy in 2003.

In May 2004, General Sullivan was inducted into the Fort Leavenworth Hall of Fame as part of the Command and General Staff College's 125th anniversary celebration. In April 2009, General Sullivan received the CGSC

Foundation's Distinguished Leadership Award at a dinner attended by his friends and colleagues at the Ritz-Carlton Hotel in Washington DC. Throughout his military career and during the period following his retirement, Gordon Sullivan has dedicated himself to a lifetime of selfless service to the Army. He has never shied away from difficult tasks, always focusing on sustained excellence, no matter the tasks assigned. Throughout his career, he has demonstrated a remarkable passion for people and the ability to transmit that passion to everyone along the way. General Sullivan has left his mark on the Army and its Soldiers and their families and continues to do so in his current capacity. The Distinguished Leadership Award, only the second ever bestowed by the Foundation, is a fitting tribute for a man who has faithfully and diligently served the Army and the Nation for over fifty years, both in and out of uniform. 🇺🇸

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## STUDENT COMMENTARY

# Critical roles of the U.S. Army NCO vs. the emerging Afghan Army NCO Corps

by Maj. Kelly O'Neal  
CGSS Class 2009-02

The duties performed by the Non-Commissioned Officers (NCOs) in the U.S. Army are critical to the success of our military as an effective force. Indeed, the responsibilities entrusted to and borne by the NCO corps in the U.S. Army distinguish ours as a truly professional military. The NCO is counted on and enabled to get things done. Our NCOs' roles and responsibilities developed over time and are not consistent with those of the NCO corps in other national armies. To illustrate this, I contrast my observations of that of an NCO in the Afghan National Army in 2008 to the role of a U.S. Army NCO.

The U.S. Army NCO is first and foremost the small unit leader for a number of junior enlisted soldiers. Typically, in a traditional infantry unit at the lowest NCO rank, an NCO leads a fire team of 3-4 other soldiers, up to a squad of 9 soldiers. In roles other than infantry, a junior NCO could be responsible for anywhere from 2 to 20 enlisted soldiers. As the NCO gains rank, he or she becomes responsible for additional subordinate tiers of junior NCOs and their soldiers. The NCO is held responsible for the performance and completion of the tasks assigned to his unit and his soldiers. He is accountable for the individual conduct of his subordinate soldiers. He is responsible and liable for the equipment and supplies issued to and used by his unit, and may be forced to pay for lost or damaged equipment.

The Army NCO advises and trains soldiers in his unit. He holds technical and tactical expertise in his particular job specialization, or Military Occupational



Sgt. Major of the Afghanistan Army Safi Roshan introduces Sgt. Maj. of the Army Kenneth O. Preston at the Kabul Military Training Compound in July 2008. Preston visited the ANA NCO Academy classroom, Battle Staff Course, barracks complex and had the opportunity to speak to two NCO classes.

Specialty (MOS). The NCO has years of experience in his specialty, and his proficiency in this job is in large part the basis of his promotion to and through the NCO ranks. The technical and tactical "know-how" he possesses is a resource to both his subordinates and leadership, especially as he becomes more senior or when he performs a unique role such as that of an Operations NCO or Master Gunner.

Finally, the Army NCO is the guardian and enforcer of standards within his unit. These standards include those codified by the U.S. Army in regulations, as well as expectations of performance for the unit, MOS, or NCO corps, and range the entire spectrum of military conduct, from personal appearance and physical fitness to tactical techniques in operational settings. The NCO inspects and corrects deficiencies

in the unit, and ensures the welfare and proper conduct of his soldiers and subordinates.

The role of an Afghan National Army (ANA) NCO in 2008 is in sharp contrast to that of his U.S. counterpart. The ANA, as a military force, was almost non-existent several years ago, and was based on a model from Soviet doctrine, comprised of a professional officer corps and conscripted enlisted force. As part of the Combined Security Transition Command-Afghanistan (CSTC-A) staff in 2007 and 2008, I worked directly with the ANA and frequently observed the activities of their officer and NCO corps. Over that year, CSTC-A worked to expand the ANA from a force of hundreds to over 120,000, as well as mold the ANA to the U.S. Army model. Nowhere

was the friction more apparent than in the role of the ANA NCO.

First, because of the ballooning size of the Afghan military, and the previous officer-led model of the ANA, there was no pool of experienced enlisted soldiers to promote into NCOs. Instead, junior soldiers were selected from peers to become NCOs. The selection processes were largely guided by cronyism or political considerations rather than an objective look at the soldier's experience, proficiency, or leadership ability. Although literacy was sometimes a basis for selection over other enlisted soldiers, most ANA NCOs were illiterate. The low pay of ANA soldiers also made financial responsibility for equipment a ridiculous and unpopular concept to the ANA, and equipment accountability was only occasionally enforced.

The ANA officer corps (which in the previous model owned the small unit leadership role) largely resented the

change and for various reasons lacked trust in the NCO corps. These factors conspired to produce an ANA NCO corps not responsible, trusted, or allowed to lead. In addition, and again because of their relative lack of experience compared to their soldiers or officers, and hampered by illiteracy and lack of trust, most NCOs lacked the capability to train their soldiers. Finally, because of the peer selection process, lack of knowing "what right looks like," as well as newly written, sometimes mistranslated, and occasionally contested new regulations, many NCOs were unable to enforce standards of conduct among their soldiers. Worse still, the military rules regarding breaches of conduct, the "ANA UCMJ," were stuck in development and revision. There was no officially sanctioned recourse if a soldier refused an NCO's orders. Aside from slightly better pay, the rank of NCO in the Afghan Army meant little when compared to a U.S. Army NCO.

In summary, the U.S. Army NCO is considered the "backbone" of the Army.—He is empowered to lead, held responsible for performance, and is accountable for his personnel and equipment. He is experienced in his specialty, and passes the benefit of this experience on both to his leaders and subordinates. He is the standard-bearer for military conduct and ensuring the job is done right. In this "Year of the NCO" we can consider our good fortune and appreciate why the Afghan Army will struggle until their NCO corps is correctly established. 🇺🇸

*Editor's Note: In recent interviews Secretary of Defense Robert M. Gates has said the Afghan National Army could be capable of leading operations in two to four years. As the Foundation News was going to print in October 2009, top national security advisors began a series of meetings to focus on the U.S. strategy in Afghanistan.*



## Ambassador Pascual speaks at CGSS Class 2009-01 graduation ceremony

The Honorable Carlos Pascual, Vice President and Director of the Foreign Policy Program at the Brookings Institution was the guest speaker for the 2009-01 class graduation, June 12.

Before joining Brookings in 2006, Pascual served a 23-year career in the U.S. Department of State, National Security Council, and the U.S. Agency for International Development. Pascual was the ambassador to Ukraine from October 2000 to August 2003.

"I wanted to come here because I believe that this is an institution dedicated to building peace," Pascual said during his remarks. "Of course your fundamental mission is to protect our nation and indeed that is a mission for all of the people ... for we live in a world where protecting our nation cannot be separated from engaging in our global community."

**PHOTO FLASH**



Sen. Sam Brownback

CGSC FOUNDATION PHOTO



Sen. Pat Roberts

PHOTO BY DON MIDDLETON / FORT LEAVENWORTH VISE



Rep. Dennis Moore

## Foundation thanks congressional leaders for support

Foundation CEO Bob Ulin recently made the rounds in the halls of Congress to present framed prints to Senators Pat Roberts and Sam Brownback for their support of the “Five-Star Generals Commemorative Coin Act” and the mission of CGSC and Fort Leavenworth. Ulin also made presentations to Rep. Dennis Moore and Leonard Boswell. See the story on page 7 for more about the coin bill and a photo of the presentation to Boswell.

*Continued from page 13*

ing and level of progression in practical application in these skill sets has gone vertical for us. It’s been remarkable just to watch as this curriculum is developed how much better prepared these students are to handle the problems we give them.”

Banach noted that SAMS students must have recent combat deployments to qualify for entrance into the school.

During the graduation ceremony, Candace Hamm, office manager, was honored for her 21 years of service to SAMS. Schifferle said Hamm was a staple of the institution.

“She’s the heart and soul of SAMS,” he said. “For the last 21 years, she’s been the godmother of all the SAMS graduates.”

This year’s best monograph award was given to SAMS graduate Maj. Derek Jones for his work, “Understanding the Form, Function and Logic of Clandestine Cellular Networks: The First Step in Effective Counternetwork Operations.”

Lt. Gen. William B. Caldwell IV, commandant of the Command and General Staff College and commander of the Combined Arms Center, is also a SAMS graduate. In a letter to alumni, current students and past and present faculty, Caldwell congratulated SAMS on its 25th anniversary.

“I am confident the school will continue over the next 25 years and beyond to provide a great education and experience for the future leaders of our armed forces, our allies and the interagency,” he wrote. “Ultimately, the results these future leaders produce will continue to shape the school’s standing.” 🏆

*This article was edited from the original published in the Leavenworth Lamp, May 28, 2009, by Melissa Bower.*



Award winners from CGSS Class 2009-01 pose for a group photo after the ceremony June 12, with the Hon. Carlos Pascual, the guest speaker.

PHOTO BY DON MIDDLETON / FORT LEAVENWORTH VISE

## CGSS Class 2009-1 award recipients

**T**he CGSC Foundation sponsors the Marshall, Eisenhower, Interagency, Master Tactician and Logistician, International Relations, Best MMAS, Homeland Security Studies, and the Best Military and Civilian Instructor Awards. The complete list of awardees from CGSS Class 2009-01, which graduated June 12, are:

**Maj. Brian M. Ducote**, U.S. Army, the General George C. Marshall Award. The Marshall Award is presented to the distinguished graduate in each regular class in recognition of scholarship and leadership.

**Maj. Luis Cepeda**, Spain, the General Dwight D. Eisenhower Award. The Eisenhower Award is presented to the most outstanding international student for military scholarship.

**Kenneth C. Ferris**, National Geospatial Intelligence Agency, the Outstanding Interagency Student Award. This award recognizes excellence in scholarship and overall contribution to the interagency education in the College.

**Maj. Keith A. Kramer**, U.S. Army, the General George S. Patton, Jr., Award. This award recognizes the class

Distinguished Master Tactician.

**Maj. Jason S. Davis**, U.S. Army, the Major General James M. Wright Award. This award recognizes the class Distinguished Master Logistician.

**Maj. Douglas A. Pryer**, U.S. Army, three awards: the General Douglas MacArthur Military Leadership Writing Award, the Arter-Darby Military History Writing Award and the Birrer Brookes Award for Outstanding Master of Military Art and Science thesis. Pryer's thesis is entitled "The Fight for the High Ground: The U.S. Army and Interrogation During Operation Iraqi Freedom I, May 2003-April 2004."

**Maj. Paul Foura**, Australia, the Major General Hans Schlup Award. This award was implemented in honor of excellence in international relations.

**Maj. Roy V. Rockwell**, U.S. Air Force, the Excellence in Joint Command, Control, Communications, Computers and Intelligence (JC4I) Writing Award. This award is presented to the student who excels in research and writing on C4I subjects.

**Maj. Jeffrey K. Blackwell**, U.S. Army,

Homeland Security Studies Award. This award recognizes excellence in homeland security research.

**Maj. Allen Leth**, U.S. Army, and **Maj. Dave Abboud**, Canada, the Iron Major Award. This award recognizes exceptional physical fitness.

**Maj. Andrew J. Watson**, U.S. Army, The Father Donald Smythe Military History Award. This award, endowed by Armed Forces Insurance, is presented for excellence in history studies.

**Maj. David Lyle**, U.S. Air Force, The Brigadier General Benjamin H. Grierson Award for Excellence in Strategic Studies. This award is presented to the top strategist in each class.

**Maj. Sean R. Slaughter**, U.S. Air Force, the Excellence in Joint Service Warfare Studies Award. This award, endowed by the Military Officers Association America, is presented to the student who contributes most significantly to the study, implementation and spirit of joint-service warfare.

**Maj. Jennifer Crawford** and **William Lambert**. CGSC Military and Civilian Instructors of the Year. 🏆

# Staff ride offers insights to students and Foundation guests

by Terry L. Beckenbaugh, Ph.D.  
Assistant Professor, CGSC Dept. of Military History

**S**ome of the best learning at the U.S. Army Command & General Staff College takes place outside the classroom.

For eight students at CGSC and two CGSC Foundation donors last May, the Virginia, West Virginia and Maryland countryside became their classroom for A655: Personality and Battle Command: The Maryland Campaign Staff Ride, team taught by Ethan Rafuse and Terry Beckenbaugh of CGSC's Department of Military History. The Maryland Campaign of the late summer of 1862 culminated in the bloodiest one-day battle of the entire American Civil War: Antietam. On Sept. 17, 1862, the Rebel Army of Northern Virginia and the Federal Army of the Potomac struggled to a bloody stalemate that reaped an astounding combined 22,000-plus casualties.

"The idea behind the staff ride is to use historic battlefields as open-air classrooms to help military professionals better understand the real-world challenges of command," Rafuse explained. "The students first develop a good working knowledge of the commanders who participated in the events being studied, then apply that knowledge, as well as concepts from other CGSC courses, during the staff ride."

Prior to departure, the students received five class sessions addressing topics to give the students the experiences and motives of the individual Civil War soldier. The students were Majors Robert B. Bashein, William E. Freeman, Eddie L. Perry, Sean P. Price, and Cloyd A. Eldridge of the U.S. Army, Major David P. Eldridge of the U.S. Army/South Carolina National Guard, Paul J. Yuson



PHOTO BY TOM WHITE



PHOTO COURTESY MAJ. SEAN PRICE

**(Top)** Front Row Left to Right: Ethan Rafuse, Maj. William Freeman, Terry Beckenbaugh, Maj. Eddie Perry. Back Row: Maj. Sean Price, J. Martin "Marty" Cooke, Denise E. Messinger (Assistant to the Director), Maj. David P. Eldridge, Maj. Paul J. Yuson, Maj. Robert "Bob" Bashein, Maj. Lawrent Silavwe. The picture was taken in the parlor of the Conrad Schindler House, home of the George Tyler Moore Center for the Study of the Civil War, Shepherdstown, West Virginia. **(Bottom)** Picture taken facing West on the Washington Monument, South Mountain, Maryland. Left to right: Maj. Bob Bashein, Maj. Cloyd Smith, Maj. David Eldridge, Maj. Lawrent Silavwe, Ethan Rafuse, Maj. Paul Yuson, Maj. Eddie Perry, Terry Beckenbaugh, Maj. William Freeman, Maj. Sean Price

PHOTO COURTESY MAJ. SEAN PRICE



CGSC students and CGSC Foundation guests look to the east toward the "Bloody Lane" on the Antietam Battlefield.

of the United States Air Force, and international student Major Lawrent Silavwe of Malawi. Accompanying the students in the field were CGSC Foundation guests Stuart F. Cooke and J. Martin "Marty" Cooke of Ocean Isle Beach, North Carolina. The students studied intensely in preparation for the staff ride.

"Initially, I was expecting to learn a lot about Civil War tactics, but I ended up getting a whole lot more," Yuson said. "I learned a lot about the National, Strategic, and Operational environment during the Civil War, which is something I was never taught in undergrad or high school. For the first time, I examined the Civil War holistically from the soldiers' accounts to the attitude of the national leadership."

The field portion of the staff ride began on Tuesday May 19, 2009 at Point of Rocks, Maryland, just up the Potomac River from Leesburg, Virginia. The car-

van drove north of the Potomac River into Maryland following in the footsteps of the Army of Northern Virginia as it opened the campaign in the early days of September 1862. The group stopped at Urbana, Maryland, near where Confederate General Robert E. Lee, supposedly misplaced the famous "Special Orders No. 191" giving the Federals an operational snapshot of the Army of Northern Virginia. Then the ride continued up South Mountain to examine the battles of Fox, Turner's and Crampton Gaps before ending the first day in the historic hamlet of Harper's Ferry. Approaching the Battle of Antietam from a campaign perspective forced the students to toss away their pre-conceived notions of the battle.

"This gave me a great understanding of why decisions were made based on events leading up to the different battles of the campaign," Bashein explained.

"Walking the terrain is sometimes the only way to really get why different actions were taken. As officers, we are constantly put in positions to make decisions, some are ordinary and some are decisive. Learning why historical decisions were made helps mold our decision-making process."

After a dinner and a good night's rest in Shepherdstown, West Virginia, the staff ride hit the ground running early on the morning of May 20 in Sharpsburg, Maryland, near where Lee observed the battle of Antietam. The students dissected the actions of the respective armies and their leaders all over the hallowed ground.

"The staff ride was not just walking around a battlefield and reading signage," Stuart Cooke stated in a letter to CGSC Foundation CEO Robert Ulin. "The CGSC instructors made it feel as if I was being thrown back to a desperate time in our nation's history and living it.

"I am grateful to have been invited to go with you and your young leaders on the CGSC Staff Ride of the Battle of Antietam. I hope CGSC will continue to offer rides such as this where civilians like me can be exposed to this quality of education. After the first day I could hardly wait to get up the next morning to join the group." 🇺🇸

## CGSC Foundation sponsors first civilian interagency student award

The U.S. Army Command and General Staff College presented the first-ever civilian interagency award for excellence to a 2009 distinguished graduate. Ken Ferris, a civilian employee from the National Geospatial-Intelligence Agency (NGA) earned the Outstanding Interagency Student Award during CGSC graduation ceremonies in June. The award, sponsored by the CGSC Foundation, recognizes the top civilian student from a U.S. Government agency on the following criteria: academic performance, interagency advocacy, immersion into the military culture, and community service.

The National Geospatial-Intelligence Agency began student attendance in 2007 under an interagency exchange program between NGA leadership and Lt. Gen. William B. Caldwell IV, Commandant of the Command and General Staff College. NGA is one of a growing number of civilian agencies which have answered Lt. Gen. Caldwell's invitation to send students.



Lt. Gen. Caldwell congratulates Ferris on earning the award at the June 2009 CGSC graduation.

PHOTO BY DON MIDDLETON / FORT LEAVENWORTH VISE

# CGSC Class of '78 meets in Israel

By Col. Bob Ulin, U.S. Army, Ret.  
CGSC Class of 1978

A direct flight from Philly to Tel Aviv is only 12 hours. But a visit to the Holy Land reveals thousands of years of history.

The European international military officers from the CGSC class of 1978, my class, have held a reunion every other year since 1979. What an incredible record of solidarity from a group of officers who share a common bond of friendship forged in the classrooms and playing fields of Fort Leavenworth.

The U.S. Army Command and General Staff College, the oldest, largest and most prestigious military staff college has the unique distinction of educating military officers from around the world. To date more than 90,000 American officers and more than 7,000 international military officers (IMO) from 155 countries have studied, socialized and formed bonds of friendship that serve them well on active duty and well into retirement.

The statistics for the international military officers are impressive.—Twenty-eight have become heads of state or government; another 42 percent achieve the rank of general officer, minister, ambassador or senior governmental official.

Retired Lt. Gen. Bob Arter often opines that conflicts may have been averted by CGSC alumni who have called their Leavenworth classmates to defuse a situation. It is not hard to believe that could happen because the stories are legion of officers from opposing states, e.g. Pakistan and India, who formed life-long bonds of friendship as students at CGSC.

In 2007 I saw a photo in the Leavenworth Times, the oldest newspaper in Kansas, of the IMO Class of 1978 posing for a group photo in Vienna. I immediately recognized my classmate Gideon Avidor with whom I shared a table in Section 22, that year. That was



IMO members of the CGSC Class of 1978 gather for a group photo during one of their touring stops in Israel, Sept. 14-16.

PHOTOS COURTESY BOB ULIN

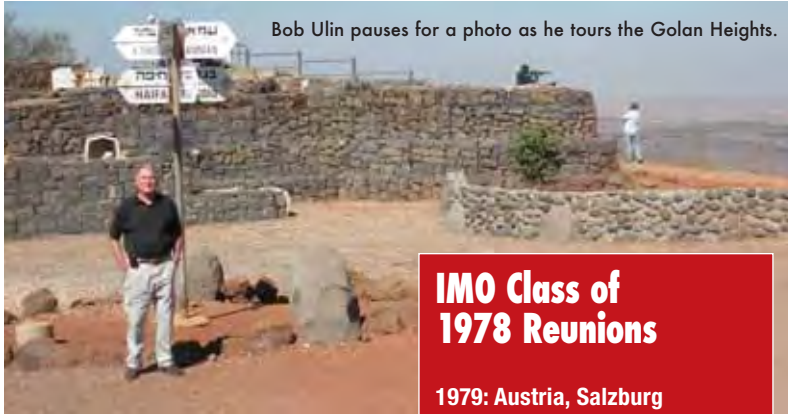
One stop on the tour was Masada, site of a storied battle between 960 Jewish freedom fighters against 8,000 soldiers of the Roman 10th Legion in 73 or 74 AD.



my class reunion. Howard Kirk, a tactics instructor for our class, had placed the photo in the Times. I contacted Howard and that was the start of my journey to Israel this year.

Brig. Gen. (Ret.) Gideon Avidor and Maj. Gen. (Ret.) Emmanuel Sakal, two Israeli Defense Forces (IDF) Armor offi-

cers hosted the reunion. We arrived in Tel Aviv on Sunday, Sept. 13, and for the next three days we had a wonderful tour of that historic land. On Monday we traveled to Jerusalem, saw the wall separating the West Bank from the access road to the ancient city, observed the Holy City from the Mount of Olives



Bob Ulin pauses for a photo as he tours the Golan Heights.

## IMO Class of 1978 Reunions

**1979: Austria, Salzburg**  
**1981: Greece, Porto Carras**  
**1983: Switzerland, Spitz**  
**1985: Denmark, Copenhagen**  
**1987: Spain, Madrid**  
**1989: Sweden, Stockholm**  
**1991: Belgium, Brussels**  
**1993: The Netherlands, Delft**  
**1995: France, Bordeaux**  
**1997: Germany, Berlin**  
**1999: Norway, Stavanger-Bergen**  
**2001: Ireland, Dublin**  
**2003: Great Britain, Scotland**  
**2005: Denmark, Vordingborg**  
**2007: Austria, Vienna**  
**2009: Israel, Tel Aviv**

and walked through much of the city, visiting the Church of the Holy Sepulcher within which is Mount Calvary and Christ's Tomb. We saw where the Crusaders carved crosses on the rock walls beneath the church in the 11th century, walked much of the Via Delarosa (The Way of the Cross), stood before the Wailing Wall and generally stood in awe of the thought of historical figures that have walked the same ground throughout the millennia.

On the second day we drove to the Sea of Galilee and the Golan Heights. On the way we passed Megiddo (dating from the late Bronze Age) and the Jezreel Valley where some believe the battle of Armageddon is to be fought. On the shore of the Sea of Galilee we visited Capharnaum, where Jesus lived and performed miracles, and then had lunch where most of us ate St. Peter's fish. We remounted the bus and drove to the Golan Heights, a large plateau that rises above the north and east shore of Galilee and extends for miles towards Syria. On top of the Golan one has a magnificent view of Syria and the Valley of Tears where the invading Syrian army decimated an Israeli force of 100 tanks in 1973 but within four days the Syrians were routed, losing nearly 600 tanks. Indeed, the Golan is strategic while the Valley of Tears is sacred ground.

The third day of our journey took us to Masada and the Dead Sea.

Masada is a plateau located on the eastern fringe of the Judean Desert near the shore of the Dead Sea. The plateau is 450 meters above the level of the Dead Sea, approximately 650 meters long and 300 meters wide. Masada was a last bastion of 960 Jewish freedom fighters against 8000 soldiers the Roman 10th Legion in 73 or 74 AD. After several months of siege and assault, the Romans finally reached the top of Masada only to find that the Jews had chosen suicide over enslavement.

The last evening we had a wonderful dinner and then attended a live performance of Fiddler on the Roof in Hebrew with English subtitles shown over the top of the stage. It was a fabulous and powerful performance and a wonderful end to a great reunion.

The IMO Class of '78 has chosen Fort Leavenworth as the location for their 2011 reunion. 🇺🇸

## Members of the 1978 Class at this Year's Reunion

**Gen. (Ret.) Adi Radauer and wife Friedl, AUSTRIA**

**Lt. Gen. (Ret.) Paul Georis and wife Evelyne, BELGIUM**

**Col. (Ret.) Bjarne Hesselberg and wife Lili, DENMARK**

**Col. (Ret.) Leonce Gintzburger and wife Anne-Marie, FRANCE**

**Col. (Ret.) Burkhart Franck and wife Wiebke, GERMANY**

**Col. (Ret.) Constantinos Costoulas and wife Genny, GREECE**

**Brig. Gen. (Ret.) Gideon Avidor and wife Maggie, ISRAEL**

**Maj. Gen. (Ret.) Emmanuel Sakal and wife Edna, ISRAEL**

**Maj Gen. (Ret.) Teunis de Kruijff and wife Aleida, NETHERLANDS**

**Gen. (Ret.) Svein Erik Lysgaard and wife Else-Marie, NORWAY**

**Lt. Col. (Ret.) George Latham and wife Elisabeth, SCOTLAND**

**Col. (Ret.) Marc Cappis and wife Valeria, SWITZERLAND**

**Mrs. Ursula Schlup, widow of Maj. Gen. Hans Schlup, SWITZERLAND**

**Col. (Ret.) Bill Harvey and wife Sue, UNITED STATES**

**Lt. Col. (Ret.) Howard Kirk and wife Joyce, UNITED STATES**

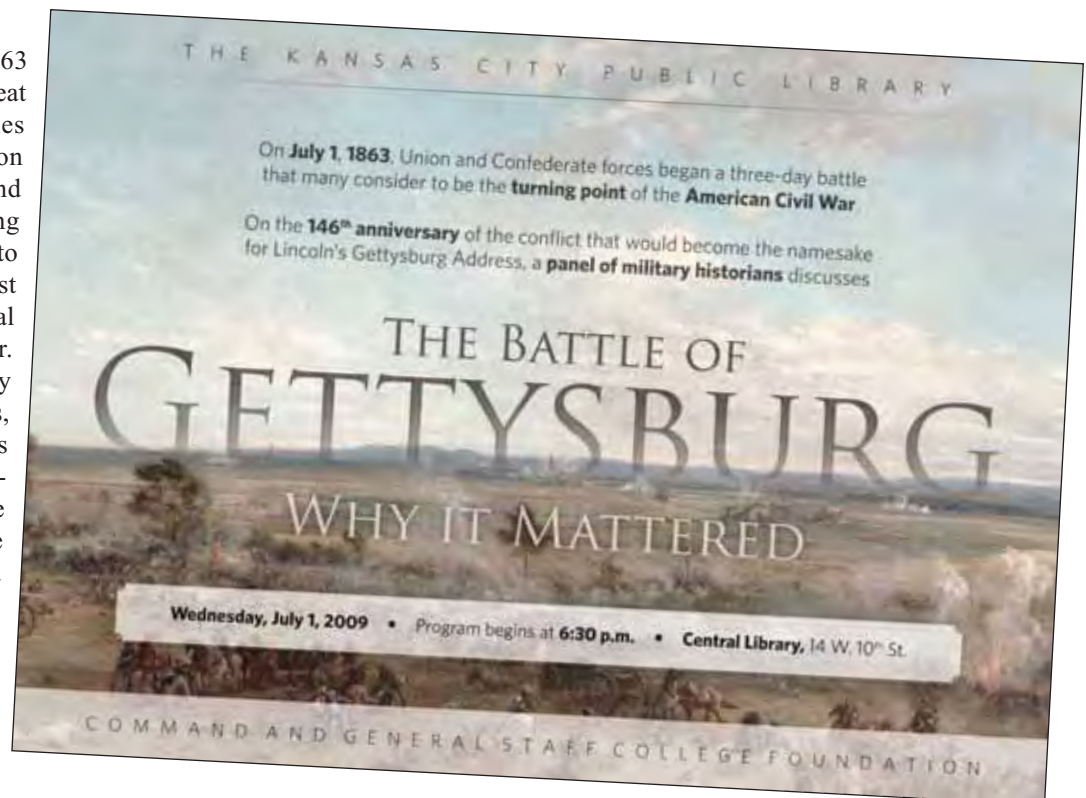
**Col. (Ret.) Bradley Peterson and wife Sue, UNITED STATES**

**Col. (Ret.) Bob Ulin, UNITED STATES**

# Foundation's outreach program continues with KC Library discussion on Gettysburg

by Dr. Christopher S. Stowe  
Associate Professor of Military History, CGSC

As July 1863 dawned, two great American armies gathered upon boulder-strewn hills and fields surrounding Gettysburg, Pennsylvania, to fight what was the bloodiest and, arguably, most pivotal contest of the Civil War. There, according to many participants and historians, the southern Confederacy's best hope to gain a battlefield triumph so decisive that it might hasten peace with the North foundered upon places since seared into the national memory: the Slaughter Pen and Culp's Hill, Little Round Top and Cemetery Ridge. After three days of car-



More than 350 people attended the July 1, Kansas City library event focused on the Battle of Gettysburg.

Military historians (left to right) Christopher S. Stowe, Ethan S. Rafuse, Terry Beckenbaugh, and Wilburn E. Meador, Jr., (at the podium) explain how the Battle of Gettysburg contributed to an eventual Union victory in the Civil War.



PHOTOS/ARTWORK COURTESY KANSAS CITY PUBLIC LIBRARY



nage, Gen. Robert E. Lee withdrew his battered Army of Northern Virginia across the Potomac River and into the Old Dominion, leaving the field to Federal forces along with a scene of destruction so vast that only President Abraham Lincoln, in his immortal address, could make sense of what the battle, and the war itself, had done to transform the nation.

On July 1— the 146th anniversary of the battle — the Kansas City Public Library hosted a panel of Command and General Staff College historians who examined the Pennsylvania campaign as a part of the library’s ongoing special events program. Marine Lt. Col. (Ret.) Bud Meador, Dr. Ethan S. Rafuse, Dr. Christopher S. Stowe, and Dr. Terry Beckenbaugh of CGSC’s Department of Military History were the panel discussants. Nearly 400 persons packed the Central Library for the

event, which was televised for future broadcast on C-SPAN’s “Book TV.”

Col. (Ret.) Bob Ulin, the CEO of the CGSC Foundation noted, “The intent of this outreach program is to provide a mechanism to showcase the superb faculty of CGSC while at the same time educating the greater Kansas City community about the roles and missions of the College, Fort Leavenworth and the Army. This Gettysburg program was enormously successful.”

Meador set the stage for the evening, discussing the Civil War’s course through June 1863. Rafuse examined the Army of Northern Virginia’s operational options as the summer campaign commenced, while Stowe looked at Union Maj. Gen. George G. Meade, who found himself thrust into command of the Army of the Potomac only three days before the fateful battle. Beckenbaugh then discussed

Gettysburg’s pivotal moments, its controversies and its memory prior to a lively question-and-answer session between the audience and panelists.

“The CGSC is often referred to as the graduate school of the Army” commented Crosby Kemper III, Chief Executive of the Kansas City Public Library. “What is less well-known is that it is central to the development of the most self-critical, intelligent and engaged officer corps in military history. This is displayed not merely through the development of doctrine such as counterinsurgency,” Kemper added, “but also, as displayed on July 1st, through the command of history. The history of the Battle of Gettysburg teaches us that the commander who masters the contingency of battle is successful, and that contingency is mastered by the supple but prepared mind.” 🍷

**PHOTO FLASH**



PHOTOS BY DON MIDDLETON / FORT LEAVENWORTH VISE

## CGSC leadership provides briefing and thanks to Foundation leadership

Fort Leavenworth & Combined Arms Center Commander and CGSC Commandant Lt. Gen. William B. Caldwell, IV, along with Deputy Commandant Brig. Gen. Edward C. Cardon and Cmd. Sgt. Maj. Philip Johndrow attended the CGSC Foundation Board of Trustees meeting June 11, and provided an informational briefing on CAC and CGSC operations. An additional treat for all trustees present was the presentation of commander’s coins by Cmd. Sgt. Maj. Johndrow.

# Institutionalizing Comprehensive Soldier Fitness in CGSC

by Brig. Gen. Ed Cardon  
Deputy Commandant  
U.S. Army Command and General Staff College

Gen. William Tecumseh Sherman’s well-known remark that “War is Hell” is true even today and directly speaks to the current fight. Our experience over the past eight years at war tells us that we must better prepare our Soldiers and their Families to persevere with the challenges inherent in military service. A Department of the Army initiative known as Comprehensive Soldier Fitness (CSF) is one approach to create resiliency across the force.

The Army is discovering that most

Soldiers endure the stress of combat and emerge from those experiences stronger and more resilient. CSF is a means to inculcate this idea of positive growth across the force. This approach is a marked shift from previous initiatives, with past efforts focusing on treatment rather than prevention. Comprehensive Soldier Fitness will focus on prevention by assessing mental fitness early on and teaching skills for coping with stress and trauma. Through Comprehensive



Soldier Fitness, the Army will energize existing resiliency programs, standardize them across the Army, and renew its commitment to reduce the stigma associated with seeking behavioral health assistance.



Chaplain (Maj.) Steve Roberts renews the wedding vows for CGSC couples and their children attending a Strong Bonds weekend program, which is part of the CGSC Comprehensive Soldier Fitness Program. Chaplain Roberts leads 10 Strong Bonds programs a year with about 300 couples participating.

PHOTO COURTESY CGSC PUBLIC AFFAIRS

The Command and General Staff College (CGSC), as part of a larger Combined Arms Center effort, is expanding upon this Army initiative to implement a more holistic CSF effort to build strength and resiliency. This initiative at CGSC builds upon five dimensions of strength – physical, emotional, social, family, and spiritual – to increase resilience and maximize potential in our students, faculty, staff and families. The true potential of CSF lies in its applicability across each dimension to create a synergetic quality for each person.

### **CGSC Education and Training Opportunities**

All Intermediate Level Education students attending CGSC receive resiliency instruction, which teaches skills to apply optimistic thinking to life's problems. Select students participate in a course elective that includes attending the University of Pennsylvania 10-day Resilience Trainer Course. These students receive Master Resiliency Trainer certification and learn skills that enable them to “train the trainer,” and assist their commanders in overseeing the unit's resiliency program when they return to the operational force. Our efforts also include faculty development. We have one faculty member currently enrolled in the Master's of Applied Positive Psychology program, and offer faculty members the opportunity to attend the resiliency training at the university.

We are also reinforcing this resiliency training and education with spouse programs such as the CGSC-sponsored Personal Awareness and Leadership Seminar (PALS) and Spouses Night Out.

Additionally, our website at [www.cgsc.edu/csf](http://www.cgsc.edu/csf), is a gateway to all things related to CSF. The website includes a single source of information from a master calendar of events to the latest news and information, blog discussions and links to all resources here at Fort Leavenworth.

### **Installation Resources**

The Army Physical Fitness Research Institute (APFRI) provides a full wellness program with health screening and education on diet, exercise, stress and other lifestyle issues. Additionally, Fort Leavenworth's office of Family and Morale, Welfare and Recreation (FMWR) offers a variety of activities to help Soldiers and their families balance their lives through recreational, social, and educational events.

Another resource includes Chaplain programs, such as the Strong Bonds Program and marriage enrichment seminars. These seminars empower Soldiers and their spouses with relationship building skills and are committed to restoring and preserving Army families. The Strong Bonds Program at Fort Leavenworth allows couples and families to gain practical, useful information based on curriculum designed especially for military families. Through small group and one-on-one activities, couples and family members learn how to maintain and strengthen their relationships. Army families are increasingly participating in the Strong Bonds Program, which makes the program an investment in both the current and future force.

The functional fitness program is another opportunity to strengthen physical, emotional, and social fitness. The program is scalable and adaptable so all family members can participate, and it helps the individual reach his or her maximum potential through a holistic exercise and diet regimen. Additionally, students have the opportunity to complete “CrossFit” certification through the functional fitness program in conjunction with FMWR.

I strongly believe the CSF initiative can increase our ability to prevent problems and build increased resiliency in ourselves, our families and the Soldiers we lead. CSF will strengthen and enable us to thrive in this environment and maintain healthy and well-balanced lives. 🙏



## **Former AMC Commander dies at 87**

General John R. Guthrie, former commander of Army Material Command, died May 25, 2009.

A native of New Jersey and graduate of the ROTC program at Princeton University, Guthrie served 39 years in an Army uniform, retiring from command in 1981. Gen. Guthrie was buried in Arlington National Cemetery June 20.

### **The CGSC Foundation honors the memory of the following CGSC alumni and constituents:**

**Maj. Gen. (Ret.) Norman E. Archibald**  
CGSC Class of 1969,  
died Dec. 23, 2008

**Brig. Gen. (Ret.) Noah Daniel**  
died Jan. 25, 2009

**Brig. Gen. (Ret.) John B. Desmond**  
died Jan. 14, 2009

**Col. (Ret.) F.L. Franklin**  
died March 30, 2009

**Brig. Gen. (Ret.) Mahlon E. Gates**  
died Oct. 17, 2008

**Brig. Gen. (Ret.) Robert L. Gooderl**  
died March 7, 2004

**Lt. Gen. (Ret.) William H.S. Wright**  
died Jan. 21, 2009



## Foundation president and CEO receive Outstanding Civilian Service Awards

During a dinner at his quarters Sept. 1, CGSC Commandant Lt. Gen. William B. Caldwell, IV, and Deputy Commandant Brig. Gen. Ed Cardon, surprised the CGSC Foundation President Hyrum Smith (center, left photo) and CEO Col. (Ret.) Bob Ulin (center, right photo) by presenting them with “Outstanding Civilian Service Awards” for their contributions to the College through the CGSC Foundation.

## AUSA continues support of CGSC Foundation

Retired Gen. Gordon Sullivan, AUSA President & CEO, center, presents a check for \$40,000 to the CGSC Foundation Chairman, retired Lt. Gen. Robert Arter, and CEO Bob Ulin during a Kansas City Chapter of AUSA event in Kansas City, Sept. 22. This donation brings AUSA’s total contributions to the Foundation to \$135,000 since 2006.



## CGSC Foundation offers free website for CGSC alumni

U.S. and international students don’t have any obstacles communicating with their classmates at Fort Leavenworth or one of the ILE satellite campuses. But what happens when they leave? — The CGSC Foundation’s Alumni Outreach site is the only website that allows you to stay connected to your classmates, now and in the future.

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



**Register today**

Go to [www.cgscfoundation.org](http://www.cgscfoundation.org) and click on “Alumni Outreach” to get started

# CGSC Foundation and BENS team up to host forum on interrogation and prosecution of enemy combatants



Col. (Ret.) Stuart Herrington, counterintelligence and human intelligence officer, presents historical facts about interrogation and his experiences to attendees at the CGSCF-BENS forum, Oct. 1, at the Reardon Civic Center in Kansas City, Kan.



(left to right) Col. (Ret.) Stuart Herrington, Col. (Ret.) William G. Eckhardt and Col. (Ret.) Francis A. Gilligan conduct a panel question and answer session at the CGSCF-BENS forum, Oct. 1.



Maj. Gen. (Ret.) Thomas J. Romig, who was the Judge Advocate General of the Army in the initial stages of the war on terrorism, provides a frank assessment of the legal situation surrounding enemy prisoners of war during lunch at the CGSCF-BENS forum, Oct. 1.

Recently the CGSC Foundation and the Midwest Region of Business Executives for National Security (BENS) joined forces to bring programs of interest to the greater Kansas City community. The first program conducted Oct. 1 at the Reardon Civic Center in Kansas City, Kan., was focused on interrogation and prosecution of enemy combatants.

“I believe this first CGSCF-BENS event was a resounding success,” said Bob Ulin, CGSC Foundation CEO. “We had some very informative speakers and very active participants.”

Ulin also maintains that this first event initiates the dialogue on ethics and law leading to the Fort Leavenworth Ethics Symposium, an event co-sponsored by the U.S. Army Command and General Staff College and the Command and General Staff College Foundation, which is scheduled for Nov. 16-18.

Speakers for this forum included Col. (Ret.) Stuart A. Herrington, a counterintelligence and human intelli-

gence officer, who discussed how skilled interrogators can obtain information from sources who are trained to resist, without violating the law or core American values. Col. (Ret.) Francis A. Gilligan, Director of Training for Military Commissions Prosecutors, Office of the Secretary of Defense, gave a presentation about the background and legal basis for military commissions and the challenges we face today with prosecuting enemy combatants. Col. (Ret.) William G. Eckhardt, Teaching Professor of Law and Director, Urban Affairs Outreach at the University of Missouri-Kansas City, provided some context and an introduction of the issues for the panel discussion. After lunch, Maj. Gen. (Ret.) Thomas J. Romig, current Dean and Professor at Law of Washburn University and former Judge Advocate General of the Army, provided a strikingly frank presentation about the actions of the Department of Defense leading up to and during the first days of the war on terrorism and how the judge advocates general of the services operated within that context. 🦅



Left to right— CGSC Foundation CEO Bob Ulin, BENS-Kansas City Chairman Landon Rowland, Maj. Gen. (Ret.) Thomas J. Romig, Col. (Ret.) William G. Eckhardt, Col. (Ret.) Stuart Herrington and Col. (Ret.) Francis A. Gilligan.



Bill Lawson, executive director for BENS-Kansas City, Landon Rowland, Chairman-BENS Kansas City, and Bob Ulin, CGSC Foundation CEO, present a framed copy of the CGSCF-BENS memorandum of agreement that establishes a formal educational/informational program between the two organizations.

PHOTOS BY MARK H. WIGGINS

## Casey's General Stores, Inc.

**C**asey's General Stores, Inc. owns and operates nearly 1,500 convenience stores in nine midwestern states. Headquartered in Ankeny, Iowa, the company operates stores in Iowa, Illinois, Indiana, Kansas, Minnesota, Missouri, Nebraska, South Dakota, and Wisconsin. The stores offer self-service gasoline and prepared food items, such as made from scratch pizza and donuts, chicken tenders, and sandwiches. Customers may purchase beverages, groceries, health and beauty aids, automotive products, and other non-food items.

Casey's began in 1968 with the first stores located in small Iowa towns. The small town emphasis continued and, as of March 1, 2008, nearly 60 percent of stores are located in towns with populations under 5,000; 75 percent are located in towns under 10,000.

Casey's operates its own distribution center and transportation system delivering approximately 70 percent of the gasoline and 90 percent of the in-store products.

This year has marked another evolution in the physical appearance of Casey's. The first new-look store opened in September 2008. At approximately 3,700 square feet, it is the largest design yet. The new design was created in part to help capitalize on high-margin, high-turning categories: the fast-growing beverage category and prepared food and fountain offerings. The extra 1,000 square feet in new stores is invested in more cooler space—expanding it from an average nine




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*Casey's began in 1968 with the first stores located in small Iowa towns.*

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cooler-door set to a 14 cooler-door set—and a larger kitchen. More prepared food space allows expanded fountain and coffee, including iced coffee, offerings in many locations. It has also allowed for the roll out of a made-to-order sub sandwich program. Maintaining the same quality and value focus that made pizza and other prepared offerings successful over the years has made subs very popular with Casey's customers.

“Casey's is proud to be a supporter of the CGSC Foundation and their efforts in educating and developing our future leaders of the 21st century,” said President and CEO Bob Myers. Myers is also a retired Army lieutenant colonel, a Command and General Staff College alumnus and a member of the CGSC Foundation Board of Trustees.

For more information about Casey's General Stores visit [www.caseys.com](http://www.caseys.com) 

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