

COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY

No. 14/Spring 2013



**5-Star Generals
Commemorative
Coins now on sale**
– page 18



Obverse



Reverse

INSIDE:

Farewell to Foundation President and CEO

Q&A with the Deputy Commandant

New Director of Development

Where are they now? –
Former CGSC Commandants

Foundation receives awards

Generals of the Army- book now on sale

Cyber Security Seminar report

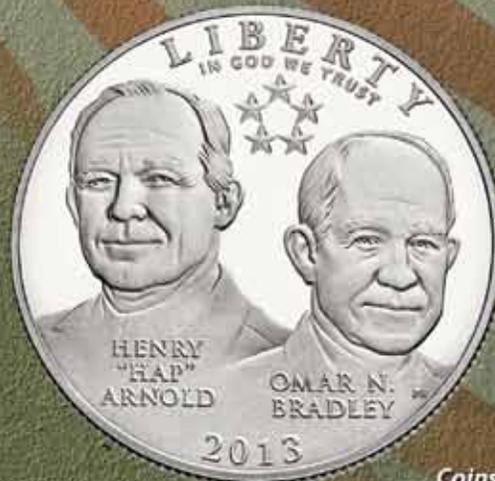
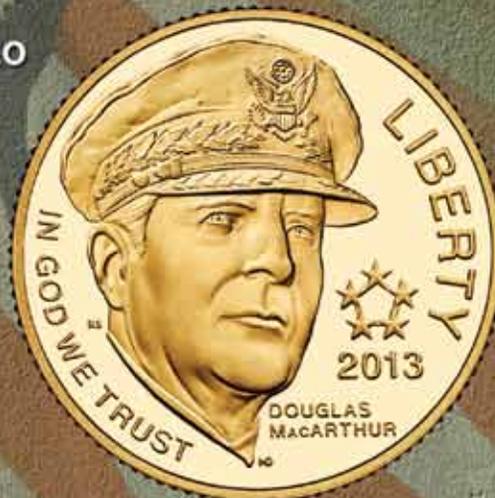
Education grant completed

Simons Center Update

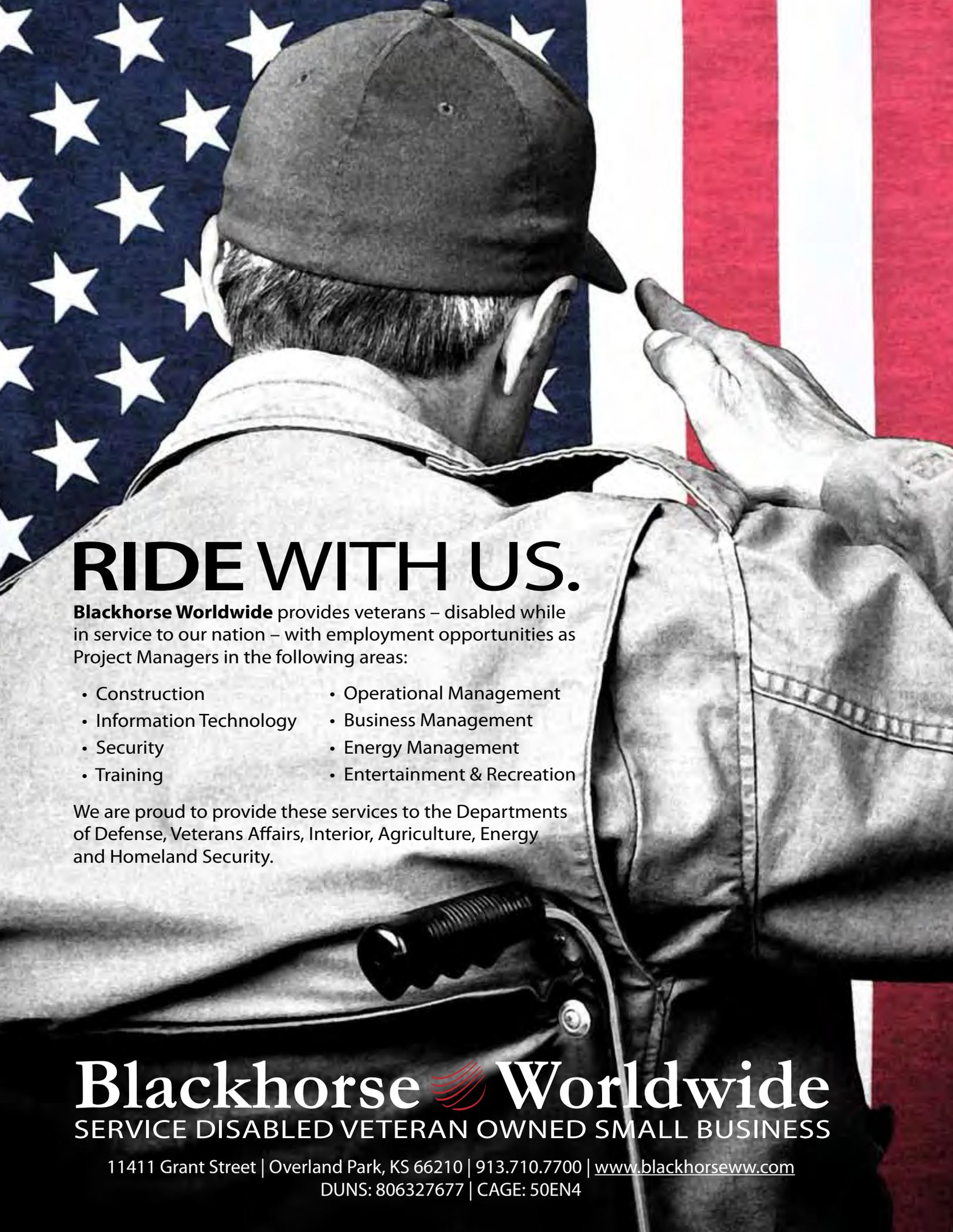
In Memoriam

In Print

Partner Spotlight
on Armed Forces Insurance



Coins shown not actual size or proportion



RIDE WITH US.

Blackhorse Worldwide provides veterans – disabled while in service to our nation – with employment opportunities as Project Managers in the following areas:

- Construction
- Information Technology
- Security
- Training
- Operational Management
- Business Management
- Energy Management
- Entertainment & Recreation

We are proud to provide these services to the Departments of Defense, Veterans Affairs, Interior, Agriculture, Energy and Homeland Security.

Blackhorse  **Worldwide**
SERVICE DISABLED VETERAN OWNED SMALL BUSINESS

11411 Grant Street | Overland Park, KS 66210 | 913.710.7700 | www.blackhorseww.com
DUNS: 806327677 | CAGE: 50EN4

Transitions

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

This issue chronicles celebration, recognition, and communication – the launch of the five star general coins, the publication of the *Generals of the Army* book, and most significantly, the Foundation’s leadership team of Hyrum Smith, president for four and a half years, and Bob Ulin, a co-founder and Chief Executive Officer for seven. Each has stepped aside to welcome a successor.

To the point, this uncommonly successful duo, in concert with the College, has spawned a structural base that anchors an array of enduring educational enhancements designed to provide the *Margin of Excellence*. To include, for example, in addition to the coins and the book, the Simons Center and the Shelton Ethics Chair, aided by Mark “Ranger” Jones; the Ethics Symposia, aided by John Miller; and the National Security Roundtables. These nationally recognized extraordinary, legendary accomplishments defy recognition. Ever, these uncommon leaders will have our admiration, gratitude, respect and friendship.

In 1948, General of the Army Omar

Bradley expressed an imperative echoed some years later by President John Kennedy, which defines the indefatigable commitment which Hyrum and Bob have projected, and continues to project to the College, the Army and the Nation— “The Nation today needs men who think in terms

of service to their country and not in terms of their country’s debt to them.”

To define further their leadership uniqueness, I invoke Margaret Mead.

“Never doubt that a small group of thoughtful

committed citizens

can change the world. Indeed, it is the only thing that ever has.”

The Hyrum and Bob leadership team has served as a beacon. As we pause with them to reflect on and acknowledge their evidentiary accomplishments, simultaneously we are inspired to raise “the colors” higher and increase the pace of our march to meet ever evolving goals. Our success will continue and grow with your ongoing generous gifts of time, talent and resources guided by



the new leadership team.

Mike Hockley, a 1973 U.S. Military Academy graduate, who served as an Infantry and Judge Advocate General officer, was a founding trustee. He served three years as Foundation Vice President and was elected President at the March 2013 board of trustees meeting. Mike, a partner in the Kansas City Law firm Spencer Fane Britt Browne, LLP, is an acknowledged, respected Kansas City civic leader. Major General (Ret.) Ray Barrett, Deputy Director of the Simons Center, also a founding trustee and the first Foundation Vice Chairman, will serve as the Interim CEO during the search process. Both are “seers” and “doers” who unerringly go to the heart of things – ones who know firsthand both the urgency of our days and the tenacious patience required by the workers in any vineyard.

Clearly, your Foundation remains well positioned to impact positively the College’s demanding educational mission and, in concert with the College, to ensure that students ever are encouraged to pursue study inspired by John Milton’s words, “Give me the liberty to know, to utter, and to argue freely according to conscience, above all freedoms.” 🙏

“The Nation today needs men who think in terms of service to their country and not in terms of their country’s debt to them.” – Gen. of the Army Omar Bradley

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

Officers

Chairman: **Lt. Gen. (USA Ret.) Robert Arter**, Civilian Aide to the Secretary of the Army, Kansas, East [KS]

Vice Chairman: **Lt. Gen (USA Ret.) John E. Miller**, President, Miller Analytics [KS]

President: **Mr. Michael D. Hockley**, Partner, Spencer Fane Britt & Browne, LLP [MO]

Vice President: **Mr. A. Edward Major**, Principal, A. Edward Major, Counselors At Law [NY]

VP Development: **Mr. Mark "Ranger" Jones**, Pres./CEO, The Ranger Group [VA]

Past President: **Mr. Thomas H. Holcom**, President, Military Banking Division, Mid Country Bank [MO]

Secretary: **Col. (USA Ret.) Robert R. Ulin**, CEO, CGSCF

Treasurer: **Col. (USA Ret.) Thomas Dials**, former Chairman, Armed Forces Insurance [KS]

General Counsel: **Col. (USA Ret.) Willard B. Snyder**, President, Antaeus Partnership, Ltd [KS]

Board of Trustees

Mr. Douglass J. Adair, VP, Exchange National Bank & Trust [KS]

Maj. Gen. (USA Ret.) Raymond D. Barrett Jr. Deputy Director, Simons Center [MO]

Mr. Daniel P. Bolen, Chairman/CEO, Bank of Prairie Village [KS]

Mr. Pete Brownell, CEO, Brownells [IA]

Dr. Scott C. Bublin, Pres./CEO, Mobile Reasoning [KS]

Col. (USA Ret.) Tim Carlin, Financial Advisor, Edward Jones [KS]

Brig. Gen. (USA Ret.) Stanley F. Cherrie, VP, Cubic Applications, Inc. [KS]

Mr. Joe DePinto, Pres./CEO, 7-Eleven, Inc. [TX]

Ms. Sheila J. Duffy, Founder and President of Greystones Group, LLC [VA]

Lt. Gen. (USA Ret.) Samuel Ebbensen, Pres./CEO, Omni Systems, Inc. [VA]

Ms. Mary Jean Eisenhower, Pres./CEO, People-to-People International [MO]

Mr. Jeffrey O. Ellis, Attorney, Spencer, Fane, Britt & Browne, LLC [KS]

Mr. Bert Exum, Owner/President, Harrelson Corporation [NC]

Mr. Kenneth Fisher, Chairman and CEO, Fisher House Foundation [NY]

Lt. Gen. (USA Ret.) Robert H. Forman, former Deputy Commandant, CGSC [KS]

Maj. Gen. (USA Ret.) Jerry C. Harrison, Vice President, SRI International [VA]

Mr. Monte Holm, Exec. Vice Chairman, World Financial Group Chairman's Council [UT]

Lt. Gen. (USA Ret.) Russel L. Honoré, former Commander, 1st U.S. Army [LA]

Col. (Ret.) Art Hurtado, Chairman/CEO, Invertix Corp. [VA]

Mr. Tedd Johnson, Founder, income.com [CA]

Mr. James I. Mackay, Sr. Director of Investment Banking, Dewaay Financial Network [IA]

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

Mr. Chuck Matheny, Director of Federal Programs, The Ranger Group [AL]

Col. (USA Ret.) J. Dan McGowan, II, Civilian Aide to the Secretary of the Army [IA]

Mr. David J. McIntyre, Pres./CEO, TriWest Healthcare Alliance [CA]

Mr. Michael V. Meyer, Vice President for Programs, Salute to America's Heroes [KS]

Col. (USA Ret.) Billy G. Murphy, Pres./CEO, Billy Murphy and Associates [KS]

Lt. Col. (USA Ret.) Robert J. Myers, Pres./CEO, Caseys General Stores [IA]

Mr. John Neafsey, President, JN Associates [CT]

Brig. Gen. (USA Ret.) Harold Nelson, former Chief of Military History, U.S. Army [VA]

Lt. Gen. (Ret.) John Otjen, former Commanding General, First United States Army and Fort George G. Meade, Md. [VA]

Mr. Harold "Skip" Palmer, Pres./CEO, Blackhorse Worldwide [KS]

Mr. Fred Polk, President, Iron Tree Research [KS]

Mr. John H. Robinson, Chairman, Hamilton Ventures, LLC [MO]

Mr. Florian Rothbrust, SR VP/Chief Logistics Officer, JE DUNN Construction [MO]

Judge Robert L. Serra, 29th Judicial District, Wyandotte County [KS]

Mr. Scott M. Smith, Pres./Founder, Qualtrics Labs [UT]

Mr. Rolf D. Snyder, President, The Real Estate Corporation [KS]

Maj. Gen. (USA Ret.) John F. Sobke, former Deputy Chief of Engineers [GA]

Gen. (USA Ret.) Gordon R. Sullivan, President, Association of the United States Army [VA]

Mr. Richard Thawley, Pres./CEO, Provident Generation of America, Inc. [CA]

Mr. Paul J. Thompson, Pres./CEO, Country Club Bank [MO]

Mr. Gary Vogler, President, Howitzer Consulting [VA]

Gen. (USA Ret.) Carl E. Vuono, 31st Chief of Staff, United States Army [VA]

Brig. Gen. (USA Ret.) William A. West, President, William West Consulting [KS]

Senior Advisory Board

President: **Gen. (Ret.) William R. Richardson** Senior Associate, Burdeshaw Associates [VA]

Col. (Ret.) Roger Donlon, Medal of Honor recipient [KS]

Col. (Ret.) William Eckhardt, Professor, University of Missouri Kansas City [MO]

Lt. Col. (Ret.) Philip Humbert, VP and GM, Superior Lexus [KS]

Lt. Gen. (Ret.) Joe Inge, former Deputy Commander, U.S. Northern Command [VA]

Lt. Gen. (Ret.) Richard Keller, former Chief of Staff, U.S. European Command [KS]

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

Amb. (Ret.) Edward Marks, former Ambassador to Guinea-Bissau [Wash. DC]

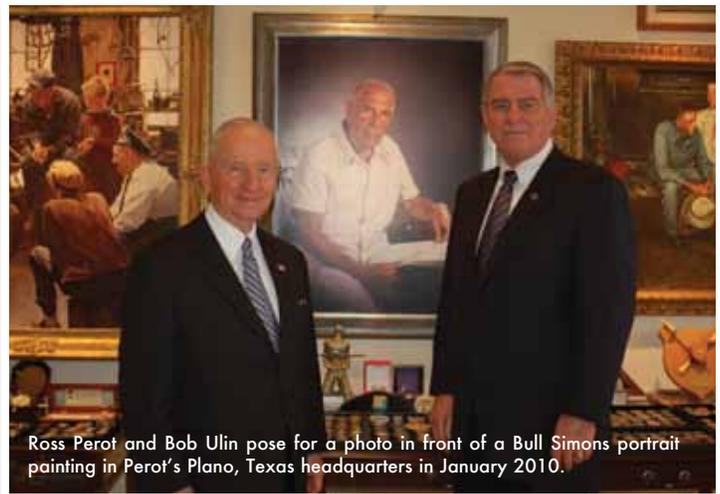
Mr. Landon Rowland, Chairman, Lead Bank [MO]

Mr. Eugene Wilson, former Sr. Advisor, Council on Foundations [KS]

Note: [] is the state of residence

A salute to a donor and a fond farewell

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



Ross Perot and Bob Ulin pose for a photo in front of a Bull Simons portrait painting in Perot's Plano, Texas headquarters in January 2010.

In 2006, shortly after the Foundation was established in Bell Hall, Asst. Professor Ted Shadid approached me one day in the cafeteria and told me about his passion to help the faculty better appreciate case method teaching. The upshot of that interesting conversation led to \$23,300 in support from Ted and his wife Jane that was used to send several faculty members to the Harvard Business School for training. Last year, the program ended with a Harvard professor visiting the Command and General Staff College to teach a daylong seminar on case method teaching to a packed audience of about 60 faculty members. There are a lot of people who talk a good game but Ted and Jane not only professed, they produced. A recent Bank of America survey concerning philanthropy by high net worth individuals noted that the primary reason for giving was that these individuals wanted to make a difference in the lives of others. Ted and Jane made a difference for others and for an institution they love. For that I salute them. This is just one of many examples of selfless giving that marks modern philanthropy—people giving to help others in areas they believe will make a difference.

In each of the past seven years, we have witnessed wonderful gifts from a variety of donors that has led to a steady growth in income, programs supported, activities launched and a widespread recognition that we, the CGSC Foundation, are

making a significant impact in the lives of others at the Army Command and General Staff College.

For me, this has been a wonderful journey filled with challenges and opportunities. I was blessed to have a Board of Trustees who gave me the freedom to create, innovate and to take calculated risks. Clearly, the benefits have far outweighed the risks: the 5-Star General Commemorative Coin program, the *Generals of the Army* book, the Department of Education grant to initiate a Homeland Security Graduate Certificate program, the creation of the Arthur D. Simons Center for Interagency Cooperation and the creation of the permanently endowed Gen. Hugh Shelton chair of ethics have been realized.

The Foundation turned seven years old on Feb. 13, 2013. My original task was to create a foundation that would provide support to what I believe is the most prestigious military staff college in the world, the U.S. Army Command and General Staff College. Today we have a solid base of donors, meaningful programs for the college and endowments that will provide a steady stream of revenue for many years to come. While there is never really a good time to leave, that time has come for me. This is my last “CEO Corner.” I thank each of you for your friendship, support, patience and understanding these past seven years as we all worked together to create the CGSC Foundation, a truly first

class organization.

Before I begin the next chapter of my life, I wish to thank publicly the wonderful staff of the Foundation who has “made the trains run on time:” Ann Soby, Jennifer Ayre, Maria Koreckij, and Barbara Fitzgerald. I also wish to thank the staff of the Simons Center, Edward Marks, Ray Barrett and Elizabeth Hill. A special thank you to Mark Wiggins, our Director of Communications and editor of our magazine; Mark and I have soldiered together from the very start—he continues to make us look good through the *Foundation News* and Simons Center publications. I also wish to salute my fellow co-founders, retired Lt. Gen. Robert Arter and retired Col. Willard Snyder for their shared vision, support and encouragement these past seven years. Together we share a deep sense of pride for all we have accomplished. While this has been a wonderful undertaking, my work here is done. Now that the Foundation is established on a sound financial footing, it’s time for me to step aside to make way for the next generation.

Finally, to you, the donors, a special thank you for all you have done to help us achieve success. Without your support none of this would have happened. I thank you for the confidence you have placed in me and for your generous financial support. I wish each of you the very best and ask that you continue to support the CGSC Foundation. 🙏

Hyrum Smith retires from the Boar

THIS WILL BE MY LAST LETTER IN THIS WONDERFUL MAGAZINE.

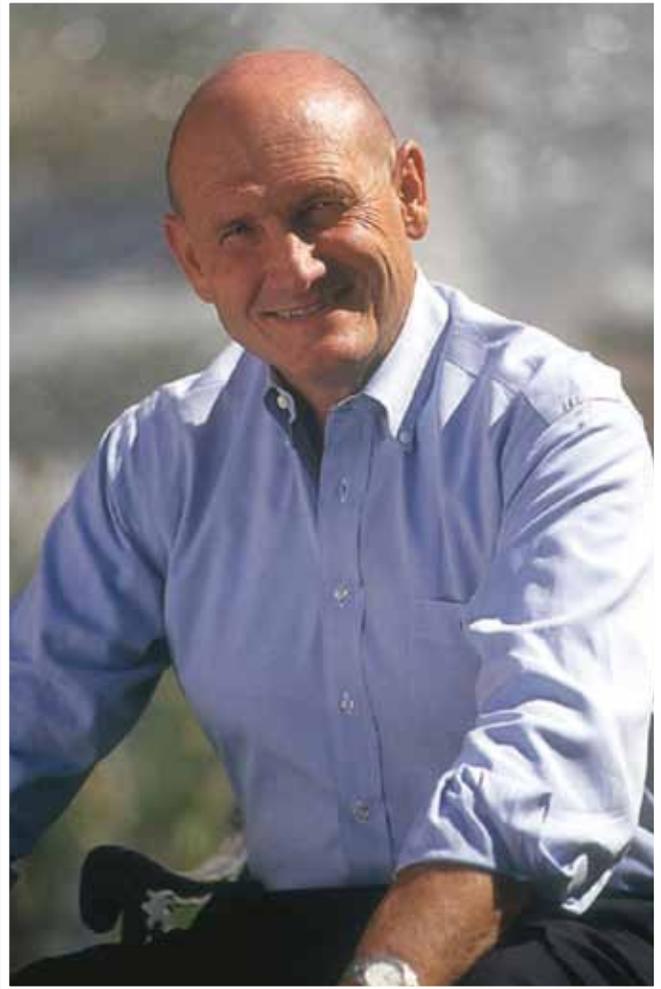
I am in my sixth year as a member of the Command and General Staff College Foundation Board of Trustees.

Words cannot express the feelings of gratitude and joy that I have experienced being part of this great cause. Had we accomplished nothing, meeting and getting to know men like Lt. Gen. Bob Arter and his lovely wife Lois; Col. Bob Ulin and Terri; Lt. Gen. John Miller; Gen. Richardson; Mark “Ranger” Jones; etc., etc. I could make a long list of remarkable people with whom I have had the honor of working.

The truth is the Foundation, thanks to the dedicated trustees, has accomplished a great deal. The funding and opening of the Simons Center, the commemorative coin campaign, the ethics symposia, the golf tournaments and the annual leadership awards. The list goes on and on.

I would not only like to thank each trustee, but every single person who has in any way contributed to this wonderful cause. Frankly, the Foundation is a miracle. Its mission will go on. The caliber of the men and women involved is platinum. I must also acknowledge the wonderful support we get from the office staff. They are, have been and will continue to be terrific.

Please know that my stepping down from the Foundation and serving as your president does not reflect a lack of support for the Foundation. I will continue to be an emeritus member and will do all I can to support and



further the cause from a distance.

I have a serious need to simplify my life, spend less time on airplanes (I have six million miles) and more time with my growing posterity. I have six children and 23 grandchildren. I look forward to getting better acquainted with all of them.

When all is said and done the only thing we can take with us is our special BAND OF BROTHERS. You all have become my special BAND OF BROTHERS. For that I thank you. I love all of you. May God watch over you and yours. 🙏

*Hyrum Smith
Past President*

“This will be my last letter in this wonderful magazine.”



Maj. Gen. Gordon B. Davis Jr., presents a gift of appreciation to Mayor Carl Brewer, Wichita, Kan., at the Fort Leavenworth African American Black History Month luncheon, Feb. 27, 2013.

Q&A with the Deputy Commandant— Maj. Gen. Gordon “Skip” Davis Jr.

Editor’s Note: This interview is part of a continuing series of interviews with CGSC leadership about the mission and priorities of the College.

CGSCF News. In addition to being the Deputy Commandant (DC) of CGSC you are also the Deputy Commanding General (DCG) for Leader Development and Education (LD&E) for the Combined Arms Center (CAC). Can you explain the difference between your duties as the DC for CGSC and the DCG LD&E for CAC?

Maj. Gen. Davis. Thank you for the opportunity to explain the distinction and highlight the inherent logic in the dual-hatting of my positions. As the DC of CGSC, I am focused on the development of future Army leaders to adapt and dominate in Unified Land Operations. This is primarily done through Professional Military Education (PME). As the DCG LD&E, I am equally focused on the development of future Army leaders, but am additionally responsible for assisting the U.S. Army Training and Doctrine Command (TRADOC) Commander in synchronizing Leader Development for the Army, in strengthening the Army Profession and Ethic, in delivering language and cultural education and in

contributing to the Army’s professional body of knowledge.

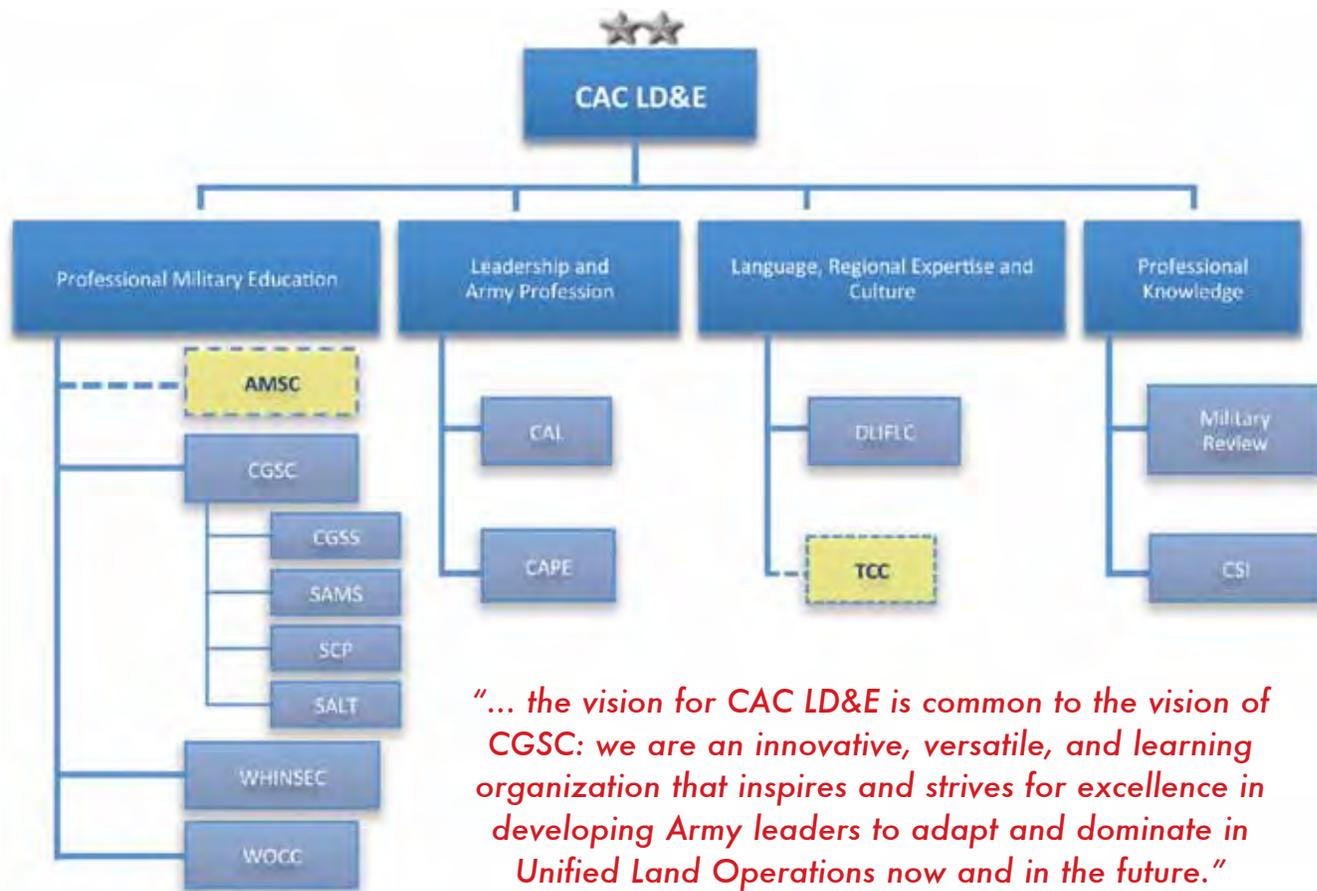
CGSCF News. You said there is an inherent logic in dual-hatting of these two positions. Can you explain?

Maj. Gen. Davis. Absolutely. The logic is based on the common focus of leader development and education in both positions. The Army views leader development as the career-long, continuous and progressive synthesis of training, education and experience. Leader development applies to all Army Professionals—Civilian, Enlisted, Warrant Officer, and Officer and its objective is to develop competent, committed leaders of character who demonstrate the required attributes and skills of Army leaders. Education, that is professional military education, is one of the three pillars of leader development and applies to all cohorts of Army Professionals. CAC LD&E has an Army-wide role in synchronizing Leader Development (all cohorts) and providing PME to officers, warrant officers and select noncommissioned officers (NCOs).

In the future CAC LD&E will also be responsible for PME of Army Civilians. Within LD&E, CGSC focuses primarily on officer PME and PME for Command Sergeants Major through the School for Command Preparation (SCP).

CGSCF News. Can you explain the organizational distinction between CGSC and CAC LD&E?

Maj. Gen. Davis. Before I talk distinction, let me emphasize that the vision for CAC LD&E is common to the vision of CGSC: we are an innovative, versatile, and learning organization that inspires and strives for excellence in developing Army leaders to adapt and dominate in Unified Land Operations now and in the future. CGSC and its four schools are subordinate organizations of CAC LD&E. They are: Command and General Staff School (CGSS), School for Advanced Military Studies (SAMS), School for Advanced Leadership and Tactics (SALT), and the School for Command Preparation (SCP). CGSS provides majors graduate-level education in the fundamentals of the art of war.



“... the vision for CAC LD&E is common to the vision of CGSC: we are an innovative, versatile, and learning organization that inspires and strives for excellence in developing Army leaders to adapt and dominate in Unified Land Operations now and in the future.”

SAMS provides a highly selected group of majors a Masters of Military Arts and Sciences which prepares these majors to be operational-level planners for two and three-star commands. SALT develops faculty and core curriculum for Captains Career Courses executed across the Army’s Centers of Excellence (CoEs). SCP educates select Colonels, Lieutenant Colonels and Command Sergeants Major for battalion and brigade command.

The other organizations in CAC LD&E who deliver PME to different target audiences include the Warrant Officer Career College (WOCC), Fort Rucker, Alabama, which educates WO Candidates and senior WOs at the WO Staff Course and WO Senior Staff Course. WOCC also oversees WO Basic and Advance Courses (executed at Army CoEs). The Western Hemisphere Institute for Security Cooperation (WHINSEC), Fort Benning, Georgia, educates U.S. and partner nation leaders from throughout the Western Hemisphere in courses for cadets, NCOs, and officers. WHINSEC conducts its PME courses in Spanish. They include the Sergeant Majors Course, the Maneuver Captains Career Course



Brigadier Nick Welch, United Kingdom, (dark jacket) and Maj. Gen. Gordon B. Davis Jr., Deputy Commanding General Combined Arms Center Leader Development and Education, lead officers from the U.S. Command and General Staff College and the United Kingdom’s Intermediate Command and Staff College (Land) on a morning run at Fort Leavenworth, Kan., March 8. Approximately 150 students from the British college are at Fort Leavenworth for Exercise Eagle Owl.

PHOTO BY HARRY SARLES

and the CGSOC using the exact same lesson plans taught elsewhere in English. The Army Management Staff College (AMSC) will be integrated into CAC LD&E in the next couple of months. The AMSC provides resident and distributed learning for the entire range of PME for Army Civilians (Foundational, Basic, Intermediate, Advanced and Civilian Executive Service Leader).

The Center for Army Leadership (CAL) and the Center for Army Profession and Ethic (CAPE) are one-of-a kind Army centers responsible for research, concepts and doctrine, strategy,

and educational and training products for their respective areas of focus. CAL assists the TRADOC Commander in managing the Army Leader Development Program which coordinates, refines and prioritizes leader development initiatives across the Army. CAPE is a newer organization aligned under CAC in 2010. In its short history CAPE has conducted a year-long study (2011) of the Army Profession, developed the Army’s first-ever doctrine on the Army Profession and Ethic, and is now leading an Army-wide Education and Training Program in Calendar Year 2013 to inculcate the

Army's new doctrine into the Total Army. CAC LD&E has recently been tasked to synchronize TRADOC support (doctrine, training, leadership and education) for the Army's Language, Regional Expertise and Culture (LREC) Strategy. A newly established management office will carry out this task, leveraging two other organizations in CAC LD&E which deliver language and cultural education and training. The first is the Defense Language Institute and Foreign Language Center (DLIFLC) in Presidio of Monterey, California. DLIFLC teaches 28 languages and four dialects to thousands of military and civilian students from all the services and the National Security Agency. DLIFLC also runs Language Training Detachments at locations across the U.S. and overseas in support of the needs of language professionals and General Purpose Forces. The second is the TRADOC Cultural Center (TCC) at Fort Huachuca, Arizona, recently aligned under CAC LD&E, which develops curriculum, faculty and products for education and training of culture and regional expertise.

Finally, two unique organizations *Military Review* and Combat Studies

Institute contribute to the development of Army professional knowledge or military expertise. Military expertise is an essential characteristic of the Army Profession, thus its continual development, refinement and expansion is critical to the strength of the Army. *Military Review* is the premier periodical of the CGSC and is designed to offer a forum for the exposure and debate of ideas and concepts for Army Professionals. *Military Review* is published bi-monthly in English, Spanish and Portuguese and at times in other languages based on Combatant Command demand. The CSI is the sole Army entity focused on capturing contemporary history. The CSI publishes studies of recent operations, captures oral histories, and also publishes scholarly works of CGSC students and faculty on military history. The CSI is the Army proponent for military staff rides. In this capacity CSI develops and maintains staff ride references and leads select staff rides for CGSC schools and senior Army staffs. Finally, the CSI trains military historians for Army schools (including ROTC instructors) and maintains the Fort Leavenworth Museum.

Realizing CAC LD&E has a reach

which is much further than the gates of Fort Leavenworth is key to understanding the distinction with CGSC. The current top initiatives for CAC LD&E are: the 2013 Army Profession Education and Training Program; development of the first Army Leader Development Strategy to be signed by the Chief of Staff of the U.S. Army; development of a significantly revised CGSOC Curriculum by 2014; the Advanced Strategic Plans and Policy Program to develop strategic planners: participation in a Joint Staff-led review of Joint Education; implementation of a revised Captains Career Course Common Core including a multi-branch staff exercise and officer self development program; expansion of interagency faculty, students and fellows as well as content in CGSC exercises and curricula; revision of Brigade Pre-Command Course and refinement of the Company Commander/First Sergeant Pre-Command Course; stand-up of CAC-LD&E Language, Regional Expertise and Culture Management Office; and finally completion of Eisenhower, Combined Arms Research Library and WHINSEC facility improvements.

CGSCF News. How does the CGSC Foundation interact with the rest of CAC LD&E?

Maj. Gen. Davis. As a critical partner and outstanding supporter of the CGSC, the Foundation provides opportunities and venues that although centered on the College, often include participation from other organizations within LD&E based on specific expertise or common interests. For example, the highly successful annual Ethics Symposium regularly includes participants from CAPE whose mission includes stewardship of the Army Ethic. WHINSEC's CGSOC students and faculty and other LD&E organizations regularly observe guest speakers sponsored by the Foundation to speak to the CGSC. And staff and faculty of LD&E organizations at Fort Leavenworth regularly support outreach events sponsored by the Foundation. These are just a few of the ways we leverage the synergy and common purpose between the CGSC and the rest of its teammates in LD&E. 🐾

Battalion Commanders at War U.S. Army Tactical Leadership in the Mediterranean Theater, 1942–1943

Steven Thomas Barry

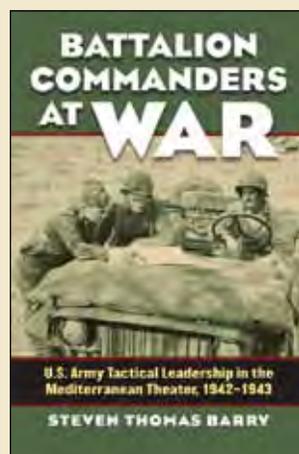
"Barry is the first to look at battalion-level adaptation in conventional warfare. . . .

An important contribution to the literature on the U.S. Army in World War II."

—Douglas Porch, author of *Path to Victory: The Mediterranean Theater in World War II*

"Reverberates with the crack, boom, and rattle of combat. Essential reading for students of World War II and all aspiring military professionals."—Michael D. Doubler, author of *Closing with the Enemy: How GIs Fought the War in Europe, 1944–1945*

"A completely new and provocative interpretation of combat leadership in the American Army during World War II."—Jonathan M. House, author of *Combined Arms Warfare in the Twentieth Century*



Modern War Studies
288 pages, 5 photographs,
6 maps, Cloth \$34.95



University Press of Kansas

Phone 785-864-4155 • Fax 785-864-4586 • www.kansaspress.ku.edu

Soldier & Family Fitness Program a focus for the Foundation

by Col. Tom Weafer, U.S. Army, Ret.
Program Director, Comprehensive Soldier & Family Fitness



PHOTO COURTESY CGSC PUBLIC AFFAIRS

A volunteer shares a book while kids munch on refreshments during the last gathering at the CARL Library Aug. 3, for the “Reading is so Delicious” program supported by the CGSC Foundation and the CSF2 program.

Editor’s Note: The CGSC Foundation thanks the JE Dunn Construction Co., Kansas City, Mo., for their generous support of Soldier and family programs at Fort Leavenworth, Kan.

THE CGSC COMPREHENSIVE SOLDIER & FAMILY FITNESS (CSF2) PROGRAM benefitted immensely from CGSC Foundation funding this past year. With Foundation support, the CSF2 program was able to provide a margin of excellence to programs supporting our students and their family members that would not otherwise have been possible.

Each year, Dr. Ken Ginsberg, a nationally renowned expert on building resilience in adolescents and teens, speaks to the College and local community. He is routinely one of our highest rated speakers and his presentations are incredibly informative. With a generous gift from the Foundation, we were able to give copies of his book, *Building Resilience in Children and Teens*, to audience members. Recipients were delighted and surprised by the generosity and quite grateful to have such a practical, gift they can use for the betterment of their families.

CGSC Foundation funding has also made it possible to offer CSF2 resilience training seminar to family members several times in the last year. The Foundation provided critical classroom materials, which were used not only to teach the class, but which participants were also able to keep as a personal resilience reference guide for years to come. Funding also allowed us to provide refreshments during the seminar, which helped make the family members feel like they were welcome, important members of the organization. Participants praised the course highly and even commented that the excellent classes in the Lewis and Clark facility really made them feel they were more a part of the Army and CGSC.

CGSC offers an elective course entitled “Total Fitness: Mind, Body, and Spirit.” One of the course textbooks, *The Seven Principles of Making Marriage Work*, is so popular

A large portion of this year's CSF2 funding from the Foundation was spent on another family oriented program, the Covey Couples workshop – a popular program that teaches The 7 Habits of Highly Effective Military Families.

PHOTO COURTESY CSF2



Instructor Mark Tolmachoff leads a discussion with participants in the Spouse Resilience Training course at Fort Leavenworth in August.

that students say they often read more than they're assigned. Foundation funding allows us to provide free copies of this book to the students, for which they are always grateful. We routinely get very positive feedback on this course with comments such as, "I have seen a tangible improvement in my family's happiness," and "...my wife and I have noticed a marked change."

A large portion of this year's CSF2 funding from the Foundation was spent on another family oriented program, the Covey Couples workshop – a popular program that teaches *The 7 Habits of Highly Effective Military Families*. In previous years, the Foundation contracted with the Coveys to have them come to Fort Leavenworth to run workshops – an arrangement which was quite expensive – and served a relatively small population. Late in 2012, we decided to train our own Covey certified trainers so that we could run more frequent seminars at a lower cost. We also used CGSC Foundation funds to purchase a large number of Covey student manuals and other necessary supplies to enable us to teach a number of Covey Couples workshops each year.

After training 10 volunteers to become certified Covey Couples trainers, we conducted two highly successful workshops in 2012. Post-training surveys found that husbands and wives were very positive about the training, providing feedback such as: "My husband and I enjoyed the material together. We learned many new things and will leave with lots of ideas to try at home."

We will continue to run approximately one Covey Couples workshop per quarter in 2013 and will increase the frequency

depending on demand for the workshop.

Other CSF2 programs have been instrumental in furthering the Combined Arms Research Library's (CARL) ability to reach children in the Fort Leavenworth community. In 2012, these popular children's programs were continued by CGSC's library due to funding provided by the CGSC Foundation.

In March 2012, the library held a Dr. Seuss event that over 100 children and 50 adults attended. The library was able to provide paper "Cat in the Hat" hats to all the kids that came to hear the stories, as well as cookies for all and a few door prizes of well known Dr. Seuss books.

The library's summer reading program, "Reading is so Delicious," included three events throughout the summer and weekly prizes were awarded to children that participated in daily reading. All event prizes were provided with funds contributed by the Foundation and included books, Barnes and Noble gift cards,

and even two Nook eReaders! Attendees to the programs were able to enjoy snacks such as cookies and pizza. The 2012 Summer Reading events drew in high numbers, with over 380 children and 250 parents in attendance over the course of all three days.

"Talk Like a Pirate Day" in September 2012 was also made possible by Foundation funding. The library was able to provide books and other fun prizes to participants, as well as cookies to all 120 children and 56 adults in attendance. The library continues to receive positive comments regarding their community involvement and has experienced high success with their children's programming, neither of which would have been possible without the support provided by the Foundation.

One final noteworthy event that was added to the CSF2 calendar in 2012 was an Easter Egg Hunt. On April 7, volunteer spouses put together an Easter Egg Hunt for CGSC families on the front lawn of CGSC's Lewis and Clark building. This first-time event was very popular – it was so well attended we could only provide a few eggs per child. Needless to say, we will devote more funding to this event in the future and will look forward to hold a bigger and better Easter Egg Hunt in 2013.

The Fort Leavenworth families that we serve have continuously given us overwhelmingly positive feedback regarding CGSC Foundation-supported events. CSF2 program leaders are extremely grateful for the Foundation's contributions and we look forward to your continued generous support. 🙏

Foundation to host 2014 Society for Military History Conference

by Janet G. Valentine, Ph.D.,
Associate Professor, Department
of Military History

DURING APRIL 3-6, 2014, THE CGSC FOUNDATION, in cooperation with members of the CGSC Department of Military History, will host the eighty-first annual Society for Military History (SMH) conference at the Westin Crown Center in Kansas City, Missouri. The theme for the conference is "Transformational Conflicts: War and its Legacy through History."

Established in 1933, the SMH is the premier professional military history organization, boasting membership from around the globe. Previous hosts have included Marine Corps University, the Royal Military College of Canada, the Army Historical Foundation and the Cantigny First Division Foundation. Since 1937, the SMH has published the quarterly refereed *Journal of Military History*.

The collaboration between the Foundation and the Society for Military History affords CGSC faculty and students an exceptional opportunity to engage with hundreds of military historians, civilian and uniformed. The conference will begin Thursday evening with a reception at the National World War I Museum. Panel presentations on military history and the history of war and society, covering all eras and geographic regions, will begin Friday morning and continue through Sunday morning. A

Hosted by



Command and General
Staff College Foundation, Inc.

Local Partners



Save the Date!

2014 Annual Meeting

*Transformational Conflicts:
War and its Legacy Through History*

April 3-6, 2014

Westin Crown Center Hotel
Kansas City, Mo.

For more information:
www.smh-hq.org

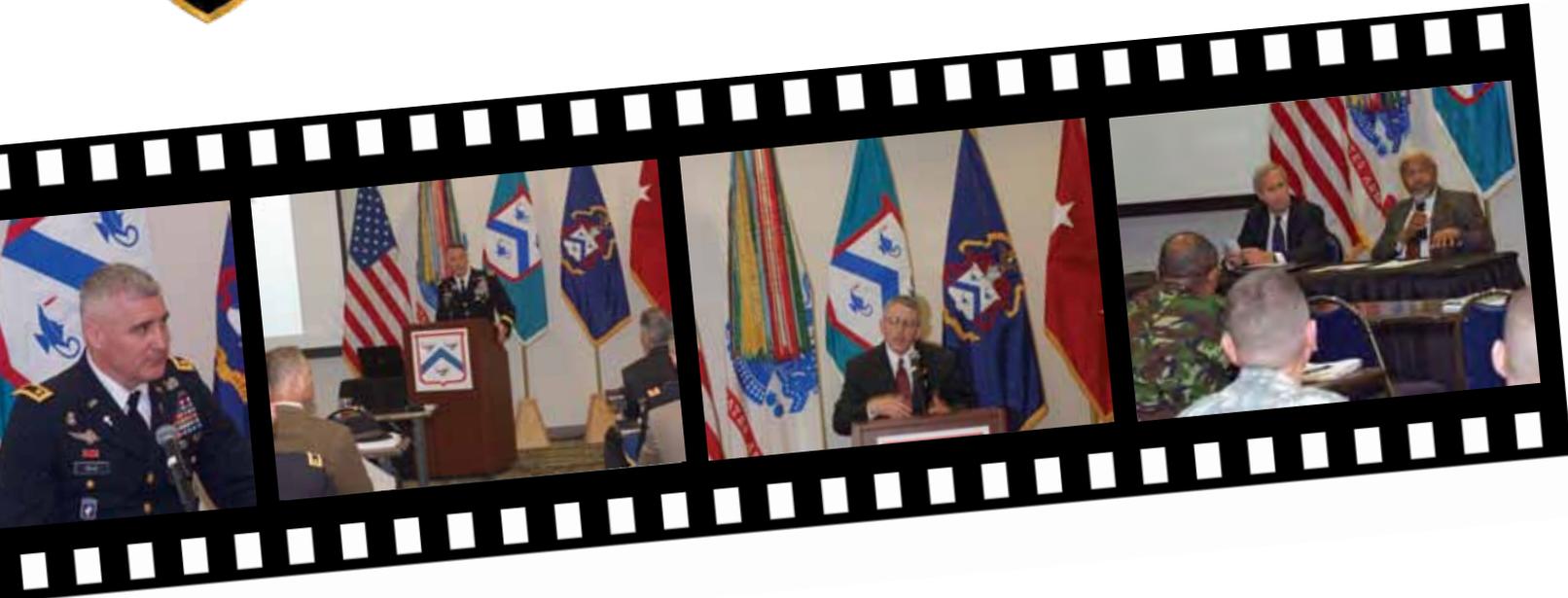
book exhibit will run throughout the conference, providing conferees the opportunity not only to purchase the latest scholarly publications, but also to provide them with the chance to network with publishers and authors.

An awards luncheon Friday afternoon will recognize SMH members for academic excellence and service to the organization. In 2013, Dr. Richard S. Faulkner, from CGSC's Department of Military History, received a Distinguished Book Award for his examination of American military leadership in the Great War — *School of Hard Knocks: Combat Leadership in the American Expeditionary Forces*. In 2011, Dr. John T. Kuehn, also from CGSC's Department of Military History, received the Moncado Prize recognizing his journal article, "The U.S. Navy General Board and Naval Arms Limitation: 1922-1937," as one of the best *Journal of Military History* articles published the previous year.

In addition to the awards for established

scholars, the Society will also recognize junior scholars with the Society for Military History First-Manuscript Prize, as well as competitive research and travel grants awarded to graduate students. On Friday night, the SMH will host a graduate student reception to encourage the collegiality and intellectual exchange vital to sustaining a vigorous organization. The capstone event, the Saturday evening banquet, features a respected speaker chosen for their insight into the conference theme. Faculty at CGSC have long enjoyed a close association with the Society for Military History, with many serving on the SMH board of trustees, the editorial board for the *Journal of Military History* and on various committees.

The CGSC Foundation and the Society for Military History look forward to a robust and stimulating conference that will further the study of military history. For information about the Society for Military History visit their website at www.smh-hq.org. 🏆



The Ethics of Vicarious Warfare

by Chaplain (Maj.) Willie Mashack, CGSC Class 13-01

THE FOURTH ANNUAL FORT LEAVENWORTH ETHICS SYMPOSIUM was conducted Dec. 3-6, 2012, at the Frontier Conference Center on Fort Leavenworth, Kansas. This event is sponsored by the U.S. Army Command and General Staff College (CGSC) and the Command and General Staff College Foundation. The aim of the symposium is to broaden discussion, expand the awareness, and provide an intellectual atmosphere for dialogue surrounding moral and ethical issues that Soldiers and leaders of all echelons will face.

This year's symposium featured a vast array of ethics professionals, ambassadors, scholars and retired military officers and a litany of topics to discuss. In attendance were: Maj. Gen. Gordon B. Davis Jr., CGSC Deputy Commandant; Col. (Ret.) Robert Ulin, Chief Executive Officer, CGSC Foundation; Lt. Gen. (Ret.) John E. Miller, Vice Chairman, CGSC Foundation; Ambassador (Ret.) Edward Marks, Director, Arthur D. Simons Center for Interagency Cooperation,

at Fort Leavenworth; Ambassador (Ret.) Charles Ray; Dr. Daniel M. Bell Jr., Professor of Theology and Ethics at Lutheran Theological Southern Seminary; and Dr. John M. Mattox, General Hugh Shelton Chair in Ethics at CGSC, to name a few.

From the onset it was evident that a tremendous amount of thought and consideration was invested in this year's symposium by its various topics and the theme— "The Ethics of Vicarious Warfare." Vicarious in this case means, "that which takes or supplies the place of another thing or person or a substitute" in its application.

In his opening presentation Dr. Mattox stated, "all warfare is vicarious in nature." This proved to challenge many

*From the onset it was evident that a tremendous amount of thought and consideration was invested in this year's symposium by its various topics and the theme—
"The Ethics of Vicarious Warfare."*

and confirmed for others the ethical consideration or perhaps dilemma of modern warfare and its employment of technology. Dr. Mattox went on to discuss that although morality and ethics are generally associated with individual choices and decisions, after a decade of persistent conflict it has become clear that there must be an examination of the role of machines, such as Unmanned Aerial Systems (drones) in war. That raised a second definition of vicarious — "denoting the performance, by or through one organ, of functions normally discharged by another." In essence, how much of our duties as professional Soldiers can be delegated to a machine? Can a robot be held responsible for the moral



ALL PHOTOS BY MARK H. WIGGINS

(Above, left page to right page)

- Chaplain (Maj.) Sean Wead, the Ethics Symposium project manager, kicks off the symposium on Dec. 3, with introductions.
- CGSC Deputy Commandant Maj. Gen. Gordon B. (Skip) Davis, Jr., sets the stage for the 2012 Ethics Symposium.
- Dr. John Mark Mattox, the 2011-2012 General Hugh Shelton Chair in Ethics, leads off discussion about “vicarious warfare” in his opening presentation.
- After providing their individual presentations, retired Ambassadors Edward Marks, left, and Charles A. Ray, right, provide attendees with a Q&A session.
- CGSC students made up the bulk of the attendees and had many opportunities to interact with presenters throughout the symposium.
- Dr. Daniel M. Bell Jr., right, is welcomed as the new General Hugh Shelton Chair in Ethics by CGSC Dean Dr. Chris King.
- CGSC Foundation Vice Chairman retired Lt. Gen. John E. Miller provides the keynote remarks for the symposium dinner.
- New General Hugh Shelton Chair in Ethics, Dr. Daniel Bell, provides the closing remarks for the 2012 Fort Leavenworth Ethics Symposium.

failings, or successes for that matter, of humans? This marked the beginning of a lively week of discussion, dialogue and reflection by panelist, presenters and members of the audience.

Technology, especially drones, has become the impetus for much debate as it relates to the current operational environment of Afghanistan. Dr. Mattox and Dr. Bell presented a riveting debate on the pros and cons of the prudent use of drones and the careless or carefree use of drones entitled “The Ethics of Drone Warfare.” Can drones be used in morally responsible ways? Is the use of drones “intrinsically immoral?” These were the relevant questions surrounding this debate. Several points of consideration were offered by both presenters that challenged one’s thinking regarding the roles of drones. The result of this debate infers that this subject is far reaching and broadens into other avenues of the use of technology (technician) in warfare and the effects on the human dimension (target).

According to Dr. Mattox, “drones can be used in morally responsible ways, even if they are not always used

in that way. Drones are here to stay, and it is both morally and intellectually irresponsible to suppose otherwise.” Dr. Bell, with relationship to character, the Profession of Arms and drones, suggested that, “technology perhaps replaces character. Technology does not make us morally better. Rather, technology is only as good as the people who use it.”

Other key presentations included a discussion of “Ethics for the Diplomat,” by retired Ambassadors Edward Marks and Charles Ray. Each discussed their relationships with the military professionals encountered in their careers and provided insights to the challenges posed in operations with both diplomatic and military implications.

At a dinner on the third night of the symposium, CGSC Dean Dr. Chris King presided over the farewell to the outgoing visiting professor for the General Hugh Shelton Chair of Ethics, Dr. John Mark Mattox, and the induction of the new chair, Dr. M. Daniel Bell Jr. Dr. Mattox had held the position since November 2011. CGSC Foundation Vice Chairman

retired Lt. Gen. John E. Miller provided the keynote remarks for the evening, speaking to the importance of ethical considerations he discovered during his military experience.

Rev. Dr. Daniel M. Bell Jr., is Professor of Theology and Ethics at Lutheran Theological Southern Seminary in Columbia, S.C. A graduate of Stetson University in Florida, Bell earned the Master of Divinity degree from Duke Divinity School and a Ph.D. (in theology and ethics) from Duke University. He is a popular speaker at colleges and universities and churches on topics such as war and peace, the moral life, stewardship, and mission of the church. During his tenure as the new Chair of Ethics, he will periodically visit CGSC to lecture on ethics.

During the last two days of the symposium, attendees also had the opportunity to attend breakout sessions in which authors of papers submitted for the symposium presented their papers and answered questions. These papers and some of the speaker presentations are available at www.leavenworthethicssymposium.org. 🐦

Foundation welcomes new Director of Development

By Mark H. Wiggins, Managing Editor



THE COMMAND AND GENERAL STAFF COLLEGE FOUNDATION'S NEWEST HIRE STARTED WORK JAN. 3. Barbara Fitzgerald began her duties as the first Foundation Director of Development, responsible for fundraising, grant writing and managing the donor database. Fitzgerald comes to the CGSC Foundation having previously served more than five years as president as well as director of development of the local Catholic school system.

"My board has been after me for some time to hire a full time development director," said Foundation CEO Bob Ulin, "and we finally got to the point where the income that we will derive from the coin and book sales, coupled with some anticipated staff turnover this year allows us to add this very important person to our staff."

Fitzgerald, a native of Leavenworth, is no stranger to Fort Leavenworth and the military community. In one of her previous jobs prior to her work in the Catholic school system, she worked as a contractor at the Frontier Conference Center in catering and event management. Additionally, her husband, J. Thomas Fitzgerald, is a pharmacist at Munson Army Health Center.

"I look forward to the challenges of fundraising for the CGSC Foundation," Fitzgerald said. "I thoroughly enjoyed my time with the Catholic school system, but made a career decision to come here to further my personal and professional growth."

"In my view, this is truly a sign of maturity for our Foundation," Ulin said. "I've known Barbara for the past eight years. She was born and raised in Leavenworth, lived and worked in Kansas City, knows Fort Leavenworth and the College and she is passionate about the CGSC Foundation. For the past five years she has been employed by the Leavenworth Regional Catholic Schools— first as their development director for a year and then as president for the past four years. Her background, fundraising experience and network of contacts in the Greater Kansas City area make her the perfect candidate for this important position. Barbara joined us in January and works out of an office at the Foundation's Simons Center on Fort Leavenworth." 🙌

Former Commandants of the Command and General Staff College

General William R. Richardson

General William R. Richardson was Commandant of the Command and General Staff College from 1979 to 1981. Prior to that he had been the Director of Requirements in the Office of the Deputy Chief of Staff for Operations, in the Army headquarters at the Pentagon. Earlier he served as the Assistant Commandant of the Infantry School at Fort Benning, Ga., from 1972 to 1974.

While serving as the Commandant of CGSC, Richardson restructured the College to meet the demands of a modernized Army, establishing the Center for Army Leadership and the Center for Army Lessons Learned. As both the Commandant and the Commander, Combined Arms Center, he reorganized the heavy divisions in the “Army 86 Studies,” developed the AirLand Battle Doctrine, and proposed to the Department of the Army the School for Advanced Military Studies (SAMS). In 1983, he assumed command of the Army’s Training and Doctrine Command, where his focus was to prepare the Army for war by insuring that Army schools and training centers were dedicated to demanding and realistic training. He restructured the TRADOC school model, instituting small group instruction in all the branch schools and CGSC. He founded the Joint Readiness Training Center, now located at Fort Polk, Louisiana.



PHOTO COURTESY COMBINED ARMS RESEARCH LIBRARY, FORT LEAVENWORTH

Upon his retirement in 1986, General Richardson became a defense consultant for Burdeshaw Associates, Ltd. (BAL) in Bethesda, Maryland and a member of the Council on Foreign Relations. He is also a member of the board trustees of the CGSC Foundation. 🏆

Foundation participates in AUSA Annual Meeting and Exposition

For the first time, the CGSC Foundation participated as an exhibitor at the 2012 AUSA Annual Meeting and Exposition at the Walter E. Washington Convention Center in Washington, D.C., Oct. 22-24. According to AUSA there were 29,074 visitors to the annual meeting of which 18,970 were visitors and 10,104 were exhibitors. The Foundation collected 299 names of individuals who were added to our database. In the future they will receive the CGSC *Foundation News*, our annual report and our end of year appeal. The primary purpose for the Foundation’s participation was to promote the 5-Star Generals Commemorative Coin program. Images of the coins were displayed at the Foundation booth which hosted steady traffic from attendees, offering the opportunity to engage with them and answer their questions about the Foundation and the Simons Center. The Foundation plans to participate in the 2013 AUSA annual meeting Oct. 21-23. 🏆



PHOTO BY BOB ULIN

From left, Foundation Marketing Manager Jennifer Ayre, Foundation Chief Administrative Officer/In-House Counsel Maria Koreckij and Director of Operations Ann Soby man the Foundation booth in Oct. 2012 during the AUSA Annual Meeting and Exposition.

INTRODUCING 2013 5-STAR GENERALS COMMEMORATIVE COIN PROGRAM



Coins shown not actual size or in proportion.

OWN A COMMEMORATIVE PIECE OF AMERICAN HISTORY

BEGINNING MARCH 21, 2013 AT NOON (ET), THE UNITED STATES MINT WILL OFFER FOR SALE A LIMITED NUMBER OF NEWLY MINTED COMMEMORATIVE COINS HONORING THE ONLY 5-STAR GENERALS DURING WORLD WAR II.

George Marshall, Douglas MacArthur, Dwight Eisenhower, Henry "Hap" Arnold and Omar Bradley were the greatest leaders of the greatest generation. They dedicated their lives to our nation and now you can own the coins dedicated to their legacies.

This fine collection also celebrates the 132nd anniversary of the founding of the United States Army Command and General Staff College in Fort Leavenworth, Kansas. A portion of your proceeds are authorized to be paid to CGSC Foundation to help finance its support of the Command and General Staff College – where the military leaders of the future are developed.

*The United States Mint is committed to your complete satisfaction.
Return the entire product within seven (7) days for replacement or refund.*

ORDER TODAY *This is a limited production. Coins available beginning 3/21/13 at noon (ET).*

ONLINE: www.usmint.gov

PHONE: 1-800-USA-MINT (872-6468) 8 a.m. – midnight (ET), seven days a week

TTY: 1-888-321-MINT (6468) 8:30 a.m. – 5 p.m. (ET) Monday – Friday

The 5-Star Generals Commemorative Coin Act (Public Law 111-262), signed into law on October 8, 2010, by the President of the United States, requires the Secretary of the Treasury to mint and issue up to 100,000 \$5 gold coins, 500,000 silver dollars and 750,000 clad half-dollars in recognition of five United States Army 5-Star Generals to coincide with the celebration of the 132nd anniversary of the founding of the United States Army Command and General Staff College. The United States Mint will mint these coins in proof and uncirculated qualities. A surcharge for each coin issued in the amount of \$35 per gold coin, \$10 per silver coin and \$5 per clad coin is authorized to be paid to the Command and General Staff College Foundation to help finance its support of the Command and General Staff College.

Sales for the 2013 5-Star General Commemorative Coin Program begin at noon Eastern Time (ET) on March 21, 2013. Introductory pricing ends on April 19, 2013, at 5 p.m. (ET).

For more information please visit FIVESTARGENERALS.ORG



COIN SPECIFICATIONS		
PROOF \$5 GOLD COIN		
COMPOSITION	90% gold, 10% alloy	
DIAMETER	0.850 inch (± 0.003) or 21.59 mm (± 0.08)	
WEIGHT	8.359 grams nominal	
MINTAGE LIMIT	100,000 (across all product options)	
MINT MARK	W	
(5G1) PRICE	Intro.: *	Regular: *
UNCIRCULATED \$5 GOLD COIN		
COMPOSITION	90% gold, 10% alloy	
DIAMETER	0.850 inch (± 0.003) or 21.59 mm (± 0.08)	
WEIGHT	8.359 grams nominal	
MINTAGE LIMIT	100,000 (across all product options)	
MINT MARK	P	
(5G2) PRICE	Intro.: *	Regular: *
PROOF SILVER DOLLAR		
COMPOSITION	90% silver, 10% copper	
DIAMETER	1.500 inches (± 0.003) or 38.10 mm (± 0.08)	
WEIGHT	26.730 grams nominal	
MINTAGE LIMIT	500,000 (across all product options)	
MINT MARK	P	
(5G3) PRICE	Intro.: \$54.95	Regular: \$59.95
UNCIRCULATED SILVER DOLLAR		
COMPOSITION	90% silver, 10% copper	
DIAMETER	1.500 inches (± 0.003) or 38.10 mm (± 0.08)	
WEIGHT	26.730 grams nominal	
MINTAGE LIMIT	500,000 (across all product options)	
MINT MARK	W	
(5G4) PRICE	Intro.: \$50.95	Regular: \$55.95
PROOF CLAD HALF-DOLLAR		
COMPOSITION	8.33% nickel, balance copper	
DIAMETER	1.205 inches (± 0.002) or 30.61 mm (± 0.05)	
WEIGHT	11.34 grams (± 0.454)	
MINTAGE LIMIT	750,000 (across all options)	
MINT MARK	S	
(5G5) PRICE	Intro.: \$17.95	Regular: \$21.95
UNCIRCULATED CLAD HALF-DOLLAR		
COMPOSITION	8.33% nickel, balance copper	
DIAMETER	1.205 inches (± 0.002) or 30.61 mm (± 0.05)	
WEIGHT	11.34 grams (± 0.454)	
MINTAGE LIMIT	750,000 (across all options)	
MINT MARK	D	
(5G6) PRICE	Intro.: \$16.95	Regular: \$20.95



*Due to the volatility of the precious metals markets, please visit www.usmint.gov or call for pricing and to place your order. Sponsored by the CGSC Foundation.

“Though Leavenworth graduates have served with distinction in every conflict since its founding, this book is a tribute to Generals of the Army George C. Marshall, Douglas MacArthur, Dwight D. Eisenhower, Henry H. ‘Hap’ Arnold, and Omar N. Bradley; to the venerable military post that molded and shaped them; and to every officer who ever has or ever will serve at Fort Leavenworth.” – General Gordon R. Sullivan, USA (Ret.), from the foreword.

IN PREPARATION FOR THE LAUNCH OF SALES OF THE 5-STAR GENERALS COMMEMORATIVE COINS from the United States Mint this year, Foundation CEO Bob Ulin arranged for a book to be written under contract about the Army’s five-star generals by professors in CGSC’s Department of Military History. He also secured printing through the Association of the United States Army (AUSA) book program at the University Press of Kentucky. *Generals of the Army* is available from the University Press of Kentucky, Amazon and Barnes and Noble this spring (pre-orders are available now). The Foundation owns the copyright to the book.

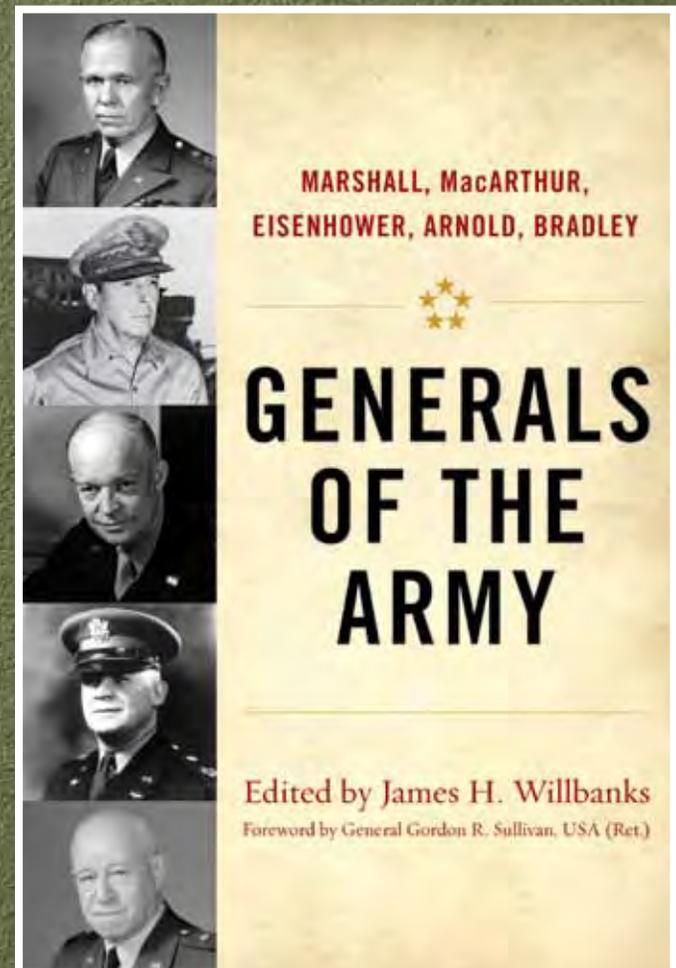
Formally titled “General of the Army,” the five-star general is the highest possible rank awarded in the U.S. Army in modern times and has been awarded to only five men in the nation’s history: George C. Marshall, Douglas MacArthur, Dwight D. Eisenhower, Henry H. Arnold, and Omar N. Bradley. In addition to their rank, these distinguished soldiers all shared the experience of serving or studying at Fort Leavenworth, Kan., where they gained the knowledge that would prepare them for command during World War II and the Korean War.

In *Generals of the Army*, CGSC’s Director of the Department of Military History James H. Willbanks assembled his top military historians to examine the connection between the institution and the success of these exceptional men. Willbanks wrote the introduction and is the editor of the book; Jonathan House wrote the first chapter, “Officer Education and the Fort Leavenworth Schools;” Christopher R. Gabel, Chapter 2- George Catlett Marshall; Tony R. Mullis, Chapter 3- Douglas MacArthur; Sean N. Kalic, Chapter 4- Dwight D. Eisenhower; John M. Curatola, Chapter 5- Henry H. “Hap” Arnold; Joseph R. Fisher, Chapter 6- Omar Nelson Bradley; and Ethan S. Rafuse wrote the Afterword. Retired General Gordon Sullivan, AUSA national president, wrote the Foreword.

Historically known as the “intellectual center of the Army,” Fort Leavenworth is the oldest active Army post west of Washington, D.C., and one of the most important military installations in the United States. Though there are many biographies of the five-star generals, this innovative study offers a fresh perspective by illuminating the ways in which these legendary figures influenced and were influenced by Leavenworth. Coinciding with the United States Mint’s release of the series of special commemorative coins honoring these Soldiers and the fort where they were based, this concise volume offers an intriguing look at the lives of these remarkable men and the contributions they made to the defense of the nation. 🇺🇸

Foundation sponsors book project to accompany launch of commemorative coins

by Mark H. Wiggins, Managing Editor





CGSC Foundation Director of Operations Ann Soby was awarded the 2012 Athena Award by the Women's Division of the Leavenworth-Lansing Area Chamber of Commerce. Soby, center, was presented the award by Jennifer Daly, Director, Leavenworth/Lansing Chamber of Commerce, left, and Sunshine Petrone, President, Leavenworth-Lansing Area Chamber of Commerce Women's Division. *Courtesy Photo*



Gene Wilson (right), CGSC Foundation advisor and former member of the board of trustees, accepts the 2012 Philly Awards for the CGSC Foundation from Nonprofit Connect's president of the board Patrick Sallee. The Foundation won second place in the website and print magazine categories for non-profits with budgets under \$1 million annually. *Courtesy Photo*

Foundation garners recognition, awards

by Bob Ulin, Foundation CEO and Editor-in-Chief

LAST OCTOBER WHILE THE FOUNDATION LEADERS WERE IN WASHINGTON, D.C., FOR THE AUSA annual meeting, Nonprofit Connect, a Kansas City based organization, presented their "Philly Awards, honoring Excellence in Nonprofit Communications," to 29 area charities at the 10th annual gathering for this event with 225 in attendance on Oct. 22. Gene Wilson, former Trustee and currently a member of our Senior Advisory Council represented the Foundation at this dinner.

Out of 166 entrants from 86 nonprofit organizations, the CGSC Foundation won second place for the CGSC *Foundation News* magazine and also second place for its website, www.cgscfoundation.org. This is a BIG deal for us. As the new kid on the block in the Greater KC area, we have catapulted to the top in nonprofit communications. This award really goes to our Director of Communications, Mark Wiggins, who oversees and does some of the layout, edits the articles and photos, writes some of the articles and manages the entire publication process. Mark has been with us from the very start of the Foundation in 2006. Much of our success

can be attributed to our messaging; how we tell our story and that of the College and how we support the College with our donor's dollars. A BIG THANK YOU to Mark for helping us to make this happen.

In November 2012, our very own Ann Soby, Director of Operations for the Foundation, was presented the ATHENA Leadership Award® for the Lansing, Leavenworth, Fort Leavenworth area. According to the Athena International website, "The ATHENA Leadership Award® was inspired by the goddess of Greek mythology known for her strength, courage, wisdom and enlightenment — qualities embodied in the ATHENA Leadership Model®. The Award is unique in both scope – local, national and international – and the ATHENA mission upon which it is based. The ATHENA Leadership Award® is presented to a woman or man who is honored for professional excellence, community service and for actively assisting women in their attainment of professional excellence and leadership skills. Since the program's inception in 1982, nearly 6,000 exemplary leaders in over 500 communities have received the prestigious

ATHENA Award in the United States, Bermuda, Canada, China, Greece, India, Russia, United Arab Emirates and United Kingdom. By honoring exceptional leaders, the ATHENA Leadership Award® Program seeks to inspire others to achieve excellence in their professional and personal lives."

Ann has been with the Foundation since 2009. She was hired as the Business Manager of the Foundation and in 2011 she was promoted to Director of Operations. In this position she manages the myriad programs and activities that the Foundation supports for the College. She also represents the Foundation on the Military Affairs Committee of the Leavenworth-Lansing Chamber of Commerce. Ann created, on her own initiative, a program that certified local Franklin-Covey Facilitators who conduct *The 7 Habits of Highly Effective Military Families* workshops throughout the year. Ann is an indispensable member of the Foundation team. Congratulations to Ann for her recognition as the recipient of the 2012 ATHENA Leadership Award®. 🐦



Western Hemisphere Institute for Security Cooperation earns 2012 William J. Perry Award



PHOTO COURTESY CHDS

Editor's Note: This article was edited from the original published in "Diálogo," a professional military magazine published quarterly by the Commander of the United States Southern Command as an international forum for military personnel in Latin America.

THE CENTER FOR HEMISPHERIC DEFENSE STUDIES (CHDS) at the United States National Defense University recognized the Western Hemisphere Institute for Security Cooperation (WHINSEC) as 2012 recipient of the Dr. William J. Perry Award for Excellence in Security and Defense Education.

The prestigious award was presented to Colonel Glenn Huber, WHINSEC's Commandant, during a ceremony held at the CHDS campus in Fort McNair, Washington, D.C., on September 20.

"I am honored to receive the award on behalf of the men and women, uniformed and civilian, working at the institute past, present and future," said Col. Huber, who attended the event along with Colombian Army Colonel Alberto Sepúlveda, WHINSEC's Assistant Commandant.

The William J. Perry Award is named in honor of former Secretary of Defense Dr. William J. Perry, whose vision of

creating a regional educational center tailored to the unique requirements of countries that wished to strengthen civilian defense and security leadership in revitalized democracies became a reality with establishment of CHDS in 1997.

Created in 2007, the award is given each year to one individual and one institution that have made significant contributions in promoting education, research, outreach and knowledge-sharing in defense and security issues in the Western Hemisphere. In this opportunity, for the first time, a second institutional award was given to the Regional Security System (Barbados), which

Colonel Glenn Huber, WHINSEC's Commandant, center right, and WHINSEC's Board of Visitors Chairman Dr. Johanna Mendelson Forman share in receiving the Center for Hemispheric Defense Studies (CHDS) award for the 2012 Dr. William J. Perry Award for Excellence in Security and Defense Education in a ceremony at CHDS in Washington, D.C., on Sept. 20. Dr. Richard D. Downie, CHDS director, right, and WHINSEC Assistant Commandant, Colombian Col. Alberto Sepúlveda, left, participate in the presentation. The Western Hemisphere Institute for Security Cooperation, or WHINSEC, teaches the same Intermediate Level of Education (ILE) course in Spanish that is taught at CGSC at Fort Leavenworth.

"I am honored to receive the award on behalf of the men and women, uniformed and civilian, working at the institute past, present and future."

— Col. Glenn Huber

plays an important role in advancing a cooperative international security environment in the Caribbean. In the individual category the award went to Canadian Defense Minister Peter MacKay.

Among other courses, WHINSEC teaches the same Intermediate Level of Education (ILE) courses in Spanish that are taught at CGSC at Fort Leavenworth. WHINSEC provides Professional Military Education as a subordinate entity of the Combined Arms Center's Leader Development and Education. (See the article on page 8.)

PHOTOS BY MARK H. WIGGINS

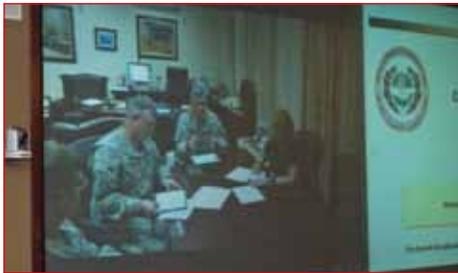


NSRT attendees, their student escorts and members of the CGSC staff and faculty took a group photo on day 1 of the roundtable. Each attendee received a copy of the photo.

Arab Spring a topic of the National Security Roundtable

FEATURE

by Mark H. Wiggins, Managing Editor



Above, Lt. Gen. Robert L. Caslen, Jr., with the Office of Security Cooperation in Iraq, dialed in from his headquarters in Baghdad and spoke to the attendees about his mission in Iraq. **Right,** The first panel of the roundtable was titled: "Good, Bad & Ugly: How the Uprisings Have Affected U.S. National Security Interests." Members of the CGSC Department of Joint Interagency and Multinational Operations headed up the panel. From left: Russ Crumine spoke about Syria; Gary Hobin focused on Saudi Arabia; John Cary - Egypt; and Susan Doman moderated.

FROM OCT. 1-2, FIFTEEN CIVILIAN BUSINESS LEADERS SPENT TIME WITH CGSC students and faculty learning about the Arab Spring and how it may have affected U.S. national security interests. They also had the opportunity to visit with their student escorts and tour the Lewis and Clark Center. The highlight for many was the video teleconference with Lt. Gen. Robert L. Caslen, Jr., with the Office of Security Cooperation in Iraq, who dialed in from his headquarters in Baghdad and spoke to the attendees about his mission in Iraq.

At the end of the second day of the roundtable, the civilian attendees each received a certificate of completion of the roundtable, a group photo and a Foundation coin. The faculty and students were also thanked for their participation with a Foundation coin presented by Foundation Chairman retired Lt. Gen. Robert Arter.



Col. (Ret.) Jeff LaMoe, Chief of Staff, Leader Development & Education, provides NSRT attendees with a brief about the college's history and how the Army manages its professional development programs.



Col. (Ret.) Bob Ulin, Foundation CEO, provides NSRT attendees with a brief about the Foundation and how it supports the college.



Above right, The second panel of the roundtable was titled: "The Impacts of the Arab Spring on the Periphery." Members of the CGSC Department of Joint Interagency and Multinational Operations who participated in this panel were: From left: Eric McMillin who examined Israel; John Cary focused on Iran; Jeff Vordermark provided insights on Turkey; and Lt. Col. Andrew Keller Murray moderated.



Attendees at this roundtable were:

- Ms. Ruth Arneson, Executive Vice President, Marisol International
- Mr. Michael Creighton, Senior Vice President, Cubic Defense Application, Inc.
- Mr. Nicholas Critelli, Critelli Law P.C.
- Mr. John Ferguson, President, Ferguson Properties
- Mr. H. Lynn Horak, Retired Chairman
- Mr. Mark James, Chancellor, Metropolitan Community College
- Mr. Robert J. Lambrechts, Partner, Lathrop & Gage LLP
- Mr. Benny Lee, CEO, Duracomm Corp.

- Ms. Kimberly Masteller, Curator of Southeast Asian Art, The Nelson-Atkins Museum of Art
- Mr. KC Mathews, Chief Investment Officer, UMB Bank
- Mr. Martin Nevshemal, Vice President Strategic Technology, Sprint Nextel Corp.
- Mr. Kerry Skinner, Financial Advisor & President, Merrill Lynch
- Mr. Chad Tenpenny, State Director, U.S. Senator Pat Roberts
- Mr. John Thodos, Mayor, City of East Moline
- Dr. Tom Vansaghi, Associate Vice Chancellor, Metropolitan Community College



SEVERAL MEMBERS OF THE COMMAND AND GENERAL STAFF COLLEGE'S Command and General Staff Officers Course class 2012-02 were honored at the graduation ceremony Dec. 14. The CGSC Foundation sponsors many of these awards for each graduating class.

The guest speaker at the December graduation was the commander of U.S. Army Forces Command, Gen. David Rodriguez, who told the more than 320 graduates that their "hardest leadership tests are yet to come." Among many other bits of guidance, Rodriguez also told the graduates to "lead by empowering your subordinates to act, without micromanaging them but by coaching, teaching and mentoring." 🇺🇸

The full list of awardees for CGSC Class 2012-02:

General George C. Marshall Award (Distinguished U.S. Graduate)— Chaplain (Maj.) Douglas H. Ball

General Dwight D. Eisenhower Award (Distinguished International Graduate)— Maj. Terrance E. McDonald of New Zealand

General George S. Patton Jr. Master Tactician Award— Maj. Jared M. Ruacille

Major General James M. Wright Master Logistician Award— Maj. Ryan J. Ussery

General Douglas MacArthur Military Leadership Writing Award— Maj. Joel P. Gleason

Birrer-Brookes Award for Outstanding Master of Military Arts and Science Thesis— Maj. William D. Harris Jr.

Arter-Darby Military History Writing Award— Maj. Stephen A. Campbell of the United Kingdom

Major General Hans Schlup Award— Maj. Terrance E. McDonald of New Zealand

Excellence in Joint Command, Control, Communications, Computers and Intelligence Writing Award— Anthony J. Wendle

Simons Center Interagency Writing Award— Maj. Lisa J. Livingood

Homeland Security Studies Award— Maj. Ryan P. Noblis

Iron Major Award— Maj. Gregory P. Escobar

Father Donald Smythe Military History Award— Maj. Stephen A. Campbell of the United Kingdom

Brigadier General Benjamin H. Grierson Award for Excellence in Strategic Studies— Air Force Maj. James R. Coughlin



Left, The General George C. Marshall Award for the distinguished graduate of CGSC Class 2012-02 went to Chaplain (Maj.) Douglas Ball. In the photo, Ball is receiving a framed, non-firing M-1911A1 pistol from commencement speaker Gen. David Rodriguez, commander of U.S. Army Forces Command, during the graduation ceremony Dec. 14 at the Lewis and Clark Center.

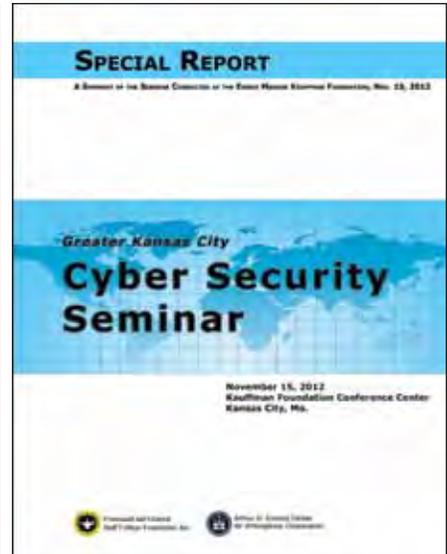
Right, Foundation Chairman retired Lt. Gen. Robert Arter takes a photo with some of the award winners from the faculty and the class of 2012-01. From left: Lt. Col. Celestino Perez, Jr., Educator of the Year - Military; Maj. William Harris, Birrer-Brookes Award for Outstanding Master of Military Arts and Science Thesis; Dr. Bruce Stanley, Educator of the Year-Civilian; Lt. Gen. (Ret.) Robert Arter, Foundation Chairman; and Maj. Jared Rudacille, General George S. Patton Jr. Master Tactician Award.



PHOTO BY JENNIFER AYRE



PHOTO BY MARK H. WIGGINS



Left, Deputy Director of the Simons Center, Maj. Gen. (Ret.) Raymond D. Barrett, Jr., moderates a question and answer session during the Greater Kansas City Cyber Security Seminar conducted Nov. 15, 2012, at the Kauffman Foundation Conference Center in Kansas City, Mo. **Right**, A “Special Report” containing a summary of the Cyber Security Seminar is available on the Simons Center website at www.thesimonscenter.org/special-report-greater-kansas-city-cyber-security-seminar.

Simons Center hosts Cyber Security Seminar

by Elizabeth Hill, Program Assistant

ON NOV. 15, 2012, THE CGSC FOUNDATION’S ARTHUR D. SIMONS CENTER for Interagency Cooperation hosted the Greater Kansas City Cyber Security Seminar at the Kauffman Foundation Conference Center in Kansas City, Mo., as part of its outreach program.

The Greater Kansas City Cyber Security Seminar explored threats to U.S. cyber security and discussed the myriad challenges faced across business and government information system platforms. The event was organized by the Simons Center in partnership with Business Executives for National Security and the Kansas City Division of the FBI. Participants included more than 140 business and government leaders representing all business sectors along with local, state, and federal government organizations from Kansas City, Topeka, Kan., Wichita, Kan., Columbia, Mo., and Jefferson City, Mo.

The seminar provided a forum on information security threats, challenges and opportunities for senior business and government leaders with direct or oversight responsibilities for managing electronic information systems. Invited guests

included chief executive officers, presidents, directors, and chief information officers, along with government and public utility leaders.

Keynote speakers included Joseph Demarest, Assistant Director of the FBI Cyber Division, and William Hagestad, cyber security strategist and author of *21st Century Chinese Cyberwarfare*.

In his opening remarks, Demarest mentioned that cyber security will likely overtake terrorism as the FBI’s greatest concern over the next five years. He went on to discuss several types of cyber attacks, from internet fraud to embezzlement to intrusion attacks and cyber terrorism.

Hagestad, an internationally recognized expert on the Chinese People’s Liberation Army, focused on cyber attacks from the People’s Republic of China. Hagestad spoke about China’s net-centric asymmetrical warfare doctrine and their cyber war campaign against U.S. targets, saying that cyber warfare is a central component of China’s future.

The seminar also included two professional panels that examined the cyber threat environment and current cyber security efforts. Panelists from the morning panel included speakers from FBI Headquarters Cyber Division, DHS National Cybersecurity and Communications Integration Center, and Army Cyber Command, who described the current cyber threat and response environment from the national perspective. The afternoon panel was made up of representatives from UMB Bank, Sprint, KCP&L, BATS Exchange, and the FBI Cyber Crime Task Force, and addressed regional threats. Topic areas included financial systems, critical infrastructure, telecommunications, national defense and cyber crime. A question and answer period followed each panel’s presentation. 🏆

PHOTO BY MARK H. WIGGINS



Members of Kansas State University faculty participate in a panel during the Homeland Security Symposium hosted by CGSC and the CGSC Foundation at Fort Leavenworth, March 14-15, 2011. From left to right, Dr. Cheryl Polson (at the lectern), Associate Dean of the K-State Graduate School; Mr. Charlie Griffin, panel moderator; Dr. Curtis Kastner, Director of the Food Science Institute; Dr. Abbey Nutsch, Assistant Professor of Food Safety and Security; Dr. Gurdip Singh, Professor and Department Head of Computing and Information Sciences; and Mr. Craig Beardsley, Program Administrator for the National Agricultural Biosecurity Center. A copy of the symposium report is available at www.cgscfoundation.org/homeland-security-symposium-report-published.

Congressionally-directed grant requirements completed

by Maria L. Koreckij, Chief Administrative Officer/In-House Counsel

IN 2010, WITH THE SUPPORT OF KANSAS SENATOR PAT ROBERTS, the CGSC Foundation was awarded a \$250,000, non-competitive, Congressionally-directed grant, administered by the Department of Education, for the curriculum and course development of a Homeland Security Master's Degree program.

The Foundation has invested more than two years of hard work and dedication to this project. In recent weeks, officials from the Department of Education completed a final review of the grant and determined that the Foundation has met all the required terms and conditions. As a result, the grant was successfully closed in compliance with Education Department General Administrative Regulations.

This project involved collaboration between the Foundation, the U.S. Army Command and General Staff College and Kansas State University (K-State). The specific curriculum and course development was subcontracted out

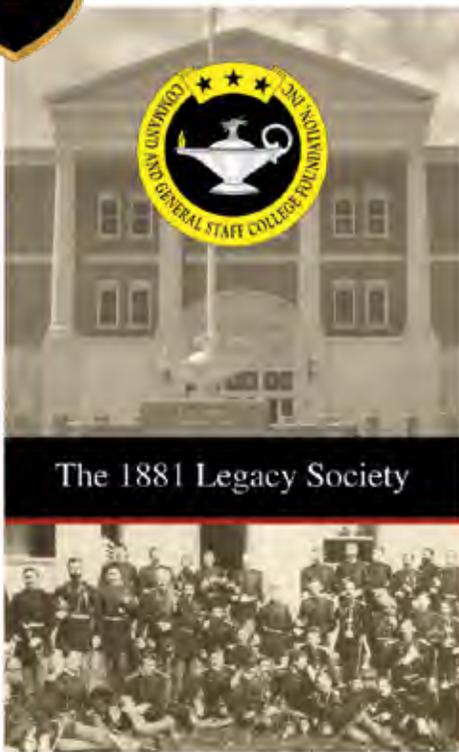
to K-State from the Foundation under the direction of Dr. Cheryl Polson. This grant has provided the resources necessary to build the framework for the ultimate goal of this project, which is the deployment of a Homeland Security Master's Degree program. This program will be a combination of coursework offered by the CGSC and K-State.

Among several other deliverables, a Homeland Security Symposium was held at CGSC in March 2011. During this two-day symposium, attendees were updated on the program's development and given the opportunity to participate in symposium sessions focusing on diverse areas of homeland security. This symposium assisted in finalizing the curriculum, as well as encouraging discussion among regional homeland security professionals about critical topics.

A Homeland Security Graduate Certificate Program has been developed and is currently in the approval process

at K-State. The course content is based on feedback received from a Regional Homeland Security Educational Needs Analysis Workshop held in January 2008, the 2011 Homeland Security Symposium and an advisory board comprised of leaders from a variety of homeland security disciplines formed for this project. Two courses were offered to a limited number of students in the summer of 2012. Evaluations received from the students reported that the courses significantly contributed to their current and future career opportunities. Additionally, an outline for a proposed 30 credit hour Master's Degree in Homeland Security has been developed. While this effort is still underway, we have no doubt this degree will be available in the future.

The CGSC Foundation leadership recognizes that without the effort and support of Senator Pat Roberts we would have never had this opportunity, and for that, we express our sincere thanks to him and his staff. 🙏



There are several ways to give to the CGSC Foundation:

- Gifts of Cash
- Life Insurance
- Bequest in Will
- Charitable Remainder Trust
- Charitable Lead Trust
- Charitable Gift Annuity
- Personal Property
- Real Estate
- Securities
- Retirement Plan Assets

To learn more about ways to financially support the CGSC Foundation, visit www.cgscfoundation.org and click on "Ways to Give" under "Support Us" and download the **1881 Legacy Society** brochure.

Perhaps just as important as purposeful living is crafting a final legacy that reflects our priorities. As with life, giving back should always enter into that plan.

Planning your legacy: 2013

by Cheryl Cook Boushka, Esq.

FOR THE LAST 12 YEARS, WE HAVE HAD ESTATE, GIFT AND GENERATION-SKIPPING TRANSFER (GST) taxes that were governed by temporary provisions enacted in 2001 and extended in 2010 and 2012. In this 12-year period, exemptions rose from \$675,000 to \$5,120,000 while the rates fell from 55% to 35%. During this time a return to a \$1 million exemption and a 55% rate loomed. For the first time in 12 years we now have in place high exemptions from estate, gift and GST taxes that are permanent based on the passage of the American Taxpayer Relief Act of 2012.

The new permanent law provides an estimated \$5,250,000 exemption in 2013 from estate, gift and GST tax. Use of the gift tax exemption during life will count towards the estate tax exemption. The \$5,250,000 in 2013 is based on each exemption indexed for inflation. The popular "portability" provision enacted in 2010, which permits use of a deceased spouse's unused estate tax exemption is now permanent. Additionally, the annual exclusion law was not affected and, indexed for inflation, the 2013 amount is \$14,000 per donor. Restored are potential direct transfers from IRAs to charities through 2013.

The current estate, gift, GST and income tax laws provide increased confidence that our gifts, while living or upon death, whether to charities or individuals, will be received as intended by the designated recipients. Donor confidence in the rules will allow estate plans to focus on what matters.

Leaving a legacy matters and scripting the plan or reviewing it is important. Now is the time. Perhaps just as important as purposeful living is crafting a final legacy that reflects our priorities. As with life, giving back should always enter into that plan. Supporting this Foundation has never been more important. The CGSC Foundation's support of educating our leaders during economic difficulties, military spending cuts and sequestration is critical. The lives of our sons and daughters serving in the military may depend on it.

Although some might think the tax changes let us sit on the sideline for now, quite the opposite is true. We are now given the ability to script a legacy that focuses on the intended recipients. Everyone needs to include worthy charitable organizations and protect beneficiaries from creditors, divorces and sometimes from themselves. Having a plan review to solidify your legacy is more important now more than ever. 🕯️

The author is a partner of Van Osdol & Magruder, PC and is formerly of Lathrop & Gage, LC. She is a well-known estate planning attorney whose ancestors served in the armed forces. She dedicates this article to her grandfather, Justice Roger T. Cook, who served in the U.S. Navy during World War II. For a free consultation for alumni and friends of the U.S. Army Command and Staff College and Foundation, call her at (816) 421-0644.

LIFE



IS TEN PERCENT WHAT HAPPENS TO YOU
AND 90 PERCENT HOW YOU RESPOND TO IT

Prepare Today,
Survive Tomorrow

-  Hurricanes
-  Tornadoes
-  Earthquakes
-  Tsunami
-  Wars
-  Flooding
-  Wildfires
-  Man-Made Catastrophes

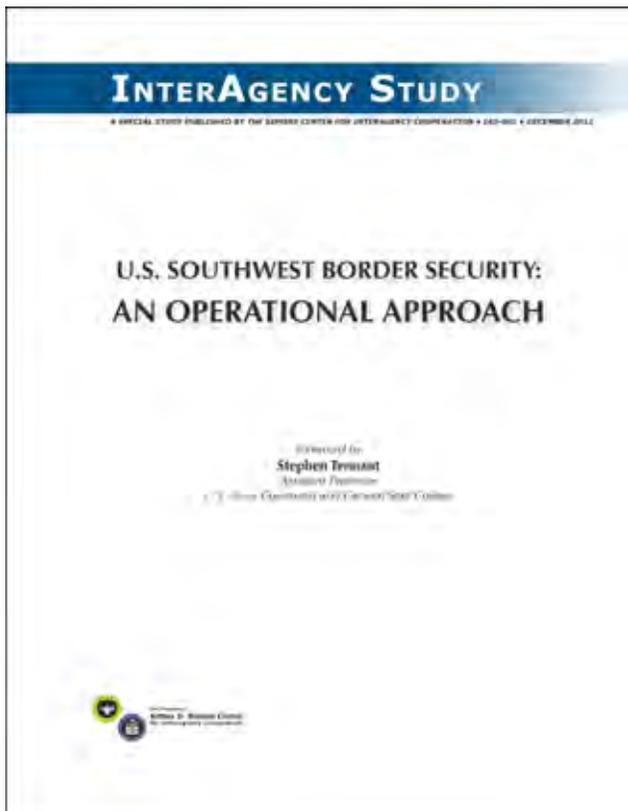


SURVIVALKIT.com
Prepare Today - Survive Tomorrow

15% Discount for Military

Simons Center Update

by *Amb. (Ret.) Edward Marks, Director, and Maj. Gen. (Ret.) Raymond D. Barrett Jr., Deputy Director*



The *InterAgency Journal* published in November 2012 was a special edition focused on Southwest Border Security. The Winter edition of the *IAJ* for 2013 was published in March. A new *InterAgency Study* series was introduced in December 2012 with the first published *IAS* titled *An Operational Approach to Southwest Border Security*. The next *IAS* titled *Internal Security Forces: Their Capability, Legitimacy and Effect on Internal Violence*, is in progress.

On Jan. 2, the President signed the 2013 National Defense Authorization Act. The Simons Center worked with Congress to draft the language contained in Sec. 1107 requiring interagency personnel rotations, which we believe will strongly, “increase the efficiency and effectiveness of the government by fostering a greater interagency experience among executive branch personnel...”

Meanwhile the Center has been fully engaged in supporting the Army Command and General Staff College, while simultaneously promoting increased interagency coordination, cooperation, and collaboration. We again awarded interagency writing awards to SAMS (School of Advanced Military Studies within CGSC) and ILE (Intermediate Level of Education—the main course that is taught at CGSC) graduates, and are discussing with CGSC’s Department of Joint, Interagency Multinational Operations how to better support faculty and student research and publication.

The Center was honored to host many visitors in recent months, including former chairman of the House Armed Services Committee, Ike Skelton, and the former U.S. Army Training and Doctrine Command (TRADOC) and CGSC Commandant, Gen. William S. Wallace.

We continued our outreach in Washington, D.C. by attending the annual meeting of the Association of the United States Army (AUSA), visiting the Joint Interagency Task Force-National Capital Region and the National Security Executive Leadership Seminar at the State Department’s Foreign Service Institute.

In January, we were stakeholders in the Stability Operations Training and Education Workshop at George Mason University, which was attended by more than 400 military, government, and non-government professionals. Here the Center partnered with the State Department in facilitating four workgroups to develop recommendations for enhancing interagency cooperation during conflict response operations.

Continuing our outreach programs, we hosted a Greater Kansas City Cyber Security Seminar on Nov. 15, in partnership with the FBI and Business Executives for National Security. Nearly 140 busi-

ness, government, and community leaders listened to experts from FBI headquarters, DHS, Army Cyber Command, Sprint, Kansas City Power & Light and UMB Bank described cyber threats and the actions they are taking to counter them. Our keynote speaker was William Hagestad, a cyber-security strategist and author of *21st Century Chinese Cyberwarfare*.

This spring, *Military Review* published Ray Barrett's article "Dynamics of Interagency Teams" which examines the naturally occurring forces in any interagency team that work to bind or separate team members.

We are sustaining our aggressive publication schedule, publishing two issues of the *InterAgency Journal* and a new publication series called *InterAgency Studies*, which examine specific interagency issues in greater depth. Our first publication in this series was "An Operational Approach to Southwest Border Security" with two more studies in preparation. Our Park University intern, Bradley Jenkins, completed a Simons Center study of the Greensburg, Kan., tornado disaster, on horizontal and vertical interagency coordination in disaster response operations, to be published this coming quarter.

We continue to receive requests for use of our publications by academic institutions. The Kansas State University Library requested permission to use our complete body of publications, and the School for Advanced Military Studies requested permission to make eight of our publications electronically available to their students.

Looking to the future, the Center is engaged in several initiatives: establishing a faculty research grant program to encourage and support a deeper understanding of interagency issues; cohosting a conference with the American Academy of Diplomacy in early May in Washington, D.C., on the role and employment of State Department Political Advisors to military commanders; and exploring with Park University a graduate certificate program for interagency studies. 🏆



Retired Lt. Gen. Robert Arter, Civilian Aide to the Secretary of the Army and Command and General Staff College Foundation chairman, presents a gift to Gen. Eiji Kimizuka, Chief of Staff, Japanese Ground Self Defense Force, after his induction into the CGSC International Hall of Fame on Sept. 24, 2012.



CGSC Commandant Lt. Gen. David G. Perkins and Gen. Henry L. Odillo, Malawi Defence Force (MDF) commander, unveil the portrait of Odillo that will hang in the CGSC International Hall of Fame.

CGSC International Hall of Fame Ceremony

ON SEPT. 24, 2012, GEN. EIJI KIMIZUKA CHIEF OF STAFF, Japanese Ground Self Defense Force and Gen. Henry L. Odillo, Malawi Defence Force (MDF) commander, were inducted into the prestigious International Hall of Fame.

Kimizuka, a 1991 graduate of CGSC, has served his nation's military for 36 years. Odillo attended CGSC in 1996 and has served in the Malawi military for 34 years.

The honor of induction into the CGSC International Hall of Fame is bestowed upon highly distinguished international military student graduates of CGSC and is demonstrative of the great contributions that they have gone on to make in their respective countries since their graduation from this institution. 🏆



In Memoriam

General H. Norman Schwarzkopf

Aug. 22, 1934 - Dec. 27, 2012

GEN. H. NORMAN SCHWARZKOPF, died on Dec. 27, 2012, at age 78, in Tampa, Fla., from complications from pneumonia.

Schwarzkopf retired from active service in August 1991 after 35 years of Army service.

Most well known for his leadership as commander of U.S. Central Command during the first Gulf War, Schwarzkopf was considered one of the greatest leaders in the modern Army.

“Gen. Schwarzkopf embodied the warrior spirit, serving with distinction in three conflicts over his 35 years of dedicated service,” said Chairman of the Joint Chiefs of Staff Army Gen. Martin E. Dempsey. “The hallmark of his remarkable career was the swift and decisive victory over Saddam Hussein’s forces after they invaded Kuwait.”

In a joint statement after his death, Secretary of the Army John McHugh and Chief of Staff Gen. Raymond T. Odierno said, “Our nation has lost a Soldier and Statesman with the passing of General Norman Schwarzkopf. Our prayers are with his

“Gen. Schwarzkopf embodied the warrior spirit, serving with distinction in three conflicts over his 35 years of dedicated service.”

— Chairman of the Joint Chiefs of Staff Army Gen. Martin E. Dempsey



U.S. ARMY PHOTO

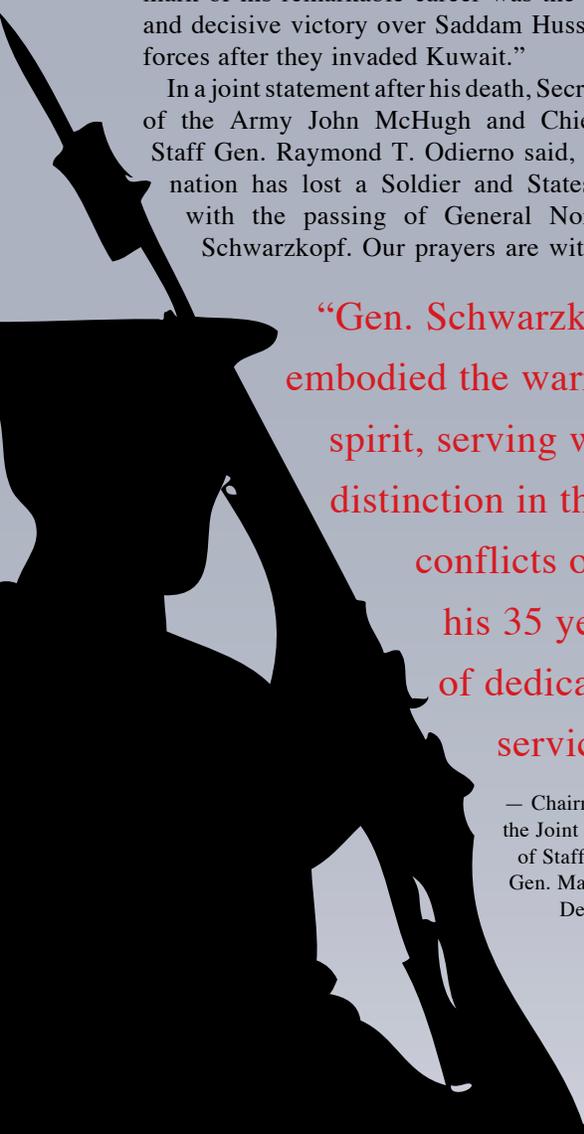
Gen. Norman Schwarzkopf in 1988.

family as we honor the memories of a man dedicated to family, his country and the many Soldiers he led in war and peace. His life story touches on much of the fabric of our nation’s story, ensuring his memory will remain with us for generations. Our nation owes a great debt of gratitude to General Schwarzkopf and our Soldiers will hold a special place in their hearts for this great leader. While much will be written in coming days of his many accomplishments, his

most lasting and important legacies are the tremendous Soldiers he trained and led.”

Schwarzkopf was a Veteran of the Vietnam War, serving two tours there and earning three Silver Stars. He was a native of New Jersey, a 1956 graduate of the U.S. Military Academy at West Point, N.Y., and a graduate of the CGSC Class of 1969.

Schwarzkopf is survived by his wife, Brenda, and children Cynthia, Jessica and Christian. 🇺🇸



General Glenn K. Otis

March 15, 1929 - Feb. 21, 2013

GENERAL (RET.) GLENN K. OTIS, 83, of Carlisle, Pa., died, Feb. 21, in the Carlisle Regional Medical Center, in Carlisle, Pa.

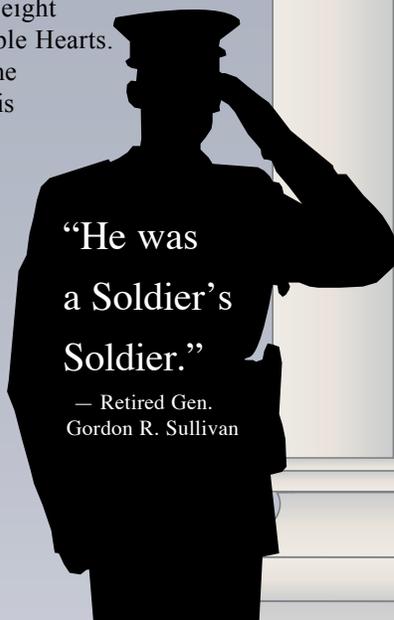
Prior to his retirement in 1988, after 42 years of service, Otis commanded U.S. Army Europe from 1983 to 1988, and commanded U.S. Army Training and Doctrine Command from 1981 to 1983.

“As the third commander of U.S. Army Training and Doctrine Command, he followed his predecessors, General Bill DePuy and General Donn Starry, by perfecting the AirLand Battle Doctrine -- that formed the basis for the Army’s warfighting doctrine in Europe,” said retired Gen. Gordon R. Sullivan, who served with Otis and was the 32nd Chief of Staff of the Army. “This doctrine was the forerunner of today’s ‘Full Spectrum of Operations.’”

“He was a Soldier’s Soldier,” Sullivan added.

A Plattsburg, New York, native, Otis enlisted in the Army as a private in 1946 and became a machine gunner and later a squad leader while serving three years on occupation duty with Eighth U.S. Army in Korea following World War II. He was then selected for admission to the U.S. Military Academy at West Point and was commissioned a second lieutenant of armor in 1953. He later served with distinction in the Vietnam War, earning the Distinguished Service Cross, the Silver Star, the Legion of Merit, eight Air Medals and three Purple Hearts.

Otis was a graduate of the CGSC Class of 1965. He is survived by his wife of nearly 60 years, Barbara Otis of Carlisle, Pa.; one son, Peter Otis and wife Lisa of Glen Allen, Va.; two daughters, Caren Otis of Carlisle and Nancee Groh and husband Jeffrey of Carlisle; and four grandchildren. 



“He was
a Soldier’s
Soldier.”

— Retired Gen.
Gordon R. Sullivan



Gen. Glenn K. Otis as Commander of TRADOC in 1981.

In Memoriam

Brig. Gen. (Ret.) Thomas Reynolds

CGSC Class of 1972, died March 4, 2012, age 82

Brig. Gen. (Ret.) James Owen

CGSC Class of 1970, died June 17, 2012, age 90

Brig. Gen. (Ret.) Andrew Gatsis

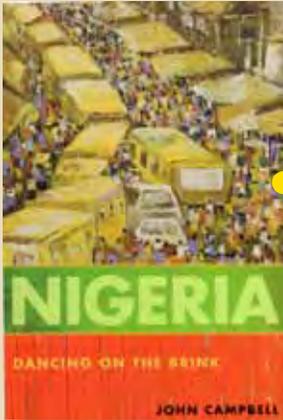
CGSC Class of 1956, died March 21, 2010, age 89

Brig. Gen. (Ret.) Frederick Smith

CGSC Class of 1947, died December 19, 2011, age 90

Col. (Ret.) Frank Farnsworth

CGSC Class of 1957, died August 4, 2010, age 89



Nigeria: Dancing on the Brink

by John Campbell; 216 pages; map; notes; bibliography; index; A Council on Foreign Relations Book- Rowman & Littlefield Publishers, Inc., 2011. Available on amazon.com and barnesandnoble.com - hardback- \$29.35; Kindle and Nook- \$15.94.

Nigeria, the United States' most important strategic partner in West Africa, is in trouble. While Nigerians often claim they are masters of dancing on the brink without falling off, the recent vacuum in government authority, the upcoming 2011 elections, and escalating violence in the Delta and the North may finally provide the impetus that pushes it into the abyss of state failure.

John Campbell explores Nigeria's postcolonial history and presents a nuanced explanation of the events and conditions that have carried this complex, dynamic, and very troubled giant to the edge. Campbell suggests concrete policy options that would allow the United States to help Nigeria avoid state failure and promote political, social, and economic development.

John Campbell is the Ralph Bunche Senior Fellow for Africa Policy Studies at the Council on Foreign Relations in New York. He was a member of the U.S. Dept. of State Foreign Service from 1975-2007. He served twice in Nigeria, from 1988-1990 as political counselor and from 2004-2007 as U.S. ambassador. He is also a member of the Arthur D. Simons Center Advisory Council.

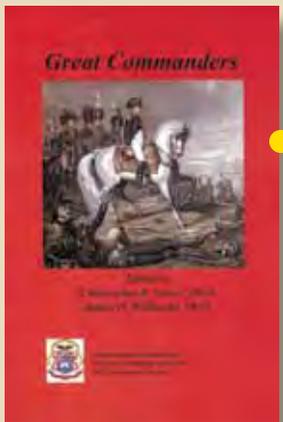


Home Fires Burning

by Vonda Crocker; 284 pages; photographs; Xlibris Corporation, 2012. Available on amazon.com and barnesandnoble.com - hardback- \$29.99; paperback from \$14.99.

Home Fires Burning chronicles Vonda Crocker's thirty-four years as an Army wife. She married a second lieutenant of infantry and kept the home fires burning during twenty-six moves, numerous crises and incredible highs and lows brought by war and peace as well as daily Army life. She saw the Army through the eyes of a wife, mother, family support member and spouse of all officer grades from second lieutenant through lieutenant general. *Home Fires Burning* will help the reader understand the dynamics of Army family lives and the impacts of wars, separations, and hardships.

Vonda (Jones) Crocker is a native Arkansan, the daughter of a State Supreme Court Justice (father) and award-winning career schoolteacher (mother) and the spouse of Lt. Gen. (Ret.) George Crocker.



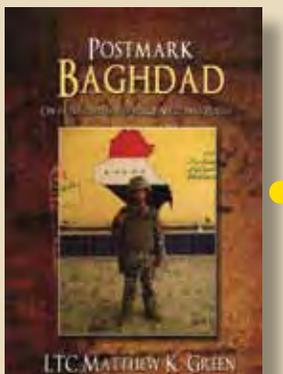
Great Commanders

Edited by Christopher R. Gabel and James H. Willbanks; 205 pages; photos; battle maps; notes; bibliography; contributors list; Combat Studies Institute Press, 2013. Available on amazon.com and barnesandnoble.com - hardcover- \$44.95; paperback- from \$19.79.

The command of military forces in combat is unlike any other field of human endeavor. If war is the ultimate form of human competition, then the commander is the ultimate competitor. In selecting the seven great commanders presented in this volume, the contributors sought to cover a wide spectrum of military endeavor, encompassing a very broad time-frame, different nationalities and cultures, and representatives from ground, sea, and air warfare. The commanders selected (Alexander the Great, Genghis Khan, Napoleon Bonaparte, Horatio Nelson, John J. Pershing, Erwin Rommel, and Curtis LeMay) were masters of warfare in their particular time and environment. Since the circumstances and context of every war differ, there is no intent to prove that these are the "greatest" seven commanders ever, but each of the commanders in this study demonstrated extraordinary qualities of leadership in the cauldron of combat.

Dr. Christopher R. Gabel has taught military history at the U.S. Army Command and General Staff College, Fort Leavenworth, Kan., since 1983. He received his bachelor's degree at The Pennsylvania State University and earned M.A. and Ph.D. degrees in history at The Ohio State University.

James H. Willbanks, Ph.D., is the General of the Armies George C. Marshall Chair of Military History and Director, Department of Military History at the U.S. Army Command and General Staff College, Fort Leavenworth, Kan.

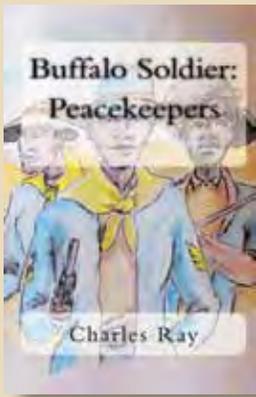


Postmark Baghdad

by Lt. Col. Matthew K. Green; 236 pages; maps; figures; photos; iUniverse Inc., 2008. Available on amazon.com and barnesandnoble.com - hardcover- from \$28.95; paperback- from \$17.70; Kindle- \$6.00; Nook- \$5.10

In January 2007, Lieutenant Colonel Matthew K. Green journeys to Iraq to serve as the team chief of a national police transition team. As part of "the surge," the U.S. Army deploys hundreds of team chiefs like Lt. Col. Green to live and fight with Iraqi units. Attached to the 5th Brigade Iraqi National Police, Green joins a newly appointed Iraqi commander, Colonel Bahaa Noori Yassin Al Azawi. Together, the two train a brigade of troops, all while engaged in a complex counterinsurgency.

Lt. Col. Matthew K. Green graduated from West Point in 1990. He served as a tank platoon leader in Desert Storm, served as the operations officer of a cavalry squadron in Mosul and advised the 5th Brigade Iraqi National Police. He lives in Weston, Mo., with his two daughters.

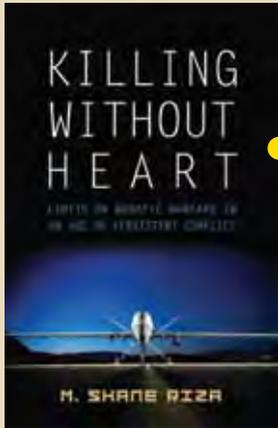


Buffalo Soldier: Peacekeepers

by Charles Ray; 217 pages; CreateSpace Independent Publishing Platform, 2013. Available on amazon.com and barnesandnoble.com – paperback from \$9.95; Kindle- \$3.90.

Book four in the “Buffalo Soldier” fiction series, *Buffalo Soldier: Peacekeepers* has Ben Carter and his detachment involved in helping local authorities keep the peace in a New Mexico town.

Charles A. Ray retired from federal service in September 2012, after completing just over fifty years of combined military and civilian service. He entered the U.S. Army in 1962 as an enlisted man and received a commission as a second lieutenant in 1965. His military service included assignments in Germany, Korea, and two tours in Vietnam (1968-69 and 1972-73). He retired in 1982 with the rank of major and entered the U.S. Foreign Service. His Foreign Service tours have included China, Thailand, Sierra Leone, Vietnam, Cambodia, and Zimbabwe. He was the first U.S. Consul General in Ho Chi Minh City, Vietnam, and served as U.S. Ambassador to the Kingdom of Cambodia and the Republic of Zimbabwe. A prolific author, Ray has written three books on leadership and management and more than 25 works of fiction.

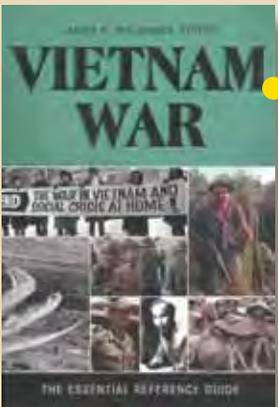


Killing Without Heart: Limits on Robotic Warfare in an Age of Persistent Conflict

by M. Shane Riza; 256 pages; notes; bibliography; index; Potomac Books, May 2013; Available in May 2013 on amazon.com and barnesandnoble.com - hardback \$19.17.

The wars in Iraq and Afghanistan produced a boom in procurement of unmanned and robotic warfare systems. The defense establishment rushed most of these systems into action, often without complete testing or sustainment plans. There was insufficient debate, certainly no conclusion, on how these weapons systems fit into the current construct of warfare. *Killing Without Heart* defines the moral and, perhaps more important, the practical limits of unmanned and robotic warfare in this age of persistent conflict.

M. Shane Riza is a graduate of the United States Air Force Academy, Air Command and Staff College, and the Eisenhower School of National Security and Resource Strategy. He is a command pilot with more than 2900 flying hours in U.S. Air Force fighter and training aircraft. He is a graduate and former instructor of the prestigious USAF Weapons School, a veteran of Operations Southern and Northern Watch, a former commander of a fighter squadron in Operation Iraqi Freedom, and a former fighter group commander in Pacific Air Forces.



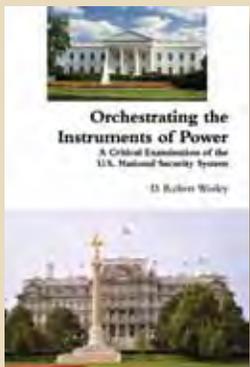
Vietnam War: The Essential Reference Guide

Edited by James H. Willbanks; 341 pages; chronology; bibliography; editor and contributors list; index; ABC-CLIO, 2013. Available on amazon.com and barnesandnoble.com- hardback- from \$85.00; Kindle- \$71.20; Nook \$89.00.

Vietnam War: The Essential Reference Guide provides a compendium of the key people, places, organizations, treaties, and events that make up the history of the war, explaining its causes, how it was conducted, and its far-reaching consequences. Written by recognized authorities, this ready-reference volume provides essential information all in one place and includes a comprehensive list of additional sources for further study.

The work presents a detailed chronology that outlines the numerous battles and campaigns throughout the war, such as the Tet Offensive, the Battle of Hamburger Hill, Operation Rolling Thunder, and the Battle of Hue. Biographies on Lyndon Johnson, William Westmoreland, Robert McNamara, Ngo Dinh Diem, and other major political figures and military leaders provide insight into the individuals who played key roles in the conflict, while primary source documents such as President Nixon’s speech on Vietnamization provide invaluable historical context.

James H. Willbanks, Ph.D., is the General of the Armies George C. Marshall Chair of Military History and Director, Department of Military History at the U.S. Army Command and General Staff College, Fort Leavenworth, Kan.



Orchestrating the Instruments of Power: A Critical Examination of the U.S. National Security System

by D. Robert Worley; 520 pages; notes; figures; tables; abbreviations/acronyms list; bibliography; index; Lulu.com, 2012. Available on amazon.com and barnesandnoble.com - hardcover \$51.49

Military forces for the Cold War were designed to deter, and if necessary defeat, the military forces of an opposing great power alliance. Rather than the militaries of major power alliances colliding on the field of battle, today’s missions require a deft employment of all instruments of power, not the military instrument in relative isolation. In *Orchestrating the Instruments of Power*, Worley presents the theories underlying choices in grand strategy, the instruments of power spread across the departments and agencies of government, the mechanisms for orchestrating the instruments, the major reforms proposed, and the political instabilities that make the reforms either necessary or unwise.

A former Marine sergeant and Vietnam veteran, D. Robert Worley, Ph.D., is a Senior Fellow with Johns Hopkins University’s Center for Advanced Governmental Studies and Fellow of the National Academy of Public Administration. His professional career includes assignments at the Rand Corporation, Institute for Defense Analyses, and the Potomac Institute for Policy Studies.



Armed Forces Insurance

Our Mission: Provide premium quality, competitively priced property and casualty insurance and financial services products that afford peace of mind and protect our members from loss, while creating an exceptional customer service experience.

Our Vision: Armed Forces Insurance Exchange is a premier, profitable property and casualty insurance and financial services company, the provider of choice for our eligible membership: active, former, and retired members of the uniformed services and Department of Defense civilians, as well as the spouses and children of all current or former members.

In 1887, in the remote post of Fort Leavenworth, 30 officers of the garrison were gathered to organize a unique association to provide greater financial security for themselves and for their families. Schooled in the pioneer tradition that demanded cooperation as the price of survival, this small gathering pledged their support of the Army Co-operative Fire Association. Their stated purpose was to provide low cost fire insurance tailored to the particular needs of service officers.

This small group ultimately adopted a plan of insurance under which the minimum amount of personal property coverage was set at \$400, and the maximum permitted was \$2,000. All commissioned officers of the United States Army, and acting assistant surgeons actually on duty with troops, were declared eligible for membership. Each member took the responsibility of telling his brother officers of the Association and its advantages by

word of mouth and by letter.

In 1962, on its 75th birthday, the members of the Army Co-operative Fire Association voted to change its name to the “Armed Forces Co-operative Insuring Association.” The new name reflected the changed status of the association as one that served officers from all of the armed forces, serving more than 47,000 members with assets of more than \$5.5 million. Later in 1982, the Association organized itself as a reciprocal exchange, with a set of by-laws preserving the philosophy and spirit of the Armed Forces Co-operative Insuring Association’s 95-year old constitution, and changed the name to Armed Forces Insurance Corporation, which is a wholly-owned subsidiary corporation of the Armed Forces Insurance Exchange. As a “reciprocal exchange,” AFI is effectively owned by the policyholders it serves.

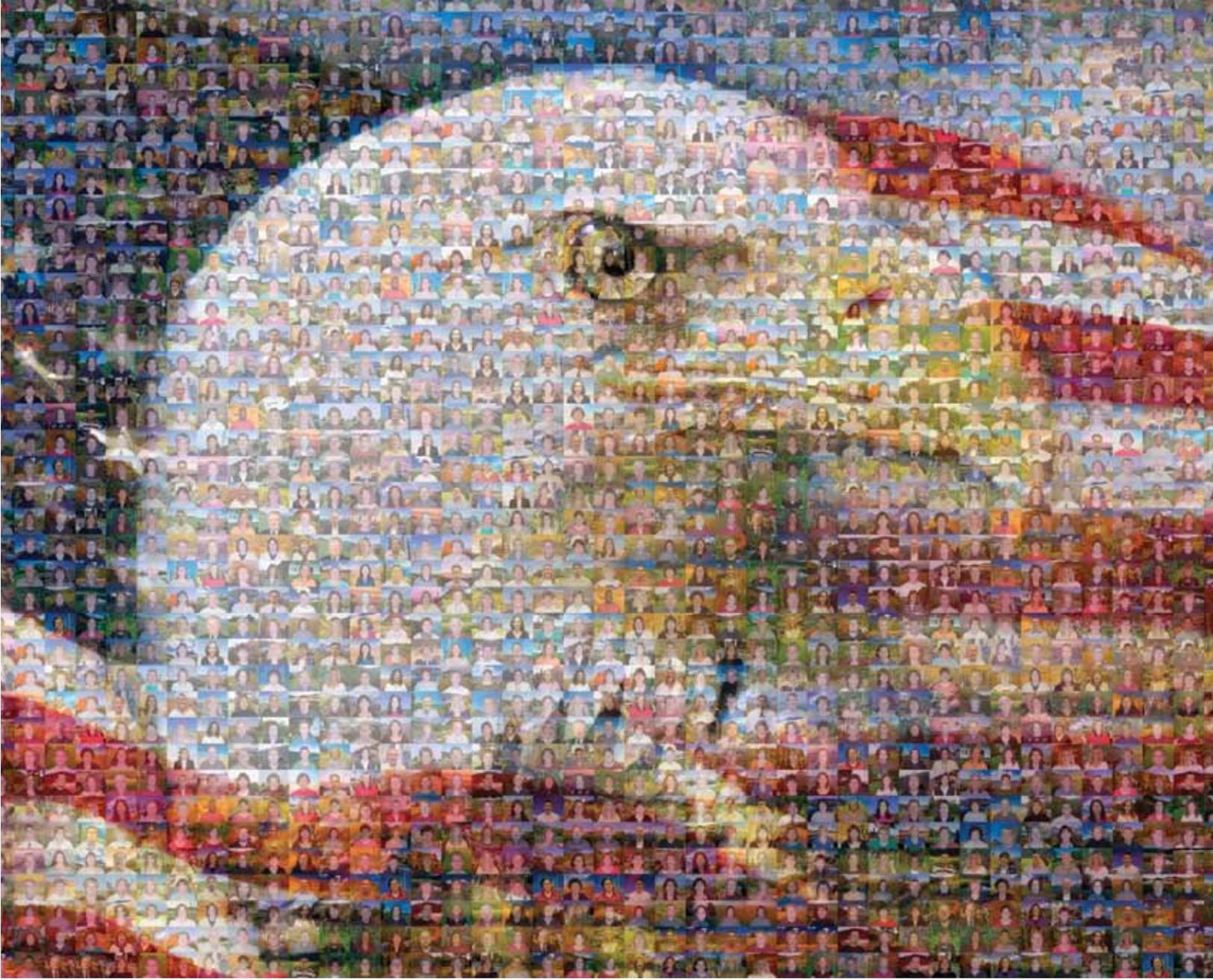
Today, Armed Forces Insurance continues to serve the military

community by offering several lines of insurance, including homeowner, renter, auto and flood. We partner with a variety of leading insurance companies to offer total insurance solutions that are tailored to the unique military lifestyle. Insurance can be hard and our members know that they are getting expert advice that can help navigate an otherwise difficult process.

And we have been serving the military, and only the military, for over 125 years.

AFI’s engagement with and support of the Command and General Staff College Foundation is an extension of the support we offer to service members living and working at the Army’s Command and General Staff College, Fort Leavenworth and thousands of other places around the world. Education of the nation’s future leaders is an important mission with which AFI is proud to be associated.

For more information, please visit at our web site at www.afi.org. 



We come together to protect those who protect our nation.

The extended family of AFI associates is proud to provide insurance exclusively to America's military and their families. That's because we get the big picture: there's nothing more important and honorable than serving our great nation. Find out how much you'll save when you switch to AFI. For your free, no-obligation quote, visit afi.org or call 1.800.495.8234.



Armed Forces Insurance
OUR MISSION IS YOU.™

afi.org

Auto • Homeowner • Renter

CGSC Foundation, Inc.
100 Stimson Ave. Suite 1149
Fort Leavenworth, KS 66037

NON-PROFIT ORG.
U.S. POSTAGE
PAID
LAWRENCE, KS
PERMIT NO. 116



Visit the Foundation on:

facebook

facebook.com/CGSCFoundation

LinkedIn

linkedin.com>>CGSC



SOLDIER, YOU NEED TO BE A MEMBER OF AUSA!

WHY?

The Association of the U.S. Army is YOUR voice on Capitol Hill.

AUSA's local chapters support YOU and YOUR family in YOUR local community.

AUSA takes care of YOUR family while you are deployed.

JOIN TODAY and start getting YOUR voice in front of Congress.



