

COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY

No. 15/Fall 2013



**Brig. Gen. Hughes- new
Deputy Commandant
assumes responsibility**

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only available until Dec. 16

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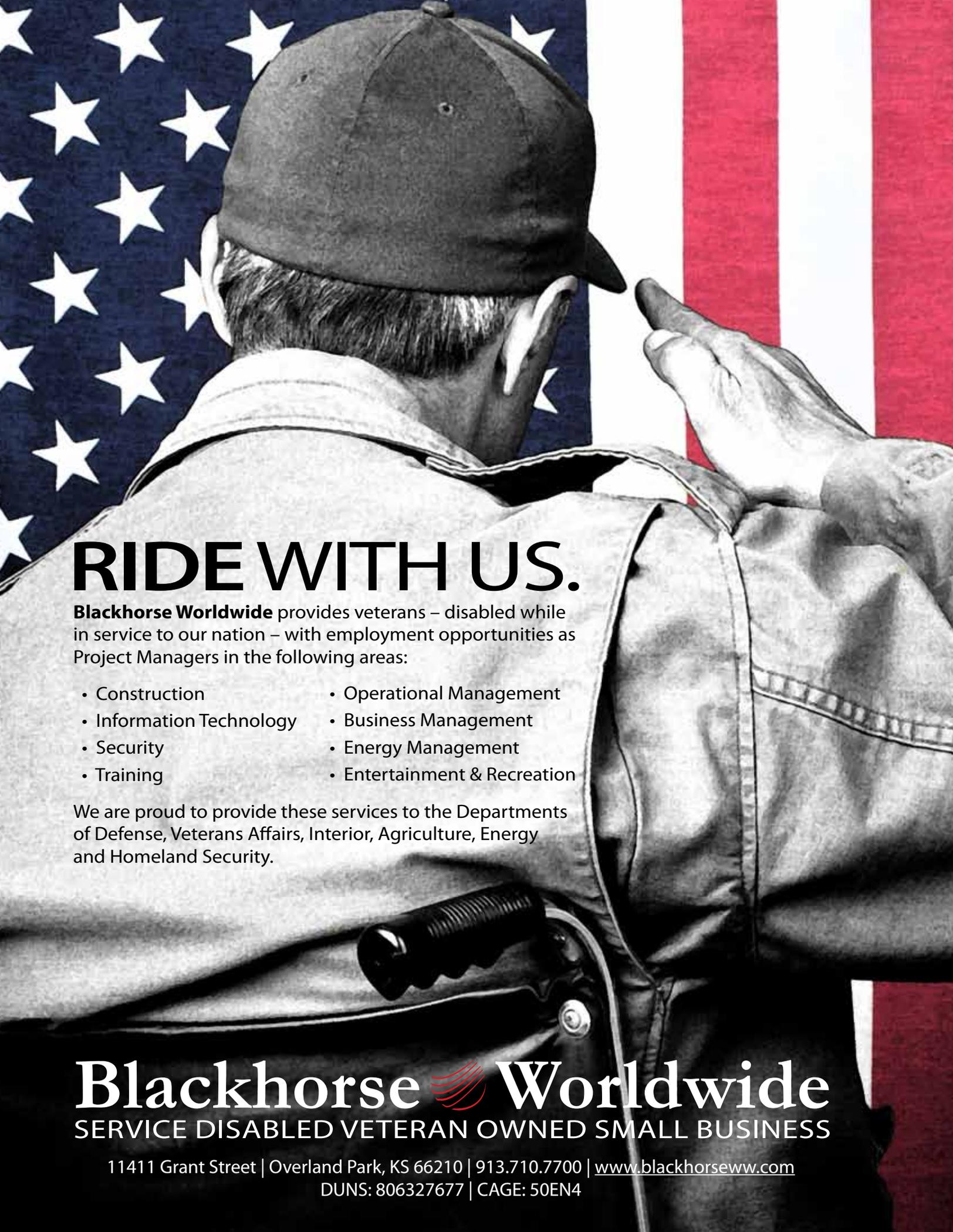
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New Leadership at the Foundation and College

by Michael D. Hockley



In my first months as President, the Foundation has continued to provide unparalleled support to the Command and General Staff College while at the same time transitioning to new leadership. In our last edition, we marked the retirement of founding Chief Executive Officer, Col. (Ret.) Bob Ulin. We also recognized the contributions of out-going President Hyrum Smith. While the Executive Committee conducted a search for a new CEO, retired Maj. Gen. Ray Barrett wore two hats, serving as Interim CEO of the Foundation and continuing to direct the day-to-day activities of the Simons Center. Ray did an outstanding job, and his efforts are much appreciated by the Board of Trustees.

Col. (Ret.) Doug Tystad came on board as the Foundation's new CEO in October. He brings a wealth of experience in the Army, at the College, and in business. He was a highly successful Army officer, having commanded at all levels from an armored

calvary platoon up to an armor-heavy brigade. Doug completed his twenty-eight year Army career as the Dean of the College and is intimately familiar with its operations and mission. After

11 years as a successful businessman, Doug returns to his Army

roots as our new CEO. Doug has hit the ground running and is excited to lead the Foundation to the next level in its support of the College.

October also saw the installation of a new Deputy Commandant at the College, Brig. Gen. Christopher Hughes. He served in troop leading assignments in both mechanized and light infantry divisions as well as key staff assignments in Washington, D.C., including the Chief of Army Liaison to the U.S. House of Representatives. He also is a published author and winner of the 2008 Army Historical Foundation's Distinguished Writing Award for Excellence. As Lt. Gen.

Perkins noted at Brig. Gen. Hughes' assumption of responsibility ceremony, he is the ideal officer to serve as the Deputy Commandant and will provide the students an outstanding role model for success in today's modern Army. We extend a warm welcome to Brig. Gen. Hughes and his wife Marguerite.

In our last issue, we announced that the 5-Star Generals Commemorative Coins went on sale. The coins are only on sale during this calendar year, and at the end of December, any unsold coins will be melted down by the United States Mint. There is information about how to purchase the coins in this issue and on our website at www.fivestargenerals.org.

As I write this message, the national news is dominated by the impact of the sequester and the inability of Congress to pass a budget. These events emphasize that the Foundation's assistance will be needed more than ever at the College to help offset the impact of sequestration and budget uncertainties. The Foundation and the College have the right leadership teams in place to respond to those challenges, but your continued support is also vital to the Foundation's success in supporting the College. 🙏



"In my first months as President, the Foundation has continued to provide unparalleled support to the Command and General Staff College..."

Our Vision

The CGSC Foundation's vision is to become a supporting organization that is widely recognized as the national leader in membership, programs, innovation, and support to the U.S. Army Command and General Staff College to advance its core mission of educating leaders for the challenges of the 21st century.

Our Mission

The mission of the CGSC Foundation is to support CGSC in educating leaders for the 21st century in the following six mission areas:

- Enrich the College's academic environment
- Foster a strong relationship between the military and the private sector
- Enhance the institution's research activities
- Promote leader development
- Encourage excellence in the faculty and student body
- Maintain contact with alumni

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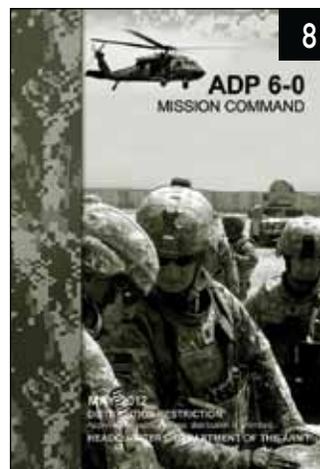
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The Command and General Staff College Foundation (CGSCF) was established December 28, 2005 as a tax-exempt, non-profit private corporation to foster a strong relationship between the military and private sector, to enrich the College's academic environment,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

The CGSC Foundation is an equal opportunity provider.

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ON THE COVER

Brig. Gen. Christopher Hughes (right), incoming deputy commanding general, completes his assumption of responsibility ceremony with CGSC Commandant Lt. Gen. David G. Perkins.—Details on page 7.
Photo by Mark H. Wiggins

FROM THE EDITORS

The 15th edition of the CGSC Foundation News reflects a very busy year for the Foundation. We welcome not only a new Foundation CEO in Doug Tystad, but also a new Deputy Commandant. We are also beating the drum again for the 5-Star Generals Commemorative Coins— they're only available until Dec. 16, so get yours ASAP. There's much more, so enjoy.

The value of CGSC

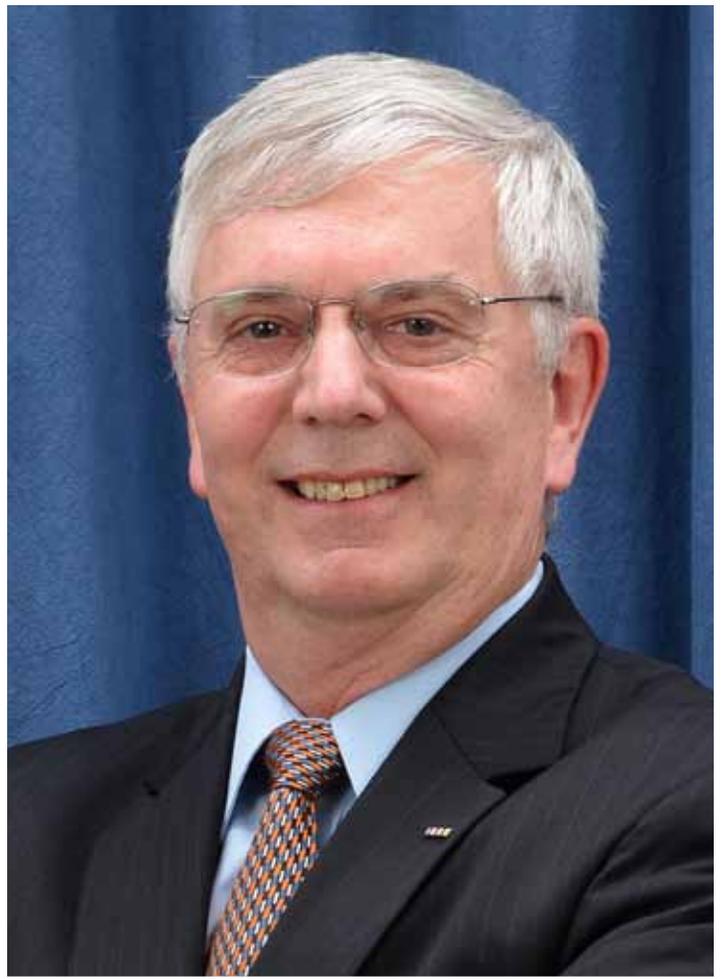
by Col. Doug Tystad, U.S. Army, Ret.

My first few weeks as the CEO have been exciting to say the least as I have been learning the business of the Foundation. I want to express my thanks to the selection committee and the Board of Trustees for giving me the opportunity to be part of this organization. I want to thank Ray Barrett for the thoroughness of the transition from his time as the interim CEO. I'd also like to give a special thank you to Bob Ulin, the founding CEO, for his vision and dedication to the mission of the Foundation.

I've often been asked why the Foundation is important. CGSC is a national asset that prepares our leaders of character and competence for significant future service for our nation. It has been fulfilling that mission since 1881 when General Sherman directed the founding of the School of Application for Infantry and Cavalry. The Foundation is important in enhancing the educational experience and providing added value to the college.

My personal experiences at CGSC were instrumental in my learning development. Throughout my time in the military and with industry, I've found that the education I received has served me well. Even though doctrine changed or the conditions in which I worked changed, I had learned how to think and adapt quickly to the situation. That for me is the personal value of CGSC.

Likewise, when confronted with challenges in my senior positions I always looked to put together a team of CGSC graduates to work through the problems and come up with successful plans and then execute. I found that CGSC graduates possessed the work ethic, the ability to analyze and solve difficult problems, and the ability to clearly articulate solutions. That's a skill set that I found rarely existed in nature, it had to be developed, and CGSC did it



better than anyone else. That showed me the professional value of CGSC graduates.

As I've talked to students undergoing the CGSC experience, they're not certain this is the best year of their lives. I've assured them that they'll look back on the experience and realize all that they've learned, grown, and matured. I'm sure that they too will come to see the value of CGSC.

Finally, as part of the transition to the new CEO, we will be developing an updated strategic plan to take us forward with meaningful support to the college. I encourage active participation in this task from board members, students, faculty and other stakeholders. Our goal is to ensure that we provide added value to the CGSC experience for all. I welcome your input and look forward to working with you in the future. 🙌

I want to express my thanks to the selection committee and the Board of Trustees for giving me the opportunity to be part of this organization.

Hughes assumes duties as Deputy Commandant

by Jan Dumay, Fort Leavenworth Lamp

SINCE COMING TO FORT LEAVENWORTH IN LATE SEPTEMBER, BRIG. GEN. CHRISTOPHER P. HUGHES has had a chance to meet many people associated with the Command and General Staff College.

“I cannot tell you how impressed I’ve been so far, wandering around talking to the students, talking to the faculty and the staff,” he said at his assumption of responsibility ceremony Oct. 7, when he became CGSC’s deputy commandant and the deputy commanding general of the U.S. Army Combined Arms Center Leader Development and Education.

He said the government employee furlough last week, which affected civilian CGSC instructors, gave him an opportunity “to look at the fine officers” who teach at CGSC, the School of Advanced Military Studies and other post institutions.

“I saw adaptive leaders, I saw agile leaders and I saw a lot of innovation last week,” he said. “So that gives me a good feeling for the camaraderie that we have and the confidence that we have and that the Army has invested in this organization and truly does believe in it.”

Hughes, a highly decorated officer, comes to Fort Leavenworth after serving as deputy commanding general for maneuver of the 3rd Infantry Division. He said that unlike some Fortune 500 companies, the Army grows its own chief executive officers, making it a unique entity.

“We grow and educate and mentor our own senior leadership,” he said. “Very few organizations in the world today do that.”

The Army invests and commits to professional military education to bring its officers to the next level, giving them the tools needed to face the future. Hughes

Brig. Gen. Christopher Hughes (right), incoming deputy commanding general, completes his assumption of responsibility ceremony with CGSC Commandant Lt. Gen. David G. Perkins as his wife Marguerite looks on.

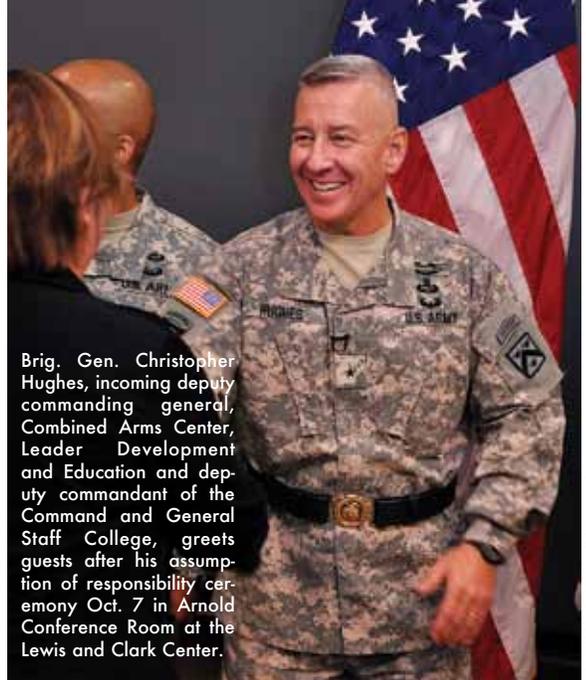
said that’s what he loves about CGSC.

“We are preparing these leaders to face the unknown,” said Hughes. “We give them what we do know, and we’re going to teach them how to think about what they don’t know.”

Lt. Gen. David G. Perkins, commanding general of CAC and Fort Leavenworth, said Hughes, a graduate of CGSC, will be an example for the students. In service to the nation, Hughes is at the top of the class, he said.

“We’re going to bring you back and put you in classes because we know the impact that it has,” Perkins told him.

“I promise I will not let you down,” Hughes said after being presented a copy of his orders. Hughes replaces Maj. Gen. Gordon B. “Skip” Davis Jr., who left Fort Leavenworth in June to become the deputy chief of staff, Operations and Intelligence, Supreme Headquarters Allied Powers Europe, North Atlantic Treaty Organization in Casteau, Belgium. Hughes is the author of *War on*



Brig. Gen. Christopher Hughes, incoming deputy commanding general, Combined Arms Center, Leader Development and Education and deputy commandant of the Command and General Staff College, greets guests after his assumption of responsibility ceremony Oct. 7 in Arnold Conference Room at the Lewis and Clark Center.



Brig. Gen. Christopher Hughes, incoming deputy commanding general, Combined Arms Center Leader Development and Education and deputy commandant of the Command and General Staff College, smiles at his wife, Marguerite, after she was presented flowers at his assumption of responsibility ceremony Oct. 7 in Arnold Conference Room at the Lewis and Clark Center.

Two Fronts: An Infantry Commander's War in Iraq and the Pentagon, for which he received the 2008 Army Historical Foundation's Distinguished Writing Award for Excellence. 🇺🇸

PHOTO BY PRUDENCE SIEBER/FORT LEAVENWORTH LAMP

PHOTO BY MARK H. WIGGINS

PHOTO BY PRUDENCE SIEBER/FORT LEAVENWORTH LAMP

Developing competent and committed Leaders capable of executing Army's Doctrine 2015

by Lt. Gen. David G. Perkins
Commander, Combined Arms Center/Commandant,
U.S. Army Command and General Staff College



AS STATED IN THE ARMY LEADER DEVELOPMENT STRATEGY (ALDS), the past 12 years of combat honed the skills of our troops and leaders, but we now face the challenge of sustaining and improving the Army's advantage in leadership while we re-orient the force to meet future challenges. Leader development remains fundamental to the success of our Army, especially to an Army of preparation, and the required emphasis upon war fighting put us out of balance. Released in June 2013, the ALDS provides vision and guidance for developing leaders of all cohorts who exercise the Army's Mission Command doctrine while planning, preparing, executing, and assessing Unified Land Operations. Within that construct, the Command and General Staff College of the Combined Arms Center at Fort Leavenworth, educates and develops agile and adaptive leaders capable of executing Mission Command.

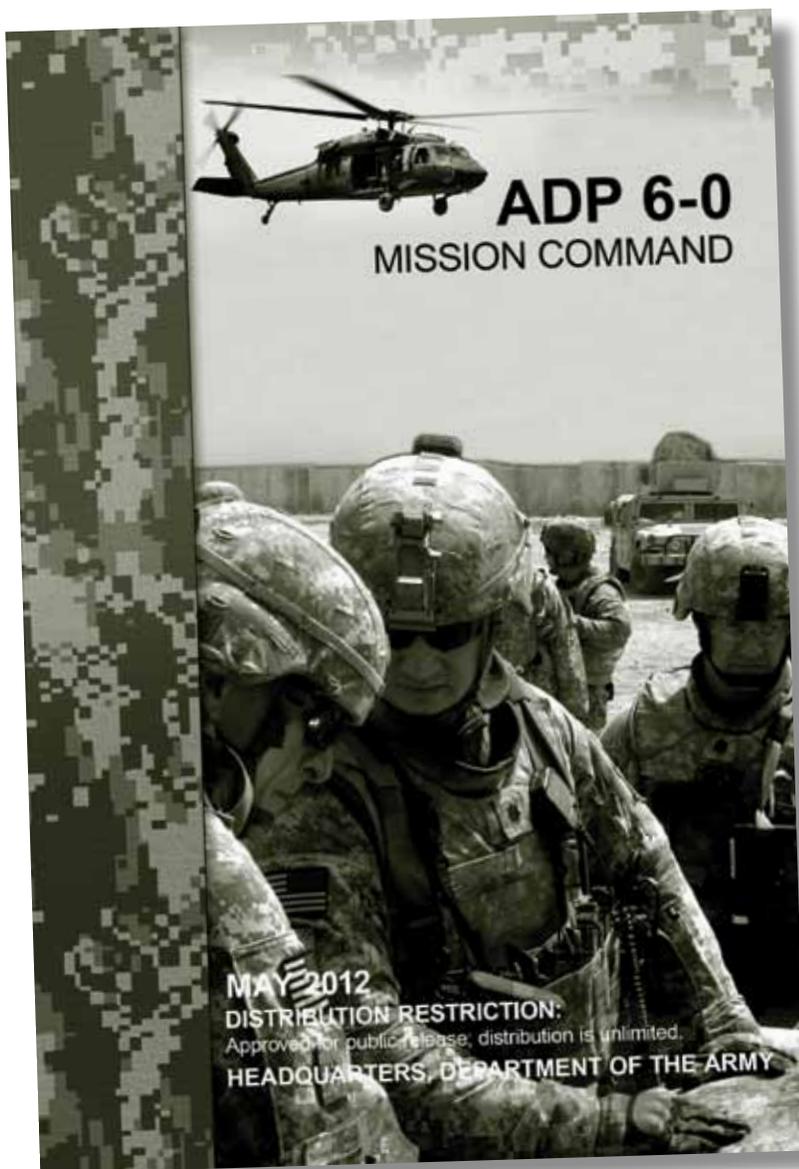
Agile and Adaptive Leaders for an Unknowable Future

The future remains both unknown and unknowable. The events of Sept. 11, 2001, provide a stark reminder and exemplify the difficulty of foreseeing future threats and security challenges. If that series of events had been posed to leaders 30 years earlier, before the World Trade Center was even completed, most would surely have discounted the plausibility. Adversaries seek to adapt to the known and thereby create uncertainty. With this in mind, we need great leaders who can guide their units into the unknown and operate in very ambiguous and often changing conditions. We must have leaders who are critical thinkers that possess historical context of the profession they are in. They need to understand the organization of our formations, how they are trained, and our unifying doctrine to ensure shared

understanding and common visualization.

Army Doctrine Publication (ADP) 6-0 (Mission Command)

Past doctrine typically sought to solve a known problem. The Air-Land Battle of the 1980s emerged in response to the known Soviet threat during the Cold War. The Army's current doctrine provides a framework for dealing with the future threats of the 21st Century. ADP 6-0, Mission Command, published in May 2012, represented the first new doctrine published at the Combined Arms Center as part of the Doctrine 2015 initiative. It outlines the means by which we execute Unified Land Operations described in ADP 3-0, Operations. One of two capstone doctrine publications, ADP 3-0 describes what we, the Army, are for: "The Army seizes, retains and exploits the initiative to gain and maintain a position of relative advantage in



sustained land operations...” It states relative advantage because we recognize that a position of advantage is at best temporary, since war itself is a series of temporary conditions. Mission Command empowers subordinates at all echelons to exploit the initiative by acting within the commander’s intent using disciplined initiative. Mission Command did not replace the concept of Command and Control, but rather addresses the inadequacies of Command and Control in a rapidly, ever-changing operating environment. Simply issuing orders (Command) and ensuring compliance (Control) proves insufficient in today’s complex operating environment, where opportunities to exploit the initiative are often fleeting. The inability to adapt quickly will result in being

outmaneuvered, either intellectually or physically.

Mission Command is a commander-centric philosophy. Commanders drive the operations process by seeking to understand the problem in terms of how to gain the relative advantage, visualize a solution, and describe the solution to subordinates in order to create a common understanding. Describing, rather than simply telling the problem fosters the visualization needed for shared understanding. Once leaders share a common understanding, they are able to direct, lead, and assess. When assessing, it is more important to assess the adequacy of the plan itself rather than just compliance. Conditions evolve and leaders must ensure that efforts continue to support a solution garnering

the position of relative advantage. Ensuring that everyone has the common understanding of the problem and the commander’s intent proves much more powerful than command and control measures. Exercise of the Mission Command philosophy does, however, require well-trained, well-disciplined, and professional units led by agile and adaptive leaders.

Army Leader Development Strategy (ALDS): Ends, Ways, and Means

Developing leaders for our Nation is a competitive advantage the Army possesses that cannot be substituted with technology or material. Nested with the doctrine of Mission Command, the Army Leader Development Strategy (ALDS) provides a comprehensive approach designed to help the Army re-balance the three crucial leader development components of training, education, and experience within three supporting domains: operational, institutional, and self-development. It gives the needed vision and guidance on ways, ends, and means of developing leaders of all cohorts: Officer, Non-Commissioned Officer, Warrant Officer, and Department of the Army Civilian, who exercise mission command to prevail in Unified Land Operations.

The ALDS uses seven leader development imperatives that guide policy and actions in order to develop leaders with the required qualities and enduring leader characteristics. These imperatives will drive the synchronization and implementation of the ALDS:

- Commitment to the Army Profession, lifelong learning, and development.
- Balance the Army’s commitment to the Training, Education, and Experience components of leader development.
- Manage military and civilian talent to benefit both the institution and the individual.
- Select and develop leaders with positive leader attributes and proficiency in core leadership competencies for responsibility at higher levels.
- Prepare adaptive and creative leaders capable of operating within the complexity

Continued on page 30



Thoughts from the LD&E Command Sergeant Major

by Command Sgt. Maj. Joe B. Parson, Jr., Combined Arms Center, Leader Development & Education



Command Sgt. Maj. Joe B. Parson, Jr. receives his Certificate of Assumption of Responsibility from Maj. Gen. Gordon B. Davis, Jr. on July 18, 2012.

PHOTO BY NOAH ALBRO, CGSC PUBLIC AFFAIRS

What we can't forget in all of our efforts both in and outside of this institution and in and outside of uniform, is that we as Soldiers are here to serve our Army and the people of the United States.

I WOULD LIKE TO BEGIN BY THANKING THE CGSC FOUNDATION for this opportunity to contribute to their magazine. Their request to do so reiterates why the Combined Arms Center (CAC) Command Team created the CAC Leader Development & Education Command Sergeant Major position that I now have the honor of filling.

My first observation is that I am extremely proud of our officer corps and the caliber of Soldier leaders we have in our ranks today. As the LD&E Command Sergeant Major, I have the unique opportunity to engage with students of our various subordinate organizations, one of the largest of which is the Command and General

Staff College. Over the past year, I have had the chance to interact with four separate Command and General Staff Officer Course classes. These Army professionals espouse the values and beliefs of our profession, which is evident in their daily behavior and activity.

The vast majority of these officers have spent a significant amount of their career deployed and in the fight, which has required them to prioritize their personal and professional lives in such a way as to prepare them and their Soldiers for the rigors of combat. In the process, their lives may be out of balance or some of their more academic skills such as reading for understanding and writing with clarity may be lacking.

Maj. Gen. Gordon B. Davis, Jr. and Command Sgt. Maj. Joe B. Parson, Jr. see off two CGSC teams as they leave for Washington, D.C., to attend the Army Ten-Miler race on Oct. 21 2012.



PHOTO BY NOAH ALBRO, CGSC PUBLIC AFFAIRS



PHOTO BY HARRY SARLES, CGSC PUBLIC AFFAIRS



PHOTO BY NOAH ALBRO, CGSC PUBLIC AFFAIRS

Command Sgt. Maj. Joe B. Parson, Jr. greets guests during the Deputy Commandant's New Year's reception in the Senator Robert's Room in the Lewis and Clark building at Fort Leavenworth.

Command Sgt. Maj. Joe B. Parson, Jr. along with Lt. Gen. David Perkins and CAC-LD&E Chief of Staff Jeff LaMoe and other CAC leaders celebrate the reopening of Eisenhower Hall located at Fort Leavenworth.

Therefore, many struggle with meeting the academic demands of the course. Many have also shared that what is often referred to as “the best year of their life” requires a great deal of effort on their part to balance their personal and professional lives and requirements. With very few exceptions, their struggles and efforts have resulted in much more competent and committed leaders of character.

The rigor of this course has challenged these officers in ways they may not have expected and for which they were not necessarily prepared. But in the end these officers have increased their military expertise, thereby increasing their effectiveness to leading our Army into the future. I would suggest

that a great deal of the credit for this transition belongs to the world-class staff and faculty of the college and I am extremely proud to be a part of such a professional organization. There are a number of other agencies and activities on the installation that also contribute to these officers' success, some of those being our Army Wellness Center, the Installation Resiliency Center and our Chaplain's Strong Bonds program. Each of these organizations and programs contributes immensely to our students' ability to reprioritize aspects of their personal and professional lives while, in many cases, reconnecting with their families.

What we can't forget in all of our efforts both in and outside of this

institution and in and outside of uniform, is that we as Soldiers are here to serve our Army and the people of the United States. As leaders, we have the privilege of serving our Soldiers and their families. As professionals, we must continuously reinforce and role model the essential characteristics of our profession: trust, honorable service, military expertise, esprit de corps and stewardship of the profession. At times each of us can become easily overcome by events on both personal and professional levels, but we must always keep these responsibilities in mind. Our Nation trusts its sons and daughters to our care and we must do everything we possibly can to continually demonstrate we are deserving of that sacred trust. 🇺🇸

Foundation supports popular summer reading program at CARL

EACH YEAR SUPPORT PROVIDED BY THE CGSC FOUNDATION goes to family programs that enhance the lives of students, faculty and staff at Fort Leavenworth. One of the more popular programs is the children's summer reading program at Fort Leavenworth's library – the Combined Arms Research Library (CARL). This year's program called "Have Book – Will Travel!" concluded on July 31 with prizes and fun activities for participants.



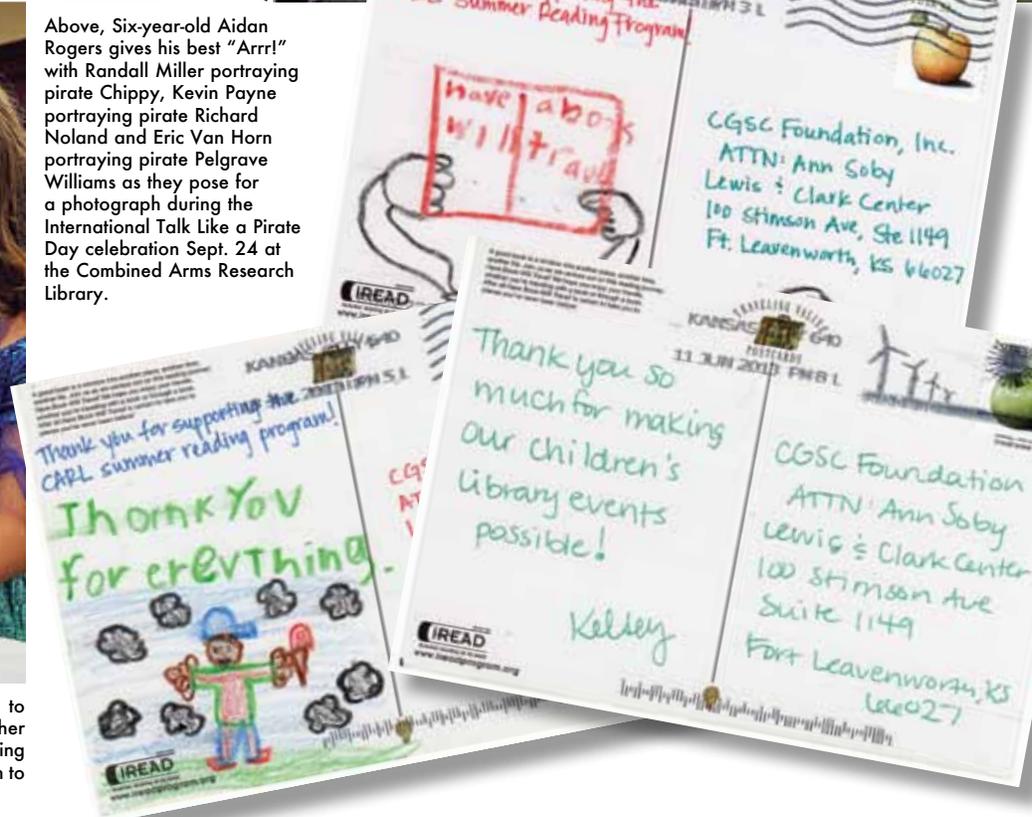
Above, Six-year-old Aidan Rogers gives his best "Arrr!" with Randall Miller portraying pirate Chippy, Kevin Payne portraying pirate Richard Noland and Eric Van Horn portraying pirate Pelgrave Williams as they pose for a photograph during the International Talk Like a Pirate Day celebration Sept. 24 at the Combined Arms Research Library.



Eleven-year-old Chloe Manner, wearing a costume to represent Hawaii, a place she would like to visit, and her 7-year-old sister Courtney, dressed with dreams of visiting Disneyland or Disneyworld, write notes of appreciation to sponsors of the summer reading program.

Summer reading celebration attendees line up to "vote" for the prizes they are most interested in winning July 31 at the Combined Arms Research Library.

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2014 Annual Meeting Kansas City

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Society for Military History 2014 Annual Meeting Kansas City

by John Curatola, Associate Professor,
CGSC Dept. of Military History

THE SOCIETY FOR MILITARY HISTORY (SMH) HAS SELECTED KANSAS CITY AS the host city for the 2014 annual meeting April 3-6, 2014, at the Westin Crown Center Hotel in Kansas City, Mo.

The featured speaker at this year's banquet is former Central Command Commander and bestselling author, retired Marine Gen. Anthony Zinni. Gen. Zinni is a dynamic and highly regarded speaker on national defense issues and epitomizes the ideal of the "soldier-scholar." The banquet will be conducted in the Century Ballroom of the Westin Crown Center, Saturday, April 6.

The World War I Museum will host the opening reception on Thursday, April 3.

Kansas City offers SMH annual meeting attendees a location that is less than a three-hour flight from any location in the continental United States. The Westin Crown Center Hotel, the official conference site, is immediately adjacent to the World War I Museum and the historic Union Station railroad terminal. Kansas City is also home to numerous other important historical sites such as the Truman Presidential Library and legendary Fort Leavenworth – the oldest active duty Army post west of the Mississippi. While the annual meeting will include tours to these locations, Kansas City also boasts the Negro Leagues Baseball Museum, the American Jazz Museum, the College Basketball Experience, the 19th Century Steamship Arabia Museum and the Nelson-Atkins Museum of Art, along with numerous restaurant, shopping and nightlife venues at the Crown Center, Power & Light District or the Country Club Plaza.

Sponsors for the meeting include the Command and General Staff College Foundation, the National World War I Museum, the University of Kansas and the Truman Library Institute. Registered attendees will receive complimentary access to the National World War I Museum during the SMH 2014 meeting when they present their registration name badge.

On Friday, April 4, the Truman Library Institute is offering free tours of the Presidential Library and Museum in Independence, Mo. On the same day, the Combat Studies Institute (CSI) from Fort Leavenworth will display antique weapons and other military items in the conference area at the Crown Center. This is a "hands on" event where attendees can familiarize themselves with historic firearms.

On Saturday, a separate guided bus tour will visit Fort Leavenworth, with stops at the Army's Command and General Staff College, the Frontier Army Museum, the old Disciplinary Barracks (Military Prison) and many other historical locations on the Post.

All of these tours require registration on the SMH 2014 web site, www.smh2014.org, which will launch Nov. 1, 2013. In addition to these tours, information about the meeting program and more links to Kansas City attractions will be available via links on the website.

See you in Kansas City! 🏆

Ethics Chair Update

CGSC Dept. of Command and Leadership

DR. DANIEL M. BELL, JR. ASSUMED THE RESPONSIBILITIES of the General Hugh Shelton Chair in Ethics from Dr. John Mark Mattox at the 4th Annual Fort Leavenworth Ethics Symposium, sponsored by the CGSC Foundation, in December 2012.

Since December, Dr. Bell has continued the busy schedule established by Dr. Mattox for the Chair. At the Ethics symposium he debated Dr. Mattox on the ethical pros and cons of the use of drones in warfare and offered the closing remarks for the week. Immediately after the symposium he jumped right into the ethics curriculum at CGSC. This year saw both the continuation of the ethics curriculum designed and implemented with the assistance of the Ethics Chair last year as well as the assessment and revision of that ethics curriculum.

As Chair, Dr. Bell presented eight lectures to CGSC classes on military ethics and participated in discussion groups with Soldiers immediately following each of those lectures. He also led eight Faculty Development Programs for the faculty who were leading the small group discussions after the ethics lectures. In addition to these presentations at Fort Leavenworth, Dr. Bell twice presented ethics lectures to Soldiers enrolled in CGSC courses and participated in the discussion wrap-arounds afterwards at the CGSC satellite campus at Fort Gordon, Ga.

CGSC is always seeking to enhance ethics instruction. This year saw a significant assessment of the current ethics curriculum, resulting in an improved course structure that will enhance the integration of ethics and military leadership. Dr. Bell



Dr. Daniel M. Bell, Jr. addresses attendees at the 2012 Fort Leavenworth Ethics Symposium.

PHOTO BY MARK H. WIGGINS

has worked closely with the faculty teaching ethics at CGSC in the process of evaluating and revising the ethics curriculum. The new ethics curriculum was put in place over the summer and kicked off in late August with an introductory lecture by Dr. Bell on ethics and military leadership. That curriculum will continue to unfold this fall and Dr. Bell hopes to offer the inaugural lecture on several of the CGSC satellite campuses.

In addition to teaching responsibilities, Dr. Bell has presented on the ethics of drone warfare at several universities and other forums, most notably at the 4th Annual Workshop on Intelligence and National Security

at Christopher Newport University, sponsored in part by several UAV manufacturers. He has also published on military ethics in civilian publications, bringing to a wider audience the moral insights gleaned by Soldiers in combat. He will also participate in the planning of the 5th Annual Fort Leavenworth Ethics Symposium, the theme of which is "Professional Ethics and Personal Morality" where he will be making several presentations. 🏆

Editor's Note: As the Foundation News was going to press, the College leadership made the decision to reschedule the 2013 Fort Leavenworth Ethics Symposium to May 5-8, 2014.

International Military Students at CGSC

by James F. Fain, Director, International Military Student Division



Each class of International Military Students receives the CGSC International Officer Graduate badge in a ceremony upon graduation.

ASK ANY CGSC ALUM ABOUT THEIR “LEAVENWORTH EXPERIENCE” and they will probably not get too far into telling their tale before they mention their interaction with one or more of their International Military Student (IMS) classmates.

IMS have been an important part of the fabric of Fort Leavenworth and the College since 1894. The early years reflected a mostly sporadic, ad hoc approach to attendance – but in the years following World

War II the program was formalized and has since grown to be the model for Professional Military Education of foreign military personnel in the Army. Currently there are more than 130 IMS from 87 countries in programs of instruction on Fort Leavenworth.

To date, more than 7,600 IMS from 163 countries have participated in the Command and General Staff Officer Course (CGSOC). They attend as part of a U.S. State Department program executed by the Department of Defense as the Security Cooperation Education and Training Program (SCETP) - and their personal and professional accomplishments are remarkable by all accounts. On average, half of the IMS graduates go on to achieve general officer rank. A visit to the CGSC International Hall of Fame offers an opportunity to view the portraits of nearly 300 IMS graduates who have served as their nation’s highest-ranking military leader.

No discussion of the IMS program at the College is complete without mentioning “sponsorship.” For decades the citizens of Leavenworth and the Greater Kansas City area have given willingly of their time and affection to support and befriend the thousands of International Military Students and their families who travel from all over the world to live in our community and study at the College. These sponsors are truly ambassadors for our nation – setting a sparkling example of friendship. They have contributed tremendously to the outstanding reputation enjoyed by the United States Army Command and General Staff College throughout the free world.



Flags of the international officers attending CGSC are displayed around the loop at the entrance to the Lewis and Clark Center at Fort Leavenworth.



The Albanian officer of CGSC Class 2014-01 marches his nation’s flag onto the stage at the International Military Student Division Flag Ceremony conducted Aug. 12, 2013. CGSC conducts a flag ceremony at the start of each class term. This particular class posted the colors of 65 nations represented by 70 International students.

The SCETP on Fort Leavenworth is administered through the International Military Student Division (IMSD) of the Combined Arms Center Leader Development & Education organization, with the mission to provide comprehensive administrative and personal affairs support to assigned IMS and their families. 🇺🇸

Building support for the Foundation

by Barbara Fitzgerald, Director of Advancement

“Advancement is about finding common cause, then building a sense of community around that cause, then determining how that cause can be advanced to yield tangible, sustainable improvements in the lives of those we have chosen to serve. Then the advancement operation would seek to secure the necessary resources to realize common goals. When secured, it would commit itself to seeing the project through to completion, to making sure that the institution lived up to its promises and that all stakeholders were informed from beginning to end.”

– James Michael Langley, *The Langley Angle on Philanthropy*

WHEN I ACCEPTED THE POSITION AS THE DIRECTOR OF ADVANCEMENT for the CGSC Foundation I came on board with some very clearly defined key priorities and responsibilities that would relieve the CEO from being the sole person responsible for identifying and cultivating prospective donors. Being the first person hired into the newly created position presented challenges. My principal responsibility was to develop, implement and manage a CGSC Foundation Development Plan. To do this, I needed to write the development plan, research and understand the CGSC Foundation programs, work with CGSC staff to identify the College’s needs and qualify and match potential donors to those programs and needs.

Over the last eight months I have been learning the culture of philanthropy as it relates to military programs, researching prospects and building a prospect matrix of potential contributors with pages containing regional prospects, defense contractors, and individual donors. This is a process of identifying large foundations, corporations or individuals; qualifying them by researching their giving areas; and if they were a fit for some of our programs, placing them on the matrix. Then I would begin the cultivation process by scheduling an appointment.

I’ve joined organizations in Kansas City that can greatly improve our contacts, such as Association of Fundraising Professional and Nonprofit Connect. I was also invited to join Central Exchange, a business women’s organization in Kansas City that has proved to be a great networking tool.

With the help of our CGSC Foundation team we have created a foundation overview and program guide that informs potential donors of who we are and how their donation helps CGSC develop competent and committed leaders of character. I have been fortunate enough to develop new relationships with foundations such as the McCormick Foundation, the Pritzker/Traubert Foundation and the Cantigny Museum, all in Chicago; the Kauffman Foundation in Kansas City; and many new corporate relationships. We have been working with



PHOTO BY MARK H. WIGGINS

Foundation leadership and board to develop a new initiative that involves hosting receptions for potential donors in different cities throughout the U.S. We have developed partnerships between funders in support of the CGSC Foundation and have partnered with other organizations with similar missions as ours to heighten our exposure to philanthropists. We have had some success with raising funds, but the job is enormous and we need your help.

It has only been through innovative fundraising, corporate sponsorships and the generosity of patriotic Americans such as yourself that we have been able to be the conduit to provide the activities and programs that enrich the College’s academic environment.

Enclosed in each magazine is a donation envelope. Not only is your contribution tax deductible, but it also gives you the satisfaction of knowing that you are helping to sustain the one non-profit organization that is truly supporting the intellectual center of the Army. In addition, as you have read, we have no boundaries for seeking support. If you work for an organization that you feel we could call on for support, please give me a call or email me. 🙏

Former Commandants of the Command and General Staff College

General Robert W. RisCassi

General Robert W. RisCassi was Commandant of the Command and General Staff College from 1985 to 1986. Prior to that assignment he commanded the 9th Infantry Division. After his tour at Fort Leavenworth as commandant, he moved to Washington, D.C., to become the Army’s Deputy Chief of Staff for Operations and Plans on the Army Staff, then later Director of the Joint Staff. Following promotion to General, he served as the Vice Chief of Staff of the Army and then served for three years as Commander in Chief of the United Nations Command, ROK/US Combined Forces Command, and United States Forces Korea.

RisCassi commanded the 9th Infantry Division during the period when it was given the innovative mission of importing “off the shelf” technology from business, rapidly adapting and rigorously testing these technologies, and then contributing workable products to the Army. As the Combined Arms Center commander and commandant of the College, he was a key influence in the Army’s transition to the new doctrine and training methodology that proved successful in the Gulf War. His tour as Director of the Joint Staff came on the heels of the passage of the Goldwater-Nichols Act and as director, he was responsible for implementing these reforms. Later, as Vice Chief of Staff of the Army, he implemented the reforms of the service staff and equipment development and procurement processes, which were also a part of the Goldwater-Nichols Act.

After his retirement from the Army in 1983,



PHOTO COURTESY COMBINED ARMS RESEARCH LIBRARY, FORT LEAVENWORTH

General RisCassi was employed as an executive with Loral Corporation and Lockheed Martin Corporation, finally retiring as a Senior Vice President with L-3 Communications Corporation in 2009.

RisCassi currently serves as a consultant to L-3 Communications and various other organizations, including serving on the Senior Advisory Council of the CGSC Foundation. He and his wife Virginia reside in Arlington, Va. 🇺🇸



PHOTO BY NOAH ALBRO, CGSC PUBLIC AFFAIRS

New Combined Arms Center CSM

Command Sgt. Maj. Jeffrey W. Wright assumed responsibility as the command sergeant major for the U.S. Army Combined Arms Center during a ceremony Sept. 5, 2013. Wright comes to Fort Leavenworth from his most recent assignment as the senior enlisted advisor to the Special Operations Joint Task Force in Kabul, Afghanistan. He is shown here with his wife, Tina, and Lt. Gen. David W. Perkins, commander of the Combined Arms Center and commandant of CGSC.



Did you know?
Dwight D. Eisenhower...

- ...was recognized as a fireman after high school.
- ...was a star on the football field at West Point, where he graduated first in his class.
- ...also graduated from the U.S. Army Command and General Staff College at the top of his class in 1926.
- ...became special assistant to General MacArthur in 1931.
- ...was designated Commanding General, European Theater, in 1942 by General Marshall.
- ...retired from the Army to become the president of Columbia University in 1948.
- ...was the 34th President of the United States from 1953 to 1961.
- ...was given a reactivation of his military commission as a general by President Kennedy after Eisenhower left the Presidency.
- ...kept an office at Gettysburg College for the remainder of his life, where he held meetings and wrote his memoirs.

5-Star Generals
 PEOPLE COLLECTION

Omar Nelson Bradley
 1893 - 1981

BIRTH: February 12, 1893, and died April 8, 1981, at the age of 88 in New York, New York
PLACE OF BIRTH: Randolph County, Missouri
BRANCH: United States Army
YEARS OF SERVICE: 1915 to 1981
RANK: General of the Army
CAMPAIGNS: World War II, Korean War

Awards

- Presidential Medal of Freedom
- Legion of Merit
- Defense Distinguished Service Medal
- Bronze Star
- Distinguished Service Medal
- Order of the Patriotic Order
- Navy Distinguished Service Medal
- Knight Grand Cross (Great Britain)
- Silver Star

Omar N. Bradley

5-Star Generals PEOPLE COLLECTION

5-Star Generals
 PEOPLE COLLECTION

Douglas MacArthur
 1880 - 1964

BIRTH: January 26, 1880, and died April 5, 1964, at the age of 84, in Washington, D.C.
PLACE OF BIRTH: Little Rock, Arkansas
BRANCH: United States Army, Philippine Army
YEARS OF SERVICE: 1902 to 1964
RANK: General of the Army and Field Marshal (Philippine Army)
CAMPAIGNS: Missouri Revolution, World War I, World War II, Korean War

Awards

- Medal of Honor
- Silver Star
- Distinguished Service Cross
- Distinguished Flying Cross
- Distinguished Service Medal
- Bronze Star
- Navy Distinguished Service Medal
- Purple Heart

Douglas MacArthur

5-Star Generals PEOPLE COLLECTION

5-Star Generals Commemorative Coins available only until Dec. 16

by Linda Carpentier, Marketing Manager

AS REPORTED EARLIER, THE FOUNDATION PROCURED CONGRESSIONAL LEGISLATION DIRECTING THE UNITED STATES Mint to design and strike three commemorative coins celebrating the five 5-Star Generals who all graduated from the CGSC. The coins are gold, recognizing Douglas MacArthur; silver, recognizing George C. Marshall and Dwight D. Eisenhower; and clad, recognizing Henry Arnold and Omar N. Bradley.

In addition to the coins, the United States Mint has recently released the 5-Star Generals Profile Collection (pictured at left). This comprehensive set contains the uncirculated silver dollar and half-dollar from the 5-Star Generals Commemorative Coin Program along with a bronze replica of the 1962 General MacArthur Congressional Gold Medal. Inside the easel-type packaging that is perfect for desktop display you will find informative profile cards for each general with photos, historic military information, plus some interesting and surprising facts you might not know. Also included is

a Certificate of Authenticity signed by the Acting Director of the United States Mint.

The coins went on sale March 13, 2013, and will continue to be available through Dec. 16, 2013, in either proof or uncirculated condition. Coins are only available for purchase during this time from the United States Mint. At the end of that period, the dies are destroyed; any unsold coins melted down. At that time, any subsequent sales will only be available through the resale market. To date, sales have gone well with 184,585 total coins sold: 19,295 Gold; 92,595 Silver; and 72,695 Clad. A portion of the proceeds remits to the CGSC Foundation to help finance its support of the Command and General Staff College.

If you would like to purchase any of these unique coins to help the CGSC Foundation and have a piece of history, they are available from the United States Mint at: www.USMint.gov or by calling 1-800-USA-MINT. 🐦

2013
5-STAR
GENERALS
COMMEMORATIVE
COIN PROGRAM



OWN A COMMEMORATIVE PIECE OF
AMERICAN HISTORY

HOW TO ORDER

**AVAILABLE UNTIL DECEMBER 16 FROM THE UNITED STATES MINT!
A LIMITED NUMBER OF 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 that are in commemoration of 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 purchase is authorized to be paid to the Command and General Staff College Foundation in support of the College – where the military leaders of the future are developed.

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SALES END
December 16

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 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.



For more information please visit FIVESTARGENERALS.ORG

Editor's Note: The CGSC Foundation's mission to support the College is accomplished in part by helping the College maintain a world-class faculty. Supporting faculty research is a critical element of the mission.

'Crops and Cultures': A conference in Alberta, Canada

Report from Dr. Tony R. Mullis, Associate Professor of Military History

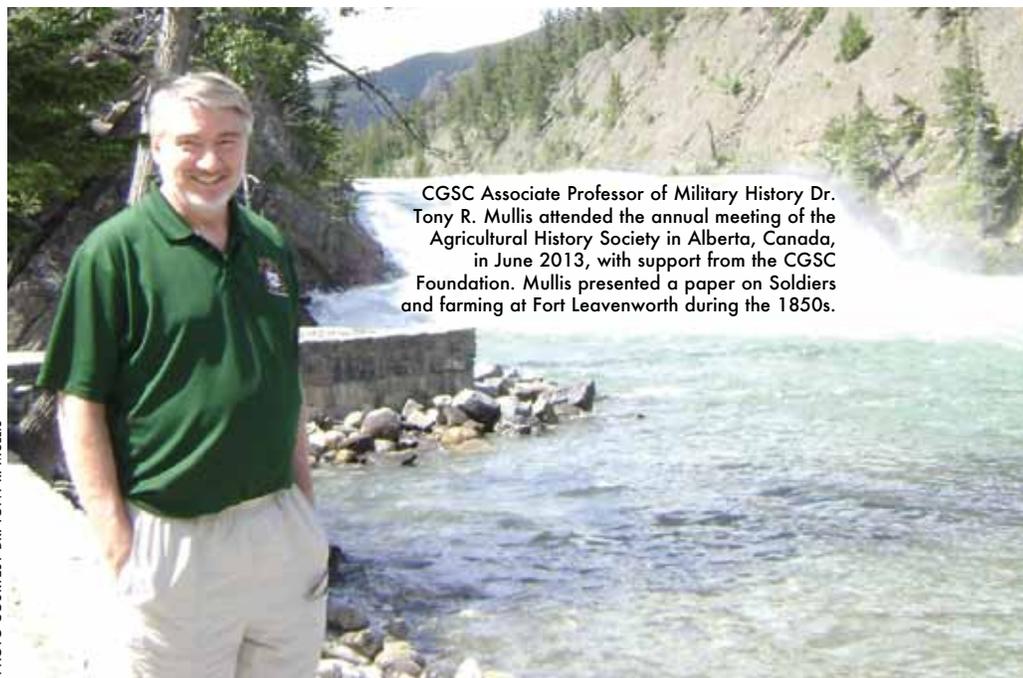


PHOTO COURTESY DR. TONY R. MULLIS

CGSC Associate Professor of Military History Dr. Tony R. Mullis attended the annual meeting of the Agricultural History Society in Alberta, Canada, in June 2013, with support from the CGSC Foundation. Mullis presented a paper on Soldiers and farming at Fort Leavenworth during the 1850s.

IN JUNE 2013, THE ANNUAL MEETING OF THE AGRICULTURAL HISTORY SOCIETY was conducted at the Banff Centre in Alberta, Canada. During the conference, Dr. Tony R. Mullis, Associate Professor of Military History at the Command and General Staff College, presented a paper entitled, "When Ceres Met Mars: Soldiers, Farmers and Politics at Fort Leavenworth in the 1850s."

The CGSC Foundation provided much appreciated funding to support Dr. Mullis' attendance and participation at this scholarly conference. Participation in conferences such as this one supports the CGSC's mission to develop its faculty and to spread the CGSC brand throughout the international academic community.

The overall conference theme was "Crops and Cultures." Several panels

addressed agriculture, warfare and the military profession. Dr. Jeff Keshen, Dean of Faculty of Arts at Mount Royal University in Calgary, specifically acknowledged CGSC's presence and participation at the conference during the opening plenary session.

Dr. Mullis' paper investigated the challenges the soldiers at Fort Leavenworth faced while meeting the War Department's 1851

requirement to maintain a post farm to ease budgetary constraints and to improve the health and morale of its soldiers. The farming experiment at Fort Leavenworth was the most successful among the installations required to maintain post farms. Compared to its peer posts in more remote and arid locations, Leavenworth had distinct agricultural and geographic advantages.

Complicating the Leavenworth farming initiative, however, was the politics of slavery and slavery expansion. The fort's quartermaster, Major E.A. Ogden, became involved in the region's politics. His involvement complicated his position as quartermaster and overseer of the Leavenworth farm projects. Several locals in western Missouri questioned Ogden's involvement in the slavery expansion issue and his contracting responsibilities for the Army. In the end, Secretary of War Jefferson Davis terminated the experiment in 1854, but Fort Leavenworth continued its post farming initiatives into the 1880s. 🍷



Tramping the fields (and archives) of 1862

*Report from Dr. Ethan
S. Rafuse, Professor of
Military History*

"Battle of Gettysburg", L. Prang & Co. print of the painting "Hancock at Gettysburg" by Thure de Thulstrup, showing Pickett's Charge. Restoration by Adam Cuerden. source: Library of Congress

IN JULY 2013, CGSC PROFESSOR OF MILITARY HISTORY, Dr. Ethan Rafuse, traveled to Virginia to conduct field and archival research on the Shenandoah Valley and Peninsula Campaigns of the Civil War. These campaigns are of compelling interest to the modern U.S. military because they offer an opportunity to consider such matters as how the conduct of war in the 19th century reflected the evolution of the operational art and American military institutions, as well as the challenges of military occupation.

During the first half of 1862, Union armies conducted major operations in the Shenandoah Valley and

on the York-James Peninsula in Virginia. The outcome of the Shenandoah Valley and Peninsula Campaigns, combined with the challenges dealing with Southern civilians posed to Union military authorities, produced a profound change in the war. In their aftermath, the Federal government determined on a tougher approach to Southern civilians, manifested in Abraham Lincoln's decision to make the liberation of Southern slaves a central component of Union strategy.

With support from the CGSC Foundation, Rafuse began his journey in Gettysburg, participating in events associated with the 150th anniversary of the battle. Rafuse then traveled

to Carlisle, Pennsylvania, to conduct archival research at the Army Heritage and Education Center. This was followed by several days conducting field research in the Shenandoah Valley and Allegheny Mountains, studying the terrain and sites, such as Hancock, Luray, Conrad's Store, Front Royal, and Winchester, that figured prominently in Stonewall Jackson's operations. A few days later, he traveled to Hampton Roads to visit and conduct extensive study of sites associated with the Peninsula Campaign and Seven Days Battles, including Fort Monroe, Lee's Mill, Williamsburg, Hanover Court House, and Richmond National

Battlefield. In between field expeditions, Rafuse conducted archival research at such repositories as the Handley Library in Winchester, Leyburn Library at Washington and Lee University, and Fredericksburg and Spotsylvania National Military Park.

"The CGSC Foundation provided critical travel and logistical support that facilitated this trip," said Rafuse. "All of the employees and supporters of the Foundation, especially Ann Soby, have my deepest appreciation for the generous support that enabled me to make this a trip that was both productive and intellectually stimulating." 🐾



Sixteen civilian business leaders and their escorts from the School of Advanced Military Studies stand for a photo on Day 1 of the roundtable conducted April 22-23, 2013.

SAMS hosts spring roundtable

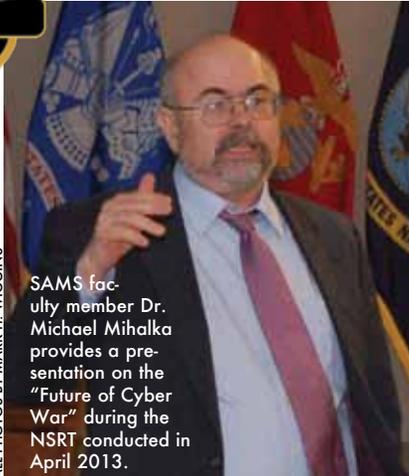
FEATURE

by Mark H. Wiggins, Managing Editor

SIXTEEN CIVILIAN BUSINESS LEADERS CONVERGED ON THE Command and General Staff College April 22-23, 2013, as part of the National Security Roundtable program. A main focus of this particular NSRT was cyber security with keynote remarks delivered by Special Agent Kory Patrick from the Kansas City FBI Cyber Task Force.

Other topics covered during the roundtable were presentations on the “Future of Cyber War,” by Dr. Michael Mihalka from the School of Advanced Military Studies (SAMS), and “Military Operations in an Uncertain Future,” using Mali as a case study, by Dr. Bruce Stanley, also from SAMS. In addition, the Director of SAMS, Col. Tom Graves, and Dr. Scott Gorman provided attendees with a presentation on educating strategic leaders for the military. Chief of Staff Jeff LaMoe also provided attendees with an orientation on the College mission.

ALL PHOTOS BY MARK H. WIGGINS



SAMS faculty member Dr. Michael Mihalka provides a presentation on the “Future of Cyber War” during the NSRT conducted in April 2013.



Special Agent Kory Patrick from the Kansas City FBI Cyber Task Force opened the April 2013 roundtable with remarks on cyber security.



Dr. Bruce Stanley, SAMS instructor, provides a presentation on “Military Operations in an Uncertain Future” to NSRT attendees.



Mr. Michael F. Jackson, Sr. Vice President/Chief Technology Officer, UMB Financial Corp. (center) receives his certificate of completion of the roundtable from (then) CGSC Deputy Commandant Maj. Gen. Gordon B. Davis, Jr., and CGSC Foundation Vice Chairman Lt. Gen. (Ret.) John Miller. Each roundtable participant received a certificate, a Foundation coin and a copy of their “class” photo.

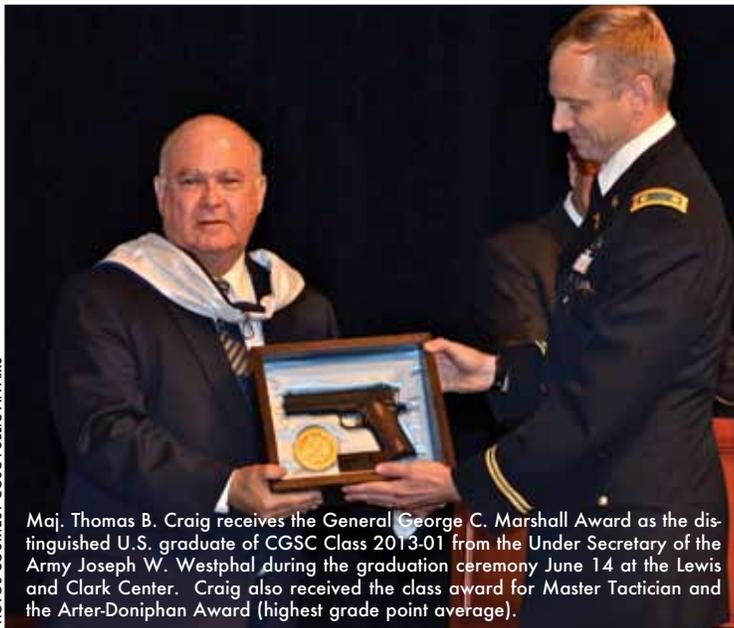
ROUNDTABLE ATTENDEES

- **Ms. Barbara Brown**, Exe Director, Lewis & Clark Research Institute
- **Mr. Scott Brown**, General Counsel, Faultless Starch/Bon Ami Company
- **Lt. Col. (Ret.) Michael Comodeca**, Attorney, Spencer Fane Britt & Browne LLP
- **Lt. Gen. (Ret.) Joseph E. DeFrancisco**, Senior Vice President Strategic Account Exec., SAIC
- **Mr. Bill Eckert**, CEO, Strategic Financial Partners
- **Dr. Joseph B. Evans**, Deane E. Ackers Distinguished Professor, University of Kansas
- **Mr. John H. Ferguson**, President, Ferguson Properties, Inc.
- **Mr. Steven Frenz**, Vice President, GM Cubic Cyber Solutions, Cubic Corporation
- **Rev. Gail Greenwell**, Rector, St. Michael's & All Angels Episcopal Church
- **Mr. Sean L. Hamilton**, President/CEO, Agile Precise LLC
- **Mr. Michael F. Jackson**, Sr. Vice President/Chief Technology Officer, UMB Financial Corp.
- **Mr. James M. Malouff III**, President, Malouff Companies
- **Mr. David Roller**, Chief Information Officer, Commerce Bank
- **Mr. Michael Tritt**, President, Summit Marketing
- **Col. (Ret.) Doug Tystad**, Program Manager, Northrop Grumman
- **Mr. David Waters**, Attorney At Law, Lathrop & Gage LLP

Class 2013-01 graduates

GRADUATING STUDENTS OF THE COMMAND AND GENERAL STAFF COLLEGE'S Command and General Staff Officer Course Class 2013-01 were honored at the graduation ceremony June 14, 2013. The guest speaker for the graduation ceremony was the Honorable Joseph W. Westphal, Under Secretary of the Army.

Class 2013-01 comprised more than 1,050 graduates, including 68 international officers and 16 civilians from other U.S. government agencies. 🇺🇸



Maj. Thomas B. Craig receives the General George C. Marshall Award as the distinguished U.S. graduate of CGSC Class 2013-01 from the Under Secretary of the Army Joseph W. Westphal during the graduation ceremony June 14 at the Lewis and Clark Center. Craig also received the class award for Master Tactician and the Arter-Doniphon Award (highest grade point average).

PHOTOS COURTESY CGSC PUBLIC AFFAIRS



Major Andrew Nicklen of the United Kingdom receives the General Dwight D. Eisenhower Award as the distinguished international officer of CGSC Class 2013-01, from Ms. Mary Jean Eisenhower, granddaughter of the award's namesake.

Class 2013-01 Awards

- *General George C. Marshall Award (Distinguished U.S. Graduate)*— **Maj. Thomas B. Craig**
- *General Dwight D. Eisenhower Award (Distinguished International Graduate)*— **Major Andrew Nicklen of the United Kingdom**
- *General Colin S. Powell Interagency Award (Distinguished Interagency Graduate)* — **Megan K. Kraushaar of the Defense Intelligence Agency**
- *General George S. Patton Jr. Master Tactician Award*— **Maj. Thomas B. Craig**
- *Major General James M. Wright Master Logistician Award*— **Maj. Mike L. Lindley**
- *Arter-Doniphon Award*— **Maj. Thomas B. Craig**
- *General Douglas MacArthur Military Leadership Writing Award*— **Maj. Jana K. Fajardo**
- *Birrer-Brookes Award for Outstanding Master of Military Arts and Science Thesis*— **Maj. Christopher W. Wingate**
- *Arter-Darby Military History Writing Award*— **Maj. Christopher W. Wingate**
- *Major General Hans Schlup Award*— **Major Khamis Alkaabi of the United Arab Emirates**
- *Excellence in Joint Command, Control, Communications, Computers and Intelligence Writing Award*— **Navy Lt. Cmdr. David B. Williams**
- *Simons Center Interagency Writing Award*— **Kenneth J. Mortimer from the Department of Veterans Affairs**
- *Homeland Security Studies Award*— **Maj. John W. Jansheki**
- *Iron Major Award*— **Air Force Maj. Gary Alexander**
- *Joint Service Warfare Award*— **Air Force Maj. Aaron M. Thomas**
- *Father Donald Smythe Military History Award*— **Maj. Gabriel L. Diana**
- *Brigadier General Benjamin H. Grierson Award for Excellence in Strategic Studies*— **Air Force Maj. Albert O. Olagbemi**

Simons Center, American Academy of Diplomacy sponsor POLAD conference

by Elizabeth Hill, Simons Center Program Assistant

ON MAY 10, 2013, THE SIMONS CENTER FOR Interagency Cooperation and the American Academy of Diplomacy sponsored a tightly focused, interactive conference on the role of the State Department Foreign Policy Advisors, or POLADs, who serve with the U.S. military. The event was hosted at the American Foreign Service Association in Washington, D.C., and attendees included both current and former officials and POLADs.

Acting Assistant Secretary for Political-Military Affairs Thomas Kelly and Director of the Army Staff Lt. Gen. William J. Troy made formal presentations, while retired Gen. David Petraeus provided comments and insights from a strategic perspective. Retired Ambassador Ronald Neumann moderated the discussions.

In his remarks, Kelly discussed the POLAD program's importance and growth – a 600% increase in seven years – saying that the program is expecting 400 bids for the 40 positions available in 2014. Kelly also spoke about what contributes to a POLAD's success, citing maintaining Department of State and Department of Defense relationships as a key part of the POLAD's mission.

Kelly also discussed a 2012 State-DOD interagency agreement involving personnel exchanges. The agreement institutionalizes the POLAD program's growth, constituting a State agreement to maintain the program at its current level, while committing DOD to increasing the number of uniformed military personnel within the State Department.

Lt. Gen. Troy went on to describe the Army-POLAD relationship, emphasizing the import roles the POLADs play, especially in maintaining relationships outside of DOD. While uniformed



Acting Assistant Secretary for Political-Military Affairs Thomas Kelly, left, and Director of the Army Staff Lt. Gen. William J. Troy listen as retired Ambassador Ronald Neumann provides remarks as the moderator of their discussion at the POLAD Conference, May 10, 2013, in Washington, D.C.

PHOTO COURTESY AMERICAN ACADEMY OF DIPLOMACY

personnel may be prohibited from contacting other agencies or services, POLADs are not subject to the same bureaucracy.

Retired Gen. Petraeus, accompanied by retired Ambassador Michael Gfoeller, outlined his views on POLADs and the political advisor function based on his personal experience and perspective as a senior military officer.

Petraeus stressed the important liaison role the POLAD plays in facilitating relationships with the State Department, embassies, and commanders. He went on to discuss the need for the POLAD to complement the military commander and his staff, and how the POLAD's experience and expertise are essential. The POLAD must also make the most of the opportunity, complementing and augmenting the military commander's staff, while taking the initiative in expanding the commander's influence.

During the discussions, speakers and attendees praised the expanded POLAD program's role in greater whole-of-government integration and the program's contribution to increased State-DOD

understanding and coordination.

Conferees also discussed the formalization of the State POLAD selection process and the DOD acceptance process, as well as the importance of personal "chemistry" in the POLAD-commander relationship. Related POLAD placement topics included the cultural differences between State and DOD, and the need for increased assignment-specific training for POLADs.

The conference also included a discussion of the military's interest in integrating the POLAD program further "down-range," even to the brigade level. While these assignments cannot be filled with State's current resources, there has been a push to increase the number of mid-grade officers in the POLAD program. Conferees suggested that mid-level POLADs selected for brigade assignment should participate in pre-deployment preparations with military command counterparts.

The Simons Center will publish a summary report on the conference later this year. 🦋

PHOTO FLASH



PHOTOS COURTESY NONPROFIT CONNECT



Foundation advisor receives award

Gene Wilson, former trustee and current member of the CGSC Foundation’s Senior Advisory Council, was recognized as the Volunteer of the Year, at the 29th Annual Philanthropy Awards luncheon hosted by Nonprofit Connect in Kansas City, May 15, 2013. Wilson’s behind the scenes efforts to help non-profits succeed were the basis for the award.

Presenting the award to Wilson is Cathy Boyer-Shesol, project manager for KC Communities for All Ages and Jeffrey Byrne, co-chair of the 2013 Philanthropy Awards Luncheon and president & CEO of Jeffrey Byrne + Associates, a fundraising consulting firm.

Covey workshops provided for student couples

CGSC students and their spouses listen to a presentation during the Covey “*The 7 Habits of Highly Effective Military Families*” workshop on Sept. 6 at the Lewis and Clark Center. These workshops provide principles that enable the Soldier and their families to better communicate and deal with the stress of relocation and deployment.



PHOTO BY ANN SOBY



Maj. Walter Hernandez, Honduras, receives his Master of Military Arts & Sciences diploma from Dr. W. Chris King, right, CGSC Dean of Academics, and WHINSEC Commandant Col. Glen Huber, at the WHINSEC CGSOC graduation ceremony at Fort Benning, Ga., May 22, 2013.



Colombian Army Lt. Col. Juan A. Guerrero receives a trophy along with his diploma, signifying that he is the top International Officer in the WHINSEC CGSOC Class of 2012-2013. Presenting the trophy is Maj. Gen. (Ret) José Mayorga, Deputy Assistant Secretary of Defense for Homeland Defense & Americas' Security Affairs, the guest speaker for the ceremony.



U.S. Army Maj. Roberto Solarzano holds the symbol of his achievement as the Distinguished Honor Graduate of WHINSEC's CGSOC Class of 2012-13.

WHINSEC graduates 58 from CGSOC

by Lee Rials, WHINSEC Public Affairs

THE WESTERN HEMISPHERE INSTITUTE FOR Security Cooperation's Command and General Staff Officer Course Class of 2012-13 graduated in a ceremony in Marshall Auditorium, McGinnis-Wickam Hall, at Fort Benning, Ga., May 22.

Fifty-eight officers from ten countries completed the course, with ten also earning the Master of Military Arts and Science degree and eight getting their Master's degrees from Troy

University.

Dr. W. Chris King, Dean of Academics at the Command and General Staff College, Fort Leavenworth, Kan., conferred the Master of Military Arts and Science during the ceremony, and Dr. John D. Van Doorn of Troy University-Columbus/Ft. Benning presented Master's degrees to those who completed requirements through Troy University. 🏆

Déjà Vu

Commander of U.S. Army Pacific, Gen. Vince Brooks, "re-presents" the Dwight D. Eisenhower Award (the award for CGSC's Distinguished International Military Officer graduate) to New Zealand's Maj. Terry McDonald from CGSC Class 2012-02, which graduated in December 2012. Brooks and McDonald were attending the Pacific Armies Chiefs Conference/Pacific Armies Management Seminar (PACC-PAMS), held this year in Auckland, New Zealand from Sept. 9-13.

According to Jim Fain, director of CGSC's international military student division, Maj. McDonald was presented with a "temp award" when he graduated last December, as the college was going through the process of changing sources of supply for the award.

"I originally approached the U.S. Embassy with a plan to present Terry with the 'real' award this spring," said Fain, "and they suggested the idea of holding off to execute during PACC-PAMS. This was a great opportunity for this superior officer to be recognized during an important international military forum – and super exposure for Fort Leavenworth and our International Military Student program!"



PHOTO FLASH

PHOTO COURTESY JIM FAIN, IMSD

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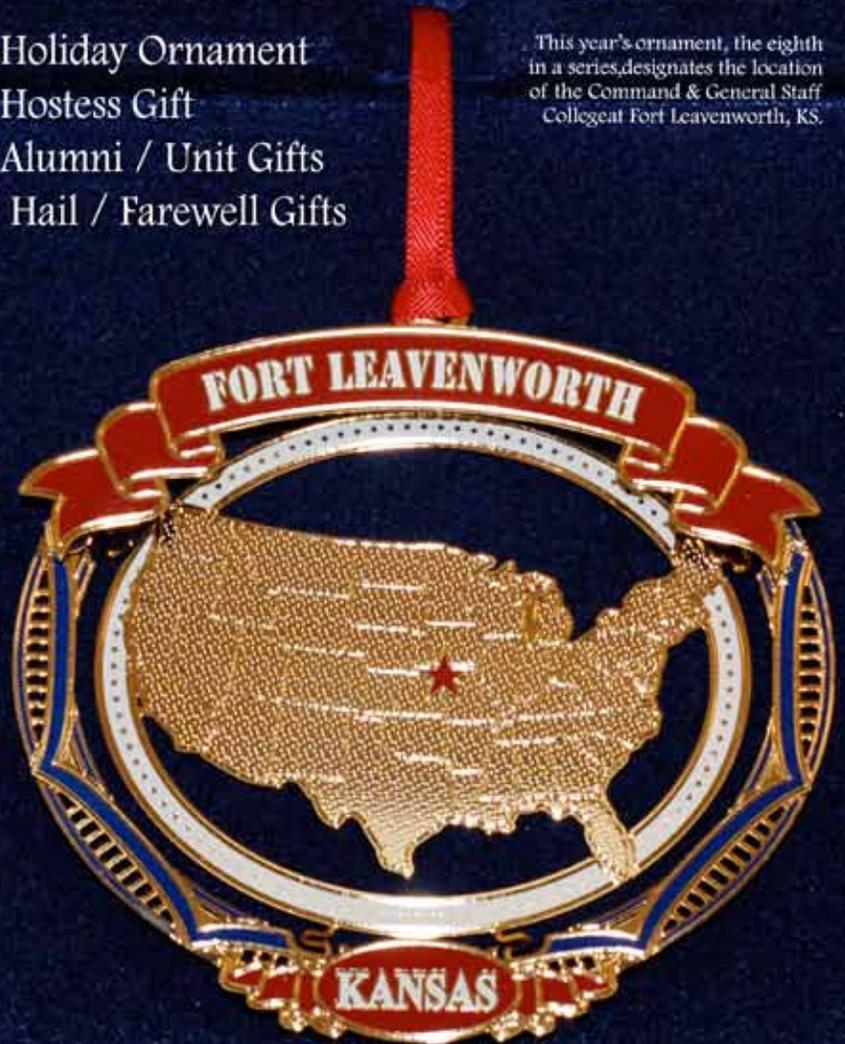
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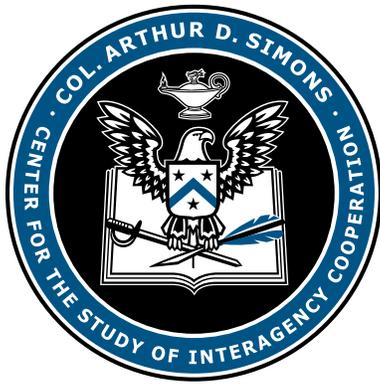
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This year's ornament, the eighth in a series, designates the location of the Command & General Staff College at Fort Leavenworth, KS.



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Growth on the horizon

by Maj. Gen. Raymond D. Barrett, Jr., U.S. Army, Ret.

Visit <http://thesimonscenter.org/publications/> to download pdf copies of the latest editions of the *InterAgency Journal*, *InterAgency Essay* and other Simons Center publications.

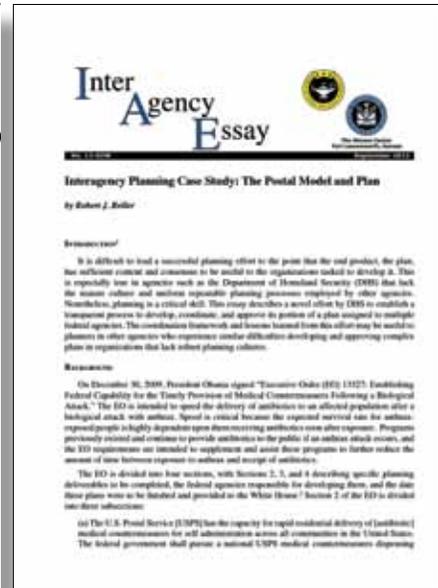
As the sun begins to set on 2013, it is time once again to pause and review the progress made by the Simons Center and our plans for the future.

This has been another busy year for the Simons Center. Earlier this fall, the Simons Center announced its “Call for Papers” for the 2013 Faculty Interagency Writing Competition, an annual writing competition hosted by the Center. Each year, U.S. Army Command and General Staff College faculty members are invited to submit original papers examining any aspect of interagency cooperation, coordination, or collaboration at the operational and tactical levels of conflict. Their papers are then vetted by a panel of judges, who then decide on the top three papers. The competition is open to faculty supporting the Command and General Staff Officers Course, School for Advanced Military Studies (SAMS) and the School for Command Preparation (SCP) courses at Fort Leavenworth and the satellite campuses.

In the coming weeks, the Simons Center will also announce the topics for the CGSC student and open writing competitions.

In early May, the Simons Center co-sponsored with the American Academy of Diplomacy a conference examining the role of the State Department Foreign Policy Advisor in the U.S. military. The summary report will be published by the Simons Center later this year. (see “Simons Center, American Academy of Diplomacy sponsor POLAD conference,” page 24)

Throughout 2013, the Simons Center has maintained its rigorous publication schedule, publishing two editions of the *InterAgency Journal*, two *InterAgency Essays*, and one *InterAgency Study* in the past nine months. In addition to



those, we also expect to publish two *InterAgency Papers* between now and the end of 2013. The popularity of the *InterAgency Journal* continues to grow, with the Simons Center receiving many requests for copies and inquiries from potential authors.

As a result of this continuing interest, the Simons Center has decided to increase production of the *InterAgency Journal* from a semi-annual publication to a quarterly one, with publication dates in February, May, August, and November. This increase in production will begin in 2014, and will have a twofold effect on the Simons Center mission – allowing the Simons Center to continue to build the interagency body of knowledge, while providing increased publication opportunities for CGSC faculty, students, and graduates, as well as other interagency professionals.

The Simons Center is also hoping to increase production of its *InterAgency Study* series from one per year to two per year.

The Simons Center’s website continues to grow in popularity as well, receiving nearly 1,000 more visitors

from January to October in 2013 than the same period in 2012. The Simons Center has continued to keep their readers informed on interagency topics, posting about news items, events, and publications with a relevant interagency theme each week. This growth is expected to continue into 2014, as the Simons Center increases its publication output.

While Simons Center director Ambassador (Ret.) Edward Marks stepped down at the end of September, the Simons Center is pleased to report that he will remain affiliated with the Center as a Distinguished Senior Fellow. The Simons Center commends Ambassador Marks for his contribution to the Center during his time on the Advisory Council and in serving as the Center’s director. Ambassador Marks lead the Simons Center during a critical transition period, and the Simons Center is the better for it.

The Simons Center looks forward to new challenges and opportunities in 2014, and to continuing their support of the U.S. Army Command and General Staff College and its faculty, students and alumni.

Stanley, Palmer join Hall of Fame

by Jan Dumay, Fort Leavenworth Lamp

THE LATE ARTHUR J. STANLEY JR., WHO WAS INSTRUMENTAL in founding the Frontier Army Museum and the Hall of Fame, was one of two men inducted into the HOF during a May 2 ceremony in the Lewis and Clark Center's Eisenhower Auditorium.

Stanley, a former judge in the 11th District of Kansas and a retired Army lieutenant colonel, and retired Lt. Gen. Dave R. Palmer were the newest HOF inductees to join other military greats like Lt. Gen. George S. Patton Jr., Gen. George C. Marshall and Gen. Dwight D. Eisenhower.

Lt. Gen. David G. Perkins, commandant of the Command and General Staff College and commander of the Combined Arms Center and Fort Leavenworth, said Stanley and Palmer not only represented great Americans and great soldiers, but great leaders and instructors "in that elective called life."

According to his biography provided at the induction ceremony, Stanley was born in 1901 on a Kansas family farmstead and enlisted in the U.S. Army at age 17, serving in the 7th Cavalry. He rose to the rank of sergeant and helped chase Poncho Villa's forces back into Mexico. He participated in one of the Army's last horse-mounted cavalry charges.

After returning home to complete high school and enroll in law school, he enlisted in the Navy and served on a Yangtze River gunboat in China. He later received an Army commission, finished law school and served on active duty at the Citizens Military Training camps on Fort Leavenworth.

He was elected Wyandotte County attorney in 1934 and Kansas state senator in 1940. In 1941, Stanley was recalled to active duty and assigned to the Army Air Corps. In 1943, he deployed to England with the IX Tactical Air Command. At age 43, he



Lt. Gen. (Ret.) Dave Palmer provides remarks after unveiling the shadow box signifying his induction into the Fort Leavenworth Hall of Fame on May 2, 2013.



Zane Yunghans, grandson of the late, retired Lt. Col. Arthur Stanley Jr., and Command and General Staff College Commandant Lt. Gen. David Perkins unveil Stanley's Hall of Fame portrait May 2, 2013, at the Lewis and Clark Center.

landed on Omaha Beach on D-Day +2. In November 1944, he separated as a lieutenant colonel and returned to his Kansas law practice.

In 1958, Stanley was nominated by President Dwight D. Eisenhower to be the judge for the U.S. District of Kansas. He worked many cases from the U.S. Disciplinary Barracks, including some involving highly classified material. He

took senior status from the bench, but continued hearing cases, and moved to Leavenworth where he helped found the Frontier Army Museum, donating artifacts and books to its collection. He was CGSC's Omar Bradley lecturer from 1982-83 and helped found the HOF, writing an acclaimed history of the post. He and his wife are buried

Continued on page 30

Continued from page 9

of the operational environment and the entire range of military operations.

- Embed Mission Command principles in leader development.
- Value a broad range of leader experiences and developmental opportunities.

Professional Military Education (PME): The Command and General Staff College (CGSC)

As defined in the ALDS, education is the process of imparting knowledge and developing the competencies and attributes Army professionals need to accomplish any mission the future may present. An example of Professional Military Education within the institutional domain, the Command and General Staff College develops competent and committed leaders for the Nation capable of executing the Army's new doctrine. The best and brightest Field Grade Officers from the United States and 161 partner Nations are carefully selected to attend and prepare for their future roles and responsibilities. We educate these

leaders to be adaptive in a complex and uncertain environment. Dealing with these challenges requires not only critical thinking skills, but also a common operating picture painted by common terms to articulate how and what to solve. The essential elements of Mission Command are woven throughout the fabric of the Command and General Staff Officers Course at CGSC and continually refined as our doctrine is refined.

If you look historically at our Army, there have been inflection points with dramatic change. As we move out of Iraq and Afghanistan and refocus on leader development, these young field grade officers not only are in a place to understand that change, but they are at the point in their careers where they have the ability to shape change. We see these leaders as fully committed stakeholders in our profession. At this point in their career, they have decided to serve the Nation over the long-term, whether it is 20 years or 30 years. They understand that their focus should not be where they are at, but instead, where

the Army is going in its long legacy of service to our nation.

Engine of Change

The nexus of professional military education, leader development, and doctrine within the Combined Arms Center at Fort Leavenworth affords the opportunity to serve as an engine of change for the Army. These are dynamic times as we build upon the lessons learned from experiences in Iraq and Afghanistan to shape the future of the Army and prepare for future challenges. Competent and committed leaders capable of executing Mission Command in Unified Land Operations will provide the means to deal with the complex, ever-changing and uncertain environment the future holds. 

Lt. Gen. David G. Perkins is the Commander of the U.S. Army Combined Arms Center and Commandant of the Command and General Staff College (CGSC) at Fort Leavenworth, Kansas. He previously commanded the 4th Infantry Division and was the U.S. Division North Commander in northern Iraq.

Continued from page 29

at the Fort Leavenworth National Cemetery.

In accepting the honor for his grandfather, Zane Yunghans said Stanley relished telling his grandchildren military stories. He also noted that Stanley and his wife raised "four wonderful daughters" and lived a great life.

"We are very proud," Yunghans said. "He loved history, especially the history of Fort Leavenworth and the city of Leavenworth. He always carried himself standing tall and erect. He was a proud man."

Palmer's biography states that he graduated from the U.S. Military Academy at West Point, N.Y., in 1956, was commissioned into the Armor branch and assigned to Berlin, Germany. In 1963 and 1964, he was an aide to the commander of the Military Assistance Command in Vietnam, covering the transition between Generals Paul D. Harkins and William Westmoreland.

After completing CGSC, Palmer completed a master's degree at Duke University, then served as an assistant professor at West Point, where he published a history of the military academy called *The River and the Rock*.

Promoted to lieutenant colonel, he commanded 2nd Battalion, 33rd Armored Regiment, in Germany, then served as staff adviser to the Vietnamese National Military Academy. Palmer graduated from the U.S. Army War College in 1973 and published, *The Way of the Fox*, a study of strategy in the American Revolution. He commanded the 1st Brigade, 2nd Armored Division, and served as III Corps G-3 at Fort Hood.

In 1978, he published *The Summons of the Trumpet*, his acclaimed study of the Vietnam War. In 1983, he became deputy commandant of CGSC, where he championed small-group instruction, helped re-implement the historical staff ride methodology and led the college

through re-accreditation.

Palmer commanded the 1st Armored Division and finally served as the 53rd superintendent of the U.S. Military Academy, where he focused on developing leaders of character and fitness.

After retirement, he took his expertise in education and leadership to Walden University, where he helped focus the school on mid-career adults through pioneering work in distance education. He continued his own scholarship, publishing several more works on American military history and established himself as an expert on the importance of character in leadership.

"You aren't here to become diplomats," Palmer told CGSC students at the induction. "You're here to become professional war fighters. But the more you know, the more you become professional Soldiers and the more impact you can have on our national policy." 

In Memoriam

Lt. Gen. James B. Vaught dies at 86

LT. GEN. JAMES B. VAUGHT, a veteran of three U.S. armed conflicts who was also believed to be a descendent of Francis “Swamp Fox” Marion, died Sept. 20, 2013, in Conway, S.C. He was 86.

General Vaught’s body was found in a pond in Conway, near his home in Myrtle Beach. He drowned, evidently after falling out of his pontoon boat according to reports from the Horry County Coroner Robert Edge.

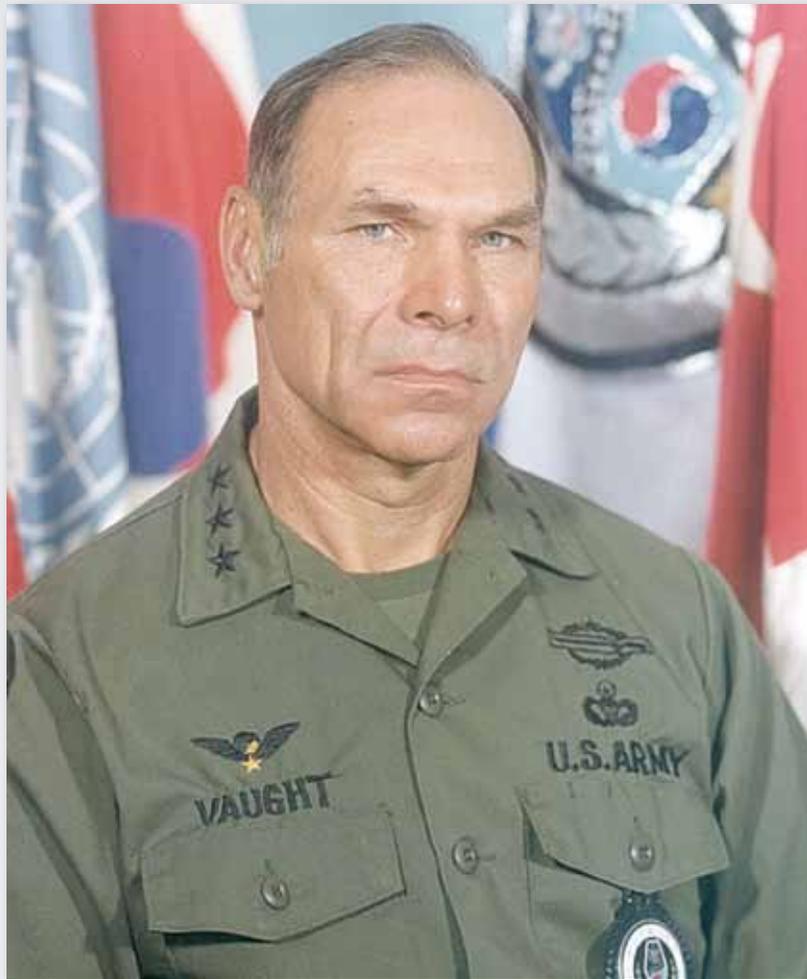
General Vaught was drafted into the Army in 1945 and is a combat veteran of the Korean and Vietnam Wars. To those outside military circles he is likely most well-known as the commander of Operation Eagle Claw, the unconventional, risky and complex operation to rescue hostages taken by Islamic militants who overran the American Embassy in Tehran in November 1979.

Vaught attended the Citadel in Charleston, S.C., for three semesters before being drafted into the Army and obtaining a lieutenant’s commission. He served in the post-World War II occupation of Germany, was an infantry company commander in the Korean War and a battalion commander of helicopter-borne troops in the Vietnam War, taking part in the liberation of Hue and the relief of Marines who were besieged at their Khe Sanh outpost.

General Vaught held a senior administrative post at the Pentagon when Army Chief of Staff Gen. Edward C. Meyer chose him to command the Iran rescue operation. Sixteen months after the failed raid, he was promoted from major general to lieutenant general and became commander of American and Korean troops in South Korea. In announcing the appointment, General Meyer called General Vaught “a very confident, very capable general who has been a superb troop leader.”

According to a report in the Fayetteville Observer (North Carolina), retired Col. Charlie Baker, the author of *Gray Horse Troop: Forever Soldiers*, who served with Gen. Vaught in South Vietnam, said, “He should be remembered for being one of the charismatic and proficient battalion commanders in the Vietnam War... No one held a candle to Jim Vaught as a commander of soldiers.”

Lt. Gen. Vaught retired from the military in 1983. In February 2012, he made headlines as he

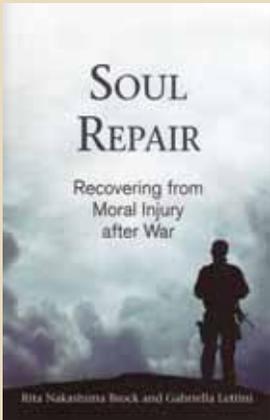


challenged the commander of U.S. Special Operations Command, Adm. William McRaven, to keep special operations raids under wraps. He was quoted as saying, “Get the hell out of the media.”

Lt. Gen. Vaught was a graduate of the U.S. Army Command and General Staff College, the Armed Forces Staff College, and the US Armed Forces War College. He also received a Bachelor Degree in Business Administration from Georgia State University and a Masters in Business Administration from George Washington University. Lt. General Vaught was the recipient of numerous military awards to include the Distinguished Service Medal, the Bronze and Silver Stars, the Legion of Merit, the Flying Cross and the Purple Heart.

Lt. Gen. Vaught is survived by his wife, Florence; his daughter, Cathryn Vaught; his sons James Jr. and Stephen; a brother, John; a sister, Vina Floyd; his stepdaughters Marian Davis and Lee Glasgow Watson; four grandchildren, three stepgrandchildren; and four great-grandchildren. 🕊

(Compiled with reports from Horry County News, Fayetteville Observer Times and online obituaries.)



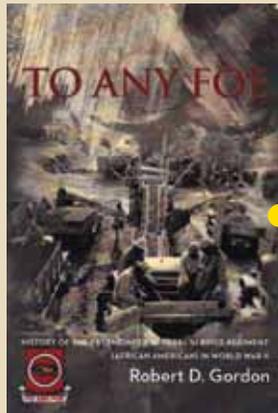
Soul Repair: Recovering from Moral Injury after War

by Rita Nakashima Brock and Gabriella Lettini; 174 pages; notes; resources; Beacon Press, 2012. Available on amazon.com and barnesandnoble.com - paperback- from \$11.66; Nook- \$3.99.

In *Soul Repair*, the authors tell the stories of four veterans of wars from Vietnam to our current conflicts in Iraq and Afghanistan who reveal their experiences of moral injury from war and how they have learned to live with it. Brock and Lettini also explore its effect on families and communities, and the community processes that have gradually helped soldiers with their moral injuries.

Rita Nakashima Brock is research professor and co-director of the Soul Repair Center at Brite Divinity School, Ft. Worth, Texas. She is the author, with Rebecca Ann Parker, of Proverbs of Ashes and Saving Paradise. She lives in Oakland, California.

Gabriella Lettini is Dean of the faculty and Aurelia Henry Reinhardt Professor of Theological Ethics and Studies in Public Ministry at Starr King School for the Ministry–Graduate Theological Union. She lives in Berkeley, California.

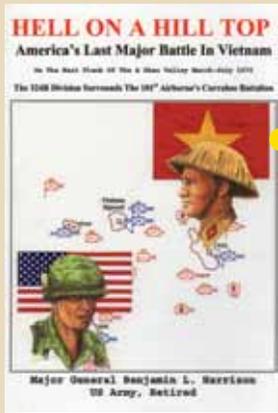


To Any Foe: History of the 98th Engineer (General Service) Regiment (African American) in World War II

by Robert D. Gordon; 74 pages; acronyms; bibliography; Author House, 2012. Available on amazon.com and barnesandnoble.com - paperback- from \$11.66; Nook- \$3.99.

The 98th Engineer (General Service) Regiment, African American, embarked for North Africa in February 1943 and landed at Algeria. The regiment became nomadic and split up its battalions and companies to work in different locations and missions, including port stewards, road construction, and clearing mines in the Kasserine Pass. In December 1943, the 98th was sent to Naples, Italy where they continue their work in various construction applications from Naples to Florence, Italy until September 1945.

Major Robert D. Gordon served 22 years of active duty including two tours in Vietnam. He served in the Marine Corps beginning in 1958, spending 12 years in what he calls his ‘piss and vinegar days.’ After receiving his bachelor’s degree from California State University at Long Beach, Calif., he joined the Army National Guard, receiving a direct commission to the rank of captain and serving in mechanized infantry units until his retirement. He is a graduate of the Class of 1989 from the Command and General Staff College, Fort Leavenworth, Kan.

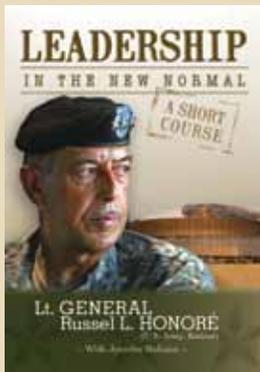


Hell On A Hill Top: America's Last Major Battle In Vietnam

by Benjamin Harrison; 298 pages; maps/photos/illustrations; glossary; appendices; notes; bibliography; index; iUniverse, Inc., 2004. Available on amazon.com - hardback- \$26.96; paperback- \$17.96.

Fought from March to July 1970, the Battle for Firebase “Ripcord” was the war’s last big clash between U.S. and North Vietnamese troops. But until now it has been essentially forgotten. Overshadowed by the incursion into Cambodia that May, and coming in the midst of the withdrawal of U.S. combat units from Vietnam, the combat raging around “Ripcord” fell into the cracks of history. Harrison’s book rescues the battle from obscurity, restoring it to its rightful place in the storied annals of the 101st Airborne Division.

During the Vietnam War, Major General Benjamin L. Harrison served on the CINCPAC staff, commanded an aviation battalion in Vietnam for twelve months, was on McNamara’s staff, was the Army’s Chief of Doctrine, commanded the 3rd Brigade, 101st Airborne Division during the siege and evacuation of Firebase RIPCORD in 1970 and was the 1st ARVN Division Senior Advisor during Lam Son 719. On visits to Vietnam in 2001 and 2004, he interviewed former enemy officers including the 324B Division Commander, Maj Gen Chu Phuong Doi, whose first-ever division sole mission, was to destroy Firebase RIPCORD.

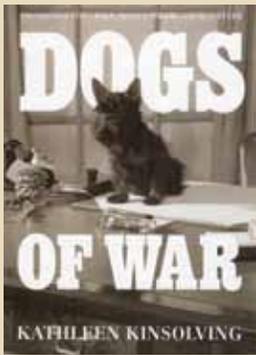


Leadership in the New Normal

by Lt. Gen. Russel Honoré; 224 pages; sources; references; index; Acadian House Publishing, 2012. Available on amazon.com and barnesandnoble.com - hardback- from \$16.96; paperback- from \$13.50; Kindle and Nook- from \$12.99.

Leadership in the New Normal is a short course on how to be an effective leader in the 21st century. It describes modern leadership principles and techniques and illustrates them with stories from the author’s vast life experiences, mostly as a military leader. The book is geared to both leaders and those who aspire to be leaders in today’s world – in the fields of business, government, religion, military, academia, etc.

Lt. Gen. Russel Honoré (U.S. Army, Retired), emerged as a national hero and one of the nation’s best-known military leaders in 2005 after spearheading the Task Force responsible for the massive search-and-rescue mission and the restoration of order in New Orleans and the Mississippi Gulf Coast following Hurricane Katrina.

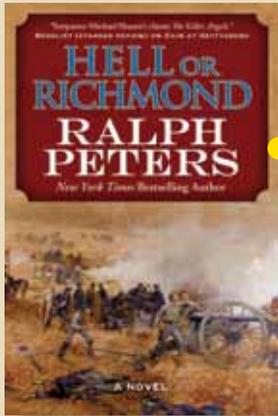


Dogs of War-- The Stories of FDR's Fala, Patton's Willie and Ike's Telek

by Kathleen Kinsolving; 64 pages; photos; bibliography; WND Books, 2012. Available on amazon.com - hardback-\$15.58; Kindle- \$6.99.

Dogs of War is a treasure trove of marvelous anecdotes, scintillating tidbits, and delightful photographs of three beloved dogs sharing the limelight with Roosevelt, Patton and Eisenhower as they battled together in their efforts to save the world from fascism.

A wife and mother in Reston, Virginia, Kathleen Kinsolving teaches English and journalism at Centreville High School in Clifton, Virginia. A descendant of reverends, bishops, actors, authors, poets and reporters, she co-wrote the movie treatment for film about the Jonestown cult that her dad's (Les Kinsolving) reporting exposed.

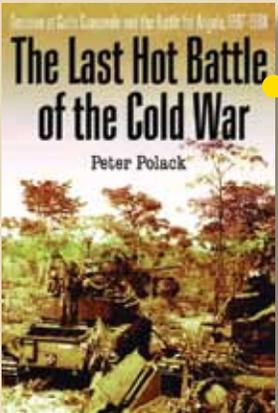


Hell or Richmond

by Ralph Peters; 544 pages; key character list; battle maps; Forge, 2013. Available at amazon.com (hardcover-\$17.58; audiobook- \$22.05; Kindle- \$11.04), barnesandnoble.com (hardcover-\$17.93; Nook- \$12.99) and all major bookstores.

Following the events of *Cain at Gettysburg*, **Hell or Richmond** covers thirty days of ceaseless carnage as seen through the eyes of a compelling cast, from the Union's Harvard-valedictorian "boy general," Francis Channing Barlow, to the brawling "dirty boots" Rebel colonel, William C. Oates. From Ulysses S. Grant and Robert E. Lee to a simple laborer destined to win the Medal of Honor, Peters brings to life an enthralling array of leaders and simple soldiers from both North and South, fleshing out history with stunning, knowledgeable realism.

Fox News Strategic Analyst Ralph Peters is a retired Army officer and former enlisted man, a controversial military-reform advocate, a journalist who has covered multiple conflicts, and a traveler and researcher with experience in over 70 countries. He is the author of 28 books, including a range of works on security matters as well as bestselling and prize-winning novels. A 1992 graduate of CGSC, he enlisted in the Army as a private in 1976, graduated from OCS in 1980, and retired to write full time in 1998. He served in Military Intelligence and Infantry units before becoming a Foreign Area Officer.

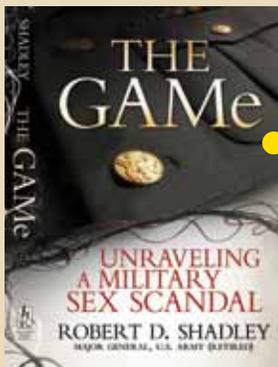


The Last Hot Battle of the Cold War

by Peter Polack; 304 pages; Casemate, 2013. Available at barnesandnoble.com -hardcover-\$22.97 (preorder).

As the Soviet Union teetered on the edge of collapse during the late 1980s, and America prepared to claim its victory, a bloody war still raged in Southern Africa, where proxy forces from both sides vied for control of Angola. The result was the largest battle on the Dark Continent since Al Alamein, with forces from both sides, an odd match-up of South African Boers vs. Castro's armed forces, paying in blood what U.S. - Soviet diplomats were otherwise spending in diplomacy.

*Peter Polack was born in Jamaica in 1958 where he attended various schools including Jamaica College until 1972, when he went to Denstone College boarding school in England. He is a graduate of the University of the West Indies and Norman Manley Law School. A lawyer in the Cayman Islands since 1983, he resides there with his wife and two daughters. He was a former rapporteur of the International Bar Association, Co-Founder and first Treasurer Caymanian Bar Association. His research for *The Last Hot Battle* led to the first international release of a list of Cuban casualties of the Angola War published in the Miami Herald Feb. 20, 2010.*



The GAME-- Unraveling a military sex scandal

by Robert D. Shadley; 360 pages; abbreviations/acronyms list; terms/definitions/references list; photo insert; Beaver's Pond Press, Inc., 2013. Available at amazon.com (hardcover-\$22.46; Kindle- \$8.99), barnesandnoble.com (hardcover-\$22.68; Nook- \$9.99).

Aberdeen Proving Ground, Maryland, 1996: The U.S. Army's most extensive sexual abuse scandal on record is uncovered by Major General Robert Shadley. Known as GAM, or Game ala Military, an entire network of senior male instructors is in competition to sexually assault and exploit the young female trainees in their charge. Immersed in a battle unlike anything he'd been trained to fight, Shadley must unravel the game, bring the players to justice and get help for a record number of victims.

Robert D. Shadley is a retired U.S. Army major general. He retired from active duty in 2000, following a distinguished thirty-three-year military career serving in key command and staff assignments, including combat tours in Vietnam and Operation Desert Shield/Storm. Shadley then served in key leadership positions at Alliant Techsystems Inc., and as a senior mentor providing logistics expertise to U.S. Army units prior to deployment to Afghanistan and Iraq. He currently consults on acquisitions and logistics for businesses in the aerospace and defense sector.

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Survivalkit.com is the "Partner Spotlight" for Fall 2013. Owner Tedd Johnson is a trustee of the CGSC Foundation and actively supports the Foundation in its mission of support for the U.S. Army Command and General Staff College at Fort Leavenworth, Kan.



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Together with survival information, blogs, forums and guides, we offer a wide range of survival kits and bug out bags, which are also commonly referred to as "3 day kits," or "72 hour kits." We have a very large assortment of survival kits and products in stock. For those of you who would prefer to build your own survival kit, we offer a custom "build a survival kit" option. Be sure to check back with us regularly. We regularly add new disaster recovery and emergency preparedness products to our store.

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