

COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY

No. 16/Spring 2014



CAC 5/6/2014
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Fifth annual Fort Leavenworth Ethics Symposium – page 18

INSIDE:

Lt. Gen. Brown takes command of
the Combined Arms Center

Mac Harris Award

Where are they now? – Former
CGSC Instructors

CGSC International Hall of Fame
& Fort Leavenworth Hall of Fame

Foundation support of Society
for Military History Annual
Meeting

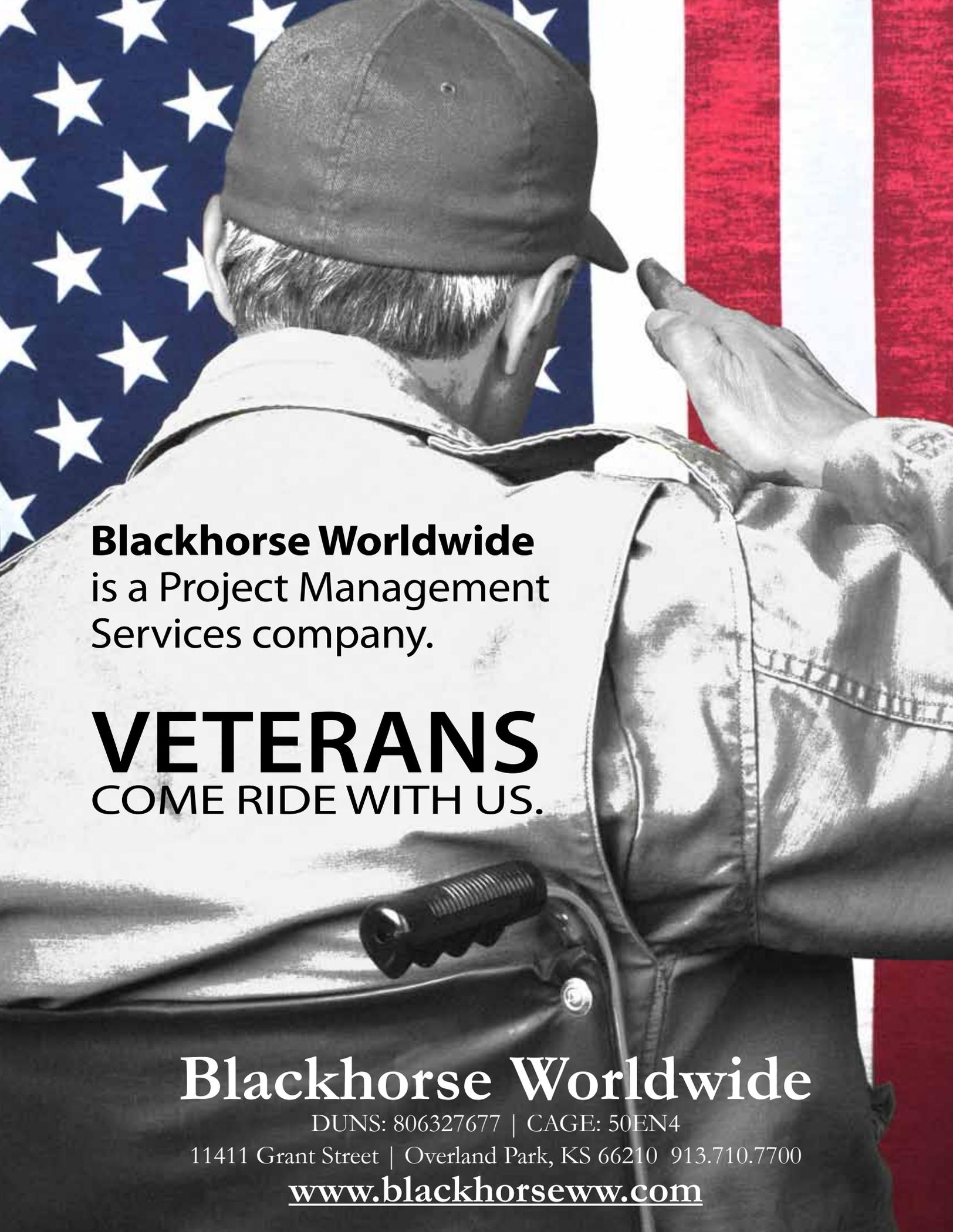
Foundation support to faculty
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Simons Center Update

In Memoriam

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Moving forward

by Michael D. Hockley



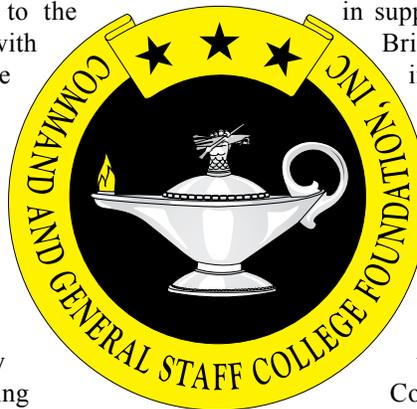
IN THE LAST ISSUE, I reported that retired Col. Doug Tystad was hired as our new CEO and joined us in October. Doug has brought energy, knowledge, and focus to the Foundation as we work hand-in-hand with the College in supporting its mission. As you can see from his column on page six of this issue, Doug and his staff have been exceptionally busy providing support to the College. In addition, Doug has met with trustees and stakeholders throughout the country to solicit their ideas and input on how we can provide even better support.

The Foundation began a strategic planning effort during our spring meeting that will culminate in the presentation of a strategic plan to the board of trustees for approval in September. This process is especially important as we transition from a fledgling organization to a mature Foundation. This planning process not only will help the Foundation focus its efforts on supporting the College, it will allow the Foundation's trustees and stakeholders become more engaged with the College.

On behalf of the Foundation, I extend a warm welcome to the College's new Commandant, Lt. Gen. Robert B. Brown, who assumed command of the Combined Arms Center and Fort Leavenworth in February 2014. He brings

a wealth of experience as a commander and developer of outstanding young leaders. Lt. Gen. Brown previously served as the I Corps Commander at Joint Base Lewis-McChord, Wash. He has served in command positions at every level of command, including a mechanized infantry battalion that deployed to Bosnia-Herzegovina in support of Operation Joint Forge; a Stryker Brigade at Fort Lewis that deployed to Iraq in support of Operation Iraqi Freedom; and command of the Maneuver Center of Excellence at Fort Benning, Georgia. General Brown's background as a commander of both combat and training units has prepared him well for his duties as Commandant. He replaces Lt. Gen. David G. Perkins who is now commanding general of the U.S. Army Training and Doctrine Command.

Our role as a Foundation will continue to be more vital to the mission of the College as budget cuts occur throughout the Army. Members have responded generously with their time, talent, and treasure in support of the College. I want to thank everyone who answered the call and urge you to continue to help us support the College as it educates our young leaders and prepares them to deal with the challenges facing the Army of the future. 🙏



Our role as a Foundation will continue to be more vital to the mission of the College as budget cuts occur throughout the Army.

Our Vision

The CGSC Foundation vision is to support the development of leaders of character and competence for future service to the nation.

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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- Scholarship
- Outreach
- Soldier and Family Support

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**Command and General Staff College
FOUNDATION NEWS**

No. 16, Summer 2014 (May 2014)

Published twice annually by the Command and General Staff College Foundation, Inc.
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Allen Press, Inc.
Lawrence, KS

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
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Inside

From the President 3

CEO's Corner 6

Lt. Gen. Brown assumes command..... 7

CGSC Class 2013-02 graduation..... 8

Historical decision making and the
Harvard Case Method 10

Fort Leavenworth Hall of Fame 11

CGSC International Hall of Fame..... 12

Foundation plays host to annual meeting
of military historians..... 14

Where are they now? - Former
CGSC Instructors 17

2014 Fort Leavenworth
Ethics Symposium..... 18

Foundation supports faculty
research 20

DJIMO leads winter roundtable on
'China in Africa' 25

Simons Center Update 28

In Memoriam..... 30

In Print 32

Commemorative Coin Program
nets more than \$2 million..... 34



7



17



20



ON THE COVER

Dr. Don Snider, senior fellow in the Center for the Army Profession and Ethic (CAPE) at West Point and an adjunct research professor in the Strategic Studies Institute at the U.S. Army War College, Carlisle, Pa., addresses members of CGSC Class 2014-02 at the kickoff of the 2014 Fort Leavenworth Ethics Symposium.—Story on page 18. PHOTO BY MARK H. WIGGINS

FROM THE EDITORS

The 16th edition of the CGSC **Foundation News** comes at a very busy time for the Foundation. With new Foundation and College leadership we are forging ahead to make a difference in developing leaders of character and competence for future service to the nation. We also salute our outstanding faculty and have devoted this edition's "Where are they now?" feature to two outstanding former instructors...plus much more. Enjoy this edition.



Focusing on support for the College

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



YOUR FOUNDATION CONTINUES TO PLAN for the future while supporting the present. In this edition, we highlight some of the programs that we have provided to the students and the College. We've been busy and we have an exciting future. I have had a number of conversations with students, faculty, staff, donors and Trustees with excellent ideas for improving our support into the future. I appreciate your suggestions so stop by the office or stop me in the halls; I am always looking for better ways to support the College.

The Foundation continues to support CGSC in the areas of Scholarship, Outreach and support to Soldiers and their Families. We have a number of ongoing initiatives including the Ethics Symposium (supported in part by the Ewing Marion Kauffman Foundation) that we just completed in May that supports college electives; the Colin Powell Lecture this fall featuring a major speaker in national security sponsored by Tri-West Healthcare Alliance; the Visiting Professor of Diplomacy sponsored in part by the Diplomatic and Consular Officer Retired Association and the Kansas City International Relations Council; and numerous publications and research opportunities from the Simons Center for Interagency Cooperation sponsored by a grant from the Perot Foundation. We are excited to be hosting "A Celebration of International Friendship," presented in part by a memorial from the friends of the David Beaham Family, at the Kauffmann Performing Arts Center in Kansas City Aug. 22. The evening promises to be enjoyable, as we have teamed with the Park University International Music Department, international officer sponsors from People to People of Kansas City and sponsors from Leavenworth with Operation International. We will be putting out more information about the event and ticket sales. We hope to see students, faculty, sponsors of international officers and the public all attend the celebration. See the notice on the inside back cover of this edition and stay tuned for more information.

The Foundation began a strategic planning effort this spring to map our course for the next five to ten years. The Board started with a review of the Foundation Mission during the March Board meeting. Board members are now working on committees to chart the future in five major areas: Governance; Systematic and Sustainable Fundraising; Programs in Support of the College; Simons Center vision for the future; and Strategic Communications/Messaging. The committees will develop the vision, the goals to reach that vision, and the actions that the Foundation needs to take in the next two years to get us on the road to meeting the goals. Each committee will report their recommendations to the Board at the September meeting and the staff will then combine the reports into a cohesive plan. The plan will be reviewed at future board meetings to gauge progress and make adjustments for the future.

The college flagship, the Command and General Staff Officer Course, is once again on a competitive basis for attendance. The course is adjusting to focus the students from the operations of the past 13 years to the new strategic focus for military operations in support of the nation. We would like to salute all of the instructors – resident, satellite campus, non-resident/distributed education – for the work they do in preparing the next generation for success. We're highlighting two distinguished former CGSC instructors in this issue. They are just two examples of the quality of instructors that pass through the College.

Our next issue will feature students past and present and some of their significant accomplishments in both military and civilian pursuits. We welcome your input for this issue with your particular remembrance of the "best year of your life."

Finally, I would like to thank all of you that have supported the Foundation over the past years. We want your feedback on how we can better support the college and we need your continuing financial support in order to make it happen. 🙏

*I appreciate your suggestions so stop by the office or stop me in the halls;
I am always looking for better ways to support the College.*

Lt. Gen. Brown assumes command of the Combined Arms Center

by Jennifer Walleman, Fort Leavenworth Lamp

IN A CEREMONY FEB. 13 IN THE LEWIS AND CLARK CENTER'S EISENHOWER AUDITORIUM, the Combined Arms Center and Fort Leavenworth said goodbye to Lt. Gen. David G. Perkins and welcomed Lt. Gen. Robert B. Brown.

Brown comes to Fort Leavenworth from Joint Base Lewis-McChord, Wash., where he commanded I Corps and was the senior Army commander.

On March 18, Perkins assumed responsibilities of retiring Gen. Robert Cone, commanding general of the U.S. Army Training and Doctrine Command, headquartered at Joint Base Langley-Eustis, Va.

"Great leaders attract talented subordinates wherever they serve," Cone said in his remarks at the Fort Leavenworth ceremony.

"Today is a win-win for our Army. We are fortunate to keep two of our Army's premiere commanders and leader developers within the Training and Doctrine Command," Cone said. "Lieutenant Generals Dave Perkins and Bob Brown personify the best innovative thinkers, Army team builders and leader developers within the ranks of our senior leaders today."

The Combined Arms Center, often referred to as "The Intellectual Center of the Army," prepares Army leaders for war by developing and integrating operational and intellectual traditions using a set of beliefs called doctrine.

"We haven't always done that as well as we could have or would have liked because of our focus on other things, but over the past few years under the leadership of Dave Perkins we've gotten back on track," Cone said. "His efforts to bring more to the Army's approach to operations have been superb. We will be benefiting from the hard work of his team for years to come."

Perkins took command in November 2011. During his tenure, he was instrumental in the complete writing or re-writing of more than 50 doctrinal manuals, including, perhaps most notably, Cone said, Army Doctrine Reference Publication-01, "The Army Profession." This is the first



PHOTO BY PRUDENCE SIEBERT/FORT LEAVENWORTH LAMP

Training and Doctrine Command Commander Gen. Robert Cone passes the colors to incoming Combined Arms Center and Fort Leavenworth Commander Lt. Gen. Robert Brown. Brown assumed command from the outgoing commander, Lt. Gen. David Perkins, right, during the change of command ceremony Feb. 13 in the Eisenhower Auditorium of Fort Leavenworth's Lewis and Clark Center.

publication that explores the nature and requirement for professionalism within the Army.

"I asked Dave during his assumption of command in November of 2011 to focus on leader development and the Army learning model involving our education and training establishment to more closely follow a university type model," Cone said. "Dave, you have flat out delivered and exceeded every expectation that I had."

Kirby Brown, deputy to the CAC commanding general, called Perkins a 21st century leader.

"The uniqueness is he wrote the doctrine for the Army on leadership, and he applied it," Brown said before the ceremony. "I don't know how you can get a better fit than that. He would work and focus on those things he could fix as a three star, and we kind of got the business organized for him, and he could focus on doing things for the Army. That's what builds the Combined Arms Center reputation."

Perkins thanked his wife, Ginger, for her constant support and dedication to the Army and assured CAC soldiers and staff that Brown was the perfect fit for their leader.

"If you say show me somebody who has soul for the Army of soldiers, what would appear is a picture of Bob Brown," Perkins said. "There's nobody else in the Army that has more soul than him for the Army, for the commitment that he has for the profession." *Continued on page 26*

CGSC Class 2013–02 graduates

GRADUATES OF COMMAND AND GENERAL STAFF OFFICER COURSE CLASS 2013-02 were honored in a ceremony Dec. 13, 2013, in the Eisenhower Auditorium of Fort Leavenworth's Lewis and Clark Center. The guest speaker for the graduation ceremony was then CGSC Commandant/Combined Arms Center and Fort Leavenworth Commander Lt. Gen. David G. Perkins.

The graduating class of 330 included 45 international officers from 43 countries and one civilian from a non-Defense U.S. government agency. 🇺🇸



Command and General Staff College Commandant/ Combined Arms Center and Fort Leavenworth Commander Lt. Gen. David Perkins congratulates Air Force Maj. Jason Earley as he is recognized for receiving several CGSC awards Dec. 13 during graduation for the 2013-02 Command and General Staff Officer Course at the Lewis and Clark Center. Earley was not only recognized as the class's top U.S. graduate with the General George C. Marshall Award, but also received the Distinguished Master Tactician and the Arter-Doniphan Awards.



Maj. James Smith of Australia receives the General Dwight D. Eisenhower Award as the distinguished international officer of CGSC Class 2013-02, from CGSC Commandant Lt. Gen. David Perkins.

Class 2013-02 Awards

General George C. Marshall Award*
(Distinguished U.S. Graduate)—
U.S. Air Force Maj. Jason W. Earley

General Dwight D. Eisenhower Award*
(Distinguished International Graduate)—
Maj. James Smith of Australia

General George S. Patton Jr. Master Tactician*
Award— **U.S. Air Force Maj. Jason W. Earley**

Major General James M. Wright Master
Logistician Award*— **Maj. Michael A. Allard**

Arter-Doniphan Award—
U.S. Air Force Maj. Jason W. Earley

General Douglas MacArthur Military
Leadership Writing Award— **Maj. Scott S. Geary**

Birrer-Brookes Award for Outstanding Master of
Military Arts and Science Thesis*—
U.S. Navy Lt. Cmdr. Lewis J. Patterson

Arter-Darby Military History Writing Award—
Maj. Matthew D. Marfongelli

Major General Hans Schlup Award*—
Maj. Jean-Batiste Thalmann of Switzerland

Excellence in Joint Command, Control,
Communications, Computers and Intelligence Writing
Award— **Maj. Kurt McDowell**

Simons Center Interagency Writing Award*—
Maj. Otha J. Holmes

Homeland Security Studies Award—
Maj. Shawn Starowesky

Iron Major Award—
U.S. Air Force Maj. Derek Oakley

Excellence in Joint Service Warfare Award—
Maj. Otha J. Holmes

Father Donald Smythe Military History Award—
Maj. John D. Finch

Brigadier General Benjamin H. Grierson Award for
Excellence in Strategic Studies—
Maj. Joseph M. Matthews

* Indicates awards sponsored by the CGSC Foundation

Historical decision making and the Harvard Case Method

by Dr. Nicholas Murray, Associate Professor of History

USING HISTORY TO TEACH DECISION-MAKING MIGHT not seem, at first glance, to make much sense. After all, the students already know what happened and anything they come up with is likely tainted by their knowledge of the subject. So what decisions are they really making? Well, more than you might think.

The CGSC class “History in Action: Case Studies in Decision Making” helps officers learn how to make decisions in an uncertain environment whilst also educating them about history. It does this by placing the officers in the role of a commander (with as many opposing sides as there were historically) who must make decisions based upon the circumstances confronting them: i.e. the case.

The instructor provides the officers with the basic details of a historical situation (if selected correctly the details are unknown to the students), along with the actual orders and intelligence reports available at the time. The officers receive a limited amount of time to analyze the information, and then they make a decision. The class compares the decision to that of an opponent and discusses how the opposing views might interact. This enables officers to understand why someone made a particular decision and how the context affected it. It also tests their ability to make good quality decisions against a live opponent, in an environment where they have limited information. This latter point is important, as it is something they frequently need to do in combat.

The form of decision exercise changes depending upon the goal. At the tactical level, the class calls for officers to engage



PHOTO BY NICHOLAS MURRAY

From left to right Majors Caukin, Johnson, and Braddy engaged in an operational level decision game in the classroom at CGSC. 4/7/2014.

with the ground (Tactical Exercise Without Troops) over which the fight occurred. Using history provides students with unfamiliar weaponry and combat systems, in order to enhance the level of uncertainty. This also means that students must analyze how systems that are unfamiliar to them, interact. Doing so provides a greater understanding of how armies fought, as well as improving decision-making skills in an uncertain environment.

At operational and strategic levels, the class uses simple games created by the instructor to achieve the same results. For practical reasons, these take place in a classroom where students engage in competition or cooperation depending upon their strategic goal. This might involve negotiation, deal making, etc. too, but the students must make decisions.

Student feedback has been very positive with one student remarking, “The class used history as a conduit for understanding the critical thought processes that help or hinder decision-making. This reinforced the notion that history can enhance the intuitive decision-making ability of military professionals by providing the next-best-thing to actual experience.”

So, students learn about their profession and they practice a critical skill. It is no wonder top business schools do this.

Dr. Nicholas Murray and Dr. Gregory Hospodor co-teach the course. They both hold the rank of associate professor in the Department of Military History at CGSC. Mr. Scott Martin and Mr. Bernard Harris assist with the classes dealing with the Napoleonic period. 🇫🇷



PHOTO BY MARK H. WIGGINS

A close-up of the Lt. Col. Boyd McCanna "Mac" Harris Leadership Award that will hang in the Lewis and Clark Center.



PHOTO BY DOUG TYSTAD

Foundation Director of Development Barbara Fitzgerald and noted actor, director and musician Gary Sinise pose with the new Lt. Col. Boyd McCanna "Mac" Harris Leadership Award in the CGSC Foundation office in the Lewis and Clark Center in March 2014. The award, named in honor of Sinise's brother-in-law, will be presented to a deserving student in every CGSC class beginning in June 2014.

CGSC instructor memorialized with leadership award

by Barbara Fitzgerald, Director of Development

THE CGSC COMMAND AND LEADERSHIP Department presented the inaugural award of the Lt. Col. Boyd McCanna "Mac" Harris Leadership Award at Class 2014-01 graduation on June 13, 2014. The new award is given to the individual possessing the innate leadership and communications skills embodied in the Army Leadership concept of Be-Know-Do, a concept developed by Lt. Col. Harris when he was a CGSC instructor and doctrine writer with the Center for Army Leadership. His concept was contained in the 1983 version of FM 22-100, Army Leadership.

The award is sponsored by Moira and Gary Sinise with a permanent endowment through the CGSC Foundation. Moira Sinise is Lt. Col. Harris' sister. The endowment provides a memorial plaque in the Command and Leadership Department office as well as an individual award of a 2013 General of the Army Commemorative U. S. Silver Dollar in a presentation box along with a framed certificate. The awardee's name will be displayed on the permanent plaque in the basement of the

Lewis and Clark Center.

Lt. Col. Harris was born in Philadelphia, Pa., on Sept. 30, 1944, and died of cancer on Oct. 13, 1983 in Denver, Colo. He was commissioned from West Point in 1966 in Infantry and served as a platoon leader in Vietnam with the 9th Infantry Division. He later returned to Vietnam to command a company and serve on battalion staff in the 23rd (Americal) Infantry Division. He taught leadership at the Infantry School, was a tactical officer and then leadership instructor at West Point and was one of the first members of the Center for Army Leadership at Fort Leavenworth. Lt. Col. Harris was a decorated warrior who received the Silver Star, the Legion of Merit, three awards of the Bronze Star, the Purple Heart and the Vietnamese Cross of Gallantry.

An ardent scholar and observer of human nature, he was given responsibility to author Army leadership doctrine. Using his experience in combat as well as training plus extensive study and contemplation, Harris developed the deceptively simple yet elegant

Be-Know-Do concept, which is still in use today. The 1983 edition of FM 22-100 was published the month he died. One of his classmates noted in his obituary: "The legacy lives in each of us who learned from Mac in years past. That legacy will also endure as thousands of soldiers read FM 22-100, following Mac Harris so that they may lead others."

Each May at West Point, the Boyd M. Harris Leadership Award is given to the student that most excels in the study of leadership. Moira and Gary Sinise felt that a similar award for the CGSC student that exhibits those same qualities should be established at CGSC and the Command and Leadership Department established the award in spring 2014. During a March trip to Fort Leavenworth, Sinise visited the CGSC Foundation offices to check on the progress of the award and approved its design.

As he departed Fort Leavenworth, Sinise said, "The Mac Harris Leadership Award should recognize inspirational and motivational leaders with exceptional communications abilities. That's what Mac represented to me." 🏆

Lt. Gen. Julius Becton Jr., CGSC class of 1961, delivers acceptance remarks after being inducted in the CGSC Hall of Fame in a ceremony in the Eisenhower Hall of Fort Leavenworth's Lewis and Clark Center, May 8.

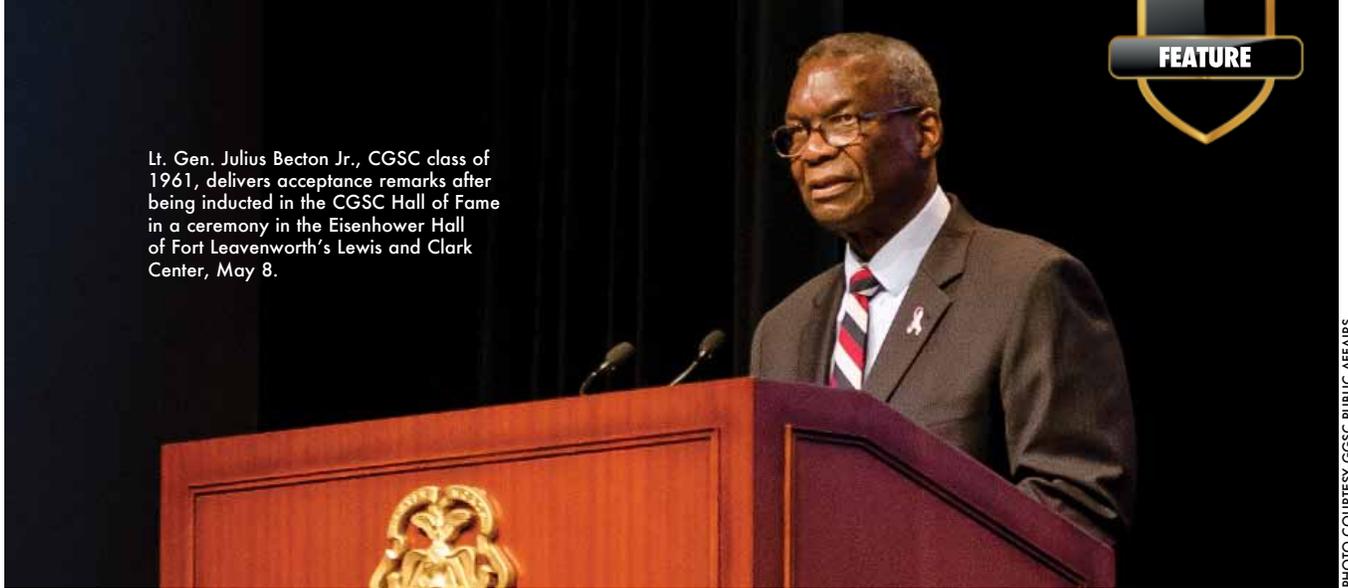


PHOTO COURTESY CGSC PUBLIC AFFAIRS

Generals Fox Conner and Julius Becton inducted into Hall of Fame

Jennifer Walleman, Fort Leavenworth Lamp

ON THE 187TH ANNIVERSARY OF THE FOUNDING OF FORT LEAVENWORTH, two of the most dedicated and exceptional Army leaders to pass through the Fort Leavenworth Command and General Staff College were inducted into the Fort Leavenworth Hall of Fame during a ceremony May 8, in Eisenhower Auditorium in the Lewis and Clark Center.

Inductees were Maj. Gen. Fox Conner, CGSC class of 1906, a leader known for his mentorship of generals who led U.S. forces to victory in World War II and Lt. Gen. Julius Becton Jr., CGSC class of 1961, a leader of soldiers in World War II, and commander of units in Korea, Vietnam and the Cold War.

Brig. Gen. Christopher Hughes, deputy commanding general of Combined Arms Center - Leader Development and Education, hosted the ceremony.

Conner graduated from the U.S. Military Academy at West Point, N.Y., in 1898 and was commissioned as an artillery lieutenant. He was selected as one of the first artillerymen to attend the Fort Leavenworth schools. Because of his proficiency, he was exempted from the General Service School and placed in the second year staff college. When at the War College, he so impressed the faculty he was selected to remain as an instructor and member of the Army Staff. His work on Army doctrine and organization, the Artillery Board and as a liaison officer to the French helped prepare the Army for World War I. When the war broke out, Conner was one of a handful of officers chosen to accompany Gen. John Pershing to France where he rose to become operations officer and chief of staff. After combat operations, Conner wrote the Allied Expeditionary Force after-action report, shipped the Army home and influenced the creation of

the National Defense Act of 1920. Pershing said of him, "Gen. Conner was the most indispensable man in the Allied Expeditionary Forces."

But Conner's lasting fame is as a mentor. Among those he taught about military history, literature, operations and command were George Patton Jr., George Marshall, and Dwight D. Eisenhower. To the end of his life, Eisenhower referred to Conner as the greatest soldier he ever knew.

Norm MacDonald, grandson-in-law of Conner, accepted the honor in his behalf.

General Becton enlisted in the Army Reserve in 1943. He later entered active duty and earned his commission as an Infantry officer through officer candidate school. Becton served as a platoon leader with the 93rd Infantry Division in the closing days of World War II. In 1946, he left the Army to attend college but returned to active duty after President Harry Truman desegregated the military.

Becton served as a platoon leader in the Korean War, earning a Silver Star for his actions. He later saw combat in Vietnam as commander of the 2nd Squadron, 17th Cavalry, 101st Airborne Division. His other commands included 2nd Brigade, 2nd Armored Division, 1st Cavalry Division, and VII Corps, the army's largest combat corps in Europe during the Cold War. He was the sixth African-American to become a brigadier general and the first to command a corps.

Becton left active duty in 1983 and began a career in public service. His positions include director of the Office of Foreign Disaster Assistance in the U.S. Agency for International Development, director of the Federal Emergency Management Agency, President of Prairie View A&M University, and superintendent of the Washington, D.C., public school system. 🇺🇸

Four officers inducted into International Hall of Fame

*Edited with contributions from Jan Dumay
and Jennifer Walleman, Fort Leavenworth Lamp*

FOUR INTERNATIONAL OFFICERS HAVE BEEN INDUCTED INTO THE CGSC International Hall of Fame since the last edition of the Foundation News went to press: retired Maj. Gen. Chan Chun Sing of Singapore, CGSC class of 1998; Gen. Gaurav S.J.B. Rana, chief of the Army staff, Nepal Army, CGSC class of 1989; Gen. Werner Freers, chief of staff of the Supreme Headquarters Allied Powers Europe, CGSC class of 1990; and Brig. Gen. Indrek Sirel, commander, Estonian Army, CGSC class of 2000. The CGSC Foundation sponsors the IHOF awards.

Retired Maj. Gen. Chan Chun Sing of Singapore was inducted in absentia at his request into the U.S. Army Command and General Staff College's International Hall of Fame. CGSC student Maj. David Cia from Singapore accepted the honor on his behalf during an induction ceremony Oct. 31, 2013, at Fort Leavenworth's Lewis and Clark Center.

Chan, who is addressed by his family name, is the former chief of the Army of Singapore Armed Forces and currently holds the cabinet position of Minister of Social and Family Development. He also serves as the country's second minister in the Ministry of Defense.

After the ceremony, Cia said his country was proud of Chan.

"He's doing great things for the country right now as a politician, so he definitely embodies the spirit of giving and doing good for the people," he said. "It's something I hope to emulate."

Chan will be recognized in person at

a later date in Singapore. His portrait will join those of other inductees in the college's IHOF.

Of the 7,762 international students who have graduated from CGSC, 269 officers from 70 countries have been inducted in the IHOF. Approximately 50 percent of the college's international students have achieved the rank of general officer, with 27 becoming heads of state. Chan was one of 90 international military students from 74 countries in the class of 1998 and is the third member of that class in the IHOF.

The other three officers were inducted in a ceremony in Eisenhower Hall of the Lewis and Clark Center on May 1. Lt. Gen. Robert Brown, commanding general of the Combined Arms Center and CGSC commandant, led the ceremony.

Gen. Rana of Nepal followed the footsteps of his father into the Royal Military Academy, Sandhurst, United Kingdom, in 1973 and was commissioned into the Purano Gorakh Battalion in 1974. He holds a bachelor's degree in history from Tribhuvan University and master's in defence and strategic studies from Quaid-E-Azam University of Pakistan.

Rana served as commandant of the Nepalese Military Academy, Kharipati. His achievements include commanding the 5th and 9th Infantry Brigades in counterinsurgency environments in far western and central Nepal. He commanded the Western Division, headquartered in Pokhara. He was promoted to the rank of general and took up his current appointment as

PHOTOS COURTESY CGSC PUBLIC AFFAIRS



Lt. Gen. Robert Brown, commanding general of the Combined Arms Center and CGSC commandant, shares a moment with German Gen. Werner Freers, chief of staff of the Supreme Headquarters Allied Powers Europe, CGSC class of 1990, during the IHOF ceremony May 1. All IHOF portraits are displayed in the International Hall of Fame Gallery located on the third floor of the Lewis and Clark Center.

chief of the Army staff on Sept. 9, 2012.

During his acceptance remarks Rana remarked on the value of the CGSC experience.

"The global networking and strong bonds of professional friendship among the students from all over the world is something most unique and rare," Rana said. "These special relations, I feel, are very important in creating a common approach and understanding of defense of security related matters thereby effectively creating a more peaceful and stable world."

Sixty-one officers from Nepal have attended CGSC and 33 have obtained the rank of general officer. Rana was the third general officer from Nepal to be inducted into the IHOF.

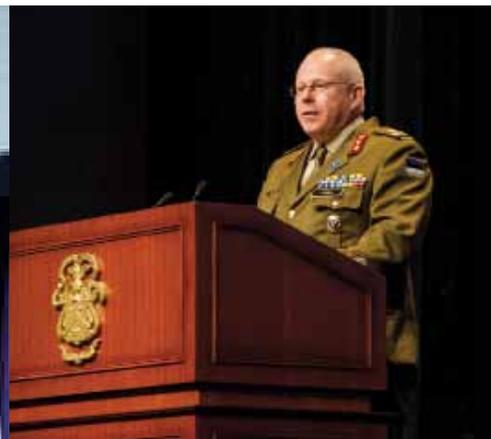
German Gen. Freers is currently the chief of staff at Supreme Headquarters, Allied Powers Europe. According to his biography, he joined the German Army in 1973. After attending the University of the Bundeswehr, he completed helicopter pilot training and then a number of army aviation assignments before attending the General Staff Officers course at Bundeswehr Command and Staff



Maj. David Cai, international military student in the 2014-01 Command and General Staff Officer Course, and Brig. Gen. Christopher Hughes, deputy commanding general, Combined Arms Center, Leader Development and Education and deputy commandant of the Command and General Staff College, join onlookers in applause after unveiling the portrait of International Hall of Fame inductee Maj. Gen. Chan Chun Sing of Singapore Oct. 31, 2013, at the Lewis and Clark



Lt. Gen. (Ret.) Robert Arter, CGSC Foundation Chairman, presents an eagle statuette to Gen. Gaurav S.J.B. Rana, chief of the Army staff, Nepal Army, CGSC class of 1989, during his induction into the International Hall of Fame ceremony May 1. The statuette signify Rana's status as an honorary lifetime constituent of the CGSC Foundation.



Brig. Gen. Indrek Sirel, commander, Estonian Army, CGSC class of 2000, delivers remarks after his induction into the CGSC International Hall of Fame on May 1, in Eisenhower Hall.

College in 1985. After CGSC he had a number of command and staff assignments including chief of staff of the 14th Mechanized Division in 1998; attending the National War College in Washington, D.C., in 2001; commanding land operations for the quad-national contingent in Kabul in 2001; commanding the Kabul Multinational Brigade in 2003; and ultimately becoming the chief of the German Army in 2010. He assumed his current post in 2012.

During his remarks, Freers spoke of his time at CGSC during the German reunification and the strong bond he made with the American people. He said he never met a single American who expressed skepticism for German reunification.

"I'm strongly convinced that the German unification would have never taken place without the strong commitment of the U.S. government and the American people, and that is what I sensed here personally during my stay," Freers said.

From Germany, 164 officers have attended CGSC. Of those, 58 have obtained general officer rank and Freers is the fifth general officer from

Germany to be inducted into the IHOF.

Estonian Brig. Gen. Sirel graduated from the Moscow Military Academy in 1991. He resigned from the Soviet Army in 1992 and became an infantry company commander in the Estonian Army. He then served on the general staff of the Estonian Defense Forces. After graduating from CGSC in 2000, he commanded the Scouts Battalion of the Estonian 1st Infantry Brigade and then became the chief of staff of the Estonian Army. In 2008, he was promoted to colonel and became the commander of the Estonian Army. He attended the U.S. Army War College in Carlisle, Pa., in 2009. He left command of the Army in 2012 to take the NATO position.

During his remarks, Sirel said that it was a great honor to be the first Estonian officer inducted into the IHOF, and he remembered a very different world during his time at CGSC before Sept. 11, 2001, before the wars in Iraq and Afghanistan, and before Estonia became a member of the European union.

"It doesn't mean we didn't have enough food for thought, enough topics to discuss, enough to sit and reflect,"

Sirel said.

Sirel said CGSC provided him with professional development, a challenging education and an ability to reflect on the profession and to truly understand what being an officer really meant. It also was an opportunity for him to explore the United States and the American people.

"Being fellow students, sponsors, friends — I think that emotion, understanding, knowledge was instilled in me," Sirel said.

Since 1998, 19 officers from Estonia have attended CGSC. Sirel was the first Estonian to achieve general officer rank and the first inducted into the IHOF making the number of countries represented 70.

Inductees were presented a CGSC certificate of honor by the Military Order of the World Wars (MOWW) and a Life Constituent Certificate and eagle statuette from the CGSC Foundation signifying their status as honorary lifetime constituents of the CGSC Foundation. Their framed portrait is displayed, along side earlier inductees, in the International Hall of Fame Gallery located on the third floor of the Lewis and Clark Center. 🦅

Foundation plays host to annual meeting of military historians

by Dr. John Curatola, Associate Professor, CGSC Department of Military History



CGSC Foundation CEO Doug Tystad, left, presents retired Marine General Anthony Zinni with a commemorative Buck knife and Foundation coin in appreciation of his remarks as guest speaker at the Society for Military History dinner banquet April 5, 2014.

PHOTOS BY MARK H. WIGGINS



Noted author and historian Rick Atkinson provides remarks after receiving the "Samuel Eliot Morison Prize" for his contributions to the body of knowledge in the field of military history at the Society for Military History awards luncheon April 4, 2014.

HISTORIANS FROM AROUND THE WORLD CONVENED in Kansas City April 3-6 to discuss the newest perspectives and ideas regarding military history during the 81st annual meeting of the Society for Military History (SMH). Hosted by the CGSC Foundation and conducted at the Westin Crown Center Hotel in downtown Kansas City, the meeting attracted more than 550 historians who spent the better part of three days participating in 73 individual panel discussions. This event is the highlight of the year for SMH members.

The meeting began on Thursday night with a reception at the National World War I Museum at Liberty Memorial where the members were treated to an outstanding array of food and beverage and given free admission to the Museum for the duration of the conference. Panel sessions began Friday morning and continued until noon on Sunday.

In addition to the panels on Friday, conferees had the opportunity to visit the Harry Truman Presidential Library with a special tour sponsored by the Truman Library Institute. Conference members who toured the Truman Library were impressed not only with the facility, but also with the hospitality provided by Mr. Alex Burden of the Truman Library Institute. Additionally, the Combat Studies Institute from Fort Leavenworth provided an antique weapons display in the conference area of the hotel. As part of this display, Dr. Shawn Faulkner from the CGSC Department of Military History provided instruction on the handling and functioning of many weapons, including the French "Chauchat" machine gun from World War I and the Thompson .45 cal. "Tommy"gun.

SMH conducted its annual awards luncheon on Friday during which several military historians were recognized for their exceptional scholarship. Among the award winners was Rick Atkinson for his latest work *The Guns at Last Light*. Later that night the CGSC Foundation sponsored a graduate student reception at the Amogini Winery in the West Bottoms area of Kansas City. Aspiring historians had the opportunity to meet senior historians over a glass of wine and discuss the future of the profession and potential employment opportunities. In addition to the panels, display, tour, and luncheon, Friday included the opening of the conference book exhibit where 30 individual publishers not only sold historically themed books, but also discussed



Dr. Shawn Faulkner, right, from the CGSC Department of Military History provides instruction on the handling and functioning of the French "Chauchat" machine gun from World War I during the Society for Military History Annual Meeting April 4, 2014. Fort Leavenworth's Combat Studies Institute provided the weapons display.



Dr. Randy Mullis, Associate Professor, CGSC Department of Military History, presents his paper "Jayhawkers, Bushwhackers, and Guerillas Oh My!: Hollywood's Characterization of James Montgomery and William Clarke Quantrill" as part of the "Cinema Starts and Paperback Heroes" panel of the Society for Military History Annual Meeting in Kansas City, April 5, 2014.

potential book contracts and ideas for future publications with attendees. The book exhibit is a perennial component of the conference and serves the larger academic community.

As panels continued on Saturday, attendees had the opportunity to tour historic Fort Leavenworth. Combined Arms Center Historian Kelvin Crow led a guided tour for more than 30

conference members to the College, the old Disciplinary Barracks, the Frontier Army Museum, as well as other sights on the post. Four members were regaled with the history of the Fort and the unique role it played in America's western expansion. Later that night members had the opportunity to attend the annual banquet in the Century Ballroom of

the Westin. Retired USMC General Anthony Zinni, former CENTCOM Commander and best-selling author, provided the remarks for the evening, focusing on the importance of military history and how it relates to those serving today.

As the conference closed down on Sunday, many SMH members returned home not only with a great impression of Kansas City, but with the CGSC Foundation as well.

"The annual meeting in April 2014 was a resounding success thanks largely to our hosts, the CGSC Foundation and the tireless efforts of its staff and the military historians at Fort Leavenworth," said SMH Executive Director Dr. Robert Berlin.

The Society's President Greg Urwin thanked the Command and General Staff College Foundation, remarking that the Society for Military History's 81st annual meeting in Kansas City can be considered "one of the most enjoyable and productive in this organization's history." 🍷

Australian Senator visits Fort Leavenworth

PHOTO FLASH



PHOTOS COURTESY GABRIELLE REILLY

CGSC Foundation Trustee Gabrielle Reilly, left, and Australian Senator-elect Jacqueline Lambie, pause for a photo during Senator Lambie's tour of the Lewis and Clark Center.



Australian Senator-elect Jacqueline Lambie receives a briefing on the College, CGSC Foundation and Simons Center operations from Foundation CEO Doug Tystad, center, and Simons Center Director Maj. Gen. (Ret.) Raymond D. Barrett, Jr.

Australian Senator-elect Jacqueline Lambie visited Fort Leavenworth March 20, as part of her U.S. tour to familiarize herself with U.S. military and veteran's affairs. Lambie served in the Australian Army and was elected in September 2013 and will be a voice of her party on military and veterans affairs. Her term in office begins July 2014. While at Fort Leavenworth, Lambie toured the Lewis and Clark Center, met with the Deputy Commandant Brig. Gen.

Chris Hughes as well as CGSC Foundation and Simons Center leadership.

During her March trip to the United States, Lambie also visited the Pentagon, the Australian Embassy, the Capitol and several other sights in the D.C. area. CGSC Foundation Trustee Gabrielle Reilly, who is also the CEO/Founder of The Global Townhall and originally hails from Australia, escorted Lambie throughout her trip.

PHOTO FLASH



PHOTO COURTESY WHINSEC PUBLIC AFFAIRS

WHINSEC class learns the roots of U.S. combat equipment

The supervisor of the Small Arms Repair Facility explains the M2 .50 caliber machine gun overhaul process to Western Hemisphere Institute for Security Cooperation (WHINSEC) CGSOC students from Fort Benning, Ga. The students visited the Anniston Army Depot as part of the Field Studies Program in October 2013, and the tour gave them a first-hand view of one of the U.S. Army's primary logistical organizations.

Former Instructors of the Command and General Staff College

BOTH RETIRED LT. COL. LEONARD BOSWELL, A CGSC INSTRUCTOR IN 1974, AND RETIRED LT. COL. BOB MYERS, A CGSC INSTRUCTOR FROM 1985-1988, are examples of successful “boots to business” transitions. As retired Army officers and former instructors of the College, each has parlayed their military experiences into very admirable second careers.

Boswell, now an Iowa Congressman, was a graduate of the CGSC class of 1968. He was also inducted into the Fort Leavenworth Hall of Fame in May 2010. He played a significant role in generating congressional support for the CGSC Foundation’s “Five Star Commemorative Coin Bill,” which was ultimately passed into law. (See related story on page 34.)

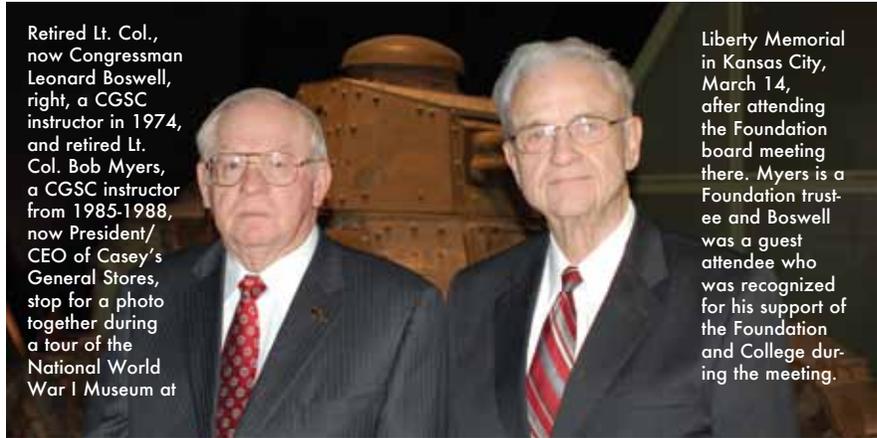
Drafted on his birthday in 1956, Boswell earned an artillery commission through officer candidate school, where he was a distinguished military graduate. After leading an Honest John missile platoon, he was accepted to attend both fixed-wing and rotary-wing schools, both of which he graduated at the top of his class. Boswell commanded an assault helicopter company in Vietnam and a battalion at Fort Polk, La. During two tours in Vietnam, he earned the Distinguished Flying Cross with an oak leaf cluster, the Soldier’s Medal and the Bronze Star Medal with an oak leaf cluster.

After leaving active service, Boswell farmed for several years, then returned to public service as an Iowa state senator in 1985, eventually working his way to become senate president. He was elected to the U.S. House of Representatives in 1996.

Myers was drafted into the Army during high school and became an enlisted Infantryman. He later graduated from officer candidate school and was commissioned as an Ordnance officer. After attending jump school he was assigned to the 101st Airborne Division at Fort Campbell.

Myers served in four overseas assignments including Vietnam,

Retired Lt. Col., now Congressman Leonard Boswell, right, a CGSC instructor in 1974, and retired Lt. Col. Bob Myers, a CGSC instructor from 1985-1988, now President/CEO of Casey’s General Stores, stop for a photo together during a tour of the National World War I Museum at



Liberty Memorial in Kansas City, March 14, after attending the Foundation board meeting there. Myers is a Foundation trustee and Boswell was a guest attendee who was recognized for his support of the Foundation and College during the meeting.

PHOTO BY MARK H. WIGGINS

Saudi Arabia, Germany and Kuwait. He amassed 38 months of company command time in Germany from 1972-1975 and 26 months of battalion command from 1983-1985, in the 2nd Forward Support Battalion of the 2nd Armored Division, supporting the first units to receive the new Abrams tanks and Bradley Infantry Fighting Vehicles.

Myers retired from the Army in 1988 and immediately joined Casey’s General Stores in January 1989. He became the

president and CEO of Casey’s in June 2007. He was also brought on board as a trustee of the CGSC Foundation in 2009.

“I am absolutely and totally convinced I would not be the CEO of a Fortune 500 company today had it not been for my Army career, including CGSC,” said Myers. “The Army prepared me in ways for my present duties that can’t be explained on a job resume and for this reason I am totally dedicated to our Army and all other branches of service.”

Help us tell the story about CGSC's International Officer program!

The CGSC Foundation Messaging Committee has started a project to help show the value of the International Officer Program at CGSC.

We're looking for anecdotes from U.S. alumni of CGSC about your experiences working with CGSC International Officer graduates (or vice versa) from your class or another class during your official duties around the world.

Your stories may be included in informational materials to help tell the story and demonstrate the value of this great program to the public.

Submit your anecdotes with your contact information by email to: office@cgscf.org

For more information contact the CGSC Foundation at 913-651-0624 or by email at office@cgscf.org

Personal Morality and Professional Ethics: The 2014 Fort Leavenworth Ethics Symposium

by Chaplain (Maj.) Brian Koyne, CGSC Class 2014-01

SECRETARY OF DEFENSE CHUCK HAGEL RECENTLY SHOCKED THE military by suggesting that the institution has a deep ethical problem and charged all to put “renewed emphasis on developing moral character and moral courage in our force.” Brig. Gen. Christopher Hughes, CGSC Deputy Commandant, opened the fifth annual Fort Leavenworth Ethics Symposium with similar emphasis.

“Whatever the cause, it is up to all of us to find solutions and never settle for good enough,” Hughes said. “Despite our best efforts we are not going to solve these problems this week, however, I do believe the experts we have assembled will help raise our awareness and help fine-tune possible solutions.”

The Ethics Symposium, cosponsored by the Command and General Staff College and the CGSC Foundation, brings together military leaders, ethicists, philosophers and many others to discuss the pressing ethical issues facing the Army. This year’s symposium entitled “Professional Ethics and Personal Morality” was conducted May 5-8.

Dr. Dan Bell, the Gen. Hugh Shelton Chair in Ethics, set the stage by discussing the challenges facing military professionals as they seek to unify personal morality with the execution of their duties within the professional ethic. During the presentation Dr. Bell outlined pitfalls emerging from lack of unity between personal morality and public ethics. He first made the point that some may drift to a divided self where they hold to personal morality while justifying immoral behavior for the sake of the organization. On the other side Bell said, lies the temptation to jettison personal morality, giving up personal morality to solely adopt the identity of the group. Bell pointed to history to demonstrate how each extreme has led to the most serious moral failings. Symposium attendees fully understood Bell’s points since most are graduates of the Command and General Staff College — military officers who have likely witnessed ethical failings.

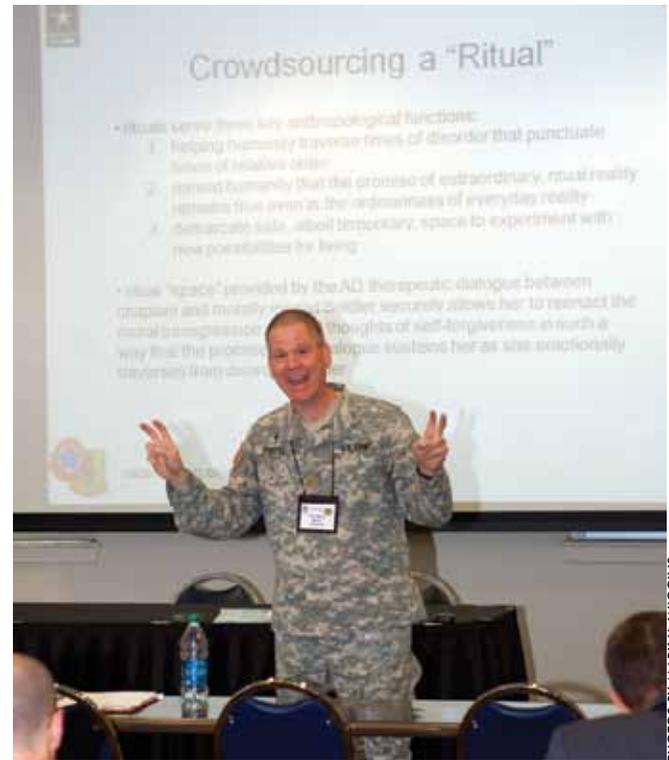
“The biggest gain from the conference is to recognize the challenges of compartmentalization and be able to look at my chosen profession’s ethic and confirm that it is compatible with my personal morality,” said Capt. Russell Destremps, a CGSC student.

Dr. Don Snider, Senior Fellow in the Center for the Army Profession and Ethic (CAPE) at West Point and an Adjunct Research Professor in the Strategic Studies Institute at the U.S. Army War College, Carlisle, Pa., addressed the conference

KAUFFMAN

The Foundation of Entrepreneurship

The CGSC Foundation wishes to thank the Ewing Marion Kauffman Foundation for their continued support of the Fort Leavenworth Ethics Symposium.



Chaplain (Maj.) Paul Fritts throws up the “air quotes” while making a point during the presentation of his paper about “Adaptive Disclosure” during the ethics symposium.

attendees and the entire CGSOC 2014-02 class on the Army Profession. During the presentation Dr. Snider passionately articulated the foundation of the Army as a profession and the philosophical underpinnings of ADRP 1, *The Army Profession*.

“Army professionals must be morally sound,” Dr. Snider argued, “because every decision made by a leader has a high moral content.”

Following the presentation, groups of attendees discussed and provided feedback to CAPE on a proposed summary of the Army Ethic. Not all attendees, however, saw the need for further definition of the Army professional ethic. Maj. Robert Phillipson, CGSOC 2014-01, paraphrased Gen. Douglas MacArthur, explaining that “we already have the tools in our doctrine and regulations to define what a Soldier ought to be, can be and will be.”



Dr. Daniel M. Bell, Jr., the Gen. Hugh Shelton Chair in Ethics, exhorts the audience during his opening remarks of the symposium May 5, 2014.



CGSC Deputy Commandant Brig. Gen. Chris Hughes uses the help of two CGSC student attendees to make a point about leadership during his closing remarks of the ethics symposium.



The main focus of the ethics symposium is to generate discussion and afford plenty of time during Q&A periods.



Dr. Ted Thomas, left, and Ted Ihrke of CGSC's Department of Command and Leadership (DCL) collaborate during the ethics symposium. DCL is responsible for coordinating and executing the ethics symposium for the College each year.

Other events included the presentation of various papers with titles such as “Developing Good Soldiers: The Problems of Fragmentation in the Army”; “Technological Innovation: Challenges to the Profession for Army Stewards;” and “Impacts of Moral Injury and Clashing Civilizations: Why Is Relativism a Threat to the U.S. Military.” Each presentation allowed authors and students to frankly discuss ethical issues with the purpose of better preparing leaders to translate academic prose into concrete leadership in the field. For a complete listing of papers presented and presenters, see www.leavenworthethicssymposium.org.

During the third night of the conference, attendees gathered at a dinner providing another informal forum for further

discussion. Retired Army Col. William Eckhart, professor of law at the University of Missouri – Kansas City, spoke to the assembled group inspiring each with wisdom gathered over 30 years as an Army lawyer beginning as the chief prosecutor in the My Lai cases.

As the 2014 Fort Leavenworth Ethics Symposium concluded May 8, Brig. Gen. Hughes challenged the assembled audience not only to continue reflection and collaboration on matters of morality and professional ethics, but also to integrate these lessons into all areas of leadership as each person serves the nation and leads the sons and daughters of America entrusted to our care. 🇺🇸

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.

Kalic presents paper at international conference in Australia

Report from Dr. Sean N. Kalic, CGSC Department of Military History

IN FEBRUARY 2014, A CONSORTIUM OF FACULTY FROM Australia National University (ANU), University of New South Wales and the Australian War Memorial held an international conference entitled “Art, War, and Truth” in Canberra, Australia. The objective of the conference was to select a small group of scholars from around the globe to present papers and research on how nations have historically used art to shape national perceptions over the “truth about war.”

Dr. Sean N. Kalic from CGSC's Department of Military History was one of twenty-five scholars selected to present their research. Dr. Kalic presented his paper entitled “Spitting on Incapables, Madmen, and Cheats: The Rejection of Cultural Bolshevism and the Nazi Philosophy of Art.” The CGSC Foundation provided funds for Dr. Kalic's travel to the international conference. According to both CGSC Foundation and College leadership, CGSC representation at academic conferences is a fantastic opportunity to spread the CGSC brand, as well as demonstrate the high quality research that CGSC faculty contribute to their respective disciplines.

In his paper Dr. Kalic examined how the works of art developed by Weimar era artists Otto Dix, George Grosz, Max Beckmann and Ernst Kirchner presented a vision of the First World War and the interwar period as chaotic and significantly detrimental for the progress of society. Despite the fact that the four artists saw firsthand the horror of war in the period 1914-1918, and tried to caution the German public as well as the international community to the reality of modern combat as the interwar period evolved in Germany, a right wing segment of the population, exemplified by the NSDAP (Nazi party),

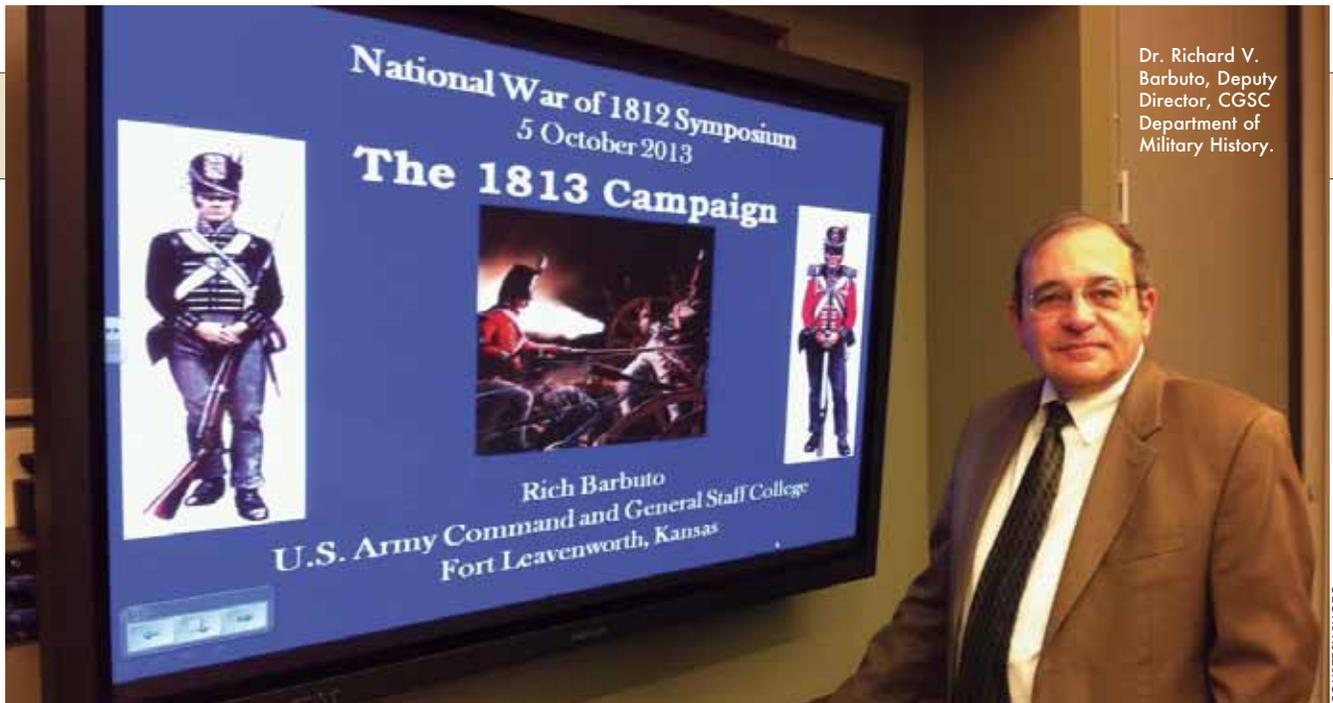


Dr. Sean N. Kalic, CGSC Department of Military History

COURTESY PHOTO

sought to suppress “cultural bolshevism.” As a result of the NSDAP's quest to present a new and sanitized vision of Germany, which relied on a politically manufactured vision of the past as well as an increasingly strict definition of German culture, the art and artists of the Weimar era were suppressed and eradicated once the NDSAP come to power in 1933. In their place the NSDAP created a state run system through which art was designed, commissioned, and presented in a precise way to present the “truth” about German culture and history. The significance of Dr. Kalic's research is that his paper provides critical insights into how the totalitarian nature of the NSDAP used art as a tool to manufacture public opinion to support their war effort, while eradicating competing interpretations from “degenerate artists.”

The journal *War and Cultural Studies* will publish a selection of the papers presented at the conference in early 2015. 🐾



1813: America invades Canada

Report from Dr. Richard V. Barbuto, Deputy Director, CGSC Department of Military History

IN OCTOBER 2013, CGSC PROFESSOR OF MILITARY HISTORY Dr. Richard Barbuto gave a presentation in Baltimore for the Seventeenth Annual National War of 1812 Symposium. The commemoration of the bicentennial of the War of 1812 is nearly completed and has been marked by a multitude of local historical celebrations and scholarly conferences in both the U.S. and Canada. Barbuto, author of two books on this conflict, was invited to Baltimore to participate in this national symposium, and was able to attend through generous funding support of the CGSC Foundation.

“I appreciate the generosity of the supporters of the Foundation, and especially Ann Soby, for helping to make this trip possible,” said Barbuto. “I was very proud to tout the CGSC brand to this group of military history scholars.”

Barbuto has done considerable research on the War of 1812 along the Canadian border. He is particularly interested in communicating the untold story of the U.S. Army of the period.

“This was America’s first foreign war under the Constitution,” Barbuto said. “The administration of James Madison expanded the regular army very quickly and the result fell short of national expectations. Eventually, however, the army gained skill and was able to confront Britain’s soldiers on equal terms. The American Army earned its campaign streamers.”

The War of 1812 is popularly remembered today for three events: the burning of Washington, D.C., the Star-

Spangled Banner and the Battle of New Orleans. However, the war played a much greater role in the development of the country. While the war was bitterly opposed by one of the major political parties, particularly as defeat followed defeat, the improbable victories at Plattsburgh and Baltimore in 1814 and the stunning defeat of a British army at New Orleans the following year gave birth to an increased sense of nationhood. Three veterans of the war – William Henry Harrison, Andrew Jackson, and Zachary Taylor – went on to occupy the White House. Hundreds more represented their citizens in Congress and state houses. The war on the water made national heroes of Stephen Decatur, Isaac Hull and Oliver Hazard Perry and provided a rich tradition of valor for the U.S. Navy.

The U.S. Army Center of Military History invited Barbuto to write two commemorative pamphlets for the bicentennial. The first, “The Canadian Theater: 1813,” has been published.

“My research into archival records provided the material for these studies as well as for the presentation given in Baltimore,” Barbuto said, adding that he is now turning his attention to the year 1814.

“1814 was a watershed year for the U.S. Army,” said Barbuto. “After two years of more defeats than victories, the regular army went on to establish itself as a force to be reckoned with at Chippewa, Lundy’s Lane and Plattsburgh.” 🇺🇸



Dr. Shawn Faulkner, CGSC Department of Military History

COURTESY PHOTO

Foundation funds trip for WWI research

Report from Dr. Shawn Faulkner, CGSC Department of Military History

THE GREAT WAR MARKED SEVERAL MILESTONES IN THE MILITARY HISTORY of the United States. It was the first war where the nations sent a substantial ground force overseas. While the nation had struggled to raise 100,000 men for the Mexican War, there were more than two million doughboys serving in Europe by the time of the Armistice. The First World War also broke with the American tradition of rising armies based mostly on volunteers. Over 70 percent of the American soldiers in World War I entered the ranks through conscription. Furthermore, the war induced one of the most massive degrees of doctrinal, organizational and technological change in the Army’s history. In an often painful process, the Army transformed itself from a small imperial constabulary force to a military capable of waging a modern mass attritional war in a mere 19 months. All of these facts make the American Army of the Great War interesting and fruitful ground for scholarly research and writing.

In June 2013, a grant from the CGSC Foundation provided Dr. Shawn Faulkner, CGSC Department of Military History, the necessary funding to spend a week going through select records of the American Expeditionary

Forces (AEF) in the National Archives Annex at College Park, Maryland. This grant was made under the Foundation’s mandate to assist in the development and sustaining of a first rate faculty in the College by supporting faculty research that furthers their growth as scholars and teachers while also contributing to the body of knowledge of the profession of arms.

“The archival research that the CGSC Foundation enabled gave me the ability to delve into areas of the AEF that are critical to my examination of the soldiers who fought within its ranks,” said Faulkner. “During my time at the National Archives, I explored the reports sent by American military observers with the French Army, the correspondence and reports of the AEF Morale Branch, records related to American prisoners of war held by the Germans, reports of the sanitary inspections of AEF units and posts, records of the AEF Chief of Chaplains and the records of the AEF Chief Censor.”

Faulkner explained that these primary sources provided a wealth of information on the operations of the AEF and offered insights into the lives of the average doughboys. For example, the monthly unit sanitation

reports held detailed information on the health, quality of food and living conditions within the AEF’s various formations and installations. The Chief of Chaplain records contained insights into who served as the army’s chaplains, what roles they performed in their units and the nature of religious support they offered their soldiers. The Chief Censor’s reports provided a few welcome surprises. In the winter of 1918-1919, the Chief Censor’s office opened the mail of American soldiers and German prisoners of war to gage the morale and attitudes of both groups. The reports submitted from these investigations offer a unique window not only into the viewpoints of the soldiers but also a deeper understanding of the concerns the AEF’s senior commanders and staff officers.

“The primary source material that I discovered during the research trip will contribute to a future book on the life of the American soldier in World War I and in my CGSC classroom instruction,” Faulkner said. “Without the generous support of CGSC Foundation and the hard work of its staff members, most notably Ann Soby, my research would have been impossible.”

PHOTO FLASH



PHOTO COURTESY CGSC "BELL" YEARBOOK FOR CLASS 2011-01

CGSC graduate named Liberian Army Chief of Staff

Daniel D. Ziankahn, an international officer graduate in CGSC Class 2011-01, was named chief of staff of the Liberian Army. Ziankhan, known as "Z" to his CGSC classmates, was inducted as chief in a ceremony Feb. 11, 2014, led by President Ellen Johnson. Brig. Gen. Ziankahn's promotion is a testament to the successful careers of international officer graduates of the college where more than 50 percent become general officers.

PHOTO FLASH



PHOTO COURTESY CGSC PUBLIC AFFAIRS

Eagle-Owl sports day results in UK overall win

Exercise Eagle Owl is a nine-day, brigade-level planning exercise hosted by CGSC at Fort Leavenworth and includes military officers from the United Kingdom's Intermediate Command and Staff Course (Land). Each year the exercise is capped off with a sports day, which this year was conducted on March 13, 2014. The officers participated in various sporting competitions to include golf, skeet, physical fitness, dodgeball, and soccer. The UK officers won this year's overall competition.

PHOTO FLASH



COURTESY PHOTO

Foundation leadership provides report to Ross Perot

CGSC Foundation Director of Development Barbara Fitzgerald, left, and CEO Doug Tystad, right, flank Ross Perot in a photo taken at his headquarters in Plano, Texas, during their trip there Dec. 3, 2013. Each year Foundation leadership visits Mr. Perot to provide him with a personal copy of the Simons Center Annual Progress Report and update him on activities surrounding the Col. Arthur D. Simons Center for Interagency Cooperation and the General Hugh Shelton Distinguished Visiting Professor of Ethics – both programs that Perot committed to funding in November 2009. After the visit in Perot's office, he personally led Tystad and Fitzgerald on a tour of his headquarters which contains a large collection of memorabilia of his lifetime of contributions and achievements in support of the nation and the military.

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DJIMO leads roundtable on 'China in Africa'

by Mark H. Wiggins, Managing Editor



PHOTO BY MARK H. WIGGINS

Front row: Col. Drew Meyerwich, Director - Command and General Staff School; Maj. Rose Smyth; Eric Bonewitz, Private Investor, Overland Park, Kan.; Lewis H. Wiens, Chairman & CEO, True North Hotel Group, Inc., Overland Park, Kan.; Sanders Ray Lambert, Jr., Chairman, Pacific Mutual Door Company, Kansas City, Mo.; Reverend David Cox, Assistant Rector, St. Michael's and All Angels Episcopal Church, Mission, Kan.; John Clark, Owner, Clark Industries, Winterset, Iowa; Maj. Kelly Pajak; Col. Monty Willoughby, Assist. CGSC Deputy Commandant.

Second row: Maj. Gen. (Ret.) Ray Barrett, Director - Simons Center for Interagency Cooperation; Scott Carson, VP, Kauffman FastTrac, Kansas City, Mo.; William Kimball, Retired Chairman & CEO, Medicap Pharmacies, Inc., Johnston, Iowa; Mack Teasley, Retired Executive Director, The Eisenhower Foundation, Abilene, Kan.; Christopher Hernandez, CEO, National Flood Service - Stone River, Overland Park, Kan.; H. John Rogers, Consultant, Samson Investment Company, Tulsa, Okla.; Jason Klumb, Regional Administrator, U.S. General Services Administration, Kansas City, Mo.; Dr. Dave Anderson, DJIMO.

Third Row: Mr. Mike Burke, DJIMO; Maj. Ghulam Murshid; Maj. Keith Benedict; Maj. Tom Allard; Maj. Damasio Davila; Maj. Jeff Fuller; Lt. Col. Scott Roxburgh, DJIMO.

Fourth Row: Maj. Chris Heatherly; Maj. Rob Taylor; Maj. David Cai; Maj. Anthony Aguilar; Maj. Richard Koch; Maj. Jayinder Grewal; Maj. Chris Springer; Lt. Col. Gene Richards; Maj. Jeremy Muller; Lt. Col. Mark Robinson.

THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE'S

Department of Joint, Interagency and Multinational Operations (DJIMO) hosted a national security roundtable (NSRT) focused on China's relationships and activities in Africa on Dec. 2-3, 2013 at the Lewis and Clark Center. The CGSC Foundation supported the event to educate the 11 civilian business leaders about the College and its mission as well as to learn about national security strategy and relationships between the U.S. and China in their activities in Africa.

Highlights of the roundtable included

two panel presentations led by members of the DJIMO faculty. Doug Lathrop, Mike Burke, Lt. Col. Scott Roxburgh and Maj. Robert Taylor led the first panel in an overview of Africa, U.S. strategy and African perspectives on China. Dr. David Anderson and Maj. Chris Springer led the second panel focused on an economic overview of African countries and their trade with China.

As with every NSRT, each civilian business leader was paired with a CGSC student for the duration. During the morning period, the student escorts took their civilian counterparts to their

classrooms to participate in regularly scheduled lessons to give them a first-hand view of the quality and type of instruction CGSC students receive.

Col. Drew Meyerwich, Director of the Command and General Staff School of CGSC, provided attendees with an overview of the College. Maj. Gen. (Ret.) Ray Barrett, Director - Simons Center for Interagency Cooperation, a major program of the CGSC Foundation, provided a presentation on the mission and programs of the Foundation. Col. Jerome Hawkins, Director of DJIMO, provided opening remarks for the panel discussions. 🇺🇸

Continued from page 7

During his command of I Corps, Brown played a significant role in the Army support in the rebalance of national focus on Asia and the Pacific Rim, Cone said.

“The combination of his diverse experiences will pay dividends for TRADOC and our Army during his time as CAC commander,” he said.

In attendance for Brown were people he credits as being instrumental to his development as a leader including his wife, Patti, granddaughter Hazel, a former brigade commander, mentors from his time at the Command and General Staff College, his high school basketball coach and a former roommate from his first assignment.

“I’d like to start by thanking the Lord for many blessings of the Brown family this year, and I’m truly honored to join the CAC team and this great Leavenworth community,” Brown said. “I’ve always been impressed with the Combined Arms Center and the work that they have done. I look back to the best year of my life in CGSC. What a fantastic year that was.

“I am very proud to follow such a gifted leader as Dave Perkins. He really has taken CAC to the next level,” Brown said. “I’m really honored to follow in your superb command. I’m excited for the road ahead.”

Robert Brown was commissioned into the Infantry in May 1981 after graduating from the U.S. Military Academy at West Point, N.Y. His education includes a bachelor of science from USMA, a master’s degree in education from the University of Virginia and a master’s degree in national security and strategic studies as a distinguished graduate of

the National Defense University.

Brown has served in leadership positions from platoon level to corps. He was a platoon leader and company commander in mechanized infantry units at Fort Carson, Colo.; a battalion commander of a mechanized infantry battalion at Fort Hood, Texas, including a deployment to Bosnia-Herzegovina in support of Operation Joint Forge; a Stryker brigade commander at Fort Lewis, including a deployment in support of Operation Iraqi Freedom; and commanding general of the Maneuver Center of Excellence at Fort Benning, Ga.

Brown has also served in numerous staff positions including assistant professor of military science and deputy director of the Center of Enhanced Performance at USMA, plans officer at the U.S. Army Pacific; operations officer, executive officer and chief of G-3 Training in the 25th Infantry Division including a deployment in support of Operation Uphold Democracy in Haiti; personnel assignment officer in Human Resources Command; aide-de-camp and assistant executive officer to the Army vice chief of staff; plans officer in the Department of the Army G-3/5/7; a program analyst in the Dominant Maneuver Assessment Division, Joint Staff (J8); executive assistant to the Pacific Command commander and director of J-7 (Training and Exercises) at PACOM Headquarters; deputy commanding general for support of the 25th Infantry Division, including a deployment in support of Operation Iraqi Freedom; and chief of staff U.S. Army Europe and deputy commanding general U.S. Army NATO. 🇺🇸

PHOTO FLASH



COURTESY PHOTOS

In the first photo, from left, CEO Doug Tystad, Foundation Director of Development Barbara Fitzgerald, Director of Operations Ann Soby and Marketing Manager Linda Carpentier man the booth. In the second photo, Maj. Dan Rogne accepts one of three commemorative Buck knives the CGSC Foundation raffled off during the AUSA Annual Meeting and Exposition in October 2013. Other winners were Lt. Col. Zara Walters and Kevin Unwin.

CGSC Foundation attends AUSA annual meeting and exposition

The CGSC Foundation established a presence on the exhibit floor of the Association of the United States Army (AUSA) national meeting in October 2013. Primarily intended to bring awareness to the commemorative coin program at the largest land warfare “tradeshow,” Foundation leadership also had the opportunity to meet with other attendees to educate them about the Foundation’s mission and programs in support of CGSC.

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Research, publication, outreach, writing remain the focus

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

Download this latest InterAgency Study at www.thesimonscenter.org/ias-003-april-2014

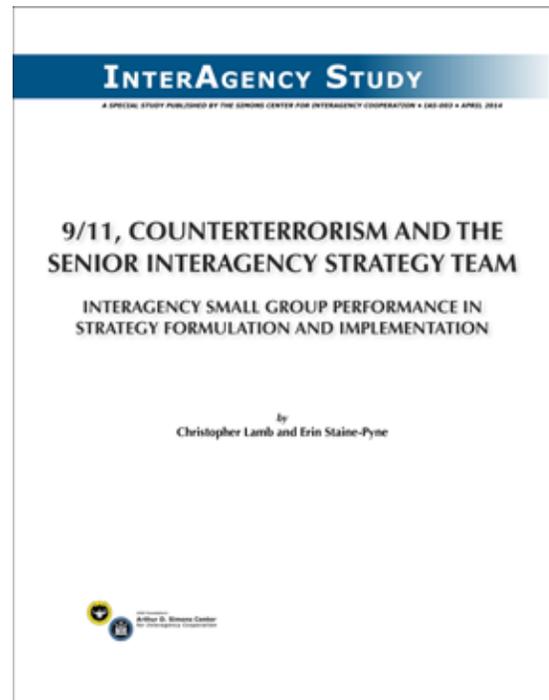
THE PAST SEVERAL MONTHS HAVE BEEN AN EXCITING PERIOD for the Simons Center as we prepared for and began executing a new year's series of programs and activities. Our premier program, aimed at building a body of interagency cooperation knowledge, remains publications. We have decided to publish the *InterAgency Journal*, our flagship publication, quarterly instead of the semiannual schedule we have followed over the last four years. The *Journal* continues to be exceptionally well received as we notice the increase in website visits, requests for copies and favorable feedback from our readership. We are also experiencing a significant increase in manuscript submissions covering a gamut of interagency coordination issues that ensure we will continue to publish thoughtful, well researched and written articles, essays, papers, and our newest series of studies.

A case in point is our recently published *InterAgency Study* by Dr. Christopher Lamb, Director of the Institute for National Security Studies, entitled "9/11, Counterterrorism, and the Senior Interagency Strategy Team." This extensively researched study examines the establishment of the National Counterterrorism Center and, more specifically, the rise and eventual failure of the Center's Senior Interagency Strategy Team charged with developing the government-wide national counterterrorism plan. It dives deep into the challenges faced in forming and leading an interagency team, and represents a fascinating case study for future interagency collaborations.

The Simons Center has undertaken a review and refresh of our website to ensure it remains a relevant and useful portal for researchers, students, and practitioners. Our review will identify how we can make it more valuable to the interagency community while updating its look and ease of use. In addition to the website, we now have our own Facebook page where news, events, pictures, and more are posted and linked. I encourage everyone to go online and visit both sites for the latest information on interagency cooperation matters.

We recently participated as a stakeholder in the seventh annual Peace and Stability Operations Training and Education Workshop sponsored by the Office of the Deputy Assistant Secretary of Defense for Readiness and hosted by George Mason University. Nearly 300 participants representing a dozen federal agencies, nongovernmental organizations, and academia met to explore improvements to interagency training, education, and leader development.

Recently, the Simons Center has been joined by graduate students from Pennsylvania State University. The Simons



Center has collaborated with Pennsylvania State University to sponsor two graduate students in their School of International Affairs as Simons Center Interns this summer. These bright students will work with CGSC faculty to research and develop a graduate-level elective course on intelligence support to 21st century asymmetric threats, as well as outline a handbook on interagency cooperation. Our intent is to make this an enduring partnership with Penn State and regularly sponsor graduate interns every year.

The Center has many programs in the works. We are seeking a grant from a national security non-profit to write and publish an interagency handbook for practitioners. In collaboration with Business Executives for National Security, we are beginning the planning for a CEO Cybersecurity Roundtable.

In addition to all these efforts, we continue our support to CGSC students and faculty with research, publication, outreach, and writing distinction through awards, grants, and our many publications. The year is gearing up to be an exciting, busy, and rewarding for the Center. We appreciate the continued support from CGSC students, faculty, and administration, as well as the CGSC Foundation and our readership. 

2014 Open Writing Competition

Call for Papers— Simons Center 2014 Open Interagency Writing Competition

The Simons Center for Interagency Cooperation announces its third annual open Interagency Writing Competition for 2014. The competition is open to the public and recognizes papers that provide insight and fresh thinking in advancing the knowledge, understanding, and practice of interagency coordination, cooperation, and collaboration at the tactical or operational level of effort. The competition opens May 1. Deadline for submissions is Friday, Aug. 8, 2014.

Entries must be focused on this topic:

Interagency Imperative for Homeland Defense and Security: Challenges and Solutions

Visit www.simonscenter.org

for more details on winning prizes and how to enter.

International military officers tour D.C., surrounding area

International military officers, students of CGSC Class 2014-01, traveled to Washington, D.C., in April to learn about other U.S. government institutions and tour sites in the capitol region. While there Director of the Army Staff Lt. Gen. William T. Grisoli hosted a reception for them and their respective military attachés at the Fort Meyer Officers Club. In this photo the group is touring the Arlington National Cemetery. The students also had a chance to conduct a staff ride of the Gettysburg National Battlefield.



PHOTO FLASH

PHOTO BY JIM FAIN, DIRECTOR- IMSD

CGSC History Department head authors new book

Dr. Jim Willbanks, Department of Military History, and Mr. Jay Dew, Senior Editor, Texas A&M University Press, had the opportunity to discuss Dr. Willbanks' new book *A Raid Too Far* during the Society for Military History Annual Meeting on April 7, 2014. Research for the book, including a trip to Laos, was funded by the CGSC Foundation. See a synopsis of the book in the "In Print" section on page 32.



PHOTO FLASH

COURTESY PHOTO

In Memoriam



U.S. ARMY PHOTO

Former CGSC Commandant dies at 75

RETIRED LT. GEN. WILSON A. "DUTCH" SHOFFNER, 75, died Friday, Jan. 3, 2014, at his home in Colleyville, Texas. His interment in Arlington National Cemetery is scheduled in August 2014.

Shoffner was originally from Ryan, Okla. He graduated from Oklahoma State University and was commissioned in the Field Artillery and served for 32 years. His career included service in Vietnam as well as command of the 214th Field Artillery Brigade at Fort Sill, Okla., the 3rd Infantry Division in Wurzburg, Germany and the Combined Arms Center at Fort Leavenworth. He was commander of the Combined Arms Center and Fort Leavenworth and Commandant of CGSC from August 1991 to July 27, 1993.

Following his retirement from the Army in 1993, Shoffner was a vice president for Lockheed Martin Missiles and Fire Control in Grand Prairie, Texas. In 2003, he retired from that position but continued to volunteer at community organizations and speak to ROTC cadets at Cameron University. He is in the alumni hall of fame at both Cameron and Oklahoma State University.

He was preceded in death by his wife of 52 years, Beverly Shoffner from Lawton, Okla. Together they had two sons, Al and Andy. He is survived by four sisters – Myra, Jean, Joan, and Judy – and three grandchildren – Kristin, Lauren, and Austin. 🕊

He was commander of the Combined Arms Center and Fort Leavenworth and Commandant of CGSC from August 1991 to July 27, 1993.

In Memoriam

Col. (Ret.) Edwin F. Cavaleri
CGSC Class of 1968,
died Nov. 14, 2013, age 86

Col. (Ret.) Maynard D. Eaves
CGSC Class of 1973,
died July 4, 2012, age 76

Lt. Gen. (Ret.) Arthur V. Episcopo
CGSC Class of 1967,
died Feb. 2, 2013, age 82





Former AMC chief of staff dies at 71

RETIRED MAJ. GEN. NORMAN E. WILLIAMS, 71, of Fayetteville, Pa., died Sunday, Oct. 27, 2013 at his home. Williams, who retired in 1999 with 34 years of active service, was a noted logistician who culminated his Army career as the chief of staff of the Army Materiel Command in Alexandria, Va.

Williams was commissioned in 1964 as an Ordnance officer through the ROTC program at Loyola College in Baltimore, Md., and went on to serve in numerous logistics command and staff roles throughout his career. A graduate of the CGSC Class of 1976, Williams was instrumental in rewriting Army regulations on maintenance policy and requirements for maintenance and recovery programs. In 1989, as the deputy commander for Combat Developments at the Combined Arms Support Command at Fort Lee, Va., Williams played a key role in the transition to multifunctional combat services support battalions, funding the Palletized Load System, and developing support concepts for Air-Land Battle future. In 1991, he became the first Ordnance officer to command the Army and Air Force Exchange System in Europe.

From 1992 to 1993, Williams served as Director of Plans and Operations in the Office of the Deputy Chief of Staff for Logistics (ODCSLOG). In 1993, he took command of the United Nations Logistics Forces in Somalia and assumed responsibility for commanding troops from seven nations. Following command, he returned to ODCSLOG to become the first Director of Transportation, Energy and Troop Support.

From 1994 to 1997, as Director of Logistics and Security Assistance for the U.S. Central Command, he provided oversight of the Department of Defense's largest foreign military sales and assistance program, improved the status of pre-positioned materiel in Southwest Asia, and conducted the no-notice, force-protection relocation of over 5,000 personnel following the Kobar Towers bombing in Saudi Arabia.

Williams culminated his military career as Chief of Staff at the Army Materiel Command in Alexandria, Virginia, where he led a team that disposed of \$495 million in excess and obsolete depot stock and was instrumental in managing the Revolution in Military Logistics. He retired in 1999 with 34 years of distinguished service.

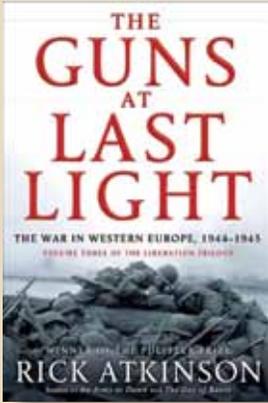
Williams is survived by his wife, three children and three grandchildren. He was layed to rest in the church cemetery at St. Francis Xavier Catholic Church in Gettysburg, Pa. 🕊



U.S. ARMY PHOTO

A graduate of the CGSC Class of 1976, Williams was instrumental in rewriting Army regulations on maintenance policy and requirements for maintenance and recovery programs.



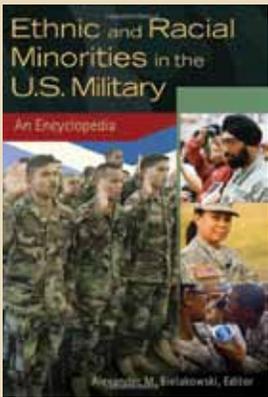


The Guns at Last Light: The War in Western Europe, 1944-1945 (Liberation Trilogy)

by Rick Atkinson; 896 pages; maps; notes; sources; index; Henry Holt and Co., 2013. Available on amazon.com and barnesandnoble.com - hardback- from \$22; paperback- from \$15; Kindle and Nook \$9.99.

It is the twentieth century's unrivaled epic: at a staggering price, the United States and its allies liberated Europe and vanquished Hitler. In the first two volumes of his bestselling Liberation Trilogy, Rick Atkinson recounted how they fought through North Africa and Italy to the threshold of victory. Now he tells the most dramatic story of all—the titanic battle for Western Europe beginning with D-Day and culminating with the thrust to the heart of the Third Reich. With *The Guns at Last Light*, the stirring final volume of this monumental trilogy, Atkinson has produced the definitive chronicle of the war that unshackled a continent and preserved freedom in the West.

Rick Atkinson is the bestselling author of An Army at Dawn (winner of the Pulitzer Prize for history), The Day of Battle, The Long Gray Line, In the Company of Soldiers, and Crusade. His many other awards include a Pulitzer Prize for journalism, the George Polk award and the Pritzker Military Library Literature Award. A former staff writer and senior editor at The Washington Post, he lives in Washington, D.C.

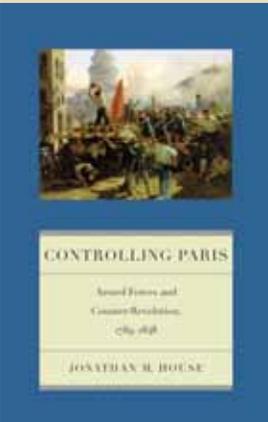


Ethnic and Racial Minorities in the U.S. Military [2 volumes]: An Encyclopedia

by Alexander M. Bielakowski Ph.D.; 865 pages; list of entries; chronology; bibliography; index; ABC-CLIO, 2013. Available on amazon.com and barnesandnoble.com - hardback- from \$179.55; Kindle and Nook- from \$151.20.

Ethnic and Racial Minorities in the U.S. Military: An Encyclopedia is unique in its coverage of nearly all major ethnic and racial minority groups, as opposed to reference works that have focused only on individual ethnic or racial minority groups. This encyclopedia highlights the individuals and events that have shaped the experience of minorities in U.S. conflicts. It also provides a comprehensive reference for the role of all major ethnic and racial minorities in the United States during wartime. Additionally, it considers how the integration of servicemen in the U.S. military set the precedent for the eventual desegregation of America's civilian population.

Alexander M. Bielakowski, Ph.D., is a former U.S. Army Reserve officer who has published on such diverse topics as Polish Americans in the Civil War, the final years of the U.S. horse cavalry in the 1920s-30s and General Dwight D. Eisenhower as the first commander of NATO and Vietnam War movies. Currently, he is an Associate Professor of Military History at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas.

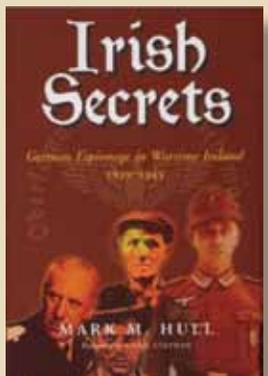


Controlling Paris: Armed Forces and Counter-Revolution, 1789-1848

by Jonathan M. House; 324 pages; maps; glossary; appendices; notes; bibliography; index; NYU Press, 2014. Available on amazon.com and barnesandnoble.com - hardback- from \$48.75; Kindle and Nook from \$26.49.

In *Controlling Paris*, Jonathan M. House offers us a study of revolution from the viewpoint of the government rather than the revolutionary. It is not focused on military tactics so much as on the broader issues involved in controlling civil disorders: relations between the government and its military leaders, causes and social issues of public disorder, political loyalty of troops in crisis, and excessive use of force to control civil disorders. Yet somehow, despite all these disadvantages, the French police and armed forces prevented regime change far more often than they failed to do so.

Jonathan M. House is the William A. Stofft Professor of Military History at the U.S. Army Command & General Staff College. His previous books include Combined Arms Warfare in the 20th Century; A Military History of the Cold War, 1944-1962; and, with David M. Glantz, When Titans Clashed: How the Red Army Stopped Hitler.

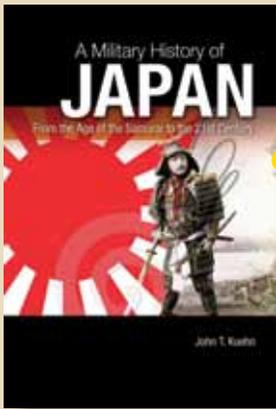


Irish Secrets: German Espionage in Wartime Ireland 1939-1945

by Mark H. Hull; 383 pages; tables; photographs; appendices; notes; bibliography; index; Irish Academic Press, 2003. Available on amazon.com and barnesandnoble.com - hardback- from \$66; paperback- from \$28.

Irish Secrets graphically tells the little-known history of German military espionage activity in Ireland - despite Ireland's neutral stance - before and during the second World War. It makes for a gripping account of the intelligence war and highlights the brilliant, creative success of Irish military intelligence in waging a counter-espionage campaign that effectively neutralized the German threat. Drawing from newly released intelligence files in several countries, in-depth interviews conducted with the participants and on other previously unpublished primary sources, Hull rewrites what is presently known about this aspect of World War II.

Dr. Mark M. Hull is an Associate Professor of Military History at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas. He earned his Ph.D. at University College Cork (Ireland), J.D. at the Cumberland School of Law and was elected as a Fellow of the Royal History Society. Dr. Hull specializes in German military history and war crimes prosecution and has served as an intelligence officer in the U.S. Army.

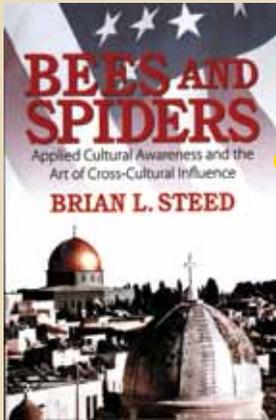


A Military History of Japan: From the Age of the Samurai to the 21st Century

by John T. Kuehn Ph.D.; 299 pages; photos; maps; glossary; bibliography; index; Praeger, 2014. Available on amazon.com and barnesandnoble.com - hardback- from \$71.25.

Written by an author with military experience and insight into modern-day Japanese culture gained from living in Japan, *A Military History of Japan: From the Age of the Samurai to the 21st Century* examines how Japan's history of having warrior-based leaderships, imperialist governments, and dictators has shaped the country's concepts of war. It provides a complete military history of Japan—from the beginning of the Imperial institution to the post-Cold War era—in a single volume.

Dr. John T. Kuehn is a professor of military history at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas; adjunct professor for the United States Naval War College in Newport, R.I.; and adjunct professor at Norwich University, Northfield, Vt. In addition to numerous articles, his published works include Agents of Innovation and Eyewitness Pacific Theater. He earned his doctorate in history from Kansas State University and was awarded a Moncado Prize from the Society for Military History in 2011.

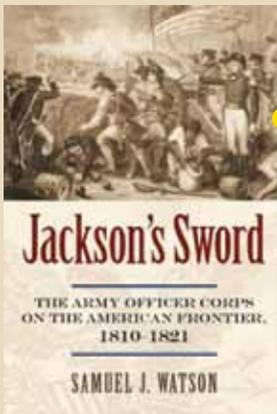


Bees and Spiders: Applied Cultural Awareness and the Art of Cross-Cultural Influence

by Brian L. Steed; 204 pages; figures; Strategic Book Publishing & Rights Agency, LLC, 2014. Available on amazon.com and barnesandnoble.com - paperback- from \$10.47.

Declining budgets and withdrawing military forces seem to spell a period of diminishing influence for U.S. business and government officials overseas. Not so! *Bees and Spiders* provides answers on how to develop real influence that does not come through massive military presence or big budgets. These answers promote the idea of influence through developing relationships. Such relationships can provide influence that lasts even when there is little money and few military forces. This influence is lasting because it is empathy-based. *Bees and Spiders* explains the critical nature of developing empathy and provides usable and useful recommendations for turning simple understanding into the possibility of seeing the world from another perspective.

Brian L. Steed is a lieutenant colonel in the U.S. Army and currently serves as an instructor of military history at the U.S. Army Command and General Staff College. He served in the Middle East for more than eight and a half years and has traveled extensively to nearly every Arabic-speaking country. This book comes from a seminar series he designed and taught to help advisers, and was later used for business executives in the United Arab Emirates. His three previous books are about applied history, and military and organizational theory.

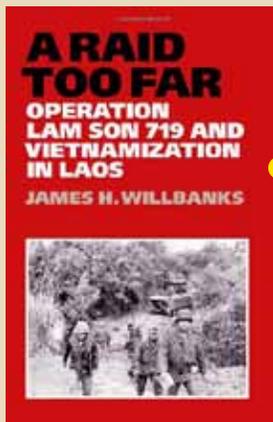


Jackson's Sword: The Army Officer Corps on the American Frontier, 1810-1821

by Samuel J. Watson; 480 pages; University Press of Kansas, 2012. Available on amazon.com and barnesandnoble.com - hardback- from \$33.65.

Jackson's Sword is the initial volume in a monumental two-volume work that provides a sweeping panoramic view of the U.S. Army and its officer corps from the War of 1812 to the War with Mexico, the first such study in more than forty years. Watson's chronicle shows how the officer corps played a crucial role in stabilizing the frontiers of a rapidly expanding nation, while gradually moving away from military adventurism toward a professionalism subordinate to civilian authority.

Samuel J. Watson is an associate professor of history at the U.S. Military Academy and editor of The International Library of Essays in Military History: Warfare in the USA, 1783-1861.



A Raid Too Far: Operation Lam Son 719 and Vietnamization in Laos

by James H. Willbanks; 296 pages; illustrations; appendices; notes; glossary; bibliography; index; Texas A&M University Press, 2014. Available at amazon.com and barnesandnoble.com - hardcover from \$25.62; Kindle and Nook from \$19.25).

In February 1971, the Army of the Republic of Vietnam launched an incursion into Laos in an attempt to cut the Ho Chi Minh Trail and destroy North Vietnamese Army base areas along the border. The operation, dubbed Lam Son 719, would be the first real test of Vietnamization, Pres. Richard Nixon's program to turn the fighting over to South Vietnamese forces as U.S. combat troops were withdrawn. Although U.S. airpower wreaked havoc on the North Vietnamese, the South Vietnamese attack began to bog down after a few days. Willbanks traces the details of the battle, analyzes what went wrong and suggests insights into the difficulties currently being incurred with the training of indigenous forces.

James H. Willbanks, Ph.D., is the General of the Armies George C. Marshall Chair of Military History and Director, Department of Military History at the U.S. Army Command and General Staff College, Fort Leavenworth, Kan. He has been on the faculty since 1992, when he retired from the Army with twenty-three years service as an Infantry officer in various assignments, to include a tour as an advisor with a South Vietnamese regiment during the 1972 North Vietnamese Easter Offensive. He holds a B.A. in History from Texas A&M University, and an M.A. and Ph.D. in History from the University of Kansas. He is the author or editor of fifteen books.

Commemorative Coin Program nets more than \$2 million

by Mark H. Wiggins, Managing Editor

IN 2010, THE PRESIDENT OF THE UNITED STATES SIGNED into law an act passed by Congress to provide for the establishment of the Five-Star Generals of the Army Commemorative Coins in honor of the generals and commemorating the Command and General Staff College. The U.S. Mint struck the coins in limited editions and limited edition sets for sale in 2013. Each sale included a surcharge that was given to the CGSC Foundation once the Mint had covered their costs. The coins were only on sale from March to December, 2013.

Doug Tystad, CGSC Foundation CEO, announced to the Board of Trustees at the March, 2014 meeting the final results of the program sales.

“We were very successful with the Commemorative Coin sales and will receive about \$2.2 million for use by the Foundation,” Tystad said, adding, “this gives us a significant capability to support programs for the College.”

The program sold more than 200,000 coins (see the chart for final numbers of coins and sets sold). The majority of the surcharge money has been invested in the Foundation portfolio to provide a base of growth for the future.

The coins, which commemorate our nation’s five 5-Star Generals of the Army have the likeness of the generals and on the reverse have various representations of CGSC, including the Lamp of Knowledge and the Combined Arms Command crest. The U.S. Mint sold the gold five dollar, silver dollar, and clad fifty cent piece individually in both proof and uncirculated versions and they initially established a three coin set in a presentation box. The three coin set was limited to a circulation of 10,000 sets, which sold out almost immediately. After the initial three coin set sold out, the Mint produced a three coin profile set with facts about each of the generals. The profile set included the Silver Dollar and the Fifty Cent piece and a bronze reproduction of the MacArthur Congressional Gold Coin issued in 1962. The profile set sold heavily as well showing the interest in all three of the coins.

The coin program was initiated and pursued by the first Foundation CEO, Bob Ulin. “Bob Ulin’s foresight and perseverance in getting this program established, through Congress, and to realization will serve the Foundation well into the future,” said CGSC Foundation Board Chairman retired Lt. Gen. Robert Arter.

In addition to the U.S. Mint advertising campaign, the Foundation conducted a parallel advertising campaign

Foundation Chairman retired Lt. Gen. Robert Arter, left, presents a \$5 gold coin of the 5-Star Generals Commemorative Coin collection to Iowa Congressman Leonard Boswell in appreciation for his efforts in getting the coin legislation passed. Boswell was in attendance at the Foundation’s board meeting March 13, 2014.



Type	Quantity	Totals
3 Coin Set	10,000	
\$5 Gold Proof	5,837	21,520*
\$5 Gold Uncirculated	5,683	Includes: 3 coin set
\$1 Silver Proof	59,924	104,561*
\$1 Silver Uncirculated	23,712	Includes: 3 coin set
\$.50 Clad Proof	37,338	Profile set
\$.50 Clad Uncirculated	27,169	85,432*
3 Coin Profile Set	10,925	Includes: 3 coin set
Total Sales	180,588	Profile set
		211,513

◀ Coin Sales by Type: total sales of Five Star Commemorative Coins by the U.S. Mint in 2013

in both the U.S. and in foreign markets.

“The initial release brought an initial rush of sales, but we experienced a bit of a downturn after the initial excitement wore off,” said Tystad. “We believe that our advertising campaign picked up the interest and created real demand during the final months of sales.”

Foundation Board President Mike Hockley stressed the need to thank the key players in making the coin program a success.

“We could not have undertaken this program without the support of the Kansas Congressional Delegation, including Kansas Sen. Pat Roberts and then Congressman Jerry Moran,” Hockley said. “We also thank Iowa Congressman Leonard Boswell, a retired Army Lieutenant Colonel, former CGSC Instructor and a member of the Fort Leavenworth Hall of Fame, for his invaluable support to the passage of the bill. And finally, we were fortunate for the support from our Washington, D.C. based Trustee Tom Mason for his efforts to promote the bill.”

In a final note, Hockley added likely the most salient comment of all.

“The significance of this program cannot be overestimated in supporting the financial future of the CGSC Foundation,” Hockley said. 🐔



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Visit www.cgscfoundation.org for ticket information.



**For more information contact the
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