



Annual Report 2012



Gen. David H. Petraeus U.S. Army, Retired 20th Director, Central Intelligence Agency Recipient, CGSC Foundation's 2012 Distinguished Leadership Award

Retired General David H. Petraeus became the fifth recipient of the CGSC Foundation's Distinguished Leadership Award May 10, 2012.

In his acceptance remarks, Petraeus said, "...I want to make it clear that I accept this award only inasmuch as I am able to do so on behalf of all the Soldiers, Sailors, Airmen, Marines, Coast Guardsmen and civilians I was honored to lead in the tough endeavors that were informed and guided by the ideas and culture developed at [Fort] Leavenworth."

Our Vision

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



Our Mission

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

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

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From the Chief Executive Officer



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

n reflection, when we started business operations for the Foundation in February 2006, I wasn't sure where we were going or how we were going to get there. We had devoted nearly a year to the study of other staff and war college foundations so we had a general idea, but studying and doing are distinctly different matters. What we did know is that the U.S. Army Command and General Staff College is a distinctly unique institution that has been at the center of intellectual thought for the U.S. Army since 1881. We knew we had a great story to tell and successful fund raising is a reflection of how well and convincingly you tell the story.

As a new nonprofit serving a military college unaccustomed to having a supporting organization, we (the Foundation and the College) have learned a great deal as we have developed together over the past seven years. What we do know is that we must continue to find ways to provide the *Margin of Excellence* for those things that the college needs but cannot pay for with appropriated funds because of Army regulations or funding restrictions.

As we close the books on 2012, I assess that we are in a good place. The United States Mint has begun production of the 5-Star Generals Commemorative Coins—a major initiative that promises a wonderful return on our investment. The *Generals of the Army* book edited by Dr. Jim Willbanks, Director of CGSC's Department of Military History, is finalized. This book is an additional revenue generator since the Foundation owns the copyright. Coin and book sales as of the writing of this report (June 2013) are brisk, promising a nice return on our investment.

While each year our asset value is declining because of the funding required to operate the Arthur D. Simons Center for Interagency Cooperation, we are in relatively good shape. The five year funding provided by Ross Perot, Sr. to run the Center should sustain operations for at least six and a half years at current spending levels. We have achieved this through sound financial management. To sustain operations well beyond the life of Mr. Perot's grant requires additional funding through grants, programs and donations. But, we're off to a good start.

What we have witnessed over the past four years is that while the number of donors has increased, the amount being donated has steadily declined. We are not alone; other nonprofits have experienced a similar downturn. We attribute this decline to a relatively unstable economy. What this means is that we need new creative ways to generate needed funding to fulfill our mission while at the same time paying for required business operations.

This is my last annual report as your CEO. It has been a pleasure to serve you, our donors and the U.S. Army Command and General Staff College. While there is never a good time to leave, I have some pressing family issues that require my time and attention. I leave the Foundation in the able hands of retired Maj. Gen. Ray Barrett who has been with us from the very start. Ray is assisted by a first class team of professionals: Ann Soby, Jennifer Ayre, Barbara Fitzgerald and Elizabeth Hill.

I am confident this group will continue to provide the stewardship necessary to keep the CGSC Foundation one of the best in the business.

Foundation Staff

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Maria Koreckij Chief Administrative Officer and In-House Counsel



Jennifer Ayre Marketing Manager

The Arthur D. Simons Center for Interagency Cooperation



Edward Marks Ambassador, Ret. U.S. Foreign Service Director



Ray Barrett Maj. Gen., U.S. Army, Ret. Deputy Director



Elizabeth Hill Program Assistant

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Note: [] is the state of residence

Activities and Programs

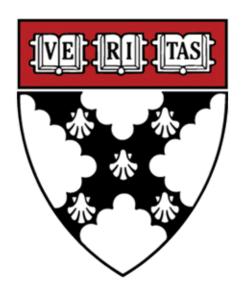
As outlined in the mission statement, the CGSC Foundation supports the U.S. Army Command and General Staff College by operating in support of six mission areas:

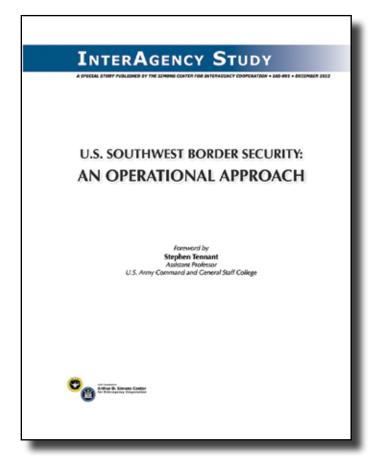
- Enriching the College's academic environment
- Fostering a strong relationship between the military and the private sector
- Enhancing the institution's research activities
- Promoting leader development
- Encouraging excellence in the faculty and student body
- Maintaining contact with alumni

Enriching the College's academic environment

Each year the Foundation assists the College with attracting special guest speakers as part of the Colin L. Powell Lecture Series and supports student exchanges, staff rides and exercise role players to enhance the classroom experience. The Foundation has also supported the professional development of students and faculty by funding research trips and other opportunities.

In April 2012 the Foundation funded faculty development through its support of a Harvard Business School workshop on the case method. This was not the first time the Foundation has sponsored this workshop, but this time the instruction was extended to nearly 50 participants from most of the schools within the Leader Development and Education arena: the Command and General Staff School (CGSS), School of Advanced Military Studies (SAMS), the School for Command Preparation (SCP), the Army Management Staff College (AMSC) and the Western Hemisphere Institute for Security Cooperation (WHINSEC). The workshop is designed to enhance the instructors' teaching methods and make a bigger impact on their students.





The CGSC Foundation Press continued to provide a publishing outlet to deserving works of research for faculty and students of the college in 2012. The Foundation Press also publishes all of the Simons Center publications. The first *InterAgency Study* was published in 2012 with a foreword from Stephen Tennant, a CGSC assistant professor.

Fostering a strong relationship between the military and the private sector

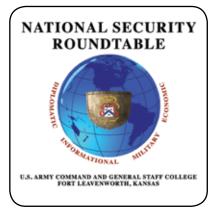


In 2012, the CGSC Foundation finalized design plans with the U.S. Mint on for the 5-Star Generals Commemorative Coins which became available for sale in 2013. The 5-Star Commemorative Coin Act was signed into law by the President on Oct. 8, 2010. Proceeds from the sale of the coins will not only help the CGSC Foundation fund programs and promote excellence in the faculty and students of CGSC, but also help increase the visibility of the significance of CGSC and Fort Leavenworth in our nation's history and in it's future.

In 2012, the CGSC Foundation continued its sponsorship of the Kansas City Public Library special events series to bring CGSC participation into the library's Special Events program. In June 2012 retired Maj. Gen. Sid Shachnow, a surivor of a Nazi concentration camp and a veteran of U.S. Army Special Forces, provided presentations at the KC Public Library and the Frontier Conference Center on Fort Leavenworth.









In 2012 the CGSC Foundation assisted the U.S. Army Command and General Staff College with hosting two National Security Roundtable Series programs. The focus of this programs is to bring civilian business leaders from across the country to Fort Leavenworth and provide insight and understanding about the College and military and national security issues.

In April 2012, the NSRT was focused on a broad view of defense strategy and its new focus on the Pacific theater; in October, the program took a closer look at the Arab Spring. During each NSRT, civilian attendees are paired with a CGSC or SAMS student escort and have an opportunity to participate in a class to observe first-hand how CGSC instruction is conducted. At the end of the program, each attendee receives a certificate of completion and a commander's coin.



Enhancing CGSC's research activities





The CGSC Foundation's Simons Center continued providing an outlet for research and writing in 2012 through its publications series. The Simons Center publishes various essays, articles, papers and studies in support of its mission to foster and develop an interagency body

of knowledge while facilitating broader and more effective cooperation within the United States Government at the operational and tactical levels. In 2012, the Simons Center published two *InterAgency Essays; four InterAgency Papers;* two regular *InterAgency Journals;* and two special editions of the *InterAgency Journal*. The Simons Center also *started a new series of InterAgency Studies*, the first of which was published in December 2012.

All of these publications are also published on the Simons Center's web site – www.TheSimonsCenter.org – along with a growing interagency bibliography of more than 1,200 entries.

Promoting leader development

Since 2009, the CGSC Foundation has cosponsored the annual Fort Leavenworth Ethics Symposium with CGSC. Support includes continuing administration of the symposium website which houses all of the papers and reports from every year's gathering. Planning for the 2013 symposium is underway.

The 2012 Fort Leavenworth
Ethics Symposium featured
the transition of the first-ever
privately funded academic chair
in the history of the U.S. Army
Command and General Staff
College. Dr. John Mark Mattox
was bid farewell and Rev. Dr.
Daniel M. Bell, Jr., Professor of
Theology and Ethics at Lutheran
Theological Southern Seminary
in Columbia, S.C., was inducted
as the second visiting professor
for the Gen. Hugh Shelton Chair
in Ethics.









InterAgency Journal



Maintaining contact with alumni



The CGSC Foundation publishes the CGSC **Foundation News** twice annually to report news about the College and the activities and programs supported by the Foundation. It also serves to connect with the alumni and to educate the civilian community and other constituencies.

The CGSC Foundation also hosts the CGSC Alumni Outreach web site. Alumni may go to www.cgscfoundation.org and click on "Alumni Outreach" or navigate directly to http://alumnioutreach.cgscfoundation.org to get connected.



In 2012, the Foundation assisted the College in conjunction with U.S. Africa Command in hosting the African Alumni symposium at the Frontier Conference Center on Fort Leavenworth. The symposium was intended to allow African alumni to renew professional ties with U.S. Army faculty from CGSC and the War College and continue to build relationships with U.S. and other African graduates.



Encouraging excellence in the faculty and students

The CGSC Foundation sponsors many of the awards that recognize and encourage excellence in the faculty and students. One such award the Foundation sponsors is the Eisenhower Award (shown at right) which is presented to the top international military officer in each graduating class. The Foundation's Simons Center also conducts student and faculty writing competitions and recognizes the winning authors in ceremonies conducted periodically throughout the year.



Supporting family programs that enhance the lives of students, faculty and staff

The CGSC Foundation sponsors several programs that enhance the quality of life for Soldiers and their families at Fort Leavenworth through its support of the CGSC Comprehensive Soldier & Family Fitness (CSF2) program. In 2012 this included support for programs and events such as resiliency training workshops (left photo below), the children's summer reading program at Fort Leavenworth's library (right photo below), Covey Couples Workshops, a children's Easter Egg hunt and many more.





From the Treasurer



Treasurer's report Col. Thomas A. Dials U.S. Army, Ret.

he Command and General Staff College Foundation continues on a sound financial footing. While this observation is indeed borne out in our financial statements and confirmed by our external auditors, there are significant issues that must be addressed in the near term to insure the viability of our institution in the mid- to long-range. Rather than weaving a complex narrative explanation of my intent in this, my initial treasurer's report, I will concisely lay out the financial situation of the Foundation and highlight areas where additional effort by management and the firm support of the trustees is essential.

Total income from gifts, grants and investments was marginally lower than 2011 (\$965,000 vs. \$977,000, down 1.3 percent); program income accounts for nearly 38 percent of this total, followed by investment returns (27 percent) with contributions and grants comprising the bulk of the remainder. Net investment return doubled, driven by increased realized short- and long-term gains (up some 900 percent), reflecting the general market upturn during the year.

Program expenses were up 7 percent; general and administrative expenses were marginally higher than the IRS benchmark at 22.4 percent. Fundraising costs more than doubled, consuming 10.8 percent of total revenues (vs. 5.9 percent in 2011) and were driven primarily by expenses associated with the 5-Star Generals Commemorative Coin program.

The Foundation's current financial situation is far from crisis but there are disconcerting trends, many of which have been highlighted by my predecessor, retired Army Brig. Gen. Bill West in his previous reports. These require immediate attention to bring them under control and reduce or eliminate their effects on the operations of the Foundation and the Simons Center.

• The Foundation has significant assets on its books (total assets are \$6.1 million, with net assets of

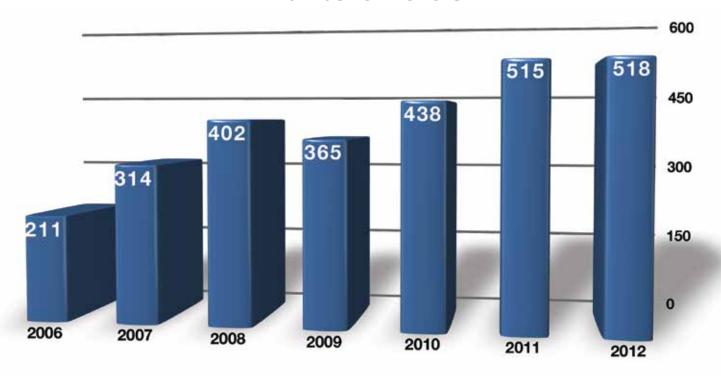
- \$5.84 million), ranking as one of the fastest growing charitable foundations in the country.
- The use of \$5.72 million of these net assets is either temporarily (\$2.71 million) or permanently (\$3.01 million) restricted by the donor(s).
- While the Foundation more than doubled its "unrestricted" contributions from corporate and individual donors over 2011, total revenues are marginally lower than last year.
- While the "restricted" funds held by the Foundation are adequate to sustain the operations of the Simons Center, the Powell Lecture Series, the Shelton Chair and our other specific programs in the near-to mid-term, the "unrestricted" revenue stream is currently inadequate to support its routine, short-term operations and management has very limited flexibility to reallocate funds to meet these needs. If you will pardon the informality, the Foundation finds itself starving to death in the buffet line.

As General West noted last year, "...we cannot rely on huge gifts from corporate donors...operating income must come from an increase in donations raised by trustees among individuals who are willing to support our Foundation." In my view this is an urgent, short-term priority and is essential to augment funds to be generated by the 5-Star Generals Commemorative Coin program later in 2013. Longer-term efforts to generate funds adequate to support an "operational endowment" are, in my view, a critical component in the development of the Foundation's strategic plan.

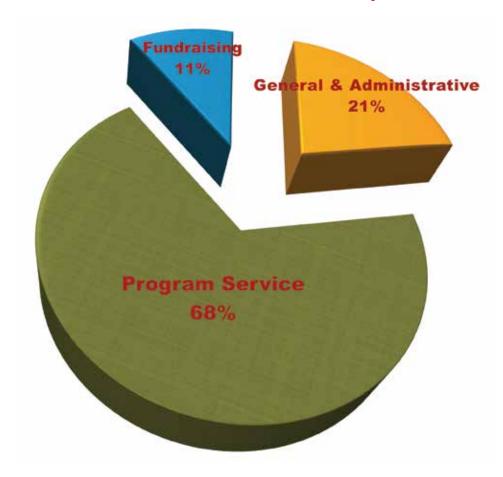
I would be remiss to close without acknowledging Bill West's yeoman efforts in putting the fiscal foundation in place upon which we can build for the future. I am also honored by the trust the Executive Committee and Trustees have shown in appointing me to this position. I look forward to serving the Foundation in the coming years.

2012 Financial Report

Number of Donors



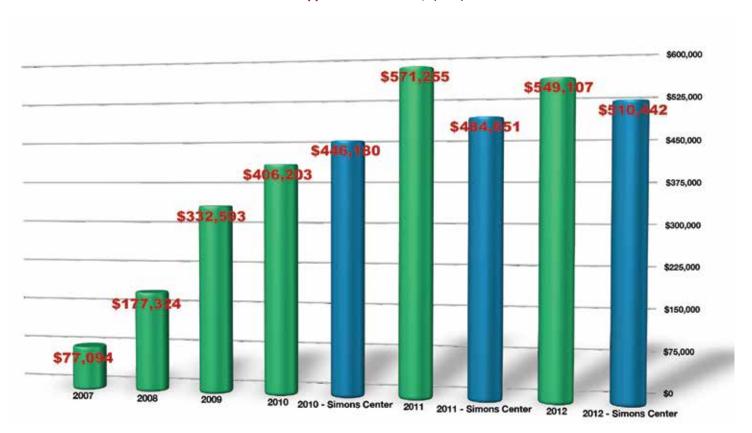
Distribution of Functional Expenses



CGSCF Foundation Program Support

Five Year Report

Total Support as of 2012= \$3,578,949



CGSCF Foundation Balance Sheet 2012

ASSETS	
ASSETS	
Cash	\$170
Savings & Temporary Cash Investments	\$1,438,087
Long Term Investments	\$3,500,025
Receivables (Net)	\$832,515
Other Assets	\$262,360
Fixed Assets	\$45,719
TOTAL ASSETS	\$6,078,876
LIABILITIES AND EQUITY	
Current Liabilities	\$240,635
Equity	\$5,838,241
TOTAL LIABILITIES AND EQUITY	\$6,078,876



CGSC Foundation 2012 Annual Report

Life Corporate Constituents

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\$1 million and above

Perot Foundation

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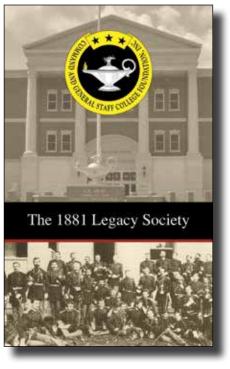
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- Bequest in Will
- Charitable Remainder Trust
- Charitable Lead Trust
- Charitable Gift Annuity
- Personal Property
- Real Estate
- Securities
- Retirement Plan Assets

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

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Soldier's Council

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Simons Center Update

Ray Barrett
Maj. Gen., U.S. Army, Ret.
Deputy Director



n early 2012, the Simons Center was contacted by the Senate Homeland Security and Government Affairs Committee to assist with crafting language aimed at strengthening interagency cooperation. Believing leadership was key to increased cooperation, we focused on requiring national security professionals serve at least one rotational assignment outside of their parent agency as a prerequisite to promotion to senior executive positions. Working throughout the year on many iterative drafts, we were able to provide wording that met the requirements of many constituent views and the language was incorporated into the 2013 National Defense Authorization bill. In early January of 2013, the President signed this bill into law which we believe will strongly, "increase the efficiency and effectiveness of the government by fostering a greater interagency experience among executive branch personnel..."

Meanwhile the Center has been fully engaged in supporting the Army Command and General Staff College, while simultaneously promoting increased interagency coordination, cooperation, and collaboration. We again awarded interagency writing awards to SAMS and ILE graduates, and are discussing with the Department of Joint Interagency Multinational Operations how to better support faculty and student research and publication.

In January, we were stakeholders in the Stability Operations Training and Education Workshop at George Mason University attended by over 400 military, government, and non-government professionals. Here the Center partnered with the Naval Postgraduate School in facilitating workgroups to develop recommendations for enhancing interagency education.

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

We are sustaining our aggressive publication

schedule, publishing two issues of the InterAgency Journal and a new publication series called InterAgency Studies, which examine specific interagency issues in greater depth. Our first publication in this series was An Operational Approach to Southwest Border Security with two more studies in preparation.

Partnering with the FBI and Business Executives for National Security, the Center hosted the Greater Kansas City Cyber Security Seminar. About 140 business, government, and community leaders discussed with experts from FBI headquarters, DHS, Army Cyber Command, Sprint, KCP&L, and UMB regional bank describe cyber threats and actions they are taking to counter them. Our keynote speaker was William Hagestad, a cyber-security strategist and author of 21st Century Chinese Cyberwarfare.

Then this spring, *Military Review* published my article "Dynamics of Interagency Teams" which examines the naturally occurring forces in any interagency team that work to bind or separate team members.

We continue to receive requests for use of our publications by academic institutions. The Air Force Command and Staff College requested 5,000 copies of our *Interagency Handbook for Transitions*; the Kansas State University Library requested permission to use our complete body of publications; and the School for Advanced Military Studies was permitted to make eight of our publications electronically available to their students.

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



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