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

Our Officers

Chairman
Civilian Aide to the Secretary of the Army [KS]

Vice Chairman
Lt. Gen. John E. Miller, USA Ret.
President, Miller Analytics [MO]

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

Treasurer
Col. Thomas A. Dials, USA Ret.
Former Chairman, Armed Forces Insurance [KS]

President
Mr. Hyrum W. Smith
Chairman/CEO Legacy Quest Company [UT]

VP for Development
Mr. Mark “Ranger” Jones
President/CEO, The Ranger Group [VA]

Secretary
Col. Robert R. Ulin, USA Ret.
CEO, CGSC Foundation, Inc. [KS]

General Counsel
Col. Willard B. Snyder, USA Ret.
President, Breidenthal - Snyder Foundation [KS]
On 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

CGSC Foundation, Inc.

Bob Ulin
Col., U.S. Army, Ret.
Chief Executive Officer

Ann Soby
Director of Operations

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
Deputy Director

Elizabeth Hill
Program Assistant

Part Time Contract Support

Accounting
Sherry DeMaranville and Carolyn Klemp
Demaranville & Associate, CPAs LLC
Leavenworth, Kansas

Government Relations
John Chwat
Chwat & Company, Inc.
Alexandria, Virginia

Information Technology
Joe Wilson
JNJTech.Net
Leavenworth, Kansas

Public Relations
Mark H. Wiggins
MHW Public Relations & Communications
Leawood, Kansas
Our Board of Trustees

Mr. Douglass Adair, VP, Exchange National Bank & Trust [KS]
Mr. Robert E. Allgyer, Director, Huron Consulting Group [IL]
Maj. Gen. (USA Ret.) Raymond D. Barrett, Jr., Deputy Director, Arthur D. Simons Center for Interagency Cooperation [MO]
Mr. Daniel P. Bolen, Chairman/CEO, Bank of Prairie Village [KS]
Mr. Richard H. Brown, Former Chairman/CEO, Electronic Data Systems [FL]
Mr. Pete Brownell, CEO, Brownells [IA]
Dr. Scott C. Bublin, Pres./CEO, Mobile Reasoning [KS]
Col. (USA Ret.) Tim Carlin, Financial Advisor, Edward Jones [KS]
Brig. Gen. (USA Ret.) Stanley F. Cherrie, VP, Cubic Applications, Inc. [KS]
Mr. Michael Dacey, Director, Gulftech International, LTD [FL]
Mr. Joe DePinto, CEO, 7-Eleven, Inc. [TX]
Ms. Sheila J. Duffy, Founder and President of Greystones Group, LLC [VA]
Mr. Robert P. Dunn, VP, JE Dunn Construction [MO]
Lt. Gen. (USA Ret.) Ebbensen, CEO, Omni Systems, Inc. [VA]
Col. (USA Ret.) William Eckhardt, Professor, University of Missouri Kansas City [MO]
Ms. Mary Jean Eisenhower, Pres./CEO, People-to-People International [MO]
Mr. Jeffrey O. Ellis, Attorney, Spencer, Fane, Britt & Brownie, LLC [KS]
Mr. Bert Exum, Owner/President, Harrelson Corporation [NC]
Mr. Kenneth Fisher, Chairman and CEO, Fisher House Foundation [NY]
Lt. Gen. (USA Ret.) Robert H. Forman, former Deputy Commandant, CGSC [KS]
Mr. Scott Ham, Pres./CEO, Trans America Life & Protection [IA]
Maj. Gen. (USA Ret.) Jerry C. Harrison, Vice President, SRI International [VA]
Mr. Lon E. Henderson, Pres./CEO, Soltis Investment Advisors [UT]
Mr. Monte Holm, Exec. Vice Chairman, World Financial Group Chairman’s Council [UT]
Lt. Gen. (USA Ret.) Russel L. Honoré, Former Commander, 1st U.S. Army [LA]
Mr. Mark Hurley, Pres./CEO, Fiduciary Network [TX]
Lt. Gen. (USA Ret.) Joseph R. Inge, former Deputy Commandant, CGSC [VA]
Mr. Tedd Johnson, Founder, income.com [CA]
Lt. Gen. (USA Ret.) Richard F. Keller, former Chief of Staff U.S. European Command [KS]
Mr. James I. Mackay, Sr. Director of Investment Banking, Dewaay Financial Network [IA]
Dr. Scott C. Bublin, Pres./CEO, Mobile Reasoning [KS]
Mr. Edward Major, Principal, A. Edward Major Counsellors At Law [NY]
Lt. Col. (USA Ret.) Thomas O. Mason, Attorney, Cooley, LLP [Wash. DC]
Col. (USA Ret.) J. Dan McGowan, II, Civilian Aide to the Secretary of the Army [IA]
Mr. David J. McIntyre, Pres./CEO, TriWest Healthcare Alliance [CA]
Mr. Michael V. Meyer, Vice President for Programs, Salute to America’s Heroes [KS]
Lt. Gen. (USA Ret.) Thomas M. Montgomery, Senior Fellow, Joint Forces Staff College [CO]
Col. (USA Ret.) Billy G. Murphy, Pres./CEO, Billy Murphy and Associates [KS]
Lt. Col. (USA Ret.) Robert J. Myers, Pres./CEO, Caseys General Stores [IA]
Mr. John Neafsey, President, JN Associates [CT]
Mr. Harold “Skip” Palmer, Pres./CEO, Blackhorse Worldwide [KS]
Mr. Fred Polk, President, Iron Tree Research [KS]
Mr. Jerome H. Reilly, Pres./CEO, Reilly and Sons Insurance [KS]
Mr. John H. Robinson, Chairman, Hamilton Ventures, LLC [MO]
Mr. Florian Rothbrust, SR VP/Chief Logistics Officer, JE DUNN Construction [MO]
Judge Robert L. Serra, 29th Judicial District, Wyandotte County [KS]
Mr. Scott M. Smith, Pres./Founder, Qualtrics Labs [UT]
Mr. Rolf D. Snyder, President, The Real Estate Corporation [KS]
Maj. Gen. (USA Ret.) John Sobke, Former Deputy Chief of Engineers [GA]
Gen. (USA Ret.) Gordon R. Sullivan, President, Association of the United States Army [VA]
Mr. Richard Thawley, Pres./CEO, Provident Generation of America, Inc. [CA]
Mr. Paul J. Thompson, Pres./CEO, Country Club Bank [MO]
Mr. Gary Vogler, Senior Oil Consultant, MNFI, Iraq [VA]
Gen. (USA Ret.) Carl E. Vuono, President, L-3 Government Services Group and MPRI [VA]

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.
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 survivor 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.
**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.

The 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
(Source: CGSC Foundation, Inc., IRS Form 990, 2012)

Number of Donors

<table>
<thead>
<tr>
<th>Year</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>211</td>
</tr>
<tr>
<td>2007</td>
<td>314</td>
</tr>
<tr>
<td>2008</td>
<td>402</td>
</tr>
<tr>
<td>2009</td>
<td>365</td>
</tr>
<tr>
<td>2010</td>
<td>438</td>
</tr>
<tr>
<td>2011</td>
<td>515</td>
</tr>
<tr>
<td>2012</td>
<td>518</td>
</tr>
</tbody>
</table>

Distribution of Functional Expenses

- Program Service: 68%
- General & Administrative: 21%
- Fundraising: 11%
CGSCF Foundation Program Support
Five Year Report
Total Support as of 2012= $3,578,949

CGSCF Foundation Balance Sheet 2012

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$170</td>
</tr>
<tr>
<td>Savings &amp; Temporary Cash Investments</td>
<td>$1,438,087</td>
</tr>
<tr>
<td>Long Term Investments</td>
<td>$3,500,025</td>
</tr>
<tr>
<td>Receivables (Net)</td>
<td>$832,515</td>
</tr>
<tr>
<td>Other Assets</td>
<td>$262,360</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>$45,719</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>$6,078,876</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND EQUITY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$240,635</td>
</tr>
<tr>
<td>Equity</td>
<td>$5,838,241</td>
</tr>
<tr>
<td>TOTAL LIABILITIES AND EQUITY</td>
<td>$6,078,876</td>
</tr>
</tbody>
</table>
## Life Corporate Constituents

### Life President’s Council

**$1 million and above**
- Perot Foundation

### Chairman’s Council

**$50,000 and above**
- Armed Forces Bank
- Armed Forces Insurance
- Country Club Bank
- Faultless Starch/Bon Ami
- Metro Productions

### Deputy Commandant’s Council

**$10,000 and above**
- General Dynamics Corporation
- HNTB Corporation
- Income.com
- Iron Tree Research, Inc.
- L-3 Communications, Inc.
- Miller Analytics, LLC
- Mobile Reasoning

### Commandant’s Council

**$25,000 and above**
- Booz Allen Hamilton
- The Boeing Company
- The Ranger Group, LLC.

### Strategic Leadership Council

**$100,000 and above**
- Association of the U.S. Army
- Breidenthal-Snyder Foundation, Inc.
- Ewing Marion Kauffman Foundation
- Flint Hills Resources, LP
- JE Dunn Construction Company
- Pioneer Financial Services
- TriWest Healthcare Alliance

- BAE Systems, Inc.
- Benfield Inc.
- Business Executives for National Security (BENS)
- Brownell Family Foundation
- Commerce Bank
- Exchange National Bank & Trust

### Life Individual Constituents

#### Gen. Eisenhower Benefactor

**$100,000 and above**
- Mr. Hyrum W. Smith

#### Gen. MacArthur Benefactor

**$50,000 and above**
- LTC (Ret) Dante C. De Mio
- Mr. Edward H. Rensi
- Mr. Landon H. Rowland, J.D.

#### Gen. Marshall Club

**$10,000 and above**
- LTG (Ret) Robert Arter
- MG (Ret) Raymond D. Barrett, Jr.
- COL (Ret) Carl F. Baswell
- Mr. Richard H. Brown
- Mr. Stuart Cooke
- COL (Ret) Rolly Dessert
- Mr. Robert P. Dunn
- COL (Ret) William G. Eckhardt, J.D.
- Mr. Kenneth Fisher
- Mr. Scott Ham
- Mr. David W. Hays
- Mr. Daniel R. Hesse
- Mr. Michael D. Hockley, J.D.
- Monte and Lisa Holm
- LTG (Ret) Joseph R. Inge
- Mr. Ted Johnson
- Ms. Cathileen Dodson Macauley

#### Gen. Bradley Club

**$5,000 and above**
- Class of 1978
- LTG (Ret) Ronald E. Adams
- Mr. Robert E. Allgyer
- LTC (Ret) Theodore C. Beckett
- Mr. Dan Bolen
- GEN (Ret) Arthur E. Brown, Jr.
- Dr. Scott Rublin, Ph.D.
- COL (Ret) Tim Carlin
- LTG (Ret) Robert D. Chelberg

#### BG (Ret) Stanley F. Cherrie
- Mr. John Martin Cooke
- Mr. John A. Dillingham
- COL (Ret) Roger H.C. Donlon
- Mrs. Sheila Duffy
- LTG (Ret) Charles W. Dyke
- Mr. Jeffrey O. Ellis
- LTG (Ret) Robert H. Forman
- COL (Ret) Bernard F. Griffard
- Mr. Lon Henderson
- LTG (Ret) Jerome B. Hilmes
- Mr. Mark P. Hurley
- LTG (Ret) Richard F. Keller
- MG (Ret) James R. Klugh, Sr.
- Mr. Emmett W. MacCorkle
- LTC (Ret) Tom Mason
- LTG (Ret) Thomas M. Montgomery
- Hon. John E. Moore
- COL (Ret) Billy Murphy
- LTG (Ret) Dave R. Palmer
- Mr. Fred Polk
- GEN (Ret) Dennis J. Reimer
- LTG (Ret) William H. Reno
- GEN (Ret) Robert W. RisCassi
- COL (Ret) Willard B. Snyder
- Mr. Rolf Snyder, J.D.
- MG (Ret) John F. Sobke
- Dr. James Spigarelli
- LTG (Ret) William M. Steele
- Mr. Gary L. Vogler
- LTG (Ret) Billy M. Thomas
Life Individual Constituents (cont’d)

GEN (Ret) Carl E. Vuono
LTC (Ret) Mark Wiggins

Gen. Hap Arnold Club
$3,000 and above
Anonymous- National CFC
LTC (Ret) William M. Connor
Mr. Michael F. Dacey
COL (Ret) Thomas A. Dias
LTG (Ret) Samuel E. Ebbesen
Mr. Arthur E. Fillmore II
Chris Haller, M.D.
LTG (Ret) Joseph W. Kinzer
LTG (Ret) Richard T. Knowles
AMB (Ret) David F. Lambertson
Mr. James I. Mackay
AMB (Ret) Edward Marks
LTG (Ret) Jack P. Nix, Jr.
COL (Ret) Robert E. Pownall
LTG (Ret) Jerry Rutherford
Mr. Morton I. Sosland
LTG (Ret) Howard F. & Helen Stone

Lewis and Clark Society
$1,000 and above
Mr. Douglass J. Adair
Mr. Lee Anderson
Anonymous- Heartland CFC
MG (Ret) Dionel E. Aviles, Ph.D.
COL (Ret) Edward Baldwin
LTG (Ret) Joe N. Ballard
COL (Ret) George Bannor
LTG (Ret) Julia W. Becton, Jr.
MG Kevin Bergner
Mr. Gene Bicknell
LTG Daniel P. Bolger
Hon. Leonard Boswell, LTC-RET.
Dr. Stephen A Bourque
Ms. Polly P. Brunkhardt
COL (Ret) Robin R. Cababa
BG (Ret) James L. Carroll
Mr. David Cochran
Cooke Family
COL (Ret) Richard M. Curasi
LTG (Ret) John Cushman
Ms. Mary J. Eisenhower
LTG (Ret) Harold T. Fields
Mr. John Ferguson
MAJ (Ret) A. Kenneth Fine
COL (Ret) Arthur T. Fintel
LTG (Ret) Osborn N. Foster
COL (Ret) William D. Franklin
BG (Ret) Joe N. Frazer, III
Mr. & Mrs. J. Peter Gattermeir
COL (Ret) Sherwood Goldberg

There are several ways to give to the CGSC Foundation:

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

To learn more about ways to financially support the CGSC Foundation, visit www.cgscfoundation.org and click on “Ways to Give” under “Support Us” and download the 1881 Legacy Society brochure.
Note: Corporate and Individual donations for 2012 are listed below and reflect total accumulative donations to the Foundation during the year.

### 2012 Annual Corporate Constituents

<table>
<thead>
<tr>
<th>Patriot’s Council</th>
<th>$5,000 and above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooley Attorneys at Law</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Warrior’s Council</th>
<th>$2,500 and above</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Noon Saloon &amp; Brewery University of Kansas</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Soldier’s Council</th>
<th>$1,000 and above</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casey’s General Stores Metropolitan Community Colleges</td>
<td></td>
</tr>
</tbody>
</table>

#### Other Gifts

Below $1,000

Leavenworth Paper and Office Supply, LLC
Marine Corps University Foundation, Inc.
St. Lukes, Cushing Hospital
Summit Marketing

### 2012 Annual Individual Constituents

#### Gen. Patton Club

- MG (Ret) William F. Allen
- MG (Ret) Richard Anson
- COL (Ret) Robert A. Atkins
- MG (Ret) Michael M. Berzowski
- BG (Ret) William R. Bigler
- COL (Ret) Gilbert Bishop
- LTC (Ret) Allan S. Boyce
- MG (Ret) Michael A. Boyd
- BG (Ret) Lytle Brown III
- LTG William B. Caldwell, IV
- LTG (Ret) William S. Carpenter, Jr.
- LTC (Ret) George Chapman
- COL (Ret) Roy Creek
- MG (Ret) Robert E. Crosser
- COL (Ret) George Crowder
- COL (Ret) Delbert C. Huddleston
- MG (Ret) Ralph O. Doughty, Ph.D.
- Prof. (Ret) David I. Drummond
- COL (Ret) John D. Frketic
- Dr. Christopher R. Gabel
- LTC (Ret.) Jack T. Garven, Jr.
- LTC (Ret) Stephen C. Gibson
- LTC (Ret) Thomas Graham
- LTG (Ret) Richard G. Graves
- COL (Ret) Christopher H. Henes
- MG (Ret) Milton Hunter
- LTC (Ret) Eric Katz
- MG (Ret) Thomas P. Lynch
- LTC (Ret) Timothy McKane
- LTC (Ret) Douglas K. Mickel
- MG (Ret) William L. Nash
- LTG (Ret) Max W. Noah
- COL (Ret) David O’Brien
- LTC (Ret) Thomas O’Donovan
- COL (Ret) Julius D. Pantalone
- Mr. George Patton Waters
- Dr. Cheryl J. Polson
- COL (Ret) James P. Potteroff, Jr.
- LTC (Ret) Quentin W. Schillare
- LTC (Ret) Fayrene J. Schultz
- COL (Ret) Michael C. Sevcik
- MG (Ret) Gerald P. Stadler
- Mr. Harold Stones
- COL (Ret) Jack D. Thomas

#### Lt. Gen. Jim Gavin Club

- MG (Ret) Jerald N. Albrecht
- Mr. Robert L. Andrews
- MG (Ret) William S. Augerson
- LTC (Ret) Charles A. Aycock
- LTC (Ret) Lester Bennett
- COL (Ret) Eli D. Bernheim, Jr.
- LTC Patricia Brigham
- MAJ Demetrius D. Brooks
- BG (Ret) Frank M Brown
- BG (Ret) Roger C. Bultman
- LTC (Ret) Dennis S. Burket
- MG (Ret) James M. Collins
- COL (Ret) Emil M. Cross, Jr.
- COL (Ret) William H. Danzeisen, Jr.
- COL (Ret) William B. De Graf
- COL (Ret) William P. DeVecchio
- Dr. Harry D. Dinella
- Hon. S. Mark Edwards
- BG (Ret) Clara L. Adams Ender
- BG (Ret) Steven W. Flohr
- LTC (Ret) Donald L Foster
- COL (Ret) Enoch D. Frankhouser
- Dr. Mark T. Gerges
- Mr. Clyde Graeber
- LTG (Ret) David E. Grange, Jr.
- LTC (Ret) William R. Haertle
- COL (Ret) Mike Hanson
- Dr. Jonathan M. House
- LTC (Ret) Frank Ise
- LTC Kenneth Jordan
- LTG (Ret) Frank F. Ledford, Jr., M.D.
- Hon. Richard M. Kleberg, III

#### Brig. Gen. Henry Leavenworth Club

$100 and above

Mr. Paul Adair
BG (Ret) David M. Adamson
COL (Ret) Benjamin B. Albert, Jr.
Dr. Michael Ayers, Ph.D.
BG (Ret) Mark R Bailey
BG (Ret) Larry C. Barker
COL (Ret) Duane E. Bartrem
BG (Ret) Edmund T Beckett
BG (Ret) Raymond E. Bell, Jr.
LTG (Ret) Dennis L. Benchoff
Mr. Rick Berger
Ms. Mary Birch
BG (Ret) Charles F. Blattner
Friends of the College
$35 and above

Mr. Donald K. Adickes
COL LaVerne Anderson
Anonymous
LTC (Ret) Joseph G. Babb
Dr. Robert H. Berlin
LTC (Ret) Harvey L. Binns
COL (Ret) Raymond F. Borelli
Mr. Bill Brigadier
BG (Ret) Lewis E Brown
LTC (Ret) David Christensen
Mr. Steven J. Deines
BG (Ret) George H. Gray
COL Jay D. Haden
LTC (Ret) Willis C. Hardwick
MG (Ret) Benjamin L. Harrison
Mr. Claude R. Hazel
Mr. Byron P. Howlett, Jr.
COL (Ret) Mark H. Johnson
SGT Steve Lanard
LTC Arnold B. Leeks
LTC (Ret) Gerald Leonard
COL (Ret) Thomas H. Mansfield
LTC (Ret) Victor O. Mennicke
MG (Ret) Joseph W. Migneault
LTC (Ret) Bill Nolan
BG (Ret) Jerry C. Smithers
Mr. Ricky Steele
COL Fred Taylor
Mr. Russell L. Thomason
Mr. Russ Thompson
LTC (Ret) Orlie J. Underwood
COL (Ret) Dennis P. Vasey
COL (Ret) John R. Vilas
Mr. Paul Wagner
BG Bryan W. Wampler
LTC (Ret) Ronald L. Watts
COL (Ret) Marvin F. Willis
MG (Ret) Daniel V. Wright
MAJ (Ret) Victor P. Wu
COL (Ret) Kenneth K. Yamanouchi

Visit the CGSC Foundation online at
www.cgscfoundation.org

Learn more about the Foundation and its programs, donate online and download the Foundation News magazine. The Foundation is also on Facebook and  LinkedIn.

facebook.com/CGSCFoundation
linkedin.com >> CGSC Foundation, Inc.
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 Hagedst, 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.
OWN A COMMEMORATIVE PIECE OF AMERICAN HISTORY

THE UNITED STATES MINT IS OFFERING FOR SALE A LIMITED NUMBER OF NEWLY MINTED COMMEMORATIVE COINS HONORING THE ONLY 5-STAR GENERALS DURING WORLD WAR II.

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

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

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

ORDER TODAY

ONLINE: www.usmint.gov

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

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

COIN SPECIFICATIONS

<table>
<thead>
<tr>
<th>COIN SPECIFICATIONS</th>
<th>PROOF $5 GOLD COIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPOSITION</td>
<td>90% gold, 10% alloy</td>
</tr>
<tr>
<td>WEIGHT</td>
<td>6.45 grams</td>
</tr>
<tr>
<td>DIA MINT</td>
<td>21.60 mm</td>
</tr>
<tr>
<td>MINT MARK</td>
<td>P</td>
</tr>
<tr>
<td>FINE weight</td>
<td>0.210 oz.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(SGT) PRICE</th>
<th>Intro.: *</th>
<th>Regular: *</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>COIN SPECIFICATIONS</th>
<th>UNCIRCULATED $5 GOLD COIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPOSITION</td>
<td>91.67% gold, 8.33% alloy</td>
</tr>
<tr>
<td>WEIGHT</td>
<td>6.45 grams</td>
</tr>
<tr>
<td>DIA MINT</td>
<td>21.60 mm</td>
</tr>
<tr>
<td>MINT MARK</td>
<td>P</td>
</tr>
<tr>
<td>FINE weight</td>
<td>0.210 oz.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(SGT) PRICE</th>
<th>Intro.: *</th>
<th>Regular: *</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>COIN SPECIFICATIONS</th>
<th>PROOF SILVER DOLLAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPOSITION</td>
<td>90% silver, 10% alloy</td>
</tr>
<tr>
<td>WEIGHT</td>
<td>0.500 oz.</td>
</tr>
<tr>
<td>DIA MINT</td>
<td>36.60 mm</td>
</tr>
<tr>
<td>MINT MARK</td>
<td>P</td>
</tr>
<tr>
<td>FINE weight</td>
<td>15.60 grams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(SGF) PRICE</th>
<th>Intro.: *</th>
<th>Regular: *</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>COIN SPECIFICATIONS</th>
<th>UNCIRCULATED SILVER DOLLAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPOSITION</td>
<td>90% silver, 10% alloy</td>
</tr>
<tr>
<td>WEIGHT</td>
<td>0.500 oz.</td>
</tr>
<tr>
<td>DIA MINT</td>
<td>36.60 mm</td>
</tr>
<tr>
<td>MINT MARK</td>
<td>P</td>
</tr>
<tr>
<td>FINE weight</td>
<td>15.60 grams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(SGF) PRICE</th>
<th>Intro.: *</th>
<th>Regular: *</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>COIN SPECIFICATIONS</th>
<th>PROOF CLAD HALF-DOLLAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPOSITION</td>
<td>95% silver, 5% copper</td>
</tr>
<tr>
<td>WEIGHT</td>
<td>40.00 grams</td>
</tr>
<tr>
<td>DIA MINT</td>
<td>30.50 mm</td>
</tr>
<tr>
<td>MINT MARK</td>
<td>P</td>
</tr>
<tr>
<td>FINE weight</td>
<td>11.30 grams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(SGF) PRICE</th>
<th>Intro.: *</th>
<th>Regular: *</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>COIN SPECIFICATIONS</th>
<th>UNCIRCULATED CLAD HALF-DOLLAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPOSITION</td>
<td>95% silver, 5% copper</td>
</tr>
<tr>
<td>WEIGHT</td>
<td>40.00 grams</td>
</tr>
<tr>
<td>DIA MINT</td>
<td>30.50 mm</td>
</tr>
<tr>
<td>MINT MARK</td>
<td>P</td>
</tr>
<tr>
<td>FINE weight</td>
<td>11.30 grams</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(SGF) PRICE</th>
<th>Intro.: *</th>
<th>Regular: *</th>
</tr>
</thead>
</table>

For more information please visit FIVESTARGENERALS.ORG

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