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Lt. Gen. Caldwell reports from the field

Inaugural Ethics Symposium

CGSC Foundation Press publishes first book
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As I have contemplated my letter for this issue of our magazine I feel a need to share with you the most profound emotion that has been flooding my system. The emotion that has been almost overwhelming for me is the emotion of Gratitude.

Let me list some of things for which I am most grateful: I am grateful to have been asked to be part of this foundation almost four years ago. I am grateful for the opportunity to rub shoulders with men and women in uniform and the trustees of this foundation.

I am grateful for the continued commitment to this cause that each member of the board of trustees exhibits. I am grateful for the amazing gift we have received from Mr. Ross Perot. I am grateful for the impact that the foundation has had, is having and will continue to have on the Command and General Staff College.

I am grateful for the honor that has been mine to address the last five classes here at the college. Standing on the stage in Eisenhower hall, speaking to over a thousand young majors is an electric experience for me. Especially when you realize that over 90 percent of each class has been in combat at least once and most of them multiple times. I am grateful for their love of and commitment to their country.

I am very grateful for the wonderful military system in this country that produces men like Dave Petraeus, Bill Caldwell, Ed Cardon, Bob Caslen, Bob Arter, John Miller, Bill Richardson etc., etc. I could make a very long list. These men didn’t just happen; they were grown here at Fort Leavenworth.

Having had the opportunity this month of being part of the 65th anniversary of the battle of Iwo Jima, on the island of Iwo Jima, I am humbly more grateful than ever for the sacrifice men and women in uniform have made for this wonderful country. I have walked most of the battlefields of Europe, the Civil War, and the Pacific—all sacred ground for me. I reverence our men and women in uniform of all times and ages.

Last of all I am grateful for a wonderful wife of 44 years, six children and 21 grandchildren. Thank you for allowing me to serve as your president of this Foundation.

I am grateful for the opportunity to rub shoulders with men and women in uniform and the trustees of this foundation.
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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This is our eighth edition of the CGSC Foundation News and it has been fun to put this one together. In this edition we celebrate the generous gift from H. Ross Perot, give you an update about the commemorative coin bill and enjoy some great field reporting from our former CAC Commander/Commandant, Lt. Gen. Bill Caldwell. As a late breaking addition, we have some photos of the change of command ceremony with new Commander/Commandant, Lt. Gen. Robert L. Caslen, Jr. As is typical, there are so many great things happening in the Foundation and at the College we have a hard time doing justice to them all with the space available. We hope you enjoy the magazine and continue to support us as we strive to provide the “Margin of Excellence” to the Command and General Staff College.
Making a Difference Where it Counts


At times I have to pinch myself to realize the progress we have made in just four short years. Some might call it luck. I call it working the plan.

One of the lessons we learned from our fundraising consultant is that fundraising is both art and science. Effective fundraising is a five step process to identify, qualify, cultivate, solicit and then recognize donors. While most of this is process, the art is in “the ask” and how to deal with objections. I don’t want to imply it’s easy, because it’s not. However, we have a compelling story to tell and the better the story, the easier the fundraising.

The effects of the economic problems facing most of the country were felt by us last year. We were down nearly $100,000 from 2008 but that was more than offset by the generous support provided by Mr. H. Ross Perot, Sr. Perot’s $6.1 million gift was both phenomenal and unprecedented. This gift has made a major difference for us and for the College and it has taken us to a new level of maturity. It has also gained national attention that has given rise to our visibility. To borrow a line from Butch Cassidy and the Sundance Kid, other staff and war foundations are looking over their shoulders and asking, “Who are those guys?”

One great accomplishment for 2009 was our co-sponsorship of the Ethics Symposium. For the first time in the history of the U.S. Army Command and General Staff College, a co-sponsorship agreement was approved between the College and a private organization—your Foundation. The symposium was a huge success. A special thanks to our major corporate sponsor Flint Hills Resources, Wichita, KS and also support provided by the Kansas City law firm Spencer Fane Britt and Browne. Without their wonderful support we would not have been able to host such a meaningful event. The story about the symposium is in this issue of the News.

We also established a relationship with Business Executives for National Security (BENS), a national organization with headquarters in Washington DC and a regional office in Kansas City. We were thrilled to hear that retired Gen. Montgomery C. Meigs, former Commandant of CGSC is now the President and CEO of BENS. We will co-sponsor two events each year to help educate the business community on issues of importance to the nation.

This May, the Foundation will join forces with the Marion Ewing Kauffman Foundation in Kansas City to cohost a conference on Expeditionary Economics. The focus will be on pre and post-conflict economic development. We wish to thank Dr. Carl Schramm, the President and CEO of the Kauffman Foundation for agreeing to co-host this conference with us. This is yet another first for our foundation. This conference breaks new ground to explore the history, current methodology and future concepts for developing strong and vibrant economies in pre and post-conflict situations. The Kauffman Foundation is a world leader in entrepreneurial development and we are thrilled to be their partner for this conference.

As this issue of the Foundation News goes to press, we have established the Col. Arthur D. Simons Center for the Study of Interagency Cooperation and we have established an endowment to fund the Gen. Hugh Shelton Chair in Ethics. Both of these gifts are due to the generosity of Mr. Perot. He had the option of naming these gifts after himself, but chose instead to honor others—a testament to his selflessness and respect for others.

Long before Mr. Perot funded these gifts, he was selected to receive the 2010 Distinguished Leadership Award for his selfless service to the military, his willingness to help others in time of need, and his devotion to the United States of America. We will present this award to Mr. Perot at a dinner in Kansas City on 20 April. Tickets for this event are available on a limited basis by contacting our office at office@cgsc.org.
In February 2010 the CGSC Foundation received some great news in its quest to get a commemorative coin act passed.— Rep. Ike Skelton, the popular representative from Missouri and Chairman of the House Armed Services Committee, has signed on as a cosponsor of the Foundation’s coin bill.

At the beginning of the 111th Congress in January 2009, the CGSC Foundation commenced a campaign to obtain the required two-thirds of each house of the U.S. Congress as cosponsors for H.R. 1177 in the House and S. 455 in the Senate. Successful passage of the bill, named “The Five-Star Generals Commemorative Coin Act,” will mean a great deal to the financial well-being of the Foundation since it would match, dollar-for-dollar all the funds the Foundation has raised since February 2006—potentially millions of dollars. It is important to note that when coin bills are passed the government recoups its costs from minting the coins before the organization for which the coins are minted realizes any benefit. As such, coin bills are revenue neutral for the government.

As of February 2010, H.R. 1177 has 165 cosponsors in the House of Representatives (need 290 total) and 21 cosponsors in the Senate (need 70 total). Foundation CEO Bob Ulin noted that Rep. Skelton’s support is critical for the passage of this bill. “We are seeking Ike’s active support to attract additional cosponsors in the House,” Ulin said.

Skelton has been a long-time friend of the Command and General Staff College. Sen. Pat Roberts recognized Skelton’s long time support for the College by sponsoring funds to establish the “Ike Skelton Distinguished Chair of Counterinsurgency.” Skelton is a frequent visitor and great supporter of the College.

H.R. 1177 (the Senate version of the bill is S. 455) would authorize the U.S. Mint to issue up to 100,000 five dollar gold coins, 500,000 one dollar silver coins, and 750,000 half-dollar copper-nickel clad coins during 2013 to honor the U.S. Army Command and General Staff College and the critical role it has performed in educating military leaders who have served with honor and distinction for 129 years. The coin design would honor the College’s most famous graduates - the five, five-star generals who led our forces to victory in World War II: George Marshall, Douglas MacArthur, Dwight Eisenhower, Henry “Hap” Arnold, and Omar Bradley. These five-star generals are all alumni of the United States Army Command and General Staff College.

The release of the minted coins would coincide with the celebration of the 132nd Anniversary of the founding of the U.S. Army Command and General Staff College.

A surcharge for each coin sold will help the Command and General Staff College Foundation fund programs and promote excellence in the faculty and students of the Command and General Staff College.

For more information on the 5-Star Commemorative Coin Act visit the CGSC Foundation website at www.cgscfoundation.org/coinbill.
At the annual meeting of the Association of the United States Army (AUSA) in October 2009, CGSC Foundation Trustee Kenneth Fisher was presented with AUSA’s highest award—The George Catlett Marshall Medal.

AUSA’s Marshall Medal is awarded annually for selfless service to the Nation. Fisher is Chairman and CEO of the Fisher House Foundation, a not-for-profit organization that constructs “comfort homes” for families of hospitalized military personnel and veterans. Founded in 1990 by his late uncle Zachary Fisher, the program aids more than 10,000 guest families each year and has saved families more than $80 million. To date, the foundation has built 38 houses at military bases and VA medical centers across the country and overseas, in Landstuhl, Germany. It plans to complete 21 more houses by the end of 2010.

“It is a source of great pride that I have been entrusted with the responsibility of overseeing an organization that has made such an impact on young lives, and I honor and I respect that trust every day,” Fisher said during his acceptance speech.

Fisher’s record of support to service members and their families is nearly without peer. He is not only recognized for his work with the Fisher House Foundation, but has served the nation when called. In 2007, George W. Bush appointed Fisher to the President’s Commission on Care for America’s Returning Wounded Warriors, which conducted a comprehensive review of the care provided to soldiers who return from the battlefield.

In 2007, U.S. News & World Report named Fisher one of “America’s Best Leaders.” He has received a “Public Awareness” award from the Paralyzed Veterans of America and is a member of the Order of Military Medical Merit. In 2005, the Honorable Francis J. Harvey presented him with the Decoration for Distinguished Civilian Service, the highest honorary award the Secretary of the Army may grant to a private citizen. Also in 2005, Fisher was presented with the prestigious “Lives That Make A Difference Award” by the Arts & Entertainment television network. In 2004, the Honorable Anthony J. Principi, Secretary of Veterans Affairs, honored Fisher with “The Secretary’s Award,” the highest honor bestowed on individuals or organizations by the Department of Veteran’s Affairs.

Fisher said that he was accepting the Marshall Medal on behalf of the volunteers, the communities surrounding the Fisher Houses, and the doctors, nurses and other health-care professionals who care for soldiers and veterans. He also thanked donors to the foundation and noted that the Fisher House Foundation dedicates everything it does to America’s military and their families.

In the closing minutes of his acceptance remarks, Fisher took the opportunity to challenge all who would listen to start taking action, not just talking, to ensure military men and women get the support they need and deserve.

“Let our service men and women never be disappointed by the lack of compassion and faithfulness of their fellow countrymen,” Fisher said. “Let them finally get what they deserve the most—a system that cares for them and a nation that honors them because ‘Thank you for your service’ is no longer enough.”
Lt. Gen. Robert Forman received the “Creighton W. Abrams Award” for distinguished service to the Association of the United States Army (AUSA) and the Army at during the opening ceremonies of the AUSA National Meeting, Oct. 5., in Washington, D.C. AUSA President and CEO, retired Gen. Gordon Sullivan, presented Forman with the award.

AUSA's Abrams Medal is awarded annually to the individual or organization that contributes most to the advancement of the Army. The recipient is not required to be a member of AUSA. Forman has been an active member of AUSA for many years and is a member of the board of trustees of the CGSC Foundation, Inc. Forman, a former deputy commandant of the U.S. Army Command and General Staff College, actively supports CGSC Foundation work in support of the College and works tirelessly to support regional ROTC activities and AUSA initiatives in the Greater Kansas City area.

New Fort Leavenworth commander takes charge

While CGSC still develops leaders on the banks overlooking the Missouri River, today’s field grade officers are also developed at its satellite campuses: Forts Belvoir and Lee, Va.; Fort Gordon, Ga.; and the newest one, which opened on Jan. 8, at Redstone Arsenal, Ala.

The premise behind universal intermediate level education (ILE) for field grade officers was that education was too important to restrict to only 50% of a year group given the complexities of the world. Back in 2003, the Chief of Staff of the Army decided on universal ILE for all field grade officers. Branch officers (previously known as operations career field) and select functional areas would attend the resident course at Fort Leavenworth and others would attend one of the satellite campuses.

ILE consists of two parts. The first part is the Common Core Course, which is 14 1/2 weeks long and consists of six major blocks of instruction: foundations; the strategic environment; Joint, interagency, multinational operations; doctrine; Joint functions; planning and three parallel courses: force management, leadership, and military history. The second part is the credentialing course, which is branch and functional area specific. For branch officers and some functional areas, the credentialing course is the Advanced Operations Course (AOC), which consists of three major blocks of instruction: campaign planning, force generation, and full spectrum operations. Completion of the Common Core and credentialing courses meets both Army and Joint education requirements for majors. The satellite campuses teach only the Common Core.
Since the implementation of the satellite campus program in 2005, over 3,439 officers have graduated from Forts Belvoir, Gordon, and Lee. The 50th class will graduate from Fort Gordon on 3 March, adding 64 new graduates. With the start of Redstone Arsenal, CGSC will be graduating field grade officers at eight distinct times throughout the year, thus providing better support to the Army’s Force Generation (ARFORGEN) process. Also with the backlog of officers awaiting ILE due to operational demands, the Army has implemented a new program that has branch officers attending Common Core at a satellite campus and then completing AOC via distance learning.

In the spring of 2007 with a growing ILE backlog, the Chief of Staff of the Army asked CGSC to look at several locations for an additional satellite campus to help reduce that backlog. Redstone Arsenal was chosen as the fourth satellite campus due to its geographic location, the availability of faculty, the number of students who populated the area, and its infrastructure.

The CGSC Redstone Arsenal campus consists of newly renovated buildings, the state of the art in classroom automation and audio-visual capabilities, and each student has a computer workstation with the latest software. They can join in guest speaker presentations from Fort Leavenworth’s Lewis and Clark Center and even hold video teleconferences from their own classrooms, a boon to the recent emphasis on media interaction with sources within and outside the military.

Redstone Arsenal has a rich history related to guided missiles and rockets and the education of those who maintain those munitions. During World War II, Redstone Arsenal and Huntsville, Alabama became the home of the brilliant German scientist, Wernher von Braun who was the major contributor to the development of the guided missiles and rockets. The Arsenal has also led in educating, training and developing those who maintain those rockets, missiles and other munitions. The desire to want good education and use those GI Education benefits expanded to the surrounding area, and Huntsville and Madison County schools meet those expectations. Redstone Arsenal and Huntsville combine to make the Silicon Valley of the Southeast, home to many computer and information management companies. Now, CGSC’s newest satellite campus can also call Redstone Arsenal home and has a lot of local history to lean on to assist in the development of our leaders of tomorrow.

The faculty of Teaching Team 33, U.S. Army Command and General Staff School – Redstone Arsenal Satellite Campus (CGSS-RSA), is led by Mary Goodwin, Department of Logistics and Resource Operations (DLRO). She is a former Explosive Ordnance Disposal brigade commander, and was the Director of DLRO and Chief of Staff of the CGSC at Fort Leavenworth.

Lt. Col. Gene Hart, DLRO instructor joined the team from Fort Leavenworth.

Lt. Col. Ron Jackson, Instructor from Department of Joint, Interagency and Multinational Operations (DJIMO) is an Army Aviator who is qualified Chinook (CH 47D) instructor pilot.

Mr. Joe Judge, DJIMO instructor, is a former Defense Attaché to Australia and Indonesia. He too is a former Army Aviator, qualified to fly Cobras and King Air fixed wing aircraft.

Dr. Derek Mallett is the team’s historian. He previously taught at Texas A&M.

Mr. Pete Moore, Center for Army Tactics (CTAC) instructor, is a former Infantry officer and served recently in Afghanistan in a civil-military role.

Mr. Dave Palmer, CTAC instructor, is a former Army Aviator, qualified in Chinooks. He served as the Professor of Military Science at the University of Memphis, Tennessee and after retirement, as a Junior ROTC instructor.

Mr. Keith Poole, CTAC instructor, is a former military intelligence officer with recent experience in Afghanistan before he retired.

Lt. Col. Dwayne Ptaschek, CTAC instructor, is an Army Aviator recently returned from deployment in Iraq.

Ms. Susan Rocha, DJIMO instructor, is a former military intelligence officer whose last assignment was as the Deputy Commander of Intelligence and Security Command. She is a National War College graduate.
Former CGSC Commandant ‘carrying the torch’

Former Combined Arms Center and Fort Leavenworth Commander and Commandant of the Command and General Staff College, Lt. Gen. William B. Caldwell, IV, placed great emphasis on communications to students here at CGSC during his tenure. Those same students should be duly impressed with Caldwell’s adherence to his own dictum. In the short time he has served as the Commander of both the NATO Training Mission and the Combined Security Transition Command in Afghanistan, Caldwell has lit up the net ensuring that the College and the CGSC Foundation were aware of the impact that CGSC truly has on the battlefield and of the efforts of his commands to accomplish their respective missions.

Evidence of Caldwell’s efforts is on these pages. For more information about the NATO Training Mission-Afghanistan and the Combined Security Transition Command-Afghanistan visit www.ntm-a.com. (…and yes, Lt. Gen. Caldwell was responsible for launching that website too.)

Right, anyone with basic knowledge of operations in Afghanistan and our relationship with Pakistan can appreciate the value of having friends and allies in the area. In another dispatch in February, Lt. Gen. Caldwell wrote: “Our NTM-A/CSTC-A team has been hard at work building the institutions that will enable the Afghan National Army and Police to continue well after the NATO coalition has departed. Last week, we traveled to Pakistan and over the course of three days, visited numerous training and education centers that support the Pakistan Army. While at the Pakistan Command and General Staff College, I was introduced to two graduates of our own CGSC program at Ft. Leavenworth—Lt. Gen. Khalid (left, in the photo), the current Commandant of their CGSC, and Brig. Gen. Masood, their CGSC Chief of Instruction. Seeing these alumni reaffirms my belief in the necessity and importance of the international officer program at CGSC. CGSC truly offers a world-class educational experience — believe this thought is echoed among our allies too.”

Above, Lt. Gen. Caldwell and his deputy Jack D. Kem, Ph.D., had the opportunity to meet with Lt. Col. A. Razeq Buray, the most recent Afghan graduate (June 2009) of CGSS at Fort Leavenworth, during a graduation ceremony for the Afghan Command and Staff college. In Caldwell’s dispatch about the encounter, he wrote, “…had a nice discussion with him….He’s currently an instructor at the Afghan Command & Staff College—Proof of principal that our International Military Student program has far reaching effects and is helping to build partnerships.”

Above, while visiting troops in remote locations in Afghanistan, Lt. Gen. Caldwell ran into a CGSS graduate of the Class of 2005 who was also a graduate of the SAMS course in 2006. Shortly after the New Year, Caldwell wrote, “…ran into Maj. (Promotable) Rob Connell, commander in 7th Special Forces Group…thought it ironic that two CGSC and SAMS grads would meet on a remote mountainside thousands of miles from the classrooms and corridors of Fort Leavenworth, Kansas. I believe the picture reflects the agility and adaptability of both 20th and 21st century Army leaders standing side-by-side continuing to answer our Nation’s call.”

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During a visit with troops in January, Lt. Gen. Caldwell ran into Chief Warrant Officer Percy Alexander, who was the first officer through enter warrant officers to attend CGSC during Caldwell’s tenure as commandant. Alexander is a graduate of Class 2009-01, which graduated in June. He deployed to Afghanistan in July 2009 and currently works as an advisor for logistics doctrine to the Afghan army.


Lt. Gen. Caldwell speaks to graduates of the Higher Command and Staff Course and the Strategic Command and Staff Courses of the Afghan Army Command and Staff College at a combined ceremony Dec. 12. The SCSC and the HSCS are nine-month courses for future corps and brigade commanders and senior officers of the Afghan Ministry of Defense.

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Drawing upon an active-duty counterintelligence officer’s perspective as well as more than 150 interviews, investigations, and other primary source documents, U.S. Army Major Douglas A. Pryer provides a detailed look at how mounting U.S. casualties became the catalyst for a moral dilemma in how prisoners were interrogated in Iraq in 2003-2004.

In The Fight for the High Ground, Pryer walks the reader down both sides of the issue, explaining how deficiencies in Army doctrine, force structure, and training enabled harsh interrogation policies to sometimes trump traditional values. The United States, he says, will likely suffer the damage done by abusive interrogations for years to come, and much work still needs to be done to ensure such damage never recurs. Pryer’s work reminds us that U.S. Soldiers should not torture because Americans aspire to higher ideals. Our fight for this “high ground” was nearly lost...and continues on.

This book represents the first publication by the CGSC Foundation Press.

“It is our intention to use the CGSC Foundation Press as a vehicle to publish worthy papers and other research as a service to the Command and General Staff College,” said Bob Ulin, Foundation CEO. “We want to use our resources to help contribute to the body of knowledge for the military profession.”

Ulin added that The Fight for the High Ground started out as a thesis submitted by Maj. Pryer to satisfy the requirements for a Masters of Military Arts and Science at CGSC. That thesis won the College’s Birrer-Brooks Award for the best MMAS thesis in the 2009-01 class that graduated in May. Since then Pryer has edited and added new content to the original thesis, developing the work into book form.

One of the more notable reviews of this book came from Col. William George Eckhardt, a Teaching Professor of Law at the University of Missouri-Kansas City. Eckhardt is also the former Chief Prosecutor of the Ground Action in the My Lai Courts-Martial.

“The Fight for the High Ground documents the virtues of competence, sound judgment and ethical professional behavior,” said Eckhardt. “The strength of this book is its practical on-the-ground viewpoint, its detailed analysis and its documented completeness. The extensive footnotes alone are a researcher’s dream.”

The Fight for the High Ground is available now from the CGSC Foundation Press. Contact the CGSC Foundation at 913-651-0624, or email: office@cgscf.org, to place an order.
In November, retired Col. Bob Ulin, CEO of the CGSC Foundation, announced a generous gift from Mr. H. Ross Perot to support two new initiatives at the U.S. Army Command and General Staff College. Mr. Perot gave $3.2 million to fund the “Col. Arthur D. Simons Center for the Study of Interagency Cooperation” and $2.5 million to endow the “Gen. Hugh Shelton Chair in Ethics.”

We believe this is the largest single contribution to any service staff or war college in history,” Ulin said. “Frankly we were a bit stunned at Mr. Perot’s generosity. This gives us a huge opportunity to expand these two new important programs at a rate and a scale we couldn’t have imagined.”

Mr. Perot visited the U.S. Army Command and General Staff College on Oct. 20, to view firsthand the education of military officers and their interagency and international counterparts. He made

**CGSC Foundation receives $6.1 million gift from H. Ross Perot**

By Mark H. Wiggins, Managing Editor

[H. Ross Perot, left, and CGSC Foundation CEO Bob Ulin stand in front of a portrait of Col. Arthur D. “Bull” Simons in Perot’s office in Plano, Texas. Perot’s offices, as well as his entire headquarters building, is decorated with thousands of pieces of art, memorabilia and other keepsakes he has collected or been presented with because of his service to others and to his home state of Texas and the nation.]

Perot leads Foundation CEO Bob Ulin through the headquarters building stopping to show off his display for Col. Arthur D. “Bull” Simons. Perot’s respect and friendship with Simons led him to request the Foundation name the Center for the Study of Interagency Cooperation after Simons.
Mr. Perot’s gift will support the new “Col. Arthur D. Simons Center for the Study of Interagency Cooperation” and the “Gen. Hugh Shelton Chair in Ethics” at the U.S. Army Command and General Staff College.

his decision to support the initiatives shortly thereafter.

“The Lewis and Clark Center was magnificent,” Perot said. “But I really enjoyed my time with the Soldiers in class and at lunch. They’re all heroes everyday for what they do for our country.”

Upon making the decision to support a center for interagency cooperation and the chair in ethics, Perot himself selected the persons to name them for, rather than have them named after himself, which the Foundation had planned to do.—Perot elected to name the center for the study of interagency cooperation after retired Colonel Arthur “Bull” Simons, who led the 1970 Son Tay Raid to free prisoners of war in Vietnam. Simons also led a mission in 1979 (during his retirement) to rescue two of Mr. Perot’s employees from a prison in Teheran. Perot elected to name the chair in ethics after a close personal friend and renowned leader, retired Army General Hugh Shelton, former Chairman of the Joint Chiefs of Staff.

“The Col. Arthur D. Simons Center will break new ground in development of improved cooperation and understanding of interagency affairs,” Deputy Commandant of the College, Brig. Gen. Edward Cardon, said. “This is an area of increasing importance to the College and the Army. The Gen. Hugh Shelton Chair in Ethics will add significantly to our ability to enhance the College’s focus on ethics.”
Ulin arranged Perot’s visit to CGSC along with Mr. Mark “Ranger” Jones, the Foundation’s Vice President for Development. Mr. Perot spent time with students in seminar, toured the Lewis and Clark Center, attended a presentation by retired Lt. Gen. Russel Honoré in Eisenhower Auditorium and visited the Memorial Chapel on post.

According to Ulin, the successful appeal to Perot was a long time in the making.

“I was first introduced to Mr. Perot about three years ago,” Ulin said. “We knew he had a great history with supporting service members and their families and we just knew that if he truly understood the magnitude of what the intermediate level of education courses taught here in the Command and General Staff College means to the leadership of our Army and our Nation, that we might get his support. Ranger Jones has been key to helping us establish this relationship with Mr. Perot and we are very fortunate to have him on board with us making things happen.”

Interestingly, the Foundation leadership’s trip to Perot’s headquarters last September was not intended as a fundraising visit. Ulin, Jones, and Hyrum Smith, the Foundation President, made the trip to Plano, Texas to seek Mr. Perot’s acceptance for the Foundation’s Distinguished Leadership Award. The Foundation had nominated Mr. Perot for the award because of his long history of support and service to all service members and their families, service to his state and the Nation, and for his tremendously successful business leadership. The trip in September was simply to ask if he would accept the award and be willing to attend the dinner banquet to accept the award in person.

“During our visit in his office Mr. Perot asked us a few times how he could help, but we declined to make a request,” said Ulin. “We recommended that he come visit the college and see first hand what it is all about.”

According to Ulin, during Perot’s visit to CGSC in October, Ulin presented him with two separate proposals for programs that the Foundation could administer in support of the college. Mr. Perot took the proposals with him and within a few days made the decision to support one of the programs, then a mere two days later, he called and said he wanted to support both.

“I was extremely happy with his decision to support either one of the programs,” said Ulin, “but his decision to support both was stunning.”

The Foundation has been moving out to initiate both programs. Foundation trustee Maj. Gen. (Ret.) Raymond D. Barrett, Jr., was hired as the full time chief operating officer of the “Col. Arthur D. Simons Center for the Study of Interagency Cooperation.” Office space for the new center has been identified and plans for the grand opening have begun. Doors to the center will open with a ceremony on April 21.

The “General Hugh Shelton Chair in Ethics” is the first privately funded academic chair for a visiting professor in the 129 years of the U.S. Army Command and General Staff College. The Foundation is working with CGSC to establish procedures for the administration of the program.

“We’re tremendously busy right now,” said Ulin, “but it’s a good problem to have.”

Mr. H. Ross Perot will be presented with the Foundation’s Distinguished Leadership Award at a dinner banquet in his honor April 21, in the historic Marriott Muehlebach Hotel’s Imperial Ballroom in Kansas City, Mo. Attendance is by invitation only.
Two Kansas City area auto dealers, both part of the Rick Hendricks Automotive Group, were recently presented with “Don’t Tread on Me” framed prints for reaching a $10,000 milestone of support in the Foundation’s auto rebate program for Foundation constituents and Command and General Staff College students and faculty.

Superior Lexus and Superior Volvo have both participated in the Foundation’s rebate program since its inception nearly two years ago. Foundation CEO Bob Ulin says the rebate program is easy to take advantage of and is a great way to get reputable businesses engaged in the effort to support the Foundation and ultimately the college.

Steps for the CGSC Foundation Auto Rebate Program:

1. Make a great deal for a new or pre-owned vehicle at Superior Lexus (1200 West 104th Street or 9300 NW Prairie View Road, Kansas City, Mo.) or Superior Volvo (907 West, 104th Street, Kansas City, Mo.)

2. Within 30 days of your vehicle purchase, bring your sales contract to the CGSC Foundation office in the Lewis & Clark Center, Suite 1149.

3. The Foundation will validate your membership and send a letter to the dealership. If you’re not a member, it only costs $35 to join.

4. You receive a check for $250 from the dealership.—The CGSC Foundation also receives a check for $250 for each sale to help them support the U.S. Army Command and General Staff College.

Top, Foundation CEO Bob Ulin presents a “Don’t Tread on Me” print to Phil Humbert from Superior Lexus; Above, Foundation trustee retired Lt. Gen. Bob Forman presents a print to Rick Ulin from Superior Volvo.
National Security Roundtable focuses on Afghanistan

The National Security Roundtable Series (NSRT) program, sponsored by the CGSC Foundation, conducted a roundtable program Nov. 30-Dec. 1, at the Lewis and Clark Center. Fifteen civilian business leaders participated in the program, which was focused on Afghanistan. Students and faculty from the School of Advanced Military Studies were the facilitators and presenters for the two days.

Citing somewhat alarming reports and statistics, Lt. Gen. Benjamin Freakley, commander of U.S. Army Accessions Command, gives NSRT participants a briefing at the reception Nov. 30. The briefing was focused on the need to help the youth of America be more prepared to enter the workforce in general, not just the military.

Participants in this NSRT:

- Mr. Mike Bender, CEO, Velocity Solutions, Inc.
- Mr. Bill Brunhardt, Chairman/CTO, GMSI
- Mr. Johnny Danos, Director, LWBJ, LLC
- Mr. Peter deSilva, Chairman/CEO, UMB Bank
- Ms. Sheila Duffy, President/CEO, Greystones Group
- Gen. (Ret) Paul Kern, President/COO, AM General LLC
- Col. (Ret) Paul Lenze, Director/Business Developer, Cubic Defense Systems
- Mr. Marc Maun, CEO/Chairman, Bank of Kansas City
- Mr. Jack Ovel, President, KC Region, Commerce Trust Company
- Mr. Peter Powell, Chairman/CEO, BSC Holdings
- Mr. David Rousso, Former Partner, Price Pfister Company
- Gen. (Ret.) Volney Warner, President, V. F. Warner & Associates
- Mr. Scott Ward, Co-President/Joint Owner, Russell Stover Candies
- Brig. Gen. (Ret.) Bill Weber, COO, Advanced Concepts & Technology International
- Mr. Dalton Wright, President/Owner, Ozark Media Management

Part of the NSRT program included the civilian attendees a chance to sit in on SAMS seminar discussions. Here, Jack Ovel, President of the Kansas City Region-Commerce Trust Company, makes a point about ethical leadership, while Dalton Wright, President/Owner, Ozark Media Management, listens intently with the students.

SAMS student Lt. Col. Tim Frambes converses with Jack Ovel, President of the Kansas City Region-Commerce Trust Company, at the opening reception for the NSRT, Nov. 30. One of the NSRT’s key benefits is the exchange of ideas between students at CGSC and civilian leadership.

Col. Steve Banach, Director of the School of Advanced Military Studies, provides the NSRT participants with an overview of the Afghanistan report his students will provide during the program, Dec. 1.
Inaugural Ethics Symposium Brings Ethics Practitioners and Scholars Together

By Maj. Demaris J. Johanek, CGSS Class 10-01

The inaugural Fort Leavenworth Ethics Symposium took place Nov. 16-18, 2009 at the Frontier Conference Center on Fort Leavenworth, Kansas. The event, co-sponsored by the U.S. Army Command and General Staff College and the CGSC Foundation, Inc. attracted approximately fifty attendees ranging from ethics professionals and scholars to U.S. and international military leaders. In addition to the panel members, attendees included Gen. (Ret.) John Keane, Senior Managing Director, Co-Founder Keane Advisors, LLC; Lt. Gen. (Ret.) John Miller, Vice Chairman, CGSC Foundation Inc.; Brig. Gen. Ed Cardon, Acting Commandant, United States Army Command and General Staff College; and Col. (Ret.) Stuart Herrington, intelligence specialist and author. The focus of the symposium “Ethical and Legal Issues in Contemporary Conflict” generated lively discussion by both panelists and audience members.

Lt. Gen. (Ret.) Miller provided a warm welcome to the attendees at the evening reception and announced that the symposium was the first in a series of conferences to address the ethical dilemmas facing today’s U.S. Armed forces. Brig. Gen. Cardon delivered opening remarks on the first full day of the symposium. He stressed that today’s Soldiers perform tremendously well in situations during which they must act and make hard choices.

“We take it for granted that Soldiers know what’s right and will do the right thing,” said Cardon. “The repercussions

Participants at the ethics symposium included International Military Officer students from CGSC who helped generated some lively question and answer sessions with the panels.
Above, Retired Gen. John Keane, former Vice Chief of Staff of the Army, delivers remarks on ethical issues at the strategic level of operations during the symposium. He spoke very candidly and at length of his involvement and encouragement to the President and others in making their decisions to change strategies in Iraq.

Below, Hyrum Smith, President of the CGSC Foundation, delivers the keynote address at the symposium banquet the evening of Nov. 17. Smith encouraged the attendees to define their own personal values in order to better deal with their own and their subordinates’ ethical issues.

“The repercussions of times when we break our values have had serious consequences; a single mistake can erase all of the gains.”

— Brig. Gen. Ed Cardon, Deputy Commandant

The CGSC Foundation expresses gratitude to Flint Hills Resources, whose generosity made the Fort Leavenworth Ethics Symposium a success. The Foundation also thanks Spencer, Fane, Britt & Browne for their support as well as the support and cooperation of the Army Center for the Professional Military Ethic (ACPME).
of times when we break our values have had serious consequences; a single mistake can erasure all of the gains.”

Cardon’s remarks succinctly distilled the agenda for the symposium and focused the discussion on how to best prepare Soldiers and leaders to operate in a complex ethical environment, not only in combat, but in all areas of daily life.

The symposium addressed this problem through paper presentations and panel discussions covering military ethical issues in three areas: tactical level ethical issues, operational level ethics and strategic level ethics. The winners of cash prizes for their essays were: Lt. Col. Celestino Perez, Instructor, U.S. Army Command and General Staff College, for his paper “Human Dignity in FM 3-24: Counterinsurgency;” and Maj. Douglas Pryer, U.S. Army (CGSS graduate, Class 09-01), for his analysis of the ethical lessons learned from the detainee abuse cases in Operation Iraqi Freedom I; and Maj. Shing-Tai Leung, international officer from Singapore (CGSS graduate, Class 09-01), for his paper entitled “The Ethics of Disobedience” which evaluated the usefulness of the “ethical triangle” as a tool to gauge the lawfulness of military orders.

Guest Speakers also addressed ethical development issues across the military spectrum. Lt. Col. Joe McLamb, Advanced Operational Art Studies Fellow, School of Advanced Military Studies, a self-described “practitioner of ethics on the tactical level” reflected on his experiences during several senior leadership positions, to include battalion command, in the 2d Brigade Combat Team of the 101st Airborne Division (Air Assault). He presented a methodology that leaders could use to identify and assess and improve the ethical climate of a tactical level organization prior to and during combat operations. Col. (Ret.) Stuart Herrington, provided more insight into the means and methods and effects of ethical interrogations. Mr. Hyrum Smith, President of the CGSC Foundation, Inc., challenged participants to define their personal values, which would provide them a paradigm for dealing with personal ethical issues and a tool to develop ethical subordinates. Finally, Gen. (Ret.) John Keane, Senior Managing Director, Co-Founder Keane Advisors, LLC stressed that the nation relies on strategic military leaders to maintain a strong professional military ethic in which leaders are “candid in [their] advice, continue to challenge assumptions, and strive for expertise.”

Lt. Gen. Miller closed the symposium by thanking the panelists and guest speakers, and announced plans to include civilian business leaders in future symposia in order to broaden the discussion of military ethics.
The CGSC Foundation sponsors the Marshall, Eisenhower, Interagency, Master Tactician and Logistician, International Relations, Best MMAS, Homeland Security Studies, and the Best Military and Civilian Instructor Awards. The complete list of awardees from CGSS Class 2009-02, which graduated Dec. 11, are:

- Lt. Col. Richard G. Malish, U.S. Army, the General George C. Marshall Award. The Marshall Award is presented to the distinguished graduate in each regular class in recognition of scholarship and leadership. Malish was also the recipient of the Birrer-Brookes Award for Outstanding Master of Military Art and Science (MMAS) thesis; Excellence in Joint Command, Control, Communications, Computers and Intelligence (JC4I) Writing Award; the Brigadier General Benjamin H. Grierson Award for Excellence in Strategic Studies; and the Excellence in Joint Service Warfare Studies Award.

- Maj. Tiong Keat Tan, Singapore, the General Dwight D. Eisenhower Award. The Eisenhower Award is presented to the most outstanding international student for military scholarship.

- Maj. Chad C. Chalfont, U.S. Army, the General George S. Patton, Jr., Award. This award recognizes the class Distinguished Master Tactician.

- Maj. Erik E. Hilberg, U.S. Army, the Major General James M. Wright Award. This award recognizes the class Distinguished Master Logistician.

- Maj. David K. Anderson, U.S. Army, the General Douglas MacArthur Military Leadership Writing Award; the Arter-Darby Military History Writing Award.

- Maj. Martin Arcand, Australia, the Major General Hans Schlup Award. This award was implemented in honor of excellence in international relations.

- Maj. Steven C. Moe, U.S. Army, Homeland Security Studies Award. This award recognizes excellence in homeland security research.

- Maj. Damon A. Delarosa, U.S. Army, and Maj. Martin Arcand, Canada, the Iron Major Award. This award recognizes exceptional physical fitness.

- Maj. Shawn M. Umbrell, U.S. Army, the Arter-Darby Military History Writing Award. This award recognizes excellence in research and publication about the evolution of American tactical doctrine.

- Chap. (Maj.) Dawud A. Agbere, U.S. Army, The Father Donald Smythe Military History Award. This award, endowed by Armed Forces Insurance, is presented for excellence in history studies.
The thousands of military officers, both U.S. and international, who have passed through the halls of the Command and General Staff College have never had a formal means of maintaining or regaining contact with their old classmates—until the launch of the CGSC Foundation Alumni Outreach web site.

The alumni site operates much like the popular social networking site “Facebook.” Once registered, members create a profile and can post messages on their group and personal “walls,” post their own photos, maintain a blog, and send messages to other members. Jim Fain, a graduate of the CGSC Class of 1998 and head of CGSC’s International Military Student Division, uses the site to facilitate communication with his current and former students.

“The Alumni Outreach site fills a critical communication void for our International Military Student graduates, who previously lost connectivity with the College and their fellow alumni after graduation due to restrictive (but understandable) Army Knowledge Online e-mail policies,” said Fain. “Now there is a dedicated social-networking site that provides a continued connection that facilitates everything from the coordination of regional reunions and promotion announcements to the linking up of individual IMS and U.S. classmates abroad.”

Registration is free and open to current students in ILE or SAMS in CGSC or to anyone who has graduated from CAS3, CGSS (formerly known as just CGSC) at Fort Leavenworth or any of the ILE CGSS sites, and SAMS.

Go to www.cgscfoundation.org, click on Alumni Outreach and get connected.

[Editor’s note: see the article on page 12 for a taste of the value of CGSC students staying connected. Also, the alumni site is not an official government site and no government or military endorsement or support is implied.]
Rajin’ Cajun addresses CGSS students

Retired Lt. Gen. Russel Honoré speaks to students in the intermediate level of education (ILE) class in the Eisenhower Auditorium of the Lewis and Clark Center on Fort Leavenworth, Oct. 20. Long ago nicknamed the “Rajin’ Cajun,” Honoré, a Louisiana native, spoke to the ILE students about lessons learned from Hurricane Katrina and how to create a culture of preparedness in America. Honoré served as the Commanding General, Standing Joint Force Headquarters-Homeland Security, U.S. Northern Command after Hurricane Katrina in 2005. Prevention, preparedness and response were the key points of his address.

Comprehensive Soldier Fitness Facility opens on Fort Leavenworth

Garrison Commander Col. Wayne Green and fitness author and CrossFit instructor Kyle Maynard listen as Comprehensive Soldier Fitness (CSF) Program Manager Tom Weafer welcomes guests to the grand opening ceremony for the functional fitness facility Nov. 18 at Harney Sports Complex. According to Fort Leavenworth’s garrison commander a permanent building for the CSF program is under construction and that other facilities on Fort Leavenworth were being renovated to better support Soldiers and families.

The CSF program is based on five pillars: physical, emotional, social, family and spiritual. During his remarks Weafer said, “Functional fitness goes beyond the expected physical domain. It affects the social domain through team workouts and the emotional dimension by building tenacity toward a disciplined approach to fitness.”

For more information about CSF visit www.army.mil/csf
Founding trustee recognized with chair

Foundation CEO Bob Ulin, left, presents a chair to Landon Rowland, far right, for his service as a founding member of the Board of Trustees at a Foundation function Nov. 12 with Business Executives for National Security (BENS). Foundation General Counsel Col. (Ret.) Williard B Snyder, second from left, and Foundation Chairman retired Lt. Gen. Robert Arter participate in the presentation.

Rowland is a vice chairman of the BENS board of directors in addition to being one of the original members of the Foundation board. In the second photo, Rowland tries out the chair while taking a photo with Foundation trustees, left to right, Snyder, Arter, Ulin, Tom Holcom and Bill West.

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Class 2010-02 begins Feb. 8

On February 8, the Command and General Staff College welcomed Command and General Staff School (CGSS) Class 2010-02 with the traditional international flag ceremony and welcoming remarks in the Eisenhower Auditorium of the Lewis and Clark Center. CGSS teaches the Intermediate Level of Education (ILE) course to officers in two classes each year. In the photo, students, families and friends gather after the flag ceremony in the atrium of the Lewis and Clark Center.
Foundation CEO thanks Kansas Representatives for their support

CGSC Foundation CEO Bob Ulin presents Representatives Jerry Moran and Lynn Jenkins from Kansas with commemorative prints in appreciation for their support of the CGSC Foundation and the Command and General Staff College during a visit to their offices in the Capitol, March 4. Representatives Jenkins and Moran are cosponsors of the “Five-Star Generals Commemorative Coin Act” that will honor the nation’s only five star generals who were all CGSC alumni.

Foundation conducts special board meeting Feb. 23

Members of the CGSC Foundation board of trustees met Feb. 23 in the Arnold Conference Room of the Lewis and Clark Center, home of CGSC on Fort Leavenworth. Highlights of the meeting included a “Foundation at four years” by CEO Bob Ulin and a briefing on the soon to open “Col. Arthur D. Simons Center for the Study of Interagency Cooperation” by retired Maj. Gen. and trustee Ray Barrett, who is the center’s chief operating officer. Acting CGSC Commandant Brig. Gen. Ed Cardon made an appearance to give the trustees an update about college activities. He also made a surprise presentation to the foundation’s Vice President for Development Mark “Ranger” Jones of the “Outstanding Civilian Service Award” for his contributions to the Foundation in support of the college.
One of America’s most decorated Soldiers, Col. Robert L. Howard, was laid to rest Feb. 22 in Arlington National Cemetery, after having served his country for nearly half a century.

Howard, born July 11, 1939, in Opelika, Ala., was known throughout the Army and the military’s Special Operations community for his courage and leadership in combat. He entered the service July 20, 1956 and was medically retired Sept. 30, 1992.

Howard enlisted in the Army in 1956, at only 17 years old. His service included time with the 82nd and 101st Airborne Divisions; 2nd Ranger Battalion; 3rd, 5th, and 6th Special Forces Group; 5th Infantry Division; 7th Corps and XVIII Airborne Corps. He also served in the Eighth United States Army and Combined Forces Command. He was a graduate of the CGSC Class of 1980.

Howard served five tours in Vietnam and claims a total of 58 months in combat.

While a noncommissioned officer, Howard served as a demolitions sergeant. And with Special Forces, he served the majority of his time with Military Assistance Command, Vietnam - Studies and Observations Group.

In December 1969, then-Master Sgt. Robert L. Howard was commissioned to first lieutenant.

While serving in Vietnam, Howard was wounded 14 times. Between 1968 and 1969, he was put in for three Medals of Honor. He was awarded one of those in 1971, by President Richard M. Nixon.

It was for his actions while serving as a platoon sergeant in Vietnam that Howard was nominated for and ultimately received the Medal of Honor. On Dec. 30, 1968, Howard’s unit was on a mission to rescue an American Soldier who was missing in enemy territory. After his platoon left their helicopter landing zone, they were attacked by enemy combatants. Howard himself was wounded and his weapon was destroyed. Howard saw his platoon leader, a first lieutenant, was also wounded and exposed to enemy fire.

“Although unable to walk, and weaponless, ... Howard unhesitatingly crawled through a hail of fire to retrieve his wounded leader,” reads the Medal of Honor citation.

Howard momentarily sought cover and then realizing that he must rejoin the platoon area,” the citation continues.

Howard was able to rally his platoon and get them reorganized, the citation said. At risk to himself, Howard crawled from position to position and administered first aid to those who needed it. He also led his platoon in staving off enemy attacks for three and a half hours until it was possible to permit the landing of rescue helicopters.

During his time in service, Howard earned the Distinguished Service Cross, a Silver Star, four Bronze Stars for Valor, eight Purple Hearts, the Defense Superior Service Medal, four Legion's of Merit and a Bronze Star for Meritorious Achievement.

Following 36 years on active duty, Howard retired from military service, though he continued to serve Soldiers, Sailors, Airmen and Marines by working with the Department of Veterans Affairs for more than a dozen years.

Howard died Dec. 23, in Waco, Texas, of pancreatic cancer. He was 70.

He is survived by four children: Melissa Gentsch. Denicia Howard, Roslyn Howard and Sgt. Robert L. Howard Jr. Howard also has four grandchildren.
When the United States entered World War II, it took more than industrial might to transform its tiny army—smaller than even Portugal’s—into an overseas fighting force of more than 8.5 million. In his new book America’s School for War: Fort Leavenworth, Officer Education, and Victory in World War II, Peter J. Schifferle contends that the determination of American Army officers to be prepared for the next big war was an essential component in America’s ultimate triumph over its adversaries. Crucial to that preparation were the Army schools at Fort Leavenworth.

Schifferle highlights essential elements of war preparation that only the Fort Leavenworth education could provide, including intensive instruction in general staff procedures, hands-on experience with the principles and techniques of combined arms, and the handling of large division-sized formations in combat. This readied Army officers for an emerging new era of global warfare and enabled them to develop the leadership decision-making skills they would need to be successful on the battlefield. But Schifferle offers more than a recitation of curriculum development through the skillful interweaving of personal stories about both school experiences and combat operations, collectively recounting the human and professional development of the officer corps from 1918 to 1945.

Well crafted and insightful, Schifferle’s meticulously researched study shows how and why the Fort Leavenworth experience was instrumental in producing the impressive contingent of military officers who led the U.S. Army to final victory in World War II. By the end of the book, the attentive reader will also fully comprehend why the military professionals at Fort Leavenworth have come to think of it as the “Intellectual Center of the Army.”

Peter J. Schifferle is director of the Advanced Operational Art Studies Fellowship at the School of Advanced Military Studies, U.S. Army Command and General Staff College, Fort Leavenworth. America’s School for War: Fort Leavenworth, Officer Education, and Victory in World War II will be published in April by the University Press of Kansas. The 312-page book, containing 17 photographs, is a volume in the press’s Modern War Studies series.
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