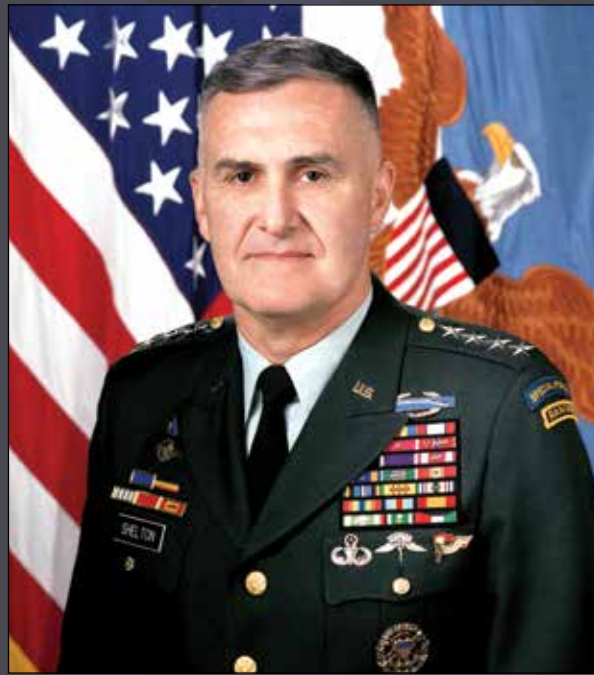




Command and General Staff College Foundation, Inc.
www.cgscfoundation.org



Annual Report 2011



Gen. Hugh Shelton
U.S. Army, Retired
14th Chairman, Joint Chiefs of Staff
Recipient, CGSC Foundation's 2011 Distinguished Leadership Award

Mr. Ross Perot endowed the Hugh Shelton Chair in Ethics for the U.S. Army Command and General Staff College in 2009. Perot noted, “I want to name this chair after General Shelton, the most ethical man I know.”

In receiving the Foundation’s Distinguished Leadership Award in Raleigh North Carolina on April 7, 2011, General Shelton said, “I’m not at a loss of words very often, but I will tell you tonight is a very humbling experience...I’ve always preferred to help others rather than having people focus on me. To General Arter and to all our distinguished guests here from the Foundation, let me say thank you so much for this wonderful award. It is beyond anything I would have ever imaged when I was back in Speed (N.C.) some years ago.”

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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Foundation [KS]

From the Chief Executive Officer



Another good year

Col. Bob Ulin

U.S. Army, Ret.

Once again, I am pleased to report that your Foundation is on a sound financial footing. We are supporting more programs for the U.S. Army Command and General Staff College (CGSC) and creating more interest in interagency efficiency and effectiveness through the Foundation's Arthur D. Simons Center for Interagency Cooperation.

There are a few things that make our Foundation unique. We are the only foundation supporting a military staff or war college that has obtained Congressional and Presidential approval of a commemorative coin and has an independent research center that supports scholarship for the students and faculty of the college. These innovations and our relentless community outreach program are helping to promote CGSC as the premiere military staff college.

As you may know, the U.S. Army CGSC at Fort Leavenworth is the oldest, largest and, I would argue, the most prestigious military staff college in the world. We believe that the reading, analysis, exercises, reflection and time spent developing new friends that take place at CGSC are the building blocks to a better Army and a more stable national security environment. It is often said that if you want to change the Army you do it from

Fort Leavenworth. These graduates will become the "Iron Majors" (staff officers) in the Pentagon and the Combatant Commands who develop the policies and plans that will shape and provide for our Army in the 21st century. They will also become our future battalion and brigade commanders entrusted with the lives of America's sons and daughters.

We are fortunate to be supported by a broad range of students, faculty, alumni and friends who share our passion for our mission to support the *Margin of Excellence* at CGSC. Even in these tough economic times the number of donors is increasing each year. This is very helpful because this year (2012) is the year we must develop and produce the marketing and communications materials for the sale of the Five Star General Commemorative Coins to be produced by the U.S. Mint in 2013. The surcharges we receive from the sales of these coins will help secure our future.

You, the donor, play a critical role in helping us in everything we do. Without your support, we could not maintain our small but highly professional staff, provide needed support for the college and add to the endowment for our future. We greatly appreciate your support and are humbled by your trust and confidence.

Foundation Staff

CGSC Foundation, Inc.

The Arthur D. Simons Center for Interagency Cooperation



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Chief Executive Officer



Ted Strickler

Minister-Counselor,
U.S. Foreign Service, Ret.
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Ray Barrett

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



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*Chief Administrative Officer
and In-House Counsel*



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Program Assistant



Jennifer Ayre

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Part Time Contract Support

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Alexandria, Virginia

Information Technology

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JNJTech.Net
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Note: [] is the state of residence

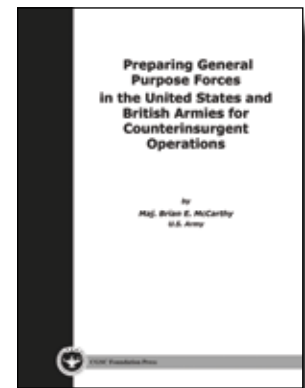
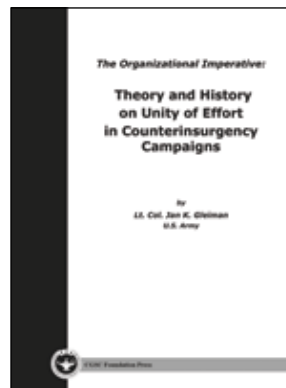
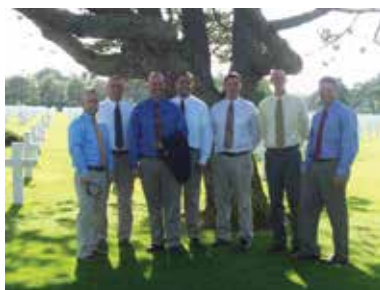
Activities and Programs

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

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

Enriching the College's academic environment

Each year the Foundation assists the College with attracting special guest speakers such as noted scholar and author Niall Ferguson who spoke as part of the Collin L. Powell Lecture Series in November 2011.



In 2011 the CGSC Foundation Press continued to provide a publishing outlet to deserving works of research for faculty and students of the college. The Foundation Press also publishes all of the Simons Center publications.

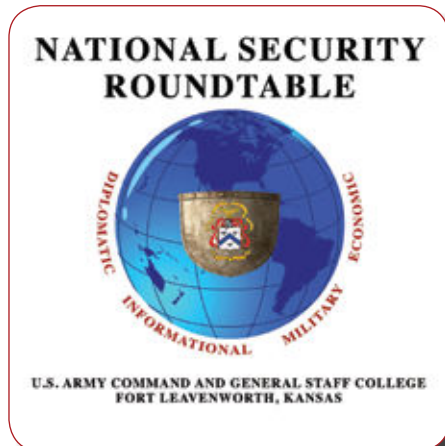
In 2011, the Foundation supported a CGSS student exchange with the Intermediate Command and General Staff-Land course at the United Kingdom Defence Academy in Shrivenham, England. While there they conducted a staff ride to study Operation Goodwood and Cobra, visited Normandy American Cemetery at Colleville-sur-Mer, France, and visited Stonehenge.

Fostering a strong relationship between the military and the private sector

In 2011, the CGSC Foundation began working with the U.S. Mint on initial designs for the **5-Star Generals Commemorative Coins** which go on 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 in our nation's history and in it's future.



In 2011, the CGSC Foundation continued its sponsorship of a special lecture series at the Kansas City Public Library to bring CGSC participation into the library's Special Events program. In 2010 and early 2011, the Foundation helped sponsor "The Great Commanders Series" with presentations by historians from CGSC's Department of Military History.



The CGSC Foundation continued in its role of assisting the U.S. Army Command and General Staff College in hosting the **National Security Roundtable Series program**. The Foundation assisted with two NSRT events in 2011, one focused on China and the other on Mexico. During each NSRT, students from either the CGSS or SAMS course are paired up with the civilian attendees to give them more insight and understanding about CGSC and military/national defense issues. Each attendee receives a certificate of completion and a commander's coin.



Throughout 2011, the CGSC Foundation's **Simons Center** hosted numerous visits from the public and private sector, providing them with insights to the Simons Center's mission and establishing mutually beneficial relationships. Notable visitors included U.S. Senator Jerry Moran from Kansas; Brig. Gen. (Ret.) Gideon Avidor, the Director of the Zvi Meitar Institute for Land Warfare Studies in Latrun, Israel; Ambassador Bob Loftis, Coordinator for Reconstruction and Stabilization, U.S. Department of State; and many more.

Enhancing CGSC's research activities

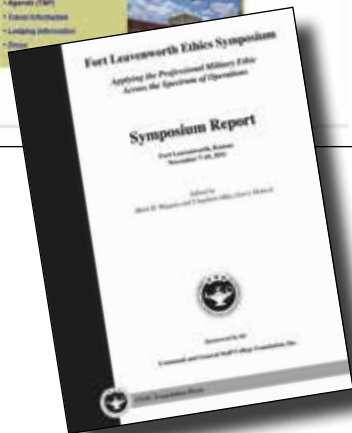


The **Simons Center** continued to make its mark in interagency circles in 2011, continuing its mission to foster and develop an interagency body of knowledge while facilitating broader and more effective cooperation within the United States Government at the operational and tactical levels **through study, research, analysis, publication and outreach**. In 2011, the Simons Center published **five InterAgency Essays, four InterAgency Papers and two InterAgency Journals**.

In addition to these publications, the Center's web site, TheSimonsCenter.org, boasts an interagency bibliography of more than 1,000 entries and still growing.



Promoting leader development



Again in 2011, the CGSC Foundation, with generous assistance from Flint Hills Resources as a strategic partner, **cosponsored the third annual Fort Leavenworth Ethics Symposium** in 2011 with CGSC. Support included continuing administration of a first class website for the symposium along with the printing and distribution of a "Symposium Report" which includes all of the formal papers submitted for the symposium. Planning for the 2012 symposium is underway.



The 2011 Fort Leavenworth Ethics Symposium sponsored by the CGSC Foundation kicked off with the **inauguration 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 seated as the 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**. The alumni outreach site provides an online community for alumni of all the schools in CGSC (CGSS, SAMS, CAS3). Prospective members of the site may go to www.cgscfoundation.org and click on "Alumni Outreach" or navigate directly to <http://alumnioutreach.cgscfoundation.org> to get connected.

Encouraging excellence in the faculty and students

For each graduating class the CGSC Foundation **sponsors several awards** that recognize and encourage excellence in the faculty and students, such as the award of the Interagency Writing Award from the Simons Center (shown at right). The CGSC Foundation also participates in recognizing newly inducted members into the Fort Leavenworth International Hall of Fame. To contribute to the encouragement of excellence the **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



Each year the CGSC Foundation **sponsors several programs** that enhance the quality of life for **Soldiers and their families at Fort Leavenworth**. This includes programs and events such as the children's summer reading program at Fort Leavenworth's library, Spouses Night Out, Unaccompanied Nights Out, the Covey Couples Seminar, and Fun Shoots at the post shooting range, among many others.

From the Treasurer

My Final Report

Brig. Gen. William A. West
U.S. Army, Ret.



I am pleased to report that our Foundation continues to operate on sound financial footing. I make this observation even though 2011 was one of the more tumultuous years for all businesses especially not-for-profit organizations such as our Foundation.

Our total income from gifts, grants and investments decreased to \$806,563 in 2011 from \$829,375 in 2010, not as significant a decrease as many nonprofits suffered. The cost of raising that figure was \$.10 for every dollar raised.

Our long term investments continued to grow and provided income for the Foundation. We began using some of the income from of our restricted investments to fund the programs for which the gifts were given. While this could have potentially reduced the value of our portfolio, growth in the portfolio offset this potential reduction and we ended the year on the plus side from previous years. The value of our investments increased \$294,248 over 2010 even with a drawdown to fund specific programs.

Program Expenses increased 24% over last year and a 187% from 2009. Our overall expenses increased over last year as we expanded our operations. The good news is that our General and Administrative Expenses remained constant at 20% as part of our overall expenses, which is a bench mark followed by the IRS. We are very similar with our peers in this category.

As our CEO informed us at our spring meeting there was an increase in the number of donors during 2011.

The downside to this increase is that the value of these gifts decreased. This will be our biggest challenge going forward in 2012 and beyond. We cannot rely on huge gifts from corporate donors but rather our steady operating income must come from an increase in donations raised by trustees among individuals who are willing to support our Foundation.

Our financial audit for 2011 is complete and once again our auditing firm, Cochran Head Vick & Co., P.A., found that the financial records of the Foundation accurately and fairly reflected the financial status of the Foundation for the year 2011.

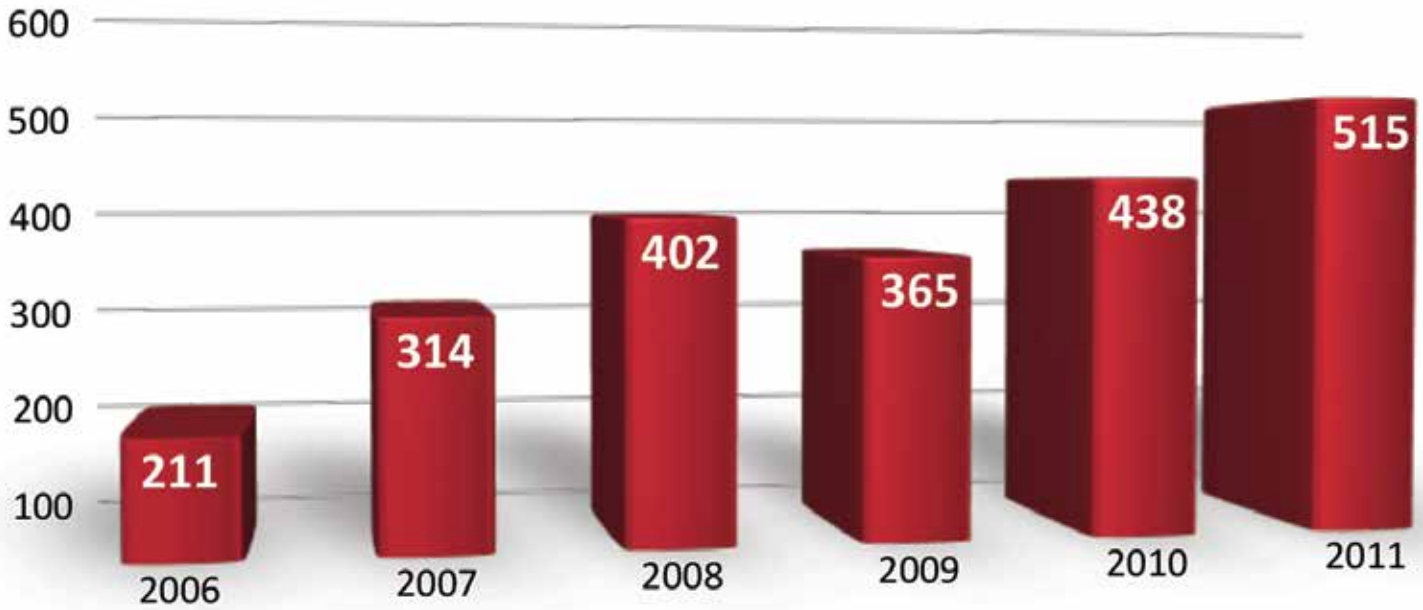
This is my last report as your Treasurer. After nearly six years as your Treasurer it is time for a successor. During this time we have, with the aid of devoted trustees, established a fiscally sound investment plan, a state of the art accounting system assisted by a professional accounting firm and witnessed the growth of a Foundation at a pace beyond our expectations. It has been a great ride. I will be succeeded by retired Colonel Tom Dials. Col. Dials recently retired as the CEO and Chairman of Armed Forces Insurance Company and brings exceptional skills in financial management to the position. I know you will give him your total support.

Thank you for the privilege of serving you, the trustees and officers of the Foundation and our great College.

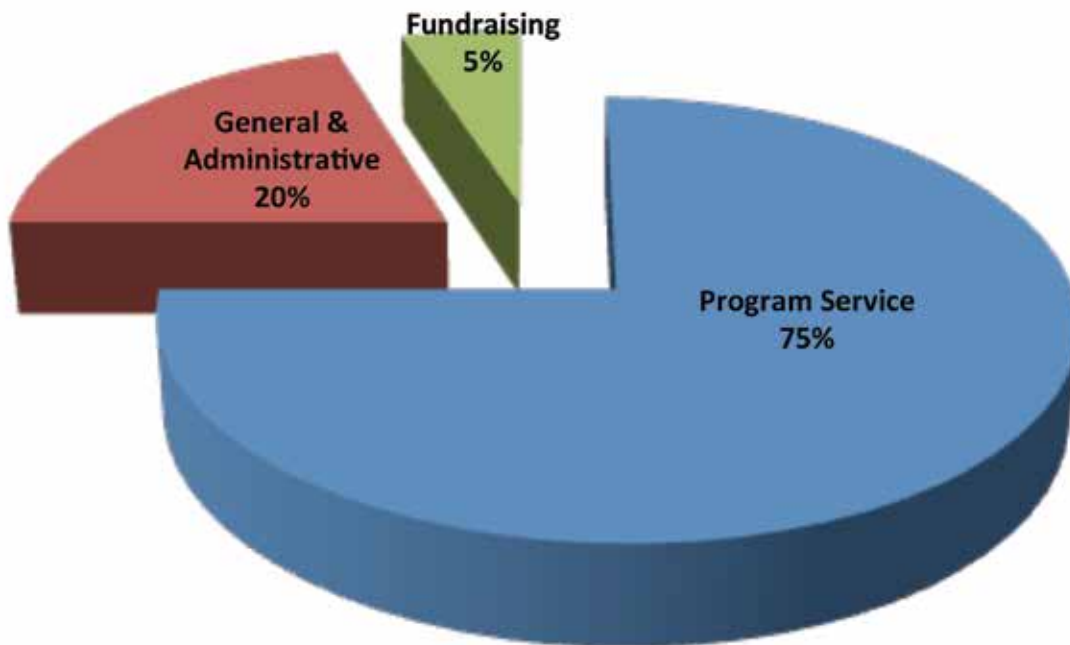
2011 Financial Report

(Source: CGSC Foundation, Inc., IRS Form 990, 2011)

Number of Donors

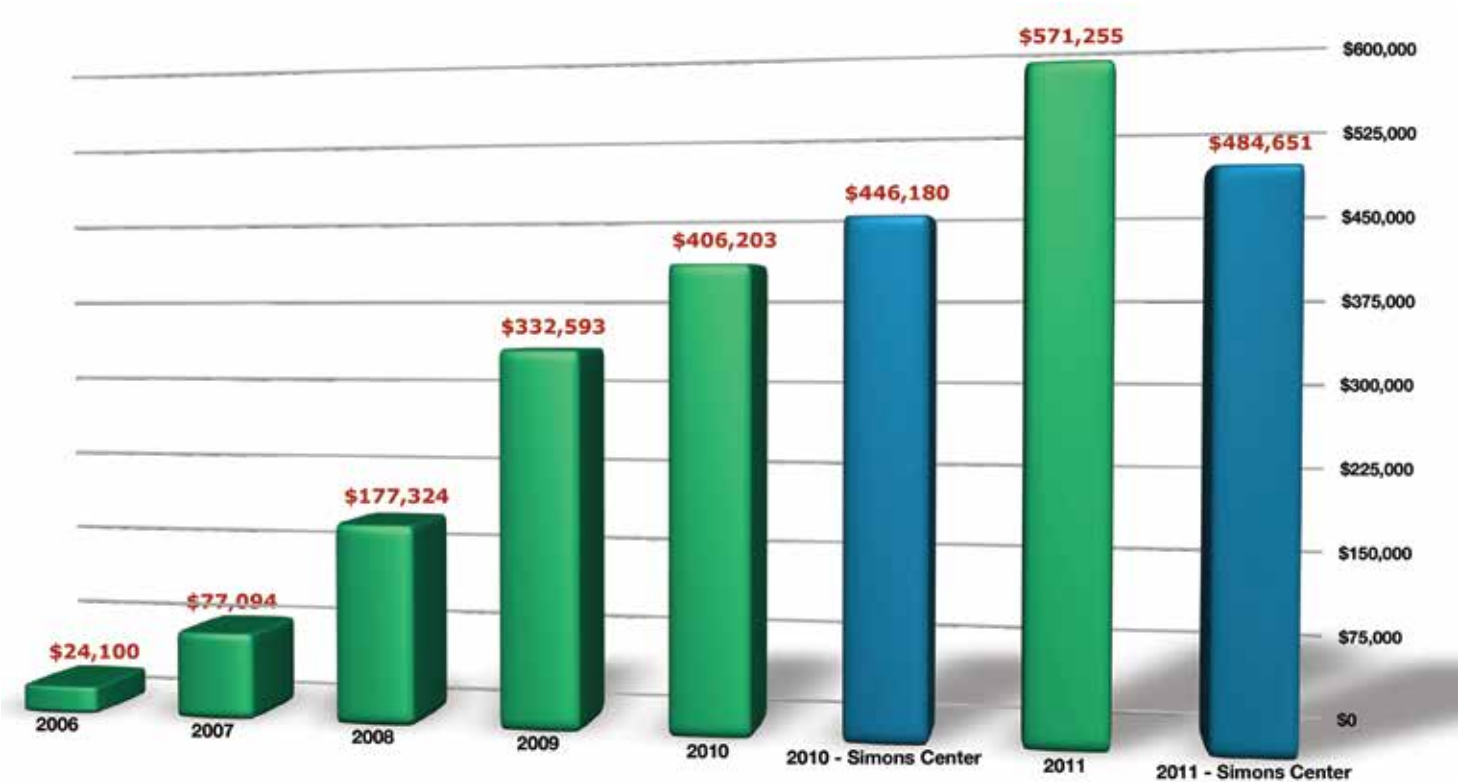


Distribution of Functional Expenses



CGSCF Foundation Program Support

Total Support as of 2011= \$2,519,400



CGSCF Foundation Balance Sheet 2011

ASSETS	
ASSETS	
Cash	\$350
Savings & Temporary Cash Investments	\$1,399,926
Long Term Investments	\$3,267,245
Receivables (Net)	\$1,651,918
Other Assets	\$66,405
Fixed Assets	\$63,144
TOTAL ASSETS	\$6,448,988
LIABILITIES AND EQUITY	
Current Liabilities	\$20,598
Equity	\$6,428,390
TOTAL LIABILITIES AND EQUITY	\$6,448,988



CGSC Foundation 2011 Annual Report

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Life Benefactor \$1 million and above

Perot Foundation

Strategic Leadership Council \$100,000 and above

Association of the US Army
Flint Hills Resources, LP
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Mobile Reasoning
L-3/MPRI
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Raytheon Company
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Spencer Fane Britt & Browne
Superior Lexus
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(Note: "D" = deceased)

— Life Constituents and 2011 Donors

Note: All annual donations accumulate towards the various levels of LIFE CONSTITUENCY

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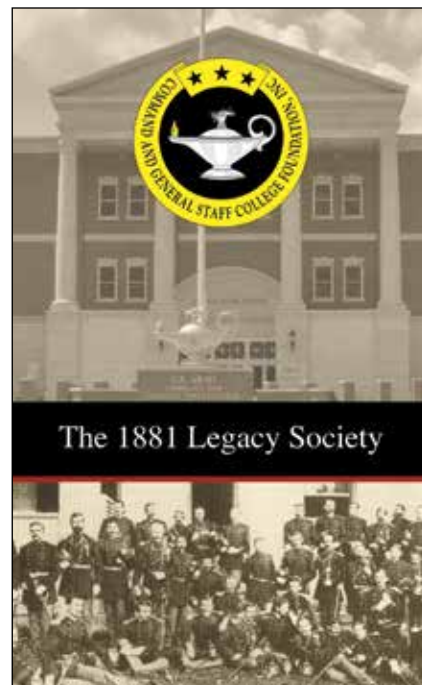
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Simons Center Update

Proud of our accomplishments, but looking towards the future

Ray Barrett

*Maj. Gen., U.S. Army, Ret.
Deputy Director*

As the Simons Center continues to grow and mature, it will capitalize on the success of its current programs and will look for new and additional opportunities to help build its presence and reputation in the interagency community. In this regard, we will explore the idea of establishing a nationally recognized award honoring the outstanding interagency professional of the year. Similar awards exist to recognize many other professionals such as engineers and educators. Bringing greater attention to the important role and function of interagency professionals will help to highlight the critical need for improved interagency cooperation.

We consider education to be the key to achieving improvements in interagency cooperation over the long term. To encourage the continued development of interagency education programs, curriculum and learning materials, we envision hosting an annual interagency conference which would bring both interagency educators and those involved in interagency activities together to ensure that what was being taught in the classroom matched the needs of those involved in interagency activities around the world.

While the Simons Center provides an extensive opportunity for individuals to publish accounts of the insights and lessons learned from their interagency

experiences, we find that many with the most relevant and topical experiences have little time to write about them. To overcome this obstacle, we recognize the need for an alternate approach. To that end, we are examining the feasibility of establishing an ongoing oral history program which would facilitate the capture and preservation of this essential information. Information gained in this manner would be transcribed, edited and published to benefit the entire interagency community.

Some interagency issues and problems are so complex that they require extensive study, research and analysis. We hope to address this need by establishing a cadre of interagency scholars who would be commissioned to research and examine in-depth a specific interagency topic or problem.

These studies would then be published adding to the collective body of interagency knowledge.

In recognition of the Simons Center's namesake, we will write a biography honoring the life and legacy of Col. Arthur "Bull" Simons. Many recognize Col. Simons' role in leading the Son Tay Raid to free prisoners of war in Vietnam and a subsequent operation to rescue Americans imprisoned during the revolution in Iran. There is much more to his noteworthy life and our book, "BULL, the Story of Col. Arthur Simons," will tell that story.



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The CGSC Foundation announces the 2013 publication of *The Five-Star Generals of Fort Leavenworth* (working title), edited by Dr. Jim Willbanks, Director of the Department of Military History, U.S. Army Command and General Staff College, and published by University Press of Kentucky. **Send an email to the CGSC Foundation at office@cgscf.org and we'll notify you when book sales begin.** We anticipate book sales to begin in March 2013.



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TELL YOUR FRIENDS TO CONTACT US AT OFFICE@CGSCF.ORG
TO BE ADDED TO THE COIN AND BOOK LIST.

CGSC Foundation, Inc.
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