

COMMAND AND GENERAL STAFF COLLEGE

FOUNDATION NEWS

PREPARING LEADERS FOR THE 21ST CENTURY

No. 20/Spring 2016



Ten Years of Service to the College
2006-2016

**Highlights from
the 2016
Fort Leavenworth
Ethics Symposium
– page 14**



INSIDE:

- The "Homes" of CGSC
- CGSC Department of Command and Leadership
- SAMS professor honored
- Hall of Fame/International Hall of Fame
- The Women's Conference

UPCOMING EVENTS



SAVE THE DATE!

Sept. 16, 2016 at 6:30 p.m.

Kauffman Center for the Performing Arts
1601 Broadway • Kansas City, Mo. 64108

Join us for the third annual "Celebration of International Friendship" at the Kauffman Center for the Performing Arts in downtown Kansas City. We're proud to host this special event to welcome and celebrate the new class of international military officers from around the world who have come to Fort Leavenworth to study military art and science at the U.S. Army's Command and General Staff College.

We are fortunate to have the West Point Glee Club again as our featured entertainment for the evening. Their performance last year was very rousing and enjoyed by all in attendance.

Since 1895 international military officers from around the world have come each year to study at Fort Leavenworth. There is no other event like this where military officers from the U.S. and its allies from around the world come together to celebrate.

The evening will begin at 6:30 p.m. with an opportunity to meet and mingle with both international and U.S. officers of the class of 2017. The program will include the introduction of the Command and General Staff College International Students, guest speaker remarks and a special performance by the West Point Glee Club from the U.S. Military Academy.

Sponsorship opportunities are available. Ticket information will be published as we draw nearer to the event.

Hosted by



In Partnership With



For more information contact
Ann Soby, Director of Operations, CGSC Foundation, Inc.
phone: 913-651-0624
email: ann@cgscf.org

The General of the Armies John J. Pershing

Great War Centennial Series



General of the Armies John J. Pershing Great War Centennial Series – The Battle of the Somme

The eighth lecture of the General of the Armies John J. Pershing Great War Centennial Series will be conducted in September 2016 in the Arnold Conference Room of the Lewis and Clark Center. The reception begins at 5:30; the presentation will begin at 6 p.m. The specific day will be announced as soon as possible.

The title of this lecture is "The Battle of the Somme." Dr. Mark Hull from CGSC's Department of Military History will lead the discussion on one of the bloodiest battles in human history.

All lectures in this series are free and open to the public.

For more information contact the CGSC Department of Military History:

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Director, CGSC Department of Military History

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phone—913-684-2056

NATIONAL SECURITY ROUNDTABLE



U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
FORT LEAVENWORTH, KANSAS

National Security Roundtable

The CGSC Foundation
and CGSC's Department
of Joint, Interagency,
and Multinational Operations
are co-sponsoring the next
National Security Round
Table event fall 2016.

Attendance is by invitation
only. We will publish more
information as the date
draws near.



Colin L. Powell LECTURE SERIES

U.S. Army Command and General Staff College
Fort Leavenworth, Kansas

The next lecture in the
Colin L. Powell lecture series
sponsored by the CGSC
Foundation is scheduled for
Aug. 18 or 19, 2016.

Specifics on the date/time and
the speaker will be published
on the Foundation website as
plans are finalized.

Attendance is by invitation only.



PHOTO BY MARK H. WIGGINS

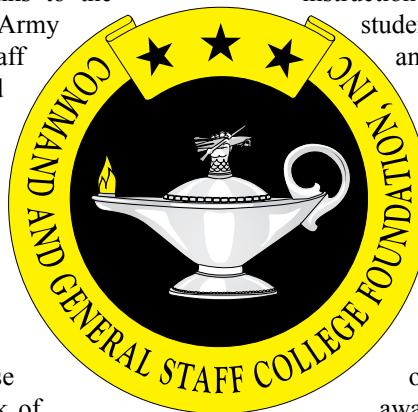
Foundation Chairman Lt. Gen. (Ret.) John Miller briefs National Security Roundtable attendees on Foundation operations in support of CGSC during the NSRT March 9.

Views from the Chairman

Lt. Gen. John E. Miller, U.S. Army, Ret.

WE ARE EXPERIENCING A SEA CHANGE in the CGSC Foundation in several ways thanks to the leadership of the Combined Arms Center, Army University, the Command and General Staff College, our Foundation staff and board of trustees. It is all about engagement. Our engagement in support of Army leader development at this juncture in history is vital. The Army is again broadening the portfolio of potential types of missions for our military returning to large unit operations while retaining counter-terrorism, humanitarian support and relief, and emergency response missions that have characterized the bulk of our operations over the last 13 years. Because of our engagement with them we are able to recognize and offer the uniformed leadership some of the flexibility they need to respond with agility to constant, demanding change.

We have become very actively engaged with the Army Leadership at Fort Leavenworth in numerous and substantive ways as they form the vision of leader development for the future. We are enabling them to reach out and touch our supporting civilian communities in Leavenworth, Kansas City, New York and Washington, D.C., gaining very important endorsements for our Army's investment in developing its leaders in the rapidly changing world. We are working to establish a Chair for Leader Development to be occupied by a distinguished leader who will substantively support the advancement of scholarship in this area and our collaboration with other militaries, Industry and other Universities. We are fully engaged with the Department of Command and Leadership in recruiting and selecting our next Visiting Professor of Ethics. We have hired a new director of the Simons Center and are fully engaged in discerning the most



impactful way to bring meaningful interagency operations instruction into the CGSOC curriculum so our officer students will gain understanding in the tactical and operational value of planning and working with other government and non-government resources during contingency operations. We continue to seek the resources needed to enhance faculty scholarship and officer-student research opportunities.

Your Foundation staff, working in cooperation with the CGSC staff, faculty and officer-students, are engaging business and community leaders by providing hands on experience visits to CGSC. They walk away with first-hand knowledge of the power and promise of the Army's investment in leader development through National Security Roundtables, "Walk and Talk" visits, participation in leader-decision simulation based exercises and addressing civic organizations. We provide a stellar opportunity for our international officer students to meet and interact with the citizens of the greater Kansas City area at the world class Kauffman Performing Arts Center, taking their American immersion experience well beyond the traditional civilian sponsor programs.

A vital sea change we are about is systematically managing our relationships with donors who have chosen to or are considering supporting us with all types of resources. We are striving to create a broad-based and enduring community of supporters in the Midwest, New York and Washington, D.C., who will maintain a sustained commitment to our efforts for the benefit of our Officer-Students.

There is much more to tell, I am happy to say, and more planned as we increase the "value add" of our Foundation to the benefit of our future leaders. Stay tuned and read our website and publications. We intend to impress you. 

CGSC Foundation support to the Class of 2016

by Col. Douglas L. Tystad, U.S. Army, Ret.

CONGRATULATIONS TO THE CLASS OF 2016 for both Command and General Staff Officer Course and the School of Advanced Military Studies! You've completed a difficult year of study and I think you will find that the further away you get from it, the more that it becomes the "best year of your life." I'm serious.

The Foundation was pleased to support the Class of 2016 with a number of events and activities during the year. You can



PHOTO BY MARK H. WIGGINS

check our website, Facebook page, and magazines for more detailed information, but I wanted to highlight what we've done during the school year. See the list below.

The Foundation is small, but busy! We are extremely proud of our support to the Class of 2016 and we look forward to the new school year. Please join us in our mission with your gift of time, talent, and a small bit of your treasure to help us make these activities and events possible.

The Colonel Arthur D. "Bull" Simons Center for Interagency Cooperation, funded by the **Perot Foundation**, is our largest program providing research and publication opportunities for faculty and students on key interagency aspects of military operations.

The General Hugh Shelton Distinguished Visiting Professor of Ethics, funded by an enduring grant from the **Perot Foundation**, provided support to curriculum development, faculty development, instruction and the 7th Annual Ethics Symposium.

The 7th Annual Ethics Symposium, funded by an enduring grant from the **Perot Foundation** and co-sponsored by the CGSC Department of Command and Leadership and the Foundation, provided a general lecture to the class and then two additional days of events and scholarly presentations for symposium attendees. Attendees included 79 CGSC students participating for elective credit and 40 other academicians and military personnel from around the country.

The Colin L. Powell Lecture Series, funded by an enduring grant from the **TriWest Healthcare Alliance**, featured

retired Admiral James Stavridis who gave one of the most memorable talks in Eisenhower Auditorium during the year.

The General of the Armies John J. Pershing Great War Centennial Commemoration Lecture series, sponsored in part by the **Lockheed Martin Corporation**, held four evening lectures during the year with an average of 75 in attendance to learn more about a little known but important subject.

The Diplomatic and Consular Officer Retired (DACOR) association in cooperation with the Foundation supported the elective periods with two visiting recently retired Ambassadors, made possible by a grant from the **Starr Global Fund at the University of Saint Mary**.

The Vietnam War Commemoration Lecture Series, sponsored by the Foundation and the Henry Leavenworth Chapter of AUSA, teamed with the Department of Military History and the Fort Leavenworth Garrison Command for the inaugural extra-curricular lecture with more than 80 in attendance.

The Foundation sponsors 65 percent of the annual **Awards**

for Academic Achievement during the CGSOC graduation, all of the awards at the SAMS graduation, and provides the awards for the CGSC military and civilian instructors of the year. This year, we added support to the CGSC Emeritus Faculty program. We have three endowed awards and will add a fourth in 2016.

The Foundation supports CGSC with **Mission Support Funds**, made possible in part by a grant from **Webster University** by hosting receptions, providing support to Eagle Owl and other exchange visits, providing gifts for speakers, and other representative activities to enhance the reputation and capability of the college.

The Foundation supported CGSC students as they put together a **CGSC Student Forum: "Leading in the Military: Gender and Success"** attended by students and faculty alike.

The Foundation co-sponsored the **National Security Round Table** with the Department of Joint, Interagency, and Multinational Operations (DJIMO) in December, and with the School of Advanced Military Studies (SAMS) in March, sponsored in part by **Geiger Ready Mix** to introduce civilian leaders

to the excellence of the College and our students.

The Foundation co-hosted **The Celebration of International Friendship** to introduce the Class of 2016 international officers to the Kansas City area, which included a performance by the world renowned West Point Glee Club, at the Kauffman Center for the Performing Arts.

The Covey "Seven Habits of Highly Successful Military Families" workshop, sponsored by a grant from the **JE Dunn Construction** was conducted for couples wishing to explore strategies for strengthening the military family unit.

The Foundation supports a number of **Soldier and Family Resilience** programs, sponsored by grants from the **JE Dunn Construction and Northrop Grumman Corporation** programs including yoga instruction, books and printed materials for class, and all of the materials for the **Youth Reading Programs** at the Ike Skelton Combined Arms Research Library.

The Foundation hosted the inaugural **Women's Conference** with 62 in attendance to "Inspire – Educate – Motivate" on women's issues of importance.



**Command and General Staff College
FOUNDATION NEWS**

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The Command and General Staff College Foundation (CGSCF) was established December 28, 2005 as a tax-exempt, non-profit private corporation to foster a strong relationship between the military and private sector, to enrich the College's academic environment, enhance the institution's research activities, maintain contact with alumni, and encourage excellence in the faculty and student body to ensure the preparation of outstanding leaders for the Armed Forces of the United States and its allies by providing resources not available from public funds. The Command and General Staff College Foundation News is published by the foundation to inform members, alumni, students and other stakeholders about CGSCF plans and activities. The inclusion of U.S. Army, Fort Leavenworth and/or CGSC news and information in the foundation magazine does not constitute an endorsement by the Department of the Army, Fort Leavenworth or the CGSC.

The CGSC Foundation is an equal opportunity provider.

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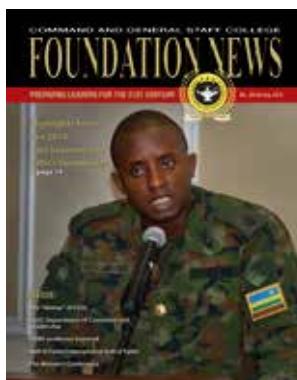
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ON THE COVER

A highlight from this year's symposium was a presentation by CGSC international officer student Maj. Ruki Karusisi from Rwanda. See the story about the symposium on page 16.

FROM THE EDITORS

We congratulate the graduating CGSC classes – SAMS and CGSOC – and wish them well as they head out to provide leadership for our Army and the nation. In this edition we continue our "CGSC 101" series that highlights the various teaching departments at the College with a feature on the Department of Command and Leadership. We also have a feature on the historic homes of CGSC, as well as a feature on a SAMS professor's fellowship award...and much more. Just to remind you, we've started publishing a "digital version" of the magazine online, so all the web links you see in the print edition will be active in the digital edition. We trust you'll enjoy this 20th edition of the **Foundation News**.

Our Vision

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

Our Mission

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

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

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We support the College in three areas:

- **Scholarship**
- **Outreach**
- **Soldier and Family Support**



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PHOTOS BY MARK H. WIGGINS

PHOTOFASH



PHOTOFASH

Commandant promoted, reassigned

On Friday, April 29, 2016, Lt. Gen. Robert Brown, commanding general of the U.S. Army Combined Arms Center and Fort Leavenworth and CGSC commandant, gave his final farewell speech to the students attending the U.S. Army Command and General Staff College.

Brown received Senate confirmation for his four-star promotion April 28, and relinquished command within hours of the notification in a small ceremony officiated by Gen. David G. Perkins, commanding general of the U.S. Army Training and Doctrine Command, at the Combined Arms

Center headquarters. Brown departed Fort Leavenworth April 30, to begin his new position as the Commanding General of the United States Army Pacific at Fort Shafter, Hawaii.

Brown served as the commander of CAC and Fort Leavenworth since February 2014.

At the conclusion of his remarks to the class, Foundation CEO Doug Tystad was invited on-stage as part of the farewell. Tystad presented Lt. Gen. Brown with the Foundation's very own version of the "highly coveted Lamp," in coin form, in appreciation of Brown's unwavering support for the Foundation.

Foundation Celebrates 10th Anniversary in 2016



PHOTOS BY MARK H. WIGGINS

From left: Current Foundation Chairman Lt. Gen. (Ret.) John Miller, Trustee Emeritus Col. (Ret.) Willard Snyder, Chairman Emeritus Lt. Gen. (Ret.) Robert Arter, and Founding CEO Col. (Ret.) Bob Ulin



This year the CGSC Foundation is celebrating 10 years of service to the U.S. Army Command and General Staff College. To kick off the anniversary year, the Foundation conducted a reception on Dec. 22, 2015, the date of the first Foundation board meeting 10 years ago.

Current and former members of the CGSC Foundation Board of Trustees, along with a few staff and faculty of the Command and General Staff College met in the Roberts Room of the Lewis and Clark Center on Fort Leavenworth to recognize and make a toast to the Foundation in celebration of the first 10 years.

Chairman Emeritus Lt. Gen. (Ret.) Robert Arter, Founding CEO Col. (Ret.) Bob Ulin, and Trustee Emeritus Col. (Ret.) Willard Snyder were the Foundation members present at that first meeting and attended the gathering to recognize the 10-year milestone.



CGSC '101- Department of Command and Leadership

Organizational Leadership: Developing Today's Leaders for Tomorrow's Organizational Challenges

by Mr. Dwayne Beasley, Mr. Ed Kennedy, Dr. Jim Thomas, and Dr. Bill McCollum

Who we are

Experienced and professional faculty, diverse and relevant leadership curriculum, and dedicated service best describe the Department of Command and Leadership (DCL). As the Command and General Staff School's (CGSS) youngest of five departments, DCL provides the Command and General Staff College with theoretical and practical leadership instruction that contributes to the education of tomorrow's leaders.

Created from the former Leadership Instruction Division within the Center for Army Leadership in 2006, DCL provides CGSC and the greater leadership community with an enviable tandem of highly qualified faculty and a dynamic curriculum renowned for its unique emphasis on leadership at the organizational level. Quite simply, DCL provides an essential linchpin to the U.S. Army's leader development structure with

relevant organizational-level leadership instruction at the right time in officers' careers to meet the future's uncertain, complex, and diverse organizational demands.

DCL's faculty provides the first component of this dynamic tandem. In the spirit of Major General Fox Conner, for whom the department's Chair for Leadership Studies is so aptly named, faculty are dedicated to leadership education. The department's faculty consists of more than 32 military and civilian instructors located at the Fort Leavenworth and satellite campuses, each of whom have rich and unique command and staff experiences. Seventy percent of the department's civilian faculty are former brigade and battalion commanders representing Army, USMC, and U.S. Air Force components. In total, the faculty represents more than 650 years of operational military leadership

experience worldwide and more than 300 years of teaching experience at the undergraduate and graduate levels. Further, more than 20 percent of DCL's faculty have earned doctorate degrees and an additional 15 percent are within one year of terminal degree completion. Of equal importance is DCL's active duty faculty, representing an essential element of DCL's teaching capacity. Each typically has 18-22 years of service with battalion command and senior staff experiences gained in the crucible of our nation's past 12 years of war. DCL's highly experienced and credentialed faculty provide the college with the means for teaching the second element of the tandem; a dynamic leadership curriculum designed to address our military's future organizational-leadership demands.

What We Do

DCL supports the Command and



Dr. Ted Thomas, DCL director, provides closing remarks at the 2016 Fort Leavenworth Ethics Symposium.



General Staff Officer's Course (CGSOC) through two major blocks of instruction, electives, primary sponsorship of ethics, Defense Language Institute's language programs, and support for CGSC's chaplains. Within CGSOC's foundations, core, advanced operations course (AOC), and electives construct, DCL's primary mission centers on developing and facilitating L100: Developing Organizations and Leaders, and L200: Art of Command, for a combined 46 hours of graduate-level leadership education.

L100 provides students with an understanding of leadership theory and

practice, with the overarching themes of transitioning from direct to organizational level leadership and improving organizations while accomplishing short-term missions. A complementary outcome includes developing adaptive field grade leaders that possess attributes and competencies to effectively and ethically lead their formations through the increasing complexity, uncertainty, and ambiguity of current and projected operating environments.

L100 accomplishes this through 11 lessons comprising 24 academic contact hours. Key organizational

development topics include; challenges associated with organizational level leadership, ethically-based leadership, the application of power and influence, leading negotiations, leading change, understanding organizational culture and climate, developing learning organizations, fostering resilient organizations, and implementing an organizational vision. Throughout the L100 block these developmental topics build toward improving formations and accomplishing daily leadership missions. To facilitate L100 instruction, DCL employs a diverse mix of Harvard-inspired case studies oriented primarily toward large, complex governmental and civilian organizations. Each lesson requires students to analyze a case study to frame the problem and to analyze the actions of key leaders through the lens of the lesson's leadership and organizational development theme. Students then consider the lesson's application to their future as organizational leaders. Students' L100 work serves as a foundation to the following L200 course.

L200 centers on developing field grade leaders to think and act with a commander's perspective. This is achieved through 11 lessons comprising 22 hours of instruction, with case studies again providing the learning vehicle for analysis. In L200, students analyze the challenges inherent to command and synthesize their leadership lessons with those of the other academic departments to apply the principles

Continued on page 27



Barth Hall was the home of CGSC (then called the School of Application for Infantry and Cavalry) from 1881-1890.



U.S. ARMY PHOTOS

Sherman Hall, the left structure, was CGSC's home from 1890-1904. Grant Hall, the center structure with the famous Fort Leavenworth Bell Tower, was built in 1904, to join Sherman Hall and Sheridan Hall, the right structure. During WWII, many other Fort Leavenworth buildings were also pressed into service as classrooms.

Homes of CGSC

by Ethan S. Rafuse, Ph.D.
Professor, Department of Military History

IN 2007, THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE took up residence in a magnificent new building named for the leaders of the great expedition that explored the recently acquired Louisiana Territory. The Lewis and Clark Center is the fourth building that the school has occupied on Fort Leavenworth in the 135 years since it commenced operations as the School of Application for Infantry and Cavalry in 1881.

Until 1890, classes took place in what became known as Barth Hall, located on the corner of Fort Leavenworth's main parade ground. The school moved to its second home when the Army decided to relocate the Department of Missouri's headquarters from Fort Leavenworth to St. Louis, leaving what would be renamed Sherman Hall available. In 1904, Grant Hall was built to connect Sherman Hall with Sheridan Halls, symbolically linking and honoring the triumvirate of officers who had ascended to the commands that they would lead to victory sixty years earlier.

As a consequence of the demand for

officers to deal with problems on the border with Mexico, in May 1916, the War Department decided to close what was now known as the School of the Line, as well the other schools at Fort Leavenworth. When the United States went to war in April 1917 against the Central Powers, though, "Leavenworth men" officers were critical to the mobilization of American manpower and what success American armies achieved in Europe. Indeed, leaders of the American Expeditionary Army so valued the education they received at Leavenworth and the need for well-educated staff officers so great that they decided to establish a course in staff training, that would take place at Carteret-Trecourt Barracks in Langres, France. In December 1918, one month after the armistice was signed that ended the fighting, the last course wrapped up its studies.

In September 1919, the War Department issued orders reopening the school at Fort Leavenworth and the following year classes resumed in Grant Hall with the school's prestige high.

General of the Armies John Pershing, who had pushed the establishment of the staff school in France, made note of the performance of Leavenworth graduates during the war, while in 1921, French commander Ferdinand Foch proclaimed Fort Leavenworth the "cradle of the Staff of the American Army."

Fort Leavenworth's reputation as a major crossroads in the education and professional development of officers was reinforced by the ascendance of graduates to the highest ranks during World War II. The massive expansion of the U.S. Army as a consequence of the war, though, compelled a significant expansion of the courses offered at Fort Leavenworth. Consequently, in addition to Grant Hall, other buildings on Fort Leavenworth were pressed into service as classrooms, such as Gruber Hall, Muir Hall, and Pope Hall to accommodate the thousands of officers who attended courses during the war.

In the aftermath of the Second World War, various War Department boards met to chart the way forward for the school at Fort Leavenworth, which was officially



Bell Hall was opened in 1959 as the home of CGSC.



The Lewis and Clark Center, current home of CGSC, was dedicated in 2007.

christened the Command and General Staff College in 1947. Concluding that the Army's needs made a new, more modern facility necessary, in January 1959 a new home for CGSC was opened on what was known as Arsenal Hill. From 1959 to 2007, J. Franklin Bell Hall, named for the 1903-06 commandant, served as the home for CGSC.

By 1985, the Command and General

Staff College consisted of four schools: the traditional course, offered by the Command and General Staff School, the School of Advanced Military Studies, Combined Arms and Services Staff School, and the School for Professional Development. To accommodate all of these schools and a growing Combined Arms Research Library, Bell Hall was expanded, adding the Harold K. Johnson

wing in 1985, and an entirely new building, Eisenhower Hall was opened nine years later. By 2000, though, it had become clear that Bell Hall was no longer adequate to the needs of students and faculty at CGSC. Consequently, on 1 July 2004, ground was broken for a new home for the Command and General Staff School that opened three years later as the Lewis and Clark Center. 🏛

Celebrate your CGSC heritage

with a custom-made Buck knife made with wood from old Bell Hall

Each handcrafted knife features a satin finish steel blade that is serialized and has the College's insignia etched in 24kt gold.

The wood handles are from the old Eisenhower Auditorium of Bell Hall, the college's home from 1959-2007.

The Leavenworth Lamp is centered in the handles framed by brass bolsters..

Each knife comes with Certificate of Authenticity and a handsome glass-top wood display case.

CGSC Foundation
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to place your order:
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The Women's Conference

inspire • educate • motivate

Foundation hosts women's conference

Original story by Jennifer Walleman, Fort Leavenworth Lamp

THE TWO-DAY COMMAND AND GENERAL STAFF COLLEGE

Foundation Women's Conference March 2-3 at the Frontier Conference Center offered informative sessions led by female community leaders on subjects of interest to women designed to inspire, educate and motivate them and was open to all female active-duty service members, retirees, spouses, international spouses, government employees and contractors associated with Fort Leavenworth.

Participants could sign up for one or both days of the conference. The first night, participants attended a painting class and a class on entertaining in the home. After these two classes participants were treated with a "surprise activity" that had all the attendees literally dancing. – Better Opportunities for Single Soldiers (BOSS) President Spc. Justin Mabolo, Medical Department Activity, along with Marine Sgt. Archie Echevarria, Marine Detachment, and Spc. Benjamin Watts from MEDDAC, led the participants in hip hop dance lessons.

The next day, participants chose from classes in four sessions on topics including de-cluttering, finance, meditation, women's health, entrepreneurship, federal employment preference for military spouses, patio gardening, the Army Wellness Center, using cooking oils and vinegars, personal and professional development, baking, and advice for parents on transitioning schools.

Courtney Smith, administrative assistant at Northrop Grumman, attended the Women and Money class led by Bonnie Humphrey and Carrie Clark with the American Armed Forces Mutual Aid Association. The class highlighted how

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Setting the course to success - one client at a time.

Friendship
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Hosted by the
CGSC Foundation, Inc.

to create a financial plan, choosing an adviser, how to allocate assets, retirement,

and how to implement a financial plan. "I think it's really important for women



PHOTOS BY MARK H. WIGGINS

of all ages to be financially responsible and to learn what our options are," Smith said. "Investing is an important thing."

Army spouse Cassandra Beldowicz said the conference provided her the opportunity to meet new people and come away with some more knowledge about how to be more successful in her life.

"The women's conference had some great topics that were being offered that I wanted to learn more about," Beldowicz said. This (Women and Money class) was actually one of the main ones. My husband and I talk about financial planning for our future, but I don't always know exactly what he's talking about."

The conference closed with remarks

from Corie Weathers, 2015 Armed Forces Insurance Military Spouse of the Year. Weathers is the wife of an Army chaplain. She is also a licensed professional counselor who has worked with military families struggling with the effects of war.

At the conclusion of her remarks, Weathers said she hoped her message and the message of unity at the conference resonated with the women attending.

"I think the overall message behind a conference like this is that we are a village that is so special as women, as women who are connected to the military — whether you are a service member or whether you work for the military as a contractor or whether you are a spouse — we have a village around

us that is meant to create sacred spaces to help you get through anything."

Karen Harris, a contractor with Northrop Grumman, attended both days of the conference and was very impressed with her experience.

"There was quite a variety of topics covered, some with lighter content than others, but all touched pieces and parts of a military spouse's life/lifestyle," Harris said. "The last two sessions, the one that Kay Barnes, the former mayor of Kansas City, Missouri, presented and the session featuring Corie Weathers, the 2015 Military Spouse of the Year, were the ones that touched me most."

See the full story at <http://www.cgscfoundation.org/foundation-hosts-womens-conference>.

SAMS professor awarded research fellowship

by Harry Sarles, Army University Public Affairs

A PROFESSOR IN CGSC'S SCHOOL OF ADVANCED MILITARY STUDIES (SAMS) is one of 17 leading scholars who will receive fully-funded research fellowships for up to six months of study at the Fred W. Smith National Library for the Study of George Washington in Mount Vernon, Va., beginning this fall.

Dr. Ricardo Herrera, SAMS associate professor of military history, will spend his time at the library researching a book tentatively titled *Feeding Valley Forge: The Grand Forage of 1778*. Herrera specializes in 18th and 19th Century American military history and early American history. He has written *For Liberty and the Republic: The American Citizen as Soldier 1775-1861*, and several articles on military history. Prior to joining SAMS, Herrera was with the Combat Studies Institute. He has also taught at Mount Union College in Alliance, Ohio and was an Army armor and cavalry officer.

Dr. Chris King, Dean of Academics for the Command and General Staff College, said, "When one of our professors wins an award that is open to all the best schools in the country it is first a recognition of Dr. Herrera's accomplishment as a scholar but also is a visible sign of the quality of the military history program at CGSC."

"The fellowship will allow me to examine more fully George Washington's development as a military commander," said Herrera. He also expects to study lesser-known individual actors and units that participated in the Grand Forage of 1778 or in attempts to quash it. Herrera says he is going to look at published and archival holdings on military art and science, Valley Forge, and the Continental and British armies. He wants to better frame and explore the environments in which the armies operated, and the common soldiers' and peoples' experiences.

"The American Revolution and the War for Independence were the signal events in the creation of the United States," said Herrera. "Too often, the revolution and the war, as with much of the popular understanding of American history, are shrouded in sentimentality, silliness, and myths. The men and women of this age faced difficult choices in a complex age, yet they were much as we are—ordinary people living their lives and trying to make the best of life's circumstances. The 'good old days,' when life was simpler and choices were more clear-cut is the stuff of nonsense. American independence was



Dr. Ricardo Herrera

PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS

not inevitable; it depended on the decisions and actions of common and some not-so-common people."

The Washington Library's fellowship has become a highly sought-after honor for researching topics related to George Washington. While in residence, the fellows take part in day-to-day activities at the estate and library. The scholars are frequently called upon to share their findings in formal settings and casual gatherings for staff, other visiting scholars, and special guests.

"There is no better place to study George Washington and the era in which he lived than here at Mount Vernon," said the library's founding director, Dr. Doug Bradburn. "We can tell that word has clearly gotten out about our research fellowship program by the caliber of applicants we have attracted."

History department director to assume new duties

by Mark H. Wiggins, *Managing Editor*

DR. JIM WILLBANKS, DIRECTOR OF THE CGSC Department of Military History and the General of the Army George C. Marshall Chair of Military History, is stepping down from his position as director and occupying the chair position on a fulltime basis effective June 15, 2016.

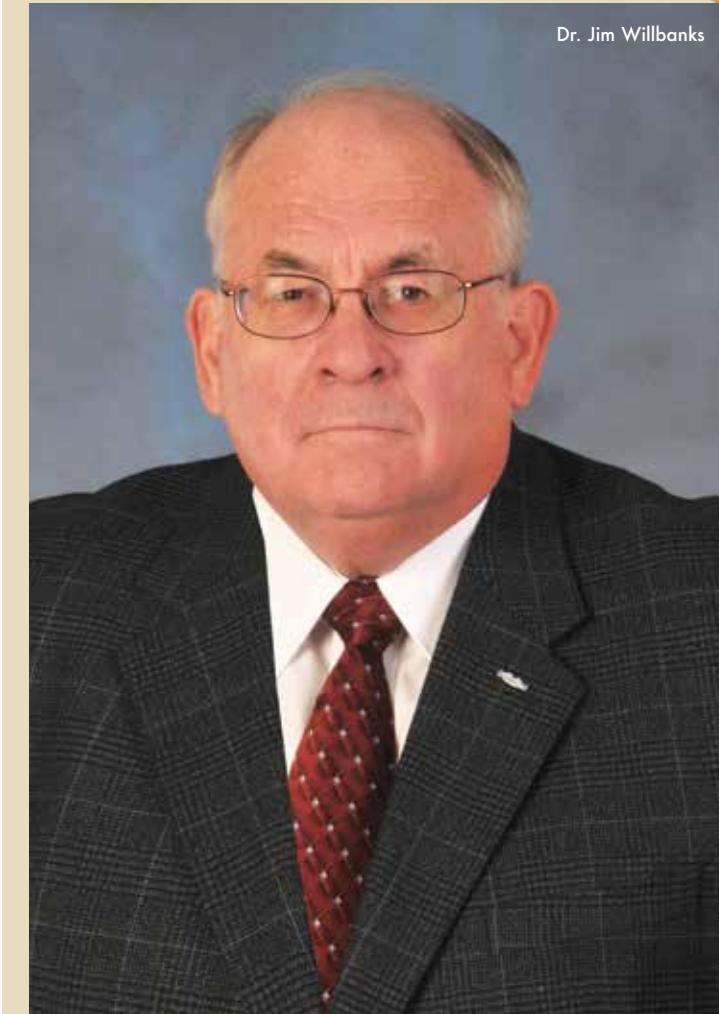
Willbanks' move was announced by CGSC Deputy Commandant Brig. Gen. John Kem in February.

"This appointment is in recognition of Dr. Willbanks' achievements as a scholar, contributions to leader development, service to the Nation, and the U.S. Army and the Command and General Staff College," said Kem. "This fulltime appointment will allow Dr. Willbanks the time to focus on continued scholarship and to research and write. In addition to research and writing, Dr. Willbanks will conduct activities including advising the deputy commandant on matters of military history, teaching electives, participating in the CGSS and SAMS MMAS and monograph programs, representing CGSC at conferences, sitting on writing awards boards, participating in military and civilian military history forums and conducting other similar activities."

Dr. Willbanks has been on the CGSC faculty since 1992, when he retired from the Army as a lieutenant colonel. He has been the director of the military history department for the past 11 years. A new director for the Department of Military History has yet to be named.

"I have very much enjoyed my time in the Department of Military History; it has been an honor to work with a group of accomplished scholars and teachers who every year have such a positive impact on the professional development of our students. That being said, I am very grateful for the opportunity to pursue research and writing on a full-time basis."

The General of the Army George C. Marshall Chair of Military History was established in 1992 and was occupied by Professor Roger Spiller during the period 1992-2005. The Marshall Chair as a full-time appointment has been vacant since Professor Spiller's retirement. 



Dr. Jim Willbanks

PHOTO COURTESY DR. JIM WILLBANKS

Dr. Willbanks is a graduate of Texas A&M University where he earned a BA in history and a commission as a second lieutenant of infantry. During a tour of duty in Vietnam, Dr. Willbanks served as an advisor with the Army of the Republic of Vietnam and received the Silver Star, Bronze Star with V and 1 Oak Leaf Cluster, two Purple Hearts, and two Vietnamese Crosses of Gallantry.

An honor graduate of CGSOC in the Class of 1983, Dr. Willbanks was a member of the first SAMS Class the next year. He later served as an instructor in the Department of Tactics, and in assignments in Germany, Japan, Panama, and CONUS. Following his retirement from active duty, Dr. Willbanks served as an instructor in the Department of Joint, Interagency, and Multinational Operations and earned master's and doctorate degrees in history from the University of Kansas. Widely regarded as one of the nation's leading scholars on the Vietnam Conflict, he is the author or editor of 14 books and numerous articles.

Dr. Willbanks is a former two-term Trustee of the Society for Military History, is on the editorial board of the Modern War Studies series for University Press of Kansas, is on the History Advisory Committee of ABC-Clio Publishing, and serves on the Editorial Boards of *Vietnam* and *Armchair General* magazines. He and his work have been highlighted in media such as the *New York Times*, *Los Angeles Times*, *US News & World Report*, *Army Times*, and *PBS*. He is currently serving as an advisor to Ken Burns on an upcoming 10-part series on the Vietnam War to be aired in 2017.



CGSC Commandant Lt. Gen. Robert Brown thanks CGSC international military student Maj. Ruki Karusisi for his powerful remarks during the symposium.

2016 Fort Leavenworth Ethics Symposium

by Chaplain (Maj.) Jeff McKinney, Department of Command and Leadership

THE COMMAND AND GENERAL STAFF College in conjunction with the CGSC Foundation conducted the 7th Annual Fort Leavenworth Ethics Symposium. The symposium was conducted over two and a half days and brought in professionals from all over the country to discuss this year's topic: "The Ethics of Humanitarian Military Operations and Intervention." Symposium attendees were comprised largely of CGSC officer students from the ethics elective course. Eighteen papers were presented during the symposium.

The annual Ethics Symposium is designed to accomplish several objectives. First, it is an outreach event. CGSC falls under the Army University and seeks to build professional relationships with subject matter experts in various fields of study. As part of that endeavor, CGSC invites dynamic speakers who lead in their areas of study and expertise. This enables CGSC to accomplish the second objective – train, develop and educate the next generation of military leaders. Bringing in professional speakers, educators and experts then giving the CGSC student body the opportunity to hear from and interact with those speakers, helps accomplish this goal.

In addition to the symposium guest speakers (see list, right), there were twenty additional authors and speakers of various topics.

2016 Ethics Symposium Guest Speakers

Dr. Dan Bell, the General Hugh Shelton Distinguished Visiting Professor of Ethics for the U.S. Army Command and General Staff College.

Dr. Jim Waller, the Cohen Professor of Holocaust and Genocide Studies at Keene State College (NH).

Jennifer Ciardelli, the Director of the United States Holocaust Memorial Museum's Civic and Defense Initiatives.

Yvette K. W. Bourcier, the Senior Advisor for International Humanitarian Policy in the Office of the Deputy Assistant Secretary of Defense for Stability and Humanitarian Affairs.

Col. (Ret.) Dwight Raymond, a Peace Operations Specialist at the Peacekeeping and Stability Operations Institute at the U.S. Army War College.

Mike Newton, Professor of Law at Vanderbilt University.

Lt. Col. John Reiffenstein, Combined Arms Center – Canadian Liaison Officer.

Col. Nicolas Auboin, Combined Arms Center – French Liaison Officer.

Sean Langberg, policy assistant for the Simon-Skjeldt Center for the Prevention of Genocide.

Joyce Hess, President of the Board of Directors and Speaker for the Midwest Center for Holocaust Education

Maj. Ruki Karusisi, CGSC Class 2016 International Military Student from Rwanda



This year's symposium included several opportunities to interact with the speakers, ranging from large auditorium guest speaker events to panel discussions, individual presentations and breakout session events. CGSC students attending the symposium as part of their elective program were required to write response papers upon its conclusion. The collective thoughts from the students showed that nearly every single speaker or event was listed as a symposium highlight, though there was one in particular that stood out for everyone.

Major Ruki Karusisi, an international military student from Rwanda, demonstrated fantastic courage by sharing his life story to the symposium audience, including the CGSC Commandant Lt. Gen. Robert Brown, who was attending the symposium the morning Karusisi spoke. Karusisi was a young enlisted soldier in 1993 when the genocide started and a captain in the Rwanda Patriotic Army when it was stopped. He shared the heart-wrenching story of losing more than sixty percent of his immediate family and community. But even more amazing was the choice the Rwandan Army made to forgive the perpetrators

of their crimes and seek to establish peace and justice for the sake of not propitiating genocide, for the sake of the future of their children. This was a powerful testimony, enabled by strong military leadership committed to their values and ethic.

Major Karusisi's story caused this chaplain to reflect on the nature of conflict and whether reconciliation between the combatants can ever take place. Karusisi's experience reflected this exact possibility...and it is a valuable lesson to study and learn from.

Other highlights of the symposium included keynote remarks from Dr. Jim Waller, the Cohen Professor of Holocaust and Genocide Studies at Keene State College in New Hampshire. Joyce Hess, a Kansas City native and child of a Holocaust survivor, provided the closing remarks. Dr. Daniel M. Bell, Jr., the outgoing General Hugh Shelton Distinguished Visiting Professor of Ethics for CGSC, was honored at the closing luncheon.

Read the online story and view more photos at <http://www.cgscfoundation.org/2016-ethics-symposium-concludes>.



PHOTOS BY MARK H. WIGGINS

Top left, Dr. Daniel M. Bell, Jr., the outgoing General Hugh Shelton Distinguished Visiting Professor of Ethics for CGSC, delivers his last ethics symposium presentation in the Marshall Auditorium of the Lewis and Clark Center on April 19, 2016.

Top right, Foundation Chairman Lt. Gen. (Ret.) John Miller, left, presents Dr. Daniel M. Bell, Jr., the outgoing General Hugh Shelton Distinguished Visiting Professor of Ethics for CGSC, with a College chair in recognition of his service.

Left, Dr. Jim Waller, the Cohen Professor of Holocaust and Genocide Studies at Keene State College in New Hampshire, provides the keynote remarks at the opening of the 2016 Fort Leavenworth Ethics Symposium.

SAMS and CGSC Foundation cohost National Security Roundtable

by Mark H. Wiggins, Managing Editor

THE U.S. ARMY COMMAND AND GENERAL STAFF College's School of Advanced Military Studies (SAMS) and the CGSC Foundation cohosted a National Security Roundtable program March 8-9, 2016 at the Lewis and Clark Center on Fort Leavenworth, Kan. Participating in this NSRT program were 16 business leaders from varied industries and professions, including banking and financial services, legal, business consulting, construction, defense contracting, government and academia.

During the evening of March 8, the guests were welcomed by the CGSC Chief of Staff Mr. Jeff LaMoe, who provided an overview of the College, including how the Army develops leaders. On March 9, the group met at Flint Hall to receive a briefing from SAMS Director Col. Hank Arnold and SAMS exercise director Eric Price on the planning exercises the students were conducting that morning. The participants then went out with their SAMS student escorts to spend time in the SAMS classrooms.

After the morning in the SAMS integrated planning exercise, the group moved back to the Lewis and Clark Center and received a CGSC Foundation orientation briefing from Foundation CEO Doug Tystad. Col. Arnold provided information on the overall SAMS program after which SAMS faculty members presented a panel discussion entitled "The South China Sea: A 21st Century Trade and Security Issue." Faculty members leading the panel were Dr. William Gregor, Col. James Wright, Col. Paul Schlimm, Col. James Powell and Mr. Patrick Wesner.

Initial feedback from participants was positive, but according to Tystad, the



PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS



Foundation sends participants a post-event survey to get specific feedback. As newly-minted NSRT graduates the participants will also be charged with nominations for attendees at the next NSRT program scheduled for later in 2016.

A bit of a surprise during this roundtable was the presentation of a donation check to the CGSC Foundation from the Lockheed Martin Corporation. NSRT attendees Harry Lesser, Jr., and Chris Yuknis, both from Lockheed Martin, made the presentation to Foundation Chairman Lt. Gen. (Ret.) John Miller during the program.

At the conclusion of the program CGSC Chairman Lt. Gen. (Ret.) Miller and SAMS Director Col. Arnold presented each guest with a graduation certificate and a challenge coin. The students and faculty that supported the program also received coins. 

Read the online story and view more photos at <http://www.cgscfoundation.org/sams-and-cgsc-foundation-cohost-national-security-roundtable>.

Leaders in this roundtable program:

- Mr. Thomas Benjamin**, Attorney, Business Advisor, Thomas J. Benjamin, PLLC
- Mr. Jeffrey Ellis**, Attorney, Retired
- Ms. Katie Ervin**, Midwest Regional Director, Webster University
- Mrs. Elizabeth Ewert**, Senior Vice President, UMB Bank
- Mrs. Angela Gates**, COO & CFO, UMB Financial Services, Inc.
- Mr. Kent Harris**, CEO, Harris Associated Consulting
- Col. (Ret.) Harry Lesser**, Jr., Director, IEW & SOF Programs, Lockheed Martin
- Mr. Daniel Mayer**, District Manager, Waddell & Reed, Inc.
- Mr. Jay Reardon**, Vice Chairman, Commerce Bank
- Col. (Ret.) Florian Rothbrust**, Senior Vice President, JE Dunn Construction Company
- Mr. Mark Stephens**, Sr. Executive Director, SOCOM Accounts, Cubic
- Mr. Richard Welnowski**, CEO, SightDeckKC, LLC
- Mr. Chris Wendelbo**, Agency Specialist, Lincoln Financial Group
- Mr. Tanner Wycoff**, Vice President Relationship Manager-Corporate Banking, Citizens Bank & Trust
- Col. (Ret.) Chris Yuknis**, Director, Army Programs, Lockheed Martin
- Mr. Hannes Zacharias**, County Manager, Johnson County Government



International officer graduates reunite in deployment

As is often said by many leaders and others, the relationships established between U.S. and international officer CGSOC students have far reaching impact. Recently, several international officer graduates of CGSC came together as teammates in the headquarters of the United Nations mission in Lebanon, known as UNIFIL (United Nations Interim Force in Lebanon).

Italian Major General Luciano Portolano, Head of Mission and Force Commander of the United Nations Interim Force in Lebanon (center) poses with fellow CGSC graduates currently working as Staff Officers in the UN Headquarters Lebanon.

From left to right in the photo: Lt. Col. Francesco Suma (Italy, CGSC Class of 2011-01), Col. Pierre Augustin (France, CGSC Class of 1993), Maj. Gen. Luciano Portolano (Italy, Class of 1995), Lt. Col. Gareth Prendergast (Irish Defence Forces, CGSC Class of 2013-01), and Lt. Col. Jinwoung Kim (Republic of Korea, CGSC Class of 2006-01).

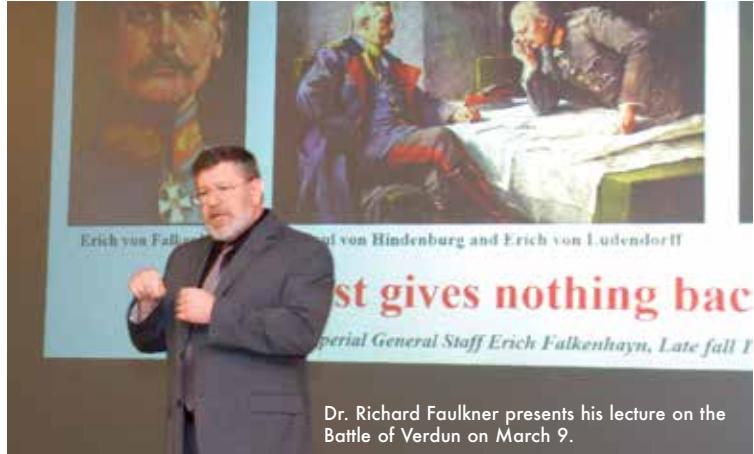
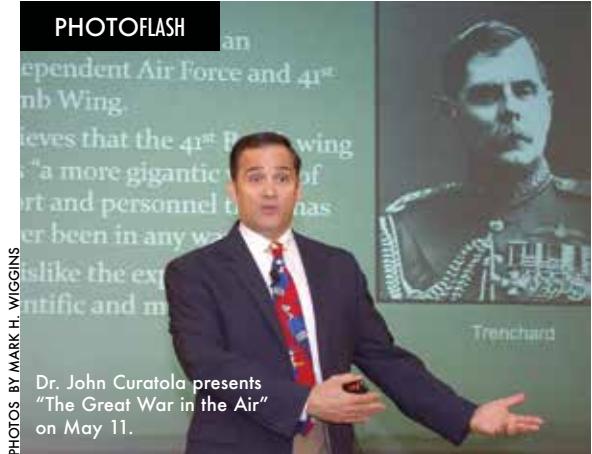


CGSC selects Educators of the Year

In a ceremony Nov. 24, 2015, CGSC recognized Assistant Professor Kevin E. Gentzler from CGSC's Department of Command and Leadership (DCL) as the Civilian Educator of the Year and Lt. Col. Christopher Springer from the Department of Joint, Interagency and Multinational Operations (DJIMO) as Military Educator of the Year. The candidates were observed teaching and also interviewed by a five-member selection board. Now that they've won at the College level, they will represent CGSC as nominees in the U.S. Army Training and Doctrine Command's Educators of the Year selection process.

Both winners received the coveted premium front row parking spots outside the Lewis and Clark Center entrance and a College chair from the CGSC Foundation (They're sitting in the chairs in the photo.). The two were also highlighted on the Foundation website as "Persons of the Month" for January 2016.

Read the full story with comments from the winners at <http://www.cgscfoundation.org/persons-of-the-month-january-2016>.



Pershing Lecture Series continues – Battle of Verdun and the Great War in the Air

As part of an on-going series of lectures intended to educate the public about World War I during its 100-year commemoration, Dr. Richard Faulkner, a professor of history at the U.S. Army Command and General Staff College at Fort Leavenworth, presented “Verdun: The Bleeding of Nations” in the Arnold Conference Room of the Lewis and Clark Center on Fort Leavenworth, March 9. Dr. John Curatola, also a professor of history in CGSC’s Department of Military History, presented “The Great War in the Air” on May 11. Both lectures were well-attended and concluded with a lengthy Q&A session from attendees.

The Pershing Lecture series is sponsored and executed by the CGSC Department of Military History with support from the CGSC Foundation. Lockheed Martin’s “Army and Special Operations Forces Programs,” part of its Washington, D.C.-based division, provided a grant which funds the Foundation’s Support.

For more information and photos, see the online stories at:

- <http://www.cgscfoundation.org/pershing-lecture-series-continues-with-look-at-the-battle-of-verdun/>
- <http://www.cgscfoundation.org/lecture-addresses-men-and-flying-machines-of-wwi>

Vietnam War Commemoration Lecture Series kicks-off

Dr. Jim Willbanks, director of the CGSC Dept. of Military History, presented the first lecture in the Vietnam War Commemoration Lecture Series on March 23, 2016, at the Riverfront Community Center in downtown Leavenworth, Kansas.

Willbanks’ kick-off lecture was entitled “The Roots of U.S. Involvement in Vietnam (1941-1956).” He set the stage for U.S. involvement through a study of the country’s political and military history and concluded with a very engaged question and answer session with attendees.

As part of this first lecture program, Col. Andrew Shoffner, Fort Leavenworth garrison commander, presented each Vietnam veteran present with a lapel pin from the DoD Vietnam War Commemoration Commission program to welcome them home.

The new lecture series is presented by CGSC’s Dept. of Military History, U.S. Army Garrison Fort Leavenworth and supported by the CGSC Foundation and the Henry Leavenworth Chapter of AUSA.

For more photos and details about the next lecture in Fall 2016, see: <http://www.cgscfoundation.org/vietnam-war-commemoration-lecture-series-kicks-off>



PHOTOFOLIO

Acting Secretary of the Army Patrick Murphy speaks to attendees at the reception/dinner at the offices of Spencer Fane in downtown Kansas City, March 24.



PHOTO BY MARK H. WIGGINS

Acting Secretary of the Army visits KC

Acting Secretary of the Army, Patrick J. Murphy, visited Kansas City on the evening of March 24, and met with a small group of KC business, community and veteran organization leaders in a gathering in the offices of Spencer Fane in downtown KC. Murphy was on a trip to the region and had asked to meet with community leaders in Kansas City. The CGSC Foundation hosted the event along with Spencer Fane and the Global Town Hall.

During his remarks Secretary Murphy spoke about best business practices, taking care of our veterans and telling the Army's story. He asked for the audience's help in all three areas.

For the full story and more photos see: <http://www.cgscfoundation.org/acting-secretary-of-the-army-visits-kc>

PHOTOFOLIO

PHOTO COURTESY DJIMO

DJIMO team members in the photo (left to right) – Back row: Mr. Jim Cricks, Mr. John Schoen; Middle row: Dr. Dave Anderson, Mr. John Modinger, Lt. Col. Joe Donalbain, Mr. Mike Burke; Front row: Mr. Al Lowe, Mr. Gary Hobin

CGSC's 'World Quest' team takes second in annual competition

Eight faculty members from CGSC's Department of Joint, Interagency and Multinational Operations (DJIMO) took second place in "World Quest 2016," an annual competition conducted by the International Relations Council – Kansas City. This year's competition was April 14 at the University of Kansas Edwards Campus in Overland Park, Kan.

The CGSC Foundation is a member of the IRC in Kansas City in order to provide opportunities for the DJIMO faculty and students to experience the international flavor of the greater KC area.

Each year, more than 200 business professionals, academic faculty, community members, and students participate in "World Quest," a fun and interactive global trivia competition. Teams of eight compete to show their knowledge of global affairs, geography, world languages, and more. The winning team takes home the traveling trophy, while second and third place teams win valuable prizes. The DJIMO team took third place in 2015.

Congrats from the Foundation to our DJIMO World Quest 2016 heroes!



New director, direction, energy

by Elizabeth Hill, Program Assistant

MUCH HAS HAPPENED AT THE Simons Center since the last edition of Foundation News. Most notably, in March the Simons Center welcomed its new program director, Roderick M. Cox.

"Rod has a distinguished record of service in both military operational positions as well as interagency positions," said Foundation CEO Doug Tystad. "I believe that Rod is exceptionally well qualified for the position and he is motivated to make the Simons Center a high performing Center."

Cox said he's excited about the job and looking forward to furthering the work the Simons Center has started.

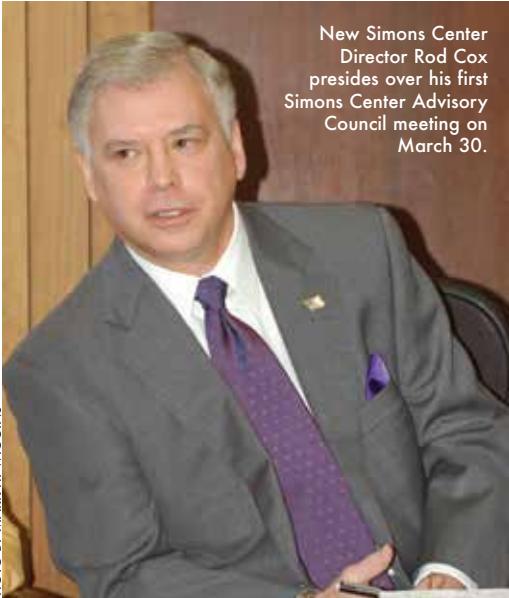
Prior to retiring from the Army, Cox served as director of the Combat Studies Institute on Fort Leavenworth, where he was a pioneer in leader development and Army publishing. After retiring from the Army, Cox served as a district director for the U.S. Small Business Administration and on the Greater Kansas City Federal Executive Board.

This year is shaping up to be a pivotal one for the Simons Center's *InterAgency Journal*. Last fall, the Simons Center conducted a readership survey for the *IAJ*. Reader response was overwhelmingly positive, and the Center has already begun using this feedback to improve the *IAJ*. Among planned changes to the *IAJ* is its new publishing format. In addition to being available in print and PDF, the *IAJ* is now available in ePub format. The new format is responsive and easier to use with phones, tablets, and other mobile devices, enabling our readers to access the *IAJ* anytime and on any device.

The Simons Center publishes articles on a variety of interagency topics, including border security, humanitarian assistance, disaster response, leadership, ethics, and education and training. Authors may submit manuscripts for consideration at any time. To be considered for publication in the summer edition of the *InterAgency Journal*, please submit your manuscript to the Simons Center no later than July 1. For questions about the *IAJ* and our other publications, please contact the Simons Center at editor@TheSimonsCenter.org or visit our website – www.TheSimonsCenter.org

As a major program of the CGSC Foundation, the Simons Center supports education and leadership at the U.S. Army Command and General Staff College while building a body of

PHOTO BY MARK H. WIGGINS



New Simons Center Director Rod Cox presides over his first Simons Center Advisory Council meeting on March 30.

interagency knowledge that facilitates broader and more effective cooperation and policy implementation. Our efforts prepare mid-career military professionals for interagency missions and improve education and training in non-military arenas as well. The Simons Center is proud of the contributions we have made in the areas of interagency cooperation and interagency leadership. We invite you to join us in our endeavors through partnerships, fellowships, research opportunities, publications, and financial contributions. Please visit us at www.TheSimonsCenter.org to learn how you can become a part of the Bull Simons team. 



InterAgency Journal

The Reality of the So-Called U.S. Pivot to Asia
Joshua A. Fieker and David A. Andrade

Interagency Qualifications to Address Fragility, or Rethinking Civil Affairs
Kurt E. Miller

The Unjustness of the Current Incantation of *Jus Post Bellum*
David G. Cox

The Applications of Military Simulations in an Interagency Context
James Gilmore

Megacities – Assessment Factors
Guy Otto and A.J. Brink

Defining Diplomacy
Edward Marks

The Journal of The Simons Center
Vol. 7, Issue 1, Spring 2016

The spring 2016 edition of the *InterAgency Journal* was published in May. Starting with this edition the *IAJ* is also available in ePub format for better viewing on smart phones and tablets. To download this edition, go to <http://thesimonscenter.org/iaj-7-1-spring-2016>.

PHOTOFASH

Three Kansas City area businessmen and two representatives from the Bloch School of Management at the University of Missouri-Kansas City pose for a photo in the MacArthur Room of the Lewis and Clark Center during their "CGSC Walk and Talk," Dec. 17, 2015. Left to right in the photo: Vince Sabia, The Goddard Group LLC, Overland Park, Kan.; April Graham, Bloch School of Management at the University of Missouri-Kansas City; Kimberly Young, Bloch School of Management at the University of Missouri-Kansas City; Richard Boyd, Start Here Investigations, LLC, Overland Park, Kan.; Chris Wendelbo, Lincoln Financial Group, Kansas City

Foundation 'Walk and Talk' program a big success

Foundation CEO Doug Tystad and Director of Development Joan Cabell have put a few miles on their shoes in recent months conducting a relatively new outreach program they've coined the "Walk and Talk" program.

Community leaders and business groups interested in learning about the leadership education at CGSC, along with learning about Fort Leavenworth in general, can schedule a day to come up to Fort Leavenworth and do the "walk and talk" with Doug and Joan. The visits usually begin with Doug's quiz on the five, 5-star generals in the Army as the groups stand in the atrium of the Lewis and Clark Center. If they don't know the Army's 5-star generals, they quickly learn that key lecture halls and rooms named after them are within eyesight of where they stand. Then the walking/talking continues to either classrooms to participate with CGSC students or to the simulations room to take part in combat role-playing or to scheduled lectures in one of the auditoriums. Some groups have also opted for a full tour of Fort Leavenworth in addition to the College.

Contact Joan Cabell, Foundation Director of Development, to set up your group's "Walk and Talk" and learn about the education of leaders for the nation at Fort Leavenworth. –joan@cgscf.org

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Stay connected with your U.S. and International classmates... Sign up for the free alumni outreach website at <http://alumnioutreach.cgscfoundation.org> or just click on **Alumni Outreach** from www.cgscfoundation.org to get started.

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facebook.com/CGSCFoundation • LinkedIn.com/CGSC Foundation, Inc.

PHOTOFOLASH

Ambassador (Ret.)
Marcie Ries



**DACOR
Visiting Professors
of Diplomacy**



Ambassador (Ret.)
Charles Ries

Two ambassadors visit CGSC in Spring 2016

Two former ambassadors visited CGSC this spring as part of the CGSC Foundation's DACOR Visiting Professor of Diplomacy program. Ambassador (Ret.) Marcie Ries, former ambassador to Bulgaria, visited April 13-14, and Ambassador (Ret.) Charles P. Ries, former ambassador to Greece, visited May 10-11.

Although the two are married, their visits were only connected by their participation as retired ambassadors who are members of the Diplomatic and Consular Officer-Retired (DACOR) organization in Washington, D.C. The CGSC Foundation's DACOR Visiting Professor of Diplomacy program is designed to bring a recently retired U.S. Foreign Service Officer (normally a retired ambassador) to visit during the College's elective periods for discussions with students and faculty on issues of international security. The University of Saint Mary and its Lawrence D. Starr Global Studies Institute led by director Dr. Karenbeth Zacharias, are also sponsors and participants in the program. Faculty from CGSC's Department of Joint, Interagency and Multinational Operations (DJIMO) host the visitors in their classrooms.

For the full stories see:

- <http://www.cgscfoundation.org/former-ambassador-to-bulgaria-visits-cgsc-usm>
- <http://www.cgscfoundation.org/former-ambassador-to-greece-visits-cgsc>

PHOTOFOLASH

Left, MAJ Daniel Bell, CGSC student, fires the FN-303 Compressed Air Rifle while Marine Staff Sgt. Grimaldo of the Joint Non-Lethal Weapons Directorate observes.

Bottom, Maj. Victor Lunderman, CGSC student, fires the Taser X26P. Marine Staff Sgt. Grimaldo of the Joint Non-Lethal Weapons Directorate looks on.



CGSC Students conduct non-lethal weapons familiarization

Students from the Command and General Staff Officers Course participated in a non-lethal weapons range at the Lansing Correctional Facility Range on April 14. The range experience with administrative and logistical support from the 15th Military Police Brigade was part of an electives course in non-lethal weapons offered to CGSOC students.

Read the full story on the Fort Leavenworth Lamp website at <http://tinyurl.com/jyartev>

STORY AND PHOTOS BY HARRY SALTER/ARMY PUBLIC AFFAIRS

Foundation to support Emeritus Faculty program

by Mark H. Wiggins, Managing Editor



Professors honored with emeritus status will have a choice between an engraved College Chair or a commemorative Buck knife with handles made from the wood of old Bell Hall, the former home of CGSC.

AS PART OF ITS MISSION TO ENCOURAGE EXCELLENCE in the faculty and student body, the CGSC Foundation has begun to support the U.S. Army Command and General Staff College “Emeritus Faculty Program,” which is outlined in the 2015 edition of the CGSC faculty handbook.

Once the College announces emeritus faculty to be honored, the Foundation will provide either an engraved chair or a commemorative Bell Hall Buck® knife in a glass-top wood display case. In addition, the Foundation will host an annual luncheon for all emeritus faculty in the spring of the year to allow the College an opportunity to provide updates on academics, student body and Army leader development initiatives to keep the emeritus faculty up to date on the College.

“The Foundation is pleased to be able to support this important program of recognizing excellence in our faculty,” said Foundation Chairman Lt. Gen. (Ret.) John Miller. “We hope that our efforts to maintain contact with the emeritus faculty will pay benefits for the College in the future.”

The CGSC emeritus faculty program is intended to show gratitude upon retirement to faculty members who have made extraordinary contributions to the mission of the institution and whose continuing relationship with the College adds value to the academic program.

According to CGSC Pamphlet 690-1, full professors who have served a minimum of ten years as full-time faculty at CGSC, and who have retired with the Department of Defense and not taken another position at an academic institution may have their long service, significant accomplishments and contributions recognized by the award of the title Professor Emeritus. Similarly, associate professors who have served a minimum of 15 years as full-time faculty at CGSC, and who have retired with the Department of Defense and not taken another position at an academic institution, may have their long service, significant accomplishments and contributions recognized by the award of the title Associate Professor Emeritus.

The department chairs or the school director must submit nominations for emeritus status for retiring professors no earlier than six months prior to the professor’s retirement. Nominations will include a description of the professor’s service to the College and current curriculum vitae.

The College dean of academics reviews the nominations and forwards them with a recommendation to the deputy commandant to review and forward to the commandant, who is the approving authority. Disapprovals are returned to the recommender with a letter of explanation. The deputy commandant prepares a letter and certificate for those that are approved and presents them to the new emeritus faculty member upon retirement or at an appropriate ceremony.

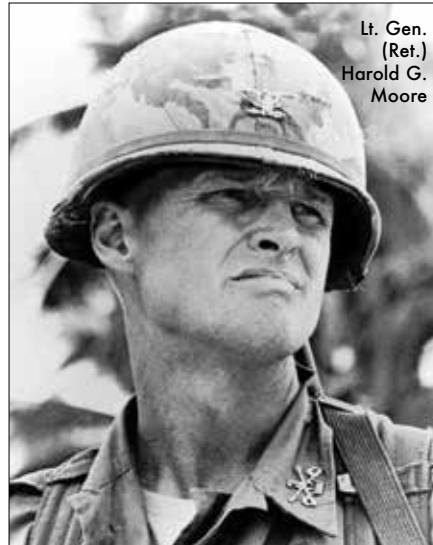
In addition to the honor of being named as emeritus faculty, they have specified privileges and responsibilities.

Privileges

- (1) Recognition within official Department, School, and College publications.
- (2) Invitations to public ceremonies (opening day, graduation, guest speakers, academic conferences, etc.) conducted by CGSC.
- (3) Ongoing access to the Combined Arms Research Library (CARL), to include a library card.
- (4) Other privileges as determined by the Dean of Academics, Deputy Commandant, and/or Commandant of CGSC.
- (5) Emeritus faculty members may serve on MMAS committees of their own choosing.

Responsibilities

- (1) For purposes of public outreach, serve as a voluntary ambassador for CGSC.
- (2) Maintain the same high standards of professional decorum and integrity expected of full-time CGSC faculty.



Five officers inducted into Halls of Fame

by Harry Sarles, Army University Public Affairs

THIS SPRING FORT LEAVENWORTH INDUCTED two members into its Hall of Fame and three international officers were added to the CGSC International Hall of Fame.

The Fort Leavenworth Hall of Fame recognizes outstanding individuals who served at Fort Leavenworth and who made significant contributions to the achievement, tradition, or history of the fort, the armed forces, or the Provisional Army of the Confederate States.

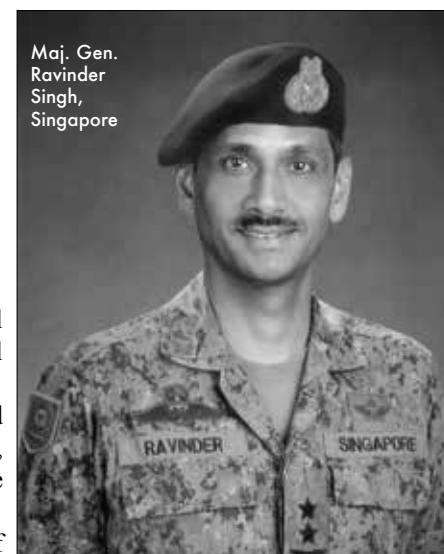
The International Hall of Fame provides a prestigious and visible means of recognition for international officer graduates of the U.S. Army Command and General Staff Officers Course, who, through military merit, have attained one of the highest positions of importance in their respective countries' armed forces, or who have held an equivalent position by rank or responsibility in a multinational military organization.

Army Lt. Gen. (Ret.) Harold G. Moore and Lt. Col. Boyd M. (Mac) Harris, deceased, were the officers inducted into the Fort Leavenworth Hall of Fame in ceremonies at the Lewis and Clark Center on May 3. Plaques representing each of the Hall's members are displayed in the Lewis and Clark Center Atrium.

On May 3, General Rajendra Chhetri, Chief of the Army Staff, Nepalese Army, CGSC Class of 1992, and Major General Ravinder Singh, Chief of Army, Singapore Armed Forces, CGSC Class of 1994, were inducted into the International Hall of Fame. They join 260 international officers from 71 countries who have already been enshrined in the Hall. Fifteen members of the Hall have served or currently serve as heads of state in their countries. On May 9, the German Army chief of staff Lt. Gen. Jorg Vollmer was inducted. Vollmer is a 2002 graduate of the Advanced Operational Art Studies Fellowship at the School of Advanced Military Studies. Vollmer is the first graduate of a SAMS course to be inducted into the hall of fame.

For the full stories and photos see:

- <http://www.cgscfoundation.org/they-were-soldiers/>
- <http://www.cgscfoundation.org/ihof-welcomes-two-new-members/>
- <http://www.cgscfoundation.org/german-army-leader-inducted-into-international-hall-of-fame/>



FORT LEAVENWORTH HALL OF FAME IMAGES

continued from page 9

of mission command, as well as the commander's and staff's activities of understand, visualize, describe, direct, lead, and assess. L200 provides students a specific focus on decision making in complex environments, sustaining an ethical organization during unified land operations, fostering moral courage, developing leaders and effective followers, and leading multinational operations.

Following AOC, DCL offers a diverse and well-attended menu of 15 leadership-themed elective courses. The leadership elective program ranges from traditional seminar approaches to several independent study options. DCL's elective offerings provide a broader range of leadership topics, as well as additional depth to L100 and L200 subjects. The DCL elective program is also integrated with the annual CGSC Ethics Symposium, offering select students writing and presentation opportunities. This year more than 400 students participated and broadened their military leadership education in DCL elective courses.

Additionally, DCL provides oversight throughout the academic year for CGSC's foreign language program. This program ensures highly-valued language instruction for students with ability levels from beginner to advanced. The Defense Language Institute Foreign Language Center's resident training detachment provides the instruction in traditional in-class and online self-study formats, and at Kansas University under an Office of the Secretary of Defense grant.

Beyond electives, DCL coordinates CGSS's Genocide and Mass Atrocities Prevention Studies Program and media relations programs. Instructors from across the school and outside agencies provide in-depth study for understanding the why, what, and how of genocide and mass atrocities prevention through this 96 hour program. In addition to the course work at Fort Leavenworth, students complete 30 hours of course work at the United States Holocaust Memorial Museum in Washington, D.C. There the instruction covers U.S. policy toward genocide and mass atrocities, non-governmental organization operations, and interagency operations during or after

a genocide or mass atrocity, among other topics. The students' work culminates in a 20-25 page analytic research paper.

Media relations education remains a priority for DCL. For the past decade the department has provided oversight and coordination for media instruction. Taking advantage of the unique talents and experiences of its faculty, DCL remains the proponent for coordinating and moderating CGSOC's annual national media panel, which extends an opportunity for members of the media to provide their insights and opinions on how well the military writ large engages with the media within the information environment. In addition, students participate in a collaborative effort with Kansas University to explore relationships between the military and media.

How We Do It

Applying CGSC's experiential learning model in L100 and L200, DCL faculty facilitates its case-based instruction to sections of 64 students, consisting of four seminars of 16 students each. This design provides the capacity for consistent leadership instruction throughout CGSOC's 24 sections and allows leadership faculty a holistic view of their students' leadership educational needs. Moreover, the synergistic combination of experienced faculty and case-based instruction allow the effective development of each leadership lesson through critical and creative thinking, while ensuring the integration of lessons' learning objectives with CGSS's intended learning outcomes.

DCL's integrating philosophy extends to the satellite campuses (Redstone Arsenal, Fort Gordon, Fort Lee and Fort Belvoir), where each student section enjoys a dedicated DCL instructor. Fort Belvoir has two sections with two DCL instructors, while the other campuses have one DCL instructor each. While all CGSS sites experience the same core instruction, the satellite campus structure offers additional opportunities for leadership integration and coordination difficult to replicate at the Fort Leavenworth campus. CGSS's satellite locations often offer unique learning resources and

opportunities, especially as related to leadership instruction. The Fort Belvoir campus is convenient to Washington, D.C., which provides opportunities for leadership guest speakers from governmental resources not found at other locations. The Fort Lee, Fort Gordon, and Redstone campuses are co-located with the Army Logistics Center, Signal Center, and NASA/Army Material Command, respectively, with each offering unique leadership-related resources. In addition, each resides in the heart of Revolutionary and Civil War battlefields, providing unique opportunities for staff rides and associated leadership studies.

As a learning organization, DCL faculty from all sites and locations return each summer to Fort Leavenworth to share experiences and coordinate lessons learned from the previous academic year, provide overviews and insights to curriculum changes and new lessons, develop new ways to enhance critical and creative thinking, and coordinate future activities. Through the workshops faculty are reacquainted and renewed for the coming year and revitalized in a culture of learning.

Outreach

While serving CGSC's education needs, DCL's leadership instruction expands beyond the confines of CGSOC. Over the past decade DCL has established and strengthened strong relationships with international, national, regional, and local organizations.

Leadership instruction with the Omaha Corps of Engineers (OCOE) represents the most extensive and ongoing of these efforts. For the past three years DCL faculty has provided in excess of 80 hours of on-site instruction to junior, mid, and senior level OCOE leaders, ensuring lessons were tailored to meet OCOE's unique intended learning outcomes. The department provides outreach support to the following organizations as well: leadership instruction for the Department of Homeland Security; activities supporting the Educational Leaders and Professionals of Excellence oriented to educational leaders from Kansas and Missouri-including school *continued on page 28*

continued from page 27

counselors, principals, assistant principals, superintendents, staff from the department of education, and teachers; and the Executive Leadership Summit co-sponsored by the CGSC Foundation, the Marine Corps University Foundation, and Kansas University designed to encourage interdisciplinary leadership collaboration among defense, academia, and business leaders.

To support leadership dialogue at the pre-college and collegiate levels, DCL faculty provide ongoing leadership seminars support to William Jewell College, the University of Missouri Kansas City Bloch School of Management, Advanced Career Advancement Program (ACAP) activities with the Blue Valley (Kansas) and Gladstone (Missouri) school districts, and local civic organizations to further leadership discussions in the greater Kansas City communities.

Of particular note is DCL's ongoing relationship with the Educational Policy Fellowship Program, a 10-month developmental program under the auspices of the Institute for Educational Leadership to broaden the understanding and perspective of educators and others working with children and families. The program prepares mid-career leaders in public and private organizations to exercise greater responsibility in implementing sound public policy

that assures education equity in both opportunity and outcomes. These efforts, combined with outreach by the satellite campuses to serve active, reserve, and National Guard Army units, veterans, and civic organizations through numerous speaking engagements and participation ensure DCL remains committed to its culture of service.

Honors and Awards

Over the past decade DCL faculty received two TRADOC Civilian Faculty of the Year Awards, and five CGSC Civilian Faculty of the Year awards. Scholastically, over the past decade DCL faculty remain active through publications in numerous international and national leadership journals. Although a small department, DCL provides CGSS with 40 percent of its teaching team leaders, each selected for their leadership experiences, demonstrated leadership among faculty, and ongoing service to meet college goals and objectives.

To recognize student achievements DCL sponsors two leadership awards, the General Douglas MacArthur Leadership Writing Award and the Lieutenant Colonel Boyd "Mac" Harris Leadership Award. The General Douglas MacArthur Leadership Writing Award recognizes and provides cash awards

to the three top winners of a military leadership writing competition designed to encourage thoughtful contributions to military leadership literature. The Lieutenant Colonel Boyd "Mac" Harris Leadership award recognizes a student who best exemplifies leadership practice and scholarship during each academic year. Recipients of the awards are recognized annually during the CGSOC graduation ceremony.

Looking to the Future

Looking ahead, DCL must continually seek faculty and curricular improvements to meet the future's changing demands. Given restrictive formal instructional contact hours, DCL must look to leverage online technologies for new and innovative ways to expand dynamic leadership instruction outside the classroom. DCL must continually reassess its organizational leadership curriculum to ensure it meets changing needs while ensuring seamless integration with the holistic CGSOC curriculum. In essence, while DCL teaches leading change, the department must increasingly become the agent for leading necessary changes in the college. Because of its unique tandem of faculty and curriculum, these are challenges DCL stands ready to meet. 

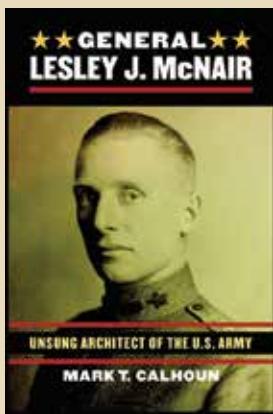
Lockheed Martin steps up to support Pershing lecture series

During the National Security Roundtable program in March 2016, two attendees from the Lockheed Martin Corporation made surprise presentation to the CGSC Foundation. Retired Colonels Harry Lesser, Jr., and Chris Yuknis made a monetary donation to support the Foundation's sponsorship of the General of the Armies John J. Pershing Great War Centennial Series, a lecture series intended to foster understanding of World War I during its 100-year commemoration. The donation comes from Lockheed Martin's "Army and Special Operations Forces Programs," part of its Washington, D.C.-based division. Lesser heads up the program and, as a CGSC alumnus, has been a champion of CGSC Foundation programs within Lockheed Martin for several years.



PHOTO BY MARK H. WIGGINS

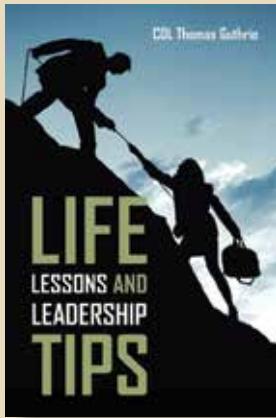
Retired Colonels Harry Lesser, Jr., left, and Chris Yuknis, right, from Lockheed Martin Corporation present a donation to Foundation Chairman Lt. Gen. (Ret.) John Miller in support of the General of the Armies John J. Pershing Great War Centennial Series.

**General Lesley J. McNair: Unsung Architect of the U. S. Army**

by Mark Calhoun; 432 pages; University Press of Kansas, 2015. Available on [amazon.com](#) (hardcover – \$35.33; Kindle – \$24.99) and [barnesandnoble.com](#) (hardcover - \$35.33; Nook– \$24.99).

George C. Marshall once called him “the brains of the Army.” And yet General Lesley J. McNair (1883-1944), a man so instrumental to America’s military preparedness and Army modernization, remains little known today, his papers purportedly lost, destroyed by his wife in her grief at his death in Normandy. This book, the product of an abiding interest and painstaking research, restores the general Army Magazine calls one of “Marshall’s forgotten men” to his rightful place in American military history. Because McNair contributed so substantially to America’s war preparedness, this first complete account of his extensive and varied career also leads to a reevaluation of U.S. Army effectiveness during WWII.

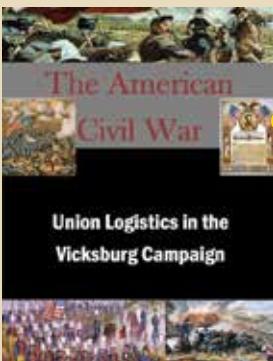
After a twenty-year career as an U.S. Army Aviator and military operational planner, Mark T. Calhoun now serves as an associate professor in the School of Advanced Military Studies at the U.S. Army Command and General Staff College at Fort Leavenworth, Kan.

**Life Lessons and Leadership Tips**

by Thomas Guthrie; 32 pages; Outskirts Press, 2012. Available on [amazon.com](#) and [barnesandnoble.com](#) – paperback \$11.95.

All of us grow through the combination of our education, training and experiences. This book is designed to help accelerate that learning by providing the reader life lessons and leadership tips gained over the lifetime of retired Colonel Guthrie, 27 years of which he spent leading Soldiers in the U.S. Army.

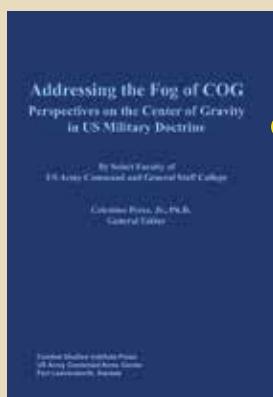
Tom Guthrie is a retired U.S. Army Infantry officer with 28 years of service. His last job while in uniform was as the Director of the Center for Army Leadership and is now an Assistant Professor for the School of Command Preparation helping Brigade Commanders and Command Sergeants Majors prepare for the roles of increased responsibility.

**Union Logistics in the Vicksburg Campaign**

by Mark Hurley; 52 pages; Penny Hill Press, 1992/2014. Available on [amazon.com](#) (paperback - \$9.95; Kindle - \$9.95) and [barnesandnoble.com](#) (paperback - \$9.95; Nook- \$7.95).

Historians have examined the tactical aspects of the Vicksburg campaign in great detail. Since hundreds of articles have already been written on the tactical conduct of the campaign, not much new information can be added to the body of knowledge that already exists. What is lacking in the analysis of the Vicksburg campaign is how it was logistically supported. This thesis analyzes how General Ulysses S. Grant supported the Army of the Tennessee during the campaign. This thesis also reviews the supply organization of the North, since it was this structure that kept Grant’s army provisioned for nearly five months in Confederate territory.

Mark S. Hurley is an assistant professor at the Fort Belvoir, Virginia campus of the U.S. Army Command and Staff College.

**Addressing the Fog of COG: Perspectives on the Center of Gravity in US Military Doctrine**

Edited by Col. Celestino Perez, Ph.D.; 182 pages; Combat Studies Institute Press, 2012. Available on [amazon.com](#) and [barnesandnoble.com](#) – paperback - \$19.95; hardcover – \$39.95. Also available for download from CSI at <http://usacac.army.mil/cac2/cgsc/carl/download/csipubs/COG.pdf>

Fog of COG is a collection of analyses from select faculty members at Fort Leavenworth’s Command and General Staff College on the concept and application of center of gravity. As military professionals set out to do their work, the planning done prior to beginning operations is crucial; and, if that planning hinges on identifying the center of gravity, how the concept is used, or not, could be paramount.



Left, five-year-old Paul Winterton, 5-year-old Timothy Trottier, 4-year-old Molly Prater and 3-year-old Sammy Winterton listen as Tiffany Konczey, chief of acquisitions, reads "Ten Rules of Being a Superhero" by Deb Pilutti April 15 during the Ike Skelton Combined Arms Research Library superhero party celebrating National Library Week and the Month of the Military Child at CARL. Middle, Candis Dunlap poses with sons Ellis, 1, dressed as Iron Man, and Ethan, 4, dressed as Thor, at the photo booth set up for the superhero party. Right, Tiffany Konczey, chief of acquisitions, reads rule five – superheroes make a lot of noise – in "Ten Rules of Being a Superhero" by Deb Pilutti during the superhero party at CARL.

National Library Week and Month of the Military Child

The Ike Skelton Combined Arms Research Library (CARL) celebrated National Library Week and Month of the Military Child on April 15, 2016, with a superhero party. The CGSC Foundation provides the materials and some guest presenters to youth programs at CARL through grants from the JE Dunn Corporation and the Northrop Grumman Corporation.



Left, Maj. Stacie Voorhees presents results of her research in her leadership development elective at CGSC during the student forum April 29. Middle, Former Kansas City, Mo., Mayor Kay Barnes speaks at the CGSC student forum on April 29. Right, Maj. Therese Kreutzberg, organizer of the student forum, presents flowers and a plaque to Ann Soby, CGSC Foundation director of operations, for her support of the program.

CGSC student forum addresses gender issues

The CGSC Student Forum "Leading in the Military: Gender and Success," was conducted April 29 at Fort Leavenworth's Lewis and Clark Center. The forum was conceived and coordinated by CGSC students headed by Maj. Therese Kreutzberg. Kreutzberg, opening the event, told participants the forum was intended to open the dialog on this important topic.

Speakers and panel participants included the former Kansas City, Mo., Mayor Kay Barnes, who talked about women and leadership in industry and government; senior military women and CGSC students who have studied the issue throughout the year; and the Director of the Command and General Staff School who gave the male military perspective.

The CGSC Foundation provided logistical support to the students who organized, coordinated and conducted the forum. *For more photos see: <http://www.cgsfoundation.org/cgsc-student-forum-addresses-gender-issues>*



Kevin Carpenter

U.S. Army

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Diane Brown

City Council member

"My MSA opened a whole new door for me in local government. I got appointed to the Planning Commission while I was finishing my MSA."

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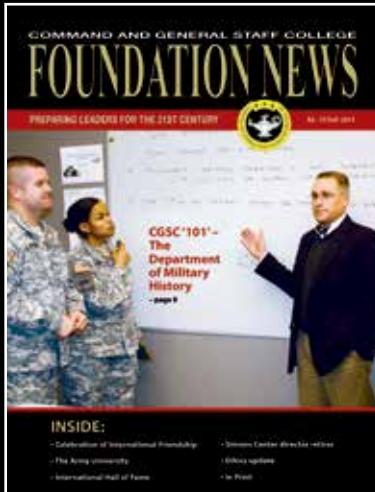
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