

# COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS

No. 21/Fall 2016



CGSC Foundation, Inc.  
[www.cgscfoundation.org](http://www.cgscfoundation.org)



The Simons Center  
[www.thesimonscenter.org](http://www.thesimonscenter.org)

Highlights from  
the 2016  
CGSC Foundation, Inc.  
Celebration of  
International  
Friendship  
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## Class of 2017 leaders

Major Jan Feldmann (Germany), left,  
and Major Shari Shugart (USA)  
- page 17

## INSIDE:

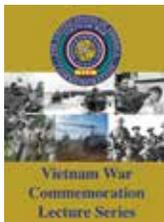
- CGSC Department of Logistics and Resource Operations
- Art of War exhibit in KC arts district
- 139 years of Army, CGSC experience retires
- International Hall of Fame
- Covey workshop for military couples

[www.cgscfoundation.org](http://www.cgscfoundation.org)





Check the CGSC Foundation website for updated details on these and other events. – [www.cgscfoundation.org/category/scheduled-events](http://www.cgscfoundation.org/category/scheduled-events)



The next scheduled lecture in the **Vietnam War Commemoration Lecture Series** is scheduled for Dec. 7 at 6 p.m. at the Riverfront Community Center in downtown

Leavenworth (123 South Esplanade St.) A reception sponsored by the CGSC Foundation will begin at 5:30 p.m.

This third lecture in the series is entitled “Johnson’s War and the Battle of the Ia Drang Valley.” Dr. James H. Willbanks, CGSC’s General of the Army George C. Marshall Chair of Military History, will lead a discussion on the continued commitment of U.S. troops to Vietnam under President Johnson and how that commitment was even greater after the major battle in the Ia Drang.

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



## 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 Dec. 6, 2016. Retired U.S. Navy Admiral James Stavridis is the distinguished Lecturer. Stavridis has served as NATO’s 16th Supreme Allied Commander Europe and 15th Commander of the U.S. European Command (2009-2013) and commanding general of U.S. Southern Command (2006-2009). He is currently Dean of The Fletcher School of Law and Diplomacy at Tufts University.

*Attendance is by invitation only.*



**The 2017 Fort Leavenworth Ethics Symposium** will be conducted April 24-25. The theme of this year’s symposium is “The Ethics of Future Warfare.” Unlike previous symposia, all students in the class will participate and the entire gathering will occur in lecture halls in the Lewis and Clark Center.

*Contact Chaplain (Maj.) Jeff McKinney for details. – [jeffrey.t.mckinney3.mil@mail.mil](mailto:jeffrey.t.mckinney3.mil@mail.mil).*

## “The 7 Habits of Highly Effective Military Families” Workshop



Join the hundreds of people who have attended these **successful workshops** that provide self-discovery and a principle-centered approach to empowering individuals, couples and families. The workshop is scheduled for Feb. 25, 2017, at the Fort Leavenworth Resiliency Center (Bldg 198).

*For more information or to register call Ann Soby 913-651-0624 or [ann@cgscf.org](mailto:ann@cgscf.org). Seating is limited.*

## NATIONAL SECURITY ROUNDTABLE



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

The CGSC Foundation and CGSC’s School of Advanced Military Studies (SAMS) are co-sponsoring the next **National Security Round Table** event in February 2017.

*Attendance is by invitation only. Details TBP.*



**The 2017 Executive Leader Summit** hosted by the KU School of Business and the CGSC Foundation will be conducted at the KU Edwards Campus.

*Details TBP.*

## The General of the Armies John J. Pershing Great War Centennial Series



The CGSC Department of Military History and the CGSC Foundation will host two lectures in the the **General of the Armies John J. Pershing Great War Centennial Series** in March and May. Specific dates TBP.

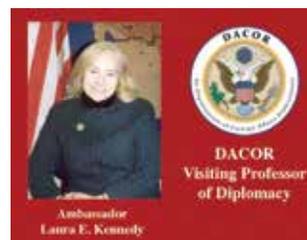
Lectures in this series are conducted in the Arnold Conference Room of the Lewis and Clark Center. The receptions begin at 5:30; the presentations begin at 6 p.m.

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



The second annual **Women’s Conference** is scheduled for March 1-2, 2017 at the Frontier Conference Center (350 Biddle Blvd., Fort Leavenworth). This is an event for all women and is open to the public.

*Registration on the CGSC Foundation website begins in January.*



**Ambassador Laura Kennedy**, Deputy Assistant Secretary of State for European and Eurasian Affairs, is our visiting professor of diplomacy for the Class of 2017. She will visit with SAMS classes on Dec. 2 and return to sit in with CGSOC elective classes April 4-6, 2017. The CGSC Foundation administers this program in conjunction with the DACOR organization in Washington, D.C., and with generous support and involvement of the University of Saint Mary and its Starr Institute.

# A progress report in Fall 2016

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



PHOTO BY MARK H. WIGGINS

Foundation Chairman Lt. Gen. (Ret.) John Miller, right, delivers his report at the September 2016 board of trustees meeting. Board President Mike Hockley, center in the background, and Treasurer Tom Dials take notes.

I WOULD LIKE TO SHARE WITH OUR READERS MY COMMENTS to the CGSC Foundation Board of Trustees during our board meeting Sept. 21-22 here at Fort Leavenworth. Our board is made up of dedicated businessmen and women, many of whom had distinguished service in our Army. They are all volunteers that give of their time, talent and some of their own personal treasure to ensure that the Foundation is properly governed and financially able to support our mission.

*My report at the September board meeting:*

My overall assessment is that our Foundation is healthy in programs but needs help in sustaining our operating funds. We are being modestly successful in finding sponsors for a number of the programs we support thanks to the hard work of several of our trustees and our staff, especially our director of development Joan Cabell. We are still in search of funding sources, such as an endowment level donation for our day-to-day operations. We have several activities underway to reduce our funding shortfall but need everyone's help. Our programs committee is charged with recommending the programs we should support, in priority, so we have a basis for prioritizing those we can afford to do and those we cannot. I would add our staff is really stretched thin supporting all our ongoing programs. Finally, our committees and our trustees have been active and our Foundation is benefitting.

I am most pleased with our outreach events conducted in New York City and Mission Hills, Kansas. I'd like to say a special thanks to trustee Tony Major who arranged a wonderful networking event at the Union League Club in New York City that brought us in contact with a number of potential supporters as well as our special guest speaker Gen. (Ret.) Dave Petraeus. Locally, trustees John Robinson and Steve Panknin organized a terrific and most productive networking reception at the Mission Hills Country Club here in Kansas City on April 12 for key business and thought leaders in the area. Our most recent public event, the Celebration of International Friendship conducted at the Kauffman Center for the Performing Arts, was an amazing opportunity to introduce this year's International Military Students and their spouses to the greater Kansas City community. I would like to recognize Ann Soby for all her hard work coordinating everything for this event, as well as all of our trustees that

helped get first-time sponsors and previous sponsors to upgrade their sponsorship.

Our new trustee Wes Westmoreland is investigating a new fundraising initiative with our CEO to archive and support the display of the substantial collection of art and artifacts from CGSC. Some are real treasures that deserve to be celebrated. We may be able to help archive, promote and protect the collection and provide some needed financial support to CGSC and the Foundation in the process. You'll hear more about this in coming months.

I'm pleased to report that the Simons Center strategic plan is being executed to get the Center more closely aligned with the CGSC education objectives in the area of interagency operations and planning. The program director, Rod Cox has been working diligently and I'm pleased to report the great strides that the Center has been making. [see the Simons Center Update on page 22] I'm also pleased to report that Lt. Gen. Mike Lundy, the Fort Leavenworth commanding general and CGSC commandant, is in agreement with our initiative to establish a Distinguished Leader Development Chair to support CGSC, Army University and the Combined Arms Center.

Remembering our Foundation's mission to "provide the margin of excellence to the development of leaders for the Nation," we continue to pursue a high activity. As we seek additional funding sources for our programs, I'm proposing four major themes over the next six months:

- Execute all of our events well
- Expand awareness of CGSC
- Expand awareness of the Foundation and build good will
- Build a basis for fundraising

In closing my report to the board, I was reminded of all that the Foundation is and does. As we celebrate our ten-year anniversary of service to CGSC, I invite anyone interested in our mission to get involved and actively participate with the Foundation and our programs. 🐾

# Working mightily in support

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



PHOTO BY MARK H. WIGGINS

Foundation CEO Doug Tystad introduces Dr. Jim Willbanks as he prepares to present the second lecture in the Vietnam War Commemoration Lecture Series on Oct. 5, in the Arnold Conference Room of the Lewis and Clark Center.

**THE COLLEGE IS OFF TO A GREAT START FOR THE CLASS OF 2017** and the Foundation is working mightily in support. Already in this school year, which began August 10, the Foundation has supported two after hours lectures, one on World War I and the other on Vietnam; our Simons Center hosted the first lecture in the “InterAgency Brown-Bag Lecture Series;” we sponsored a “7 Habits of Highly Successful Military Families” workshop; and we hosted the very successful Celebration of International Friendship to introduce this year’s International Military Student class to the Kansas City area with the world renowned West Point Glee Club at the Kauffman Center for the Performing Arts. All of these events are highlighted in this edition of the magazine and on our website and Facebook.

We remain busy through the end of 2016 as we sponsor another lecture on World War I in the Arnold Conference Room on Nov. 3; the second Vietnam lecture at the Leavenworth Riverfront Community Center on Dec. 7; the second lecture in the InterAgency Brown-Bag Lecture Series on cyber terrorism on Oct. 25 and the third lecture in the series on Nov. 8. Additionally, we will conduct a National Security Round Table program Nov. 29-30, entitled “An Uncertain World: The Challenges Facing the New Administration.” Finally, on Dec. 6 we will welcome Adm. (Ret.) James Stavridis, former Supreme Allied Commander Europe and current Dean of the Fletcher School of Law and Diplomacy at Tufts University, as the speaker in the Gen. Colin Powell Distinguished Lecture Series.

During all this activity and planning, we have continued to provide the materials for the youth reading programs at the Ike Skelton Combined Arms Research Library. We’re also supporting a number of the exchange visits between our students and international military staff colleges. Additionally, we recently provided an opportunity for students and faculty to

attend the Kansas City International Relations Council annual dinner.

Planning is underway for the second half of the school year in 2017, which will include more World War I and Vietnam lectures, the Ethics Symposium, the second National Security Round Table, our Women’s Conference, support for the Academic Awards program for the classes, and our visiting professor of diplomacy program along with support to the youth reading programs and other support to the College. Look for information about these events on our website at [www.cgscfoundation.org](http://www.cgscfoundation.org).

The Foundation mission is to support the development of military leaders of character and competence for service to the nation. As you can see, we attempt to provide a wide range of support for scholarship and families and we work very hard to tell the CGSC and Army story to the community at large. While our staff is small, we fortunately have a great cadre of supporters from our board of trustees (See our officer and trustee list – page 6) to a number of wonderful and dedicated volunteers. We have volunteer faculty that help us tell the College story, volunteer support for our workshops and the Women’s Conference, and volunteer support at the library. Without all of these, we would not be able to accomplish all that we do.

Finally, we have to thank our dedicated corporate sponsors that help make our programs possible including Flint Hills Resources, Inc., the Association of the United States Army, Raytheon Corporation, Webster University, JE Dunn Construction, Northrop Grumman Corporation, Lockheed Martin Corporation, and all of the individual donors that give so that we can accomplish our mission. I hope that others will join us for our programs in support of the College. 🙏



**Command and General Staff College  
FOUNDATION NEWS**

**No. 21, FALL 2016 (NOVEMBER 2016)**

Published twice annually by the Command and General Staff College Foundation, Inc.  
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Lawrence, KS

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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## ON THE COVER

CGSC Class of 2017 President Maj. Shari Shugart (USA), right, and International Military Student Chief of Staff Maj. Jan Feldmann (Germany) on the red carpet at the 2016 Celebration of International Friendship. See the story starting on page 15. Photo by Rick Phillips, Phillips Photos & Graphics.

## FROM THE EDITORS

In this edition we welcome the 2017 CGSC classes of SAMS and CGSOC, which are well underway. – See the feature on the new class of international officers and our annual celebration on page 15. We also continue our “CGSC 101” series that highlights the College’s teaching departments with a feature on the Department of Logistics and Resource Operations (DLRO). We also have a features about the newest inductees to the International Hall of Fame, some significant staff and faculty retirements, as well as a feature about a local art gallery that conducted a CGSC exhibit...and much more. As a reminder, we publish a “digital version” of the magazine on our website, so all the links you see in the print edition will be active in the digital edition. We hope you enjoy this 21st 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

## Officers

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**We support the  
College in three areas:**

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

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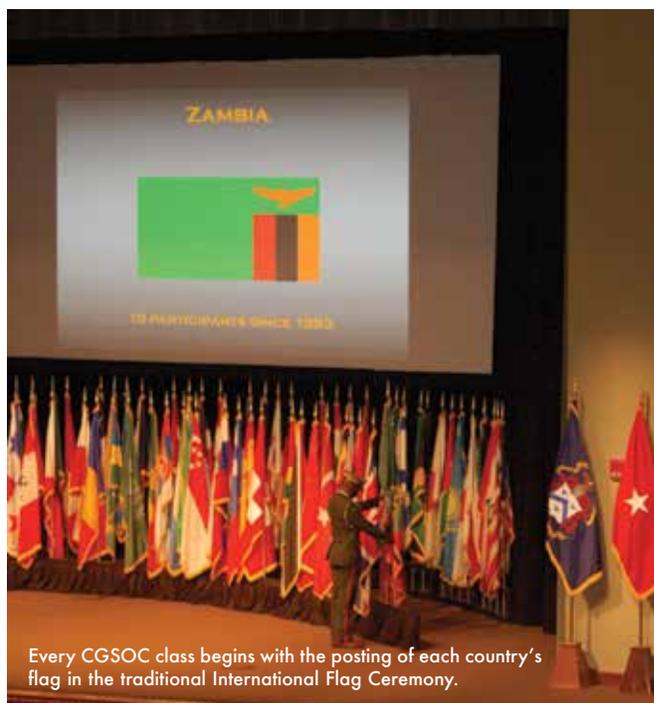
# CGSC 2017 academic year kicks off with International Flag Ceremony

by Harry Sarles, Army University Public Affairs

COMMAND AND GENERAL STAFF COLLEGE KICKED OFF THE 2016-2017 academic year with the traditional International Flag Ceremony for Command and General Staff Officer's Course 2017 at 9:30 a.m. on Aug. 8 at Fort Leavenworth's Lewis and Clark Center. The ceremony featured posting of the colors of all the nations represented by students attending this year's class. Brig. Gen. (now Maj. Gen.) John S. Kem, Provost of the Army University and Deputy Commandant of CGSC, was the host.

The 112 international student delegation representing 88 countries is the largest to attend the class for mid-career officers since the college moved to its current location in 2007. It also features the largest number of women international officers with Bangladesh, Uganda, Mongolia, and Trinidad and Tobago sending women officers to the class. International military education began at Fort Leavenworth in 1894. Since then, more than 8,000 international officers from 164 countries have attended classes alongside their United States counterparts.

International students from CGSC have been extremely successful in their military careers. Nearly half of the international students who graduate from the course go on to achieve general officer rank. The college's International Hall of Fame includes 262 international officers from 71 countries who have achieved the position of Chief of their nation's



Every CGSOC class begins with the posting of each country's flag in the traditional International Flag Ceremony.

PHOTO BY MARK H. WIGGINS

Army or higher. Twenty-seven course graduates have become heads of state.

The international students in the class join more than 1,050 United States Army, Marine Corps, Navy, Air Force and Coast Guard officers for the 10-month class that graduates in June 2017. In addition, 11 civilians from U.S government partner agencies and departments will attend the class. New for class 2017 will be four Department of the Army civilians. The course is designed to develop war-fighting and adaptive leadership skills necessary for military officers to be proficient in Unified Land Operations. 🇺🇸

📞 For more information contact the Army University Public Affairs Office at (913) 684-5428 or [ArmyU@mail.mil](mailto:ArmyU@mail.mil).



PHOTO BY LEE RIALS/WHINSEC PUBLIC AFFAIRS

PHOTOFLASH

## WHINSEC CGSOC Class of 2017 flag ceremony

The Western Hemisphere Institute for Security Cooperation Command and General Staff Officer Course Class of 2017 Flag Ceremony was conducted July 13 at 2 p.m. in the WHINSEC Auditorium on at Fort Benning, Ga.

The CGSOC course at WHINSEC is based on the same CGSC course taught at Fort Leavenworth – with additional cultural and educational components mandated by law – and is taught entirely in Spanish.

Sixty-four students from thirteen countries – Canada, Colombia, Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru, Uruguay and the U.S. – were represented at the flag ceremony.

🖥️ For more about WHINSEC see <http://www.benning.army.mil/tenant/whinsec>.

An Army officer from Uruguay posts his national flag at the WHINSEC Flag Ceremony July 13.



# CGSC '101' - Department of Logistics and Resource Operations (DLRO)

by Mr. Mike Weaver, Assistant Professor, and Lt. Col. Ryan King, Instructor

## Who We Are

The Department of Logistics and Resource Operations (DLRO) is one of the five teaching departments at the Command and General Staff School (CGSS) within the Command and General Staff College (CGSC). DLRO consists of 55 staff and faculty members at the Fort Leavenworth campus and an additional 11 faculty members at satellite campuses located at Fort Belvoir, Virginia; Fort Gordon, Georgia; Redstone Arsenal, Alabama; and Fort Lee Virginia.

Many DLRO faculty members hold advanced degrees and professional certificates in logistics and supply chain management. The combination of active duty Army officers and retired military officers from all branches of military service provides a rich blend of experience to develop Joint and Army sustainment curriculum. Additionally, the faculty are subject matter experts across the sustainment landscape in their

respective fields, including transportation, quartermaster, ordnance, medical service, human resources, acquisition management, force management, and financial management. These instructors have a wide breadth of knowledge and operational assignments in Operation Desert Storm, Bosnia, Iraq, Afghanistan and numerous other countries across the globe, add a unique perspective to the learning environment.

## What We Do

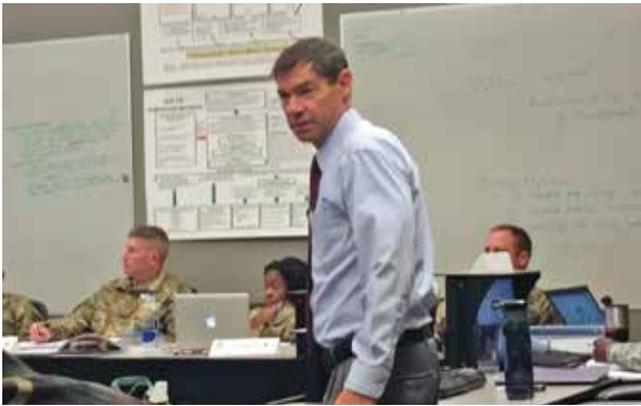
Gen. Nathaniel Green, Quartermaster, American Revolutionary Army described the importance of logistics as “the stuff that if you don’t have enough of, the war will not be won as soon as.”

Just as Nathaniel Green found logistics to be important in the Revolutionary War, so did Gen. George C. Patton during World War II. Following the break out from Normandy, Patton relied on the Allied logistics pipeline to rapidly

move his tanks across Europe. When the logistics pipeline could not keep pace with Patton, his tanks ran out of fuel. Lessons like this highlight the importance of developing students that can solve the complexities of supporting combat operations.

It is the responsibility of the DLRO staff and faculty to blend sustainment doctrine with lessons learned to educate U.S. Army and sister service field grade officers, international military officers, and interagency students. Each DLRO instructor is responsible for educating two 16-person staff groups each academic year.

In addition to the force management and sustainment curriculum, DLRO instructors teach topics in other areas to include critical and creative thinking and written and oral communications. DLRO also conducts team exercises throughout the year that challenge students to apply the sustainment concepts learned during



DLRO instructor Mr. Lowell Solien leading a classroom discussion on contracting.



DLRO instructor Lt. Col. Dana Crow, back with marker, leading students in a contracting discussion.



DLRO instructor Mr. Scott Martin, center, leading students in a battle simulation.



DLRO Instructor Bob Bayless, left, leading a discussion with students during the Theater Sustainment Planners Course Rehearsal of Concept (ROC) Drill.

formal instruction and practical exercises. Additionally, several DLRO instructors serve as team leaders responsible for the day-to-day classroom activities of 64 students and supervising 12 faculty within a teaching team. Others serve as Staff Group Advisors (SGA) guiding a group of 16 students throughout the year. Many also serve as committee chairmen or readers for the CGSC Master of Military Arts and Sciences (MMAS) program.

### How We Do It

Throughout the academic year, the focus of the department's curriculum is centered on developing the student's knowledge and understanding of the complex world of Joint and Army sustainment. During four months of the core curriculum, DLRO focuses on building the student's foundational understanding of logistics, health service support, financial management,

contracting and human resources. During 18-hours of F100, Force Management, DLRO's faculty introduces field grade officers to the concepts, processes, agencies and issues of change management that they will face over the next decade. In addition to sustainment curriculum, DLRO instructors participate in numerous practical exercises to integrate sustainment curriculum with the Department of Tactics and the Department of Joint Interagency Multinational Operations. The Core curriculum ends with X100, a Comprehensive Exam where DLRO faculty serve as evaluators for students during the oral portion of the examination.

During the Advanced Operations Course, students apply sustainment concepts learned during the Core Curriculum as it relates to the role of Army sustainment in support of joint, interagency, intergovernmental, and multinational partners during unified land

operations. Sustainment instruction also includes K200, Operational Contracting Support where students learn of the complexity of military contracting, and specialized sustainment topics such as sustainment planning tools, joint reception staging onward movement and integration (JRSOI), and movement and sustainment of division and brigade formations.

During the final three months of the academic year, students move into the Electives Program, which provides them with the opportunity to choose courses reflecting personal and professional interest that will help them during the remainder of their military career. During electives, DLRO teaches over 25 separate courses that include: the Theater Sustainment Planners Program, an additional skill identifier (ASI) course; several certificate granting courses, such as Support Operations (SPO), Division Transportation Officer (DTO), Brigade

*Continued on page 11*

# Foundation hosts family workshop

by Mark H. Wiggins, Managing Editor

THE CGSC FOUNDATION SPONSORED THE “7 HABITS OF HIGHLY EFFECTIVE MILITARY FAMILIES” WORKSHOP on Oct. 5 from 8:30 a.m. to 2:30 p.m. at the Fort Leavenworth Resiliency Center

This workshop was designed by the FranklinCovey company and facilitated by local instructors Ann Soby, Kim Shoffner, Anne Reilly, Meaghan Bircher and Linda Suttlehan, all of whom are spouses of currently serving or retired Soldiers. Additionally, Suttlehan is not only a military spouse, but a military retiree herself.

## The seven habits are:

**Be Proactive** – *React less, take responsibility for actions and make better choices based on values.*

**Begin with the End in Mind** – *set family standards and establish a family mission statement.*

**Put First Things First** – *Identify family priorities and honor commitments made to family members.*

**Think Win-Win** – *Think in terms of mutual benefit and think “we” not “me.”*

**Listen First, Talk Second** – *Seek to first listen and effectively communicate.*

**Synergize** – *Appreciate and celebrate differences in family members.*

**Sharpen the Saw** – *Build traditions that nurture the family.*

The “seven habits” in the workshop are taught to the participants through exercises and active discussion, not long lectures delivered at a sleep-inducing pace. During the workshop, the facilitators focused on skills such as listening and communication with the “talking stick” and Lego exercises, which both highlighted how difficult it is for many to truly listen, or conversely, truly communicate clearly. From a larger perspective, discussion ranged on topics ranging from dealing with relocation or Permanent Change of Station (PCS), deployments, problem solving and goal creation, and resolving differences in marriage and family relationships, to how to abandon unhealthy behaviors and build family traditions and unity.

Support for the workshop conducted by the CGSC Foundation is provided by JE Dunn Construction, a long-time friend of the Foundation and its Soldier and family support programs.

The next scheduled workshop is Saturday, Feb. 25, from 8:30 a.m. to 2:30 p.m., at the Fort Leavenworth Resiliency Center (Bldg. 198, 600 Thomas Ave., Room 125). For more information contact Ann Soby at 9143-651-0624 or ann@cgscf.org. Seating is limited. 🍷

Visit the Foundation's Flickr site for more photos from the workshop:  
<https://flic.kr/s/aHskLjxaJN>



PHOTOS BY MARK H. WIGGINS

**Top:** Workshop facilitator Linda Suttlehan leads the group in an exercise on the “emotional bank account.”

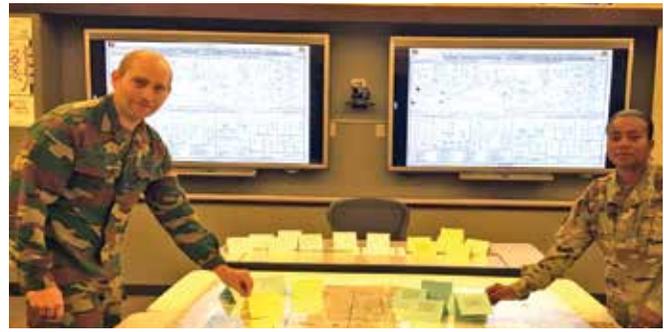
**Middle:** Anne Reilly leads workshop attendees through a discussion on family synergy.

**Bottom:** Meaghan Bircher discusses setting priorities with a rock demonstration.

Continued from page 9



DLRO instructor Mr. Leo Verhaeg, left, leading students during a Force Management lesson.



Two students conducting a logistics rehearsal.

S-1 (personnel); and the most popular elective course in CGSS—Logistics for Executive Officers.

### Honors and Awards

DLRO annually recognizes student excellence with an academic award in logistics. The “Maj. Gen. James M. Wright Distinguished Master Logistician Award” is awarded to the best logistician in the class after a three-phased competition completed over a four-month period.

Phase I consists of a four-hour written examination that is designed to test the student’s general knowledge of sustainment at the strategic, operational and tactical levels. About 12 students will be designated “Master Logistician” and will move on to the next phase. Phase II consists of a 60-minute interview with a panel of senior logisticians. This question and answer session tests the student’s ability to field questions and to think on their feet. Three students will be designated as “Distinguished Master Logistician Finalists” and will move to the final phase.

Phase III is scenario based, with the student given seven days to develop a Joint Task Force-level force projection concept of operation and supporting material. The concept will be presented to a board of senior logisticians from which the “Distinguished Master Logistician” will be chosen. The winner of the competition is honored on a plaque in the school and presented with a saber during the graduation ceremony.

### Outreach

In addition to the teaching mission at CGSC, the DLRO faculty regularly supports other military organizations to fully develop logistics professionals. Several times during the year DLRO faculty support the Mission Command Training Program (MCTP) by providing faculty members to act as observers for mission rehearsal exercises and to the combat training centers (CTC). Acting as an observer, faculty members use their extensive experience and understanding of doctrine and operations to guide logistic organization leaders and their staffs. Support to MCTP and CTC has the added benefit of educating DLRO faculty in the current sustainment practices used in the field.

DLRO faculty regularly present the latest in Army sustainment education to the Joint Logistics Faculty Development Workshop sponsored by the Center for Joint and Strategic Logistics in

Washington, D.C., ensuring that other military organizations and services understand the significant capabilities that Army sustainment provides to commanders throughout the world. DLRO faculty also extends its knowledge of Army sustainment doctrine by teaching courses to United States Transportation Command and the Western Hemisphere Institute of Security Cooperation. DLRO faculty is also involved in continuing to educate a select group of former CGSC graduates that return to Fort Leavenworth to attend the Pre-Command Course (PCC) for future brigade and battalion commanders. During the course, PCC students receive additional education about how the Army recruits the right people and develops the right equipment to build the right organizations. DLRO faculty members also lend their vast expertise to degree granting schools by teaching multiple courses in procurement and supply chain management that lead to a Masters of Business Administration and Masters of Arts in Procurement.

Outreach extends beyond the classroom to the community. DLRO faculty members lend their talents to the local Junior Reserve Officer Training Company at nearby Leavenworth High School. Additionally, generous civilian and military faculty members provide meals to needy military families during the holidays and have organized clothing drives to provide coats and gloves to those in need during cold Kansas winters. Others hold leadership positions in the Boy Scouts of America.

### Our Future

In his seminal work, *Logistics in the National Defense*, Navy logistician Rear Admiral Henry Eccles wrote, “The essence of flexibility is in the mind of the commander; the substance of flexibility is in logistics.” As threats to the United States and our international partners continue to advance in both complexity and number, the Department of Logistics and Resource Operations remains focused on developing field grade officers that can provide sustainment solutions to complex problems that enable our forces to win decisively. Innovative and experienced, the highly professional DLRO faculty members uphold the traditions of Army University and the U.S. Army Command and General Staff College as a premier institute to educate and train future leaders in the art and science of sustainment. 🙌

# CGSC adds three leaders to International Hall of Fame

by Harry Sarles, Army University Public Affairs

THE COMMAND AND GENERAL STAFF COLLEGE INDUCTED THREE international graduates who have led their country's army or defense forces into its International Hall of Fame on Oct. 6 at the Lewis and Clark Center. The induction brings to 266 the number of leaders who have been honored in the Hall of Fame from the nearly 8,000 international officers who have graduated from the college.

Major General John S. Kem, Provost of the Army University and Deputy Commandant of the Command and General Staff College officiated the ceremony. He noted the success of international officers at the college. More than half of the college's international graduates achieve general officer rank. He then declared the members of the Hall of Fame the "elite of the elite" for achieving senior positions of leadership within their country's military or international military organizations.

Kem then introduced the three honorees, Gen. Volker Wiekert of Germany, Brig. Gen. Igor Gorgan of Moldova, and Brig. Gen. Mark Anthony Phillips of Guyana.

General Wiekert started his career in the German Army in 1974. He completed a number of armored artillery assignments commanding at the battery and battalion levels. He also commanded a German Armored Brigade and the Multinational Brigade South in Kosovo. As a general, he commanded the 1st German/Netherlands Corps. Gen. Wiekert participated in international operations in Bosnia and Herzegovina, Kosovo, and Iraq. Today, Gen. Wiekert serves as the 15th Chief of Staff of the Bundeswehr, the German military. He graduated from the U.S. Army Command General Staff Officer's Course in 1992 and is the eighth German officer to be inducted. General Wiekert was not able to attend the ceremony. The German Army Liaison Officer to the U.S. Army Combined Arms Center, Col. Carsten Treder, accepted the honor on behalf of the general.

Speaking on behalf of Wiekert, Treder relayed the general's gratefulness and deep honor at being recognized by the Hall of Fame. He also noted that in 1991, when Wiekert arrived at Fort Leavenworth, the idea of a Bundeswehr combat mission or deployment in support of an international task force was nearly unthinkable. However, he said, the events of that time—German Reunification, Operations Desert Shield and Desert Storm, and the fall of the Soviet Union—were the beginning of a changing security environment that includes wide challenges and risks that are more diverse and increasingly unpredictable. He concluded his remarks saying strong trans-Atlantic partnerships are paramount in today's world.



PHOTO COURTESY GERMAN ARMY

General Volker Wiekert of Germany was unable to attend the ceremony. - The German Army Liaison Officer to the U.S. Army Combined Arms Center, Col. Carsten Treder, accepted the honor on behalf of the general.

Brigadier General Gorgan was selected as the Chief of the General Staff of the National Army of Moldova and Commander of the National Army in 2013 and continued in that role until his retirement in June of this year. He previously commanded a Motorized Battalion, commanded the 1st and 2nd Motorized Infantry Brigades, and served as Chief of the J-7 Training Directorate of the National Army General Staff. The 2002 graduate of the U.S. Army Command and General Staff Officer's Course has also served overseas deployments in Bosnia and Herzegovina, Georgia, and Iraq. Brig. Gen. Gorgan is the third Moldovan officer to be inducted.

Gorgan began his acceptance by thanking his CGSC instructors and classmates for helping him through the year at CGSC. He also thanked CGSC sponsors for helping him to learn about America. He said the life-long relationships with



Brig. Gen. (Ret.) Igor Gorgan, Moldova, speaks to students, faculty, and guests during his installation as a member of the Command and General Staff College International Hall of Fame at Fort Leavenworth, Kan., Oct. 6. Gorgan said building relationships with international partners was never more important than it is now.



PHOTOS BY JIM SHEA/ARMY PUBLIC AFFAIRS

Brig. Gen. (Ret.) Mark Anthony Phillips, Guyana, accepts induction into the Command and General Staff College International Hall of Fame at Fort Leavenworth, Kan., Oct. 6. Phillips said the Guyana Defence Forces are better today because of CGSC.

U.S. and fellow international officers are the most important takeaway from CGSC. “That was never more important than it is now,” he said, noting that much remains to be accomplished in today’s security environment. He said CGSC helped him to develop three principles that he lives by - professionalism, sense of duty, and loyalty.

Brigadier General Phillips has commanded at every level. He was the Inspector General for Guyana beginning in 2011. Earlier, he was Guyana’s Delegate to Inter-American Defence Board in 2009 and Guyana’s non-resident military attaché to Venezuela in 2010. Brig. Gen. Phillips was appointed as the Chief of the Staff of the Guyana Defence Force in September 2013 and has served in that position until his retirement this month. Brig. Gen. Phillips is the third U.S. Army Command and General Staff Officers Course graduate from Guyana to attain the rank of general and the second to be inducted into the hall of fame.

Phillips said CGSC rekindled in him an interest in the study of war and international relationships. He also said his year at CGSC strengthened his understanding of operational leadership, taught him to remember the “be, know, and do” of leadership, and improved his understanding of how the U.S. operated with international partners. He said the Guyana Defence Forces are better today because of CGSC. He noted the officer who replaced him as Chief of Staff was a CGSC graduate and the two officers next in line for that position also attended CGSC.

In addition to being inducted into the Hall of Fame, inductees are presented a CGSC certificate of honor by the Military Order of the World Wars, and a Life Constituent Certificate and a bronze eagle statuette by the CGSC Foundation.

International military student participation in cooperative military studies in the United States originated at Fort Leavenworth with the arrival of Swiss Lieutenant Henri Le



Each inductee of the International Hall of Fame receives an eagle statuette designating them as an honorary life constituent of the CGSC Foundation. Here Brig. Gen. (Ret.) Phillips of Guyana receives his statuette from Foundation Chairman Emeritus Lt. Gen. (Ret.) Robert Arter during the International Hall of Fame ceremony Oct. 6.

Comte in 1894. Since then, international students, representing 164 countries to date, have become an integral part of the Fort Leavenworth experience. These talented military officers contribute to a rich professional and cultural exchange environment. 🦅

For more photos from the ceremony see <https://flic.kr/s/aHskFbLvYq>

# Retirements reflect 139 years of Army, CGSC experience

by Mark H. Wiggins, Managing Editor

DR. WENDALL C. KING, THE CGSC DEAN OF ACADEMICS; DR. RALPH O. DOUGHTY, CGSC CHAIR OF INTERAGENCY AND MULTINATIONAL STUDIES; AND COL. (RET.) LYNN W. ROLF JR., CGSC DIRECTOR OF EDUCATIONAL TECHNOLOGY; all retired from their duties in August 2016, marking the passing of 99 years of military service and 40 years of service to the U.S. Army Command and General Staff College.

Dr. Wendall C. King served as the dean of academics since August 2006. Prior to assuming duties as the dean, King served 34 years as a medical service corps officer in the Army.

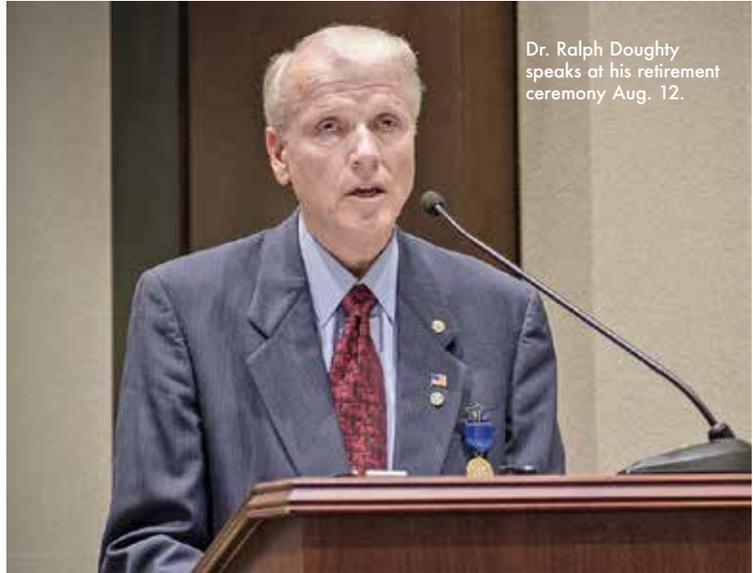
Dr. Ralph Doughty began his service at CGSC 11 years ago, first serving as Professor and Transformation Chair, a position sponsored by the Office of the Secretary of Defense. He later assumed duties as Professor and Chair of Interagency and Multinational Studies, responsible for developing relationships with government departments and agencies, as well as with non-governmental agencies to enable these organizations to participate in educational programs at CGSC.

Col. (Ret.) Lynn W. Rolf Jr., served as CGSC's Director of Information Technology beginning in August 1997 and continuing after his retirement from active duty in July 2001. He began his uniformed service in 1970 as a West Point graduate with a commission in the armor branch.

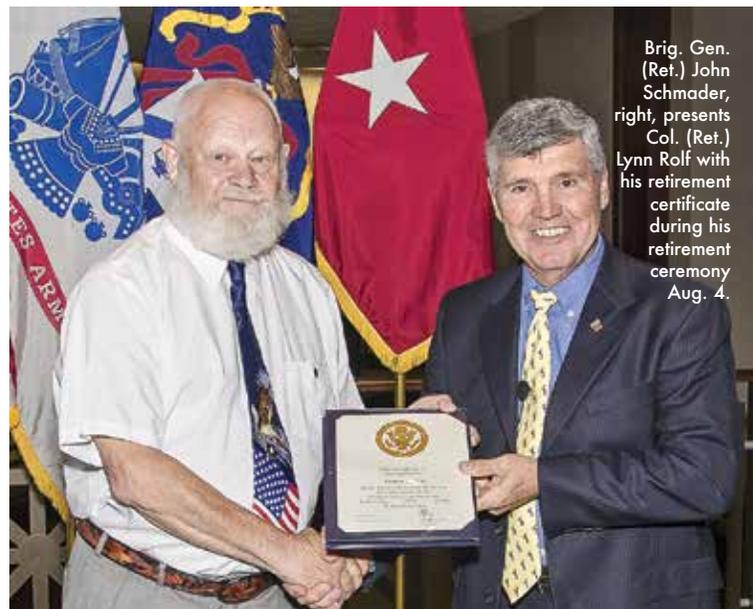
These three gentlemen represent a wealth and depth of experience that will be hard to replace at the Command and General Staff College. Each was an expert in his field and a great friend to the students, staff and faculty of the College. The CGSC Foundation salutes Dr. King, Dr. Doughty and Col. (Ret.) Rolf as they leave Fort Leavenworth and begin the next chapter of their lives. 🇺🇸



For the full story and more photos see:  
<http://www.cgscfoundation.org/retirements-reflect-139-years-of-army-cgsc-experience/>



Dr. Ralph Doughty speaks at his retirement ceremony Aug. 12.



Brig. Gen. (Ret.) John Schmader, right, presents Col. (Ret.) Lynn Rolf with his retirement certificate during his retirement ceremony Aug. 4.



CGSC Deputy Commandant Brig. Gen. John Kem presents Dr. Wendall C. King with a certificate during his retirement ceremony Aug. 5.

PHOTOS BY DAN NEAL/ARMY PUBLIC AFFAIRS

# Highlights from the third annual Celebration of International Friendship

by Mark H. Wiggins, Managing Editor



ON SEPT. 16 AT THE KAUFFMAN CENTER FOR THE PERFORMING ARTS IN KANSAS CITY, the CGSC Foundation, in partnership with the Greater Kansas City Chapter of People to People and Operation International from the Leavenworth/Lansing (Kansas) Area Chamber of Commerce, hosted the third annual “Celebration of International Friendship” in honor of the 2016-2017 class of international military officers studying at the U.S. Army Command and General Staff College at Fort Leavenworth. There are 112 officers from 86 countries in the current class that began Aug. 9.

Nearly 800 attended the event, including the international military officers and spouses, sponsors, CGSC faculty and staff, Foundation leadership and trustees, and many others. The master of ceremonies for the evening was KMBC-TV’s (Kansas City/ABC) Rob Hughes who is also an infantry officer in the Army National Guard. Mary Jean Eisenhower, granddaughter of

President Eisenhower and CEO of People to People International delivered some remarks to welcome the international officers. She also spoke about the 60th anniversary of the People to People organization that was founded by her grandfather in 1956. People to People was also the top sponsor for this year’s celebration.

A very special message was delivered by Ed Eilert, Chairman, Johnson County (Kansas) Board of Commissioners, who spoke to the importance of military service and welcomed them all to the Kansas City area. CGSC’s Deputy Commandant Maj. Gen. John S. Kem also delivered a welcome message and Jim Fain, director of the International Military Student Division of CGSC, introduced the international officers as they crossed the stage.

For the second year in a row, cadets from the West Point Glee Club (U.S.

Military Academy at West Point) provided the musical entertainment for the evening. Earlier in the day the glee club performed at Winnetonka High School in Kansas City and provided a special short performance at the Union Station in downtown Kansas City during lunch.

According to Foundation leadership, this was a record year for sponsorships with more than 40 sponsors contributing to the success of the event.

“I couldn’t be more proud of how this event turned out this year,” said Doug Tystad, CGSC Foundation CEO. “We had great support from our sponsors (see sponsors- pg. 18), volunteers, the College and of course our staff, led by Ann Soby and Joan Cabell. We’re already in the planning stages for next year’s celebration and can only hope to match this outcome.”

To learn more about the Celebration of International Friendship, contact the Foundation at 913-651-0624.

**RECEPTION**

PHOTOS BY RICK PHILLIPS / PHILLIPS PHOTOS & GRAPHICS



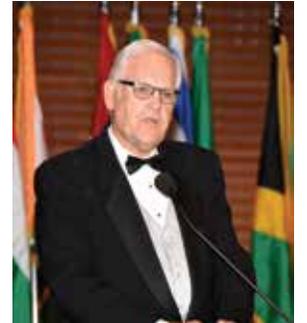
**RED CARPET**



**INTERNATIONAL OFFICER INTROS**



**SPEAKERS**



News anchor Rob Hughes from Kansas City's KMBC-TV was the master of ceremonies for the evening. Hughes is also a captain in the Army National Guard.

Jim Fain, director of the International Military Student Division of CGSC, introduces the international officers as they cross the stage.

Mary Jean Eisenhower, granddaughter of President Eisenhower and CEO of People to People International, delivers remarks to welcome the international officers and recognize the 60th anniversary of People to People.

Ed Eilert, Chairman, Johnson County (Kansas) Board of Commissioners, welcomes the international officers to the Kansas City area.

Visit the CGSC Foundation Facebook page to see all the photos from the event – <https://www.facebook.com/CGSCFoundation>



CGSC Class of 2017 President Maj. Shari Shugart (USA), right, and International Military Student Chief of Staff Maj. Jan Feldmann (Germany) on the red carpet at the 2016 Celebration of International Friendship.



## CGSC Class of 2017 Leaders

During the Celebration of International Friendship, the Foundation took the opportunity to capture a photo on the red carpet of the October 2016 “Persons of the Month”–Class President Maj. Shari Shugart (USA) and International Military Student Chief of Staff Maj. Jan Feldmann (Germany). Shugart and Feldmann are featured on the cover of this edition of the Foundation News.

Shugart is a member of the Army’s Judge Advocate General Corps (a lawyer). Prior to her assignment at CGSC, she served as a Deputy Staff Judge Advocate for the Joint Special Operations Command at Fort Bragg, N.C.

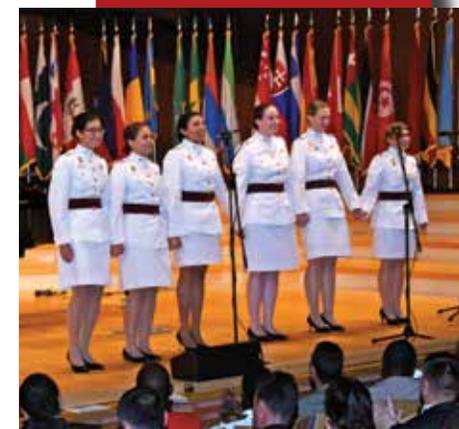
Maj. Jan Feldmann is an armor officer in the German Army. Prior to his selection for the U.S. Army CGSC, he served as an operations officer for a tank brigade.



For the full story and biographies of these two leaders of the Class of 2017 see:

<http://www.cgscfoundation.org/persons-of-the-month-october-2016>

### GLEE CLUB PERFORMANCE



Then Brig. Gen., now Maj. Gen. John S. Kem welcomes the new class of international officers.



Col. (Ret.) Roger Donlon and his wife Norma enjoy the evening. Donlon is a Medal of Honor recipient, founding trustee of the CGSC Foundation, and former instructor at CGSC.

# Special thanks to the sponsors of the 2016 Celebration of International Friendship

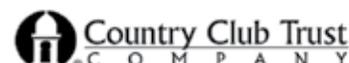
Global Sponsor –



## International Sponsors



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University of St. Mary  
Col. (Ret) and Mrs. Doug Tystad  
WingGate Travel**

## Supporting Sponsors

**Bank of Blue Valley • Citizens Bank and Trust • Greater KC Foreign Trade Zone, Inc.  
Hampton Inn - Leavenworth • Kansas City Kansas Community College • Lt. Col. (Ret.) Bud Meador  
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The Serra Family • Col. (Ret.) & Mrs. Charles Soby • Soby Signature Homes  
University of Kansas - Edward Campus • Sue & Chris Wendelbo • Ranesh Lokre**

During the hustle and bustle of opening day, an interested onlooker gazes into the gift collection circa 1960's section of wall at "The Art of War" exhibition at The Todd Weiner Gallery in the Crossroads Arts District in Kansas City, Missouri.



# Local art gallery features CGSC collection

by Mark H. Wiggins, Managing Editor

FROM SEPT. 2-17, THE TODD WEINER GALLERY IN DOWNTOWN Kansas City hosted an exhibition entitled "The Art of War" with pieces curated from the U.S. Army Command and General Staff College art collection at Fort Leavenworth.

The "Art of War" exhibition focused around celebrating a longstanding tradition in the school's history of a gift exchange between countries. This custom is an integral part of military history and emblematic of international relations throughout the school's history. Every year a contingent of international officers from around the world attend CGSC, and in the course of the traditional gift exchanges, the College has received some very unique and iconic gifts from artisans in the giving countries.

After reviewing the College's collection of more than 3,800 gifts, the Todd Weiner Gallery chose a significant piece from each decade to showcase in the exhibition, including the first gift ever presented. In addition to the gifts given from each country, each class from CGSC presents the College with a gift of appreciation at graduation. "Call to Colors," a painting commissioned by the class of 2002, was included.

Kansas City artist and art historian Todd Weiner developed the idea for The Art of War exhibit when he and his team visited CGSC on March 2 as part of the CGSC Foundation's outreach programs. (See the original story at <http://www.cgscfoundation.org/art-historian-tours-halls-of-the-lewis-and-clark-center>) 🐦



This "King's Cap" was given by Thailand to the College in gratitude for participation in the program in 2003/2004. King's Cap, like many pieces in the collection, features elements unique to each country. Emblazoned on the front of the cap is the emblem of Thailand highlighting Garuda, a mythical creature that has been used as symbol of royalty for centuries.



International filmmaker Richard Welnowski, left, and Art Dealer Todd Weiner pose for a picture next to the first gift ever given to the CGSC from Poland in 1943 at the Opening of "The Art of War", exhibition in Kansas City earlier this month.

# 2016 classes graduate

by Mark H. Wiggins, Managing Editor, and Harry Sarles, Army University Public Affairs

**APPROXIMATELY 1,300 OFFICERS OF THE CGSOC CLASS OF 2016 GRADUATED** June 10 at 9 a.m. from the U.S. Army Command and General Staff Officer Course in a ceremony on the Main Parade Field on Fort Leavenworth.

The 2016 graduating class was comprised of 1,307 students: 879 from the active U.S. Army; 50 – National Guard; 98 – U.S. Army Reserve; 87 – U.S. Air Force; 45 – U.S. Navy; 28 – U.S. Marine Corps; two from the U.S. Coast Guard; 109 international officers representing 90 countries; and nine from other U.S. government agencies.

Lt. Gen. Edward C. Cardon, Commanding General, U.S. Army Cyber Command provided the keynote remarks for the ceremony. Cardon is a 1982 graduate of the U.S. Military Academy at West Point and a former Deputy Commandant of CGSC from August 2008 – July 2010.

The U.S. Army School of Advanced Military Studies conducted their graduation ceremony on May 26 in the Eisenhower Auditorium of the Lewis and Clark Center. The 135 graduates included 14 international officers from nine countries and seven federal civilian employees representing five federal agencies. Nine students graduated early to join units in critical need of their skills.

Lt. Gen. Gary H. Cheek, director of the Army staff and a 1993 SAMS graduate, was the guest speaker. 🇺🇸

For the full stories, photos and list of class awards see:

 <http://www.cgscfoundation.org/cgsoc-class-of-2016-graduates/>

 <http://www.cgscfoundation.org/sams-class-of-2016-graduates-may-26/>

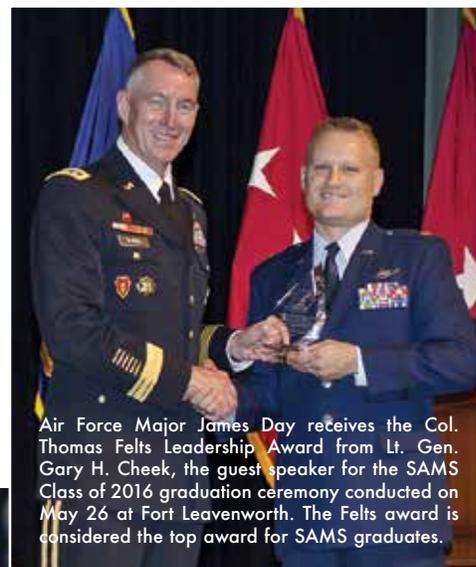
PHOTO BY MARK H. WIGGINS

Graduates of the CGSOC Class of 2016 sweat it out in the sun during their ceremony on June 10.



Lt. Gen. Edward Cardon provides the keynote remarks during the CGSOC Class of 2016 graduation ceremony.

PHOTO BY MARK H. WIGGINS



Air Force Major James Day receives the Col. Thomas Felts Leadership Award from Lt. Gen. Gary H. Cheek, the guest speaker for the SAMS Class of 2016 graduation ceremony conducted on May 26 at Fort Leavenworth. The Felts award is considered the top award for SAMS graduates.

PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS

## Pershing Lecture series continues with look at 'The Somme'

On Sept. 14, Dr. Mark Hull, associate professor of history at CGSC, presented the eighth lecture in the General of the Armies John J. Pershing Great War Centennial Series to an audience of more than 70 attendees in the Arnold Conference Room of the Lewis and Clark Center. Hull's lecture, "Gates of Hell: The Somme" addressed the 1916 Somme battles that are widely considered iconic of the First World War. Hull shined a light on what most think of in connection with World War I: the huge loss of life, the combined efforts of the major



players to outwit and outfight each other, innovation and counter-innovation, and the barren face of "No Man's Land" – all of which stand as metaphors for futility.

*See the full story and more photos at*

<http://www.cgscfoundation.org/pershing-lecture-series-continues-with-look-at-the-somme>

## 2016 youth summer reading program wraps up

The Ike Skelton Combined Arms Research Library's annual summer reading program wrapped up with the CARL Summer Reading Extravaganza July 29. In the photo, children watch Erik Pratt of Drops Unlimited Entertainment juggle during his interactive performance for the conclusion of the library's summer reading program. Pratt performed juggling feats mixed with humor and asked children in attendance to help with several aspects of the performance. The CGSC Foundation supports the summer reading program every year with generous sponsorship from the JE Dunn Construction Company.



*For the full story see:*

<http://www.fileavenworthlamp.com/news/20160804/juggler-performs-at-summer-reading-wrap-up>

## Telling the CGSC and Foundation story in NYC

The CGSC Foundation conducted an outreach event in New York City, May 16, 2016, to inform and educate the attendees on the U.S. Army Command and General Staff College and the CGSC Foundation. Foundation Vice President A. Edward (Tony) Major was the hometown host of the event conducted at the Union League Club along with the Foundation Chairman Lt. Gen. (Ret.) John Miller, CEO Doug Tystad, trustees Gary Vogler, Tom Mason, and Mark "Ranger" Jones and Foundation Director of Operations Ann Soby.

Nearly 80 guests were in attendance, including a number of members of the West Point Society of New York, members of the Union League Club, two international officer CGSC graduates that are currently assigned to the United Nations, and a few other CGSC alumni, most notably Col. Norma Bradford who travelled to New York on personal leave and



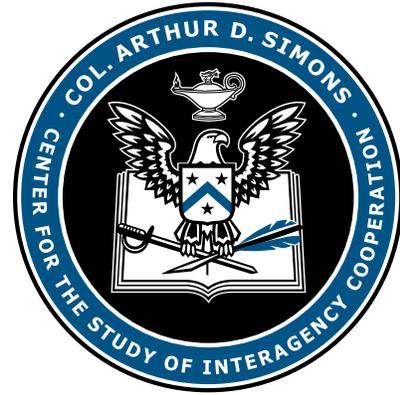
Foundation CEO Doug Tystad briefs guests about Fort Leavenworth and CGSC during the Foundation's outreach event in New York City's Union League Club on May 16.

at her own expense to help tell the CGSC/Fort Leavenworth story to attendees. A special guest for the evening was Montel Williams and the key speaker for the evening was retired Gen. David Petraeus, a former CGSC commandant and recipient of the Foundation's 2012 Distinguished Leadership Award.

*For the full story and links to more photos see:*

<http://www.cgscfoundation.org/telling-the-cgsc-and-foundation-story-in-nyc>

# Center offers valuable resources for interagency research and publication



by Rod Cox, Simons Center Program Director

INTERAGENCY COOPERATION CONTINUES TO LARGELY BE AN UNREALIZED goal for all levels of government. The American people desire and deserve to have their precious resources used both effectively and efficiently. As the “whole-of-government” approach becomes more often the best method to address complex security and humanitarian issues, interagency leadership and cooperation have emerged as the key elements to realizing this goal.

Most government agencies focus on their own mission and develop plans of action based on their own resources. This often very much limits what can be done and allows for almost no synergy from other agencies’ capabilities to occur. The Simons Center is working to develop interagency leaders and improve interagency cooperation. We are doing this by advancing scholarship on interagency topics, building a body of interagency knowledge, and by facilitating interagency interaction.

## Simons Center launches new interagency lecture series

The CGSC Foundation’s Simons Center for Interagency Cooperation launched a new lecture series conducted in the traditional “brown-bag lunch” format on Sept. 13 in the Arnold Conference Room of the Lewis and Clark Center. The first lecture’s topic was “Interagency Cooperation and Country Team Operations,” presented by retired Ambassador David Lambertson and Lt. Gen. (Ret.) Richard Keller.

“The InterAgency Brown-Bag Lecture Series is an extracurricular, interagency topic-focused series that is intended to help enrich the CGSS curriculum,” said Rod Cox, program director of the Simons Center. “The Simons Center has worked with the CGSS leadership to establish the lecture series and we share the same vision of the program enhancing the interagency education and furthering the development of interagency leaders. We also look forward to the participation and subsequent interaction between the CGSS faculty and students with faculty and students from area universities who are also planning to attend.”

All lectures in the InterAgency Brown-bag Lecture Series are free and open to the public. Attendees are welcome to bring their own lunches into the conference room. Members of the public coming to the lectures from off-post will



Simons Center Program Director Rod Cox introduces Lt. Gen. (Ret.) Richard Keller and Ambassador (Ret.) David Lambertson during the first InterAgency Brown-Bag Lecture. More than 75 students and faculty attended the inaugural lecture.

need to add extra time to check-in at the Fort Leavenworth visitor center. – For visitor information, see <http://garrison.leavenworth.army.mil/index.php/myfort/services/services/gate-information>.

*Editor’s Note: As this edition of the Foundation News was going to print the Simons Center had two more brown-bag lectures planned – Oct. 25 and Nov. 8. See the events section of the Foundation website or the Simons Center website for other scheduled lectures.*

PHOTO BY ELIZABETH HILL/SIMONS CENTER

The Simons Center's website, [www.thesimonscenter.org](http://www.thesimonscenter.org), serves as a one-stop "go-to" site for interagency practitioners, scholars and policy makers. The site offers an ever-changing current "News You Can Use" section, which makes a variety of articles, news releases and reports readily available for use by readers so that they can easily stay abreast of items in the news from across all agencies of government. We believe our site offers the most comprehensive and user friendly interagency bibliography in existence. With more than 1,000 titles, and more being added constantly, the bibliography is referenced in a searchable fashion with short synopses listed to assist the reader with their search to find relevant publications. The website also offers the Simons Center's complete library of publications (*InterAgency Journals, Papers, Studies, and books*) about myriad topics concerning interagency planning, operations and leadership. If you are about to embark on an interagency mission, have been tasked to develop a plan that involves other government agencies, are a scholar looking to research past interagency operations, or are looking to improve your leadership skills, then the Simons Center's website is a must visit site for you.

If you are looking for a non-government, commercial publishing house that has more than 3,000 monthly readers consisting of practitioners, scholars, and policy influencers from around the world and in all agencies of the government which will enable you to add your thoughts, observations, or experiences to the professional discourse, then the

Simons Center is the publishing house for you. Our authors can have their work published to the world via a variety of titles both in print and online, to include the highly respected, refereed national security studies publication, the *InterAgency Journal*. Articles from the *IAJ* are used by a variety of educational institutions, think tanks, and in private industry in their curricula and research and for professional learning and development by practitioners. Opportunities also exist for educational institutions that offer graduate and post graduate programs of study to advertise their programs to the *IAJ*'s world-wide reading audience. If you are wanting to be published or are looking to advertise your programs contact the Simons Center's publication editor at [editor@TheSimonsCenter.org](mailto:editor@TheSimonsCenter.org).

The Simons Center facilitates interagency interaction by bringing together experts from all agencies to engage in educational, planning and problem solving discussions and forums. Guest speakers, subject matter experts, role players and educational presentations are all facilitated by the Center for both government and non-government entities. The Center also sponsors a variety of lecture series, which bring interagency subject matter experts to various academic, civic, business, and professional audiences. 🇺🇸



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# 'Walk and Talk' program picks up steam in 2016

by Mark H. Wiggins, Managing Editor

FOR THE LAST FEW YEARS CGSC FOUNDATION CEO DOUG TYSTAD has been leading informal tours of Fort Leavenworth and the U.S. Army Command and General Staff College as a simple outreach effort and to provide a bit of education and information to those who have never visited Fort Leavenworth or any Army installation for that matter. In late 2015, Tystad and Foundation Director of Development Joan Cabell decided to formalize the program, and began referring to it as the "Walk and Talk" outreach program.

Fast-forward to 2016, and the Walk and Talk program has become very popular with business leaders and other groups looking to discover what it is that Fort Leavenworth and the College do in the name of the American public. Leading these visits is a natural fit for the Foundation.

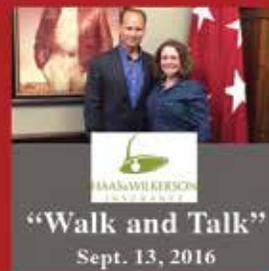
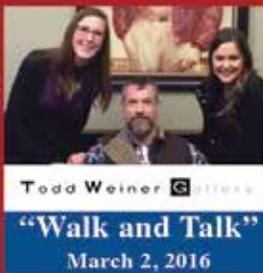
"You couldn't ask for a better way to really have an impact on someone's understanding of CGSC and the CGSC Foundation," said Cabell. "I can tell people about CGSC but until they see it, walk the halls of the Lewis and Clark Center and interact with the military officer students and faculty, they

don't understand what is here at Fort Leavenworth."

The typical walk and talk group visit consists of a tour of the Fort Leavenworth post, taking a close look at some of the oldest buildings on the post (which are also some of the oldest buildings in Kansas), the national cemetery and the Buffalo Soldier monument. After the post tour, Tystad brings them to the Lewis and Clark Center to tour the Command and General Staff College, which includes visits to the Hall of Fame, the Eisenhower Auditorium, the MacArthur room and the International Hall of Fame. The tours also include a classroom technology demonstration from one of the CGSC instructors, a briefing about leader development in the Army, and hands-on computer simulations. 🇺🇸



Contact the CGSC Foundation Director of Development Joan Cabell to schedule your own group's "Walk and Talk" tour of CGSC and Fort Leavenworth and learn about the education of leaders for the nation. – joan@cgscf.org.



## International officer alumnus honored at White House State Dinner

Singapore's Prime Minister Lee Hsien Loong, a graduate of the CGSC Class of 1978, and his wife were honored at the White House Aug. 2, in a state dinner hosted by President Barack Obama. According to reports, Singapore was the first Southeast Asian country to have a political leader honored with a U.S. state dinner, and only the fifth Asian nation after India, China, Japan and South Korea. His visit also marked the 50th anniversary of diplomatic relations between Singapore and the U.S.

During his remarks at the dinner, he made special mention of his time at CGSC and his U.S. sponsors that he had while living and studying at Fort Leavenworth.

"I myself, as a soldier attending U.S. courses, have personally experienced the dedication, the competence and the warmth of our hosts," Loong continued. "I made good friends and we still keep in touch after many decades...."



 *The full story with links to video of the event at <http://www.cgscfoundation.org/international-officer-alumnus-honored/>*



Dr. Geoff Babb, back row, second from right, gathers with his group for a photo at the headquarters of the Myanmar Army's Gurkha Brigade.

## DJIMO professor assists with Gurkha battalion's battlefield study program

In August 2016 Dr. Geoff Babb, an associate professor in CGSC's Department of Joint Multinational and Interagency Operations, accompanied a 20-person element of the 1st Battalion, The Royal Gurkha Rifles on a battlefield study program to Burma (Myanmar).

As an historian of the China-Burma-India Theater of World War II, Babb was invited along as the historical expert to provide the strategic, operational, and multinational context of the battles and campaigns studied. The theme of the program was "Defeat Into Victory," based on the classic book by General Sir William Slim.

The group conducted a series of site visits, terrain walks, practical exercises, and classes in the vicinity of Rangoon (Yangon), Pagan (Bagan), and Mandalay,

including a river trip replaying the early 1945 assault across the Irrawaddy River. The tour ended with a formal wreath laying ceremony at the Taukkyan Military Cemetery in Yangon in remembrance of the officers and soldiers of the British Indian Army who died in this conflict. This trip is a potential model for U.S. Army units to learn about the past and develop its leaders for a future certain to be as complex and difficult as the China-Burma-India Theater in World War II.



*Read the full story of Dr. Babb's trip on the Foundation website: <http://www.cgscfoundation.org/djimo-professor-assists-gurkhas>*

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## CGSC faculty attend International Relations Council annual event

The CGSC Foundation was a table sponsor at the 2016 Eliot S. Berkley Annual Dinner hosted by the International Relations Council (IRC) at the InterContinental Hotel in Kansas City on Sept. 22. The special guest speaker for the evening was James Carville, a political commentator and media personality who is best known for his work as lead strategist for the 1992 Clinton presidential campaign. Carville spoke to the audience of nearly 400 about the upcoming election, the importance of being informed in today's world, and took questions from the audience on a variety of global affairs.

The CGSC Foundation is a member of the IRC in Kansas City in order to provide opportunities for CGSC's Department of Joint, Interagency and Multinational Operations (DJIMO) faculty and students to experience the international flavor of the greater KC area.



See the full story with more photos at <http://www.cgscfoundation.org/international-relations-council-annual-event/>



DJIMO faculty take a photo with the evening's guest speaker. From left to right: Lt. Col. David Rapone, Nathaniel Stevenson Jr., Dr. John Breen, Andrew Mitchell, Lt. Col. Joseph Donalbain, James Carville, Mark Wilcox, Gary Hobin and Dr. John Modinger.



Left to right in the photo: A USA 5th Region President Col. (Ret.) Mike Neer; CGSC Foundation Chairman Lt. Gen. (Ret.) John Miller; Henry Leavenworth Chapter-AUSA President Col. (Ret.) Calvin Johnson; CGSC Foundation CEO Col. (Ret.) Doug Tystad; and Henry Leavenworth Chapter Board Member Judy Bauer.

## AUSA pledges \$20K to CGSC Foundation

The national headquarters of the Association of the United States Army has pledged \$20,000 in support of CGSC Foundation programs at Fort Leavenworth to further its mission capabilities for Soldiers and families attending the Command and General Staff College. On Aug. 3, Cal Johnson, president of the Henry Leavenworth chapter of AUSA, Henry Leavenworth AUSA chapter board member Judy Bauer; and AUSA 5th Region President Mike Neer

presented a check for \$10,000 to Foundation Chairman Lt. Gen. (Ret.) John Miller and CEO Doug Tystad. Another installment will be presented at a later date.

The presentation was made during a Leavenworth/Lansing Area Chamber of Commerce Military and Business Social at the headquarters of Armed Forces Insurance in Lansing. The quarterly social is a function of the chamber's Military Affairs Council.

"We are extremely proud our mission fits within AUSA's scope," said Miller. "This contribution will be put to great use in support of our Soldiers and families at CGSC."

## Back to the basics of tactical operations

Mr. Britt Estes, tactics instructor for Staff Group 18B in CGSS Class of 2017, walks his students through a “rock drill,” otherwise known as a combined arms rehearsal outside the Lewis and Clark Center Sept. 27. Estes took his students outside to lay out the graphics and walk through the tactical operation that the students had planned. These types of rehearsals point out planning flaws and allow all of the participants to understand the nuances of the operation and where the decisive points might be. After 13 years of small unit operations in Iraq and Afghanistan, CGSC is refocusing attention on large unit operations to better prepare its students for full spectrum operations.



PHOTO BY DOUG TYSTAD



## New class of international officers tour local factory facilities

The 2017 class of international officers at the U.S. Army Command and General Staff College were hosted at a breakfast and provided a tour by leadership of Kansas City’s Faultless Starch/Bon Ami Company, July 19, 2016. The international officers were welcomed by Faultless Starch’s Director of Health and Wellness Tricia Beaham. Ms. Beaham is the wife of the late David Beaham, a former trustee of the CGSC Foundation and well-known champion of the international officer program at CGSC. The tour was intended to provide the international officers with some insights to how American companies work as part of their overall experience while in the country.



Full story at:  
<http://www.cgscfoundation.org/ios-tour-local-factory-facilities/>



PHOTOS BY ANIN SOBY

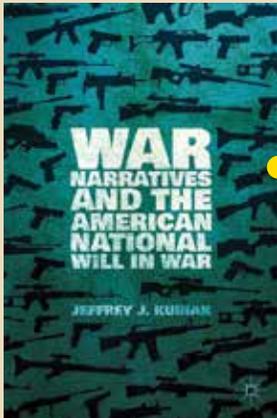


**Invitation to Rain: A Story of the Road Taken Toward Freedom**

by Mahir Ibrahimov; 284 pages; Global Scholarly Publications, 2008. Available on [amazon.com](http://amazon.com) –(paperback only – from \$99.95).

The road to freedom has been a long one for Mahir Ibrahimov. He has served in the Soviet Army, witnessed the break-up of the Soviet Union and participated in the fledgling government of Azerbaijan, helping open its first embassy in Washington, D.C. Fluent in five languages and versed in many cultures, Ibrahimov deployed with a U.S. defense contractor to Iraq from April 2004 to May 2005. His knowledge of English, Arabic and Turkish proved especially valuable in the cultural interactions that took place there. With the help of U.S. Sen. Jim Inhofe from Oklahoma he was sworn in as a U.S. citizen in Baltimore, Maryland in May 2006. It was a long and winding road that brought him here. – This is his story.

*Dr. Ibrahimov is the Program Manager of the U.S. Army Language, Regional Expertise and Culture Management Office at Fort Leavenworth, Kansas. Ibrahimov specializes in the cultural issues of the former Soviet Republics, south-west and central Asia and the Middle East.*

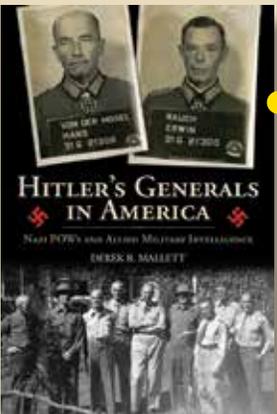


**War Narratives and the American National Will in War**

by Dr. Jeff Kubiak; 234 pages; Palgrave Macmillan, 2014. Available on [amazon.com](http://amazon.com) (paperback and hardcover - from \$100.00; Kindle- from \$29.00) and [barnesandnoble.com](http://barnesandnoble.com) (hardcover \$105.00).

With the U.S. war in Afghanistan in its twelfth year, axioms regarding the American national will in war not being able to tolerate anything other than quick and costless adventures have been found useless in understanding why the U.S. continues to persist in that endeavor. This book answers complex questions about modern U.S. intervention abroad.

*Dr. Jeff Kubiak is an associate professor of international relations in the School of Advanced Military Studies at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas. He is a retired U.S. Air Force colonel with more than 26 years on active duty. He earned his doctorate degree at the Fletcher School of Law and Diplomacy, Tufts University.*

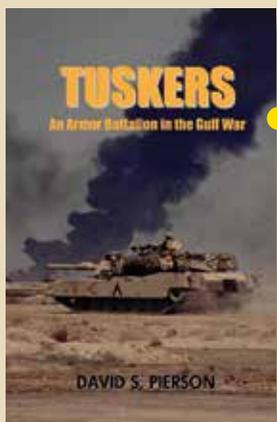


**Hitler's Generals in America: Nazi POWs and Allied Military Intelligence**

by Dr. Derek Mallett; 264 pages; University Press of Kentucky, 2013. Available on [amazon.com](http://amazon.com) (hardcover - \$35.00; Kindle - \$19.25) and [barnesandnoble.com](http://barnesandnoble.com) (hardcover - \$35.00; Nook- \$19.99).

In Hitler's Generals in America, Derek Mallett examines the evolution of the relationship between American officials and the Wehrmacht general officers they held as prisoners of war in the United States between 1943 and 1946. Mallett demonstrates how a growing admiration for the German officers' prowess and military traditions, coupled with postwar anxiety about Soviet intentions, drove Washington to collaborate with some of these prisoners. Drawing on newly available sources, this intriguing book vividly demonstrates how Americans undertook the complex process of reconceptualizing Germans – even Nazi generals – as allies against what they perceived as their new enemy, the Soviet Union.

*Dr. Derek Mallett is an assistant professor of History in the Department of Military History at the Fort Gordon, Georgia, CGSC satellite campus.*



**Tuskers: An Armor Battalion in the Gulf War**

David S. Pierson.; 274 pages; CreateSpace Independent Publishing Platform, 2011. Available on [amazon.com](http://amazon.com) (hardcover - from \$10.96; paperback - \$14.99; Kindle - \$4.99) and [barnesandnoble.com](http://barnesandnoble.com) (paperback - \$14.99)

The U.S. used its armored ground forces with devastating effect in Operation Desert Storm – the last major land campaign of the 20th century. Tuskers is the story of 4th Battalion, 64th Armor Regiment, a U.S. tank battalion at the tip of the devastating assault on the Iraqi army. It is a narrative that describes the unit's deployment, preparation for combat, and their overwhelming success in combat. It focuses primarily at the battalion and company level, detailing not only the actions taking place, but also the thoughts of the men behind the guns as they face combat for the first time.

*Dave Pierson is a retired Army officer who served in both infantry and military intelligence assignments. He served as the intelligence officer for 4-64 Armor, the "Tuskers," during the Gulf War. He is an assistant professor in the Department of Distance Education at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas.*

# Vietnam War Commemoration Lecture Series continues

The second lecture in the Vietnam War Commemoration Lecture Series was conducted Oct. 5 at 6 p.m. in the Arnold Conference Room of the Lewis and Clark Center on Fort Leavenworth. This second lecture in the series was entitled “The Diem Years and the Early Advisory Effort, 1956-1963.” Dr. James H. Willbanks, CGSC’s General of the Army George C. Marshall Chair of Military History, led a discussion on early U.S. involvement in Vietnam from the period of U.S. support to the French, to U.S.-led advisory period from 1956-1963. A reception sponsored by the CGSC Foundation began at 5:30 p.m.

This second lecture in the series captured an audience of about 50 comprised of Vietnam veterans in the local area, faculty and CGSC students. At the conclusion of his presentation, Willbanks answered audience questions and stayed well after to continue discussing issues with some of the audience members.

American involvement in Vietnam lasted 20 years and spanned three decades – from November 1, 1955 to May 15,



1975. Nine million Americans, approximately 7.2 million living today, served during that period. The nation has embarked on a commemoration of the war on its 50th anniversary to recognize those that served and to help the public learn about the war and the lessons it provides. This lecture series is in support of that commemoration.

The next lecture is scheduled for Dec. 7 at the Riverfront Community Center in downtown Leavenworth. – Visit the CGSC Foundation website (<http://www.cgscfoundation.org/category/scheduled-events>) for details. – All lectures in this series are free and open to the public.



Visit the Foundation’s Flickr site for more photos from this lecture: <https://flic.kr/s/aHskLjzPfW>

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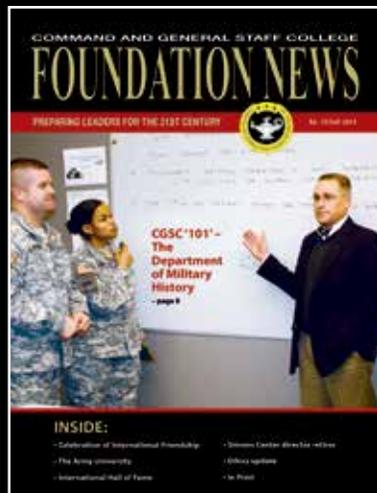


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