

# COMMAND AND GENERAL STAFF COLLEGE FOUNDATION NEWS



No. 22/Spring 2017

## SAMS hosts Spring National Security Roundtable

— page 16



### INSIDE:

- CGSC 101- School for Command Preparation
- Art of War Initiative
- International Hall of Fame
- Lecture series review
- Educators of the Year
- New ethics chair





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)



CGSC Class of 2018  
**Flag Day Ceremony**  
 August 14, 2017



**SAVE THE DATE!**  
 Sept. 29, 2017 at 7 p.m.  
**A Celebration of  
 International Friendship**

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

Since 1895 international military officers from around the world have come to Fort Leavenworth to study military art and science at the U.S. Army's Command and General Staff College. Come help us celebrate and welcome the new class of officers in a black tie event at Kansas City's Kauffman Center for the Performing Arts.

The evening will begin at 7 p.m. with a reception followed by a program that will include the Introduction of the Command and General Staff College International Students, guest speaker remarks and a special performance by the U.S. Army Chorus.

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 the CGSC Foundation, Inc. – phone: 913-651-0624 email: [office@cgscf.org](mailto:office@cgscf.org)

# 'I was all in...'

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

ON DECEMBER 27, 1972, MY WIFE AND I FIRST SET FOOT ON FORT LEAVENWORTH and began our long relationship with the Command and General Staff College, Fort Leavenworth and our neighboring cities. I had just completed my second tour of duty in Vietnam. We were to be a student family in the CGSC Class of 1974. What a journey we have had since then, all profoundly affected by our "Leavenworth Experience."

To avoid long winded anecdotes, let me just say that I finally became committed to our profession during my student year and that was greatly reinforced as I stayed and taught tactics and war gaming for three years more. We returned in 1989-91 (Deputy Commandant) and 1993-95 (Commandant and CAC Commander). Generals Creighton Abrams, Sr., Bill Dupuy, Carl Vuono, Gordon Sullivan, Fred Franks and Bill Hartzog all had impacts on my views of our profession, to include an ever-deepening commitment to the development of our rising leaders. From Abrams I learned our Army will get better if each of us takes charge of our small piece of it and makes it better. From Dupuy I learned we must define standards for every task and mission and not stop training until we meet them. From Vuono I learned that leaders must have a clear and consistent command philosophy, and develop themselves and their subordinates. From Sullivan: Hope is not a method... you must plan and execute. From Franks: Make deliberate, informed decisions. From Hartzog: Trust and encourage one another, then even the most difficult is possible.

When the founders wrote that the purpose of the CGSC Foundation was "to provide the Margin of Excellence to our CGSC Leader Development

programs," and invited me to join in the winter of 2006, I was all in. It was the least I could do to give back to our professional community and the "intellectual heart" of our Army – the U.S. Army Command and General Staff College. Lt. Gen. (Ret.) Bob Arter, Col. (Ret.) Willard Snyder, Mr. Tom Holcom, and Mr. Hyrum Smith, along with our first CEO, Col. (Ret.) Bob Ulin, lit the fuse that launched us. I offer my profound thanks to them.

I owe my greatest gratitude to all who have led and supported the Foundation over these last 11-plus years. Many have donated their time, talent and treasure as trustees, donors and program support volunteers. Our donors have enabled us to do the most important and visible programs such as the National Security Roundtables, the Ethics Professor Chair and annual Ethics Symposium, the Simons Center for Interagency Cooperation, the Colin Powell Lecture series, our family and spouse support programs and our overall community outreach. The contributions of the CGSC leadership, staff and faculty have insured our efforts are well integrated and truly supportive of developing our leaders in all the CGSC academic programs.

My last words of thanks go to two groups: Our faithful and generous fellow trustees who do so much behind the scenes to guide, advertise, participate in and resource all our efforts, and of equal importance, our small, accomplished and completely dedicated staff: Doug Tystad, Ann Soby, Joan Cabell, Rod Cox, Elizabeth Hill, and Linda Carpentier, as well as our supporting consultants, Mark Wiggins and Carolyn Klemp.

My very best regards and thanks, John. 🍷



PHOTOS BY MARK H. WIGGINS



PHOTO BY DAVE CROSS



# A campaign for art

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

THE FOUNDATION IS EMBARKING ON A CAPITAL CAMPAIGN TO SUPPORT THE CGSC ART AND GIFT collection and I hope you will join us. This is a major effort to preserve, promote, and celebrate the collection both within the College and as an outreach opportunity to educate and engage the American people about their College and Army. We have named our campaign the “Art of War – Gifts of Peace” initiative to recognize that while much of the collection has a martial or warrior theme, the pieces were given in the spirit of friendship and peace.

The collection has more than 3,800 pieces, many of which are on display throughout the Lewis and Clark Center and other buildings on campus, including Eisenhower Hall and Army University headquarters. While there are older pieces on display, the oldest piece in the collection record is from 1943. Each year the collection grows as visiting dignitaries leave behind gifts, the CGSC class presents an annual gift, the international military students often present gifts, and interested people of all nationalities give many exquisite gifts of military-themed art. Our top priority is to build a gift collection archive that is searchable and shareable. – All other tasks in the initiative flow from that.

**Our top priority is to build a gift collection archive that is searchable and shareable – All other tasks in the initiative flow from that.**

Our campaign envisions five major tasks:

**Preserve** – Archive the collection in a shareable and searchable format to promote research and education.

**Promote** – Publish a book about the collection.

**Present** – Professionally exhibit the collection inside and outside the college to educate and celebrate its unique nature.

**Plan** – Create an endowment to continue the program annually.

**Protect** – Help develop storage capabilities to ensure the future of the collection.

We are excited about this campaign. It will provide a lasting legacy to the College while helping the Foundation along the way. We have established a goal of \$3 million over the next three years in order to adequately fund the

tasks. That’s a tall order, but one we believe can be met with everyone’s help.

The campaign has begun and we have launched website at [www.theartofwarinitiative.org](http://www.theartofwarinitiative.org). We have teamed with the Todd Weiner Gallery in Kansas City to help promote the project and provide the artistic and creative expertise to complete the tasks successfully. This is a unique campaign that will benefit our students, faculty, the fort, and the entire community. We hope that you will be generous to help to realize the goal. 🏆

## The Art of War Initiative Logo

The “Art of War – Gifts of Peace” logo is based on an actual gift given to the college by the Chief of Hellenic Army General Staff Lieutenant General Manoussos Paragioudakis who served as chief of the Greek Army from 1999-2002. The Corinthian helmet and its associated history have made it a very publicly recognizable symbol of strength over the years. The blue color of the text in the logo is the blue color in the chevron of the CGSC crest. This blue is symbolic not only of the blue in the CGSC crest, but it carries any number of other meanings in military history. Blue is the U.S. Army Infantry/Special Forces color; blue is the primary recognizable United Nations color; and last, but certainly not least, blue in the U.S. flag signifies “vigilance,



perseverance & justice.” The silver/metallic background is symbolic of strength, purity, truth, peace, and sincerity. The three stars in the logo are symbolic of the level of command (The CGSC commandant is a three-star general) at the College. The College is also operating in its third century (founded in 19th, matured in the 20th, growing in the 21st century). The three stars are also symbolic of the rank of founding chairman and current chairman of the Foundation, who are both 3-star generals that served at Fort Leavenworth.

In the coming weeks the Foundation will begin recognizing those who donate to the initiative with an “Art of War – Gifts of Peace” challenge coin, which is currently in production.



**Command and General Staff College  
FOUNDATION NEWS**

**No. 22, SPRING 2017 (MAY 2017)**

Published twice annually by the Command  
and General Staff College Foundation, Inc.  
100 Stimson Ave., Suite 1149  
Fort Leavenworth, Kansas 66027-1352  
Ph: 913-651-0624  
Fax: 913-651-4519  
Email: office@cgscf.org  
Web site: www.cgscfoundation.org

**Editor-in-Chief**

**Col. (Ret.) Doug L. Tystad**  
dtystad@cgscf.org

**Managing Editor**

**Mark H. Wiggins**  
MHW Public Relations  
and Communications  
www.mhwrpr.com

**Marketing Manager**

**Linda A. Carpentier**  
linda@cgscf.org

**Graphic Designer**

**Kathryn Creel**  
kcreeldesign@gmail.com

**Printing/mailling**

**Allen Press, Inc.**  
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.

# Features

From the Chairman.....	3
From the CEO.....	4
CGSC '101' – School for Command Preparation .....	8
CGSOC students benefit from revised writing program.....	10
International Hall of Fame welcomes four inductees.....	12
Civilian and Military Educators of the Year announced.....	15
SAMS hosts spring NSRT program.....	16
The Ethics of Future Warfare .....	18
Foundation conducts second exhibit of 'The Art of War' .....	20
Simons Center Update .....	22
Ambassador Kennedy returns to Fort Leavenworth.....	24
Lecture series continue education beyond the classroom .....	25
Admiral speaks to CGSC Class of 2017 .....	26
In Print .....	29
'Walk and Talk' program in high demand .....	30
Couples workshop .....	31



Email for more information where you see this icon.



Online information where you see this icon.



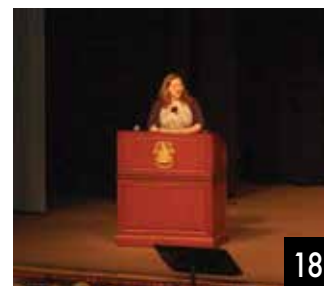
8



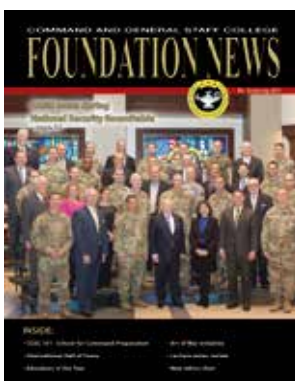
12



16



18



## ON THE COVER

Civilian participants of the National Security Roundtable program take a group photo with their SAMS escorts, SAMS faculty/staff and CGSC Foundation reps. See the story starting on page 16.

PHOTO BY MARK H. WIGGINS

## FROM THE EDITORS

Congratulations to the 2017 CGSC classes of SAMS and CGSOC. We wish them well as they head out into the heart of our Army to provide the leadership and skills they have honed here in the halls of Fort Leavenworth. – In this issue we continue our “CGSC 101” series that highlights the College’s teaching departments and schools with a feature on the School for Command Preparation (SCP). We are also featuring the latest NSRT program hosted by SAMS, the newest inductees to the International Hall of Fame, a summary of the 2017 ethics symposium, as well as a story about the second exhibit of “The Art of War”...and more. As usual, we want to remind you that we publish a “digital version” of the magazine on our website. When you view this version online, all the links you see in the print edition will be active. We hope you enjoy this 22nd 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

Chairman: **Lt. Gen. (USA Ret.) John E. Miller**, President, Miller Analytics [KS]

Past Chairman/Chairman Emeritus: **Lt. Gen. (USA Ret.) Robert Arter**, Civilian Aide to the Secretary of the Army, Kansas, East [KS]

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

Vice President: **Mr. A Edward Major**, Principal, A. Edward Major, Counselors At Law [NY]

Chief Executive Officer: **Col. (USA Ret.) Doug Tystad**, CGSC Foundation, Inc. [KS]

Secretary: **Mr. Douglass J. Adair**, VP, Exchange National Bank & Trust [KS]

Treasurer: **Col. (USA Ret.) Thomas Dials**, former Chairman, Armed Forces Insurance [KS]

Legal Advisor: **Lt. Col. (USA Ret.) Thomas O. Mason**, Partner, Thompson Hine LLP (Wash. DC)

Chairman, Senior Advisory Council: **Lt. Gen. (USA Ret.) Richard Keller**, former Chief of Staff, U.S. European Command [KS]

**Mr. Eugene R. Wilson**, Special Advisor [KS]

## Board of Trustees

**Col. (USA Ret.) Tim Carlin**, Financial Advisor, Edward Jones [KS]

**Brig. Gen. (USA Ret.) Stanley F. Cherrie**, Former VP, Cubic Applications, Inc.

**Col. (USA Ret.) William Eckhardt**, Teaching Professor Emeritus, UMKC [MO]

**Ms. Katie Ervin**, Midwest Regional Director of Military Affairs, Webster University [MO]

**Col. (USA Ret.) Art Hurtado**, Chairman/CEO, Invertix Corp. [VA]

**Mr. Benny Lee**, Chairman/CEO, DuraComm, Inc. [MO]

**Mr. James I. Mackay**, Managing Director of Bridgepoint Merchant Banking [IA]

**Col. (USA Ret.) J. Dan McGowan, II**, Civilian Aide to the Secretary of the Army, Iowa [IA]

**Mr. Michael V. Meyer**, Chairman, Youth Leadership Institute [KS]

**Lt. Col. (USA Ret.) Robert J. Myers**, Chairman of the Board, Casey's General Stores [IA]

**Ms. Mary O'Connor**, Executive Vice President/Director of Logistics, Country Club Bank [MO]

**Mr. Harold "Skip" Palmer**, Pres./CEO, Blackhorse Worldwide [KS]

**Lt. Gen (USA Ret.) John Pickler**, Former Director of the Army Staff [TN]

**Mr. John H. Robinson**, Chairman, Hamilton Ventures, LLC [MO]

**Mr. Florian Rothbrust**, President, Blue Hat Hoisting [MO]

**Mr. Gary Vogler**, President, Howitzer Consulting [VA]

**Mr. Chris Wendelbo**, Attorney, Collaborative Legal Solutions, LLC [MO]

**Mr. Wesley H. Westmoreland**, Chief Financial Officer, Sc2 Corp [MO]

**Mr. Richard F. Young**, Welch & Forbes LLC [MA]

## Trustee Emeritus

**Mr. Mark "Ranger" Jones**, Pres./CEO, The Ranger Group [VA]

**Gen. (USA Ret.) William R. Richardson**, Senior Associate, Burdeshaw Associates [VA]

**Col. (USA Ret.) Willard B. Snyder**, President, Antaeus Partnership, Ltd [KS]

**Brig. Gen. (USA Ret.) William A. West**, President, William West Consulting [KS]

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

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



## ASP3 develops strategic thinkers

The Advanced Strategic Planning and Policy Program (ASP3) at SAMS selects and develops field-grade officers as strategic thinkers through a combination of senior-level professional military education at CGSC's School for Advanced Military Studies (SAMS), a doctoral degree from a university in a field of study related to strategy, and practical experience. The program's purpose is to increase the population of strategic-minded officers across the Army while keeping them competitive for promotion, command opportunities, and service as senior leaders. Students in the program are currently enrolled in 30 universities across the United States and the United Kingdom.

ASP3 officers leave graduate school in either "all-but-dissertation" status after two years, or "Ph.D. complete" after three years if their career and program permits. The officers then enter either command positions or individually tailored developmental assignments. ASP3 began in 2012, however given the lengthy nature of the program, only two officers have completed their doctorate degree. In the photo is Lt. Col. Andrew D. Whiskeyman, an ASP3 2013 cohort member, who received his Ph.D. from the School of Advanced Air and Space Studies in 2015. He is currently assigned to U.S. Central Command. The other Ph.D. graduate is Lt.



Lt. Col. Andrew D. Whiskeyman on graduation day with his doctoral diploma.

Col. John Livingstone, also an ASP3 cohort member, who completed his Ph.D. in Political Science from the University of Kansas in summer 2016 and is currently assigned to NATO headquarters in Belgium.



U.K. Maj. Thomas McEvoy swings at the ball during a softball game with his Exercise Eagle Owl classmates March 9 at Doniphan Field. The U.S. team won 23-2, then the U.S. and U.K. teams combined to play another game for fun.



Exercise Eagle Owl classmates U.S. Maj. Mitchell Hunt, U.S. Maj. Michael Tompkins, U.K. Maj. Andy McGrane, U.S. Maj. Brent Pafford and U.K. Maj. Ash Howard play rugby during Eagle Owl Sports Day March 9 on Gruber Field. The U.K. team won 35-0, then the U.S. Army Command and General Staff College and the United Kingdom's Intermediate Command and Staff College (Land) students played another game for fun with U.K. and U.S. players on both teams.

## CGSC hosts 200 U.K. officers for annual exercise

Two hundred students from the United Kingdom's Intermediate Command and Staff College (Land) arrived at Fort Leavenworth for a two-week exercise the end of February. Exercise Eagle Owl kicked off Feb. 27 and concluded March 9. A follow-on 2-week session of Eagle Owl is scheduled in May.

This is the 12th year for the bi-annual exercise between the two military colleges. It is the largest exercise of its kind among two allied nations and stresses interoperability and understanding. Eagle Owl occurs twice a year and culminates in the two week exercise where a combined group of officers acting as a brigade combat team battle staff are taught by an instructional team consisting of a three U.S. instructors, a multi-national instructor, and an interagency instructor and mentor.



For the full story and more photos, see:

<http://www.ftleavenworthlamp.com/news/20170316/sports-day-wraps-up-eagle-owl-exercise>



PHOTO BY MARK H. WIGGINS

CGSC's School for Command Preparation staff and faculty take a group photo with TRADOC commander Gen. David Perkins (front, left of award), Lt. Gen. Michael Lundy, commander of the Combined Arms Center and Fort Leavenworth and CGSC commandant (front, right of award), and Maj. Gen. John Kem (second row, left) after the ceremony for their Army Superior Unit Award on Dec. 1, in the Lewis and Clark Center.

# CGSC '101' – School for Command Preparation

*by Mr. Michael C. Sevcik, School for Command Preparation*

## Who we are

The School for Command Preparation (SCP) is one of three schools in the U.S. Army Command and General Staff College. The Command and General Staff School (CGSS) is focused on teaching the intermediate-level of education to majors; the School for Advanced Military Studies (SAMS) produces officers who possess a world-renown ability to be creative thinkers and strategic problem solvers; and SCP is the Army's premier leader development team for preparing command teams.

The School for Command Preparation prepares command teams from company command level to assistant division commanding generals, with a principal focus on the battalion and brigade level commanders and command sergeants

major who attend SCP courses of instruction at Fort Leavenworth. Leadership in command is unique in that a very small number of Army leaders are selected to the privilege of command. These leaders, especially at the battalion and brigade level, have an extraordinary influence on the Soldiers, civilians and families in their units. This influence is recognized by the Army leadership starting at the Chief of Staff and Sergeant Major of the Army, the Army staff and twenty senior Army leaders who trek to Fort Leavenworth monthly for speaking engagements as part of our Pre-Command Course (PCC) curriculum. The unique legal authority and responsibility of "command" is codified in Army Regulation 600-20, which states "the commander is responsible everything that

happens or fails to happen within their command."

The SCP faculty is small, but truly unique at CGSC in several aspects. The SCP team organization is authorized 23 military, 19 Department of the Army civilians and several contractors who focus exclusively on our spouses programs. With 29 personnel assigned, the permanent teaching faculty team consists of active duty (former battalion commanders) and U.S. Code Title 10 civilian employees (all former brigade commanders). Additionally, the school's command sergeant major faculty are all former battalion/brigade level command sergeants major.

Another unique aspect of SCP lies within its curriculum, mission and learning objectives, which are more in





General Robert B. Abrams, commanding general U.S. Army Forces Command, speaks to PCC students at Fort Leavenworth. SCP hosts about 20 general officers each month as part of the curriculum focused on preparing the Command Team for the responsibilities of command.



Gen. David Perkins, commander of U.S. Army Training and Doctrine Command, presents the Army Superior Unit Award to retired Col. Mark McKnight, director of the School for Command Preparation Dec. 1, at the Lewis and Clark Center.



Sergeant Major of the Army, Daniel A. Dailey addresses command team selectees and their spouses during the School for Command Preparation Pre-Command Course in January 2016. Brigade and Battalion level Command Sergeants Major have attended the PCC courses at Fort Leavenworth since 2011.



Army Chief of Staff Gen. Mark A. Milley addresses PCC students and their spouses in January 2016 at Fort Leavenworth, Kansas. "Readiness – our fundamental task – is like no other," Milley said. "It is to win in the unforgiving crucible of ground combat. Readiness is number 1 and there is no other number 1 priority." – The Pre-Command Course curriculum is directed and approved by the CSA.

line with a school of practice as opposed to an academic approach such as that of a civilian university. The SCP faculty and curriculum is designed to focus on the practice of the profession of arms with a narrow focus towards command.

The final unique aspect of SCP is that its curriculum, learning objectives and approach to the Army's Pre Command Course (PCC) programs are directed and approved by the Army Chief of Staff (CSA), Gen. Mark A. Milley. In short, PCC is the chief's program.

### What we do

With the numerous recent changes in "mission command" and "Army Leadership" doctrine, SCP is organized to develop command teams under the following four lines of effort:

- Uphold the Army Profession/Ethic.

- Understand the operational environment and create vision for their organizations.
- Effectively execute the Army's Mission Command doctrine.
  - Drive the operations process.
  - Build and maintain mutual trust in their formations.
  - Inform and influence audiences both inside and outside their formations.
- Lead change to ensure organizational readiness and relevance – to add value to the Army.

Uncertainty and challenges drive two important questions: "How does the critical command team training and education fit into the Chief of Staff's priorities?" and "How should we best train and educate battalion and brigade level leaders for the many challenges

facing the Army?"

In order to accomplish its mission, SCP currently conducts ten different courses each month, each with varying length. SCP graduates nearly 4000 students annually, which includes U.S. Army Reserve command team members who also attend the PCC at Fort Leavenworth. Additionally, the SCP's Command Team Spouse Development Program is offered to all battalion/brigade level commander and command sergeant major spouses. Spouse attendance is encouraged through invitational travel orders. The program is designed to help spouses decide their level of involvement in the command, facilitate a positive environment, advise and contribute to the Family Readiness Group and incorporate a personal/family approach towards balance and resiliency.

*Continued on page 14*

# CGSOC students benefit from revised writing program

by Jonathan M. Williams

Assistant Professor, Department of Army Tactics

STUDENTS ATTENDING THIS YEAR'S CGSC CLASS HAVE SEEN AN INCREASED EMPHASIS on communications skills. Recent revisions to the Command and General Staff Officer Course (CGSOC) curriculum have placed renewed focus on critical communications skills, particularly writing, required of field grade leaders. These changes, a result of an ongoing Command and General Staff School (CGSS) initiative, promise to both challenge and enhance the abilities of officers attending CGSC and will likely prove beneficial to the gaining units once these officers graduate CGSOC.

Much of the groundwork for this year's innovations was laid in a pilot run during the 2014-2015 CGSC class. That pilot, called the Staff Officer Preparation Course (SOPC), included one 64-student section that received increased hours of instruction in writing and briefing lessons. Feedback from this pilot clearly highlighted the value of this heightened focus on communications skills and concluded that future CGSC classes would benefit greatly from increased attention on these communications skills.

Accordingly, last year's CGSC class modified the C100 Foundations block of instruction and added significant breadth and depth to the communication skills instruction. Lessons learned from the execution of that version of the course helped shape several major changes to the CGSOC curriculum, including this year's C100 Foundations block.

## Changes to the Approach

In addition to the revisions prompted by last year's C100 Foundations block, several other critical modifications have accelerated the pace of these curriculum changes. One of the most important has been development of a pre-requisite writing requirement that all incoming students must submit prior to attendance at Fort Leavenworth. CGSC faculty assesses the essays to determine if that particular student would benefit from a writing refresher course prior to the formal start of the CGSOC. Another prerequisite for inbound officers is to complete a Writing Skills Exam. These two instruments offer the students and faculty concrete data points that help determine potential areas of emphasis throughout the officer's study at CGSC.

Hand in hand with the prerequisite requirements, CGSS has pledged greater attention on communications skills with the creation of a Learning Resource Center. The purpose of



PHOTOS COURTESY DTAC



**Top**, students in CGSOC Class of 2017 discuss strategic policy during class. **Middle**, Dr. Sean Kalic facilitates the pre-CGSOC Writing program at the Learning Resource Center. **Bottom**, Mr. Marvin Nickels, the CGSS Deputy Director welcomes incoming students to the Pre-CGSOC Writing Program.



the center is to work with the student officers throughout the year and to complement course curriculum's focus on communications skills. The classes begin with students selected to participate in a pre-CGSOC Writing program prior to the start of the CGSOC. For those officers, this preparatory writing instruction offers an opportunity to "knock the rust off" of writing skills that may have atrophied over the years and gives them a head start on using the writing skills that will be in constant demand throughout the CGSC course. For the other officers who do not attend the pre-CGSOC Writing program, the Learning Resource Center offers individualized instruction tailored to their specific writing weaknesses. The center offers all "customers" a wide range of writing instruction and tools that are certain to complement the existing materials in the CGSC course.

Another initiative that will greatly enhance the quality of the officers' communications skills throughout the year is the publication of a revised "Student Text 22-2, Leader Communication." This document, authored by the Communications Skills Working Group, provides a comprehensive overview of the requirements related to briefing and writing for the CGSC student and offers practical advice and techniques to improve essential skills in communication.

### **The Work Behind the Scenes**

Key to the success of these initiatives has been the ongoing efforts of the Communications Skills Working Group (CSWG). The CSWG is chaired by the CGSS Deputy Director, Mr. Marvin Nickels, and includes faculty representation from all academic departments in the College. For the past year plus, the CSWG has quietly labored to improve the quality of the communications skills instruction in CGSC and to facilitate a better approach to the writing discipline in the curriculum, an approach that is holistic in nature and one that mirrors the educational focus of graduate schooling. The CSWG conducted a comprehensive review of curriculum to ascertain communications skills requirements in the existing curriculum and recommended significant changes to improve student performance in communications skills. Hence, much of the writing focus is on argument analysis and argument development, vital skills in academic, professional, and military writing.

Mr. Ted Ihrke, who serves as the CGSS lead for the CSWG, has been on the faculty of the College for 10 years and is a strong advocate of the recent changes. He describes the CSWG as the "Director's 'go to' group for all things associated with communication skills." Whether it's an update to a writing rubric or the quick development and teaching of a unique writing program, the CSWG provides this capability. The CSWG takes on the most pressing needs and prioritizes them to improve instruction products and resources in the college.

The CSWG has also filled a key role in facilitating the Writing Improvement Program that each teaching team conducts throughout the academic year. They have provided lesson materials and resources that allow each faculty team to prepare and execute a tailored block of instruction for their students

based on the faculty's assessment of their specific students and the particular weaknesses they see in their students' written work.

Mr. Marvin Nickels, Deputy CGSS Director, believes that the CSWG has contributed immeasurably to the College and notes, "the work that the CGWG has done in the past few months has unquestionably strengthened the overall quality of our course. We know that there are significant demands for field grade leaders in the communications arena, and the efforts of the CSWG have directly addressed those requirements in a thorough and feasible manner."

### **Writing for Publication Opportunities**

Another important initiative that has emerged from the CSWG's efforts is the creation of a new elective offering for CGSOC students to collaborate with resident faculty to conduct research on an academic topic and have their findings published in a scholarly journal. This new elective offers the best students an extraordinary opportunity to partner with experienced faculty members who will coach and mentor the participants throughout the research and writing process. These faculty members will also offer unique insights into the selected topics based upon their long-standing association with the profession. Given the inherent value of the research being published within the public domain, the student writers, as well as the College, stand to gain significant exposure and credibility by contributing to the body of knowledge on topics of importance. The publication of these writing efforts will undoubtedly enhance the credibility of the institution while providing a vital contribution to the professional development of the officer participants. This program is scheduled to begin with the new classes beginning in August 2017.

### **A Course for the Future**

Moving forward, the CSWG intends to thoroughly review the communications requirements across all CGSOC departments and curriculum to ensure better coordination and synchronization in future years. While much has been done to facilitate a better experience for officers attending the resident course at Fort Leavenworth, admittedly there remains a pressing need to constantly assess the lesson materials so that the students receive the best, most relevant, and most appropriate curriculum for field grade leaders.

Effective communication is an enabler. Essential to mission command is the ability to create shared understanding. An academically rigorous focus on communications skills will complement other areas of focus within the CGSOC curriculum and ensure our graduates are ready to excel in the contemporary operational environment. Greater skills in communication enable clarity in providing commander's intent. In the age of mass media influence and complex problem solving, revised emphasis on communications skills complements other pieces of the CGSOC curriculum and satisfies the demands of the current operational environment by honing skills vital to field grade officers in today's military. 🇺🇸

# International Hall of Fame welcomes four inductees

*Christopher Burnett, Fort Leavenworth Lamp*

FOUR INTERNATIONAL GRADUATES OF THE COMMAND AND GENERAL STAFF COLLEGE became members of the International Hall of Fame in a March 16 ceremony at the Lewis and Clark Center.

The induction brings the number of leaders who have been honored in the IHOF to 270 from the nearly 8,000 international officers who have graduated from CGSC. Maj. Gen. John Kem, provost of Army University and deputy commandant of CGSC, noted the success of international officers at the college.

“We’ve been fortunate to host international students here since 1894. It is important to point out that these officers were very high achievers before attending CGSC. We have simply augmented their talents and took advantage of the ambassadorial contributions their presence has. The exchange of knowledge and ability, throughout this history is amazing,” Kem said.

Kem said members of the IHOF are “an elite group from among an elite group” for having achieved the most senior positions of leadership in their countries. He noted that more than half of the college’s international graduates achieved general officer rank. He then introduced the four international honorees:

Maj. Gen. Arthur Gawn of New Zealand, Lt. Gen. Tadeusz Buk of Poland, Gen. Alberto Jose Mejia Ferrero of Colombia and Brig. Gen. David Jones of Belize.

Gawn began his career when he enlisted in the New Zealand Army in 1978 and undertook initial officer training at the Officer Cadet School, in Portsea, Australia. He graduated into the Royal New Zealand Infantry Regiment as a second lieutenant in 1980.

Gawn held regimental appointments, saw operational service and served in many staff assignments. As a general officer, he commanded New Zealand’s 3rd Land Force Group, the Land Component within Joint Forces Headquarters and assumed the position of deputy chief of staff. Gawn was appointed joint forces commander in 2011 during operations while based in Santici Camp, Bosnia, and as part of the United Nations Transitional Authority mission to Timor-Leste.

Gawn graduated from the Command and General Staff Officer Course in 1996. He is one of 43 New Zealand graduates since 1944 and is one of five who reached the rank of general officer.

Gawn was not able to attend the ceremony. New Zealand Maj. Iain Hill, a student in the 2017 CGSOC class, accepted the honor on Gawn’s behalf. Hill relayed the general’s gratitude and appreciation for being recognized by the IHOF.

Buk is the first IHOF member from Poland and the first inducted from the CGSOC class of 1999. His multi-national command assignments included Multinational Division Central-South in Iraq in 2004 and 2007, and Combined Security Transition Command-Afghanistan in 2006. He was promoted to major general in 2007 and appointed the commander of the Polish Land Forces in 2009. Buk died April 10, 2010, in a plane crash near Smolensk, Russia, en route to the commemoration of the 70th anniversary of the Katyn Massacre.

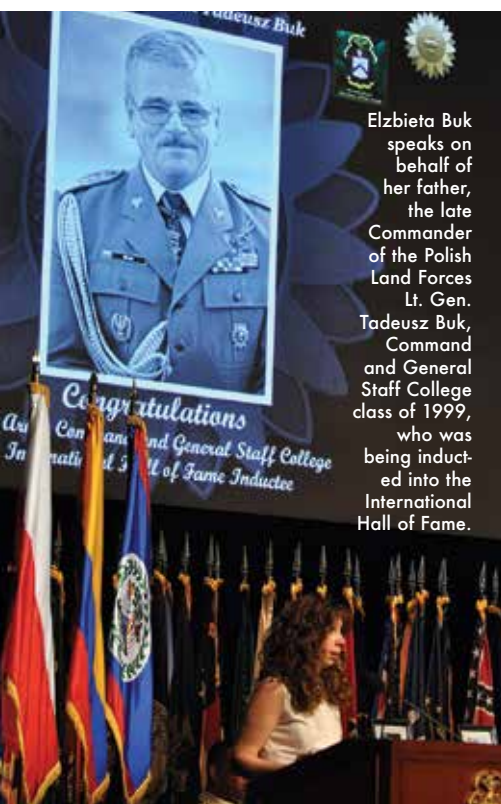
Making remarks on behalf of her late father, Elzbieta Buk said she was only four years old when her father attended CGSC. She said her father was very proud of being a CGSC graduate, and she thanked the IHOF for her entire family.

“He was a hard-working man,” Elzbieta Buk said.

Mejia has served as the commander of the Colombian National Army since 2015. He has served as commander of special forces and infantry battalions, director of the Colombian Infantry School, commander of infantry brigades, an air assault division, and the Joint Special Operations Command. Mejia holds several national and international distinctions. Among these are the Order of San Carlos and the Special Operations Medal from the U.S. Joint Special Operations Command.

In his remarks, Mejia said the lessons about building a professional army learned in CGSC classrooms are continually reinforced during his career. He cited the inherent challenges of transitioning a national army from a militia to a structured force.

“Professionalism strengthens civil and military institutions that respect democracy,” he said. “I am honored to be here with







International Hall of Fame inductee Commander of the Belize Defence Force Brig. Gen. David Jones, Command and General Staff College class of 2007, addresses guests during his IHOFF induction ceremony.



International Hall of Fame inductee Commander of the Colombian National Army Gen. Alberto Jose Mejia Ferrero, Command and General Staff College class of 2001, unveils his IHOFF portrait with Army University Provost Maj. Gen. John Kem during the IHOFF induction ceremony.



New Zealand Maj. Iain Hill, international student in the 2017 Command and General Staff Officer Course, speaks on behalf of International Hall of Fame inductee New Zealand Chief of the Army Maj. Gen. Arthur Gawn, Command and General Staff College class of 1996, during Gawn's IHOFF induction ceremony.



CGSC Foundation Chairman Emeritus, Lt. Gen. (Ret.) Robert Arter presents an eagle statuette to Elzbieta Buk, daughter of IHOFF inductee the late Polish Lt. Gen. Tadeusz Buk. Each inductee received a statuette and Life Constituent certificate from the CGSC Foundation.

my family today and thank you all very much.”

A 2007 CGSOC graduate, Jones is currently the Belize Defence Force commander and joined the force in 1990. His initial tour of duty was commanding an infantry platoon. Jones also served as aide de camp to Sir Colville Young, governor general of Belize. Because of his performance as a student, Jones was selected to serve as an instructor for the Junior Command and Staff Course, Aldershot, Nova Scotia, Canada. He attended the Caribbean Defence and Security Course in Washington, D.C., the Royal College of Defence Studies Course in the United Kingdom and is a recipient of the Belize Defence Force Certificate of Distinguished Service. Jones has served in assignments ranging from rifleman to deputy commander of the Belize Defence Force.

Jones said his time at CGSC was a great atmosphere to

develop as a military leader and provided tools to interact positively with political leaders.

“As officers, apart from our primary role as war fighters, we need to be prepared and acquire the skills to negotiate and be diplomatic enough to prevent conflict,” Jones said.

Established in 1973, the International Hall of Fame is a joint initiative between CGSC, the Greater Kansas City Chapter of the Military Order of the World Wars and the CGSC Foundation. Inductees receive a certificate of honor presented by the Military Order of the World Wars and a Life Constituent Certificate and bronze eagle statuette from the CGSC Foundation. 🦅



For more photos from the ceremony see  
<https://flic.kr/s/aHskW5sgGJ>

*Continued from page 9*

## **How we do it**

SCP is the proponent for the Army's command preparation program. This comprehensive program consists of four phases each designed to achieve a different set of learning objectives.

Courses taught exclusively at Fort Leavenworth by the SCP faculty include:

- Deputy Commanding General Development Course
- Brigade/Battalion Pre-Command Course/Command Sergeants Major Courses
- Command Team Spouse Development Programs – Brigade/Battalion
- Brigade/Battalion Command Tactical commander Development Programs
- Brigade/Battalion CSM Development Programs
- Company Commander/First Sergeant Pre-Command Course
- Personal Awareness and Leadership Seminar

### *Phase 1 – The Pre-Command Course*

The Phase 1 Pre-Command Course (PCC) is what many think of as the traditional pre-command course and is conducted exclusively at Fort Leavenworth, Kansas. The overarching learning objective is to enhance the battalion and brigade commander and command sergeants major selectees' ability to exercise the art of command, the creative and skillful exercise of authority through timely decision making and applied leadership. With authority comes responsibility and this command responsibility falls into three major categories: mission accomplishment; the health, welfare, morale, and discipline of Soldiers; and the efficient use and maintenance of resources. The curriculum is CSA-directed, outcomes based, doctrinally sound, relevant and conducted in a small group seminar format.

### *Phase 2 – Tactical Commander's Development Course (TCDP)*

The Phase 2 overarching learning objective is to enhance tactical battalion and brigade commanders' abilities to exercise mission command in the execution of unified land operations through decisive action by means of combined arms maneuver/wide area

security. Only tactical commanders attend Phase 2 at Fort Leavenworth, Kansas. Recruiting, Garrison, Initial Military training and Acquisition Corps command selectees attend Phase 2 away from Fort Leavenworth at various locations such as the National Defense University, Fort Jackson or Installation Management Command.

### *Phase 3 – Branch Schools*

Phase 3 of the Army's command preparation program is conducted at each of the traditional branch schools and Centers of Excellence such as the Maneuver Center, Fort Benning, and the Sustainment Center at Fort Lee. SCP is the proponent for all four phases, however considerable latitude is given to the Center of Excellence "branch chief" in developing their curriculum and approach to learning. SCP's proponent role in phase 3 is focused on synchronization of many different curriculum topics in order to avoid redundancy and comply with AR 350-1 and other Army requirements.

### *Phase 4 – Senior Officer Legal Orientation (SOLO)*

Phase 4 of the Army command preparation program is the Senior Officer Legal Orientation (SOLO) course conducted by the Staff Judge Advocate School in Charlottesville, Virginia. All brigade level commanders (Special Courts Martial Convening Authority) attend the SOLO course and are scheduled to attend by their branch assignment team at Human Resources Command. Battalion level commanders (Summary Courts Martial Convening Authority) attend on a space available basis and are funded by their gaining or losing command. The SOLO course provides students with knowledge about their duties and responsibilities under the Uniform Code of Military Justice (UCMJ) and Manual for Courts Martial. Topics include investigations, unlawful command influence, contract law, SHARP and a host of other aspects of legal authority related to the commander's unique legal authority and responsibility for good order and discipline of the force.

## **Honors and Awards**

On Dec. 1, 2016, Gen. David Perkins, commanding general of the U.S. Army Training and Doctrine Command, presented the Army Superior Unit Award to the School for Command Preparation during a ceremony at the Lewis and Clark Center. SCP received the award for planning and executing a course redesign that better leverages the school to help the Army chief of staff integrate mission command and lead change in the Army.

"Commanders and command sergeants major are disproportionately influential due to the impact they have on young Soldiers who are the future of the Army," said Perkins during the ceremony. "TRADOC is the front door for all soldiers to get into the Army, and since it is so vitally important to the Army, SCP is a front door to command."

## **The Future**

Command at the battalion and brigade level is perhaps the most vital leadership position for the Army because at this level, so close to Soldiers, the command team is the source of mutual trust within the force. Trust is the glue that binds a committed team and is the bedrock of the Army. The command team is responsible for command climate, team building, mission accomplishment, training and equipment readiness to meet global challenges, being change agents for the Army and for conducting tough, realistic training. Command teams are also responsible for developing professional Soldiers of character and moral fiber and transforming Soldiers into living examples of the Army Values.

Because commanding Soldiers is a decidedly unique human leadership challenge that is often misunderstood and difficult to explain to those who have not experienced command, particularly during combat operations, the focus at SCP remains on Soldiers, civilians and their families, rather than technology, systems, or processes. The professional staff and faculty at the School for Command Preparation remain committed as the premier leader development school, helping create "Command Teams" throughout the Army. 🦋



# Civilian and Military Educators of the Year announced

by Christopher Burnett, Fort Leavenworth Lamp

TWO COMMAND AND GENERAL STAFF SCHOOL EDUCATORS representing civilian and military faculty were named Command and General Staff College Educators of the Year Nov. 18. Both educators advance to the next level in the process to compete for the Training and Doctrine Command civilian and military Educators of the Year.

Dr. Jack Kem, a professor in the Department of Joint, Interagency, and Multinational Operations, is CGSC Civilian Educator of the Year. Lt. Col. Christopher Johnson, who is an instructor in the Department of Military History, is CGSC Military Educator of the Year.

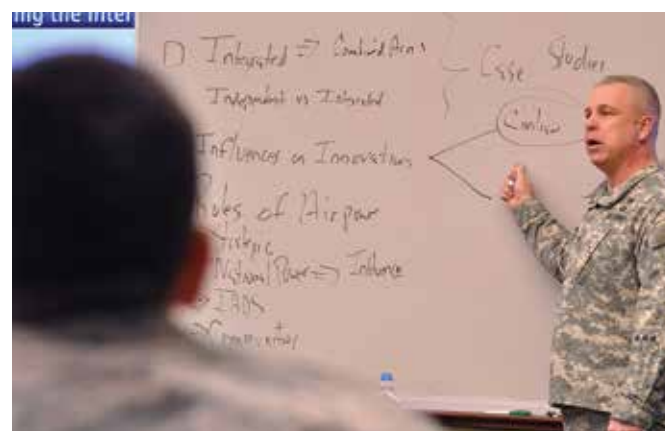
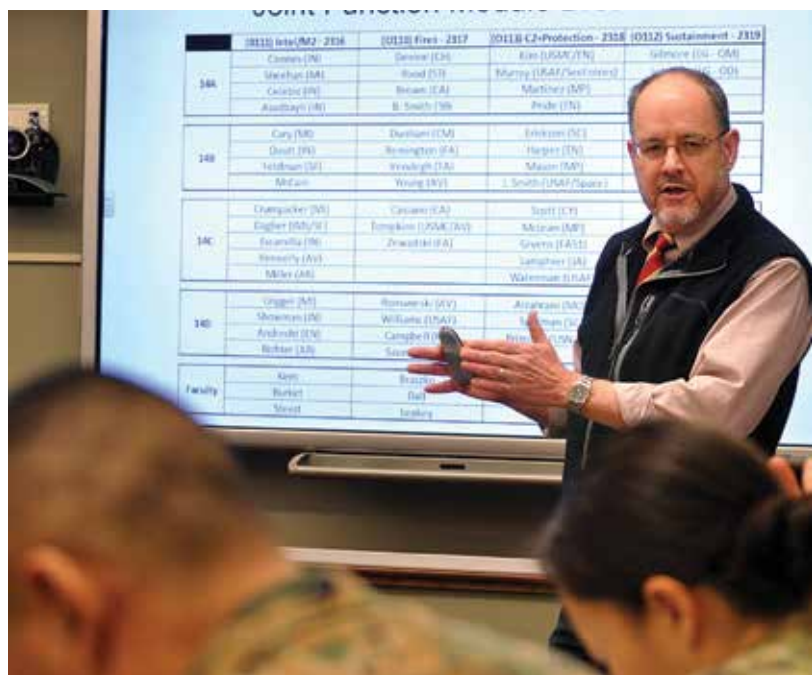
Seven civilian educators and six military educators were among the candidates competing for the honor to represent CGSC faculty at the TRADOC level. A selection board evaluated the 13 educators Nov. 9 and 17 as part of the award process.

The CGSC Educator of the Year selection board was comprised of Dr. James Martin, CGSC Dean of Academics; Dr. Ted Thomas, director of the CGSS Department of Command and Leadership; Col. Lee Gentile, director of the CGSS U.S. Air Force Element; Col. Charles Blumenfeld III, director of the Department of Logistics and Resource Operations; and Dr. Gerald Gorman, deputy director for Academic Affairs, School for Advanced Military Studies.

"The CGSC award selection process was fairly comprehensive and evaluated us across the range of teaching domains," Johnson said. "For example, the board evaluated our teaching philosophies, our classroom management, and conducted a panel-style board to ask us questions about our approach toward education."

Kem said the award selection process included several steps that began with his first being selected by DJIMO as the departmental Educator of the Year. That selection was based upon a nomination and vetting process within his department by the curriculum developers, division chiefs and senior members of the faculty.

"First of all, I was surprised. The competition for Educator of the Year includes a lot of dedicated and professional faculty members, both civilian and military. As a result, being selected is a great honor," Kem said. "Secondly, I realize that the TRADOC Civilian Educator of the Year (award process) will



**Top**, CGSC Civilian Educator of the Year Dr. Jack Kem, Department of Joint, Interagency and Multinational Operations, goes over administrative details with his CGSC students in the "Introduction to Army Service Component Command /Corps Command and Control of Land Component Command" course on Dec. 8 at the Lewis and Clark Center on Fort Leavenworth. **Bottom**, CGSC Military Educator of the Year Lt. Col. Christopher Johnson, Department of Military History, discusses highlights with his students from their reading of "Naval Innovation During the Interwar Years" Dec. 8 at the Lewis and Clark Center on Fort Leavenworth.

also have tough competition. It is my hope that I can represent the CGSC faculty well in that competition."

Johnson, who also won the CGSC Military Educator of the Year award in 2014, described a similarly rigorous process.

"I felt surprised and honored to be selected as the Military Educator of the Year," Johnson said. "CGSC has great instructors who are passionate about their mission and their students. It is an honor to represent the faculty and the students going forward to the TRADOC competition." 🦅



For the full story and more photos, see:

<http://www.fleavenworthlamp.com/news/20161215/cgsc8200announces-educators-of-year>



Participants and their SAMS student escorts along with SAMS faculty and staff and CGSC Foundation representatives gathered for a group photo during the spring NSRT program. **Front row (L-R):** Maj. Joshua Powers, Mr. Brad Harding (Vice President, UMB Financial Services, Kansas City, Mo.), Maj. Kha Nguyen, Barry Berg (Executive Vice President, Chief Architect, Arbita, Inc., Minneapolis, Minn.), Maureen Mahoney (Chief of Staff to the Mayor, City of Kansas City, Kansas), Col. (Ret.) Tim Carlin (CGSC Foundation trustee), and Maj. Brian Davis. **Second row (L-R):** Lt. Gen. (Ret.) John Miller (CGSC Foundation Chairman), Katie Ervin (CGSC Foundation trustee), Bridget Farengo (Certified Nutritionist & Trainer, Snap Fitness, Yoga Fit & Culture House, Olathe, Kansas), Col. Tim Markert (SAMS Director), Maj. Nathan Jennings, Lt. Col. Jason Curl, Dennis Lister (CEO, Lincoln Financial Group, Overland Park, Kan.), and Maj. Thomas Nypaver. **Third row (L-R):** Maj. Mark Ivey, Maj. Daniel Vonbenken, Maj. Timothy Williams, Bill Mahood (Area Practice Leader Mergers Acquisitions Divestitures, Polsinelli, P.C., Kansas City, Mo.), Maj. Matthew Cahill, Dan Maresh (Commodore, U.S. Coast Guard Auxiliary, Branson, Mo.), Marc Melkonian (Business Development

Manager, Bechtel National, Inc. Defense & Security, Reston, Va.), and Maj. Christopher Hanna. **Fourth row (L-R):** Jim Weir (President, CompAlliance Managed Care, Merriam, Kan.), Maj. Erick Buckner, Maj. Adam Taliaferro, Jeff Carr (Owner, President & CEO, Carmeco, Osagian Canoes Mfg., Lebanon, Mo.), Maj. Peter Bakke, and John Murphy (Partner, Shook, Hardy & Bacon, L.L.P., Kansas City, Mo.). **Fifth row (L-R):** David Lindstrom (Member, DML Properties, LLC, Overland Park, Kan.), Maj. John Wilson, Maj. Christian Johnson, Dr. Scott Johnson (SAMS Deputy Director for Academics), Maj. Amos Fox, Maj. John Brock, Maj. John Gallagher, John Robinson (CGSC Foundation trustee), and Maj. Henry Hansen



Marc Melkonian, Business Development Manager with Bechtel National, Inc. Defense & Security in Reston, Va., receives his NSRT certificate from Foundation Chairman Lt. Gen. (Ret.) John Miller (left) and CGSC Deputy Commandant Maj. Gen. John S. Kem. Also pictured is Melkonian's SAMS student escort Maj. Christopher Hanna



Former Kansas City Chiefs defensive lineman David Lindstrom spends time in conversation during the NSRT with his SAMS student escort Maj. Mark Ivey.

## SAMS hosts spring NSRT program

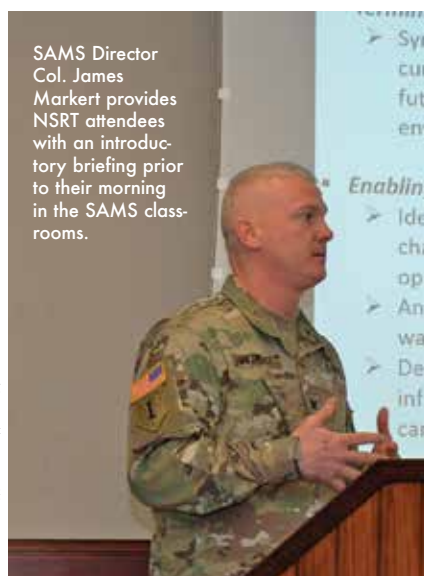
by Mark H. Wiggins, Managing Editor

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 (NSRT) program April 4-5, 2017 at the Lewis and Clark Center on Fort Leavenworth, Kansas.

The first day began with the attendees gathering in the atrium with a short welcome by Doug Tystad, Foundation CEO. The group then moved to the Arnold Conference Room where Mr. Jeff LaMoe, CGSC Chief of Staff, provided the roundtable participants with some history of CGSC and an overview of Army professional education with special emphasis on the College. After LaMoe's brief, the DACOR visiting professor of diplomacy, retired Ambassador Laura Kennedy, spoke to the group about geopolitical issues around the world. The evening ended with a reception in the atrium.

On day 2 of the roundtable, the group met for morning coffee in the Felts Exercise Room in Flint Hall and received





SAMS Director Col. James Markert provides NSRT attendees with an introductory briefing prior to their morning in the SAMS classrooms.



CGSC Foundation CEO Doug Tystad welcomes the NSRT participants and their escorts to the Lewis and Clark Center on the first evening of the program.



From left, Lt. Col. Jason Curl, Maj. Amos Fox and Maj. John Brock, lead a panel discussion titled "The Operational Environment." Curl's specific topic was on the terrorist organization ISIL and how the U.S. might counter its operations.



CGSC Chief of Staff Mr. Jeff LaMoe provides NSRT participants with an overview of the College and Army leader development.

an overview briefing from SAMS Director Col. James Markert. The attendees then accompanied their SAMS student escorts to their seminar rooms where they spent the morning participating in the current classroom topic of "Anticipate the Future."

The group came back together in the Arnold Conference Room where Foundation CEO Doug Tystad provided them with an overview of the CGSC Foundation and its programs in support of the college. The remainder of the day was spent in two panel discussions, one about the SAMS program entitled "Educating Tactical Experts for Strategic Problems," led by Col. Markert and Dr. Gerald Gorman, and the second entitled "The Operational Environment," led by Lt. Col. Jason Curl, Maj. Amos Fox and Maj. John Brock.

Upon completion of the program Foundation Chairman Lt. Gen. (Ret.) John Miller and CGSC Deputy Commandant Maj. Gen. John Kem presented each of the attendees with a group photo and completion certificate.

The Foundation wishes to express special thanks to Col. Markert and his staff for their work to set up and host the program. Also, special thanks goes to the Raytheon Company and Geiger Ready Mix for their sponsorship of the NSRT program. 🇺🇸

For more photos from the NSRT visit the CGSC Foundation Flickr site:



Day 1 photos - <https://flic.kr/s/aHskSHJx1e>

Day 2 photos - <https://flic.kr/s/aHskXvFpPb>



NSRT participant Bridget Farengo, a certified nutritionist and trainer with Snap Fitness and Yoga Fit & Culture House in Olathe, Kansas, sits in a SAMS classroom during discussions of their readings from the night before.



## Fort Leavenworth Ethics Symposium

An intellectual forum co-sponsored  
by the U.S. Army Command and General Staff College  
and the CGSC Foundation, Inc.



Dr. Shannon E. French delivers the keynote lecture during the 2017 Fort Leavenworth Ethics Symposium.

PHOTOS BY MARK H. WIGGINS

# The Ethics of Future Warfare

by Mark H. Wiggins, Managing Editor

PHOTOS BY MARK H. WIGGINS

THE 2017 FORT LEAVENWORTH ETHICS SYMPOSIUM WAS CONDUCTED April 24-25, 2017 at the Lewis and Clark Center on Fort Leavenworth. This year's theme was "The Ethics of Future Warfare" – an exploration of the changing and unchanging nature of future warfare.

One unchanging aspect discussed during the symposium was personal "character." Character is viewed as foundational to a leader's capacity to successfully navigate the shifting ethical terrain presented by constantly changing technologies and situations. Participants at the symposium had the opportunity to explore the effect of character in leadership and the ethical impact of technologies and their employment on the battlefield.

Day 1 began with remarks from Lt. Gen. Michael Lundy in Eisenhower Hall. Lundy set the stage for the students and guests attending the symposium. After Lundy's remarks, Dr. James Crupi, president and founder of Strategic Leadership Solutions, Inc., presented "Character: The Foundation of Leadership." After the Eisenhower Hall session, the panels and

breakout sessions began.

This year's symposium format was a bit different in that rather than signing up for the symposium as an elective course, all CGSOC students were required to attend. This made the job for Chaplain (Major) Jeff McKinney, the ethics instructor for CGSC's Department of Command and Leadership (DCL) who organizes the symposium, a bit more challenging in that he had to plan to accommodate all the students in the class versus just 150 or so that would have been in the elective course version. As a result, there were three panels, each conducted twice during day one of the symposium, while there were 27 breakout sessions being conducted concurrently. The breakout sessions were each conducted twice in the morning and twice in the afternoon of day one. Students and guest attendees had plenty of choice for which panels and breakouts they wanted to attend. Day one ended with a social hosted by the CGSC Foundation.

The highlight of day two of the symposium was the keynote lecture

delivered by Dr. Shannon French, the newly appointed General Hugh Shelton Distinguished Visiting Professor of Ethics. (see sidebar article). Dr. French spoke about the "Warrior Ethos" and answered questions from the attendees afterward.

During the conclusion of the symposium Chaplain McKinney and Director of DCL Dr. Ted Thomas, along with Foundation CEO Doug Tystad, recognized the panel presenters with Foundation coins and the breakout session presenters received CGSC branded coffee mugs. The key presentations were to the two best papers presented. CGSC student Maj. Francisco Hernandez won the \$300 first prize for his paper "A Leader's Duty in Tragedy and Loss." CGSC faculty member Dr. Richard Berkebile won the \$150 second prize for his paper entitled "Secession and Jus Ad Bellum." 🍷

Visit <https://flic.kr/s/aHskTJ7Fyp> for all the photos from day one of the symposium; day 2 photos are at <https://flic.kr/s/aHskVRDYvf>





From left, Foundation CEO Doug Tystad, Director of CGSC's Department of Command and Leadership Dr. Ted Thomas, CGSC student Maj. Francisco Hernandez (first place winner of best paper), CGSC faculty member Dr. Richard Berkebile (second place winner of best paper), General Hugh Shelton Distinguished Visiting Chair of Ethics Dr. Shannon French, and CGSC ethics instructor Chaplain (Maj.) Jeff McKinney.



From right, Col. John Vermeesch, Col. James Cook, Dr. Don Snider and Chaplain (Lt. Col.) Peter Dissmore, from the Center for the Army Profession and Ethic (CAPE) present "Character Development of the Future Force," one of the symposium's three panel sessions.



Maj. Francisco Hernandez presents his paper entitled "A Leader's Duty in Tragedy and Loss" during one of the breakout sessions. Hernandez's paper was selected first place for best papers presented for the symposium.



CGSC faculty member Dr. Richard Berkebile presents his paper "Secession and Jus Ad Bellum" during one of the breakout sessions of the symposium. Berkebile's paper won second place for best papers presented for the symposium.



Maj. Hasan Harkous, an international military student from Lebanon presents his paper entitled "The Role of Social Media in the Arab Spring" as one of the breakout sessions offered during the symposium. His research examined the Islamic State's use of social media to launch its message and expand its propaganda to the world.



Maj. Dorothy Farrar presents her paper entitled "Ethical Implications of Forced Removal" as one of the breakout sessions offered during the symposium. Her research explored lessons learned when dealing with forced relocations of people.



Maj. Tennille Scott presents her paper co-written with Dr. Shawn Cupp entitled "Ethics in Hacktivism" as one of the breakout sessions of the 2017 Fort Leavenworth Ethics Symposium.



Dr. Shannon E. French

## New Chair of Ethics in 2017

Dr. Shannon E. French assumed duties as the General Hugh Shelton Distinguished Visiting Chair of Ethics effective Feb. 1. She is the third person to occupy the chair since its inception in 2009.

French was selected for the position by the CGSC Foundation, in coordination with the CGSC Department of Command and Leadership. In her full-time employment, French is the Inamori Professor in Ethics, director of the Inamori International Center for Ethics and Excellence, and a tenured member of the philosophy department with a secondary appointment in the law school at Case Western Reserve University in Cleveland, Ohio. She is also a senior associate at the Center for Strategic and International Studies (CSIS) in Washington, D.C.

French will serve two academic years as the chair and will be responsible for coaching, mentoring, guiding and educating leaders at all levels within CGSC. She will also speak and participate at events to improve the overall academic and leadership experience at CGSC, as well as consult with CGSC and Army University leadership on ethics topics of interest. The ethics chair is also expected to research, write and publish on topics within their area of expertise.

The ethics chair and symposium are made possible by an endowment from the Perot Foundation.



For more information see <http://www.cgscfoundation.org/person-of-the-month-march-2017>

# Foundation conducts second exhibit of 'The Art of War'

by Mark H. Wiggins, Managing Editor

THE CGSC FOUNDATION WITH SUPPORT FROM THE TODD WEINER GALLERY IN KANSAS CITY hosted an art exhibit entitled "The Art of War" at the Lenexa, Kansas City Hall art gallery from Feb. 28- April 28.

As part of the celebration of the exhibit, the Foundation and the gallery invited the public to a free reception on March 2. More than 70 attended the reception and the event was covered by the Kansas City Fox television affiliate (WDAF-TV, Fox 4 KC).

The Art of War exhibit is part of the CGSC Foundation's "Art of War Initiative" to preserve, promote, and protect the life and longevity of the CGSC art and gift collection, which comprises more than 3,800 items. Until the Art of War Initiative began in summer 2016 with a partnership between the CGSC Foundation and the Todd Weiner Gallery, the general public has never truly had an opportunity to see this collection. The City of Lenexa exhibit represents only the second time selections from this collection have been on public display outside of Fort Leavenworth.

The March 2 reception opened with a short talks by Foundation CEO Doug Tystad and Meghan Dohogne from the Todd Weiner Gallery. Tystad also showed a video that explains the Foundation's Art of War Initiative to preserve, promote, and protect the life and longevity of more than 3,800 items in the CGSC art and gift collection.

The Command and General Staff College has been educating military officers for service to the nation since 1881. International military officers began attending the college in 1894. The CGSC art and gift collection traces its beginnings to 1943 at the height of World War II with a plaque from the Polish delegation attending the college. Gifts prior to that were not necessarily catalogued or maintained, however some gifts, such as a painted portrait of Confederate General Robert E. Lee donated in 1934 by the Daughters of the American Confederacy, still exist. In the 1970s, CGSC classes began a tradition of giving gifts to the college upon graduation. That tradition has taken many forms, from stained glass windows currently displayed in the Lewis and Clark Center (the home of CGSC), to original works of art presented annually on a topic chosen by the class. In addition, many of the international military student officers from each class annually gift the college with tokens of appreciation representing their country. Visiting dignitaries and interested



Below, Marge Eckhardt, wife of Foundation trustee Bill Eckhardt, and other guests peruse the Art of War collection during the exhibit kick-off reception on March 2 at the Lenexa City Hall.



Meghan Dohogne, assistant gallery director of the Todd Weiner Gallery in Kansas City, Missouri, speaks to guests about the CGSC art and gift collection during the reception on March 2.



PHOTOS BY MARK H. WIGGINS

donors have also gifted the college with works of art. Examples of these gifts range from a presidential portrait collection to bronze statues commemorating the military's role in the war in Afghanistan.

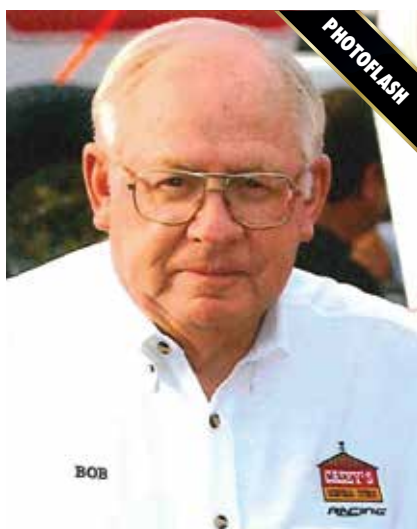
The vision of the Art of War Initiative is to "preserve, educate, celebrate and engage" – preserve by fully cataloguing the collection; educate with published and video projects; celebrate and engage by using objects from the collection in exhibits both within the college and the community; plan for the future with an endowment; and finally protect the collection by designing and reimagining the collection storage and display for the foreseeable future. The CGSC Foundation is continuing to work with the CGSC leadership and the Army to explore how the Foundation can bring the initiative to reality and embark on an Army-approved program to preserve and promote the collection. Meanwhile, plans for the next public exhibit are underway.

For more information visit [www.theartofwarinitiative.org](http://www.theartofwarinitiative.org). The Foundation thanks you in advance for any support you can provide. 🙏



For more photos from the March 2 reception see <https://flic.kr/s/aHskT8akhy>





COURTESY PHOTO

## Foundation trustee Bob Myers awarded top honor in his industry

Robert J. Myers, chairman of the board of Casey's General Stores and a member of the CGSC Foundation board of trustees since 2009, was recently selected as the "2016 Retailer of the Year" during the annual meeting of the National Association of Convenience Stores (NACS) in Atlanta, Georgia.

"Convenience Store News & Petroleum," or CSP Magazine as it is known in the convenience retailing industry, presented Myers with the award at a dinner ceremony during the NACS show. Myers retired as CEO of Casey's General Stores in April 2016, but is currently serving as the chairman of the board of directors for the popular store chain.



For the full story and a video visit

<http://www.cgscfoundation.org/foundation-trustee-awarded-top-honor/>

## Aftermath of the Army-Navy game

As many know by now, the U.S. Military Academy at West Point defeated the U.S. Naval Academy 21-17 in their annual football game on Dec. 10, 2016. It was the first time since 2001 that Army had won and was the 117th meeting of the two rivals. Navy leads the series with 60 wins to Army's 50 wins and seven ties.

On his way into the Lewis and Clark Center the Monday after the game, Foundation CEO Doug Tystad ran into Bud Meador, a CGSC history professor and retired USMC lieutenant colonel and the Foundation's government appointed liaison to CGSC. Meador explained that he had placed a small wager with one of his history classes.

"Bud told me that if Army were to win, he would sing the Army Song while wearing a paper bag over his head," said Tystad. "Therefore, this morning he marched into his class, donned the bag, and belted out the Army song, inviting his students to sing along with him."

We salute Professor Bud Meador for being a man of his word...and Go Army!



COURTESY PHOTO

## College, Foundation host visit from global logistics association

The U.S. Army Command and General Staff College with support from the CGSC Foundation hosted a visit from 16 members of the Heartland Roundtable of the Council of Supply Chain Management Professionals (CSCMP) on Jan. 27.

Lt. Col. (Ret.) Paul Schlimm, recently of CGSC's Department of Logistics and Resource Operations (DLRO) is a member of the Council's board of directors and coordinated this visit as the main event for their monthly meeting.

The group had the opportunity to take a look at the history of Fort Leavenworth and CGSC and participated in logistics information briefings set up by DLRO faculty.



COURTESY PHOTO



For more information see the online article at

<http://www.cgscfoundation.org/college-foundation-host-visit-from-global-logistics-association/>

# Simons Center programs flourishing in 2017

by Col. Roderick M. Cox, U.S. Army, Ret.  
Simons Center Program Director

SPRING BRINGS WITH IT THE PROMISE OF GROWTH AND RENEWED ENERGY, and this spring is no different. As the days grow longer and the weather warmer, we also see our publications and programs flourishing.

As you may know, the Simons Center established a new lecture series in partnership with the U.S. Army Command and General Staff School. The InterAgency Brown-Bag Lecture Series is an extracurricular, interagency topic-focused series that is intended to help enrich the CGSS curriculum. Since its inaugural lecture in September 2016, seven presentations on various agencies of the U.S. government have augmented the interagency education of CGSS students and faculty and facilitated interagency coordination across the Fort Leavenworth community. The series has garnered positive reviews from attendees and presenters alike, and the Simons Center will once again partner with the Command and General Staff School to present the InterAgency Brown-Bag Lecture Series in school year 2017-2018.

Ralph M. Erwin, Senior Geospatial Intelligence Officer and the National Geospatial-Intelligence Agency liaison to CGSC, presents "National Geospatial-Intelligence Agency: A Roles and Missions Briefing" at the U.S. Army Command and General Staff College on January 26 as part of the InterAgency Brown-Bag Lecture Series.



PHOTOS BY MARK H. WIGGINS



Larry A. Hisle, Executive Director of the Greater Kansas City Federal Executive Board, leads a discussion on the FEBs roles and missions in an InterAgency Brown-Bag Lecture on Dec. 13, at the Lewis and Clark Center.

The Simons Center also continues to advance the scholarship of the U.S. Army Command and General Staff College by bringing in distinguished speakers. This April, Ambassador (Ret.) Laura Kennedy returned for a second visit to Fort Leavenworth as the DACOR visiting professor of diplomacy for the U.S. Army Command and General Staff College Class of 2017. (See article on page 24.)

Also in April, the Simons Center brought in Career Minister Dr. Dirk Dijkerman as part of a Simons Center special speakers program. Like Kennedy, Dijkerman attended various elective courses at the U.S. Army Command and General Staff College, discussing the various interagency and international challenges and the methods he used to successfully address them. (See article on page 24.)





Mr. Patrick J. Wesner, the Command and General Staff College Distinguished Chair for Development Studies, leads a discussion on the roles and missions of the United States Agency for International Development (USAID) in the seventh InterAgency Brown-Bag Lecture on April 6.

In the coming weeks the Simons Center will sponsor a visit from Ambassador (Ret.) Patrick Moon, former U.S. Ambassador to Bosnia and Herzegovina, to support the academic instruction in European Security studies. In May, we will bring in Dr. Jerry Jaax, Colonel, U.S. Army (Ret.), the Army veterinarian who was a key contributor in dealing with the 1989 Reston Ebola outbreak as detailed in the best-selling book, *The Hot Zone*, to support the West African Scholars program

The Simons Center is also active in supporting the outreach mission of the U.S. Army Command and General Staff College by assisting in the effort to showcase the world-class academic expertise of the CGSC faculty and the positive scope of its academic curriculum. Both Ambassador Kennedy and Minister Dijkerman made presentations at the University of St. Mary and Park University, respectively, and in May several members of the CGSC faculty are scheduled to make presentations in support of area universities' curricula and in support of programs hosted by the International Relations Council of Kansas City

In May, the Simons Center will publish a special topic *InterAgency Journal* on the various challenges posed by weapons of mass destruction. Once again, the Center has partnered with Dr. Mark Mattox, director of the Countering Weapons of Mass Destruction Graduate Fellowship Program at the National Defense University, to publish a special edition penned by expert practitioners and scholars from across the Department of Defense. This new collection of



The sixth lecture in the InterAgency Brown-Bag Lecture Series featured Mr. Gustav A. Otto, the Defense Intelligence Chair and Defense Intelligence Agency (DIA) Representative to the Combined Arms Center and Army University. Mr. Otto led a discussion and provided insight into the DIA, which is one of our nation's least understood intelligence organizations.

articles illustrates the clear and present danger weapons of mass destruction continue to pose.

As the year progresses, the Simons Center will continue its mission to support the College and to bring together experts from all agencies to develop interagency leaders, improve interagency operations, and build a body of interagency knowledge. We encourage you to visit our website and gain a better understanding of how you may join us in our mission. Visit [www.TheSimonsCenter.org](http://www.TheSimonsCenter.org) to learn more. 🐼

📺 Visit the CGSC Foundation Flickr site for more photos from all the brown-bag lectures – <https://www.flickr.com/photos/cgscfoundation/albums>

# Ambassador Kennedy returns to Fort Leavenworth

by Elizabeth Hill,  
Simons Center Program Assistant

AMBASSADOR (RET.) LAURA KENNEDY RETURNED FOR A SECOND VISIT TO FORT LEAVENWORTH in April, again serving as the DACOR visiting professor of diplomacy for the U.S. Army Command and General Staff College (CGSC) Class of 2017. Kennedy, who previously served as the Deputy Assistant Secretary of State for European and Eurasian Affairs among many other positions over a nearly 40-year diplomatic career, visited Fort Leavenworth April 4-6. She previously visited in December 2016 and spent time with CGSC's School for Advanced Military Studies (SAMS).

On the first evening of her visit, Ambassador Kennedy attended the opening reception for the spring 2017 National Security Roundtable. At the reception, Kennedy spoke of about geopolitical issues around the world and the importance of diplomacy in today's contentious political climate.

From April 5-6, Kennedy attended student seminars at CGSC. On the morning of April 5, she visited with and spoke to students in "The Interagency and National Security" and "National Security Policy Formation" electives, where they discussed interagency operations overseas, the State Department, and the U.S. Agency for International Development. That afternoon she attended "Eurasia's Evolving Operational Environment," where the conversation focused on Ukraine and the conflict with Russia. On April 6, Kennedy visited "Statecraft and Diplomacy" and "Current Strategic Concepts". In these courses, Kennedy



Ambassador Kennedy, right, tours the University of Saint Mary's "Bernard H. Hall Abraham Lincoln Collection," which contains more than 10,000 items and memorabilia including one of two known letters written by Mrs. Lincoln and co-signed by Lincoln.

spoke about diplomatic tools and diplomatic power.

Ambassador Kennedy also visited with undergraduate students at the University of Saint Mary in Leavenworth, Kansas on April 6. At the University of Saint Mary, Kennedy spoke about her experiences during her diplomatic career, and encouraged the students to consider careers in the foreign or civil service. The Saint Mary students had a lot of questions for Kennedy, and relished the opportunity to meet a retired ambassador. Later that evening, Kennedy met with students from the University of Saint Mary's Lawrence D. Starr Center for Peace and Justice in our Global Society. Kennedy also received a private tour of the university's Abraham Lincoln collection during her visit.

Once again, Kennedy expressed her admiration of the students and faculty at CGSC, remarking that she greatly enjoyed the opportunity to be part of the DACOR program.

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 Lawrence D. Starr Center for Peace and Justice in our Global Society. 🙏



For more information see the online articles:

<http://thesimonscenter.org/ambassador-kennedy-returns-to-fort-leavenworth/>

<http://thesimonscenter.org/dijkerman-visits-fort-leavenworth/>

PHOTO BY MARK H. WIGGINS



## USAID career minister visits Fort Leavenworth

Career Minister Dr. Dirk Dijkerman recently visited Fort Leavenworth as part of a Simons Center special speakers program. Dijkerman is a retired U.S. Agency for International Development (USAID) Career Minister with a vast amount of experience in the agency, most notably serving as the Executive Coordinator for the U.S. Ebola Task Force in 2014-2015.

While at Fort Leavenworth, Dijkerman attended various elective courses at the U.S. Army Command and General Staff College, discussing the various interagency and international challenges and the

methods he used to successfully address them. He also spoke at Park University in Parkville, Missouri.

Dijkerman also attended one of the Simons Center's InterAgency Brown-Bag Lectures, where Mr. Patrick J. Wesner, the Command and General Staff College Distinguished Chair for Development Studies, led a discussion on the roles and missions of USAID. Dijkerman contributed to Wesner's presentation, speaking about his experience at USAID, particularly about his experience on the U.S. Ebola Task Force.



# Lecture series continue education beyond the classroom

by Mark H. Wiggins, Managing Editor

THE CGSC FOUNDATION HAS CONTINUED ITS SUPPORT OF TWO LECTURE SERIES that are intended to recognize and celebrate the participants in two different eras of war. The lectures also serve to expand the learning experience beyond the standard classroom.

The CGSC Department of Military History hosts the “General of the Armies John J. Pershing Great War Centennial Series” (or “Great War Series” for short) with support from the CGSC Foundation. CGSC’s Department of Military History also presents the “Vietnam War Commemoration Lecture Series” with support from the U.S. Army Garrison Fort Leavenworth, the CGSC Foundation and the Henry Leavenworth Chapter of the Association of the U.S. Army (AUSA). Both of these lecture series are conducted after-hours and are open to the public.

Since the Fall edition of the Foundation News, the history department and the Foundation have conducted two Great War lectures and four Vietnam lectures. 🇺🇸

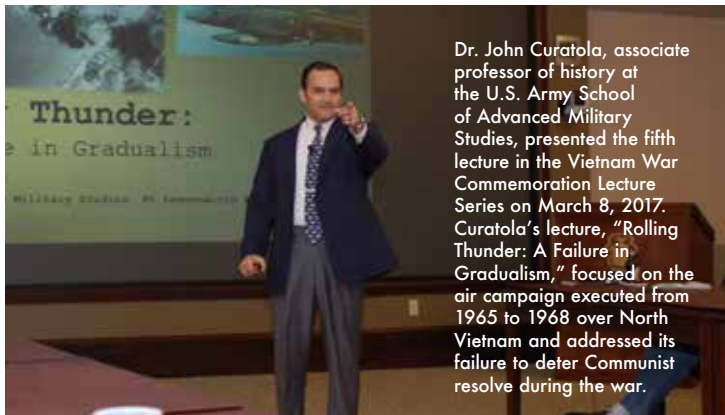


PHOTOS BY MARK H. WIGGINS

In the ninth lecture of the Great War lecture series, Dr. Mark Hull, associate professor of history at CGSC, presented “Lawfare: The Great War and the Idea of Justice” in the Arnold Conference Room of the Lewis and Clark Center on Fort Leavenworth, Nov. 3.



Dr. Richard S. Faulkner, CGSC professor of history and CGSC’s William A Stofft Chair of Military History, presented “The Giant with Feet of Clay: The U.S. Army Goes to War 1917-1918” in the Lewis and Clark Center’s Arnold Conference Room on March 16 for the 10th lecture of the Great War Series.



Dr. John Curatola, associate professor of history at the U.S. Army School of Advanced Military Studies, presented the fifth lecture in the Vietnam War Commemoration Lecture Series on March 8, 2017. Curatola’s lecture, “Rolling Thunder: A Failure in Gradualism,” focused on the air campaign executed from 1965 to 1968 over North Vietnam and addressed its failure to deter Communist resolve during the war.

The sixth lecture in the series entitled “Stories of a New Army Nurse” was presented on April 19 in the Riverfront Community Center in downtown Leavenworth, Kansas, by Susan Backs, a retired Army nurse who spent her first tour of duty as a young nurse in Vietnam.



Dr. James H. Willbanks, CGSC’s General of the Army George C. Marshall Chair of Military History, delivered the third lecture in the Vietnam War Commemoration Lecture Series Dec. 7, 2016 in the Riverfront Community Center in downtown Leavenworth, Kansas.



This fourth lecture in the Vietnam lecture series entitled “Reassessing Westmoreland’s War,” was presented by Dr. Gregory Daddis, associate professor of history at Chapman University (Orange, Calif.) on Jan. 26 in the Arnold Conference Room.

# Admiral speaks to CGSC Class of 2017

by Mark H. Wiggins, Managing Editor

RETIRED U.S. NAVY ADMIRAL JAMES STAVRIDIS SPOKE to the 2017 CGSC class in the Eisenhower Auditorium of the Lewis and Clark Center on Dec. 6 as the lecturer for the Colin L. Powell Lecture series.

Stavridis, who was also the Powell Lecturer for the 2016 class, opened with his trademark self-deprecating humor before diving into his presentation on the challenges to U.S. national security around the globe. He engaged in a lively question and answer session at the end of his presentation and then spent time with two small groups of students afterward. The Foundation also sponsored a luncheon for him and other invited guests at the Frontier Conference Center on Fort Leavenworth.

During his military career Stavridis 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.

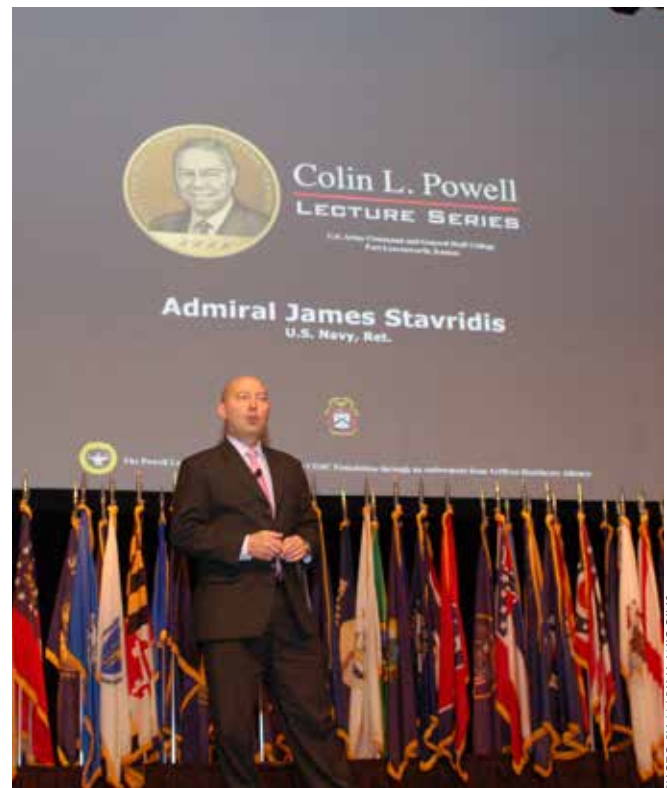
The Colin L. Powell Lecture Series was established by CGSC and the CGSC Foundation in 2008 in honor of the legacy of Gen. Powell at Fort Leavenworth. Powell, a former Secretary of State and Chairman of the Joint Chiefs of Staff, graduated from the U.S. Army Command and General Staff College, served at Fort Leavenworth as a Brigadier General, and was the driving force behind the development of the Buffalo Soldier Monument that honors the service of the 9th and 10th Cavalry "Buffalo Soldiers."

The intent of the Powell Lecture Series is to invite national and international distinguished personalities to provide lectures on contemporary issues to the faculty, student body, community and business leaders in the Eisenhower Auditorium of the Lewis and Clark Center, Fort Leavenworth, Kansas. The CGSC Foundation sponsors the series through an endowment from the TriWest Healthcare Alliance.

Lecturers in the series range from heads of state, heads of government, senior diplomats, and other distinguished persons who could bring their unique perspectives to help educate the audience about historical or contemporary issues of importance to the nation or the international community.

For more information contact the CGSC Foundation. 🐼

For more photos see <http://www.cgscfoundation.org/admiral-speaks-to-cgsc-class-of-2017/>



Retired U.S. Navy Admiral James Stavridis delivers remarks to the 2017 CGSC class in the Eisenhower Auditorium of the Lewis and Clark Center on Dec. 6 as the lecturer for the Colin L. Powell Lecture series.



After his presentation in Eisenhower Hall, Dr. Jack Kem brought Adm. Stavridis to visit a staff group and carry on the conversation about national security issues.




After his presentation in Eisenhower Hall, Adm. Stavridis also met with students in Dr. Dean Nowowiejski's Art of War Scholars program.



## Sinise to receive AUSA's highest honor

The Association of the United States Army (AUSA) announced March 15 that actor and humanitarian Gary Sinise had been selected as the 2017 recipient of the George Catlett Marshall Medal for his commitment to the men and women of our nation's armed forces. Sinise will receive the award, AUSA's highest award for distinguished public service, at the Marshall Dinner during AUSA's Annual Meeting and Exposition in October 2017.

Mr. Sinise has been a friend of the U.S. Army Command and General Staff College (CGSC) and the CGSC Foundation for many years, helping to establish the Lt. Col. Boyd McCanna "Mac" Harris Leadership Award at CGSC in 2014. The CGSC Foundation and the Simons Center congratulate Mr. Sinise and thank him for his dedication to the our military men and women and their families.

 For more information see the online article at <http://www.cgscfoundation.org/sinise-to-receive-ausa-award/>



U.S. ARMY PHOTO



Dr. Ted Thomas, director of the CGSC Department of Command and Leadership, presents his "Hands, Head and Heart Model of Leadership" during the summit.



CGSC Deputy Commandant Maj. Gen. John S. Kem speaks about leaders and leader development at the Executive Leadership Summit on Feb. 17.


PHOTOS BY MARK H. WIGGINS

## Foundation, KU School of Business cohost Executive Leadership Summit

The 2017 Executive Leadership Summit cohosted by the KU School of Business and the CGSC Foundation, Inc., was conducted Feb. 17, 2017 at the BEST Conference Center at the University of Kansas Edwards Campus in Overland Park, Kansas.

The summit was themed "Developing the Leaders of Tomorrow" and brought together leaders in defense, business and academia to address key leadership challenges in a dynamic and complex world. Maj. Gen. John S. Kem, Army University provost and CGSC deputy commandant, was one of the key speakers in the morning session and Dr. Ted Thomas, director of the CGSC Department of Command and Leadership, presented in the afternoon.

CGSC Foundation support was provided through a generous grant from the Flint Hills Resources, LLC, in Wichita, Kansas.

 For more information see the online article at <http://www.cgscfoundation.org/foundation-ku-school-of-business-cohost-executive-leadership-summit/>

---

## CGSC professor selected for national committee

CGSC's George C. Marshall Chair of Military History, Dr. James H. Willbanks (Lt. Col. U.S. Army, Ret.) was recently selected by the National Archives Foundation to serve on its honorary committee to support the National Archives' new exhibition, "Remembering Vietnam: Twelve Critical Episodes in the Vietnam War," which opens November 10, 2017. The National Archives Foundation is a Commemorative Partner of the U.S. Vietnam War Commemoration.

Dr. Willbanks is among the many leaders and historians who make up the advisory committee.

"While the committee is honorary in nature, I have been working for the last year with the archivist at the National Archives responsible for putting together the exhibit," said Willbanks. "She [archivist] asked to interview me for the 'Voices of Vietnam' part of the exhibit. Also, I am working with the Kansas City National Archives facility on a local exhibit on Vietnam that will open in the fall," he added.



PHOTOFLASH

PHOTO COURTESY ARMYU PUBLIC AFFAIRS



For more information see <http://www.cgscfoundation.org/cgsc-professor-selected-for-national-committee>



PHOTO COURTESY CGSC PUBLIC AFFAIRS

Alex Gorsky, right, and Dr. Ted Thomas carry on a dialogue with CGSC students in the Eisenhower Auditorium during Gorsky's visit Feb. 6.

PHOTOFLASH

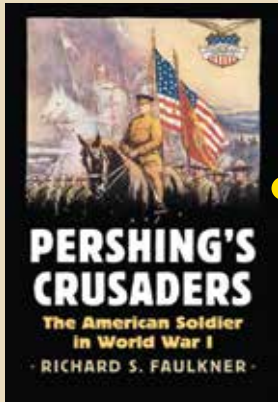
## Johnson & Johnson Chairman/CEO addresses CGSC class

Alex Gorsky, chairman and CEO of Johnson & Johnson spoke to the U.S. Army Command and General Staff College on Feb. 6, 2017 in Eisenhower Auditorium of the Lewis and Clark Center on Fort Leavenworth.

Gorsky is a West Point graduate who served six years, leaving active service in 1988 as a captain. The CGSC Foundation helped coordinate Gorsky's visit to as a leadership speaker for the CGSC Guest Speaker Program and also scheduled him to speak to SAMS students in a separate forum.

Gorsky did not deliver a formal "speech," but rather had an informal discussion format with Dr. Ted Thomas, director of the Department of Command and Leadership, while sitting on stage. They discussed leadership issues and created a dialogue with the students. Student feedback on his talk was overwhelmingly positive even though the format was new and different.



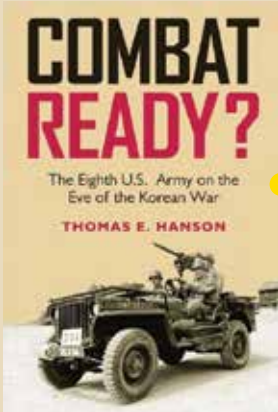


**Pershing's Crusaders: The American Soldier in World War I**

by Richard S. Faulkner; 784 pages; University Press of Kansas, 2017. Available on [amazon.com](https://www.amazon.com) –(hardcover - \$32.00; Kindle - \$30) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover - \$32.89; Nook - \$24.99)

*Pershing's Crusaders* offers a clear, close-up picture of the American soldiers of World War I in all of their vibrant diversity, shared purpose, and unmistakably American character. It encompasses an array of subjects from the food they ate, the clothes they wore, their view of the Allied and German soldiers and civilians they encountered, and more. *Pershing's Crusaders* is the most comprehensive, and intimate, account ever given of the day-to-day lives and attitudes of the nearly 4.2 million American soldiers mobilized for service in World War I.

*Dr. Richard S. Faulkner is a history professor at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. He holds a Ph.D. in American History from Kansas State University and a master's in American History from the University of Georgia. Faulkner retired as a lieutenant colonel from the U.S. Army in 2006 after 23 years as an armor officer.*

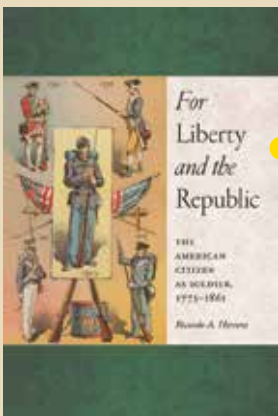


**Combat Ready?: The Eighth U.S. Army on the Eve of the Korean War**

by Dr. Tom Hanson; 232 pages; Texas A&M University Press, 2010. Available on [amazon.com](https://www.amazon.com) –(hardcover - \$44.99, Kindle - \$36) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover - \$45.00).

In the decades since the “forgotten war” in Korea, conventional wisdom has held that the Eighth Army consisted largely of poorly trained, undisciplined troops who fled in terror from the onslaught of the Communist forces. By recognizing the constraints under which the Eighth Army operated, Hanson asserts that scholars and soldiers will be able to discard what Douglas MacArthur called the “pernicious myth” of the Eighth Army’s professional, physical, and moral ineffectiveness.

*Dr. Tom Hanson is the director of the history department of the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. He is a retired U.S. Army colonel and holds a Ph.D. and M.A. in history from The Ohio University.*

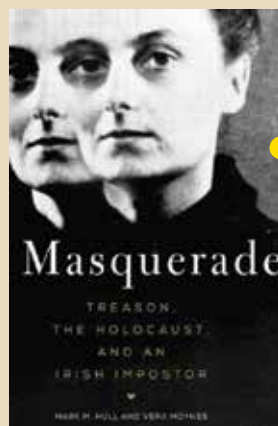


**For Liberty and the Republic: The American Citizen as Soldier, 1775-1861**

by Dr. Ricardo A. Herrera; 272 pages; NYU Press, 2015. Available on [amazon.com](https://www.amazon.com) (hardcover - \$55.00; paperback - \$28.00; Kindle - \$52.25) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover - \$46.90; Nook- \$48.49).

In the early decades of the American Republic, American soldiers demonstrated and defined their beliefs about the nature of American republicanism and how they, as citizens and soldiers, were participants in the republican experiment through their service. In *For Liberty and the Republic*, Ricardo A. Herrera examines the relationship between soldier and citizen from the War of Independence through the first year of the Civil War.

*Dr. Ricardo A. Herrera is associate professor of military history at the School of Advanced Military Studies, U.S. Army Command and General Staff College, Fort Leavenworth, Kansas.*



**Masquerade: Treason, Holocaust, and an Irish Impostor**

by Dr. Mark M. Hull with contributor Vera Moynes; 216 pages; University of Oklahoma Press, 2017. Available on [amazon.com](https://www.amazon.com) (hardcover - \$16.04; paperback - \$19.95) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover - \$16.04)

Phyllis Ursula James. Nora O Mara. Roisin Ni Mheara. Like her name, the life of Rosaleen James changed many times as she followed a convoluted path from abandoned child, to foster daughter of an aristocratic British family, to traitor during World War II, to her emergence as a full Irish woman afterward. In *Masquerade*, authors Mark M. Hull and Vera Moynes tell James’ story as it unfolds against the backdrop of the most important events of the twentieth century. James’ life both real and imagined makes for an incredible but true story.

*Dr. Mark Hull is an associate professor at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas, where he teaches both criminal law and history courses. He earned his undergraduate degree from The Citadel, doctorate from University College Cork in Ireland, and Juris Doctorate from the Cumberland School of Law.*



# Foundation 'Walk and Talk' program in high demand

by Mark H. Wiggins, Managing Editor

AS REPORTED IN THE FALL 2016 EDITION OF THE FOUNDATION NEWS, Foundation CEO Doug Tystad and Director of Development Joan Cabell have been leading informal tours of Fort Leavenworth and the U.S. Army Command and General Staff College as a means of outreach for the College and the Foundation. Since formalizing the program in 2015 and with each successive tour, the program has gained popularity.

"When we bring people up here, they are typically truly amazed at what they see," said Cabell. "The success of this program is due to the dedication and cooperation from Fort Leavenworth and the College and it's absolutely the best way to reach our audiences. Our routine 'monthly walk and talk' calendar is always full."

The standard walk and talk experience includes a tour of the Fort Leavenworth post and learning about its rich history through the old historic buildings, landmarks and monuments and the national cemetery. After the post tour, Tystad and Cabell brings the visitors to the Lewis and Clark Center to tour the Command and General Staff College, which includes visits to the Commander-in-Chief Gallery, the Fort Leavenworth Hall of Fame displays, the Eisenhower Auditorium, the MacArthur

room and the International Hall of Fame display. The tours also typically include a briefing about Army leaders development and how CGSC fits into that process, as well as a visit to a standard CGSC classroom to get a technology demonstration from one of the CGSC instructors. Occasionally, the Foundation coordinates for the visitors to get a chance to participate in hands-on computer simulations.

Since November 2016, the Foundation and the College have hosted eight groups of visitors, including three visits in the month of April alone. Automotive groups, marketing reps, a group of businesswomen, other foundations, a Chiefs Ambassador, an engineering/architecture company, a university, and reps from a bank characterize the attendees in these eight visits.

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. 🏠

For more information about the walk and talk visits see <http://www.cgscfoundation.org/?s=walk+and+talk>



# Foundation hosts couples workshop

## *"The 7 Habits of Highly Effective Military Families"* Workshop



ON SATURDAY, FEB. 25, THE CGSC FOUNDATION conducted the "7 Habits of Highly Effective Military Families" workshop at the Fort Leavenworth Resiliency Center. This workshop for couples was designed by the FranklinCovey company and facilitated by local instructors.

During the workshop participants learned how to deal with relocation or Permanent Change of Station (PCS); anticipate all phases of deployment; apply new approaches to problem solving and goal creation; resolve differences in marriage and family relationships; leverage family services both on and off the base; abandon unhealthy behaviors;

and build family traditions, unity, and a "nurturing family culture."

JE Dunn Construction, a long-time sponsor of the Foundation's Soldier and Family Support programs, provides support for this family-oriented program.

Ann Soby, the Foundation director of operations, is the champion for the workshop. The spouse of a retired Army officer, Soby is a qualified

instructor for the program and coordinates the resources as well as the other local instructors required to facilitate it. This workshop was the second offered during this academic year for the CGSC class of 2017.

For more information about this or other CGSC Foundation Soldier and Family Support programs, contact Ann Soby at [ann@cgscf.org](mailto:ann@cgscf.org) or 913-6561-0624. 🇺🇸

### GET YOUR COMMAND AND GENERAL STAFF COLLEGE CLASS RING AT THE CGSC FOUNDATION GIFT SHOP



Prices start at \$305 for metal alloy. 10K Gold & White Gold, 14K Gold & White Gold and 18K Gold & White gold available • 13 stone colors to choose from • Initials engraved free; full name \$15 extra  
Allow 6-8 weeks for delivery • Visit the gift shop for more information and to place your order

**Visit the CGSC Foundation Gift Shop in Room 1149 (next to the barber shop)  
in the Lewis and Clark Center to order your ring today.**

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](http://www.cgscfoundation.org) to get started.

**Call 913.651.0624 to order TODAY!**

Or come by the CGSC Foundation in The Lewis and Clark Center, Suite 1149 during normal business hours.

100 Stimson Ave., Suite 1149 • Fort Leavenworth, KS 66027 • ph: 913-651-0624 • fax: 913-651-4519 • email: [office@cgscf.org](mailto:office@cgscf.org) • [www.cgscfoundation.org](http://www.cgscfoundation.org)  
[facebook.com/CGSCFoundation](https://facebook.com/CGSCFoundation) • [LinkedIn.com/CGSCFoundation](https://LinkedIn.com/CGSCFoundation) • CGSC Foundation, Inc.

CGSC Foundation, Inc.  
100 Stimson Ave. Suite 1149  
Fort Leavenworth, KS 66027

NON-PROFIT ORG.  
U.S. POSTAGE  
PAID  
LAWRENCE, KS  
PERMIT NO. 116

Visit the Foundation online:



www.cgscfoundation.org



facebook.com/CGSCFoundation



linkedin.com>>CGSC Foundation



twitter.com/CGSCFoundation

# Your strengths, **UNLEASHED**

At **Webster University**, a master's degree is proof you'll do what it takes to push your career and yourself further. Webster's programs are designed with the flexibility that working adults need. Classroom and online. **Apply today!**

#### **Programs Available**

Master of Business Administration (MBA)

Master of Arts:

*Business & Organizational Security Management*

*Human Resources Management*

*Information Technology Management*  
*International Relations*  
*Management and Leadership*  
*Procurement & Acquisitions Management*  
Master of Science: *Cybersecurity*  
Graduate Certificates

**Convenient Evening Classes • No GRE/GMAT**

Call our office today and check on maximum transfer credit from your military training!

120 Dickman Ave., Building 62, Room L-6 • Ft. Leavenworth, KS 66027

913-682-1922 • Email: [leavenworth@webster.edu](mailto:leavenworth@webster.edu) • [webster.edu/ftleavenworth](http://webster.edu/ftleavenworth)

UNITED STATES • SWITZERLAND • AUSTRIA • THE NETHERLANDS • UNITED KINGDOM • CHINA • THAILAND • GHANA • GREECE

**Webster**  
UNIVERSITY