



COMMAND AND GENERAL STAFF COLLEGE

FOUNDATION NEWS

No. 28/Spring 2021

CGSC Class of 1989 Alum
Gen. (Ret.) Lloyd J. Austin III
selected as 28th SECDEF

- page 18

INSIDE:

- Commandant and Deputy Commandant updates
- Reports from CGSS, DDE, SAMS & SCP
- New master's program at CGSC
- Foundation kicks off 2021 Wreaths Across America campaign
- Alumni Updates



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Looking forward to 'near-normal'

by Michael D. Hockley

IT HAS BEEN ONE YEAR SINCE OUR LIVES WERE CHANGED IN WAYS WE COULD NOT HAVE IMAGINED. When the CGSS Class of 2020 returned from spring break, they were informed that they would complete their studies virtually instead of attending class in-person due to the pandemic. At the time, we all thought the pandemic would be a two or three-month inconvenience and our everyday lives would soon return to normal. But a year later, our lives are far from normal. Many businesses, including my law firm, continue to work from home, the students continue to wear masks and maintain social distancing, and conversations often begin with “Have you received your vaccine yet?”

Through all of this turmoil, the leadership at Fort Leavenworth and the Command and General Staff College has continued to perform its mission, albeit observing appropriate COVID-19 protocols. The Class of 2021 was divided into two cohorts to accommodate COVID-19 social distancing protocols. One cohort attended the course in-residence the entire year and the other cohort attended the course virtually the first semester and joined the other cohort at Fort Leavenworth in January. The international cohort was reduced to about half the size of past years due to international travel restrictions. Also, as in 2020, graduation will be conducted virtually. Despite these challenges, the College will graduate another class of leaders fully trained to conduct unified land operations in a joint, interagency, intergovernmental, and multinational environment.

The Foundation continued to support programs at the College, support military families, and conduct community outreach programs to educate the general public about the Army's and the College's mission. For example, the Foundation supported the Combined Arms Research Library (CARL) through the donation of supplies and books for CARL's children's reading programs throughout the year. The Foundation conducted the second Arter-Rowland National Security Forum in January 2021 through an on-line conference platform featuring a presentation by Dr. John Deni, Research Professor of Security Studies at the U.S. Army War College on the North Atlantic Treaty



The CGSC Foundation conducts its first 2021 quarterly board meeting via video conference on March 10 from Foundation Chairman Mike Hockley's offices in Overland Park, Kansas. Clockwise from top right: Chairman Hockley, Director of Operations Lora Morgan, President/CEO Rod Cox, Secretary Chris Wendelbo, Trustee/Development Committee Chair Bryan Wampler, Treasurer Terry Lillis and Trustee Farhad Azima.

VIDEO CAPTURE BY MARK H. WIGGINS

Organization (NATO). The Foundation also conducted the second year of its competitive college scholarship program for immediate family and grandchildren of CGSC Alumni and others who are Life Members of the Foundation's Alumni Association. – Entries were being judged as this magazine was going to print.

In anticipation of the widespread distribution and administration of the vaccine by next fall, the incoming class will return to a single in-residence cohort with a full complement of international officers. Similarly, the Foundation will co-host at least one National Security Round Table each semester for the incoming class that will pair senior business leaders with students for a one and a half day in-depth look at an issue impacting national security. We look forward to a return to “near-normal” and the opportunity to support more programs that enhance the student experience at the College.

The Foundation continues to support scholarship at the College, to provide support to families, and to educate the community about the College's vital role in developing the Army's future leaders. To sustain its operations, however, the Foundation relies upon private donors for all of its funding. If you are interested in supporting the Foundation's mission, please visit our web site at www.cgscfoundation.org or contact any Foundation board or staff member to see how you can help. 🇺🇸



For more information about the Foundation and to donate:

<https://www.cgscfoundation.org/donate>

The mission remains the same

by Col. Roderick M. Cox, U.S. Army, Ret.
CAS3 – 1989, CGSOC – 1994

GREETINGS FROM FORT LEAVENWORTH, CROSSROADS OF OUR ARMY! IT'S A GREAT DAY TO BE AN AMERICAN. THANK YOU FOR TAKING THE TIME TO READ THIS ISSUE OF OUR *FOUNDATION NEWS* MAGAZINE.

We are fortunate to have articles from the educational leadership of the College. The commandant, the deputy commandant/Army University provost, the directors of each of the schools, and the director of the distance education program, all provide informative updates that I hope you find educational and interesting. I thank them for taking the opportunity to use our magazine to inform you.

Even in the time of a pandemic, our Army continues to adapt. Lt. Gen. Jim Rainey, will be leaving his duties as our commandant as the Army continues to recognize his talent with greater responsibilities. Soon he will be moving to the Pentagon to assume duties as the Army's Deputy Chief of Staff, G-3/5/7. We wish him and his family well and thank him for his work here. Until a new commandant is announced we will continue to operate under the leadership of Brig. Gen. Donn Hill, Mr. Mike Formica, Mr. Mike Johnson, and our new Army University Chief of Staff, and liaison to the Foundation, Col. (Ret.) Greg Williams. I want thank Col. Williams and Professor Chris Johnson for serving as liaisons to our Foundation. Their willingness, with the commandant's blessing, to work with our Foundation enables us to better execute our mission and serve the needs of the faculty, staff, students, and families of the Command and General Staff College. As a new feature, we are delighted to highlight a few members of the faculty from the various schools. Our nation benefits from the world-class faculty and our Foundation welcomes every opportunity to showcase them and their expertise.

The COVID-19 pandemic and the health and safety precautions instituted by the Army and many levels of government continue to impact Foundation programs and operations. Graduation and the related ceremonies for the resident 2021 SAMS and CGSS classes will be conducted virtually (similar to the Academic Year 2020 events) and our outreach events will mostly continue to be conducted online/virtually through the rest of this academic year. But we will continue to execute our mission and recognize academic excellence. Top graduates of SAMS and CGSOC will be recognized for their achievements with trophies and mementos provided by our Foundation. I thank those who support our awards programs and encourage you to look for the ceremonies online and on our website in May and June.

As I write this we are finalizing the selection of

CGSC Foundation
President/CEO Rod
Cox assists with
unloading wreaths on
Dec. 19, 2020, the
2020 Wreaths Across
America Day, at the
Fort Leavenworth
National Cemetery.
The Foundation has
kicked off its 2021
Wreaths Across
America campaign. –
See story on page 30.



PHOTO BY MARK H. WIGGINS

the winners of our second annual Alumni Association Scholarship program. Look for the announcement of our winners on our website. I congratulate all the students who applied and to all of you who supported our scholarship program with your donations and Life Memberships, thank you.

I also encourage you to consider supporting our partnership with the Wreaths Across America organization. Our goal is to put a wreath on every grave in the Fort Leavenworth National Cemetery this December. Look for more information about our efforts later in this issue and online.

We continue to evolve and hopefully improve our magazine. Your comments and feedback are most welcome. Please tell me what you like, or don't, and what other features you would like to see. I continue to welcome Alumni Updates. – Please send me information you would like shared with our fellow Alumni. You can also submit an update on our website – www.cgscfoundation.org/alumni/alumni-update.

This has been, and continues to be, a challenging time for our Foundation. Industry data tells us that one-third of all charities will not survive through the end of this year. The pandemic has hit us all hard. If you suffered a loss, I extend my solemn thoughts and prayers. If you have suffered economic hardship, I wish you future success. If your Foundation can be of service, please let me know. Our mission remains the same: To support the development of leaders of character and competence at CGSC for ethical service to our nation through scholarship, outreach, and Soldier and family support. We will continue to execute our mission.

I hope that come this fall we will be able to meet in person as we look to bring an Alumni event to your area. Thank you for your support. What you do through our Foundation matters. Stay safe. 🇺🇸

The CGSC Foundation is a public charity under section 509(a)(2) of the Internal Revenue Code and has tax-exempt status under section 501(c)(3). Contributions to the Foundation are deductible under section 170 of the Code and we are qualified to receive tax-deductible bequests, devises, and transfers of gifts under sections 2055, 2106 or 2522 of the Code.



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

The CGSC Foundation is an
equal opportunity provider.

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ON THE COVER

CGSC Class of 1989 alum Lloyd James Austin III was sworn in as the 28th Secretary of Defense on January 22, 2021. – Story on page 17. (DoD photo)

FROM THE EDITORS

In this edition we're proud to highlight the accomplishments of one of our own - Gen. (Ret.) Lloyd J. Austin III - a graduate of the CGSC Class of 1989. Austin became the 28th Secretary of Defense earlier this year. In this edition we also have the honor of bringing you updates from both the Commandant and the Deputy Commandant/Provost of Army University and we continue with reports from the Command and General Staff School, the Department of Distance Education, the School for Advanced Military Studies, and for the first time, the School for Command Preparation. Along with all these updates from the College, the CGSC Foundation is also proud to report that we've kicked off our 2021 Wreaths Across American campaign and bring you a look at the Arter-Rowland National Security Series. There's much more, so we hope you enjoy No. 28 of the *Foundation News*.



We support the College in three areas:

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

Our Vision

To become a supporting organization that is widely recognized as the national leader in membership, programs, innovation, and support to the U.S. Army Command and General Staff College to advance its mission of educating leaders for the challenges of the 21st century.

Our Mission

The CGSC Foundation supports the development of leaders of character and competence at the U.S. Army Command and General Staff College for ethical service to the nation through scholarship, outreach, and soldier and family support.

Our Value Proposition

We enhance the development of agile and adaptive leaders by helping connect the American public with the Army and the College in support of multi-service, interagency, and international leaders.

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Update from the Commandant

by Lt. Gen. James E. Rainey

*Commanding General Combined Arms Center and Fort Leavenworth
Commandant, U.S. Army Command and General Staff College
Deputy Commanding General for Combined Arms, TRADOC*

AS THEY READY THEMSELVES FOR THEIR NEXT MISSIONS AND THE CHALLENGES AHEAD, IT IS TIME TO CONGRATULATE THE NEWEST GRADUATING CLASS OF THE COMMAND AND GENERAL STAFF OFFICER COURSE (CGSOC).

They've met the challenges of CGSC in a year that has been anything but typical and have earned a brief pause to consider their accomplishments.

To our soon-to-be graduates, now is the time to reflect on everything you've learned this year, and to galvanize the relationships you've made with your fellow officers. Stay in touch and remember to leverage these connections in the future to make our Army and Joint Force stronger. Ready your leader-development plans now, before you report to your next assignment. There is an army of junior leaders that expect the very best from you, and you owe it to them to pass on what you know, helping them to reach their potential.

To the rest of the team, I cannot say enough about this year's success as our faculty, staff and students took the once-in-a-generation challenge that was COVID-19 and made training happen. Off-setting two cohort groups allowed leaders to continue to learn while protecting their families and remaining safe during the most challenging days of the pandemic. While planning and conceptualizing such a year was difficult, re-integrating the class mid-year was CGSC's biggest success. In January, the team arrived ready and motivated to get into the fray and finish the year without losing time or diminishing the quality of their education.

In addition, this split-cohort system has served as a model for an exciting change to CGSC. The Combined Arms Center is developing a new tailored, talent-based MEL-4 system to maximize the number of Soldiers that have the opportunity to attend a portion of CGSOC on Fort Leavenworth. Starting next year, some of the officers selected for satellite CGSOC will attend either Common Core or the Advanced Operations Course (AOC) here in a TDY status. Finally, satellite-selected officers will attend CGSC with their peers here at the center of the Army profession, where they have access to our world-class facilities and faculty, and can build relationships with their fellow leaders.

In the coming years, more officers will have input in how they attend CGSOC by either opting into a traditional resident experience with a PCS or attending a blended course. The blended course will consist of in-person attendance to either the Common Core or AOC in a



Lt. Gen. James E. Rainey

TDY status and completing the other half of the course with distance learning. This opens up more and better opportunities for broadening experiences. For example, if an officer on a broadening assignment is offered a prestigious nominative position that would conflict with the first half of CGSOC, that officer will now be able to complete Common Core with distance learning and attend AOC in-person. Up until now, that officer would have had to either pass on the opportunity or defer CGSC for a year. This initiative will not stop at CGSC. We are analyzing ways to apply these principles across all PME cohorts. This effort puts people first and will give Soldiers real choices to guide their PME around what is best for their careers and their families.

I also want to take a moment to discuss our current focus on career-long assessments. To learn, grow and realize their potential, leaders must actively seek a complete and honest understanding of their abilities. This is an individual responsibility the collective impact of which will strengthen the Army Profession as a whole.

The Center for the Army Profession and Leadership (CAPL) has spearheaded this effort with new self-assessment tools that will allow a leader to identify, track and improve their abilities from the time they join our profession to the time they leave. Career-long assessments are designed to guide a Soldier's self-development and personal improvement. Right now assessments are given to Basic Officer Leadership Course (BOLC) lieutenants, with implementation ongoing throughout Captain Career

Courses (CCC) and complete in CGSOC. By the end of next year, this program will expand to include noncommissioned officers, warrant officers and Civilian Education System courses.

A lieutenant will leave BOLC with not only an understanding of their strengths and weaknesses, but also a clear self-development plan and resources to help them along the way. At each level of PME, they will have the opportunity to reflect upon their self-assessment, and update their action plans, truly giving leaders everything they need to become their best selves. This can be a powerful leader development tool, so commanders need to encourage leaders to share their self-improvement plans and incorporate them into counseling programs. Commanders' feedback and support can help lieutenants to reach their professional long-term goals. Students that are honest with themselves and aware of their strengths and limitations can work on improving. The reward will be in gaining self-awareness, addressing areas for improvement and finding ways to apply strengths. Commanders should encourage junior officers to share assessment results and to work together on their self-improvement plans. If we teach them to leverage these tools effectively, in a few years, they'll champion self-development with their own officers and NCOs. Soldiers deserve leaders who are humble enough to know they can improve and will follow those who are committed to self-improvement.

Back to our students, I know you are looking forward to your next challenge, wherever you are going in the joint force. Collect the lessons you've learned here and pass them on to the next generation of leaders. Implement your leader development plans and establish a culture of self-improvement. As fully-fledged members of the profession, you are now charged with teaching company grade leaders about what it means to be a professional. Lead by example, conducting thorough and honest self-assessment. Share your weaknesses with junior leaders and show them what you are doing to improve.

Don't forget that TRADOC and the Combined Arms Center are here to support the operational force. There are dozens of organizations that design tools that will help you in the future. I know you're familiar with the Center for Army Lessons Learned (CALL), but did you know that, thanks to the Training Management Division (TMD), your NCOs can now update the Digital Training Management System (DTMS) from their phones using the Small Unit Leader Tool? As the newest field grades out of the schoolhouse, we will expect you to know doctrine. The Combined Arms Doctrine Directorate (CADD) is publishing audiobooks, updates and podcasts constantly to aid your self-development. The TRADOC *Mad Scientist*



Chief of Staff of the Army Gen. James McConville visited Fort Leavenworth recently where he got a hands-on demonstration of the Digital Job Book and Small Unit Leader Tool on a cellphone.



Lt. Gen. James Rainey, commander of the Combined Arms Center and Fort Leavenworth and commandant of CGSC, addresses the School for Command Preparation - Spouse Course, Feb. 26, 2021, at the DePuy Auditorium in Eisenhower Hall on Fort Leavenworth. The course offers the spouses of future battalion and brigade commanders and command sergeants major the skills and awareness needed to contribute to a positive environment of family, unit and community.

Laboratory will have you asking yourself "how ready am I for the next war?" Organizations within TRADOC are constantly publishing discussions and scholarly articles on everything from Multi-Domain Operations (MDO) to the effects of Artificial Intelligence on military strategy. A good first step for your continuing education would be to subscribe to the Army Leader Exchange (ALx) Bulletin on CAC's website. They will send you a monthly email highlighting the latest and greatest products coming out of TRADOC, so you don't have to scour dozens of web pages. Remember that field grade officers are not just expected to know, they must be able to teach and pass on the tools and lessons learned.

In your transformation to a field grade officer, achieving the rank is the easiest and most visible hurdle. The second hurdle is intellectual: you must be a master of your warfighting function, an expert in Combined Arms Maneuver and competent in all other warfighting functions. While CGSC has provided you with most of the tools, the

In your transformation to a field grade officer, achieving the rank is the easiest and most visible hurdle. The second hurdle is intellectual...



PHOTO BY AUDREY CHAPPELL/CAC PUBLIC AFFAIRS

Lt. Gen. James Rainey, U.S. Combined Arms Center commanding general, shares leadership lessons to Command and General Staff School students at the Lewis and Clark Center, Fort Leavenworth, Kansas, Feb. 8, 2021.

rest is on you to continually learn, assess and grow. The final hurdle in this transformation is in leadership, and the ethical application of your authority. Our profession only moves forward when leaders take it upon themselves to improve the Soldiers and leaders in their charge. Now is the time to collect and organize your thoughts before going out to meet this challenge. What did you learn? What do you still need to learn? What do you bring to the profession? To your next unit? The answers to these questions are constantly changing.

Finally, there are few professions in our society that require the combination of expertise, knowledge and self-regulation and that are poised to support the public well-being. The responsibilities that come with this designation establish the fabric of trust that the military has with the American people, and they underpin everything that we do as military officers and Department of the Army Civilians. The CAC, CGSC and Fort Leavenworth teams epitomize these principles to the core, and they should all be incredibly proud of themselves.

It has been the honor of my life and the highpoint of my career to have led this organization in its mission to Develop Leaders and Drive Change. Though my time here was short, we made progress on old challenges and established footholds on some new ones. I grew every day, both with respect to my personal and professional development, as well as in my respect for the dedicated professionals that serve in this organization. I will take the experiences and lessons learned from the past year with me as I go to serve the Army in my next assignment; and though it is impossible for me express my gratitude to every individual that collectively makes this great team, I can offer a small token of that appreciation here with a deliberate and sincere *thank you*.

Lead Well and Develop Others! 



PHOTOS BY DAN NEAL/ARMY PUBLIC AFFAIRS

Lt. Gen. James Rainey

The next Army G-3/5/7



On Dec. 12, 2017, then Maj. Gen. James E. Rainey, Assistant Deputy Chief of Staff, G-3/5/7, spoke to CGSC students and faculty in Eisenhower Auditorium of the Lewis and Clark Center at Fort Leavenworth, Kansas. Lt. Gen. Rainey returned to Fort Leavenworth to assume command two years later on Dec. 16, 2019.

On March 25, 2021, the Army announced that Lt. Gen. Rainey is headed back to the Pentagon to serve as the Army Deputy Chief of Staff for Operations, G-3/5/7. His replacement as commander of the Combined Arms Center/Fort Leavenworth and CGSC Commandant had not been announced as the *Foundation News* was going to print.

Update from the Provost

by Brig. Gen. Donn H. Hill

Deputy Commanding General-Education, Combined Arms Center

Provost Army University

Deputy Commandant, Command and General Staff College

VACCINATE FOR VICTORY! As we near the end of the advanced operations course, I want to thank the Command and General Staff School (CGSS) faculty and staff for your extraordinary efforts with creating and maintaining a positive learning environment for our Iron Major's to further their professional military education and self-development endeavors. Despite constraints from COVID-19, we continue to "Educate to Win" in the classroom and take care of our students, faculty, and their loved ones.

In support of the Army People Strategy, we have conducted professional and rewarding discussions on diversity and inclusion (D&I) amongst the ranks. This professional dialogue helped our future leaders gain a better understanding of the impacts of D&I within the profession, helped with understanding how others view a situation, and offered ways to improve D&I within the profession.

More importantly, these discussions helped individuals recognize how their own unconscious biases and a prejudice in favor or against one thing, person, or group compared with another, in an unfair manner impacts the profession.

Our students will also depart CGSS with a better understanding of the impacts of extremism amongst the ranks. In the near future, we will have challenging and stimulating small group sessions about this difficult topic. Each small group will explore and discuss how discrimination, hate, and harassment contribute to a lack of trust within the ranks and degrade readiness across formations. The sessions will also help our students learn how to identify and report extremism to appropriate organizations.

I want to thank the faculty for facilitating truly professional discussions about the impacts of D&I and extremism amongst students within the classroom. Your untiring efforts help our Army's future leaders understand the importance of treating everyone with dignity and respect regardless of gender, race, religious preference, age, or nationality.

Recently, our faculty integrated vignettes from the Army University Press (AUP) documentaries collection in their classes. The inclusion of AUP documentaries into classroom discussion and homework assignments provides a different educational medium from the traditional reading or lecture common to many schools. The introduction of the AUP documentaries also provides our future leaders an additional resource to enhance training within their units.

As part of the Army People First Strategy, we will modernize CGSS by introducing a tailored, talent-based military education level - 4 (TTBM4) strategy for intermediate level officer education. This change will allow an officer the opportunity to complete CGSS through a combination of resident, blended, and distance learning modalities. Under this plan, officers selected for the blended modality will attend either the CGSOC Common Core or CGSOC Advanced Operations Course on Fort Leavenworth and finish their TTBM4 experience in a distributed learning environment. In addition, select officers will receive credit for successfully completing a fellowship or for successfully completing a specialty area education requirement under this change.

We have also modernized the CGSS Spouse Course. Upon the restart of the resident pre-command course



Brig. Gen. Donn H. Hill

(PCC) spouse course, CGSS and PCC conducted joint spouse course sessions. During these sessions, PCC student spouses shared lessons learned and offered advice to CGSS spouses about what to expect as a field grade spouse in a battalion. On multiple occasions, CGSS spouses have attended briefings from Army Senior Leader spouses, the majority of these briefings occurring in conjunction with brigade and battalion spouses on Fort Leavenworth. For those unable to attend the briefings in person, we offered a virtual platform to join the briefing.

In order to maintain this PCC/CGSS relationship, we are currently integrating a full-time CGSC Spouse Coordination office within the college. This office will also assist spouses with receiving educational credits and certificates from Army University sanctioned events that fulfill continued education requirements within their civilian job.

In closing, I appreciate how the team has accommodated our students' needs while juggling the many responsibilities associated with curriculum requirements across multiple learning modalities, the home front, as well as their own personal needs during this difficult time. Again, despite being in a pandemic, the faculty and staff of the Command and General Staff College continue to exceed standards and make it possible for us to continue to operate so effectively in this ambiguous environment.

Educate to Win!





Leading and shaping the future force in CGSS

by Lt. Col. James Cook
CGSS Director of Academic Operations

Col. Scott Green
Director, CGSS



THE CGSOC STUDENTS OF THE CLASS OF 2021 CONTINUE TO RUN THE ACADEMIC GAUNTLET while simultaneously balancing the challenges of life within a global pandemic. Among many things, the rigor of the Command and General Staff Officer’s Course prepares U.S. and international officers for uncertainty and risk, but it is altogether a different challenge to educate and win in that same type of environment. Our students, faculty, and staff have risen to the challenge and continue to thrive during these unprecedented times.

Our greatest opportunities to shape the future are often revealed during challenging times, and the leadership at Army University and the Combined Arms Center have seized upon that occasion. The Command and General Staff School (CGSS) has integrated multiple assessments intended to help both the individual officer and the Army implement more optimal career paths while also serving as a guide for individual officer development. The Center for the Army Profession and Leadership (CAPL) has developed eight new assessments for CGSC students under Project Athena. The CAPL describes Project Athena as “an Army leader development program designed to inform and motivate Soldiers to embrace personal and professional development. Adding to the Army’s culture of assessments, Project Athena uses batteries of assessments to increase a Soldiers self-awareness of leadership skills and behaviors, cognitive abilities, and personal traits and attributes. Assessment batteries are strategically selected to compliment the leadership skills being developed at a

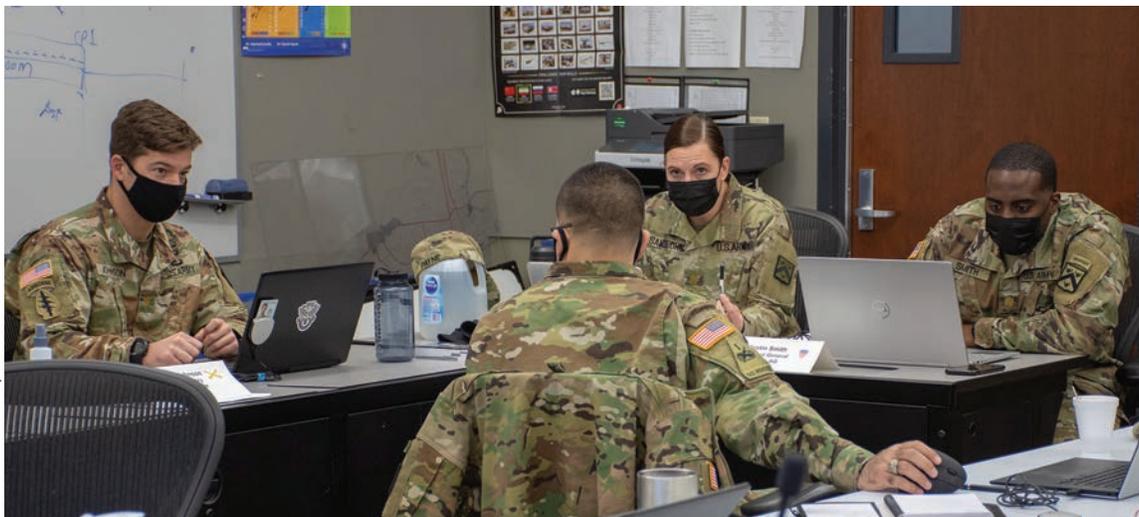
number of Army schools. For each assessment completed, students receive a feedback report with their scores and information about how to interpret their scores.”

Additionally, the Army Talent Management Task Force (ATMTF), under the direction of the Army G1, has developed a CGSC Student assessment that “measures CGSC student’s readiness and fit for specific jobs through the use of validated Knowledge, Skills, and Behaviors (KSBs) that will inform the Army Talent Alignment Process (ATAP) and optimize talent alignment while serving as a self-development tool that enhances Career Coaching.” This academic year, students will take all of the assessments in April. Subsequent classes will take them in August as part of the integration process.

To further balance and foster talent throughout the Army, CGSS has implemented and is now executing the Tailorable, Talent-based Military Education Level 4 (TTBM4) program, which is focused on bringing the right officers to Fort Leavenworth at the right time. It also insures that a broader group of Army officers gets the Fort Leavenworth experience. Army University gained approval to begin Phase I for academic year 2022, which will usher in two separate groups of 64 students throughout the year. The first group will arrive this summer and execute the Common Core course, and the second group will arrive in the fall to execute the Advanced Operations Course. In two years, these two groups will grow to 192 each and will remain a foundational characteristic of CGSC for years to come.

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PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS



CGSOC Class of 2021 students work together on a mission during the Advanced Operations Course portion of their year at CGSC.

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CGSS has also recently taken the initiative to begin a Spouse Development Course that runs concurrently with CGSOC throughout the academic year. This is part a broader initiative within Army University to create an enterprise wide Spouse Development Program that will serve spouses not only within CAC and TRADOC, but eventually beyond and into the operational force. The CGSS Spouse Development Program is currently all virtual due to the constraints of COVID mitigation factors, but will move to in-person sessions at the first opportunity.

The CGSS Spouse Programs seek to provide a wide range of opportunities and guest speakers with spouse interaction. We have already executed three sessions plus two General Officer Spouse roundtables and a panel with Brigade Pre-Command Course Spouses. Presentations include topics such as resilience, employment opportunities, credentialing, and financial planning. CGSS hosts at least one presentation each month with other opportunities for interaction with senior leader spouses as much as possible. At the end of the year CGSS will plan and host a "Capstone Event" where spouses will be able to mingle and interact with those who are moving to the same duty location in

order to build networks and friendships.

As the students edge closer to wrapping up their time on Fort Leavenworth and moving on to their next assignment, CGSS has taken steps to insure a safe and efficient transition.

Classes will end as scheduled on June 11, and graduation will be conducted virtually on June 18. Students will start restricting their movement and interactions around Fort Leavenworth approximately two weeks prior to graduation to insure a timely and safe summer transition. Simultaneously, CGSS will continue to execute COVID surveillance testing as an additional mitigating factor for students as they prepare to depart for their next assignment. To date, COVID testing has not revealed evidence of student or faculty viral spread within the Lewis and Clark Center, which is a testament to our mitigation protocols and the professionalism of both the students and faculty to adhere to policy.

The CGSC Class of 2021 is proof that not only can we educate and develop leaders through uncertainty and risk, but also lead change and produce better opportunities at the same time. 🇺🇸

Right and below: Lt. Gen. James Rainey, U.S. Army Combined Arms Center (CAC) and Fort Leavenworth Commanding General; Brig. Gen. Donn Hill, Deputy Commanding General-Education-CAC, Provost Army University; Col. Scott Green, CGSS Director, and other leaders at Fort Leavenworth gave three virtual orientations to students' spouses attending the Command and General Staff Officers Course. The presentations took place Oct. 21, 24, and 26, 2020, and helped spouses learn about the course and what the school year will entail.



PHOTOS COURTESY ARMYU PUBLIC AFFAIRS



The Army Advanced Operations Course Online



by Lt. Col. Karen J. Dill
Assistant Professor, Department of Distance Education

Col. Scott Victor
Director, DDE

AS IT HAS WITH MOST THINGS IN THE U.S. OVER THE PAST YEAR, COVID-19 RESTRICTIONS HAVE AFFECTED THE ARMY'S APPROACH TO TRAINING AND EDUCATING THE FORCE. The historic and continued pandemic resulted in record numbers of Army leaders completing the Common Core Intermediate Level Education course online. For many Active Duty, National Guard, and Reserve officers, the last hurdle for promotion to lieutenant colonel is the Intermediate Level of Education Common Core Course, which is part of the resident CGSOC course, but is also offered via distance learning. Many field grade officers choose to end their educational experience with the Common Core Course. However, to be considered "fully qualified" as described in Department of the Army Pamphlet 600-3 – "Officer Professional Development and Career Management," officers must also attend a tailored education phase tied to their branch or functional area's technical requirements. The Army Advanced Operations Course (AOC) taught by the CGSOC Department of Distance Education is the credentialing course for basic branch officers unable to attend resident CGSOC at Fort Leavenworth, Kansas.

In 2021 more than 1,200 officers will take the newly revised, modular, online course...

There is rarely a perfect time for a Reserve or National Guard officer to take on a school not required for advancement to lieutenant colonel, noted Maj. Paul Dangelantonio of the Pennsylvania National Guard who also wrote an article on the subject in *Reserve + National Guard Magazine*.

On the recommendation of a well-respected mentor, Dangelantonio registered and completed the online AOC in the Academic Year 2019-2020. He stated it was one of the most useful schools he took in his 22-year career because "it teaches you to think and react as a staff officer." Taking this notion one step further, it is the mission of the Department of Distance Education (DDE) to develop agile and adaptive leaders prepared to execute unified actions.

- continued on page 14



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Shape	Prevent	Conduct Large Scale Combat Ops	Consolidate Gains	
Shape	Deter	Seize the Initiative	Dominate	
<p>Module 100</p> <p>Train/Deploy</p> <ul style="list-style-type: none"> - Training IPR - Deployment Plan  <p>8 Weeks</p>	<p>Module 200</p> <p>JRSOI</p> <ul style="list-style-type: none"> - Movement Plan  <p>7 Weeks</p>	<p>Module 300</p> <p>Transition to Offense</p> <ul style="list-style-type: none"> - Targeting Practicum - MDMP thru COA Analysis  <p>12 Weeks</p>	<p>Module 400</p> <p>Division Offensive Operations</p> <ul style="list-style-type: none"> - MDMP thru Orders Production - Attack Exercise  <p>14 Weeks</p>	<p>Module 500</p> <p>Transition from Offense</p> <ul style="list-style-type: none"> - Army Design Methodology  <p>9 Weeks</p>

The Distance Learning version of the Advanced Operations Course is organized into five modules.

PHOTOS/ART COURTESY ARMY PUBLIC AFFAIRS

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Dangelantonio said that even as an online course, the one-on-one instructor, and weekly staff group interactions along with the curriculum made AOC stand out in comparison to his previous experiences.

In 2021 more than 1,200 officers will take the newly revised, modular, online course in 16 to 20-person staff groups focused on learning history, leadership, and large-scale ground combat operations at the division and corps levels. Instructors encourage students to collaborate professionally to accomplish various assignments, exercises, and practicums while serving in varied warfighting functions and staff positions. Throughout the process, AOC students collaborate, observe, teach and mentor each other under the direction of their AOC instructor.

The real growth comes as students develop authentic relationships with their teammates that help solidify learning as they share individual experiences and develop field grade competency while leading peers. Many officers elect to take AOC later in their careers and thus ranks within a staff groups can include new captain-promotable up through post-battalion command lieutenant colonels. These are relationships that will last throughout their military careers.

Taking AOC online is not without its downsides. The majority of DDE students are citizen-Soldiers who have civilian careers in addition to the military requirements. Online students learn to manage time and develop an

educational battle rhythm necessary to complete the twelve-month course. AOC is not meant to overwhelm students with work or consume all of their available time, but conflicts undoubtedly occur throughout the school year. Over the last year online AOC students were called to support national emergency responses to wildfires, hurricanes, civil disturbances, and COVID-19. In addition to their family obligations and civilian work requirements many also deployed, participated in warfighter exercises or training center rotations, and continued monthly unit training. Teammates routinely collaborated to overcome these types of situations as agile and adaptive teams. Instructors further have the leeway to work with students individually and adjust deadlines when life happens.

“The course is structured for you to learn and succeed, and the skills taught in the course will be invaluable in your Army career,” said Dangelantonio. “If I signed up for AOC during a deployment year, took the course during the coronavirus pandemic and three hurricanes, you can too. Take the plunge don’t be afraid and enjoy it!”

DDE will continue moving forward in providing top-tier learning experiences for our non-resident students like Maj. Dangelantonio. 🐼

Lt. Col. Karen J. Dill is an Army Signal Officer and a graduate of the CGSC Class of 2009. She is a 26-year career Signal Officer and currently serves as an assistant professor for the Department of Distance Education’s Advanced Operations Course at the U.S. Army Command and General Staff School in Fort Leavenworth, Kansas.



For more information about DDE’s Advanced Operations Course: <https://usacac.army.mil/organizations/cace/cgsc/cgss/dde/AOC>



FACULTY HIGHLIGHT

Dr. R. Wendell Stevens - Department of Distance Education

Dr. R. Wendell Stevens, Assistant Professor, CGSC Department of Distance Education Advanced Operations Course developed the train-the-trainer Distance Learning Instructor Course (DLIC) in order to elevate DDE online instruction and establish a Digitally Enhanced Learning Community (DELIC) within the Command and General Staff College. Due to COVID-19, DDE’s in-house course was in high-demand throughout Army University. Resident CGSS, TASS, Centers of Excellence and Army University faculty sought out and receive this coveted instruction.



Lt. Col. Keven Miller - TASS

Lt. Col. Keven Miller, Director of Instruction for the Western Region of the U.S., 97th Training Brigade (CGSOC/ILE), was recently presented with the CGSC Golden Pen Award for his book *Know Power, Know Responsibility*.

In *Know Power, Know Responsibility* Miller clearly articulates the current state of education, identifies opportunities, and asks the question: How do we provide the necessary tools and lessons to our next generation of students?

Miller is a seasoned instructor with decades of teaching experience and a lifetime of serving students in both civilian and military arenas. His Army Reserve and National Guard students in (and outside) the classroom hold him in high regard.



PHOTOS COURTESY DDE



The Return of Great Power Competition

by Col. Brian A. Payne
Director of the School for Advanced Military Studies

Col. Brian Payne
Director, SAMS

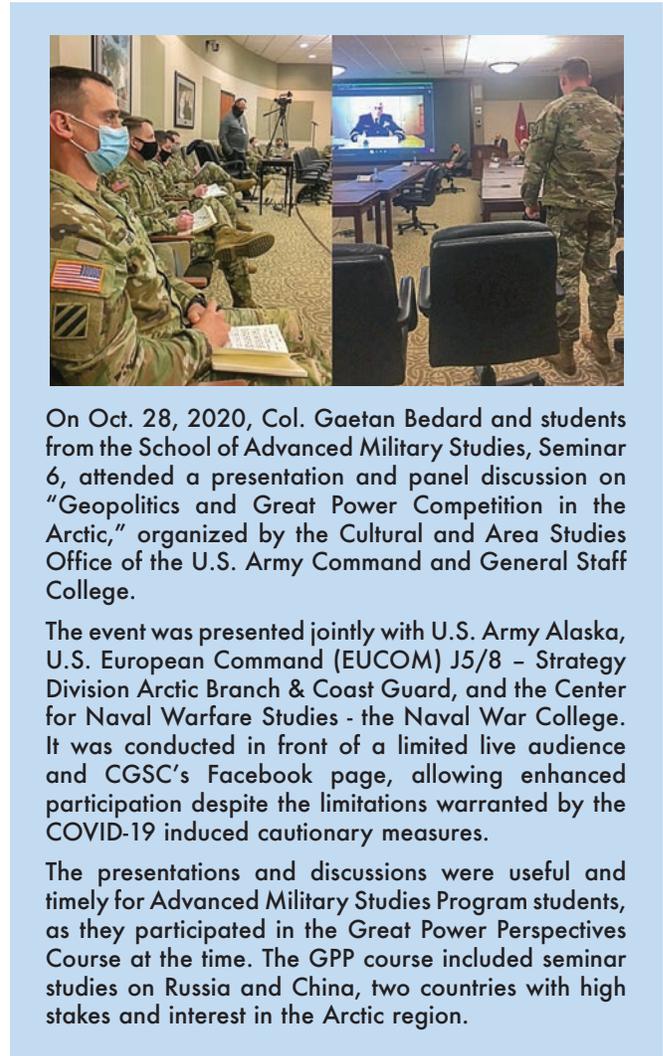


“CHANGE IS INEVITABLE; BUT PROGRESS DEPENDS ON WHAT WE DO WITH THAT CHANGE.” – CHARLES WHEELAN

Nearly every senior leader addressing the Command and General Staff College and School of Advanced Military Studies (SAMS) students has emphasized the return of an era of great power competition. After nearly two decades of military operations in Afghanistan and Iraq, our nation emerges to find a world that has continued to evolve with a number of aspiring global and regional powers. To meet the demands of the changing operational environment, the Army is modernizing at an unprecedented level in materiel, processes, leader development, and doctrinal development. The new era of competition requires a renewed interest in establishing and building collaborative relationships with allies in order to counter the efforts of competitors and adversaries at a level below conflict. In preparation for the challenges that lie ahead, SAMS has developed and implemented a new “Great Power Perspectives Course” enabling operational planners to expand their thinking in developing operational approaches within the competition continuum.

The Great Power Perspectives Course is brand new to SAMS, developed out of whole cloth for this year’s curriculum. The SAMS team sought to achieve multiple objectives in pursuing this effort. The first, was to enable students with a transferable pattern of inquiry for exploring select countries and regions of interest. Secondly, we wanted to immerse students in alternative perspectives, so the courses relied heavily on regional and focus country information sources. A tertiary purpose was to better familiarize students to the National Defense Strategy and focused on countries and regions based on their role as challenger, ally, or off-shore balancer in future competition and conflict scenarios. Finally, the course synthesizes earlier theoretical material and provides a foundation for following instruction and practical military exercises. This multi-level approach not only provided a contextual understanding of a specific country, but also a readily transferable, or universally applicable approach to further explore other countries or regions as needed.

Choosing an inquiry-based methodology enables students to build knowledge of any given country or region quickly. Rather than following the traditional Diplomatic, Information, Military and Economic (DIME) and Political, Economic, Military, Social, Infrastructure and Information (PMESII) binning approaches, the course centered on



PHOTOS COURTESY ARMYU PUBLIC AFFAIRS

On Oct. 28, 2020, Col. Gaetan Bedard and students from the School of Advanced Military Studies, Seminar 6, attended a presentation and panel discussion on “Geopolitics and Great Power Competition in the Arctic,” organized by the Cultural and Area Studies Office of the U.S. Army Command and General Staff College.

The event was presented jointly with U.S. Army Alaska, U.S. European Command (EUCOM) J5/8 – Strategy Division Arctic Branch & Coast Guard, and the Center for Naval Warfare Studies - the Naval War College. It was conducted in front of a limited live audience and CGSC’s Facebook page, allowing enhanced participation despite the limitations warranted by the COVID-19 induced cautionary measures.

The presentations and discussions were useful and timely for Advanced Military Studies Program students, as they participated in the Great Power Perspectives Course at the time. The GPP course included seminar studies on Russia and China, two countries with high stakes and interest in the Arctic region.

a series of cross-cutting meta-synthesis questions. The questions were designed to elicit inquiry that would lead to holistic answers drawing from a number of educational disciplines simultaneously. Questions like “What is the cognitive map of country X?” enable planners to look beyond physical borders and measurable attributes that denote a nation state. It frees the planner to explore the historical, social, cultural, and economic relationships that comprise the nation’s perceived sphere of influence, challenges and aspirations. In better understanding an ally or adversary’s motivations and perspectives, planners are better attuned to generate viable options for commanders in competition and develop approaches

- continued on page 16

Reading and studying material produced and directed toward an internal or regional audience expands the understanding...

that will resonate with allies and adversaries alike in ways that are relevant and meaningful.

The second innovation of this course, and one of the most difficult to achieve, was adopting the perspective of “the other” in teaching. In pursuing this effort, we relied almost exclusively on academic and current events reading materials, entertainment and literature from the selected countries and region. This approach exposed future planners to perspectives that could not be organically obtained. Reading and studying material produced and directed toward an internal or regional audience expands the understanding of intentions, actions and potential response options. As a result, students often found that our perspectives and views were not universally shared by allies nor fully understood by potential challengers. For example, how Germany interprets Russia is based on a completely different geographic, historical and economic perspective than the U.S. Although there exists common ground for collaboration, we can exacerbate underlying tensions if we do not consider the full implications of planned approaches. In considering the multitude of alternative perspectives, planners and commanders are better able to assess risk, hedge against group think and mirror-imaging and produce more informed, contextually useful approaches.

Finally, we fired the interest and imagination for student learning by nominating relevant countries from the national defense strategy or those seen as significant actors in future competition scenarios. The candidate countries were then adopted by members of the SAMS faculty based on their interest and subject matter expertise in designing the

course tracks. This year’s offerings included China, India, Russia, Germany, Iran, Turkey, North and South Korea. All country tracks shared a common grounding in the change and adaptation in such theories as John Boyd, and an understanding of Lanir’s situational and fundamental surprise construct to evaluate implications to U.S. strategy. Each country then had an independent study program for selected students to explore. The final exercise blended members from each of the country teams for the purpose of analyzing our national defense strategy to identify potential points of collaboration, completion, crisis and conflict. Both faculty and students assessed the course as highly effective and SAMS is continuing to improve and expand course offerings with the inclusion of Brazil in next academic year.

Navigating the challenges and opportunities presented in an ever-changing and evolving operational environment requires leaders that can analyze, assess, adapt and innovate to maintain the competitive edge. The effectiveness of their approaches will be weighed by the ability to influence others toward a common outcome. SAMS goal with the new Great Powers Perspectives Course is to help expand the thinking of our future operational planners and leaders in order to expand influence in planning and execution. In considering a variety of alternative viewpoints, it is possible to facilitate strategic empathy which can lead to generating and exploring options that enable healthy competition, mitigate crises, and avoid needless conflict in the future. Today more than ever, SAMS remains committed to challenging our students, our thinking and the future. 🇺🇸



FACULTY HIGHLIGHT

Dr. Alice Butler-Smith – School of Advanced Military Studies



Dr. Alice Butler-Smith is an associate professor of history in the Advanced Military Studies Program (AMSP) of the School of Advanced Military Studies (SAMS). She holds a master’s in International Relations and Comparative Politics, and a Ph.D. with specialties in Middle East History, American Diplomatic and Military History, and International Relations and Comparative Politics from the University of Kansas.

Butler-Smith is a James B. Pearson Fellow and a Fellow of the Temple University Feinstein Center for American Jewish History. She has conducted extensive archival research in American and British Middle East diplomacy and Middle East politics in the United States, Great Britain, and Israel. Additionally, she has taught at King’s College, London, and is currently an adjunct faculty member at the University of Kansas.

Dr. Butler-Smith has been a member of the SAMS faculty since 2005. She teaches across the curriculum on topics related to Great Power perspectives, military theory and history, design, and Middle East history and politics. She also serves as the Operational Planning Team Lead for the Great Powers Perspectives course in AMSP. In that role SAMS Director Col. Brian Payne said that Butler-Smith has developed, executed, and continues to refine an exceptionally innovative course that now functions as an exemplar for other professional military education courses. Dr. Butler-Smith conceptualized a unique theoretical framework for use in the course that provides students with a powerful tool for understanding the perspectives of other players on the world stage. The course has quickly become a student favorite in the AMSP curriculum.



Col. Victor Richard (Rich) Satterlund – School of Advanced Military Studies



Col. Victor Richard (Rich) Satterlund is a seminar leader in the Advanced Military Studies Program (AMSP) of the School of Advanced Military Studies (SAMS). He holds a master’s in Strategy and Management from the University of New South Wales, Australia.

Satterlund graduated from Jacksonville State University and was commissioned an infantry officer in 2000. He has extensive operational experience leading, training and deploying with Soldiers in the 2nd Infantry Division, the 2nd and 3rd Ranger Battalions, the 75th Ranger Regiment, the 4th Infantry Division, and the 10th Mountain Division. He has participated in multiple deployments to Iraq and Afghanistan during those years.

Prior to arriving at Fort Leavenworth to attend the Advanced Strategic Studies Program (ASLSP)* in SAMS, he served with the 10th Mountain Division as the Division G3 for 16 months. According to SAMS Director Col. Brian Payne, Satterlund’s experience as a division operations officer has been invaluable in enabling students to learn and develop their understanding of operational art and doctrine. During Advanced Military Studies Program (AMSP) exercises, Col. Satterlund’s experience, knowledge, guidance and mentorship has greatly increased the effectiveness of these future planners. Col. Satterlund’s efforts will produce return on investment for his students and the organizations they will serve for many years to come.

**Note: ASLSP students attend SAMS for two years. In the second year they serve as seminar leaders for the AMSP students.*



For more information about CGSC’s School for Advanced Military Studies and its programs:

<https://usacac.army.mil/organizations/cace/cgsc/sams>

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CGSC Class of '89 Alum selected as 28th Secretary of Defense

by Mark H. Wiggins, Managing Editor



LLOYD JAMES AUSTIN III WAS SWORN IN AS THE 28TH SECRETARY OF DEFENSE ON JANUARY 22, 2021. As the SECDEF, Austin is the principal assistant to the President in all matters relating to the Department of Defense and serves on the National Security Council.

Austin's appointment is also significant in that he is the first African American SECDEF, one of many notable firsts in his career. He was the first African American general officer to command a U.S. Army Division in combat (10th Mountain Division/Combined Joint Task Force-180). He was the first African American general officer to lead a Corps in combat (XVIII Airborne Corps/Multi-National Corps-Iraq). He was the first African American general officer to command an entire theater of war (U.S. Forces-Iraq). He was also the first African American to serve as the Vice Chief of Staff of the Army and as Commander of U.S. Central Command.

Austin, 67, was born in Mobile, Alabama, and raised in Thomasville, Georgia. He graduated from the U.S. Military Academy in 1975 with a commission in the infantry branch of the Army officer corps. He holds a Master of Arts degree in counselor education from Auburn University, and a Master of Business Management from Webster University. He is a graduate of the Infantry Officer Basic and Advanced courses, the Army Command and General Staff College (Class of 1989), and the Army War College.

His 41-year career in the Army included command at the corps, division, battalion, and brigade levels. Mr. Austin was awarded the Silver Star for his leadership of the Army's 3rd Infantry Division during the invasion of Iraq in 2003. Seven years

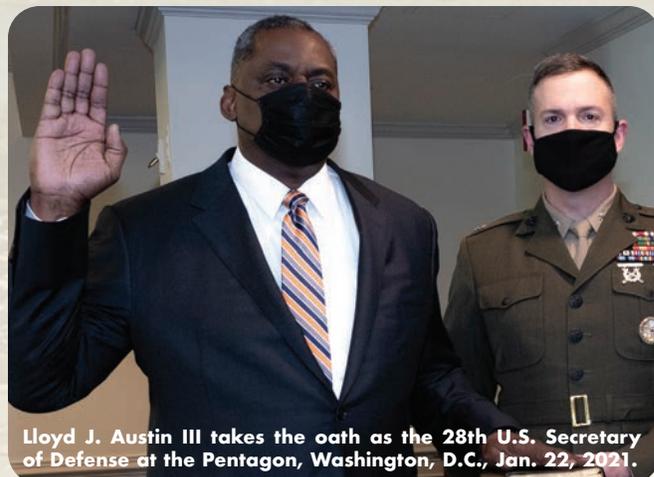


PHOTO BY LISA FERDINAND/OOD

later, he would assume the duties of Commanding General of United States Forces – Iraq, overseeing all combat operations in the country.

After a tour as the Army's Vice Chief of Staff, Austin concluded his uniformed service as the commander of U.S. Central Command, responsible for all military operations in the Middle East and Afghanistan. In this assignment, he led U.S. and coalition efforts to battle ISIS in Iraq and Syria. He retired from the Army May 1, 2016.

After his retirement from military service, Austin served on the boards of directors for Raytheon Technologies, Nucor, and Tenet Healthcare. On Aug. 21, 2018, he was the guest lecturer for the CGSC Foundation's General Colin L. Powell Lecture for students of CGSC Class of 2019.

"It's an honor and a privilege to serve as our country's 28th Secretary of Defense, and I'm especially proud to be the first African American to hold the position," Austin said in a social media message after his swearing in ceremony. "Let's get to work," he added. 🇺🇸



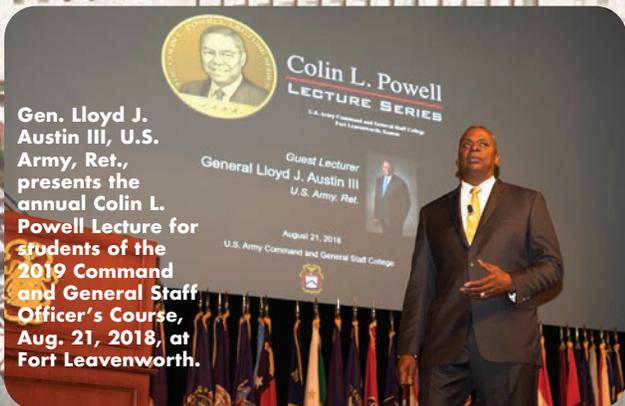
Lloyd J. Austin III is sworn in as Secretary of Defense at the Pentagon in Washington, D.C., Jan. 22, 2021. Leading the oath is Washington Headquarters Services Director Thomas Muir. Junior Military Assistant to the Secretary of Defense, Marine Corps Lt. Col. Caleb Hyatt, holds the Bible.

PHOTO BY LISA FERDINANDO/DOD



A Sailor speaks with Secretary of Defense Lloyd J. Austin III during the secretary's visit on the USS Nimitz, Feb. 25, 2021.

DOD PHOTO BY U.S. AIR FORCE STAFF SGT. JACK SANDERS



Gen. Lloyd J. Austin III, U.S. Army, Ret., presents the annual Colin L. Powell Lecture for students of the 2019 Command and General Staff Officer's Course, Aug. 21, 2018, at Fort Leavenworth.

PHOTO BY MARK H. WIGGINS



After swearing in, Defense Secretary Lloyd J. Austin III conducts a meeting with Chairman of the Joint Chiefs of Staff Army Gen. Mark A. Milley and other senior staff in the Pentagon, Washington, D.C., Jan. 22, 2021.

PHOTO BY LISA FERDINANDO/DOD



Command Preparation Program Redesign

by Col. Thomas (Tom) A. Duncan II
Director of the School for Command Preparation

Col. Tom Duncan
Director, SCP



THE SCHOOL FOR COMMAND PREPARATION (SCP) IS IN THE MIDDLE OF THE MOST IMPACTFUL REDESIGN OF THE COMMAND PREPARATION PROGRAM IN OVER A DECADE. The school's mission, however, remains unchanged. The SCP will continue to conduct several resident courses, while synchronizing the Army's Command Preparation Programs, in order to provide formations with competent, committed leaders of character prepared to lead change, win in unified land operations, and ready to meet the Army's 21st century challenges. We are already moving toward implementation of the Command Preparation Program Redesign, with full implementation in fiscal year 2022.

The foundation of the Command Preparation Program Redesign is building better self-awareness. The application of assessment tools that provide our students a better understanding of their strengths and areas for improvement is essential for each student's development. Information provided to each student is leveraged to create an Individual Development Plan, which is focused on improving their leadership attributes and competencies.

Phase 1 of the Command Preparation Program includes the branch and functional pre-command courses. Branch training (e.g., Infantry Pre-Command Course (PCC)) will provide an understanding of current developments within that warfighting function and focus on winning large-scale combat operations (LSCO). Functional courses (e.g., Recruiting PCC) prepare leaders for a field they may not have worked in before. Optimally, these courses should be attended prior to PCC at Fort Leavenworth to better enable students to discuss their warfighting function or functional area in their seminars.

Phase 2, the two-week "Chief's Core" PCC conducted for all future brigade and battalion commanders and command sergeant's major at Fort Leavenworth, will continue to focus on the development of senior level leadership skills and strategic thinking. The course emphasizes understanding and authentic leadership, receiving and giving feedback to improve self-awareness, corporate level strategic planning and implementation.

An important addition to PCC at Fort Leavenworth



Army Chief of Staff Gen. James McConville speaks to Brigade and Battalion Pre-Command classes and the Command Team Spouses' classes Jan. 26, 2021 at the Lewis and Clark Center.

PHOTO BY HARRY SARLES/ARMY PUBLIC AFFAIRS

is the addition of several individual tailored electives. The school's electives provide students tools that enable their Individual Development Plan. Functional Fitness, Improving Executive Communication Skills, and Individual Coaching, are among the electives being piloted.

Phase 2 also includes a Spouse Program; attended by the spouses of future Brigade and Battalion Commanders and Command Sergeants Major. This program focuses on informal leadership, resiliency, Army programs, and the Soldier and Family Readiness Group. The Spouse Program includes small group work with competent faculty, and numerous engagements with strategic Army leadership, senior spouse advisors and representatives from various Army level programs.

Phase 3 includes three Command Type Tracked Courses: The Command Sergeant Major Track (one week), Tactical Command Track (three weeks), and Functional Command Track (one week). The Tactical Command Track has grown from two to three weeks, while the Functional Command Track is a new course. All Phase 3 courses are conducted at Fort Leavenworth.

Phase 3 for command sergeant's major is the CSM Development Program (CSMDP). The purpose of CSMDP is to prepare Command Sergeants Major for their assignment as a brigade or battalion CSM. Students describe and understand their role in enabling the commander to develop leaders, exercise mission command, build and maintain

trust, lead change, manage readiness, and create conditions to successfully operate in a complex environment.

For officers, Phase 3 begins with an additional three days of Command Type Tailored Electives. These electives will include a Commander’s Legal Course, USAR & ARNG Readiness Course, Risk Management for Commanders, Cyber Operations for Commanders, Leading and Developing Army Civilians, and Resource Management for Commanders. Tactical commanders then transition to Tactical Command Development Program (TCDP) or Brigade Command Tactical Command Development Program (BCTCDP). Additional time allows for additional repetitions in increasingly more complex scenarios, better preparing students to lead and train their formations to fight

and win LSCO. Functional commanders transition to the Brigade or Battalion Functional Commanders Development Course.

Brigade and battalion leadership may be the most impactful level of leadership in the U.S. Army. Investing the time and resources to provide these leaders every opportunity to succeed is the focus for the Combined Arms Center, Army University and School for Command Preparation. We will continue to improve our current courses as fiscal year 2022 approaches, and then fully implement the redesign. We believe this will improve leadership of brigade and battalion formations, enabling our Army to fight and win large-scale combat operations in increasingly complex environments. 🏆

We asked, you answered

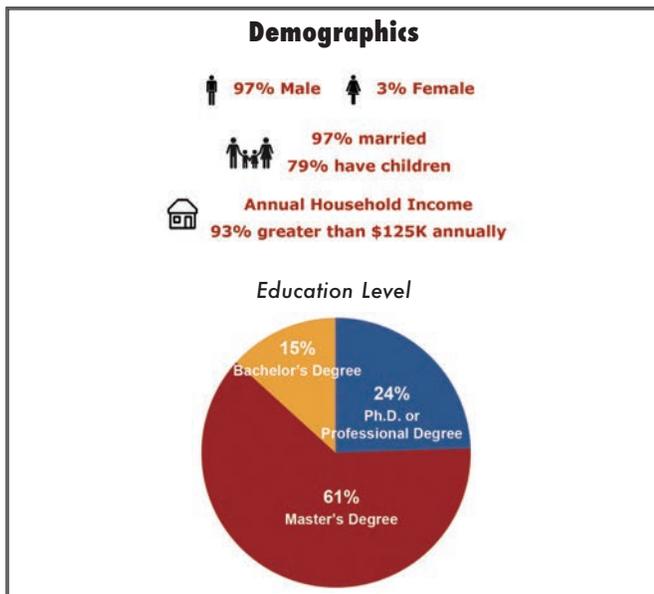
by Mark H. Wiggins, Managing Editor

In the fall edition of the *Foundation News* we included a reader survey that was intended to help paint a picture of our readers, get insights as to readers’ involvement with the Command and General Staff College, and find out about

their history of contributions to the CGSC Foundation.

The charts below depict some of our results.

The Foundation would like to thank all those that participated in the survey. 🏆



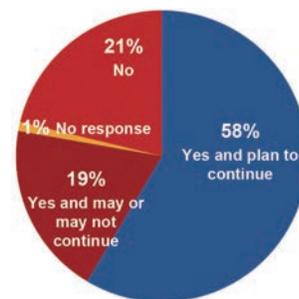
We asked: Which factors would be most important if you were to consider making a gift to the CGSC Foundation?

You answered (in rank order highest to lowest):

1. Belief in the importance of the CGSC mission
2. Improving CGSC’s national visibility
3. Supporting CGSC’s exemplary faculty and quality education
4. Giving back to my alma mater
5. Providing support to students and their families with financial needs
6. Commitment to equality, diversity, and inclusion
7. Association with other faculty and classmates
8. Potential income, tax and other financial benefits
9. Honoring a family member, friend or leaving a personal legacy

We asked: Have you made a financial contribution to the Command and General Staff College Foundation in the past?

You answered:



We asked: In what ways have you been involved with the Command and General Staff College?

You answered (in rank order highest to lowest):

1. I or a family member attended a course at CGSC
2. I read the CGSC Foundation’s magazine or follow on social media
3. I have made a financial contribution
4. I attend cultural and educational events
5. I am, or a family member is a current or prior employee
6. I remain or would like to be connected to a professor or classmate
7. I volunteer my time
8. I participate in local or regional alumni events

Note: The information above does not reflect the complete results of the survey which include additional questions and numerous comments. If you would like more information, contact the CGSC Foundation at office@cgscf.org for more information. Thanks again to all those who participated in our survey to help us improve our ability to support the U.S. Army Command and General Staff College.

CGSC announces new master's degree program

by Harry Sarles, Army University Public Affairs

STUDENTS IN THE COMMAND AND GENERAL STAFF OFFICER COURSE CLASS OF 2021 HAVE THE OPPORTUNITY TO EARN A NEW DEGREE WHEN THEY GRADUATE THIS JUNE. Earlier this fiscal year, the Command and General Staff College gained approval from federal and academic accreditation bodies to award a master of operational studies degree.

The master of operational studies is a professional graduate degree with emphasis on the knowledge, skills and attributes essential for officers at the higher tactical and operational levels of conflict. The college will continue to award the master of military art and science degree that was first authorized in 1974.

“The major differences for those who seek the MMAS are courses in research methods, the writing of a thesis and the comprehensive oral examination,” said Dr. Jim Martin, dean of academics for CGSC and Army University. “If the MMAS is a research degree, the master’s in operational studies is a practitioner’s degree.”

The coursework is the same for all students in residence at Fort Leavenworth. The master of operational studies program allows CGSOC students to gain a degree without having to write a thesis, Martin explained.

In 2011, after the creation of similar graduate programs throughout DoD, the statutory language was changed to reflect the broader authority used in other schools. CGSC deliberately moved to use this new authority to expand its degree portfolio, Martin said. In 2017, the college requested permission to change the names of the degrees granted at the School of Advanced Military Studies from the MMAS to the master of arts in military operations (MAMO) and the master of arts in strategic studies (MASS), more appropriate names for the curriculum taught.

Since 2014, based on guidance from the Army chief of staff concerning rigor in professional military education, the college has sought to improve the curriculum and assessment processes in CGSOC. A comprehensive examination with both a written and oral component was added to the course to better assess learning for all students. Based on a change in the Army’s strategic plan, the second trimester of CGSOC was modified to focus on large-scale combat operations, and during this major curricular change, the rigor of the course increased significantly.

The course now places more emphasis on direct assessment of learning and an improved overall assessment program. This year, the writing requirements for CGSOC students were significantly upgraded, specifically to improve the writing assessments for students completing the program.



PHOTO BY DAN NEAL/ARMY PUBLIC AFFAIRS

Dr. Jim Martin, dean of academics for CGSC and Army University, presents an MMAS diploma to a graduating student at the 2019 CGSOC graduation.

All U.S. resident students enrolled in CGSOC are automatically enrolled in the master of operational studies degree program. They can opt out to pursue an MMAS or other graduate degree program. International students in CGSOC can participate in the degree program if they meet the requirements as outlined in the student bulletin.

About 10-15 percent of resident CGSOC students have chosen to pursue the MMAS since its inception in 1974. Numerous other civilian graduate degree programs are available to students. All of these programs accept some amount of transfer credit from CGSOC to be used toward overall degree requirements. These degrees are available on post and in the local community and, based on common educational practice, many will accept six hours of graduate credit from CGSOC students even as the student completes the master of operational studies degree program. In the first full year of the new program, some students will earn both the master of operational studies degree and a civilian graduate degree during their year at Fort Leavenworth.

CGSC is accredited by the Higher Learning Commission, which previously authorized the college to grant three different master’s degrees — the MMAS, the MAMO and the MASS. The HLC-accredited bachelor of arts in leadership and workforce development program is conducted in coordination with the U.S. Army Sergeants Major Academy at Fort Bliss, Texas.

Eligibility for the master of operational studies degree has been extended to graduates of the CGSOC Class of 2020. The college is contacting the graduates of that class to explain how they can apply for award of the degree. 🎓



For more information about CGSC master’s degrees:

<https://usacac.army.mil/organizations/cace/cgsc/CGSCDegreePrograms>

CGSC– KC Public Library partnership still strong

by Bob Ulin, Founding CEO/Current Chief Development Officer

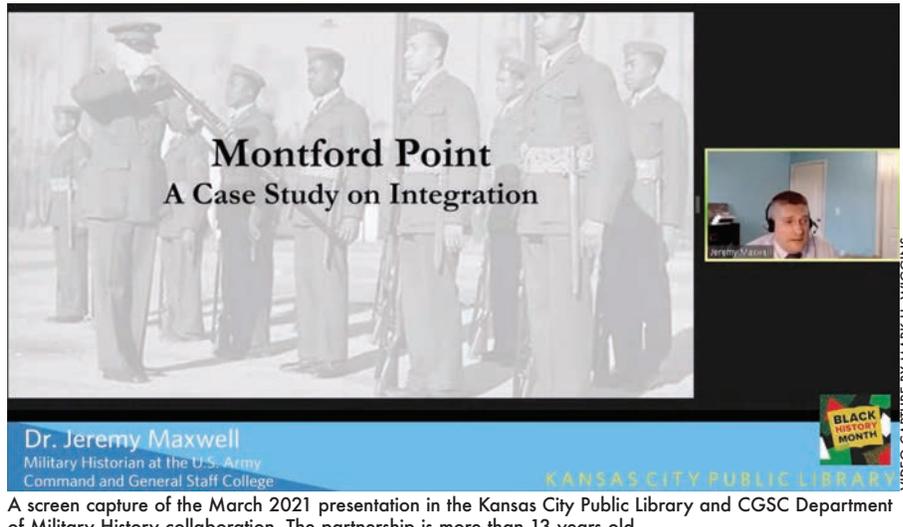
MORE THAN 13 YEARS AGO, THE KANSAS CITY PUBLIC LIBRARY (KCPL) AND THE U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE FORGED A PARTNERSHIP that produced one of the most productive and rewarding collaborations in either venerable institution's history. This storied joint enterprise has resulted in more than 100 presentations by CGSC instructors, reaching more than 10,000 KCPL patrons in person and tens of thousands of viewers on C-Span and over the internet.

The KCPL/CGSC collaboration was the brainchild of Crosby Kemper, III, the former director of the KCPL and the current director of the Institute of Museum and Library Services (IMLS), an independent federal agency that provides library grants, museum grants, policy development, and research.

Former CGSC Department of Military History (DMH) Professor Bud Meador, one of the program's plank holders, recalls that Kemper's vision was to "showcase the intellectual firepower of Kansas City" with the CGSC faculty featuring prominently in the ongoing KCPL signature event series. In 2007, Kemper, along with Henry Fortunato, traveled to Fort Leavenworth where they met with then CGSC Deputy Commandant Brig. Gen. Mark O'Neill, DMH Director Dr. James Willbanks, CGSC Foundation CEO Bob Ulin, and Meador.

Crosby made the case that the KCPL had a gap in its programming that the DMH faculty could fill. Moreover, the library's capacity, magnificent venue, robust technical equipment and expertise, and most important of all, the library's informed and enthusiastic audience were a perfect fit for the DMH speakers. In exchange, the DMH faculty offered an irresistible cocktail of subject matter expertise, passion for their craft, and the ability to engage their audiences with a fusion of history, military expertise, and a good story. This mutually beneficial collaboration is more than 13 years old and still going strong. The current program administrator on the CGSC faculty is Professor Chris Johnson, a history professor who also serves as the CGSC Foundation's faculty liaison to the College.

How successful is this collaboration? From the CGSC perspective, faculty members clamor to participate in every series of presentations planned between the College and the KCPL. Meador related one story after a CGSC presentation where an audience member confided in him that "they



A screen capture of the March 2021 presentation in the Kansas City Public Library and CGSC Department of Military History collaboration. The partnership is more than 13 years old.

clear their calendar when they see a CGSC faculty member on the KCPL calendar." From the historian's perspective there is no higher praise. As for the KCPL audience, they are a wonderfully eclectic band of travelers exploring history. They are engaged, informed, and eager to mix it up with the CGSC speakers. At any given event, veterans, family members of veterans, authors, lay historians, or even protesters are likely to be in attendance. The result is a lively confluence of history, storytelling, exchanging ideas, all producing a celebration of what makes us human.

The menace of the COVID-19 pandemic may have pushed the KCPL/CGSC speaker series online, but it has not diminished the lecture series' appeal or execution. Past themes have included the Civil War, to include a Civil War Panel of faculty members, World War I, World War II, European and Pacific Theaters, and Vietnam. The current series deals with the conclusion of World War II and events immediately following. Additionally, there have been sub-themes that have attracted significant interest among the KCPL audience including Brian Steed's three presentation series on the Middle East which culminated with the rise of Isis. Future themes under consideration include post-Cold War Conflict and Counterinsurgency Conflict throughout history.

As the KCPL/CGSC partnership works its way into its second decade, there is much to look forward to in this steadfast relationship. From the College's perspective, old hands and new instructors are eager to expand its history offerings. The faculty looks forward to the day when they can meet the "history groupies" face-to-face again at the KCPL Central Library and renew the special relationship with the KCPL and its faithful patrons. 🇺🇸



For more information visit the KCPL website: <https://www.kclibrary.org>

Watch previous presentations on the KCPL YouTube page: <http://youtube.com/kclibrary>

WHINSEC CGSOC

Western Hemisphere Institute for Security Cooperation (WHINSEC) Command and General Staff Officer Course (CGSOC) students Maj. Gamaliel Sanchez and Maj. Allison Sanchez explain their group findings to their team and to Assistant Professor Luis A. Rodríguez during their Force Integration course. The course builds an understanding of the strategic, operational, and tactical “people, products, processes, and issues” involved in seven major areas of organizational transformation.

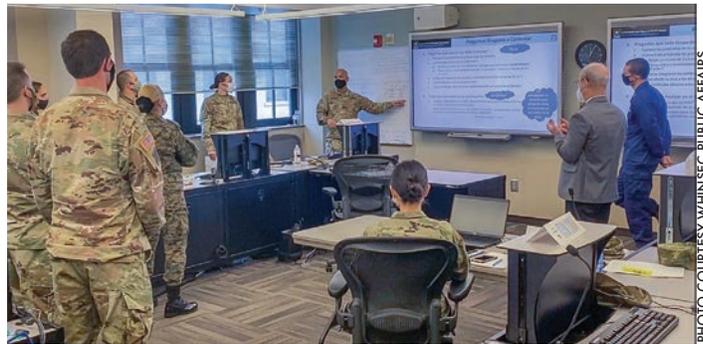


PHOTO COURTESY WHINSEC PUBLIC AFFAIRS

WHINSEC CGSOC began Aug. 17, 2020, following all the COVID-19 safety protocols with 56 students, 23 of them from partner nations, and for the first time, a member of the U.S. Coast Guard.



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'Ultimate high ground' subject of Brown-Bag

by Elizabeth Ditsch, Program Assistant

Thomas A. Gray discussed the topic of the domain of space and interagency operations at the latest InterAgency Brown-Bag Lecture on Nov. 19, 2020 in Marshall Auditorium in the Lewis and Clark Center on Fort Leavenworth.

Gray, the U.S. Army Space and Missile Defense Command Liaison to the Combined Arms Center and Army University, discussed current and future space initiatives impacting global Department of Defense and government agency operations and reviewed some of the government agencies primarily invested in space operations, including NASA, the National Reconnaissance Office (NRO), among others.

Gray reminded the audience that humankind's presence in the domain of space is very recent, only happening within the last 70+ years. He also discussed the changing relationships between the various space agencies and the public.

"Up until 1992, I couldn't even say 'NRO,'" said Gray. "Now, they have a gift shop!" After taking questions from



PHOTO BY MARK H. WIGGINS

the audience, Gray closed by wishing everyone "Live long, and prosper," encouraging them to "do wonderful things."

The InterAgency Brown-Bag Lecture Series is co-hosted by the CGSC Foundation's Simons Center with the U.S. Army Command and General Staff School (CGSS). The series is an extracurricular, interagency topic-focused series that is intended to help enrich the CGSS curriculum. 🚀



For the full story with links to the video of the lecture and more photos see:

<https://www.cgscfoundation.org/ultimate-high-ground-brown-bag>

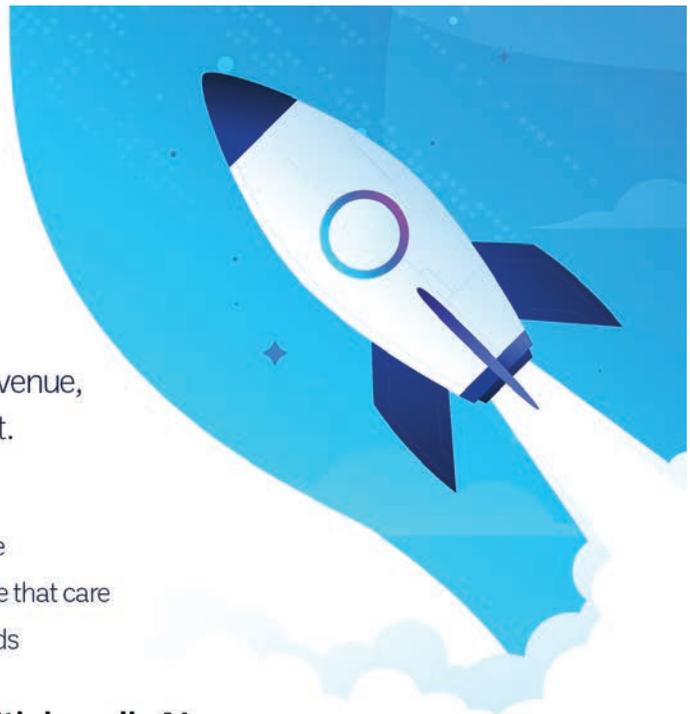


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Arter – Rowland National Security Forum

A new Foundation outreach initiative

by Mark H. Wiggins, Managing Editor



IN 2020, PRIOR TO THE RESTRICTIONS IMPOSED ON PUBLIC GATHERINGS, THE CGSC FOUNDATION HAD DEVISED A NEW PROGRAM to maintain relationships with alumni of the Foundation's long-running and popular National Security Roundtable Program (NSRT). The new program was named after the CGSC Foundation's Founding Chairman, Lt. Gen. (Ret.) Robert Arter, and Landon H. Rowland, a founding trustee of the CGSC Foundation and a very well known Kansas City businessman, philanthropist and president of the KC Chapter of Business Executives for National Security (BENS).

Originally, the intent was for the forum to convene periodically at guest speaker breakfast events in downtown Kansas City. Upon imposition of COVID-19 restrictions in March 2020, the Arter-Rowland National Security Forum (ARNSF) would be forced to begin as an online gathering, much like other similar events around the country in the year of the pandemic.

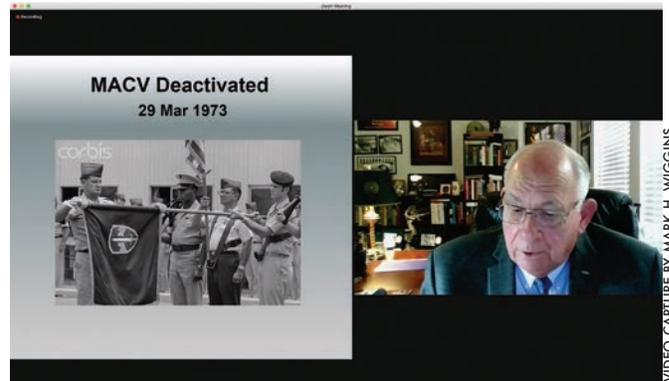
After a period of reassessment and adjustment the Foundation and its co-host, the Kansas City Chapter of the Association of the U.S. Army (KCAUSA), conducted the first ARNSF online on Sept. 23, 2020, with a presentation on the National Bio and Agro-defense Facility (NBAF) in Manhattan, Kansas, by Dr. Ron W. Trewyn, the National Bio and Agro-defense Facility Liaison from the Office of the President of Kansas State University.

Foundation President/CEO Rod Cox and KCAUSA President Scott Weaver both agreed the presentation was well attended and received and began planning to build on that success.

The second presentation of the forum was on Jan. 12, 2021, with Dr. John R. Deni, Research Professor of Security Studies at the U.S. Army War College and an adjunct professorial lecturer at American University, who lead a presentation on the North Atlantic Treaty Organization (NATO) entitled "Coalition of the unWilling and unAble? – European Realignment and the Future of American Geopolitics."

Again, the co-hosts agreed the online meeting of the forum was well received and the lively question and answer period between the presenter and attendees had proven the concept once again.

The most recent conduct of the forum was on March 29, 2021, and was focused on Vietnam in honor of National Vietnam War Veterans Day, which is recognized annually on March 29. March 29, 1973 is the day the U.S. withdrew



A screen capture of Dr. Jim Willbanks as he delivers his presentation online during the Arter-Rowland National Security Forum on March 29, 2021, in honor of National Vietnam War Veterans Day.

VIDEO CAPTURE BY MARK H. WIGGINS

combat and combat support units from South Vietnam.

To properly recognize the day and honor Vietnam veterans, the Foundation was fortunate to garner the support of Dr. James H. Willbanks, a nationally-recognized scholar of the Vietnam War and Professor Emeritus of the U.S. Army Command and General Staff College. Willbanks led the presentation and follow-on discussion with his presentation entitled "Remembering the Vietnam War, 1950-1975."

"We are here to observe National Vietnam Veterans Day," Willbanks said as he began his online presentation, "and it's appropriate that we meet at this time on this day because it was this day, 46 years ago, that the last troops departed South Vietnam in the wake of the signing of the Paris Peace Accords."

"Dr. Willbanks did an outstanding job of synthesizing a tremendous amount of detail in a short amount of time," said Bob Ulin, a Vietnam veteran himself and the Foundation's Founding CEO/current Chief Development Officer, who kicked off the program.

Willbanks honored the day with his presentation, starting with U.S. involvement in Southeast Asia in 1945 and walking the attendees through the major points in the development, conduct and conclusion of the war through 1975. After his summary of the major movements, Willbanks spoke about the troops who fought the war citing statistics about troop levels, casualties and troops still missing in action.

"Most troops who left active service after the war became productive members of their communities," Willbanks said. "In a survey conducted in the late 1990's, the preponderance of Vietnam veterans stated they were proud of their service

and would do it again even knowing the eventual outcome. They answered the call of their nation and found themselves fighting an unpopular war 12,000 miles away from home.”

Foundation President/CEO Rod Cox said he was proud of the work and the results of the Arter-Rowland National Security Forum thus far, and was grateful for the effort that Bob Ulin had put into developing the concept.

Read the full stories online:



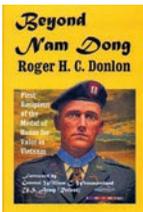
Inaugural ARNSF presentation – <https://www.cgscfoundation.org/arnsf-inaugural-event-200923>

ARNSF #2, NATO presentation – <https://www.cgscfoundation.org/arter-rowland-national-security-forum-features-presentation-on-nato>

ARNSF #3 Vietnam presentation – <https://www.cgscfoundation.org/arter-rowland-national-security-forum-honors-national-vietnam-war-veterans-day>

“We’re glad our program has been relevant and interesting for our attendees and especially proud that we could honor Vietnam Veterans with our most recent conduct of the forum,” Cox said. “We look forward to the day we can conduct these in person and have the chance to truly enjoy the professional networking and information sharing these gatherings can offer.” 🇺🇸

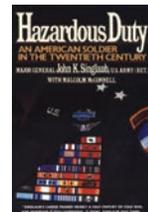
Recommended books by Vietnam veteran authors in honor of National Vietnam War Veterans Day



Beyond Nam Dong

by Roger H.C. Donlon; *R and N Publishers, 1998.*

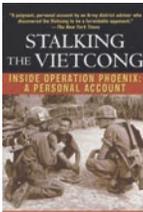
Beyond Nam Dong is the personal story of Medal of Honor recipient Col. (Ret.) Roger H.C. Donlon. As commander of Detachment A-376, U.S. Army Special Forces, Capt. Donlon and his 12-man team successfully defended a small American outpost at Camp Nam Dong, Republic of Vietnam, on July 6, 1964. For his valor at Nam Dong, Donlon became the first American Soldier, and the first Special Forces Soldier, of the Vietnam War to be awarded the Medal of Honor. Donlon is a graduate of the CGSC Class of 1971, a former CGSC faculty member, and one of the founding trustees of the CGSC Foundation.



Hazardous Duty:

An American Soldier in the Twentieth Century

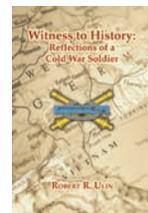
by Maj. Gen. (Ret.) John K. Singlaub; *Touchstone, 1992.*
From the front lines of World War II, the Chinese Revolution, and the Vietnam War, to behind the scenes in the Iran-Contra affair, Major General John K. Singlaub recounts 40 years in the military. Mixing personal anecdotes with well-researched history and previously classified documents, he provides a unique look at the military, including the his experience as a highly decorated OSS officer who became a founding member of the CIA. Singlaub is a graduate of the CGSC Class of 1954.



Stalking the Vietcong

by Stuart A. Herrington; *Presidio Press, 2004.*

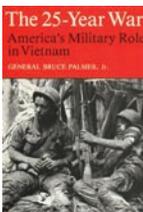
In 1971, Col. (Ret.) Stuart A. Herrington was an American intelligence advisor assigned to root out the enemy in the Hau Nghia province. During his two-year mission Herrington developed an unexpected but intense identification with the villagers in his jurisdiction. Herrington spent the last year of this 30-year career as a member of the U.S. Army War College and retired in 1998. In retirement, he responded to the Army’s calls to missions in Guantanamo in 2002 and Iraq in 2003 to assess detainee operations, and to San Antonio in 2006 to help train a new U.S. Army Interrogation Battalion. Herrington has also visited Fort Leavenworth and presented at CGSC Foundation events, including the Fort Leavenworth Ethics Symposium in 2009.



Witness to History: Reflections of a Cold War Soldier

by Robert R. Ulin; *AuthorHouse, 2011.*

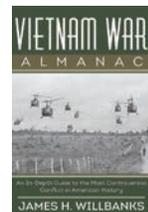
From a simple start as an Army private in 1959 to his successes as the chief executive officer of the Command and General Staff College Foundation, Inc., Ulin has had the fortune to not only witness history but be an active participant in it. This is his story—from the jungles of Vietnam to the Cold War battlefields of Europe to the startup and operation of one of the most successful staff or war college foundations in U.S. history. *Witness to History: Reflections of a Cold War Soldier* is an account that adds great detail to the fabric of this period of our Nation’s history as told by one who lived it with honor and integrity. Ulin is a graduate of the CGSC Class of 1978, a former CGSC faculty member, the founding CEO and current chief development officer of the CGSC Foundation.



The 25-Year War: America’s Military Role in Vietnam

by Gen. Bruce Palmer, Jr.; *Univ. Press of Kentucky, 1984.*

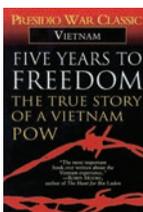
In *The 25-year War* Gen. Palmer’s insights into the key events and decisions that shaped American’s military role in Vietnam are uncommonly perceptive. America’s most serious error, he believes, was committing its armed forces to a war in which neither political nor military goals were ever fully articulated by our civilian leaders. As a professional soldier who experienced the Vietnam war in the field and in the highest command echelons as the Army’s Deputy Command in Vietnam (1967-68) and Vice Chief of Staff of the U.S. Army (1968-72), Palmer presents an insider’s history of the war and an astute critique of America’s military strengths and successes as well as its weaknesses and failures.



Vietnam War Almanac

by James H. Willbanks; *Skyhorse, 2013.*

Vietnam War Almanac contains a chronological history of the war in Vietnam, with day-by-day listings of the war on the ground, in the air, and at sea; international and U.S. events; and a biographical dictionary of major military and civilian figures. For the families of veterans and for historians, the thorough presentation here, along with its extensive bibliography and index, is an excellent place to start. Dr. James H. Willbanks is a nationally-recognized scholar on the Vietnam War. He is also a Professor Emeritus of the U.S. Army Command and General Staff College, the former director of the CGSC Department of Military History and General of the Army George C. Marshall Chair of Military History. He retired from CGSC in 2018. He joined the CGSC faculty in 1992, after retiring from a 23-year active duty career as an Army infantry officer. During his active service Willbanks served as an advisor with a South Vietnamese infantry unit in An Loc during the 1972 North Vietnamese Easter Offensive. He went on to serve in assignments in Germany, Japan, Panama, and the U.S.



Five Years to Freedom

by James N. Rowe; *Presidio Press, 1984.*

Five Years to Freedom is the terrifying yet fascinating story of Special Forces Major James N. Rowe’s five years as a prisoner of the Viet Cong. It stands as the first comprehensive account ever published about the real situation in the Viet Cong POW camps in South Vietnam. Rowe was one of only 34 American POWs to escape captivity in Vietnam. He is credited with developing the Army’s Survival, Evasion, Resistance and Escape (SERE) training program taught to high-risk military personnel such as Special Forces and aircrews, as well as the Army doctrine which institutionalizes the program’s techniques and principles. Col. Rowe was killed in 1989 by insurgents in the Philippines.



National Vietnam War Veterans Day

March 29

Alumni Updates

News from CGSC alumni around the globe



Edward A. Forman – CGSOC 1976

I served as Director of Logistics at Fort A.P. Hill, Va., from 1988-1993 as a government civilian. I was also in the Army Reserve in U.S. Army Materiel Command for 10 years. During my career I served in Vietnam, Desert Shield/Storm, Somalia, and Haiti. I retired from the USAR on July 2001 as a lieutenant colonel and then worked for the federal government in Washington, D.C. until my retirement in 2006 after 31 years of service as an IT Management Specialist, GS-14. I moved to Florida in 2010 and am enjoying retirement!

Col. (Ret.) Robert R Ulin – CGSOC 1978

It was 15 years ago that I (right in the photo) established the CGSC Foundation along with retired Lt. Gen. Robert Arter (center in the photo) and retired Col. Willard Snyder (left in the photo). Our first office was in Bell Hall two doors from the Deputy Commandant's office. We started with donated furniture, secondhand computers, and a lot of good will. From those humble beginnings, the Foundation has grown into a nationally -recognized leader in support to the College thanks to the generous support of thousands of alumni and friends.



Jerry P. Mellick –CGSOC 1981 - The Centennial Class

I retired after nearly 26 years, worked for the Army for six more; worked for Anheuser Busch Co., for ten years; retired and work as a volunteer Emergency Traffic Control for Spokane County Sheriff.

Matt Matia – CGSOC 1983

I retired from FEMA in 2018, and am currently doing contract work for DHS/CISA as a Senior Cyber Operations Planner. I live in Burke, Va.

Heyno Araujo Filho – CGSOC 1992

I am now a retired officer, but until 2019 I worked at the Brazilian Military Academy, the only school that educates Combatant Officers for the Brazilian Army.

Anton Wijeyesekera – CGSOC 2009-2

Since my CGSOC graduation:

- Served as Senior instructor at the officers study centre, Sri Lanka Military Academy
- Commanded 4 Armoured Regiment for 2 years.
- Deployed in the UN mission in Haiti as a staff officer
- Earned my promotion as a colonel
- I am presently serving as a Directing Staff at the Defence Services Command and Staff College, Sri Lanka.

Ambassador (Maj. Gen., Ret.) Lucas Kyonze Tumbo – CGSOC 1995

I am currently Kenya's Ambassador to Somalia. I was appointed ambassador in 2015 after I retired from the military. I served in the Kenya Army up to the rank of major general. In that time I served as a Commandant of the Kenya Military Academy, a Directing Staff in Defence Staff College of Kenya, Managing Director of the Kenya Ordnance Factories Cooperation and Chairman of the East Africa Cooperation. I would be very grateful to hear from my CGSOC classmates, including Flem Rufus. It was a great class that I have fond memories of.



Maj. Gen. (Ret.) Ajay Sah – CGSOC 1998

I retired in January 2017 as a major general after completing 37 1/2 years as a commissioned officer of the Infantry. Now I am settled in Bangalore, in Southern India, and work as a consultant with a Think Tank called Synergia Foundation based here in Bangalore. My elder daughter Parul is married to an Indian American settled in New York and the younger one, Bhavya, just completed her Master's in Art History and Aesthetics from Jawaharlal Nehru University, New Delhi.

Oswaldo Vallejos – CGSOC 2007-1

Since CGSOC: Master in Strategic Studies (U.S. Army War College) Class 2011; Master in Military Sciences (Strategic Plans and Management) at Chilean Army War College; Project Manager for developing Armoured Infantry, leading a professional and technical group, international military line of business; Diploma in Defense Resources Management (Academia Politecnica Ejercito de Chile); Diploma in International Affairs. (Universidad del Desarrollo); Military faculty on tactics, operations and strategy at Chilean Army War College (Chief of Military Operations Faculty); RR4 Reinforced Regiment Commander in Arica, Chile; 2 BRIACO Cazadores, 2nd Armoured Brigade Commander in Pozo Almonte, north of Chile; Defense, Military, Naval and Air Attaché to the Embassy of Chile in Ankara, Turkey; Promoted to Brigadier General, Dec. 2017; Doctrine Division Commander in Santiago, Chile 2018; Army Welfare Commander, 2019; Deputy Chief of Staff, General Staff of the Chilean Army – 2019-2020; Promoted to Division General, Nov. 2020. – I presently serve as Education and Doctrine Commander.



Col. (Ret.) Pat Proctor – CAS3, CGSOC, SAMS 2008

I was elected as a Kansas State Representative in November 2020 to represent the people of Leavenworth and Fort Leavenworth (41st House District) in the Kansas State House.

Tetsuya Takeuchi – CGSOC 2008

I was promoted to Major General of Japan Ground Self Defense Force in April 2019 and currently work as Director General of the Field Artillery Department in Fuji School. I visited the U.S. Army Fires Center of Excellence in Fort Sill and also visited Japanese Surface-to-Sea Missile firing training in California in the fall of 2019. I had not visited the U.S. in 10 years...since CGSC graduation.



Valerio Luiz Lange – CGSOC 2009-2

[Major General, Brazilian Army]

Thanks to everyone for keeping in touch!

Rafael A. Ortega – CGSOC 2015

Hello, hope everyone is doing well. Since my graduation from the CGSOC/WHINSEC at Fort Benning in 2015 I have been promoted from Supervisor to Assistant Chief Inspector with the U.S. Marshals Service. I have been using the knowledge acquired at CGSOC in my job drafting strategic and contingency plans as well as in my collateral duty as Continuity of Operations (COOP) Manager. Additionally, I had the privilege of being part of the U.S. Marshals Auxiliary Compliance Review (internal audits) Team for three years. My duties have taken me TDY to Colombia and PCS moves from Washington, D.C. to Puerto Rico and back to D.C.



Kevin Rousseau, SAMS 2016

I retired from the CIA on 31 October. In January 2021, I began a one-year LLM program at the NYU School of Law.

Visit the CGSC Foundation website at
www.cgscfoundation.org/alumni-update
to submit your update. We'd love to hear from you!

New Life Members of the Alumni Association

Maj. Gustavo Agoato-DaFonseca
 Mr. Roger Appel
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 CWO (Ret.) Nathaniel Jones Jr.
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 Lt. Col. (Ret.) Thomas Mahoney
 Col. (Ret.) John Marcy
 Maj. Matthew Mayor
 Lt. Col. (Ret.) John McClaire Jr.
 Lt. Col. (Ret.) Tom Meier
 Lt. Gen. (Ret.) John E. Miller
 Col. (Ret.) Dean Nowowiejski
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PHOTOS BY MARK H. WIGGINS

Foundation's 2021 Wreaths Across America campaign underway

by Mark H. Wiggins, Managing Editor

In February 2021, the CGSC Foundation kicked off its second year of engagement with the national Wreaths Across America to remember our nation's fallen heroes during the holidays.

Throughout 2021 the Foundation will be encouraging others to sponsor wreaths to place on graves in the Fort Leavenworth National Cemetery in honor of the veterans buried there. The wreaths will be placed on National Wreaths Across America Day, Dec. 18, 2021.

"Part of the CGSC Foundation's mission is to conduct outreach and to provide support to Soldiers and families," said Rod Cox, Foundation president/CEO. "I strongly believe that Wreaths Across America is an important way to honor our veterans who have gone before us."

"It's 'just a wreath' some might say, but it's more than that," Cox added. "The Wreaths Across America mission isn't just laying the wreath, it's a national effort to 'Remember, Honor and Teach' all Americans about the sacrifices of veterans for our country."

Wreaths Across America is a 501(c)(3) nonprofit organization founded to continue and expand the annual wreath-laying ceremony at Arlington National Cemetery begun by Maine businessman Morrill Worcester in 1992. The organization's mission – Remember, Honor, Teach – is carried out in part each year by coordinating wreath-laying ceremonies in December at Arlington, as well as at thousands of veterans' cemeteries and other locations in all 50 states and beyond.

The CGSC Foundation's Wreaths Across America (WAA) effort is focused on the Fort Leavenworth National Cemetery. The Foundation is working with Diana Pitts, the WAA Location Coordinator for the cemetery. Pitts's son, Cpl. David Unger, who was killed in Iraq on Oct. 17, 2006, is buried there. Pitts has assigned Section N of the cemetery, which includes 900 graves, to the CGSC Foundation.

"Our goal is to honor each of the 900 veterans in Section N of the Fort Leavenworth National Cemetery with a wreath this year," said Cox, "but what we really want is to put a wreath on every grave in the entire cemetery. That's why we're starting the work now to communicate this effort and get others committed to helping us in this effort."

The Fort Leavenworth National Cemetery was established in 1862 as one of 14 national cemeteries at that time. Today the cemetery has more than 23,000 graves of veterans representing every conflict since 1812. Notable veterans



CGSC Foundation President/CEO Rod Cox lays a wreath on a grave Dec. 19, 2020, the 2020 Wreaths Across America Day, at the Fort Leavenworth National Cemetery. The Foundation recently kicked off its 2021 Wreaths Across America campaign.

buried at Fort Leavenworth include Captain James Allen, 1st U.S. Dragoons, who died in August 1846. Allen's is the oldest known military grave in the cemetery. Also, the remains of Brigadier General Leavenworth, the fort's namesake, were disinterred from Woodland Cemetery in Delhi, N.Y., and reinterred in the national cemetery on Memorial Day in 1902. Nine Medal of Honor recipients are also buried there, including Capt. Thomas W. Custer, brother of Lt. Col. George Custer. Thomas received the Medal of Honor twice while serving in the U.S. Army, Company B, 6th Michigan Cavalry; first for capturing the flag at Namozine Church, Virginia, on May 3, 1865, and second for actions at Sailor's Creek, Virginia, April 1865. Custer died in 1876.

Cox is encouraging all friends, family, staff, faculty, students and alumni of CGSC and the CGSC Foundation to sponsor a wreath to honor the veterans buried at Fort Leavenworth. 🇺🇸

Visit the CGSC Foundation Wreaths Across America website to sponsor a wreath today.



<https://www.wreathscrossamerica.org/pages/164828>

Chaplain Kapaun comes home

by Mark H. Wiggins, Managing Editor

AFTER 70 YEARS, ON MARCH 5, 2021, THE DEFENSE POW/MIA ACCOUNTING AGENCY (DPAA) ANNOUNCED THAT ARMY CHAPLAIN (CAPT.) EMIL J. KAPAUN, OF PILSEN, KANSAS, WHO DIED AS A PRISONER OF WAR DURING THE KOREAN WAR, WAS ACCOUNTED FOR MARCH 2, 2021.

After serving in World War II, Kapaun returned to active duty in the U.S. Army and served in the Korean War with the 8th Cavalry Regiment, 1st Cavalry Division. At dusk on Nov. 1, 1950, his unit was near Unsan when they came under heavy fire from Chinese forces and received orders to withdraw. Approximately a quarter of the unit's soldiers made their way back to friendly lines. The others, including many wounded Soldiers, became trapped. Kapaun volunteered to stay with the wounded, and was soon captured and taken to a Chinese-run prison camp on the Yalu River's south bank known as Camp 5.

Even after he became gravely ill, Kapaun continued to serve as a spiritual leader for his fellow prisoners, encouraging them to faithfully await their release and regularly defying his captors to bolster the collective morale of the POWs. Due to prolonged malnutrition, he died on May 23, 1951, after which the other POWs buried him in one of the camp's cemeteries.

As part of the 1953 Korean Armistice Agreement, Kapaun's remains were among the 1,868 who were returned to U.S. custody, but they were not able to be identified.

Kapaun's remains had rested among the 867 remains buried as "Unknowns" at the National Memorial Cemetery of the Pacific (NMCP) in Hawaii. His remains were disinterred and identified as part of DPAA's Korean War Disinterment Project, a seven-phase plan begun in 2018, to disinter all remaining Korean War Unknowns from the NMCP.

At a White House ceremony on April 11, 2013, President Barack Obama posthumously awarded Kapaun the Medal of Honor for extraordinary heroism and selflessness. Kapaun's fellow POWs and family members had appealed for years to recognize Kapaun with the Medal of Honor. What is not well known is that effort was made possible in part due to an Army officer who served as a faculty member of the U.S. Army Command and General Staff College.

Lt. Col. (Ret.) Bill Latham was an instructor in the CGSC Department of Logistics and Resource Operations (DLRO, now named the Dept. of Sustainment and Force Management – DSFM) from 2006-2012. Latham had begun research for a book he was writing on Korean War POWs prior to joining the CGSC faculty. During his research he interviewed several veterans who spoke highly of Chaplain Kapaun. He also visited the National Archives and discovered the chaplain's service documents and eyewitness accounts from Unsan where he had been captured. It was this information along with the affidavits



PHOTO COURTESY DPAA/WWW.ARMY.MIL

Father Emil Kapaun celebrates Mass using the hood of his jeep as an altar, as his assistant, Patrick J. Schuler, kneels in prayer in Korea on Oct. 7, 1950, less than a month before Kapaun was taken prisoner. Kapaun died in a prisoner of war camp on May 23, 1951, his body wracked by pneumonia and dysentery. On April 11, 2013, President Barack Obama awarded the legendary chaplain, credited with saving hundreds of Soldiers during the Korean War, the Medal of Honor posthumously. Chaplain Kapaun's remains were finally identified on March 2, 2021, by the Defense POW/MIA Accounting Agency.

from his interviewees that helped Kapaun's family build the case for the Medal of Honor.

Latham said he provided all this information to the family, who then shared it with their Kansas legislators. The official request then began in 2004 with U.S. Rep. Todd Tiahrt's request to the Secretary of the Army. Later, Kansas U.S. Sens. Jerry Moran and Pat Roberts and Kansas U.S. Rep. Mike Pompeo introduced legislation in the U.S. Senate and the U.S. House respectively in January 2011, to award Kapaun the Medal of Honor. Kapaun's son Ray accepted the medal two years later on behalf of the family.

"It was an honor to be a part of the process to gain Kapaun the recognition he deserved," Latham said in a telephone interview with the *Foundation News* on March 13, 2021.

Latham was also interviewed in 2013 at the time of the award of the medal about his involvement.

"Emil Kapaun didn't need a medal to prove his heroism, but this recognition is very important to the men who served with him and to the families of the many other POWs who never came home," he said. "How many chances do any of us have to recognize so many unsung heroes?"

Latham's book, *Cold Days in Hell: American POWs in Korea*, was published in 2013. (See "In Print" on page 34 of this magazine.)

According to the DPAA, there are approximately 7,500 service members who served in the Korean War who remain unaccounted for. Accounting for Chaplain Kapaun "reaffirms our commitment to never leaving a fallen comrade," said Chief of Staff of the Army James C. McConville. 🇺🇸

For more information, photos, and video see:



https://www.army.mil/article/243979/medal_of_honor_recipient_and_korean_war_soldier_accounted_for

<https://www.defense.gov/Explore/Features/Story/Article/2539877/medal-of-honor-monday-army-chaplain-emil-j-kapaun/source/GovDelivery>

Donations made In Honor of



Honoring a friend or family member with a contribution to the CGSC Foundation is a profound way of demonstrating your respect. The CGSC Foundation has recently received these donations in honor of (IHO) the persons named:

- **Mr. John Dillingham IHO Lt. Gen. (Ret.) Robert Arter**
- **Maj. Gen. Arnold Fields of Arlington, Va., IHO CGSCF President/CEO Col. (Ret.) Roderick Cox**
- **Brig. Gen. (Ret.) Joe N. Frazar, III (CGSC '76) IHO Lt. Gen. (Ret.) Robert Arter**
- **Col. (Ret.) Martin R. Loftus (CGSC '70) IHO Lt. Gen. (Ret.) Robert Arter**
- **Lt. Col. (Ret.) Robert J. Myers, former CGSC Foundation trustee, IHO Lt. Gen. (Ret.) Robert Arter**
- **Ms. Susan B. O'Neal IHO Lt. Gen. (Ret.) Robert Arter**
- **Lt. Cdr. Robert R. Poggio, U.S. Navy (CGSC '18) IHO Professor Michael J. Burke, DJIMO, his Staff Group Advisor**

Donations made In Memory of



Remembering a deceased friend or family member with a contribution to the CGSC Foundation is a gesture of respect and admiration. These contributions help the Foundation further its work in supporting the College and its initiatives. With thanks and sincere condolences, we acknowledge these donations made in memory of (IMO) the persons named:

- **Brig. Gen. (Ret.) Frank M. Brown of Mountain Home, N.C., IMO General of the Army George C. Marshall**
- **Mr. Richard W. Eastman, Jr. (CASA New Jersey North) IMO Mr. Anthony J. DeToto, Sr., (CASA East Texas)**
- **Lt. Col. (Ret.) Jimmie C. Herzfeld IMO Maj. James Kotre, USMC, killed in action in Vietnam in 1968**
- **Col. (Ret.) Peter Im IMO Lt. Col. Jason Pelletier, former CGSS Department of Command and Leadership faculty member and member of CGSOC Teaching Team 15**
- **Brig. Gen. (Ret.) R. Dennis Kerr (CGSC '76) IMO Lt. Col. (Ret.) Thomas Hicks**
- **Lt. Col. (Ret.) & Mrs. Norman F. McLeod (CGSC '71) IMO Brig. Gen. Loyd P. Rhiddlehoover**
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- **Col. (Ret.) John F. Orndorff IMO Gen. Crosbie "Butch" Saint**
- **Col. (Ret.) Robert Ulin IMO Gen. William G.T. Tuttle, his former boss at SHAPE, 1983-85**



Donations in Support of the CGSC Foundation Scholarship program

Contributions to the CGSC Foundation Scholarship Program help the Foundation further its work in supporting the families of our alumni. With sincere thanks, we acknowledge these donations to this important program:

- **Col. (Ret.) & Mrs. Roderick M. Cox**
- **Lt. Col. (Ret.) Stephen V. Tennant**
- **Park University**



The CGSC Foundation honors the memory of the following CGSC alumni and friends:

- **Lt. Col. (Ret.) Dante DeMio, of Colorado Springs, Co. – CGSC Class of 1968**
- **Lt. Gen. (Ret.) Edward M. Flanagan Jr. of Beaufort, S.C. – CGSC Class of 1946**
- **Lt. Col. (Ret.) Bobby R. Harris, of Dallas, Texas – CGSC Class of 1973**

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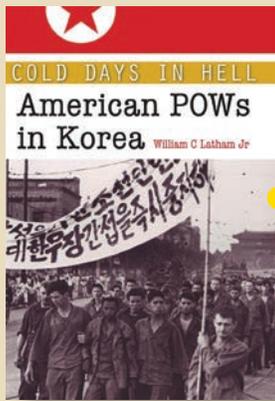
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If you wish to make an online donation, visit www.cgscfoundation.org/donate (or use the QR code at right to reach the page). As you fill out the form, indicate in the comments block how you wish to characterize your donation. If you send a check please include an explanatory note.



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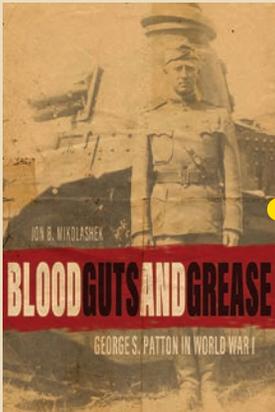


Cold Days in Hell: American POWs in Korea

by William Clark Latham; 336 pages; Texas A&M University Press, 2013. Available on [amazon.com](https://www.amazon.com) (hardcover - \$25; Kindle - \$9) and [barnesandnoble.com](https://www.barnesandnoble.com) (Nook - \$9).

Following the North Korean assault on the Republic of Korea in June of 1950, the invaders captured more than a thousand American soldiers and brutally executed hundreds more. American prisoners who survived their initial moments of captivity faced months of neglect, starvation, and brutal treatment as their captors marched them north toward prison camps. The unexpected intervention of Communist Chinese forces in November of 1950 led to the capture of several thousand more American prisoners. Neither the North Koreans nor their Chinese allies were prepared to house or feed the thousands of prisoners in their custody, and half of the Americans captured that winter perished for lack of food, shelter, and medicine. Through careful research and solid historical narrative, *Cold Days in Hell* provides a detailed account of their captivity and offers valuable insights into an ongoing issue: the conduct of prisoners in the hands of enemy captors and the rules that should govern their treatment.

William C. Latham Jr., retired from the U.S. Army in 2006, and served as an assistant professor at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas, until 2012. He currently serves as chief of doctrine at the U.S. Army Combined Arms Support Command, Fort Lee, Va.

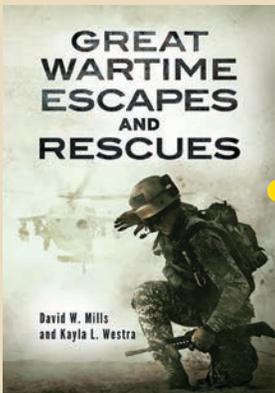


Blood, Guts, and Grease: George S. Patton in World War I

by Jon B. Mikolashek; 184 pages, University Press of Kentucky, 2019. Available on [amazon.com](https://www.amazon.com) (hardcover - \$45; Kindle - \$12) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover- \$45; Nook - \$14).

This study follows Patton's trajectory, from the creation of the Tank Corps and the Light Tank School, to Patton's eventual successes and injuries during the Battle of Saint Mihiel, the attack into Pannes, and the Meuse-Argonne Offensive. Revealed is that the experience Patton gained in World War I was seminal in his evolution as a leader and laid the groundwork for not only his own personal future triumphs but also for the success of the entire U.S. Army armored forces in World War II.

Jon B. Mikolashek is a professor of military history at the U.S. Army Command and General Staff College, Fort Belvoir, and associate professor at American Military University. He is the author of "General Mark Clark: Commander of U.S. Fifth Army and Liberator of Rome" and coauthor of "Operation Enduring Freedom: March 2002-April 2005."

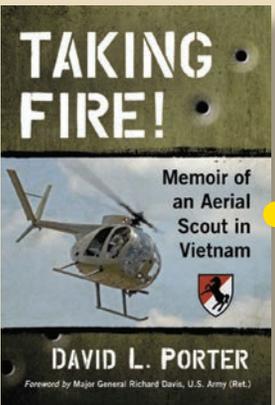


Great Wartime Escapes and Rescues

by David W. Mills and Kayla L. Westra; 237 pages; ABC-CLIO, 2019. Available on [amazon.com](https://www.amazon.com) (hardcover - \$94; Kindle - \$89) and [barnesandnoble.com](https://www.barnesandnoble.com) (hardcover- \$94; Nook - \$71).

Great Wartime Escapes and Rescues tells the captivating stories of dozens of escapes and rescues from conflicts dating from the 16th century to present, with extensive coverage of the world wars of the 20th century and the Vietnam War. In addition, escapes and rescues related to terrorist activities and regional conflicts are featured. The entries, organized alphabetically, are augmented by engaging sidebars related to the escapes and rescues. The book also includes references to autobiographies, biographies, news accounts, and interviews with veterans.

David W. Mills, Ph.D., is assistant professor of military history at the U.S. Army Command and General Staff College at Fort Leavenworth, Kansas. Kayla L. Westra, Ed.D., is dean of institutional effectiveness and liberal arts at Minnesota West Community and Technical College in Worthington, Minnesota.



Taking Fire!: Memoir of an Aerial Scout in Vietnam

by David L. Porter; 182 pages; McFarland, 2020. Available on [amazon.com](https://www.amazon.com) (paperback - \$30; Kindle - \$14) and [barnesandnoble.com](https://www.barnesandnoble.com) (Nook - \$14).

As a first lieutenant in the 11th Armored Cavalry Regiment, U.S. Army pilot David Porter was section leader in an Aerial Scout platoon in Vietnam. Their mission was to conduct reconnaissance in OH-6 aircraft (a.k.a. Light Observation Helicopter or "Loach") near the Cambodian border. Finding and engaging the enemy at low altitude in coordination with an AH-1 Cobra gunship circling above, these units developed a remarkable method of fighting the Viet Cong: Hunter-Killer Operations. The tactic had great local success but died with the war. Few today are aware of the hazards these pilots faced during times of intense combat. Porter's vivid memoir recounts the internal workings of a legendary air cavalry troop, in-the-cockpit combat actions, and the men who were key players on this perilous battleground.

David L. Porter is a retired Army colonel with 27 years' service as an Armor officer and an alumnus of the CGSC Class of 1981. In addition to his year in Vietnam, he served multiple tours in the inter-zonal border between East and West Germany during the Cold War. He also served tours in combat divisions, the Armor School, and various staff positions including the Pentagon. Upon retirement, he became the Director of Admissions at Colorado Technical University, in Colorado Springs, Colorado, followed by a 19-year career as a government contractor focused on training American Soldiers at various locations throughout the U.S. and Germany.



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