INSIDE:

- CAC Change of Command
- Updates from CGSC leaders
- Frontier Freedom 5K Run/Walk
- Simons Center update
- Foundation scholarship program

...and more!
THANK YOU FOR YOUR SERVICE

Thank you for the sacrifices you and your family have made for all of ours. And most importantly, for defending the freedoms we enjoy, we are indebted to you.

First Command is proud to have served the men and women of America’s Armed Forces since 1958.

A heartfelt thank you and welcome


THE COMMAND AND GENERAL STAFF COLLEGE FOUNDATION IS PLEASED TO WELCOME NEW BOARD MEMBERS AND THANK THOSE DEPARTING TRUSTEES FOR THEIR SERVICE TO THE COLLEGE!

The Foundation board of trustees met Sept. 13-14 in the Arnold Conference Room of the Lewis and Clark Center on Fort Leavenworth, Kansas. New trustees were welcomed to the board: Dr. Mauli Agrawal, chancellor at the University of Missouri Kansas City; Joe Burch, president and chief operating officer of CB Construction Services; Lt. Col. (Ret.) Indira Donegan, senior strategist, Data-Centric Hybrid Cloud; Wendy Doyle, president and CEO of United WE; Maj. Gen. (Ret.) Mari K. Eder, renowned speaker and author; Sergeant Major (Ret.) Scott A. Leeling, Military Division Lead at CrossCountry Mortgage; Maj. Gen. (Ret.) Mark MacCarley, managing partner at MacCarley & Rosen, PLC; Brig. Gen. (Ret.) Steve Michael, executive director for UBS Financial Services; and Jeanette Hernandez Prenger, founder and CEO of ECCO Select.

Trustees elected to serve a second term: Lt. Gen. (U.S. Air Force, Ret.) Sid Clarke who serves as the 1st vice chair; Col. (Ret.) Pat Proctor, Ph.D., who serves as the human resources committee chair; Col. (Ret.) Robert Naething; Brig. Gen. (Ret.) Bryan W. Wampler who serves as the chairman of the board; and Mr. Patrick C. Warren.

The Foundation thanks and wishes the best of luck to four of our trustees who are leaving the board: Gary L. Vogler who has served in many capacities to include the eastern region vice chair and has been on the board for 11 years; Lt. Col. (Ret.) Tom O. Mason, who has served in many capacities and most recently served as the Foundation’s legal counsel with more than 12 years on the board; Dr. Jeffrey Colyer, M.D., former Governor of Kansas; and Mr. Wesley H. Westmoreland who has served two three-year terms as a trustee.

During the September board meeting it was also a privilege to award five deserving individuals with the CGSC Foundation Chairman’s Award. The first three recipients were the founding members of the Foundation: Chairman Emeritus Lt. Gen. (Ret.) Robert Arter; Trustee Emeritus Col. (Ret.) Willard B. Snyder; and Col. (Ret.) Robert Ulin.

Thank you for your gifts that allow the Foundation to support the Command and General Staff College in areas that government funds cannot be used. We hope that you will continue supporting the Foundation by using the enclosed postage paid envelope or visit www.cgscfoundation.org to make a gift online. We also ask alumni to consider joining the Foundation’s 1881 Legacy Society by including a legacy gift in their wills or trusts.

The CGSC Foundation needs your assistance in connecting with alumni from the various CGSC schools: Command and General Staff School, School of Advanced Military Studies, School of Command Preparation, and the Sergeants Major Academy. We also want to connect with others who support or have strong connections to the College. Please consider contacting your friends and colleagues and encourage them to join the distribution list of this publication by sending their contact information to office@cgscf.org.

For more information about the Foundation and to donate:
https://www.cgscfoundation.org/supportus
Not just good on paper...

by Col. Roderick M. Cox, U.S. Army, Ret.

Greetings from historic Fort Leavenworth, the site of the first territorial capital of Kansas from Oct. 7 to Nov. 24, 1854, and the site of the Fort Leavenworth National Cemetery, one of the first 14 national cemeteries established by President Abraham Lincoln in 1862.

Thank you for taking the time to read this issue of our Foundation News magazine. Your Foundation continues to support the Command and General Staff College and the people associated with it who serve our nation.

Since the last issue of the magazine, we completed our Foundation’s finance and tax filing paperwork for 2021. That data reveals the positive fiscal health of our Foundation and a bright future outlook. The independent financial audit had a finding of an unqualified audit, the highest assessment possible with positive comments on management and operations. Our IRS tax filing (Forms 990 and 990T and associated schedules) illustrated that we not only had fiscally positive operations for the year but that we also positively added net asset value to our corporation. And, our percentage of charitable program service expenditure was more than 78%, which exceeds industry desired standards. These are four conditions of which we should all be proud, not only for what they reveal, but also because while operating in this fiscally responsible manner we continued to superbly conduct the reason for our Foundation’s existence: our mission – that is, providing programs and activities in support of the U.S. Army Command and General Staff College. Our efforts in support of the CGSC students, faculty and staff, and their families and the Fort Leavenworth community continue to make a positive difference in the professional development and quality of life of the world’s finest defense community leaders. I am pleased to report to you that our Foundation is indeed value-added to, and very much appreciated by, the College.

Thank you for your role in this. All the supporters of our Foundation – whether you are a donor, trustee, staff member, advocate, event participant, program contributor, or some combination of these – have contributed to our success and positive impact on the accomplishment of our mission. Please know that your continued support is not only very much appreciated, but also is a critical component of our success.

We continue this positive trend as the programs and activities we are providing in 2022 are proving to be on point in support of our mission and value added to the College. We continue to contribute to the development of interagency and defense leaders through our conduct of such activities as the Colin L. Powell and Distinguished Lecture Series, the InterAgency Brown-Bag Lecture Series, our sponsorship of scholarship, research and opportunities for professional publication, our support of the Women and Leadership program, and our support in recognition of academic excellence by both students and faculty.

We have expanded our assistance to the College in the area of outreach by offering forums for faculty and student to interface with community and business leaders through our Arter-Rowland National Security Forum, the Distinguished Speaker Series, and visits to the College. And we have continued our support to improve the quality of life for the greater CGSC/Fort Leavenworth community as we have provided funds and materials for the post library and their family reading programs, support of the International Family Fishing Derby, the conduct of the family-friendly Freedom Frontier 5K, the offering of bucket-list and family fun opportunities at the Kansas Speedway, and our support to post FMWR activities.

At our recent fall board meeting we welcomed several outstanding new trustees and I look forward to them enhancing our mission activities. It is exciting and our good fortune to have them on board. We also farewelled a group of trustees including Tom Mason and Gary Vogler. These two trustees provided many years of service and support to our Foundation and both were invaluable to me and the Foundation staff as we performed our duties over the past four years. I thank them for their invaluable service, personal friendship and dedication. Best wishes to all.

I encourage you to submit “Alumni Updates” and I ask that you help grow our member rolls by sending me (rcox@cgscf.org) the contact data for a fellow alumni (or two) whom we can contact about joining.

Stay safe.
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ON THE COVER
Sen. Pat Roberts delivers his remarks during the annual Colin L. Powell Lecture for students of the Command and General Staff Officers Course Class of 2023 on Sept. 9, 2022. — Story on page 20.

From the Editors

In this edition we feature the annual Colin L. Powell Lecture delivered by Sen. Pat Roberts and the recent change of command farewelling Lt. Gen. Martin and welcoming Lt. Gen. Beagle. We’re also proud of the inaugural Frontier Freedom 5K Run/Walk that received great praise from organizers and participants alike. And as usual, we showcase other programs such as the Simons Center and the Arter-Roland National Security Forum. This edition also boasts a complete compliment of updates from the various CGSC schools and departments, including the Sergeants Major Academy. Last, we announce a new component of our scholarship program honoring former instructor and retired Marine Col. Stephen E. “Brownie” Brown. – Please enjoy this 31st edition 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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**Lt. Gen. Beagle takes command of the Combined Arms Center**

*by Charlotte Richter*  
*Fort Leavenworth Lamp*

**LT. GEN. THEODORE MARTIN TURNED OVER COMMAND OF THE COMBINED ARMS CENTER AND FORT LEAVENWORTH TO LT. GEN. MILFORD H. BEAGLE JR. IN FRONT OF A PACKED ROOM DURING A CEREMONY OCT. 4 AT THE FRONTIER CONFERENCE CENTER.**

Training and Doctrine Command Commanding General Gen. Gary Brito presided over the ceremony addressing the achievements of Martin and Beagle, wishing them well in their transitions.

During his remarks, Martin thanked special guests and friends for their attendance and explained how it was difficult to give up command as he listed colleagues who influenced his time at CAC.

“I’m just telling you, when you work for awesome leaders — leaders of character — it’s easy to do any mission that they give you.”

Martin also praised his team at CAC for their commitment and work alongside him.

“I had a team of champions, and I’ll be forever in your debt with the hard work and dedicated efforts you’ve given, not just to me here at the Combined Arms Center, but for your Army.”

During his remarks, Beagle thanked his family, friends and guests attending the ceremony. He congratulated Martin on his career and said he appreciated his professionalism in the transition.

“To say that it is an honor and a privilege to command this installation and [CAC] is an understatement,” Beagle said.

He said the Army is at an inflection point at which all action is fundamentally different, but that is where CAC does its best work. He underscored the importance of thinking through complex problems and thanked those in attendance for their commitment.

“Here at Fort Leavenworth we have many, many great minds, but we have one goal: to drive change. With this change we will win our nation’s wars, which is what we are expected to do. Nobody will ever ask us, ‘Were we ready?’ That’s what our nation expects, and that’s what we will deliver; we will deliver on that promise.”

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**CGSOC Class of 2023 flag ceremony, demographics**

*by Mark H. Wiggins, Managing Editor*

**THE COMMAND AND GENERAL STAFF OFFICERS COURSE CLASS OF 2023 BEGAN AUG. 8, 2022 AT FORT LEAVENWORTH with the International Military Student Flag Ceremony hosted by CGSC Deputy Commandant Brig. Gen. David Foley.**

The Republic of Cyprus posted their flag for the first time with their first officer to attend CGSOC at Fort Leavenworth.

In addition to the 122 international students representing 93 countries, the CGSOC Class of 2023 includes more than 1,080 students, including mid-career officers from all branches of the U.S. Armed Forces as well as 11 federal government civilian employees.

Active component U.S. Army officers make up the preponderance of the class with 771 students, with an additional 33 from the Army National Guard and 38 from the Army Reserve.

There are 74 U.S. Air Force students, five U.S. Navy, 27 U.S. Marine Corps and one officer from the U.S. Coast Guard. Additionally, seven civilian employees from various federal agencies and four Department of the Army Civilian employees are attending this year.

In this year’s class, 381 of the U.S. students already hold a master’s degree, with another 96 students enrolled in a master’s program. Another three have a doctoral degree and with another five enrolled in a doctoral program. Additionally, 27 students hold a professional degree (legal or medical).

Other statistics:

- 829 male and 126 female students
- Average age – approximately 37 years old
- Most are married – 768 vs. 314 single officers
- Military student rank – 621 captains/Navy lieutenants vs. 435 majors/lieutenant commanders

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For the full story and photos:

https://www.ftleavenworthlamp.com/2022/10/06/beagle-takes-command-of-cac

For the full story and photos:

https://www.cgscfoundation.org/cgsoc-class-of-2023-kicks-off-with-flag-ceremony-aug-8
A departing message for students

by Lt. Gen. Theodore D. Martin
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 I write this message, I have mixed emotions about leaving this fine institution. I am sad to leave so many phenomenal soldiers, NCOs, officers, and army civilian professionals who have helped me in leading change throughout our Army. However, I am filled with great excitement for the future of our Army because those same leaders will help Lt. Gen. Milford H. Beagle continue to move our efforts forward.

The faculty, staff, and students of CGSC are where the rubber meets the road and where the Army can truly drive change. This assignment has been the crown jewel of my career and I found great joy in playing a role in shaping the future force. Stephanie and I want to thank everyone from this community who have been incredibly supportive and truly made this assignment the best in my 39-year career.

This past year has been tremendously rewarding with the publication of FM 3-0, Operations, and our leader development endeavors across the professional military education enterprise. I know you will also find this year at CGSC rewarding as it is filled with many great challenges and opportunities to grow. Remember to take time to invest in your peers, family, and give back to the community.

People are why Fort Leavenworth is the “best hometown” in the Army. Take the time this year to invest in relationships with the phenomenally talented officers from our nation’s many allies and partners. The exchange officers serving as instructors, foreign liaison officers, and your international classmates are truly the best that their nations have to offer. I have no doubt that you will meet up with these great officers in the future, perhaps on the battlefield. As you continue to assume positions of greater responsibility, the time that you spend investing in relationships now will pay off in many unexpected ways. These enduring ties are vital to the defense of common ideals throughout the world.

Your time at CGSC should be a time of professional and personal development because you have the opportunity to speak to the masters of doctrine and tactics. You must take advantage of this time to sharpen the tools of your trade. Focus not only on your strengths, but also work to understand and improve your weaknesses through study and practice. When you arrive at your next unit you will be expected to be a master of your trade and will be charged with building cohesive, highly trained, and fit teams. Ensure that you are ready to be the right kind of leader for your organization.

While that is a daunting task, you also must make the effort to spend quality time with your family. Here you will have predictable hours and you will not be spending weeks in the field. If you do not spend time dipping a fishing line into Merritt Lake with your children, attend their sports events, or experience all the BBQ Kansas City has to offer you will have missed a golden opportunity to build resilience in your family and yourself.

Leadership Q & A with Lt. Gen. Theodore (Ted) Martin

Q: What has been your hardest leadership challenge?
A: Any time in the Army when you introduce a new concept, theory, or idea, you must get the entire team to stay open-minded and not fall into old thinking traps, or old ways of doing things. You must keep the team open-minded and avoid rushing to judgment or automatically defaulting to “the way we’ve always done things.” Dealing with emerging threats we face is akin to being in the “Wild West” and it requires lots of experimenting and an agile and open mind.

As they say, the only thing harder than getting a new idea in a military mind is pushing an old idea out.
Q: What has shaped you the most as a leader?
A: I have been blessed to have had successive assignments with exceptional leaders being personally invested in my personal and professional development. That mentorship made the biggest difference in my life, not just who I was at work, but how I could improve or strive to be better on and off the battlefield. Additionally, NCOs were not afraid to give me constructive feedback, but were always 100% in support of me once a decision was made.

Q: What change has been the hardest to get buy-in for during your career?
A: It was most difficult to get buy-in for the integration of women into Combat Arms branches. Some branches got over the hurdle quickly. Women are thriving in those specialties and those branches are much stronger due to their efforts. Unfortunately, other branches are still having issues. Fortunately, my own branch, Armor, serves as a shining example of what right looks like. Other branches should look to their example.

Q: What should young leaders do about dealing with change?
A: I am 61 years old, and I am constantly amazed that I find that I generally have a more open mind about solving problems than others that are half my age. Young leaders need to expect and embrace change because it will be the only constant in their careers. The Army of 2030 is a great example. We are not going back in the past with either the organization or the way we fight. We have embraced the fact that while the physical dimension has remained relatively the same, the human and information dimensions have changed drastically, and technology has changed dramatically. We must learn to move, act, react, re-evaluate, and always be prepared to change how we approach problem solving. If you are comfortable, then there is a good chance you are getting out-maneuvered.

Q: How do you appropriately disagree with your commander?
A: You must recognize that you will not always “win” when disagreeing with your commander. If you’re “batting .500” with your advice and recommendations being accepted by your commander, as in baseball, then you are doing very well! You will never have the same level of situational understanding as your commander, and they will often make decisions that you may not understand because of that gap in knowledge or experience. You stand a better chance with your recommendations, views, and solutions if you know your boss and are known by your boss. Time and energy invested in building a relationship is not wasted time. Spending quality time together, both on and off duty, helps build a relationship of mutual trust. Likewise, fostering a command climate where people feel comfortable presenting their views and opinions without fear of getting “beat down” is essential to building a high performing, cohesive team. This is especially true for field grade officers. – Don’t be the leader who creates an environment where everyone is walking on eggshells.

Q: What is the best personal quality in a staff officer/NCO?
A: The Army would be a lot better off if the leaders embraced the “servant leadership” style and practiced good followership as well. Servant leadership requires putting the needs of others first and helping people develop and perform to the highest level possible. Being a good follower doesn’t mean that you always agree with the boss. It means that you do the best that you can to make the organization better every day.
by Brig. Gen. David Foley
Deputy Commanding General-Education, Combined Arms Center
Provost, Army University
Deputy Commandant, Command and General Staff College

It’s my privilege to serve as the seventh Provost for Army University and the Deputy Commandant for CGSC. This position provides tremendous opportunity to influence and shape the Army education enterprise and future generations of Army leaders. I am humbled and honored to be here.

Many thanks to Maj. Gen. Donn Hill for the fantastic leadership and direction he provided this institution. We wish him nothing but success as the new Commanding General of Security Force Assistance Command.

The Command and General Staff Officer Course (CGSOC) is proud to welcome the 1,082 new students to Fort Leavenworth for the 2023 academic year! These students, selected above their peers to attend the resident CGSOC course, will spend the next 10 months mastering the fundamentals of war-fighting with the opportunity to earn a Masters in Operational Studies or another graduate degree from one of several universities. The School of Advanced Military Studies began their academic year with 122 students enrolled between the Advanced Military Studies Program, Advanced Strategic Planning and Policy Program, and Advanced Strategic Leadership Studies Program.

Founded in 2015, Army University continually seeks to operationalize the tenets of its mission. We must increase academic rigor and relevance, expand the prestige of Army learning institutions, and increase institutional agility in meeting the learning needs of the operational force. A principal mechanism to achieve this is through the Army Learning Symposium. This biennial event, most recently conducted July 19-21, 2022, establishes collaborative relationships to support learning enterprise programs and initiatives.

This year’s themes were chosen to focus upon four major efforts: Army People First, Army Modernization, Talent Management, and the new Chairman of the Joint Chiefs of Staff guidance for Outcomes-Based Military Education (OBME). In addition to keynote presentations from four guest speakers, there were 23 online presentations and 16 live in-person presentations within these topic areas. More than 50 organizations attended the symposium which reached more than 1,000 professionals.

• The first outcome is implementing OBME. Army University will expand the OBME efforts initiated by the Command and General Staff School. OBME execution will involve developing an implementation strategy to transition to outcomes-based curriculums incorporating Program Learning Outcomes that align with existing Army Learning Areas and General Learning Outcomes.

• The second outcome is defining Academic Rigor. Army University will leverage the research by the Institutional Research and Assessment Division on academic rigor to improve learning outcomes across the learning enterprise.

• The third outcome is Army Civilian Instructor Expansion. Army University will identify opportunities to augment military instructors with talented Army Civilians to provide continuity and stability to the educational enterprise. Army University will identify the right mixture of civilian to military faculty to balance educational expertise with tested experience.

• The fourth outcome is Artificial Intelligence Support to Learning Product Development. Army University will explore artificial intelligence integrations into the training development workflow. Opportunities exist for artificial intelligence to rapidly identify and expedite routine learning product development tied to changes in doctrine.

Thanks to the office of the Vice Provost of Academic Affairs for their effort putting together the 2022 Symposium and to the CGSC Foundation for all you do to contribute to the College and our students. Educate to Win! 🗯️
**Update from the Dean**

**The Leavenworth Consortium**

by Dr. Jack D. Kem  
Dean of Academics and Professor, CGSC  
Chief Academic Officer, Army University

**Greetings! On Feb. 4, 2021, President Biden Signed National Security Memorandum #3 (NSM-3), Entitled “Memorandum on Revitalizing America’s Foreign Policy and National Security Workforce, Institutions, and Partnerships.”**

One of the key tasks in NSM-3 is to:

**Develop a proposal to create a national security education consortium consisting of the head of each national security educational institution, as identified by the head of the department or agency under which it is organized, and outside experts as appropriate, to identify and implement methods to improve national security education by strengthening coordination among institutions on training, testing, and evaluation of capabilities, skills, and knowledge needed to address current and emerging national security threats.**

In support of this effort, in the past nine months the Dean’s Office has made a concerted effort to create a regional consortium by reaching out to other educational institutions in the region. Our efforts have included six different institutions: the University of Kansas, Kansas State University, the University of Saint Mary, the University of Missouri at Kansas City, Park University, and, of course, CGSC. The Dean’s Office has made on-campus visits with each of the other five institutions to create the “Leavenworth Consortium.”

The Leavenworth Consortium has the initial purpose to “promote collaboration among member institutions to identify new education and personal self-development opportunities for students and faculty. The Consortium also promotes research and scholarly writing in national security affairs.”

We have initially identified six different “lines of effort” (LOE) with the member institutions of the Leavenworth Consortium. These include:

- **LOE 1: Subject Matter Expert (SME) Sharing Among Institutions**
  Drawing on the expertise and capabilities of each institution for collaboration. This includes sharing of guest speakers, panelists, and members of graduate degree committees.

- **LOE 2: Collaborative Research and Publishing Efforts**
  Supporting research efforts among faculty and students from all institutions. This includes sharing of potential publishing venues (such as Army University Press and the University of Kansas Press), and opportunities for co-authoring articles and other publications.

- **LOE 3: Library Collaboration**
  Greater interaction among library systems to support research and publishing efforts. This includes expanding interaction with other research facilities within the region, including the Truman and Eisenhower Libraries, the National Archives in Kansas City, and museums in the region (such as the Frontier Army Museum at Fort Leavenworth and the Cavalry Museum at Fort Riley).

- **LOE 4: Curriculum and Assessment Best Practices**
  Enabling each institution to draw upon the strengths and best practices of other members in the areas of curriculum design, assessment of student learning, and academic program review. This includes providing comments and reviews of self-studies in support of accreditation efforts.

- **LOE 5: Degree and Certificate Development**
  Developing and providing degree and certificate programs to faculty and students for continued development. This includes expanding degree opportunities for faculty and students in the Leavenworth Consortium.

- **LOE 6: Public Outreach / Strategic Communications**
  Engaging the public served by each institution with educational opportunities such as public speaker series. This includes efforts to “share our story” with stakeholders and the general public.

This is an exciting effort and has been met with an extremely positive response from all members of the Leavenworth Consortium. This effort is also fully nested within the intent of President Biden’s National Security Memorandum #3 to enhance partnerships throughout the United States.

By the end of the year, we will have the first full meeting to develop the charter to set out specific timelines and objectives.

I’m excited about this effort and see it as a huge step forward to enhance the research efforts of all six institutions of the “Leavenworth Consortium.” I look forward to reporting on our progress in the next six months!

Educate to Win! 🎓
CGSS Academic Year 2023 (AY23) launched Aug. 8 with nearly 1,100 students from all over the globe. This is the first time in two years that the academic schedule is back to the traditional timeline, unlike the more compressed calendar under the constrained pandemic conditions.

Command and General Officer Course (CGSOC) students arrived in planned staggered waves through coordination with Human Resources Command and sister services to complete several academic and professional indoctrination classes in the weeks leading up to the official start day to establish a baseline of common knowledge and expectations. U.S. Army officers further refined their baseline through a series of self-development assessments provided by the Center for the Army Profession and Leadership (CAPL). This year we are honored to host 122 International Military Students (IMS) from 93 participating countries to include the first officer from Cyprus. The AY23 IMS class has the largest group of female IMS officers ever in a single CGSS cohort, with representation from Albania, Australia, Bangladesh, Belize, Kenya, Lesotho, Morocco, Senegal, and Sweden.

This academic year marks the first time in two years that the student-officers attended the commandant’s reception and participated in several other in-person social activities since the height of the pandemic restrictions. Throughout the past two years, the CGSS faculty and staff worked tirelessly to maintain the institutions rigorous academic standards associated with both in-person and the distributed distance learning environments. Our collective lessons learned from the pandemic helped in the development of the faculty telework policy and professional and effective teaching techniques that support the best possible learning environments for our student-officers.

The CGSS Common Core and Advanced Operations courses continue to evolve with global events and current U.S. policies, to include the current conflict in Ukraine and a multitude of relevant military and geopolitical topics. CGSS has recently introduced a more robust inclusion of nuclear-related curriculum and updates to both cyber and space curriculum. The primary focus is the progression towards multi-domain operations within the curriculum. This effort parallels with the Army’s future initiatives and current doctrinal changes, particularly within FM 3-0, Operations, and Training & Doctrine Command (TRADOC) efforts to align with multi-domain operations. Additionally, CGSS continues to integrate both INDOPACOM and Europe scenarios within the Common Core and Advanced Operations courses.

A new addition this year to CGSOC is the Holistic Health and Fitness (H2F) initiative recently launched by the Army and instituted by TRADOC. During AY22, CGSS selected a small student population to participate and validate the H2F program. Students conducted training and participated in a variety of events centered around the five fundamental H2F Domains: Physical, Mental, Spiritual, Sleep, and Nutrition. The goal of the H2F program is to optimize physical and non-physical performance, reduce injury rates, decrease recovery time, and increase overall Soldier and unit effectiveness. For AY23, the H2F program is available to all 72 student staff groups with each group having an assigned student H2F coordinator. The CGSC Surgeon, Maj. Amanda Laska, provides oversight of the H2F program and assists students in navigating the multitude of available programs and resources on Fort Leavenworth, to include the Army Wellness Center and Resiliency Teams. CGSS integrated the H2F doctrine into the curriculum through updates in two electives and as the primary focus in a third elective.

As the students settled into the academic year they begin to look towards their future career opportunities all over the world. There are two critical aspects of navigating the Army job market: the Assignment Interactive Module version 2 (AIM2), and visits from units across the Army that CGSS sponsors as “Branch Day.” The AIM2 process is an online career opportunity management tool that allows officers to understand which jobs are available upon graduation. The students prioritize their preferences by duty title and duty location in AIM2, also indicating and selling their skill sets and experiences in a resume type of format as part of their Officer Record Brief. Army units worldwide use AIM2 to understand more about the individual officers and they prioritize and rank students for their respective organizations. As a part of this process, units send representatives to CGSC to conduct unit information briefs and in-person interviews. Students can interview with as many units as desired to determine the best fit for their career and life situation. This process occurs over the
CGSC Directorate of Simulations Education (DSE) leads CGSOC students through a war game entitled “Quartermaster General: World War 2” (QMG) as part of the U.S. Fight Club on Aug. 19, 2022. Though fast-playing and light on rules, QMG presents players with difficult strategic decisions and drives a better understanding of the “Ends-Ways-Means” framework.

course of approximately four months. Once the units make their final selections, students receive follow-on orders for their next duty assignments.

CGSS is now in the third year of its Spouse Development Course that runs concurrently with CGSOC throughout the academic year. Last year we had a great turnout for the Spouse Panel and we will continue to offer that event this year and in the future. The Spouse Panel is comprised of spouses of field grade officers of CGSS faculty who volunteer to share their experiences across a variety of topics such as what to expect as a field grade spouse at the next duty assignment, how to navigate senior leader events and socials, and general questions from the audience about various duty locations and jobs. The capstone event occurs right before graduation in the form of a social that is graciously sponsored by the CGSC Foundation. This capstone event brings together all the spouses into groups determined by duty location of their Army spouse so they can start networking, mingle, and gain an understanding of who might be a part of their upcoming Army assignments.

CGSS generally aligns the groups by specific Army posts, and where applicable, also uses a regional group alignment for overseas locations as a way for families to share experiences, gain best practices from each other, and help lessen the stress of moving knowing they are not alone!

In addition to the students’ efforts, CGSS faculty and staff continue to deliver world-class, graduate-level curriculum in a rigorous learning environment while balancing professional development requirements. This academic year will prove to be both challenging and rewarding as the instructors integrate new material, write professional articles and books, and conduct exercises throughout the Army’s premier training and educational institution.

PHOTO COURTESY ARMYU PUBLIC AFFAIRS

CGSC celebrates 2022 graduations

On May 26, 2022, 107 students graduated from the U.S. Army’s School of Advanced Military Studies (SAMS) Class of 2022.

On June 10, approximately 1,100 officers graduated from the U.S. Army Command and General Staff Officer Course.

Both ceremonies were conducted in the Eisenhower Auditorium of the Lewis and Clark Center on Fort Leavenworth.

On June 17, 521 students of Sergeants Major Course Class 72 graduated from the NCO Leadership Center of Excellence and Sergeants Major Academy in a ceremony conducted in two sessions at the Fort Bliss Centennial Banquet and Conference Center.

Read the full stories and see more photos/video online:
https://www.cgscfoundation.org/cgsc-graduates-1100-officers
https://www.cgscfoundation.org/nco-leadership-center-of-excellence-conducts-graduation-for-class-72

PHOTOFLASH

Maj. Edwin den Harder, right, receives the General George C. Marshall Award from Chief of Staff of the Army Gen. James C. McConville during the CGSOC graduation ceremony on June 10, 2022 at Fort Leavenworth. The award is presented to the Distinguished U.S. student of each graduating CGSOC class.
by Col. Eric P. Samaritoni  
Director of the Department of Distance Education

Look no further than the conflict in Ukraine to see the importance of the reserve component (“RC” – which includes both National Guard and Reserve Soldiers) and the knowledge/skills they bring to the 21st century battlefield. For all the talk of hypersonic missiles, EMP devices, and cyber warfare, wars are still won and lost on land. This requires boots on ground, integrated operations across all domains and dimensions, and the ability to support those actions.

The U.S. military has made numerous efforts to integrate the RC into current operations over the last 50 years. One can look first at then Chief of Staff of the Army Gen. Creighton Abrams’ force restructuring effort. Twenty years later, what is now known as the Weinberger or Weinberger-Powell doctrine established a list of questions that informed an administration’s decision to use combat forces. One of those questions, “there must be ‘reasonable assurance’ of Congressional and public support,” spoke directly to the RC in light of the Abrams doctrine shift of forces and Army components. The Intermediate Level of Education (ILE) for Army officers, likely better known as CGSOC, is the teaching and rehearsing mechanism that field grade officers across all three components require to be effective at waging war in an increasingly chaotic battlefield or battle domain.

The Abrams Doctrine was born out of the post-Vietnam War era. For numerous political reasons, the RC was not fully incorporated into the war plans. One of President Johnson’s greatest concerns about the RC in Vietnam was two-fold. Domestically, there would surely be political fallout as many connected families were guardsmen and reservists. Internationally, the Soviets or Chinese could have viewed this as an escalation. To ensure a war was deemed acceptable to the US government and the American voter, Abrams restructured the army and placed a large portion of the logistical support forces within COMPO 2 and 3. This assured a “Total Force” execution of American warfare going forward. And as far as the last 50 years is concerned, that restructuring has performed nearly perfect. The RC has supported every major combat mission since the 1980s.

The Weinberger-Powell doctrine provided a cementing of warfare as a national responsibility. By focusing politicians on the public and voters, rather than nameless soldiers being sent to other continents, the doctrine forced the government to carefully chose when and how to implement the military lever of national power. By the 1990 Gulf War, the doctrine was in full affect as the RC provided a robust capability supporting combat operations from Saudi Arabia to Kuwait.

Today’s reserve component has transitioned from a strategic reserve firmly into an operational reserve organization. It is not uncommon for a RC support unit to be attached to an active component (AC) maneuver unit. Without the common language learned or mastered while attending ILE, there is an inherent communication gap between the units. Planning becomes more difficult than it should, and this is why ILE is critical to RC field grade officers.

A quick glance at the ILE-Common Core Terminal Learning Objectives (TLOs) provides students with a list of expectations they need to master to be effective staff officers. For some students, this is the first true exposure to army doctrine. For others, they can fine tune their understanding of complex operational environments as part of a joint force. No matter where a student begins their ILE experience, they are never too far away from becoming effective staff officers, capable of operational planning at the brigade echelon.

Yes, ILE via distance learning (DL) is difficult and time consuming. However, like any other DL program, it is only as good as the effort one places on it. As more civilian institutions begin offering asynchronous DL programs, future students will be primed and prepared for the learning environment. Professional Military Education (PME) means just that. The Army is a collective of professionals who have a set of standards to uphold. ILE is one of those standards that ensure field grade officers have been exposed to and learned how to effectively operate on a staff. They are the planners ensuring fuel and ammunition are at the right place for the right platform to use. They understand movement tables, syncing with adjacent units, and the ability to integrate seamlessly into an operation. They work route identification for convoys. They provide the commander with their best running estimates and courses of action involving expected contact with an enemy force. ILE is the course that provides the RC with the opportunity to integrate into any brigade or division staff and contribute to the fight.
School of Advanced Military Studies

Relevant and Ready

by Col. Andy Morgado
Director of the School for Advanced Military Studies

The School of Advanced Military Studies (SAMS) is the Army’s premier institution for the study and application of doctrine and operational art. SAMS, consisting of the Advanced Military Studies Program (AMSP), the Advanced Strategic Leadership Studies Program (ASLSP) and the Advanced Strategic Planning and Policy Program (ASP3), continues to evolve its structure and operations to remain a relevant and ready force provider for the Army, Joint Forces, the Interagency, and international partners. Most notably for this academic year, AMSP completed its restructuring program to better balance faculty specialties, update its curriculum and refocus efforts on enabling its graduates to be expert practitioners from their first day on a Corps or Division-level staff. This coming year will be an opportunity for AMSP to consolidate gains and mature its systems.

The most obvious changes to the school’s structure are the creation of subordinate program directors and implementation of teaching teams. The Director of SAMS now has three program directors for AMSP, ASLSP and ASP3 respectively with an allocated support structure that focuses on producing the right type and number of graduates per program. The new four-team structure in AMSP (two seminars each) with their associated team lead is a significant and impactful innovation that creates new efficiencies in the delivering of the curriculum and student support. The creation of teams accompanies a rebalancing of academic specialties where faculty expertise is now evenly distributed across history, political science, national security, and other humanities. The teaching team approach allows for better faculty preparation, student support, professional development, and support to the greater work of the College. Dr. Jim Greer’s “Observations, Insights and Lessons” (OIL), a faculty led, student-run assessment of Ukraine open-source documents provided to HQDA, and Dr. Amanda Cronkhite’s presentations to the College on “Dis/Mis/Mal-information” are but two examples of value-added faculty interactions. All structural changes ultimately support SAMS’ ability to meet current and future demands.

With the release of Field Manual 3-0, Operations, and its emphasis on Large Scale Combat Operations (LSCO) and Multi-Domain Operations (MDO), SAMS curriculum has kept pace and is pushing forward in anticipating evolutions in this doctrine’s application. AMSP courses retain their focus on foundational theory/history, fundamentals of warfare, complexity, and futures, but has also evolved to take in great power perspectives and more recent examples of application of operational art across all domains. AMSP students will review and analyze over 50 campaign case studies in their eleven months of study. They also are immersed in a “live” example of operational design in the weeklong Western Theater Staff Ride that explores Grant’s Vicksburg campaign. Senior leader visits further augment and strengthen the curriculum as they provide insights on how the Operational Environment is evolving from leaders who are fresh from the field. AMSP faculty will look to expand on the integration of the air, space, and cyber domains in both academic classes, campaign analysis and exercises. All these changes are leading to a much better graduate and true practitioner of operational art on a modern battlefield.

Ultimately, the success of SAMS depends on the assessed quality of our graduates and their ability to provide commanders high-quality options and plans. SAMS graduates must be ready on “day one” at their gaining command. SAMS relies on the effective integration and practice of theory, history, doctrine, and application across the entire program of study to achieve the right ends. In the latter, and arguably the most important element for this purpose, AMSP continues to innovate on challenging students to apply what is being taught and learned in a real-world environment. In this academic year AMSP introduced a new wargame for exercise number one that emphasized creative decision making by using a non-military “game.” AMSP students will sharpen their planning skills in three internally run exercises before negotiating the twin

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School for Command Preparation

Command Executive Coaching Program

by Todd R. Wood
Facilitator and Coach, School for Command Preparation

The School for Command Preparation (SCP) completed its first year of the Command Executive Coaching (CEC) pilot program in September 2022. During this first year, 301 battalion and brigade level commanders and command sergeant majors from all three Army components received coaching from ten SCP coaches. This was a new initiative within Army University inspired by the positive results of coaching seen in the post Colonel Command Assessment Program (CCAP) and Battalion Command Assessment Program (BCAP).

In late 2020, the commanding general of the U. S. Army Combined Arms Center and Fort Leavenworth, directed SCP to explore ways to grow internal coaches through training at certified civilian educational institutions then run a short pilot to assess the effectiveness and demand for coaching from our Pre-Command Course (PCC) students. The pilot received positive feedback supported by a strong student demand resulting in the CEC program being formalized into the Phase II PCC curriculum and offered as an elective.

What is coaching and why is this useful for Army leaders? The International Coaching Federation (ICF) defines coaching as “partnering in a thought-provoking and creative process that inspires a person to maximize their personal and professional potential. The process of coaching often unlocks previously untapped sources of imagination, productivity, and leadership.”

Coaching is different but related to mentoring, counseling, and consulting. The key difference in coaching is the coach leads from behind through listening and exploration through thoughtful and insightful questioning while the client (person being coached) chooses the focus, direction and, ultimately, the success of the coaching session. Coach and client partner in the pursuit of the client stated goals. The outcomes of coaching result in the forward progress on action steps and plans to achieve goals, vision, and changed behavior to become a better version of oneself through self-discovery. For years, coaching and coaching techniques have been used in all aspects of our society to improve individual and organizational performance. The U. S. Army, in recent years, embraced coaching and its positive outcomes at the highest levels of leadership and is operationalizing the idea across the force through the Army Talent Management Task Force (ATMTF).

The School for Command Preparation Command Executive Coaching (SCPCEC) program goal is to provide battalion and brigade commanders and command sergeants major attending Phase II Pre-Command Course an opportunity to receive individual coaching focused on improving leadership skills for greater command effectiveness. The program started with the education and training of the initial, internal group of ten SCP faculty and staff which included a mix of Army civilian professionals and active-duty military personnel. SCP received support, funding, and advice from the ATMTF on choosing an appropriate educational institution which provided the proper mix of education, training, and accredited certification as professional coaches in accordance with the ICF approved standards. SCP selected...
the CoachRICE program offered by Rice University’s Doerr Institute for New Leaders which consisted of a 10-month, two-phased, virtual format providing a graduate-level education and practical learning environment.

The Command Executive Coaching elective is designed to provide pre-command students an opportunity for command leadership development through participation in one-on-one coaching sessions with SCP ICF-educated and trained coaches. The intent is to address student self-awareness and self-development and enhance their command effectiveness in battalion or brigade command tours.

The Command Executive Coaching elective begins with several individual assessments facilitated by the Center for Army Profession and Leadership, such as the I-ADAPT, the Command De-Railer Tool, and the Leader 360. The coaching process continues with an initial face to face session then continues for up to four months after course attendance through a virtual medium. While the assessments help to start the coaching relationship in terms of focus, the process and topics are driven by the student’s desire to improve areas which limit success in their command roles.

The Command Executive Coaching program uses coaching on critical knowledge, skills, and behaviors needed to succeed as a battalion or brigade commander or command sergeant major. The SCP coaching is focused on the Leader Requirement Model found in Army Doctrinal Publication (ADP) 6-22, Army Leadership. SCPCEC coaches focus on the attributes, competences, and counterproductive behavior highlighted in Army Leadership Doctrine. The contacts and coaching sessions include a minimum of three coaching sessions, over four months, to develop and execute a plan to improve command leadership effectiveness. The comprehensive and coachable Individual Development Program (IDP) includes goals, education, resources and guidance. The graphic above outlines the flow.

A lesson learned early during the pilot course was that the student demand signal for coaching exceeded the coaching capacity of the ten coaches who were also full-time instructors during the Phase II course. SCP developed business rules to allow coaches to prioritize those selected to receive coaching. Previous coaching opportunities, such as coaching received through the Battalion and Colonel Command Assessment Program moved to a lower priority which elevated others to a higher priority. This prioritization resulted in 51% of our coaching effort oriented on command sergeants major of all Army components, Army civilian professionals, and officers from the Army Reserve and National Guard, respectively.

An additional lesson learned was the sustainability of coaches in the department over time. Active-duty military coaches certified through CoachRICE were lost due to routine duty reassignments. This lesson was compounded with the cost in time and funding to train and certify the new coaches through the CoachRICE program. An emerging solution to the SCPCEC coach shortfall is to use graduates of the ATMTF program designed to train and teach coaches across the Army.

The SCPCEC program has proven a great success in serving our future battalion and brigade commanders and command sergeant majors. The individual feedback is encouraging and informs the SCP leadership on areas for improvement. The School for Command Preparation Command Executive Coaching program is making a difference across our student population, enhancing Commander and Command Sergeant Majors leadership experience and building readiness for the Army.
The Higher Learning Commission has accredited the Command and Staff General College (CGSC) to grant college credit for a Bachelor of Arts in Leadership and Workforce Development (BA-LWD) for eligible students attending the Sergeants Major Academy’s (SGM-A) Sergeants Major Course-Resident (SMC-R). For those completing hours in the SMC-R who do not opt into the BA-LWD program, the credit hours are somewhat problematic. Oftentimes those specific hours are not aligned with any other specific degree granting program.

Effective with Class 47 of the Sergeants Major Course-Distance Learning (SMC-DL) and Class 72 of the SMC-R, rather than a transcript, the student who successfully completes 32.6 hours of required SMC hours will be granted an accredited CGSC Undergraduate Certificate in Leadership and Workforce Development (CGSC UG Certificate in LWD), regardless of whether they opted into the BA-LWD program or not. For SMC-R students who may not qualify for the BA-LWD, or whose academic goals may lay along a different path, this gives college credit for the work done in the SMC and reflects the goals and standards of the SGM-A expected from all students.

Initially, for those who chose not to opt into the BA-LWD program, these hours were reflected in their transcript, which could be accepted by other colleges. In the absence of articulation agreements, there was no guarantee that the hours would transfer to other degree programs. Nor was it established that all incoming students were equally ready to opt in to the BA-LWD program. SMC-R Class 73, for example, has 18 students with bachelor’s degrees already, and three with master’s degrees. Out of 183 students who did opt into the BA-LWD program, 27 needed one class to qualify for the BA-LWD and the majority (55) needed five or more classes. The results were an uneven granting of college credit, which could and did produce an uneven BA-LWD graduation rate. For example, in SMC-R Class 70, 353 students opted in for the BA-LWD and 272 completed the studies, and in SMC-R Class 71, 217 opted in and 160 were awarded the degree. For SMC-R Class 72, however, 275 students opted in to the BA-LWD program and although 160 completed the BA-LWD program, 515 were awarded the CGSC UG Certificate in LWD. In other words, the Academy is granting college credit in an aligned academic program to establish credentialing for those completing SMC requirements rather than just transcript hours.

Granting a certificate codifies college credit in much the same way that an associate degree would in a civilian college. Rather than presenting a transcript with hours that may or may not transfer into another academic setting, the CGSC UG Certificate in LWD allows not simply for immediate credentialing but for matriculation to other degree programs. This gives graduates an opportunity to present academic qualifications immediately in the workplace, and an opportunity to gain college credits and encourage further individual academic development once the SMC-R is completed. For the Army, this reflects the standards of the SGM-A and its educational goals and outcomes. It rewards those who strive for academic excellence but whose individual learning plans may not coincide with the SGM-A’s offerings. For the individual, a CGSC UG Certificate in LWD presents a credential reflecting academic accomplishment and represents a major part of the NCO mission. This will open new and easier paths to further individual academic endeavors as well as increase post-service employment marketability. The inclusion of the CGSC UG Certificate in LWD in the honors bestowed by the SGM-A recognizes the accomplishments and abilities of its students and is a new hallmark of the professionalism of the NCO Corps.
The B in our name stands for Benefits. Our group life insurance and financial services are all about readiness for whatever life brings your way. Turn to the USBA team for trusted assistance on how to help secure your family’s future. For over 60 years, we have helped Military personnel and their families #BReady4Life.
Senator Charles Patrick “Pat” Roberts, the former U.S. senator from Kansas, presented the annual Colin L. Powell Lecture for students of the Class of 2023 at the U.S. Army Command and General Staff College Sept. 9, 2022, at Fort Leavenworth’s Lewis and Clark Center.

Roberts began the morning in the “Sen. Roberts Room,” the conference room of the Lewis and Clark Center that bears his name, for a short meeting with CGSC Deputy Commandant Brig. Gen. David Foley, CGSC Dean of Academics Dr. Jack D. Kem, CGSC Foundation Chair Brig. Gen. (Ret.) Bryan W. Wampler, and CGSC Foundation President/CEO Col. (Ret.) Roderick M. Cox. Accompanying Roberts was his wife Franki and attorney Chad Tenpenny, his former chief of staff.

After the meeting Roberts was escorted across the atrium to Eisenhower Hall where he delivered his remarks to students in CGSC’s Command and General Staff School. After his remarks and a question and answer period, he proceeded to the Marshall Auditorium where he spoke with students in the School for Advanced Military Studies.

Roberts told stories of his various experiences while serving as a U.S. representative and senator, weaving in the history of his own, as well as his family’s military service. He spoke about the effort he made to get the funds to build new facilities for CGSC after visiting Bell Hall, CGSC’s old home built in 1958, and seeing the state of disrepair it was in after so many years in service. Roberts also spoke about the challenges the military now faces in the current operating environment.

“We need warfighters now more than ever,” Roberts said to the students. “Your number one priority is to make sure our national security remains intact so that we can continue to defend our individual freedoms and liberties. Be proud – there is no higher calling today.”

After his time with the students in the morning, the CGSC Foundation hosted a sponsored luncheon for Roberts and other guests at the Frontier Conference Center on Fort Leavenworth. Cox introduced Roberts who spoke to the attendees about his time with the students and his gratitude for the opportunity to serve as the annual Powell lecturer.

At the conclusion of his remarks, Wampler and Cox presented Roberts with a three-coin set of the 2013 5-Star Generals Commemorative Coins in a U.S. Mint presentation case. Ethics rules prevented the Foundation from presenting Roberts with this gift while he was still serving as a senator.

“We presented Sen. Roberts with this gift at the luncheon to commemorate and thank him for his efforts in getting the 5-Star Generals Commemorative Coin Act through the legislative process,” said Cox. “That legislation and the sales of the coins in 2013 generated a tremendous amount of awareness and funds for our Foundation.”

During the luncheon Cox also thanked all the sponsors: Jody Kaaz, Julius Kaaz Construction Company; Doug Adair, Exchange Bank and Trust; Lt. Gen. (Ret.) Robert Arter; Rick Berger, The Berger Company; John Ferguson, Ferguson Hotel Development; Jonathan Mize, Blish Mize Company; Jerry Reilly, The Reilly Insurance and Real Estate Company; Col. (Ret.) Bob Ulin; Col. (Ret.) Willard Snyder; and Bill Geiger, Geiger Ready Mix.

The Colin L. Powell Lecture Series was established in 2008 to honor the legacy of General Colin L. Powell at Fort Leavenworth. The Powell Lecture Series provides a forum for the discussion of national security issues by prominent national leaders for the benefit of the students and faculty of the Command and General Staff College and the Fort Leavenworth community.

The CGSC Foundation sponsors the series. Gen. Powell was the first lecturer in 2008.

Sen. Pat Roberts and his wife Franki pose in front of the display in the “Roberts Room” of the Lewis and Clark Center.

Sen. Pat Roberts delivers his remarks during the annual Colin L. Powell Lecture for students of the Command and General Staff Officers Course Class of 2023 in Eisenhower Hall in Fort Leavenworth’s Lewis and Clark Center Sept. 9, 2022.

Sen. Pat Roberts conducts a Q&A with students after his Powell lecture presentation Sept. 9, 2022.

Brig. Gen. (Ret.) Bryan W. Wampler, right, and CGSC Foundation President/CEO Col. (Ret.) Roderick M. Cox, left, present Sen. Pat Roberts with a set of the 5-Star Generals Commemorative Coins in a U.S. Mint presentation case in appreciation for his leadership in getting the 5-Star Generals Commemorative Coin Act signed into law in October 2010. Wampler and Cox presented the gift during the sponsored luncheon at the Frontier Conference Center after the Powell lecture on Sept. 9, 2022.
Inaugural Frontier Freedom 5K Run/Walk raises funds for military, veterans

by Mark H. Wiggins, Managing Editor

More than 100 people participated in the Frontier Freedom 5K Run/Walk on Fort Leavenworth on Oct. 9, 2022. Hosted by the CGSC Foundation and the Greater Kansas City Friends of the Fisher House, the race started and finished in the loop of the Frontier Army Museum. Bradley Rager won the top overall and top male competition with a time of 18:23. Elizabeth Hurst finished in second overall and first in the women’s division with a time of 18:38.

The race route wound through the streets of Fort Leavenworth, along the bluffs overlooking the Missouri River, past the historic homes and buildings of Fort Leavenworth, past the old U.S. Disciplinary Barracks, the National Cemetery and the golf course and back to the museum. Several participants, including the officials from the KC Running Company hired by the Foundation to conduct the official timing, stated that this course was the most beautiful track in the Kansas City area.

Families with young children and strollers and some with dogs also participated in the run/walk.

“We’d like to thank our co-host, the Greater Kansas City Friends of the Fisher House, as well as our four sponsors—First Command Financial Services, Kansas Speedway, Frontier Community Credit Union and Armed Forces Bank,” said CGSC Foundation President/CEO Rod Cox. “We hope to make this an annual event and we’re pleased that so many people enjoyed themselves.”

Cox also thanked Foundation Director of Operations Lora Morgan for coordinating all the race details and the volunteers who helped make it happen, especially Ralph Erwin, a former CGSC instructor.

Funds raised from the 5K will support the education and welfare of U.S. and international students, staff, and faculty of the U.S. Army Command and General Staff College and our military, veterans and their families while residing at the Fisher House located on the Kansas City VA Medical Center campus.

For complete results of the race and more photos of the race and all the division winners, read the full story online:
https://www.cgscfoundation.org/inaugural-frontier-freedom-5k-run-walk-raises-funds-for-military-veterans
A first-person account of military service in Vietnam, the Cold War and beyond

“It is often said that journalism is the first draft of history. Not true; memoirs of actual participants are the real first draft. Colonel Ulin's Witness to History: Reflections of a Cold War Soldier is a perfect example.” – Ambassador (Ret.) Ed Marks

From a simple start as an Army private in 1959 to successes in the private sector as a senior executive in for-profit and non-profit organizations, Bob 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.

Available on Amazon
One of the critical issues for the Department of Defense as it wrestles with information doctrine is developing a collective understanding of how services and commanders achieve and maintain an information advantage. In sticking with its core mission of “advance[ing] the art and science of the profession of arms in support of Army operational requirements,” the U.S. Army Command and General Staff College stood up a new Information Advantage Scholars program in Academic Year 2022. This program offers a small group of DOD’s brightest mid-grade officers an opportunity to conduct deliberate and deep study into operational gaps in the information environment.

As the newest Command and General Staff College Scholars program, the Information Advantage Scholars focus on advancing research in the information domain. Students in the program develop an understanding of the military and commercial technologies used to protect, process, deny, and manipulate information. They use this technological foundation, along with a basic understanding of human cognition, to achieve situational advantage, improve friendly decision making, disrupt the adversary’s decision making, and affect the behavior of foreign populations.

The diverse set of students selected to participate in the IA Scholars program is one of its greatest strengths. While the program’s curriculum can get technical, the selected participants have diverse backgrounds and talents, all of which are essential to its success. Traditionally branches such as cyber, signal, and military intelligence bring technical understanding to the seminar, while students from combat arms branches, along with logistics, information operations, civil and public affairs backgrounds bring operational integration and human cognition understanding that are crucial to achieving advantage in the information environment.

The cornerstone of the IA Scholars program is the student’s graduate-level thesis, a 60–120 page research paper focused on an information related topic. The program director and staff modify the course curriculum and field study engagements to tailor course work and guest speakers to the students’ selected research areas. This flexibility and exposure to topic related experts increases the quality of research and the impact of the final product. Building on their research, each student receives a basic understanding of the core technologies driving the current revolution in military affairs. These technologies include artificial intelligence, machine learning, big data platforms, quantum technologies, and cyber operations. Students combine the technological foundations with concepts in human cognition to explore the complexities of information manipulation.

Once the IA Scholars grasp a solid foundation of the underlying concepts and technologies, they study how to combine them to generate effects and sustain advantages across the four pillars of Information Advantage. They study artificial intelligence combined with data literacy and cognition to enable better decision making in a complex and chaotic environment. The students study how to protect friendly information from an adversary’s cyber and information campaigns. Through a public affairs lens, the IA Scholars learn the laws, regulations, and techniques used to inform domestic and international audiences, and the differences between its close twin
influence foreign audiences. Lastly, the scholars combine their newly acquired knowledge into a practical planning exercise where they plan and conduct information warfare operations.

To help the students develop personal definitions of Information Advantage and tie concepts together with historical events, the CGSC Departments of Leadership and Military History support the scholars’ curriculum with tailored courses. History lessons focus on military innovation, technology’s effects on the battlefield and historical examples of how leaders use information in warfare to favorably influence population behavior. The Department of Command and Leadership tailors its lessons to explore how leaders make decisions and the cognitive effects of information warfare on leader behavior.

Throughout the five-month program, scholars enhance their learning through several field studies. The first field study is a visit to Army Cyber Command Headquarters, the National Security Agency – Georgia, and the 1st Brigade Combat Team at Fort Bragg. This field study allows the scholars to visit with information advantage practitioners conducting real world operations in the cyber and electromagnetic environments.

After this first field study, the scholars travel to the National Capital Region, where they gain strategic perspectives and context from senior leaders. Scholars conduct other field studies to places such as Carnegie Mellon University to gain knowledge about the future of Artificial Intelligence; to U.S. Strategic Command to understand the importance of narrative; and to local Kansas City industry leaders to gain an appreciation for the development and management of key technologies.

New this year, the IA Scholars will team up with researchers at the University of Kansas and the University of Missouri – Kansas City to collaborate on defense-related technology development topics. This collaboration will enhance the operational use of key information related technologies and enable students to learn about emerging technologies. Additionally, the university teaming enables students to link Department of Command and Leadership content to leader driven technology innovation in the information environment.

Success for this program is measured by the ability of its graduates to think creatively when assessing problems in the information environment and to synchronize cyber, intel, signal, space, data and psychological operations capabilities into a coherent strategy. Achieving and maintaining an information advantage forces the enemy to make decisions on your terms, allows you to deliver effects that demoralize the enemy’s will to fight, and reduces the enemy’s options while imposing high costs to continued resistance.

The new Information Advantage Scholars program is a much-needed addition to the CGSC curriculum that will allow high-achieving military officers to expand the body of knowledge and increase the Army’s ability to conduct operations in the information environment.
The Legendary International Military Students Sponsorship Program:
**CGSC’s Best Kept Secret**

by Dr. Bill Raymond, Department of Command and Leadership

Mr. Jim Fain, Director of the International Military Student (IMS) Division (IMSD) at the U.S. Army’s Command and General Staff College (CGSC), is fond of saying it is almost certain that when Swiss Army Lieutenant Henri LeComte, the first International Military Student, stepped off the steamboat or train in downtown Leavenworth in 1894, some helpful soul directed him to the fort and perhaps even offered him a ride in their wagon. Since then, the citizens of Leavenworth and the Greater Kansas City area have continued to give willingly of their time and affection to support and befriend the thousands of International Military Students and their families who travel from all over the world to live in our community and study at Fort Leavenworth.

This year, 122 IMS arrived from 93 countries from around the world to attend the Command and General Staff Officer Course and three different types of sponsors warmly welcomed them to Kansas. Indeed, the IMS Sponsorship Program is one of CGSC’s best kept secrets. This article explains the sponsorship program and hopefully motivates you and your family to consider sponsoring an IMS and his or her family next summer.

Each IMS has three sponsors: one each from Fort Leavenworth (IMSD’s Field Studies Program), the Leavenworth-Lansing area (Operation International), and the Greater Kansas City area (People to People International). All sponsors voluntarily give their time and effort to welcome and support the new arrivals.

The formal aspects of the program are quite simple and consist of a Sponsor-IMS Integration Icebreaker dinner that all attend to meet everyone before classes start and a Sponsor Appreciation dinner and award ceremony that all attend at the end of the schoolyear to say farewell and bemoan the fact of how quickly the year has flown by.

Then, each sponsor attends one of the three other IMSD events: the fall or spring cultural culinary exchange, more commonly known as the “food fair” dinner, or the formal holiday dinner dance in December.

Other optional events include the Flag Ceremony signifying the official start of CGSOC, the International Graduate Badge Ceremony, and the CGSOC Graduation at the end of the schoolyear. There are also monthly “Know Your World” cultural presentations where an IMS discusses all aspects of his or her country then serves samplings of host nation food. Other than these scheduled events, the sky is the limit on what you can do with your IMS and their family: having them over for dinner, hosting fun game nights, going trick or treating together, celebrating Thanksgiving dinner, enjoying a concert, sightseeing around Kansas City, and attending a Royals, Chiefs, Wizards, or even a high school game.

Why should you sponsor? In the words of Mrs. Ann Soby, president, Operational International, says the answer is simple.

“It is an opportunity to show the International Officers and their families ‘Heartland America’ here in Kansas and our local community,” Soby said. “For me personally, sponsoring an International Officer has been a learning, rewarding, and at times, an emotional experience. It is an opportunity to learn about their country’s culture, customs, and traditions. Rewarding to know that in some small ways, you are introducing them to our country.”

Soby also emphasized that “you start off as strangers and end up as family.”

Mrs. Toni Jackson, who currently sponsors the Estonian officer and his family, echoed similar sentiments.

“It’s a great way to learn about another country and culture,” Jackson said. “We lived in Germany, but now my kids get to learn about Estonia. And by learning about other
cultures, we discover we have way more in common than our differences.”

It’s a common sentiment that sponsoring an IMS is a terrific learning experience for everyone involved and allows you to become one of our nation’s goodwill ambassadors every time you volunteer. While the sponsorship only lasts a year, you make friendships that will last a lifetime. Sponsoring provides you and your family an international experience like no other that builds long and lasting relationships.

Danish Brig. Gen. Thorsten Jorgensen, a 2008 CGSOC graduate who now serves as the deputy at NATO’s Allied Command Transformation in Norfolk, Virginia, said, “the sponsor program turned into everlasting friendships which continue to impact the lives of both our daughters, my wife, and myself.”

Jorgensen’s wife, Hanne, added that “the sense of security, the feeling of having extended family locally, the sharing of culture, humor, food and drink, the guiding hand and kind advice and the risk of gaining a lifelong friendship, are just a few of the reasons why having a sponsor family to meet and greet you as you arrive in Leavenworth is invaluable for an incoming family from abroad.”

Besides becoming friends with your international family, sponsors have the added benefit of becoming friends with all the other IMS sponsors, especially the ones sponsoring the same officer as you. A final reason to sponsor is because it is just a lot of fun. I also like to tell potential sponsors that if you ever decide to travel abroad in the future, it is amazing to have family all over the world and you don’t have to worry about any hotel reservations.

In the words of Danish Lieutenant Colonel Kristian Kold, a 2010 CGSOC graduate: “If you have a big heart, you can make this experience a much richer one for a student or a family from another part of the world. And you may learn something about the world in return and strengthen your local network, too. A big Thank You to all that have sponsored in the past as well as to all, who may try this in the future.”

If you are interested in becoming a part of CGSC’s best kept secret and want to sponsor an IMS and his or her family in the next CGSOC class, please contact Mr. Dave Bornn, Field Studies Program Chair in IMSD, at 913-684-7323 or david.m.bornn.civ@army.mil. CGSOC is having larger cohorts of IMS attending each year which means more opportunities for families seeking to make a difference by sponsoring. He eagerly awaits hearing from you.

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Maj. Slava Senin, Estonia, (2nd from right) hosting his sponsors at his quarters on Fort Leavenworth.

Maj. Bakhtiyar Suleimenov, Kazakhstan, meets with his Fort Leavenworth sponsor, Lt. Col. John Leming, from the Department of Joint, Interagency and Multinational Operations in the Lewis and Clark Center.
Women and Leadership program creates network

Editor’s Note: This article was edited from the original authored by Charlotte Richter which appeared in the Fort Leavenworth Lamp.

A newer program in the U.S. Army Command and General Staff College is working to help connect female CGSC students and mentors. The “Women and Leadership” program is open to women of all nationalities, services, and agencies attending the College.

Participants in the program are linked to a network of volunteer mentors who will coach them through their academic year and possibly into the future. Students and mentors are encouraged to meet at least once a month, and social events are conducted monthly. The CGSC Foundation has become a sponsor of the program providing support to help make each program event successful.

Program coordinator retired Lt. Col. Michelle Garcia, an instructor in the CGSC Department of Command and Leadership, says that the program connects Army University students to mentors, many of whom are retired military professionals with shared life experience who have attended Army University courses. She said the program also allows students to interact outside of their classroom and hallway environments, which are sometimes the only spaces students connect with peers and teaching teams.

“This allows the women to see more of the women who are students, to find people who they have a common bond with – common life experience or a common branch or job – that they might not meet or encounter in their normal school socialization,” Garcia said. “The school offers social events at the staff group level, and there are typically two women in a staff group, sometimes only one.”

One of Garcia’s roles as coordinator includes matching mentors and mentees in groups of two to four over e-mail. She said she asks students what kind of mentorship they are seeking, such as shared experiences in single motherhood, dual military or in certain fields.

Monique Guerrero, interagency programs director at the Command and General Staff School, serves as a Women and Leadership mentor, sharing expertise from her four years as an instructor and her experience with women in leadership during her military career.

“Having been on staff, I understand that there is a shortage of female leadership inside the building. These women are outstanding and amazing, and they deserve the same kind of mentorship as everybody else,” Guerrero said. “The things that these women are going to be concerned about are things that women who have already walked that path are best suited to help them with. They’re more likely to come to us with a problem, issue or concern than go to a man.

“I thought it was kind of cool to look for a mentor,” said Capt. Sheila Holder, CGSOC student. “Females are low in numbers, and I think it’s cool to see what other women are around to connect with them.”

Holder and other mentees agreed that working with a male majority is not uncommon; it’s something they have experienced throughout their careers.

“To meet other women, not just Army women but our sister services and the international women, where we have this common experience across the globe is really awesome because we don’t get that in our day-to-day lives,” said Maj. Lacey Dean, CGSOC student.

The CGSC Foundation along with First Command Financial Services sponsored the first Women and Leadership social event at the Frontier Army Museum on Aug. 11. They conducted their second monthly event Sept. 8, at a local winery and in October the program offered “Lunch & Learn” events with lunchtime presentations on personal finances and parenting in classrooms in the Lewis and Clark Center.

Those interested in participating in the Women and Leadership program should contact Michelle Garcia at michelle.m.garcia.civ@army.mil or (913) 684-3154.
Since the Spring Edition of the Foundation News, the Arter-Rowland National Security Forum (ARNSF) has conducted six more events focusing on a wide variety of issues related to national security. Membership has been growing over the year with each event building on the success of the previous.

On May 26, Dr. Mahir Ibrahimov, the director of the Cultural and Area Studies Office (CASO) at CGSC and author of Across Cultures and Empires: An Immigrant’s Odyssey from the Soviet Army to the U.S. War in Iraq and American Citizenship, spoke about his journey from serving in the Soviet army as an Azeri minority, to immigrating to the United States in search of freedom, ultimately becoming a citizen of the United States working for the U.S. Army as a language and culture expert.

On June 23, 2022, retired Brig. Gen. Steve Michael, who previously served in U.S. Indo-Pacific Command, discussed the nation’s Indo-Pacific relationships and how those alliances and strategy may well define the next century.

On July 28, retired Col. Matt Dimmick, the European Regional Program Manager for Spirit of America, provided a “Battlefield Update Briefing” to ARNSF members and guests from Moldova via Zoom. Dimmick provided a unique “boots on the ground” perspective to the current war in Ukraine and the multi-national efforts surrounding it.

Retired Maj. Gen. Gordon B. “Skip” Davis, Jr., a Senior Fellow at the Center for European Policy Analysis, a member of the Alphen Group and a Senior Research Fellow for the Simons Center for Ethical Leadership and Interagency Cooperation, spoke to ARNSF members via Zoom on Sept. 15, 2022. He provided an overview of the 2022 NATO Summit which was conducted in Madrid in June 2022.

On Sept. 29, 2022, Mr. Ralph Erwin, the Strategic Advisor for Tesla Government, Inc., provided an overview of geospatial intelligence and how the Office of the Director of National Intelligence and the Secretary of Defense combine with other elements of national power to use geospatial intelligence for the security of the nation and its allies.

On Oct. 20, 2022, business reporter and author Mr. Christopher Leonard discussed the Federal Reserve bank and its extraordinary experiments in money printing over the last decade. Leonard described how in 2010, the Fed began an unprecedented program called “quantitative easing.” In just a few short years he said the Fed more than quadrupled the money supply with one goal: to encourage banks and other investors to extend more risky debt.

ARNSF events are only open to ARNSF members and their guests. If you are not a member but are interested in joining, contact John Nelson at john.nelson@cgscf.org or visit the Forum page on the Simons Center website for more information (link below).

Learn more about the ARNSF, read the articles online and see more photos:
https://thesimonscenter.org/arter-rowland-national-security-forum
Expanding our reach

by Bob Ulin, Program Director, and John Nelson, Deputy Director & Senior Research Fellow

Originally established by a grant from Ross Perot, Sr., in 2009, the Simons Center for Ethical Leadership and Interagency Cooperation supports the Command and General Staff College with scholarly research on interagency cooperation and has subsequently expanded its research focus to incorporate ethical leadership. Over the past several months, the Simons Center has been very active with activities and events in several of its key program areas.

As described in the spring issue of the Foundation News magazine, the Simons Center conducted a Cold War Symposium from November 2021 through February 2022 to commemorate the 30th anniversary of the end of the Cold War. The three-part series featured scholars presenting not only academic research, but first-hand accounts of events spanning the length of the Cold War. The Simons Center is now nearing the completion of phase two of the project, the publication of a book based on the symposium proceedings. Dr. Mark Wilcox and Dr. Sean Kalic, faculty members of the U.S. Army Command and General Staff College, are completing the final chapters and edits on the book which we anticipate publishing before year’s end.

The Simons Center is also excited to be publishing the next issue of the InterAgency Journal this quarter. Now published in an online format, the coming issue of our peer-reviewed semi-annual IAJ will include articles covering a breadth of topics spanning strategic planning, space capabilities, artificial intelligence, and security force assistance.

Our Fellows program has also been active. In July, Simons Center Fellow Lt. Col. Ken Segelhorst published an excellent InterAgency Paper on the famous Son Tay Raid. (a link to the IAP is below) Additionally, our Fellows were invited to attend two special online presentations of the Arter-Rowland National Security Forum. On July 28, retired Col. Matt Dimmick, the European Regional Program Manager for Spirit of America, provided a “Battlefield Update Briefing” on the war in Ukraine, live via Zoom from his hotel room in Moldova. Then on Sept. 15, Simons Center Senior Research Fellow and former NATO Deputy Assistant Secretary General for Defense Investment, retired Maj. Gen. Gordon B. “Skip” Davis, provided his insights of NATO’s new Strategic Concept which was approved at the 2022 NATO Summit. (see the links below to view the presentations)

The Simons Center is also honored to welcome retired Lt. Gen. Robert Caslen, former commanding general of the Combined Arms Center and Fort Leavenworth and former Superintendent of West Point, as a new Senior Research Fellow. (see related article on page 31)

In addition to the special online sessions of the Arter-Rowland National Security Forum, the Simons Center hosted in-person presentations at the Carriage Club in Kansas City. (see page 29) We were fortunate to have distinguished speakers share their personal experiences and expertise with the Russian military, Indo-Pacific relationships, Geospatial Intelligence and the Federal Reserve.

This past summer and early fall have seen the Simons Center expand its educational and professional development reach. Bob Ulin, the Simons Center’s Director, has gifted the entire curriculum of the Executive Leadership Program formerly delivered by the Center for Transitional Leadership. Through our new partnership with Academy Leadership, the Simons Center will offer leadership training and coaching for all levels of leaders. And our newly formed partnership with the Institute of World Politics will enable the Simons Center to greatly expand its access to educational opportunities in the arts of statecraft in national security, intelligence and international affairs.

It continues to be an exciting time for the Simons Center as we expand our reach and influence. We are particularly eager to build on existing programs and expand our offerings by supporting scholarship in interagency cooperation and ethical leadership, building and maintaining the body of knowledge for interagency affairs, and improving interagency operations.

Battle Update Briefing: https://thesimonscenter.org/arsnf/arsnf-battle-update-briefing-on-the-war-in-ukraine
Lieutenant General Robert L. Caslen is a United States veteran who served in the U.S. Army for 43 years. His military career culminated in 2018 as the 59th Superintendent of the United States Military Academy at West Point. After his military retirement he also served as the 29th president of the University of South Carolina. As the University of South Carolina’s president, Caslen successfully led the university through its most challenging period, the 2020-21 Pandemic. During the pandemic, the university remained open, profited an additional 50 million dollars, opened a national on-line program, and increased its enrollment applications by 21%. Under his direction as Superintendent, West Point was recognized as the number one public college in the nation by Forbes Magazine and the number one public college by U.S. News and World Report. Working with the West Point Director of Athletics, Caslen revamped the athletic program and made it self-sustaining. Fulfilling a pledge he made after becoming superintendent, he led a sweeping reversal of Army’s football program and developed a culture of excellence through winning with character, culminating in Army defeating Navy in 2016 for the first time in 14 years, and winning the Commander-in-Chief’s trophy for the first time in 21 years.

Before becoming the West Point Superintendent, Lt. Gen. Caslen served as the chief of the Office of Security Cooperation in Iraq, and was the commandant of the Army’s Command and General Staff College and commander of the Combined Arms Center and Fort Leavenworth, Kansas. Caslen also commanded the 25th Infantry Division during Operation Iraqi Freedom and was chief of staff of both the 101st Airborne and the 10th Mountain Divisions, where he also served as chief of staff of Task Force Mountain during Operation Enduring Freedom in Afghanistan. He also served in combat and overseas deployments in Operation Desert Shield/Desert Storm, Honduras, and Operation Uphold Democracy and the United Nations Mission in Haiti.

Lt. Gen. (Ret.) Caslen holds a Master of Business Administration degree from Long Island University and a Master of Science degree in Industrial Engineering from Kansas State University. He is a Distinguished Graduate of the United States Military Academy, a member of the Kansas State Engineering College Hall of Fame, recognized for a Life Time of Service Award from the American Red Cross, was selected as the Honorary Rock of the Year Award for his leadership in diversity, the 2018 Gerald R. Ford Legends Award for lifetime service as a former football offensive center, the NCAA Theodore Roosevelt Award for a former NCAA student-athlete who is a distinguished citizen of national reputation exemplifying the ideals to which collegiate athletics programs and amateur sports competition are dedicated. Caslen was also recognized with an honorary doctorate from Long Island University and has co-authored the book, The Character Edge Leading and Winning with Integrity.

Caslen has been married to the former Michele Pastin, from Highland Falls, New York, for 45 years and has three adult sons and five grandchildren.

We are proud to have Lt. Gen. (Ret.) Robert L. Caslen, Jr. as a Senior Research Fellow of the Simons Center. Visit our website to learn more about the program: https://thesimonscenter.org/fellows/details

In The Character Edge 43-year U.S. Army veteran and former West Point Superintendent Lt. Gen. (Ret.) Robert L. Caslen, Jr., and West Point Professor of Engineering Psychology Dr. Michael D. Matthews leverage their perspectives to offer an empowering, story-driven argument—backed by the latest scientific research—that character is vital to success. They give readers the tools to build and sustain character in themselves and their organizations by testing readers’ strengths of the gut, head and heart and teaching how to build trust and nurture the seeds of character.

“The world needs leaders with strong character more than ever. The Character Edge will show you how that is done in two institutions that carry the trust and respect of all Americans—the United States Military Academy at West Point, and the U.S. Army.”

—Gen. (Ret.) Raymond T. Odierno
38th Chief of Staff of the U.S. Army

Available on Amazon
Alumni Updates
News from CGSC alumni around the globe

I retired from the U.S. Army in 2006 to work as a Senior Analyst for the Joint Staff J6. Presently, serving as the Program Manager of the Office of Aerospace and Defense at the University of Tennessee Space Institute. The photo is me as a major escorting former Chairman of the Joint Chiefs of Staff Gen. Hugh Shelton and a group of DoD-sponsored national media representatives in Bosnia in 1998.

We welcomed our second granddaughter, Gianna, into the world this year!

Lt. Col. (Ret.) Bryan Fencl – CAS3 2004; CGSOC 2012; SAMS 2013
I recently assumed a new role as Director of Strategy & Concepts for U.S. Naval Special Warfare Command, Coronado, California. I retired from active duty in 2019 and joined the civil service in 2020. I live in San Diego with my wife and four children.

Maj Eric W. Shumpert – CGSOC 2018
I recently received the Commission as a Kentucky Colonel. The commission of Kentucky Colonel is the highest title of honor bestowed by the Governor of Kentucky. It is recognition of an individual’s noteworthy accomplishments and outstanding service to our community, state, and nation.

Gen. Bartolome Vicente Bacarro, Phillipine Army - CGSOC 2009

Maj Eric W. Shumpert – CGSOC 2018
I recently received the Commission as a Kentucky Colonel. The commission of Kentucky Colonel is the highest title of honor bestowed by the Governor of Kentucky. It is recognition of an individual’s noteworthy accomplishments and outstanding service to our community, state, and nation.

Visit the CGSC Foundation website at www.cgscfoundation.org/alumni-update or use the QR code below to submit your Alumni Update. We’d love to hear from you!
Stay connected...
Join the CGSC Foundation Alumni Association

Member Benefits:
- Scholarships for your family members
- Exclusive offers for programs and events, including tickets to the next NASCAR race at the Kansas Speedway
- A subscription to the Foundation News magazine (print copies to U.S. addresses only)
- 10% discount on CGSC Foundation gift shop purchases
- Access to the Alumni Website – Click the link to register after paying your dues
- A CGSC Foundation window decal
- Free membership in the Association of the United States Army (AUSA)

Annual membership $25 Life Membership $250

Join today! – Go to: www.cgscfoundation.org/alumni

New Life Members of the Alumni Association
May 1 - Oct. 17, 2022

Lt. Col. (Ret.) Johnnie Beale  
Maj. Charles Esteves  
Col. (Ret.) William E. Greenawald  
Ms. Heather Karambelas  
Maj. Gabriel Koshinsky  
Col. Anthony Leyva  
Col. Michael Lucy  
Lt. Gen. (Ret.) Michael D. Lundy  
Lt. Col. (Ret.) James T. Marques  
Maj. Ashley I Martinez  
Maj. Kenny D Martinez  
Col. Joseph B. Missal  
Col. Andrew Morgado  
Mrs. Mona M Munn  
Maj. (Ret.) Jason Napier  

Maj. Ryan N. Oliver  
Maj. Ruben Ruiz Perez  
Col. Jeffrey W. Pickler  
Col. Scott Preston  
Lt. Col. Eduardo Pumarejo  
Mr. Edward F. Reilly, Jr.  
Col. Todd A. Schmidt  
Lt. Col. Eric Sheen  
Maj. Gen. Dustin Shultz  
Maj. Eric Shumpert  
Lt. Col. Christopher G. Smiley  
Maj. Louis H. Smith  
Maj. Sean Summerall  
Maj. Jonathan B. Wallace  
Maj. Gen. (Ret.) Robert P. Walters

PHOTOFLASH

CGSC WorldQuest team brings home honors


Read the full story online:
https://www.cgscfoundation.org/cgsc-worldquest-team-brings-home-honors

PHOTO COURTESY KC IRC
CGSC Foundation announces new scholarship for 2023

Colonel Stephen E. “Brownie” Brown Scholarship named in honor of former instructor, retired Marine

by Mark H. Wiggins, Managing Editor

The CGSC Foundation announces a new component of its competitive scholarship program for relatives of U.S. Army Command and General Staff College alumni and others who are Life Members of the Foundation’s Alumni Association. The new Colonel Stephen E. “Brownie” Brown Scholarship will be available to applicants in the 2023 scholarship application window which will open in January 2023.

The Colonel Stephen E. “Brownie” Brown Scholarship will award scholarships up to $5,000 for selected applicants.

“We’re excited to offer this new scholarship as part of our overall program,” said Foundation President/CEO Rod Cox. “The Colonel Stephen E. ‘Brownie’ Brown Scholarship will allow us to help even more military families achieve their educational goals.”

The Colonel Stephen E. “Brownie” Brown Scholarship is named in honor of a U.S. Marine officer who retired from active duty in February 2009 and became an instructor at the U.S. Army Command and General Staff College in 2010. Due to medical complications from Spino-cerebellar Ataxia (SCA), Brown retired from teaching at CGSC and currently lives in Stillwell, Kansas. His network of lifelong friends approached the CGSC Foundation to establish the scholarship in Brown’s name to honor his lifetime of service and their friendship.

“I have known Steve practically my entire life and have always known him as a man of courage, strength, integrity and determination,” said Tim Burns, the current CEO of Preco, LLC in Kansas City, who took on the role of organizing all of Brown’s friends and working with the Foundation to set up the scholarship. “He has demonstrated these qualities throughout our years of growing up, as a Marine fighting in numerous wars as a Cobra attack helicopter pilot, and now in his fight with SCA disease. We all wanted to do something magnanimous as an expression of our thanks and honor to Steve and his family.”

The CGSC Foundation’s scholarship program is open to high school seniors who will begin their college studies in 2023 and for undergraduate college students in the first three years of their studies (freshman through junior) returning to school. The students must be family members of Life Members of the Foundation’s Alumni Association.

The members of the Alumni Association include not only active duty, veterans and retirees from all the military services, but also government civilian staff and faculty, and graduates of various programs of the CGSC Foundation are eligible to join.

The application window for the 2023 Scholarship competition will open Jan. 3, 2023. The deadline for applications is midnight on March 15, 2023. Judging will occur March 16-31 and the Foundation will announce the winners on April 13, 2023.

The application will be posted on the CGSC Foundation website at www.cgscfoundation.org/scholarships on Jan. 3, 2023. A link to join the Alumni Association as a Life Member is also on the page for those that need to join before their relatives apply.

The Foundation also welcomes donors who may not have eligible relatives but wish to support the scholarship program. Interested persons can support the scholarship program by visiting www.cgscfoundation.org/donate.
**Lecture series features Gen. U.S. Grant**

The CGSC Foundation and its Simons Center hosted the second lecture of the 2022 Distinguished Speaker Series at the Riverfront Community Center in downtown Leavenworth, Kansas on Sept. 21, 2022. In this installment of the series Dr. Harry S. Laver, professor of military history and the Maj. Gen. William A. Stofft Chair of Historical Research at the U.S. Army Command and General Staff College, discussed leader development through the lens of Gen. Ulysses S. Grant.

The evening began with a reception, followed by CGSC Foundation President/CEO Rod Cox making welcome remarks and inviting everyone to dinner. Toward the end of the dinner period Cox recognized the sponsors for the evening and introduced Laver.

Laver recounted Grant’s early failures, but how at the outset of the Civil War he rejoined the Army and became one of the great generals of the Civil War, if not one of the best in American history.

Read the full story online and see more photos:
https://www.cgscfoundation.org/distinguished-speaker-series/features-presentation-on-general-grant

**International Family Fishing Derby**

The Fort Leavenworth Rod and Gun Club hosted the second annual International Families Fishing Derby Sept. 10, at Merritt Lake. Sixty-four registered anglers representing 18 nations participated in the event.

The CGSC Foundation sponsored the derby with the fishing bait and the concessions.

The Winners

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<th>Boys (under 16 years old)</th>
<th>Girls (under 16 years old)</th>
<th>Men</th>
<th>Women</th>
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<tr>
<td>First Place: Simon Van Dyke, Canada</td>
<td>First Place: Jung Heyeon, South Korea</td>
<td>First Place: Usman, Pakistan</td>
<td>First Place: Jannatul Ferdous, Bangladesh</td>
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<td>Big Fish: Arijus Survilas, Lithuania</td>
<td>Big Fish: Haniya, Pakistan</td>
<td>Big Fish: Hanafi, Indonesia</td>
<td>Big Fish: Sirardy Boymuslakyan, Armenia</td>
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Read the full story online and see more photos:
https://www.ftleavenworthlamp.com/2022/09/15/international-families-fishing-derby

**First brown-bag lecture of AY23 focuses on space**

The first presentation of the InterAgency Brown-Bag Lecture Series for CGSC academic year 2023 was conducted at 12:30 p.m., Sept. 20 in the Arnold Conference Room of the Lewis and Clark Center on Fort Leavenworth.

Mr. Thomas A. 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 DOD and other government agency operations. He also reviewed government agencies primarily invested in space operations to include the new Space Development Agency, NASA, NOAA, and NRO.

CGSC Foundation President/CEO Rod Cox provided the introduction.

Read the full story online and see more photos and video:
The CGSC Foundation honors the memory of the following CGSC alumni and friends:

- Col. P. Vijay Reddy (CGSC ’91) of Bangalore, India

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:

The following persons made donations to the new Colonel Stephen E. "Brownie" Brown Scholarship

- Mr. Charles Arnone
- Ms. Paula Berberich
- Mrs. Charlotte Ann Brown
- Mrs. Annie Burns
- Mr. Tim Burns
- Jim and Kathleen Dillon
- Lt. Col. (Ret.) Jeff Hoing
- Mr. Dennis Hunter
- Mr. Jeff Laurent
- Col. (Ret.) Robert Leo
- John & Peggy Mall
- Ms. Catherine Primrose
- Mr. Jerry Wiedenmann
- Mr. Lane Wiggers

Other scholarship program donors:

- Ms. Chinyeh Hostler

Making your donations meaningful

You can make your donation to the CGSC Foundation more meaningful by designating it as a donation “In Memory of” or “In Honor of”...or by designating your support to important programs such as our scholarship program. – As you can see, we’ll publish your honor or memory or support as another small way of saying “Thank You.”

If you wish to make an online donation, visit www.cgscfoundation.org/donate (or use the QR code)

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.

Thank you in advance for your support.
Wreaths Across America Day 2022 – Together we can honor them

by Elizabeth Hill, Assistant Operations Officer

With each passing day, we get closer to National Wreaths Across America Day on Dec. 17, 2022.

The CGSC Foundation is one of the Fort Leavenworth area Wreaths Across America sponsor groups who share the goal of honoring every grave at Fort Leavenworth National Cemetery with a wreath of remembrance this holiday season.

The Foundation’s goal in 2021 was to honor all 900 veterans buried in Section N of the cemetery. Together we achieved that goal with 921 wreaths sponsored.

The Foundation’s goal in 2022 is to place wreaths on every one of the 981 graves in Section B of the Fort Leavenworth National Cemetery. Of course, the larger goal is always to inspire enough people to place a wreath on every grave – more than 23,000 – in the cemetery.

As of press time for the Foundation News, the Foundation has a lot of work to do to reach the 2022 goal. We need your help. – Wreaths can be sponsored for $15 each by using the link/QR code below.

And please join us Dec. 17 at the Fort Leavenworth National Cemetery to help us Remember and Honor our veterans by placing wreaths on their graves. After all the wreaths are laid, the CGSC Foundation will be hosting a reception for volunteers with hot drinks and snacks at the Frontier Army Museum.

Together, we can honor them.

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

https://wreathsacrossamerica.org/KS0101P
or use the QR code

CGSC Foundation Gift Shops
Every purchase helps support future leaders and military families

Frontier Army Museum Gift Shop
100 Reynolds Ave. • Fort Leavenworth KS 66027
913-651-7440 • office@cgscf.org

CGSC Foundation Gift Shop
100 Stimson Ave. • Suite 1149 • Fort Leavenworth KS 66027
913-651-0624 • office@cgscf.org

Visit Online
www.giftshops.cgscf.org
The Army

The Army is a colorful guide to America’s leading military armed service, a half-million-strong force with a glorious history that continues to play a key role in the nation’s defense and overseas operations today. The book includes photographs from the Civil War up to the present, with a particular focus on recruitment, weaponry, and modern training methods, as well as Soldiers on tour during the recent conflicts in Afghanistan and Iraq.


From the Mountains to the Bay: The War in Virginia, January-May 1862

From the Mountains to the Bay is a sweeping study of the operations of the armies and navies of the Union and Confederacy from January to July 1862 in the Commonwealth of Virginia. This is the only modern scholarly work that looks at these operations – from the Romney Campaign that opened the year to the naval engagement between the Monitor and Merrimac to the movements and engagements fought by Union and Confederate forces in the Shenandoah Valley, on the York-James Peninsula, and in northern Virginia – as a single, comprehensive campaign.

Ethan S. Rafuse, Ph.D., is a professor of military history in the Department of Military History, at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas. He is the author of several books, including “McClellan’s War: The Failure of Moderation in the Struggle for the Union;” “Robert E. Lee and the Fall of the Confederacy, 1863-1865;” and (with Charles R. Bowery, Jr.) “Guide to the Richmond-Petersburg Campaign.”

Silent Coup of the Guardians: The Influence of U.S. Military Elites on National Security
by Todd Andrew Schmidt; 280 pages; University Press of Kansas, 2022. Available on amazon.com (hardcover - $60) and barnesandnoble.com (hardcover - $60).

In Silent Coup of the Guardians author Todd Schmidt demonstrates that U.S. military elites play an exceptionally powerful role in national security due to their extraordinary influence over policy process, outcome, and implementation. Through personal interviews with high-ranking national security experts across six presidential administrations, Schmidt concludes that nuanced relationships between military elites, the president, and Congress; decision-making in national security and foreign policy; and the balance of power in civil-military relations suggest a potential trend of praetorian behavior among military elites. A silent coup of the guardians has occurred, and professionals and citizens need to ask what should be done to rebalance U.S. civil-military relations.

Colonel Todd Andrew Schmidt, Ph.D., is a U.S. Army Goodpaster Fellow and director of the Army University Press, Fort Leavenworth, Kansas.

ISIS: The Essential Reference Guide

ISIS formed through a combination of a rise in violent extremist ideologies demonstrated on September 11, 2001; the invasion of Iraq; and the Syrian Civil War. ISIS is possibly the most important conflict group and phenomena of the last half century, and understanding its source and success is crucial to functioning in the world today. This book provides insight into ISIS from its beginnings to the present, through coverage of its people, organizations, and operations and includes more than 100 in-depth articles and more than a dozen key primary source documents.

Brian L. Steed is an assistant professor of military history at the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas, and a retired U.S. Army lieutenant colonel who served three times in Iraq. He is the author of numerous books on military theory and military history and cultural awareness including “ISIS: An Introduction and Guide to the Islamic State” and “Bees and Spiders: Applied Cultural Awareness and the Art of Cross-Cultural Influence.”
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